



RESPONSES

RESPONDENT

WORKWAYS AUSTRALIA LIMITED t/a Workways (Workways NESM)

Provider ID	124748
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SECTION 1: CAPACITY BUILDING FUND ELIGIBILITY

Question 1 (1431855)	For the most recent financial year, is your organisation (including related entities) a "Small Business Entity" as defined by the ATO? <ul style="list-style-type: none">"Small Business Entity" means a business with an aggregated turnover of less than \$10 million (being all ordinary income that the organisation earned in the ordinary course of running a business plus the annual turnover of any entities connected with the organisation or that are the organisation's affiliates).Where the organisation is a Group Respondent, the organisation's aggregated turnover will be the aggregate total turnover of each member of the Group Respondent individually.
Selected Statement	No

SECTION 2: EMPLOYMENT REGIONS SELECTION

Question 1 (1431858)	Please identify the Employment Regions you are applying to deliver Enhanced Services – Generalist and/or Specialist. NSW and ACT
Selected Options	<ul style="list-style-type: none">Capital Region
Question 2 (1431859)	Victoria
Selected Options	<ul style="list-style-type: none">GippslandNorth Western Melbourne
Question 3 (1431860)	Queensland
Selected Options	<ul style="list-style-type: none">Brisbane South EastCairnsGold CoastTownsville (incl Mt Isa)
Question 4 (1431861)	South Australia
Selected Options	<ul style="list-style-type: none">N/A
Question 5 (1431862)	Western Australia
Selected Options	<ul style="list-style-type: none">N/A
Question 6 (1431863)	Tasmania
Selected Options	<ul style="list-style-type: none">N/A
Question 7 (1431864)	Northern Territory
Selected Options	<ul style="list-style-type: none">N/A

SECTION 3: CAPITAL REGION

Question 1 (1431865)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none">Generalist
Question 2 (1431866)	Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.

Selection Criteria 2 - Tailored services capability

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.

Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 2

Character limit: 20,000

Weighting: 40 per cent

This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 3 (1431867)

Selection Criteria 2 - Tailored services capability

Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences).

2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1431868)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 5 (1431869)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1431870)

Response Text

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

WW have a comprehensive People Strategy outlining the National and Local plans and processes for Recruitment and Induction, Learning and Development (L&D), and Wellbeing, that have specific focus on meeting Enhanced Services (ES) objectives.

Recruitment and Induction

- Nationally, focussed on getting the best people in the best roles to deliver the best outcomes, by recruiting externally and internally in alignment with WW culture and values.
- Locally, WW target community connected candidates reflective of the Region's diversity.
- Nationally, WW Employee Induction Program is structured and designed to reduce time to competence for new staff.
- Locally, employees 'buddy' with high performers, visit local industry and attend community meetings.

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Learning and Development

WW is proud to have developed an L&D Framework that goes to the heart of addressing retention issues, lack of quality servicing and skills faced by Employment Services (I Want to Work, 2020). The L&D Framework invests in employees across all stages of their employment, as a result WW have decreased staff turnover by 18% within two years. The core components are as follows:

- 'Intent-Based Leadership Approach' developed by David Marquet in 2009, empowering local leaders to authorise and make informed decisions for more efficient results. WW are creating "workplaces where everyone engages and contributes their full intellectual capacity...people are healthier and happier" (L. David Marquet, 2009). All management and emerging leaders receive Intent-Based training and ongoing coaching sessions. Since implementation, WW have seen a significant positive culture shift. "I have the resources and support to do my work successfully. WW has a very supportive and positive work culture" (WW Staff Engagement and Alignment Survey, 2020).

- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

- o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants.

- o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment.

- o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as:

- ☐ create impactful resumes
- ☐ prepare Participants for job interviews
- ☐ facilitate meaningful and goal-oriented contact appointments.

- o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants.

- National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities.

- 'WAYS 2 Lunch and Learns' covering compliance, best practice, and service delivery.

L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly.

Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period, consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>culture.</p> <p>Wellbeing</p> <p>WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:</p> <ul style="list-style-type: none"> - Regular meditation and yoga sessions - Mental Health Awareness sessions - Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day. <p>'Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way.' (WW Employee, 2021)</p>
Question 7 (1431871)	<p>2.5G (Generalist) To be answered ONLY where the Respondent is bidding for Enhanced Services Generalist Licence. In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people, mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 11 (1431875)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3**Character limit: 16,000****Weighting: 40 per cent**

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 12 (1431876)

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and issues faced by Participants. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

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Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

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Question 13 (1431877)

3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response.

(4,000 Characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 14 (1431878)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Responses
[COMMERCIAL / PERSONAL IN CONFIDENCE]

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 15 (1431879)

your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and

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Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 16 (1431880)	Locations If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil". Note: Please list locations only. Site details are provided in a separate section.		
Response Text	Woden, Gunghalin, Tuggeranong, Queanbeyan, Braddon		
Question 17 (1431881)	Conditionality Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential. Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location. Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional. If there is no conditionality, please enter "Nil".		
Response Text	Braddon is conditional upon achieving 45%		
Question 18 (1431882)	Site Information In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region. Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.		
Location name	Tuggeranong		
Address	Greenway Shops Unit 7, 310 Anketell Street Greenway ACT 2900 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Frequency of Service	Monday to Saturday	
Location name	Queanbeyan	
Address	108 Monaro Street Queanbeyan NSW 2620 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Gunghalin	
Address	Winyu House Shop 2, 125 Gungahlin Place Gungahlin ACT 2912 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Woden	
Address	Woden Centre 20 Bradley Street Phillip ACT 2606 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Braddon	
Address	(TBC) Braddon ACT 2612 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday to Saturday	
Question 19 (1431883)		
Business Share When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region.		

	Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.
Question 20 (1431884)	Generalist - Maximum percentage of business share:
Response Text	60
Question 21 (1431885)	Generalist - Minimum percentage of business share:
Response Text	33

SECTION 19: GIPPSLAND

Question 1 (1432241)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none"> Generalist
Question 2 (1432242)	<p>Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.</p> <p>Selection Criteria 2 - Tailored services capability</p> <p>Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.</p> <p>Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.</p> <p>Selection Criteria 2 Character limit: 20,000 Weighting: 40 per cent</p> <p>This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.</p>
Question 3 (1432243)	<p>Selection Criteria 2 - Tailored services capability</p> <p>Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences).</p> <p>2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1432244)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 5 (1432245)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4.000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1432246)

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

Response Text

WW have a comprehensive People Strategy outlining the National and Local plans and processes for Recruitment and Induction, Learning and Development (L&D), and Wellbeing, that have specific focus on meeting Enhanced Services (ES) objectives.

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Recruitment and Induction

- Nationally, focussed on getting the best people in the best roles to deliver the best outcomes, by recruiting externally and internally in alignment with WW culture and values.
- Locally, WW target community connected candidates reflective of the Region's diversity.
- Nationally, WW Employee Induction Program is structured and designed to reduce time to competence for new staff.
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Learning and Development

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- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

- o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants.
- o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment.
- o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as:

- ☐ create impactful resumes
- ☐ prepare Participants for job interviews
- ☐ facilitate meaningful and goal-oriented contact appointments.

- o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants.

- National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities.

- 'WAYS 2 Lunch and Learns' covering compliance, best

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>practice, and service delivery. L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly. Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period, consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven culture.</p> <p>Wellbeing WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:</p> <ul style="list-style-type: none"> - Regular meditation and yoga sessions - Mental Health Awareness sessions - Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day. <p>"Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way" (WW Employee, 2021).</p>
Question 7 (1432247)	<p>2.5G (Generalist) To be answered ONLY where the Respondent is bidding for Enhanced Services Generalist Licence. In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people, mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 9 (1432249)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3**Character limit: 16,000****Weighting: 40 per cent**

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 10 (1432250)

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and

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Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

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Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 11 (1432251)

3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response.

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Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 12 (1432252)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Responses
[COMMERCIAL / PERSONAL IN CONFIDENCE]

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 13 (1432253)

3.4 In this Employment Region or location(s) describe how your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and tailored to meet the needs of employers. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 14 (1432254)	Locations If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil". Note: Please list locations only. Site details are provided in a separate section.		
Response Text	Morwell, Moe, Traralgon, Bairnsdale, Sale, Maffra, Lakes Entrance, Leongatha, Wonthaggi		
Question 15 (1432255)	Conditionality Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential. Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location. Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional. If there is no conditionality, please enter "Nil".		
Response Text	Maffra, Lakes Entrance conditional upon receiving 60% business share and Leongatha, Wonthaggi conditional upon receiving 100% business share		
Question 16 (1432256)	Site Information In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region. Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.		
Location name	Morwell		
Address	66A George Street Morwell VIC 3840 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		
Frequency of Service	Monday - Saturday		

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Location name	Moe	
Address	35 Della Torre Road Moe VIC 3825 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Traralgon	
Address	Unit 1, 42 Kay Street Traralgon VIC 3844 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Bairnsdale	
Address	280 Main Street Bairnsdale VIC 3875 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Sale	
Address	443 Raymond Street Sale VIC 3850 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Lakes Entrance	
Address	(TBC) Lakes Entrance VIC 3909 Australia	
Service type (Full-time, Part-time, Outreach)	Outreach	
Hours of Service	TBC	

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Frequency of Service	TBC	
Location name	Maffra	
Address	(TBC) Maffra VIC 3860 Australia	
Service type (Full-time, Part-time, Outreach)	Outreach	
Hours of Service	TBC	
Frequency of Service	TBC	
Location name	Leongatha	
Address	(TBC) Leongatha VIC 3953 Australia	
Service type (Full-time, Part-time, Outreach)	TBC	
Hours of Service	TBC	
Frequency of Service	TBC	
Location name	Wonthaggi	
Address	(TBC) Wonthaggi VIC 3995 Australia	
Service type (Full-time, Part-time, Outreach)	TBC	
Hours of Service	TBC	
Frequency of Service	TBC	
Question 17 (1432257)	Business Share When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region. Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.	
Question 18 (1432258)	Generalist - Maximum percentage of business share:	
Response Text	100	
Question 19 (1432259)	Generalist - Minimum percentage of business share:	
Response Text	33	

SECTION 23: NORTH WESTERN MELBOURNE

Question 1 (1432329)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none"> Generalist
Question 2 (1432330)	Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.
	Selection Criteria 2 - Tailored services capability
	Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.</p> <p>Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.</p> <p>Selection Criteria 2 Character limit: 20,000 Weighting: 40 per cent This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.</p>
Question 3 (1432331)	<p>Selection Criteria 2 - Tailored services capability Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences). 2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1432332)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

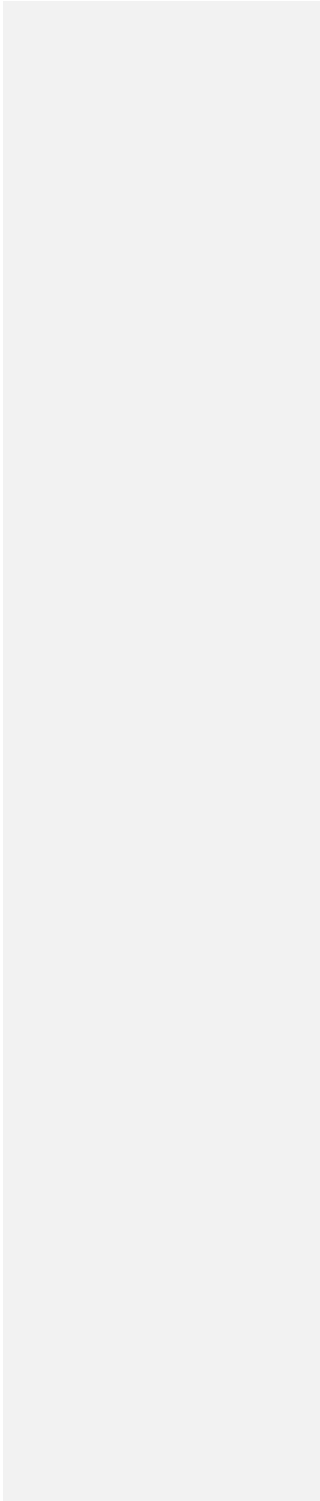
s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Question 5 (1432333)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]**show the effectiveness of the approaches described in your response. (4,000 characters)**

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1432334)

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

Response Text

WW is proud to have developed an L&D Framework that goes to the heart of addressing retention issues, lack of quality servicing and skills faced by Employment Services (I Want to Work, 2020). The L&D Framework invests in employees across all stages of their employment, as a result WW have decreased staff turnover by 18% within two years. The core components are as follows:

- 'Intent-Based Leadership Approach' developed by David Marquet in 2009, empowering local leaders to authorise and make informed decisions for more efficient results. WW are creating "workplaces where everyone engages and contributes their full intellectual capacity...people are healthier and happier" (L. David Marquet, 2009). All management and emerging leaders receive Intent-Based training and ongoing coaching sessions. Since implementation, WW have seen a significant positive culture shift. "I have the resources and support to do my work successfully. WW has a very supportive and positive work culture" (WW Staff Engagement and Alignment Survey, 2020).

- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<ul style="list-style-type: none"> o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants. o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment. o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as: <ul style="list-style-type: none"> <input type="checkbox"/> create impactful resumes <input type="checkbox"/> prepare Participants for job interviews <input type="checkbox"/> facilitate meaningful and goal-oriented contact appointments. o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants. - National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities. - 'WAYS 2 Lunch and Learns' covering compliance, best practice, and service delivery. <p>L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly.</p> <p>Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period, consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven culture.</p> <p>Wellbeing</p> <p>WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:</p> <ul style="list-style-type: none"> - Regular meditation and yoga sessions - Mental Health Awareness sessions - Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day. <p>"Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way." (WW Employee, 2021)</p>
Question 7 (1432335)	<p>2.5G (Generalist) To be answered ONLY where the Respondent is bidding for Enhanced Services Generalist Licence.</p> <p>In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people, mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

to show the effectiveness of the approaches described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

s 47G(1)(a)

Question 11 (1432339)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: **1.** Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. **2.** 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3
Character limit: 16,000

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Question 12 (1432340)

Weighting: 40 per cent

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and issues faced by Participants. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 13 (1432341)

3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response. (4,000 Characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 14 (1432342)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Question 15 (1432343)

3.4 In this Employment Region or location(s) describe how your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 16 (1432344)

Locations

If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil".

Note: Please list locations only. Site details are provided in a separate section.

Response Text

Broadmeadows, Glenroy, Sunbury, Craigieburn, Airport West

Question 17 (1432345)

Conditionality

Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential.

Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

<p>essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location.</p> <p>Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional.</p> <p>If there is no conditionality, please enter "Nil".</p>	
Response Text	Airport West conditional on achieving 45% business share
Question 18 (1432346)	<p>Site Information</p> <p>In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region.</p> <p>Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.</p>
Location name	Glenroy
Address	151 Wheatsheaf Road Glenroy VIC 3046 Australia
Service type (Full-time, Part-time, Outreach)	Full Time
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday
Frequency of Service	Monday to Saturday
Location name	Broadmeadows
Address	(TBC) Broadmeadows VIC 3047 Australia
Service type (Full-time, Part-time, Outreach)	Full Time
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday
Frequency of Service	Monday - Saturday
Location name	Sunbury
Address	531 Elizabeth Drive Sunbury VIC 3429 Australia
Service type (Full-time, Part-time, Outreach)	Full Time
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday
Frequency of Service	Monday - Saturday
Location name	Craigieburn

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Address	(TBC) Craigieburn VIC 3064 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Airport West	
Address	(TBC) Airport West VIC 3042 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Question 19 (1432347)	Business Share When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region. Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.	
Question 20 (1432348)	Generalist - Maximum percentage of business share:	
Response Text	50	
Question 21 (1432349)	Generalist - Minimum percentage of business share:	
Response Text	20	

SECTION 28: BRISBANE SOUTH EAST

Question 1 (1432448)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none"> Generalist
Question 2 (1432449)	Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.
	Selection Criteria 2 - Tailored services capability Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.
	Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.
	Selection Criteria 2

	<p>Character limit: 20,000 Weighting: 40 per cent This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.</p>
<p>Question 3 (1432450)</p>	<p>Selection Criteria 2 - Tailored services capability Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences). 2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
<p>Response Text</p>	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1432451)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Response Text

studies to show the effectiveness of the approaches described in your response. (4,000 characters)

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 5 (1432452)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1432453)

Response Text

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

WW have a comprehensive People Strategy outlining the National and Local plans and processes for Recruitment and Induction, Learning and Development (L&D), and Wellbeing, that have specific focus on meeting Enhanced Services (ES) objectives.

Recruitment and Induction

- Nationally, focussed on getting the best people in the best roles to deliver the best outcomes, by recruiting externally and internally in alignment with WW culture and values.
- Locally, WW target community connected candidates reflective of the Region's diversity.
- Nationally, WW Employee Induction Program is structured and designed to reduce time to competence for new staff.
- Locally, employees 'buddy' with high performers, visit local industry and attend community meetings.

Learning and Development

WW is proud to have developed an L&D Framework that goes to the heart of addressing retention issues, lack of quality servicing and skills faced by Employment Services (I Want to Work, 2020). The L&D Framework invests in employees across all stages of their employment, as a result WW have decreased staff turnover by 18% within two years. The core components are as follows:

- 'Intent-Based Leadership Approach' developed by David Marquet in 2009, empowering local leaders to authorise and make informed decisions for more efficient results. WW are creating "workplaces where everyone engages and contributes their full intellectual capacity...people are healthier and happier" (L. David Marquet, 2009). All management and emerging leaders receive Intent-Based training and ongoing coaching sessions. Since implementation, WW have seen a significant positive culture shift. "I have the resources and support to do my work successfully. WW has a very supportive and positive work culture" (WW Staff Engagement and Alignment Survey, 2020).
- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Question 7 (1432454)

more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

- o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants.
- o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment.
- o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as:
 - ☐ create impactful resumes
 - ☐ prepare Participants for job interviews
 - ☐ facilitate meaningful and goal-oriented contact appointments.
- o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants.
- National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities.
- 'WAYS 2 Lunch and Learns' covering compliance, best practice, and service delivery.

L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly.

Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period, consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven culture.

Wellbeing

WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:

- Regular meditation and yoga sessions
- Mental Health Awareness sessions
- Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day.

"Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way." (WW Employee, 2021)

2.5G (Generalist) To be answered ONLY where the Respondent is bidding for **Enhanced Services Generalist Licence**.

In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people,

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 13 (1432460)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: **1.** Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. **2.** 360Pro functionality supports the reuse and editing of previous responses. Click on

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3**Character limit: 16,000****Weighting: 40 per cent**

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 14 (1432461)

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and issues faced by Participants. (4,000 characters)

Response Text

s 47G(1)(a)

Responses
[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 15 (1432462)	3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response. (4 000 Characters)
Response Text	s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 16 (1432463)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 17 (1432464)

3.4 In this Employment Region or location(s) describe how your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and tailored to meet the needs of employers. (4.000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 18 (1432465)	Locations If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil". Note: Please list locations only. Site details are provided in a separate section.
Response Text	Beenleigh, Woodridge, Stones Corner, Browns Plains, Upper Mt Gravatt, Jimboomba, Capalaba
Question 19 (1432466)	Conditionality Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

		<p>same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential.</p> <p>Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location.</p> <p>Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional.</p> <p>If there is no conditionality, please enter "Nil".</p>	
Response Text		Capalaba and Jimboomba conditional on achieving 20% business share	
Question 20 (1432467)		<p>Site Information</p> <p>In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region.</p> <p>Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.</p>	
Location name	Woodridge		
Address	7A Station Road Woodridge Queensland 4114 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		
Frequency of Service	Monday - Saturday		
Location name	Beenleigh		
Address	7/13 Intercity Circuit Beenleigh Queensland 4207 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		
Frequency of Service	Monday - Saturday		
Location name	Upper Mount Gravatt		
Address	(TBC) Upper Mount Gravatt QLD 4122 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Frequency of Service	Monday - Saturday	
Location name	Stones Corner	
Address	Shop 1, 416 Logan Road Stones Corner QLD 4120 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Browns Plains	
Address	Shop 9, 123 Browns Plains Road Browns Plains QLD 4118 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Capalaba	
Address	107 Old Cleveland Road Capalaba QLD 4157 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Jimboomba	
Address	Jimboomba Convenience Centre 133-145 Brisbane Street Jimboomba QLD 4280 Australia	
Service type (Full-time, Part-time, Outreach)	Outreach	
Hours of Service	TBC	
Frequency of Service	TBC	

Question 21 (1432468)

Business Share

When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region.

Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.

Question 22 (1432469)

Generalist - Maximum percentage of business share:

Response Text	30
Question 23 (1432470)	Generalist - Minimum percentage of business share:
Response Text	15

SECTION 29: CAIRNS

Question 1 (1432479)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none"> Generalist
Question 2 (1432480)	<p>Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.</p> <p>Selection Criteria 2 - Tailored services capability</p> <p>Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.</p> <p>Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.</p> <p>Selection Criteria 2 Character limit: 20,000 Weighting: 40 per cent</p> <p>This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.</p>
Question 3 (1432481)	<p>Selection Criteria 2 - Tailored services capability</p> <p>Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences).</p> <p>2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1432482)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case studies to show the effectiveness of the approaches described

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 5 (1432483)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4.000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1432484)

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

Response Text

WW have a comprehensive People Strategy outlining the National and Local plans and processes for Recruitment and Induction, Learning and Development (L&D), and Wellbeing, that have specific focus on meeting Enhanced Services (ES) objectives.

Recruitment and Induction

- Nationally, focussed on getting the best people in the best roles to deliver the best outcomes, by recruiting externally and internally in alignment with WW culture and values.

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

- Locally, WW target community connected candidates reflective of the Region's diversity.
- Nationally, WW Employee Induction Program is structured and designed to reduce time to competence for new staff.
- Locally, employees 'buddy' with high performers, visit local industry and attend community meetings.

Learning and Development

WW is proud to have developed an L&D Framework that goes to the heart of addressing retention issues, lack of quality servicing and skills faced by Employment Services (I Want to Work, 2020). The L&D Framework invests in employees across all stages of their employment, as a result WW have decreased staff turnover by 18% within two years. The core components are as follows:

- 'Intent-Based Leadership Approach' developed by David Marquet in 2009, empowering local leaders to authorise and make informed decisions for more efficient results. WW are creating "workplaces where everyone engages and contributes their full intellectual capacity...people are healthier and happier" (L. David Marquet, 2009). All management and emerging leaders receive Intent-Based training and ongoing coaching sessions. Since implementation, WW have seen a significant positive culture shift. "I have the resources and support to do my work successfully. WW has a very supportive and positive work culture" (WW Staff Engagement and Alignment Survey, 2020).

- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

- o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants.

- o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment.

- o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as:

- ☐ create impactful resumes
- ☐ prepare Participants for job interviews
- ☐ facilitate meaningful and goal-oriented contact appointments.

- o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants.

- National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities.

- 'WAYS 2 Lunch and Learns' covering compliance, best practice, and service delivery.

L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly.

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period, consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven culture.</p> <p>Wellbeing WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:</p> <ul style="list-style-type: none"> - Regular meditation and yoga sessions - Mental Health Awareness sessions - Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day. <p>"Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way." (WW Employee, 2021)</p>
Question 7 (1432485)	<p>2.5G (Generalist) To be answered ONLY where the Respondent is bidding for Enhanced Services Generalist Licence. In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people, mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



s 47G(1)(a)

Question 10 (1432488)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: **1.** Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. **2.** 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3**Character limit: 16,000****Weighting: 40 per cent**

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 11 (1432489)

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and issues faced by Participants. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 12 (1432490)

3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response. (4,000 Characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Question 13 (1432491)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 14 (1432492)	3.4 In this Employment Region or location(s) describe how your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and tailored to meet the needs of employers. (4,000 characters)
Response Text	s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 15 (1432493)	Locations If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil". Note: Please list locations only. Site details are provided in a separate section.
Response Text	Cairns, Innisfail, Tully, Gordonvale
Question 16 (1432494)	Conditionality Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential. Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location. Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional. If there is no conditionality, please enter "Nil".
Response Text	Gordonvale conditional on achieving 33% business share
Question 17 (1432495)	Site Information In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region. Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.
Location name	Cairns
Address	12 Aplin Street Cairns City QLD 4870 Australia

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Innisfail	
Address	73 Edith Street Innisfail QLD 4860 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Tully	
Address	33-37 Butler Street Tully QLD 4854 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th (Digital from 5pm-6.30pm). 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Gordonvale	
Address	(TBC) Gordonvale QLD 4865 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Question 18 (1432496)	Business Share When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region. Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.	
Question 19 (1432497)	Generalist - Maximum percentage of business share:	
Response Text	50	
Question 20 (1432498)	Generalist - Minimum percentage of business share:	
Response Text	25	

SECTION 32: GOLD COAST

Question 1 (1432545)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none"> Generalist
Question 2 (1432546)	<p>Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.</p> <p>Selection Criteria 2 - Tailored services capability</p> <p>Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.</p> <p>Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.</p> <p>Selection Criteria 2 Character limit: 20,000 Weighting: 40 per cent</p> <p>This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.</p>
Question 3 (1432547)	<p>Selection Criteria 2 - Tailored services capability</p> <p>Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences).</p> <p>2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1432548)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Question 5 (1432549)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1432550)

Response Text

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

WW have a comprehensive People Strategy outlining the National and Local plans and processes for Recruitment and Induction, Learning and Development (L&D), and Wellbeing, that have specific focus on meeting Enhanced Services (ES) objectives.

Recruitment and Induction

- Nationally, focussed on getting the best people in the best roles to deliver the best outcomes, by recruiting externally and internally in alignment with WW culture and values.
- Locally, WW target community connected candidates reflective of the Region's diversity.
- Nationally, WW Employee Induction Program is structured and designed to reduce time to competence for new staff.
- Locally, employees 'buddy' with high performers, visit local industry and attend community meetings.

Learning and Development

WW is proud to have developed an L&D Framework that goes to the

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

heart of addressing retention issues, lack of quality servicing and skills faced by Employment Services (I Want to Work, 2020). The L&D Framework invests in employees across all stages of their employment, as a result WW have decreased staff turnover by 18% within two years. The core components are as follows:

- 'Intent-Based Leadership Approach' developed by David Marquet in 2009, empowering local leaders to authorise and make informed decisions for more efficient results. WW are creating "workplaces where everyone engages and contributes their full intellectual capacity...people are healthier and happier" (L. David Marquet, 2009). All management and emerging leaders receive Intent-Based training and ongoing coaching sessions. Since implementation, WW have seen a significant positive culture shift. "I have the resources and support to do my work successfully. WW has a very supportive and positive work culture" (WW Staff Engagement and Alignment Survey, 2020).

- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

- o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants.

- o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment.

- o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as:

- ☐ create impactful resumes
- ☐ prepare Participants for job interviews
- ☐ facilitate meaningful and goal-oriented contact appointments.

- o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants.

- National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities.

- 'WAYS 2 Lunch and Learns' covering compliance, best practice, and service delivery.

L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly.

Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period, consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven culture.

Wellbeing

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:</p> <ul style="list-style-type: none"> - Regular meditation and yoga sessions - Mental Health Awareness sessions - Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day. <p>"Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way." (WW Employee, 2021)</p>
Question 7 (1432551)	<p>2.5G (Generalist) To be answered ONLY where the Respondent is bidding for Enhanced Services Generalist Licence. In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people, mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



s 47G(1)(a)

Question 12 (1432556)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3**Character limit: 16,000****Weighting: 40 per cent**

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 13 (1432557)

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and issues faced by Participants. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 14 (1432558)

3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response.

(4,000 Characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 15 (1432559)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 16 (1432560)

3.4 In this Employment Region or location(s) describe how your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 17 (1432561)	Locations If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil". Note: Please list locations only. Site details are provided in a separate section.		
Response Text	Southport, Robina, Nerang, Palm Beach, Oxenford		
Question 18 (1432562)	Conditionality Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential. Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location. Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional. If there is no conditionality, please enter "Nil".		
Response Text	Nil		
Question 19 (1432563)	Site Information In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region. Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.		
Location name	Southport		
Address	Unit 30604, Southport Central Tower Southport Queensland 4215 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		
Frequency of Service	Monday - Saturday		
Location name	Robina		

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Address	The T 42 Scottsdale Drive Robina QLD 4226 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Palm Beach	
Address	19 Fifth Avenue Palm Beach QLD 4221 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Nerang	
Address	43-45 Price Street Nerang QLD 4211 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Oxenford	
Address	Shop 2, 5 Cottonwood Place Oxenford QLD 4210 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Question 20 (1432564)	Business Share When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region. Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.	
Question 21 (1432565)	Generalist - Maximum percentage of business share:	
Response Text	50	
Question 22 (1432566)	Generalist - Minimum percentage of business share:	
Response Text	30	

SECTION 35: TOWNSVILLE (INCL MT ISA)

Question 1 (1432620)	Respondents must indicate whether they are bidding for Enhanced Services, either General or Specialist or both
Selected Options	<ul style="list-style-type: none"> Generalist
Question 2 (1432621)	<p>Respondents bidding for Enhanced Services, either General or Specialist or both will need to address the following selection criteria in their response.</p> <p>Selection Criteria 2 - Tailored services capability</p> <p>Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) and licence type selected in which they are bidding to deliver Enhanced Services (Generalist and/or Specialists). Respondents will be able to reuse and edit responses to allow adjusting of similar responses to different Employment Regions or location(s) and licence type.</p> <p>Notes: 1. Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. 2. 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.</p> <p>Selection Criteria 2 Character limit: 20,000 Weighting: 40 per cent</p> <p>This criterion seeks information about the Respondent's approach to tailoring and adapting its service model to meet the diverse needs of Enhanced Services participants to achieve outcomes. The information provided should relate to the specific Employment Region or location(s) and the licence type (Generalist or Specialist) for which the Respondent is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.</p>
Question 3 (1432622)	<p>Selection Criteria 2 - Tailored services capability</p> <p>Questions 2.1 – 2.4 to be answered by all Respondents bidding for Enhanced Services (Generalist and Specialist Licences).</p> <p>2.1 In this Employment Region or location(s) describe your service model and how it will deliver quality in-person, face-to-face and alternative service delivery methods tailored to the individual needs of each Participant to address their Vocational and/or Non-vocational barriers to employment, improving their employability and supporting them into work and off Income Support. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 4 (1432623)

2.2 In this Employment Region or location(s) describe your service model and how it will actively engage participants on your caseload, to meet their Mutual Obligation requirements including through referral to services that help them overcome barriers, the delivery of suitable activities and training that improves their employability and that is appropriate for their particular circumstances. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 5 (1432624)

2.3 In this Employment Region or location(s) describe your service model and how it will empower Participants to engage effectively with their individually tailored support and, ensure their input into the interventions that will contribute towards their Points Target under the Points Based Activation System. In doing so describe the strategies employed through your model to ensure the support offered is meaningful and contributes to the Participant's increased employability and capacity to find work. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 6 (1432625)

Response Text

2.4 In this Employment Region or location(s) describe your service model and how it will advance the objectives of this Service through the staff recruitment, training, development, and staff support systems. (4,000 characters)

WW have a comprehensive People Strategy outlining the National and Local plans and processes for Recruitment and Induction, Learning and Development (L&D), and Wellbeing, that have specific focus on meeting Enhanced Services (ES) objectives.

Recruitment and Induction

- Nationally, focussed on getting the best people in the best roles to deliver the best outcomes, by recruiting externally and internally in alignment with WW culture and values.
- Locally, WW target community connected candidates reflective of the Region's diversity.
- Nationally, WW Employee Induction Program is structured

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

and designed to reduce time to competence for new staff.

- Locally, employees 'buddy' with high performers, visit local industry and attend community meetings.

Learning and Development

WW is proud to have developed an L&D Framework that goes to the heart of addressing retention issues, lack of quality servicing and skills faced by Employment Services (I Want to Work, 2020). The L&D Framework invests in employees across all stages of their employment, as a result WW have decreased staff turnover by 18% within two years. The core components are as follows:

- 'Intent-Based Leadership Approach' developed by David Marquet in 2009, empowering local leaders to authorise and make informed decisions for more efficient results. WW are creating "workplaces where everyone engages and contributes their full intellectual capacity...people are healthier and happier" (L. David Marquet, 2009). All management and emerging leaders receive Intent-Based training and ongoing coaching sessions. Since implementation, WW have seen a significant positive culture shift. "I have the resources and support to do my work successfully. WW has a very supportive and positive work culture" (WW Staff Engagement and Alignment Survey, 2020).

- 'Engage with Insight', designed by WW and Juno Institute, trialled in jobactive specifically for ES staff. 100% of ECs on the trial completed, felt more confident in their abilities, understood their Key Performance Indicators, felt the content was relevant and the tools and resources would help them better service Participants, "I feel more confident in my role...my outlook as an EC has dramatically changed" (EC Participant). All ECs who completed the training, improved their Placements and Participant servicing in the following months. The objectives of the training are:

- o Skill ECs in the GROW coaching framework and The Model to connect with Participants as individuals. ECs are skilled in effectively building trust and rapport with Participants.
- o Be a subject matter expert in their local community and broader Australian employment market, and effectively use this information to best skill Participants for sustainable employment.
- o Arm ECs with the resources and expertise to tangibly assist Participants improve their employability, such as:

- ☐ create impactful resumes
- ☐ prepare Participants for job interviews
- ☐ facilitate meaningful and goal-oriented contact appointments.

- o Support ECs in building their own resilience to stretch themselves and Participants past comfort zones by having courageous and challenging conversations, and expand the possibilities of employment Participants.

- National Employment Services Association best practice training, to ensure employees are provided with ongoing professional development opportunities.

- 'WAYS 2 Lunch and Learns' covering compliance, best practice, and service delivery.

L&D opportunities are individually mapped on Professional Development Plans, completed at Annual Performance Appraisals and reviewed quarterly.

Each staff member meets monthly with their manager to review key performance indicators, debrief on the past performance period,

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>consider continuous improvements and set future goals. Each morning teams complete a Buzz Meeting, set team and individual goals, aligning targets and fostering a positive performance driven culture.</p> <p>Wellbeing</p> <p>WW recognise embedding health and wellness in organisational systems supports employees, and therefore, benefits Participants, Employers and the objectives of ES. WW have developed a 'WAYS 2 Wellness Strategy' delivered Nationally and Locally, underpinned by an Employee Assistance Program, it includes:</p> <ul style="list-style-type: none"> - Regular meditation and yoga sessions - Mental Health Awareness sessions - Staff lunches and specific celebrations such as high performance, R U OK Day, NAIDOC, Wear It Purple Day. <p>"Taking the time to relax and reset meant I was able to work with a clearer mind and be more productive throughout the day. It helped the way I approached appointments and meant I was able to respond in a calm and concise way." (WW Employee, 2021)</p>
Question 7 (1432626)	<p>2.5G (Generalist) To be answered ONLY where the Respondent is bidding for Enhanced Services Generalist Licence. In this Employment Region or location(s) describe your service model and how it will tailor approaches to meet the specific needs of different job seeker cohorts such as, but not limited to, Indigenous Australians, people from culturally and linguistically diverse backgrounds, refugees, young people, mature age Participants, ex-offenders, people facing homelessness, people facing complex health issues and/or disabilities (including mental health issues) and long-term unemployed job seekers. Provide examples and/or case studies to show the effectiveness of the approaches described in your response. (4,000 characters)</p>
Response Text	<p>s 47G(1)(a)</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)



s 47G(1)(a)

Question 10 (1432629)

Selection Criteria 3 - Local knowledge and connections

Respondents must address this criterion and associated questions and provide supporting information for each Employment Region or location(s) in which they are bidding to deliver Enhanced Services (Generalist and / or Specialists). Respondents will be able to reuse and edit responses to allow modifying of similar responses to different Employment Regions.

Notes: **1.** Respondents should note, each criterion will be read and assessed in isolation. Respondents must answer each criterion as a discrete response avoiding cross-referencing of other criterion responses. **2.** 360Pro functionality supports the reuse and editing of previous responses. Click on the question mark in the bubble on the right-hand corner of each page for system help.

Selection Criteria 3**Character limit: 16,000****Weighting: 40 per cent**

This criterion seeks information about the Respondent's knowledge of the local labour market and economy, and its capacity to establish and/or use existing local networks and connections to create and support employment opportunities for Enhanced Services Participants in the Employment Region or location(s) for which it is bidding. Respondents should refer to Appendix 1 – RFP – Enhanced Services (Statement of Requirements) when responding to this criterion.

Question 11 (1432630)

Selection Criteria 3 - Local knowledge and connections

3.1 In this Employment Region or location(s) describe how your service model and delivery approach will respond to local labour market circumstances, including strategies to address issues faced by Participants/specific cohorts of Participants in engaging with local employment opportunities. Provide examples and/or case studies to show how the approach described in your response will address the challenges and issues faced by Participants. (4,000 characters)

s 47G(1)(a)

Response Text

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

I

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 12 (1432631)

3.2 In this Employment Region or location(s) describe how your service model and delivery approach will support strong connections to and collaboration within the local community to deliver effective service offers for Participants — for example, local employers and industry, education and training providers, community, social services, and other service provider. Provide examples and/or case studies of local collaboration to show the effectiveness of the approach described in your response. (4,000 Characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 13 (1432632)

3.3 In this Employment Region or location(s) describe how your service model and delivery approach will use local resources and connections to create interventions to support Participants to address Non-vocational barriers, increase their employability, and generate pathways to employment. Provide examples and/or case studies to show the effectiveness of the approach described in your response. (4,000 characters)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 14 (1432633)

3.4 In this Employment Region or location(s) describe how your service model and delivery approach will engage with local employers and industries to create employment opportunities appropriate for Participants, prepare Participants to meet employer needs and support job retention once Participants are placed. Provide examples and/or case studies to show how the support offered will be high quality and tailored to meet the needs of employers. (4,000 characters)

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 15 (1432634)	Locations If you do not intend to deliver services across the entire Employment Region, please list the locations where you propose to deliver services separated by a comma. If not applicable, please enter "Nil". Note: Please list locations only. Site details are provided in a separate section.		
Response Text	Aitkenvale, Ayr, Ingham, Mount Isa, Charters Towers, Thuringowa		
Question 16 (1432635)	Conditionality Please specify whether delivering the selected service in this Employment Region or location(s) is conditional on delivering the same service in another Employment Region or location (the essential Employment Region or location). Please note, only one Employment Region or location can be selected as essential. Caution: Please note, if an essential Employment Region or location is specified and the Respondent is unsuccessful in the specified essential Employment Region or location, the Respondent will automatically be excluded from an offer of business in any other Employment Region or location where the response is expressed as being conditional on the awarding of business in the specified essential Employment Region or location. Please specify the name of the essential Employment Region or location in the field below. Please also specify if bidding for Generalist or Specialist Licence in this Employment Region or location is conditional. If there is no conditionality, please enter "Nil".		
Response Text	Thuringowa conditional on achieving 40% business share		
Question 17 (1432636)	Site Information In the table provide details of the proposed service delivery sites for Enhanced Services in this Employment Region. Clicking the 'edit' button will take you to a new screen where you can provide the service delivery site information. To add another service delivery site click the 'add row' button'. To remove a section of service delivery site information click the 'red bin with an x'.		
Location name	Aitkenvale		
Address	293 Ross River Road Aitkenvale QLD 4814 Australia		
Service type (Full-time, Part-time, Outreach)	Full Time		
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday		
Frequency of Service	Monday - Saturday		
Location name	Ayr		

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Address	193 Queen Street Ayr QLD 4807 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th (5pm - 6.30pm Digital). 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Ingham	
Address	87 Herbert Street Ingham QLD 4850 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th (5pm - 6.30pm Digital). 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Mount Isa	
Address	Phoenix Centre 34 West Street Mount Isa City QLD 4825 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th (5pm - 6.30pm Digital). 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Charters Towers	
Address	100 Gill Street Charters Towers City QLD 4820 Australia	
Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th (5pm - 6.30pm Digital). 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Location name	Thuringowa	
Address	Unit 5, 44 Thuringowa Drive Thuringowa Central QLD 4817 Australia	

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Service type (Full-time, Part-time, Outreach)	Full Time	
Hours of Service	9am - 5pm M, W, F. 9am – 6.30pm T & Th. 10am – 12pm Digital Saturday	
Frequency of Service	Monday - Saturday	
Question 18 (1432637)	Business Share When responding to this RFP, Respondents will be asked to nominate a maximum and minimum business share for each licence they are bidding for in each Employment Region. Note: Only licence types specified in the RFP for this Employment Region will be displayed for this question.	
Question 19 (1432638)	Generalist - Maximum percentage of business share:	
Response Text	60	
Question 20 (1432639)	Generalist - Minimum percentage of business share:	
Response Text	30	

SECTION 54: SUBCONTRACTORS

Question 1 (1433023)	Will you engage any subcontractors to deliver Enhanced services?
Selected Statement	No

RESPONSES

RESPONDENT

WORKWAYS AUSTRALIA LIMITED t/a Workways (Workways NESM)

Provider ID	124748
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SECTION 1: OVERVIEW

Question 1 (1431789)	<p>The Department of Education, Skills and Employment (the department) is seeking responses to this Request for Proposal (RFP) from entities interested in delivering the New Employment Services Model 2022.</p> <p>Respondents must complete their responses based on the requirements outlined in the RFP.</p> <p>The department will conduct an industry briefing for this RFP in the form of an Information Webinar. Details of the webinar sessions are available through:</p> <ul style="list-style-type: none"> Employment Services Tenders website (tenders.employment.gov.au)
Question 2 (1431790)	<p>Responding to the Request for Proposal</p> <p>Respondents must complete all relevant forms located on the 'Request Info' tab and respond to each section tab before they can submit their response. Responses to this RFP are divided across 4 parts.</p> <ol style="list-style-type: none"> 1. Request for Proposal for New Employment Services Model 2022 (This Part) which requests information relating to the Respondent. 2. Enhanced Services - Generalist and/or Specialists - includes questions specific for Respondents bidding to provide Enhanced Services 3. Employability Skills Training - includes questions specific for Respondents bidding to provide Employability Skills Training 4. Career Transition Assistance - includes questions specific for Respondents bidding to provide Career Transition Assistance <p>Respondents must submit a complete and accurate response through 360Pro by the closing date and time and keep a copy of their response for their own records. Respondents should aim to lodge their response early, to allow time to resolve any technical or other issues. An email receipt from 360Pro will indicate the successful lodgement of their response. Failure to receive a receipt means the response has not been lodged successfully. Once you have read and understood this information and the tender documentation, click the Next button below.</p>

SECTION 2: INSTRUCTIONS AND SUPPORT

Question 1 (1431791)	<p>A response to this RFP should be completed once only for each Respondent. Respondents must complete their responses based on the requirements outlined in the RFP for the New Employment Services Model 2022 on the Employment Services Tenders website (tenders.employment.gov.au).</p> <p>Note: There have been recent upgrades to the 360Pro software, including the User Interface. Please refer to the 360Pro Providers Reference Guide (red arrow icon), placed on the top right hand side of each tab.</p>
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Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>Respondents to this RFP may bid for one or more of the following Services:</p> <ul style="list-style-type: none"> • Enhanced Services - Generalist and/or Specialist • Employability Skills Training • Career Transition Assistance <p>Service specific details must be provided in the relevant parts. These links are also on the Request Info Tab.</p>
Question 2 (1431792)	<p>Address</p> <p>The department's processes rely on your address being entered correctly. When entering your street address, do not use abbreviations such as St for Street or Rd for Road. If you are on a corner block, you must enter only one street name and street number. For your postal address, it is acceptable to use abbreviations.</p> <p>Response support</p> <p>The Employment Services Purchasing Hotline (the Hotline) is the primary means of contact during the RFP process. The preferred method of contact is via email (espurchasing@dese.gov.au). If the matter is urgent, call the Hotline on 1300 733 514 (Monday to Friday, 9.00 am to 5.00 pm Canberra time, excluding ACT and national public holidays).</p> <p>Once you have read and understood this information, click the Next button below.</p>

SECTION 3: RESPONDENT DETAILS

Question 1 (1431793)	<p>For Group Respondents, include information for the Lead member only. (Further information on Group Respondents membership will be requested in a new tab.)</p> <p>As the Respondent, provide your organisation's Australian Business Number (ABN).</p> <p>Note: your organisation must have a current ABN.</p> <ol style="list-style-type: none"> 1. Click on ABR Lookup 2. Type in your business name and click 'OK' 3. Select your business name from the list 4. The ABN, ACN/ABRN, Entity Name, Business Name, and/or Trading Name will be automatically populated into the response box. <p>You can clear the response and search again using the Clear button, if required.</p>
Response Text	<p>ABN: 50957582595</p> <p>ACN/ARBN:</p> <p>Entity Name: WORKWAYS AUSTRALIA LIMITED</p> <p>Entity Type: Other Incorporated Entity</p> <p>Business Name(s): ENVITE ENVIRONMENT, YOUTHWAYS</p> <p>Trading Name(s): WORKWAYS AUSTRALIA LIMITED</p> <p>Earliest Registration: 24 Feb 2010</p>
Question 2 (1431794)	<p>Please specify the name (from your ABN profile) under which the services would be delivered.</p>
Response Text	<p>Workways Australia Ltd</p>
Question 3 (1431795)	<p>Your Registered Business Address</p>
Address (verified)	<p>280 Main Street</p> <p>Bairnsdale VIC 3875</p> <p>Australia</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	ASGS 2011: 20158454000 ASGS 2016: 20158454000
Question 4 (1431796)	Are you a registered RTO?
Selected Statement	No
Question 5 (1431797)	Does your organisation identify as an Indigenous organisation?
Selected Statement	No
Question 6 (1431798)	Please indicate your organisation's size.
Selected Statement	c) large (employing 200 or more people)
Question 7 (1431799)	Please indicate your organisation's profit status.
Selected Statement	Not for profit
Question 8 (1431800)	If your organisation is incorporated under the <i>Corporations Act 2001</i> (Cth), which jurisdiction is your organisation incorporated under?
Selected Statement	Vic

SECTION 4: CONTACTS

Question 1 (1431801)	Provide contact details for two individuals who will be available and have the authority to answer any queries the department may have regarding your submission. <ul style="list-style-type: none"> The first contact should be the Chief Executive Officer (CEO) or equivalent. Both contacts must also be named as relevant persons in the Financial and Credentials Information Form. Note: If the response is successful, any Deed of Standing Offer and/or Deed will be sent to the CEO or equivalent.
Question 2 (1431802)	
Selected Statement	
Question 3 (1431803)	
Response Text	
Question 4 (1431804)	
Response Text	
Question 5 (1431805)	
Response Text	
Question 6 (1431806)	
Response Text	
Question 7 (1431807)	
Response Text	
Question 8 (1431808)	
Response Text	
Question 9 (1431809)	
Response Text	
Question 10 (1431810)	
Response Text	
Question 11 (1431811)	
Response Text	
Question 12 (1431812)	
Response Text	
Question 13 (1431813)	
Response Text	
Question 14 (1431814)	
Response Text	
Question 15 (1431815)	Of the two contacts provided, please select the 'primary contact' for any clarifications or required actions related to your submission
Selected Statement	Contact 1 (CEO or equivalent)

SECTION 5: SUBMISSION DETAILS

Question 1 (1431816)	Are any of the following relevant for your submission? If an option is selected you will be asked to provide further details.
Selected Options	<ul style="list-style-type: none"> Over 100 employees (WGE^A Act applies)

SECTION 9: WORKPLACE GENDER EQUALITY

Question 1 (1431822)	<p>Under Australian Government procurement policy, the Respondent is obliged to indicate whether or not your organisation is covered by the <i>Workplace Gender Equality Act 2012</i> (Cth) (the WGE Act).</p> <ul style="list-style-type: none"> Your organisation is covered by the WGE Act if it is a 'relevant employer', defined as being a non-public sector employer (including higher education institutions, trade unions and not-for-profit organisations) of 100 or more employees in Australia. <p>For information about the coverage of the WGE Act, contact the Workplace Gender Equality Agency on (02) 9432 7000. Refer the RFP for more information.</p> <p>You must choose one of the following options:</p> <ul style="list-style-type: none"> a) I have attached a current letter of compliance as part of this submission which indicates my compliance with the <i>Workplace Gender Equality Act 2012</i> (Cth). b) I will be providing a current letter of compliance prior to entering into a Deed of Standing Offer and/or Deed.
Selected Statement	a) Yes attached - (Response required)
Attachment Count	1

SECTION 10: FINANCIAL VIABILITY

Question 1 (1431823)	<p>Financial Viability Documentation</p> <p>Please refer to the RFP for detail regarding financial viability and other checks.</p> <p>Respondents must complete and upload a Financial and Credentials Information Form.</p> <ul style="list-style-type: none"> The Financial and Credentials Information Form can be found on the 'Request Info' tab of this Part. <p>The following documents should be uploaded below:</p> <ul style="list-style-type: none"> Financial and Credentials Information Form(s) in the original file format as provided by the department (Excel Workbook ie .xlsx or .xls) a signed and scanned copy of the Authorisation to undertake Credentials Assessment for each Financial and Credentials Information Form (See "Returning the completed form" on tab "Page 1" and Section 19 on tab "Page 12" of the form for more information) supporting documentation as outlined in the RFP.
Attachment Count	10

SECTION 11: STATEMENT OF TAX RECORD

Question 1 (1431825)	Please refer to the RFP for details regarding the provision of a Statement of Tax Record (STR). Respondents must upload the
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	relevant valid and satisfactory STR(s) as applicable to the Respondent or the relevant Receipts demonstrating that the STR(s) applicable to the Respondent have been requested from the Australian Taxation Office by the closing date and time. If a Respondent does not meet the requirements as described, their Response will be excluded from evaluation. Upload the relevant documents below.
Attachment Count	1

SECTION 12: INFORMATION TECHNOLOGY

Question 1 (1431826)	Please refer to the Draft Enhanced Services Deed of Standing Offer and the respective Employability Skills Training and Career Transition Assistance Deeds for details relating to Information Management and Section 9 regarding Information Technology of the RFP. Note: If applying as a Group Respondent all members will need to be currently accredited. If any member, including the lead member, has not been accredited you will need to select no and complete the RFFR questionnaire for each member. Is your organisation currently accredited under the department's External Systems Accreditation Framework (ESAF)?
Selected Statement	No
Question 2 (1431827)	Information management - Right Fit For Risk Please refer to the Draft Enhanced Services Deed of Standing Offer and the respective Employability Skills Training and Career Transition Assistance Deeds for details relating to Information Management and Section 9 regarding Information Technology of the RFP. You must complete and upload the Right Fit For Risk Questionnaire . <ul style="list-style-type: none"> The Right Fit For Risk Questionnaire can be found on the 'Request Info' tab. Refer to the Right Fit For Risk Questionnaire for further information and instructions for completing this questionnaire. Upload the Right Fit For Risk Questionnaire below.
Attachment Count	1

SECTION 13: REFEREES

Question 1 (1431828)	In the table provide details of referees who are able to verify the Respondent's claims against the selection criteria. Respondents may elect to provide referees at the organisation level or the service level relevant to individual services they may be bidding for. Clicking the 'edit' button will take you to a new screen where you can provide content about referees. To add another referee's details click the 'add row' button. To remove a referee's details click the 'red bin with an x'. Note: Respondents must provide names and contact details for at least 2 referees.
Referee's name	
Position	
Organisation	
Phone	
Email	

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Relationship to respondent	s 22(1)
For service level?	
Which service(s)?	
Referee's name	
Position	
Organisation	
Phone	
Email	
Relationship to respondent	
For service level?	
Which service(s)?	
Referee's name	
Position	
Organisation	
Phone	
Email	
Relationship to respondent	
For service level?	
Which service(s)?	

SECTION 14: ORGANISATIONAL CAPACITY

Question 1 (1431829)

Respondents will only need to address this area of capability, **selection criterion 1 once**, including the provision of supporting information, irrespective of how many Employment Regions, location(s) or services the Respondent is bidding for.

Respondents will answer this selection criteria a single time in 360Pro (the response IT system) even if bidding for multiple services and/or Employment Regions.

Selection Criteria 1**Total character limit: 18,000****Weighting: 20 per cent**

This criterion seeks information about the Respondent's proposed service model and delivery framework, and how it will ensure the delivery of high-quality employment services.

Note: Respondents must upload their organisation/operational structure as part of their response. For the avoidance of doubt, the organisation/operational structure should be a diagram that sets out the organisation's internal operating structure. This diagram should not include a written account of the individual or the organisation, job titles etc are acceptable but should be meaningful, clear and concise. The department will exclude from consideration any diagram with additional information that fails to meet these requirements.

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Attachment Count	1
Question 2 (1431830)	1.1 Explain the key design and operational elements of your service model, including the guiding principles, values, and service vision and how the model will ensure appropriate access to services for Participants and be effective in delivering against the objectives of the Service or Services bid for. (2,000 characters)
Response Text	s 47G(1)(a)

Question 3 (1431831)	1.2 Describe your organisational approach to workforce development, including staff recruitment, training and support
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	systems that advance the objectives of the Service or Services bid for. (2,000 characters)
Response Text	<p>WW follow an ISO9001 certified and ISO31000 aligned, Integrated Management Strategy, governed by The Board, and overseen by Executive Management. It includes a People Strategy (PS), designed to address key industry risks including turnover, and drivers of a high-performance culture. WW PS include policies and processes for Recruitment, Induction, Learning and Development (L&D) and Wellbeing. These include:</p> <ul style="list-style-type: none"> - Recruitment: focussed on cultural and skill fit to deliver the best outcomes, by recruiting externally and internally in alignment with values. - Induction: structured to reduce time to competence. Staff access internal, DESE and NESA training, whilst 'buddying' with an experienced employee, regular check points with their manager and L&D team. - Cultural Responsiveness Training: establish an understanding of diverse individuals and people groups as a foundation for effective collaboration. - Engage with Insight: bespoke training, developed by WW and Juno Institute. Five days of intensive training during induction to train The Model, coaching skills, identifying Participant capabilities and barriers, and expertise in community and labour market. - Reward and Recognition Framework: including an incentive program, rewarding employees for exceeding objectives of the program; fulfilling compliance and training requirements to be eligible. WW Code of Ethics and Risk Framework ensure the program is executed with integrity. - Individual Employee Support: Annual Performance Appraisals, quarterly Performance Development Plans and monthly 1:1 reviews. - WAYS 2 Wellness: delivered at National and Local levels, underpinned by an Employee Assistance Program. <p>The PS is designed to drive consistent high-quality outcomes with improved competency, investment in employee development, support and reward high performance. Staff are supported with the fundamentals for service delivery, as well as encouraging innovation to provide tailored Participant and Employer outcomes.</p> <p>By implementing the PS, WW have decreased staff turnover by 18% in two years, 82% of staff feel WW is interested in their job satisfaction, 77% of staff feel WW is committed to best practice in our industry, (Engagement Survey, InSync, 2021) and 59% of Employment Services contracts have seen improvement in their performance periods in 2021.</p>
Question 4 (1431832)	1.3 Provide details, including examples that show your organisation's experience and/or capacity to work with Participants who need intensive support to improve their employment prospects. (2,000 characters)
Response Text	<p>Workways have 32 years' experience providing employment, training and mentoring services to Australians, with a deliberate focus on helping the most disadvantaged. This provides WW with a unique and in-depth understanding of these Participants' requirements, assisted through our embedded local connections and community-first approach. In the past, WW have successfully delivered Job Network, Job Services Australia, Youth Pathways, Community Development Employment Program, Access Apprenticeship</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Program, Smart Skilled and Hired, and Jobs Victoria Employment Network (JVEN). Examples for Financial Year 2020/21 include:

- jobactive in Cairns and Townsville Employment Regions (ER). We assisted 10,797 Participants in 20/21 and at the time Star Ratings ceased, 50% of WW sites were five (5) stars.
- Disability Employment Services (DES), 19 contracts across 10 Employment Service Areas. WW currently assist 5832 DES Participants progress towards employment.
- Jobs Victoria Employment Services across five contracts, including two specialist Ex-Offender contracts. WW delivered JVEN for four years exceeding all targets.
- Transition to Work in Townsville and Gippsland, supported 1408 Participants.
- ParentsNext in Brisbane South East, supported 1255 Participants.
- Work Skills Traineeships in Townsville and Gold Coast through Skilling Queenslanders for Work assisting 116 disadvantaged youth and Indigenous Participants.
- Gippsland Engaged Mentoring program funded by Department of Justice and Community Safety, assisting young people at risk of disengaging from school or community. WW connects Participants with volunteer mentors to build self-esteem, decrease isolation and improve community connection. WW have supported 73 young people.
- Better Futures supports young people who are in Victorian custody or guardianship order. This holistic service works to connect Participants to local service partners in education, training and employment. WW provided intensive case management and support to 63 young people.
- Traineeship program in East Gippsland, for 12 disadvantaged and Indigenous youth to receive education, training and mentoring while working on a range of bushfire recovery projects that directly benefit their local communities.

Question 5 (1431833)

1.4 In relation to your organisation/operational structure how will the reporting and program management systems drive continuous improvement? (2,000 characters)

Response Text

WW follow an ISO9001 certified and ISO31000 aligned, Integrated Management Strategy, governed by The Board, and overseen by Executive Management, which encompasses the Quality Management System and Performance and People Reporting Framework (PPRF). Consisting of reporting structures, strategies, processes and procedures to drive continuous improvement and high-quality services. These include:

- WW enable customer complaints and feedback through, social media, emails, phone calls, face to face, feedback forms, the National Customer Service Line, Customer Referral Resolution Service, and surveys. Feedback resolution is managed at the most relevant point, in a timely manner, which is monitored for adherence by Quality Assurance and reported to Quality Management Meetings. WW consistently achieves high customer satisfaction evidenced by our current Net Promoter Score of 48.5 in DES and 41.9 in jobactive.
- Corrective Action Plans are developed to address all discrepancies and non-conformances, observations and recommendations are recorded as Opportunities for Improvement (OFI). These, and analysis, are provided to the Executive

Question 6 (1431834)

Response Text

Management Team (EMT) monthly, the Quality and Risk Executive Committee and the Board's Audit and Risk Committee quarterly.

- WW Business Analyst Team identify risk, compliance and continuous improvement opportunities using Department and Job Ready, reputable 3rd Party Provider, data across all WW Employment Service contracts. Identification of high performance can then be replicated, and risks managed, enabling a proactive approach to managing programs and driving performance.

- Monthly compliance audits to identify knowledge gaps, compliance concerns or areas for improvement. The audits are managed Regionally, and reported to the Quality Assurance Team. WW Learning and Development team ensure operational training schedules include corrective actions and education to deliver continuous improvement.

- Continuous Improvement Committee (CIC) review all Service Delivery Models annually, to ensure they remain 'fit for purpose', leverage technological advancements and remain relevant to local labour markets. CIC meet regularly with key operational staff to develop implementation plans to improve process and compliance.

1.5 In relation to your organisation/operational structure how will the governance systems and procedures ensure currency and compliance with contractual obligations, relevant legislation and internal controls e.g. risk, fraud, access? (2,000 characters)

WW follow an ISO9001 certified and ISO31000 aligned, Integrated Management Strategy, governed by The Board, and overseen by Executive Management. It includes a Risk Management Framework, ensuring currency and compliance with contractual, legislative and internal controls. The strategy, policies and procedures as follows:

- Contract Risk Summaries, Contract Obligation Reviews and Contract Variation Risk Summaries for all programs, including reviews of internal and external Standards Frameworks, Policies and Procedures, are conducted by Quality Assurance (QA).

- Organisational and Information Security Management System (ISMS) Risk Registers with controls and Risk Treatment Plans are reviewed fortnightly by QA, reported monthly to Executive and Board, and reviewed quarterly at the Quality & Risk Executive Committee (QREC).

- Fraud and Corruption Control Management Plan ensure annual reviews and training are conducted. Results are reported the QREC and the Board's Audit & Risk Committee quarterly.

- Access Control Policy and ISMS Policies, Plans and Procedures ensure information and physical security.

- Legislative and Regulatory Compliance Register covering all Acts, Frameworks, Manuals, Regulations WW adhere to, is reviewed and updated as legislation changes.

- Centralised Claims Team, overseen by Contract and Claims Manager, will ensure efficiency and program compliance on all paid fees, using a multi-step verification process.

- QA conduct quarterly file reviews and audits. Identified compliance risks are reported to Operations and L&D for further staff training.

WW use a suite of methods to ensure all operational employees understand contractual obligations and are well-informed of updates, including, Buzz Meetings, weekly communications, Sharepoint, Noticeboards, and staff meetings. Regular knowledge assessment occurs via L&D and informal 'quizzes' run during meetings.

Question 7 (1431835)

Response Text

WW robust Integrated Management Strategy is evidenced by WW expansion from a small community-based organisation in Bairnsdale, Victoria, to an organisation delivering local, state and Federal contracts in diverse locations along the East Coast. It has also led to WW successfully merging with three struggling community providers to ensure continuity of quality service to local Stakeholders and communities.

1.6 In relation to your organisation/operational structure how will the governance and program management systems safeguard employees and program participants? (2,000 characters)

WW follow an ISO9001 certified and ISO31000 aligned, Integrated Management Strategy, governed by the Board, and overseen by Executive Management, which includes the WW Stakeholder Safety Framework. Consisting of reporting structures, strategies, processes and procedures to safeguard employee and Participants' welfare. These include:

- Compliant against ISO 9001, 1SO 27001 working towards Right Fit For Risk (submitted all requirements for Milestone 3), ensuring all personal data of Participants and employees is safely held on WW Information Technology Systems. WW have strict policies, procedures and frameworks, as well as internal and external audits to safeguard information.
- Privacy, Freedom of Information and Client File Management Policies safeguard employees and Participants. Staff understand their obligations under the Privacy Act 1988 through regular training and signing an Information Privacy Undertaking.
- National Criminal History and Working with Children Checks for all staff and completion of annual Workplace Health and Safety, Privacy, Cyber Security, and Anti-bullying training. Regular renewal processes are managed by Human Resources, using ELMO software, and audited for compliance and currency.
- Grievance Policy for employees, feedback channels for Participants who believe they have been treated unfairly or unsafely. These are managed timely, with gravity and confidentiality, demonstrating ongoing commitment to the provision of fair, equitable and a safe workplace.
- QAF: Quality Assurance Framework and NSDS: National Standards for Disability Services accreditations, through WW sub-contracting arrangements and will achieve independently in the first six months of the contract.
- Human Services Standards accreditation for Victorian State Government funded programs.
- Follow the ten National Principles for Child Safe Organisations (Australian Human Rights Commission).
- Work Health and Safety Plan, governed by WHS Committee. Bi-annual site inspections and reviews monitor nine categories, including Incident/Hazards, Fire and Emergency, Threats/Violence and Integrated Risk Management.
- COVID-19 Management Plans aligned with all state and federal safety legislation and measures. Sites are internally audited through regular 'spot checks' and formal surveys.

Question 8 (1431836)

Response Text

1.7 Explain your organisational approach to business continuity and disaster management to ensure continuity of service delivery. (2,000 characters)

WW follow an ISO9001 certified and ISO31000 aligned, Integrated Management Strategy, governed by the Board, and overseen by

Executive Management, which includes the Business and Information Communications Technology (ICT) Continuity Plans (The Plans) ensuring continuity of service delivery during major disasters and events.

In 2021 WW made a significant investment to improving ICT systems, increasing connectivity and communication, better operational efficiencies, and data security. As a result, all WW employees were provided with laptops to enable a seamless transition from face-to-face operations to online servicing, during major floods and COVID-19. Aligned with The Plans, employees undertook Working from Home Assessments, to ensure continued quality service to Participants and Employers, safely from their homes.

This strategy enabled WW to successfully place 3543 Participants into employment in unprecedented times. This resulted in 1,180 26wk outcomes and 363 52wk outcomes, with many placements still tracking to outcome.

WW approach to business continuity is strengthened via an Emergency Response Management Team (ERMT), enabling rapid and cohesive management of issues related to disasters and other events. EMRT comprises key staff, including communications, operations, management, to gather and process available information required to manage the incident(s) to ensure situational awareness quickly, facilitate the efficient management of communication and response to deliver continuity of service.

The Plans were developed by assessing WW capacity to provide services and operate effectively during events and emergencies; and identify alternative strategies to continue providing services during events and emergencies.

The Plans focus on the following deliverables:

- Ensure maximum possible service levels are maintained
- Ensure we recover from interruptions as quickly as possible
- Minimise the likelihood and impact (risk) of interruptions.

The Plans are assured currency and validity through regular review cycles, internal and external testing. WW engaged external company Intact Security, to test the planning, execution, review, and develop Corrective Action Plans for ICT BCP, with the results demonstrating business continuity is maintained and exceeds all its objectives.

Question 9 (1431837)

Question 1.8 and 1.9 Demonstrated performance

These questions seek information regarding the Respondent's performance relating to quality of service, contractual compliance, and achieving measurable outcomes for disadvantaged cohorts.

For existing Providers contracted by the department, the department will use current performance and other quantitative data held by the department. Existing Providers will have the option to NOT provide additional information in response to this question.

Respondents that are not currently contracted to the department should ensure they describe current or past performance in delivering similar services for another organisation(s) and/or different services targeted to similar Participants. These Respondents must provide details of referees who can verify the Respondent's specific claims (refer to Section 6.11 Referees).

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

Question 10 (1431838)

**1.8 Demonstrate in quantitative terms performance against measures most relevant to the services described in this RFP, including assisting a diverse range of Participants with vocational and non-vocational barriers to improve their employment prospects. (2,000 characters)
If not applicable, please enter "Nil".**

Response Text

s 47G(1)(a)

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

s 47G(1)(a)

Question 11 (1431839)

1.9 Demonstrate in quantitative terms adherence to all contractual requirements and service quality. (2,000 characters)
If not applicable, please enter "Nil".

Response Text

s 47G(1)(a)

SECTION 15: SERVICES SELECTION INSTRUCTIONS

Question 1 (1431840)	<p>Respondents to this RFP may bid for one or more of the following Services:</p> <ul style="list-style-type: none"> • Enhanced Services - Generalist and/or Specialist • Employability Skills Training • Career Transition Assistance <p>Service specific details must be provided in the relevant parts. These links are also on the 'Request Info' Tab.</p>
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SECTION 16: RESPONDENT DECLARATION

Question 1 (1431841)	<p>This Declaration must be read in full before submitting. This declaration includes 10 Clauses and requires uploading one document. By submitting a response, the authorised person submitting the response on behalf of the Responding Entity:</p> <ul style="list-style-type: none"> (a) agrees they have read and understood all of the statements in this Respondent Declaration and (b) agrees to the Respondent Declaration without amendment. <p>1. I declare and warrant that I:</p> <ul style="list-style-type: none"> (a) have been authorised by the Response entity to make the statements in this Respondent Declaration personally and on behalf of the Respondent (b) am a person authorised to provide information on behalf of the Respondent (c) am authorised by the Responding entity to lodge this response on behalf of the Respondent.
Question 2 (1431842)	<p>2. I declare and warrant that:</p> <ul style="list-style-type: none"> (a) the information provided in the response (including any attachments) is true and correct (b) an appropriate officer of the Respondent has read and understood the Request for Proposal, including the draft Deed and/or draft Deed of Standing Offer, and the Respondent agrees to comply with its obligations under the Request for Proposal, and acknowledges and agrees with the Department of Education, Skills and Employment's (the department) rights detailed in the Request for Proposal (c) the statements in this Respondent Declaration are true in every particular (d) the Respondent acknowledges and agrees: <ul style="list-style-type: none"> (i) that the response constitutes an unconditional offer and accordingly is capable of immediate acceptance by the department so as to form a binding Deed (ii) that the response must remain open for acceptance by department for the offer period specified in the Request for Proposal.
Question 3 (1431843)	<p>3. I declare and warrant that the Respondent:</p> <ul style="list-style-type: none"> (a) is eligible to submit a response in accordance with the requirements specified in the Request for Proposal and to enter into a Deed in the form of the relevant draft Deed and/or draft Deed of Standing Offer and that there is no restriction under any relevant law to prevent it from submitting a response or entering into a Deed (b) has not prepared the response with the improper assistance of employees or contractors, or former employees, or former

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>ministerial advisers, or contractors of the Commonwealth, or with improperly obtained information</p> <p>(c) confirms that, having made all reasonable enquiries, at the time of submitting the response, other than conflicts notified to the department on the Conflict of Interest Tab, there are no circumstances or relationships which constitute or may constitute an actual, potential or perceived conflict of interest that would prevent the Respondent from proceeding with the response or that would affect the performance of its obligations if the Respondent were to enter into a Deed</p> <p>d) undertakes to:</p> <ul style="list-style-type: none"> (i) advise the department in writing immediately upon becoming aware of any actual, perceived or potential conflicts of interest in respect of the Request for Proposal, its response or the draft Deed and/or draft Deed of Standing Offer (ii) take such steps as the department requires to resolve or manage the conflict of interest
Question 4 (1431844)	<p>(e) agrees that:</p> <ul style="list-style-type: none"> (i) no binding contract (including a process contract), understanding or other legal or equitable rights or obligations will exist between the department and the Respondent as a result of the Request for Proposal unless and until a Deed is executed by both parties (ii) subject to any liability arising under the Government Procurement (Judicial Review) Act 2018 (Cth), the department will not be responsible for any costs or expenses incurred by the Respondent in complying with the requirements of the Request for Proposal <p>(f) consents to the department undertaking referee checks and any other checks in accordance with the Request for Proposal</p> <p>(g) is not insolvent, bankrupt, in liquidation, or under administration or receivership, nor are any of its proposed subcontractors</p> <p>(h) has disclosed all adverse contract or funding issues, and/or all debt recovery matters (including debt repayment plans), regarding its contract or funding with the department or any other Commonwealth agency</p> <p>(i) authorises the department to undertake the necessary steps to assess the credentials of its entity by checking the information provided in the response</p> <p>(j) has taken reasonable steps to ensure that the files included in the response are free of viruses, worms or other disabling features that may affect the department's computing environment, and acknowledges that responses found to contain viruses, worms or other disabling features may be excluded from the evaluation process</p> <p>(k) has prepared this response in accordance with the Australian Government's competitive neutrality principles (if the respondent is in the public sector)</p> <p>(l) has made all relevant persons providing information to the department aware that giving false or misleading information is a serious offence under Section 137.1 of the Schedule to the Criminal Code Act 1995 (Cth)</p> <p>(m) has not had a judicial decision against it (not including decisions under appeal) relating to employee entitlements for which it has not paid the claim</p>
Question 5 (1431845)	<p>(n) has compiled its response without the use of information obtained through a breach of confidentiality, section 122.4 of</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	<p>the Criminal Code Act 1995 (Cth) or the Public Service Act 1999 (Cth)</p> <p>(o) has not engaged in misleading or deceptive conduct in relation to its response or the Request for Proposal process;</p> <p>(p) has not engaged in any collusive tendering, anti-competitive conduct, or any other unlawful or unethical conduct with any other Respondent, or any other person in connection with the preparation of their response or conduct of the Request for Proposal</p> <p>(q) has not violated any applicable laws (including anti-corruption or bribery legislation) or Commonwealth policies regarding the offering of inducements in connection with the Request for Proposal process</p> <p>(r) has not engaged in, or procured or encouraged others to engage in, activity that would result in a breach the Lobbying Code of Conduct</p> <p>(s) has not, without the department's prior written consent, permitted any current or former officer, employee, contractor or agent of the department to contribute to its response or participate in any activity relating to the Request for Proposal, if that person was involved at any time in planning of the procurement to which the Request for Proposal relates, the preparation of the Request for Proposal or the management of the Request for Proposal</p> <p>(t) has not otherwise acted in an unethical or improper manner or contrary to any law in relation to the Request for Proposal process</p> <p>(u) has not attempted to solicit information from or influence improperly any current or former officer, employee, adviser, contractor or agent of the department, or from any current or former ministerial adviser, or violate any laws or government policies regarding the offering of inducements in connection with this Request for Proposal process.</p>
Question 6 (1431846)	<p>4. I declare and warrant that any relevant persons detailed in the response have given me permission to disclose their personal information to the department for the purposes set out in the Request for Proposal and as applicable for the assessment of the Respondent's credentials and to enable the department to obtain additional information for these purposes from the following sources:</p> <ul style="list-style-type: none"> (a) the Department of Education, Skills and Employment's databases (b) law enforcement agencies (c) state or territory government agencies (d) credit reference agencies (e) courts or tribunals (f) other Government agencies such as the Australian Taxation Office and the Australian Securities and Investments Commission (g) any other appropriate organisation or person.
Question 7 (1431847)	<p>5. I declare and warrant that the Respondent is not on the Consolidated List of all persons and entities who are subject to targeted financial sanctions or travel bans under Australian sanctions laws. The Consolidated List can be found on the Department of Foreign Affairs and Trade Australia and Sanctions website (dfat.gov.au/international-relations/security/sanctions/Pages/consolidated-list.aspx).</p>
Question 8 (1431848)	<p>6. Indigenous Procurement Policy I declare the following:</p>

Responses

[COMMERCIAL / PERSONAL IN CONFIDENCE]

	(a) number of contracts with the Commonwealth that included the Commonwealth Indigenous Procurement Policy mandatory minimum requirements, the Responding entity has or has had:
Response Text	0
Question 9 (1431849)	(b) or the contracts referred to in clause 6a of this Indigenous Procurement Policy section (if any) with regards to the Indigenous Procurement Policy mandatory minimum requirements, the Responding entity has:
Selected Statement	Not applicable
Question 10 (1431850)	Please upload proposed Indigenous Participation Plan
Attachment Count	1
Question 11 (1431851)	7. I acknowledge that the Respondent has a waste strategy in place that aligns with the National Waste Policy Action Plan (www.environment.gov.au/protection/waste/how-we-manage-waste/national-waste-policy).
Question 12 (1431852)	8. I acknowledge and accept: (a) that all costs (including travel and office costs), expenses, duties and taxes associated with undertaking all services necessary for the due and proper completion of the applicable Deed and/or Deed of Standing Offer are included in the price as described in the Request for Proposal; and (b) no expenses will be separately reimbursable under the applicable Deed and/or Deed of Standing Offer.
Question 13 (1431853)	9. I understand that a person who intentionally makes a false statement, as determined by the department, may be excluded from the procurement process. I also understand that giving false or misleading information to the Commonwealth is a serious offence under Section 137.1 of the Schedule to the Criminal Code Act 1995 (Cth).
Question 14 (1431854)	10. In lodging this response, I acknowledge that the Respondent is bound by this Respondent Declaration.
Selected Options	<ul style="list-style-type: none"> Acknowledge



GPO Box 4917
Sydney NSW 2001
www.wgea.gov.au
ABN 47 641 643 874

21/10/2021

s 22(1)

Chief Executive Officer
280 Main Street
BAIRNSDALE VIC 3875
AUSTRALIA

NOTICE OF COMPLIANCE WITH THE WORKPLACE GENDER EQUALITY ACT 2012

Dear s 22(1)

I am pleased to advise that your organisation and any organisations covered by your report as listed below are **compliant** with the *Workplace Gender Equality Act 2012* (Act).

1. Workways Australia Limited - 50957582595

This letter forms your **notice of compliance with the Act** until replaced with a new notice of compliance for the 2021-22 reporting period.

Yours sincerely

s 22(1)

Director



Minutes of 2019 Annual General Meeting Workways Australia Limited

ACN 141 659 734

WEDNESDAY, 27 NOVEMBER 2019

4.00PM

The Riversleigh,
1 Nicholson Street,
Bairnsdale Victoria 3875

Members Present: *Voting Members:*
s 22(1)

Associate Members:
s 22(1)

Non Members Present: s 22(1)

Workways' staff present: s 22(1)

Apologies:

Welcome: The Chair s 22(1) acknowledged the Gunai Kurnai People, the traditional custodians of the land on which the meeting is being held and paid her respects to Gunai Kurnai Elders past and present.

The Chair welcomed Members, staff and Directors to this, the 30th Annual General Meeting of Workways Australia Limited.

The Chair introduced the Non-Executive Directors, s 22(1) to the attendees.

Confirmation of the Minutes of the Annual General Meeting held 22 November 2017

The Minutes of the meeting held on Thursday 22 November 2018 were presented to Members for confirmation, with any discussion concerning the minutes there from, being restricted only as to the accuracy of those minutes.

Motion: That the minutes of the 2018 Annual General Meeting be accepted as an accurate record of the meeting.

Moved: s 22(1)

Seconded: s 22(1)

CARRIED

Welcome to new CEO	The Chair welcomed new Workways Australia CEO, s 22(1) , noting that the Board had undertaken an extensive and open recruitment process. s 22(1) has been in the role for three weeks, and brings with him considerable experience in employment services.
Recognition of Bryan McCormick	On behalf of the Board, Management and staff, the Chair extended thanks to s 22(1) (former CEO) acknowledging his commitment, leadership and guidance of Workways over the past six and a half years and recognizing the growth and diversification of the business under his management.
Receipt of a report from the Chair on behalf of the Board.	<p>The meeting received copies of the Annual Report of the Company for 2018-19.</p> <p>The Chair provided an overview of the work undertaken by the Board and management during the year, noting that the Board's major challenge for 2018-19 was the lack of profitability of Workways two largest programs: Disability Employment Services (DES) and JobActive.</p> <p>The Chair provided considerable detail on the causes of the 2018-19 results of DES and JobActive to provide assurance that the Board and management are taking actions to address the problems with these programs:</p> <p>DES</p> <p>The Chair noted that last year WW successfully tendered for an increase in the DES contracts under a new five year open market model. Workways retained its existing sites and the geographic footprint was increased with several new greenfield areas.</p> <p>The issues with profitability in the first year of these contracts result from the delay in receiving the substantial component of revenue for each successful placement for up to twelve months after assisting them into employment. However, all of the costs of managing the client are incurred upfront. The new greenfield sites also incurred significant set up costs and there was a need to grow caseload. Adapting to the open market model has also required significant investment in IT, digital platforms, marketing and training of staff.</p> <p>This is an investment, with expenses in setting up new service delivery sites and revenues trailing costs.</p> <p>In the first four months of this financial year, actual revenues in DES are growing strongly as forecast and the performance and margins at each site are being closely monitored.</p> <p>Jobactive</p> <p>Workways Jobactive revenues have fallen over the last financial year due to a decline in client placements. Slow economic growth has impacted on the organisations ability to make placements, however the operational team, now led by new CEO s 22(1) will have a strong focus on improving outcomes in the program this year.</p> <p>The Chair advised that Workways will be working closely with CoAct and leveraging on their skills and expertise to support its performance improvement in Jobactive.</p>

On a more positive note, the Chair noted that the Board recognises the success of Workways partnership with the Catchment Management Authority in the delivery of the Gippsland Drought Employment scheme and the improved profitability of new contracts secured through the Environmental program. A full list of programs delivered by Workways is included in the Annual report.

The Chair stated that the company has posted a loss of \$2.5M for the year ended 30 June 2019. The net asset position however, remains positive and the first four months of this financial year are showing surplus returns in line with forecasts. She advised that the Board will continue to focus its efforts on returning the company to profitability through robust financial oversight, ongoing governance and risk management assessment and ensuring performance is aligned with our strategy.

Governance

The Chair explained that the Board's duty is to provide effective governance, exemplary ethical conduct, and to create enduring business and social value, and that this year the Board has made decisions that will strengthen the organisation and take Workways forward, through the next stage of our development.

Noting in particular that:

1. In recognition of a changed external environment, the Board came to the view that it was important to conduct an open and transparent CEO recruitment search. The Chair emphasized that making this decision does not detract in any way from the contribution made by s 22(1) as CEO for the last 6 ½ years. She stated that s 22(1) unmatched entrepreneurial spirit has lifted Workways from an organisation delivering services in Gippsland and East Gippsland, to a company with a footprint from Cairns to Bairnsdale and beyond, delivering services to 72 sites.
2. The Board has been working with management to improve performance reporting, to enable more timely and more effective decision making.
3. The Board has been working with management over the last twelve months to assess program viability and develop strategies that will lead to improved financial sustainability.
4. The Board has recruited directors over the last four years on the basis of their expertise, targeting skill gaps, so as to broaden the diversity, knowledge, experience and strength of the Board.
5. The Board operates within a governance framework, with governance policies reviewed on a systematic basis through the Governance Committee. The Workways governance structure also includes an Audit, Finance and Risk Committee with independent representation.
6. The Board undertook an external evaluation of its performance last year and resolved to implement all recommendations.

She encouraged all present, to read the full Chair and Chief Executive Reports published in the 2018-19 Annual Report, available today and online.

Moved: s 22(1)

Seconded: s 22(1)

CARRIED

To receive the audited Financial Report for the year ended 30 June 2019 together with the Directors' Report and the Independent Audit Report thereon.

The audited financial statements for the year ended 30 June 2019 have been provided. The auditors for 2018/19 were Pitcher Partners who have provided an unqualified report. Their report notes the loss of \$2.523M for the year ended 30 June 2019 as a matter of emphasis and one that must be contained in 2019/20.

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

The Audited Financial Report 2018/19 was taken as read, Members having received the document the requisite 21-days before the meeting.

Moved: s 22(1)

Seconded: s 22(1)

CARRIED

Appointment of Auditor

The Chair advised that Pitcher Partners had been appointed for two years (2019 and 2020), to perform the external audit at an estimated fee of s 47G(1)(a).

Announcement of the appointment of Non-Executive Directors:

The Chair advised that as per the Workways Policy for the Appointment of Non-Executive Directors, a selection panel, comprising two current directors and an independent AICD member had interviewed candidates, and recommended the appointment of the following three directors, each for a three year term from this Annual General Meeting until November 2022.

Eligible voting directors accepted the recommendation of the selection panel and approved the reappointment of s 22(1) as a Non-Executive Director and the appointment of s 22(1) and s 22(1) as the new Non-Executive Directors.

The Chair thanked both s 22(1) and s 22(1) the two retiring directors who did not seek reappointment, and acknowledged their contributions to Workways.

In acknowledging s 22(1) long and dedicated commitment to Workways, the Chair provided a brief overview of his service: noting that s 22(1) has been a Director of Workways for 12 years, since 2007 and had served as Board Chair from 2010 to 2015. He also served as Chair of the Governance Committee for a number of years. She noted that s 22(1) I has seen huge growth in service delivery during his time on the Workways Board. He was Chair when Workways joined Job futures (now known as CoAct) in 2013 – a national consortium of service providers which offered new business opportunities, and strengthened the position of Workways in the lead up to Jobactive and DES tenders. s 22(1) was also Chair when Workways acquired Job Futures, South East Queensland, Advance Personnel, and EnviTE.

The Chair acknowledged s 22(1) corporate knowledge, history and considerable contribution over many years and thanked him for his commitment and role on the Board over the last 12 years.

On behalf of the Board and all at Workways, s 22(1) was presented with a large framed photo print of the 'Den of Nargun'.

The Chair also thanked and acknowledged s 22(1) who was unable to attend this Annual General Meeting, noting that s 22(1) has been a director for 4 years and was Chair of the Audit, Finance and Risk Committee (AFRC) for this past year. s 22(1) led the strategic workgroup during the development of the 2017-2020 Strategic Plan. Her commitment and expertise in quality framework, understanding of risk, systems and processes, will be missed.

The Chair also thanked the staff of Workways, who are its greatest asset. Noting that their commitment, energy and passion for Workways clients is what makes a difference to the lives of its clients.

Members Questions without Notice

The Chairperson called for any questions from those present in relation to the 2018/19 Results and Annual Report.

Member s 22(1) expressed his dismay at the 2018/19 financial results, noting two years of loss is a major concern for the organization. He also expressed concern at the depletion of assets during the last two years.

s 22(1) noted that he had prepared his questions prior to hearing the Chairs comprehensive report and that some of his concerns had been addressed. He sought clarification on several other matters, and advised that he will put his queries and concerns in writing to the Chair and Board.

In response to the concerns raised by s 22(1), Deputy Chair s 22(1) advised that the Board is very conscious of the significant drop in net assets, but is also confident of a turnaround in the next twelve months.

Closing Statement:

The Chair thanked those in attendance for their continued commitment to Workways Australia and invited all to remain for refreshments.

Meeting closed:

4.25pm

s 22(1)

SIGNED:

DATE: 23 January 2020



Australian
Charities and
Not-for-profits
Commission



THIS CERTIFIES THAT

ABN:

IS A REGISTERED CHARITY
AND HAS BEEN TRANSFERRED FROM THE

Australian Taxation Office

TO THE

Australian Charities and Not-for-profits Commission

ON THE DATE OF

CERTIFIED BY

s 22(1)

Australian Charities and Not-for-profits Commission

Copy only. Original available on request

s 22(1), s 47G(1)(a)

MADDOCKS ATTN: s 22(1)
s 22(1)

Level 6
140 William Street
MELBOURNE VIC 3000

Remove this top section if desired before framing



Certificate of Registration of a Body Corporate as a Company

This is to certify that

WORKWAYS AUSTRALIA LIMITED

Australian Company Number 141 659 734

is a registered company under the Corporations Act 2001 and
is taken to be registered in Victoria.

The company is **limited by guarantee**.

The company is a **public company**.

The day of commencement of registration is
the twenty-fifth day of February 2010.

Issued by the
Australian Securities and Investments Commission
on this twenty-fifth day of February, 2010.

s 22(1)



CERTIFICATE

s 47G(1)(a), s 22(1)

s 47G(1)(a), s 22(1)

s 47G(1)(a), s 22(1)



WW WORKWAYS

Workways Australia Limited and controlled entities Consolidated Financial report for the year ended 30 June 2019

Department of Employment and Workplace Relations - Documents Released under FOI - LEX 1730

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Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2019

	Note	2019 \$	Restated 2018 \$
Revenue and other income	3	31,117,974	30,679,279
Less: expenses			
Depreciation and amortisation expenses	4	(1,616,000)	(1,219,427)
Employee benefits expense	4	(19,849,163)	(16,200,175)
Client expenses	4	(1,917,419)	(6,250,922)
Other expenses	4	(10,259,052)	(8,504,673)
		(33,641,634)	(32,175,197)
Loss for the year		(2,523,660)	(1,495,918)
Other comprehensive income for the year		-	-
Total comprehensive income/(loss)		(2,523,660)	(1,495,918)

The accompanying notes form part of these financial statements.

Consolidated Statement of Financial Position

For the year ended 30 June 2019

	Note	2019 \$	Restated 2018 \$
Current assets			
Cash and cash equivalents	6	1,759,423	3,852,550
Receivables	7	2,226,846	1,699,378
Other assets	8	534,941	553,197
Total current assets		4,521,210	6,105,125
Non-current assets			
Property, plant and equipment	9	5,346,973	4,876,626
Intangible assets	10	229,198	289,857
Total non-current assets		5,576,171	5,166,483
Total assets		10,097,381	11,271,608
Current liabilities			
Payables	11	3,196,390	2,852,556
Other liabilities	12	378,129	714,147
Borrowings	13	856,364	585,963
Provisions	14	1,599,268	1,577,234
Total current liabilities		6,030,151	5,729,900
Non-current liabilities			
Borrowings	14	1,541,308	445,595
Provisions	14	83,201	129,732
Total non-current liabilities		1,624,509	575,327
Total liabilities		7,654,660	6,305,227
Net assets		2,442,721	4,966,381
Equity			
Reserves	15	668,152	1,576,745
Retained earnings	16	1,774,569	3,389,636
Total equity		2,442,721	4,966,381

Consolidated Statement of Changes in Equity

For the year ended 30 June 2019

	Contributed equity \$	Asset revaluation / capital profits reserve \$	Retained earnings \$	Total equity \$
Consolidated				
Balance as at 1 July 2017	-	1,576,745	4,885,554	6,462,299
Loss for the year	-	-	(1,495,918)	(1,495,918)
Total comprehensive income for the year	-	-	(1,495,918)	(1,495,918)
Balance as at 30 June 2018	-	1,576,745	3,389,636	4,966,381
Balance as at 1 July 2018	-	1,576,745	3,389,636	4,966,381
Loss for the year	-	-	(2,523,660)	(2,523,660)
Total comprehensive income for the year	-	-	(2,523,660)	(2,523,660)
Transfer from asset revaluation reserve to retained earnings	-	(908,593)	(908,593)	-
Balance as at 30 June 2019	-	668,152	1,774,569	2,442,721

Consolidated Statement of Cash Flows

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
Cash flow from operating activities			
Receipts from contributors and customers		33,171,947	34,328,378
Payments to employees and suppliers		(34,703,509)	(33,015,106)
Interest received		16,498	38,238
Net cash provided by operating activities	17(b)	(1,515,064)	1,351,510
Cash flow from investing activities			
Proceeds from sale of property, plant and equipment		890,378	50,978
Payment for property, plant and equipment		(508,560)	(332,697)
Payment for leased motor vehicles and computer equipment		(2,325,995)	(220,074)
Net cash provided by / (used in) investing activities		(1,944,177)	(501,793)
Cash flow from financing activities			
Proceeds from borrowings		1,366,114	220,074
Repayment of borrowings		-	(503,523)
Net cash provided by / (used in) financing activities		1,366,114	(283,449)
Reconciliation of cash			
Cash at beginning of the financial year		3,852,550	3,286,282
Net increase / (decrease) in cash held		(2,093,127)	566,268
Cash at end of financial year	17(a)	1,759,423	3,852,550

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a general purpose financial report that has been prepared in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and Australian Accounting Standards - Reduced Disclosure Requirements, Interpretations and other applicable authoritative pronouncements of the Australian Accounting Standards Board.

The financial report covers Workways Australia Limited and its consolidated entities. Workways Australia Limited is a company limited by guarantee, incorporated and domiciled in Australia. Workways Australia Limited is a not-for-profit entity for the purpose of preparing the financial statements.

The financial report was approved by the directors as at the date of the directors' report.

The following are the significant accounting policies adopted by the group in the preparation and presentation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(a) Basis of preparation of the financial report

Historical Cost Convention

The financial report has been prepared under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the accounting policies.

Significant accounting estimates and judgements

The preparation of the financial report requires the use of certain estimates and judgements in applying the group's accounting policies. Those estimates and judgements significant to the financial report are disclosed in Note 2.

(b) Going concern and economic dependence

Despite incurring a deficit in 2019 of \$2,523,660 (2018: \$1,495,918 deficit), cash outflows from operations of \$1,515,064 (2018: \$1,351,510 cash inflow) and current asset deficiency of \$1,508,941 (2018: \$375,225 surplus) the Group's net asset position remains positive at \$2,442,721 (2018: \$4,966,381).

The directors have concluded that the going concern basis of accounting is appropriate for the financial report based on analysis of the Group's current cash reserves, trading results up until the date of this report and internal cash flow forecasts over the next 12 month period.

The directors have undertaken a review of operations and identified the following key contributing factors for the 2019 financial year result.

- A new grant agreement for Disability Employment Services (DES) commenced on 1 July 2018 and saw the shift from a market share arrangement to an open market modelled on participant choice of provider, representing a significant change to the industry. Preparation for and implementation of this change required the group to invest in the development and implementation of new operational models, structures, policies and processes. In addition, new resources were put in place as of 1 July 2018, as contractually required, despite no guaranteed minimum client base. As a consequence, although revenues increased compared to 2018, the additional costs invested in the new Disability Employment Services contracts and its geographic expansion into new areas, along with a slower than anticipated start to the contract, was more costly and took longer to build, than anticipated, which resulted in a large deficit in the contract's first year of the five year licence.
- The DES deficit was equal to the overall consolidated deficit (\$2.52M for DES compared to \$2.52M consolidated), and therefore is the primary driver behind the consolidated deficit for the year. Whilst the cost of rolling out the new DES contracts has been of greater magnitude and taken longer than anticipated, an up-front investment in a long-term program is to be expected. The growth in caseload volume is regularly surpassing forecast expectations for the first quarter of the 2020 financial year, and the generation of outcomes began gaining momentum towards the end of the 2019 financial year, thus supporting an expected forecast surplus for the 2020 year and beyond.
- Over the 2018 calendar year, jobactive saw a gradual decline in performance. A full review of the program was undertaken in November 2018, and a performance improvement plan has since been implemented, along with a change in management personnel. However performance

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(b) Going concern and economic dependence (continued)

improvements in this type of contract takes some time to translate into increased revenue, due to the fact that a large portion of the income relates to outcomes achieved after certain employment milestones have been reached. In the interim, lower than forecast revenues have significantly impacted this program's financial result for the 2019 financial year.

The group has a significant economic dependency on the Department of Employment and Department of Social Services as it currently has two major programs; jobactive which is funded through to 2022, and Disability Employment Services (DES). Workways will continue to deliver DES program services under the new grant agreement that commences from 1 July 2018 to 30 June 2023 across the majority of our existing sites.

The group continues to focus on maximising revenue generation through performance improvement, along with sound cost control and increased productivity through improvements in systems and processes, in all of its programs, including Commonwealth and State Government funded programs such as Transition to Work, ParentsNext, Gippsland East Mentoring and Jobs Victoria Employment Network. In addition, the group is committed to maintaining focus on its strategic objective to pursue viable diversification strategies that decrease dependency on revenue from the Department of Employment and Department of Social Services.

The group has a current overdraft facility in place of \$500,000, secured against its properties, to provide access to immediate cash requirements if necessary, in the event that the group's trading results do not meet expectations in the short-term.

If the group is unable to trade as forecast, or the actual outcomes differ significantly from the forecast assumptions used, the directors may need to take further measures to conserve and secure cash flow. Such measures may include adjusting its operating capital requirements and costs, and/or selling property in excess of needs.

The financial report does not include any adjustment relating to the recoverability or classification of recorded asset amounts nor to the amounts or classification of liabilities that might be necessary should the Group be unable to trade as forecast and is unable to implement additional measures described above to continue as a going concern. If the going concern basis of accounting is found to no longer be appropriate, the recoverable amount of the net assets shown in the Consolidated Statement of Financial Position are likely to be significantly less than the amounts disclosed and the extent of liabilities may differ significantly from those reflected.

(c) New and revised accounting standards effective at 30 June 2019

The group has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to their operations and effective for the current year.

In accordance with its application requirements, the group adopted AASB 9: Financial Instruments from 1 July 2018. At the time of adoption, the group did not have any investments in financial assets accounted for as fair value through other comprehensive income, nor did it hold any during the period. Accordingly, first time application of AASB 9 had no impact on the group's accounting for investments in financial assets. On initial application of AASB 9 the group also adopted the expected credit loss model. As a consequence of the carrying amounts and the nature of the group's receivables, initial application of the expected credit loss model did not have a material impact on the carrying amounts of the group's receivables.

Further details of the group's accounting policies in relation to accounting for financial instruments under AASB 9 are contained in note 1(i).

(d) Principles of consolidation

The consolidated financial statements are those of the consolidated entity ("the group"), comprising the financial statements of the parent entity and all of the entities the parent controls. The group controls an entity where it has the power, for which the parent has exposure or rights to variable returns from its involvement with the entity, and for which the parent has the ability to use its power over the entity to affect the amount of its returns.

The financial statements of subsidiaries are prepared for the same reporting period as the parent entity, using consistent accounting policies. Adjustments are made to bring into line any dissimilar accounting policies which may exist.

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Principles of consolidation (continued)

All inter-company balances and transactions, including any unrealised profits or losses have been eliminated on consolidation. Subsidiaries are consolidated from the date on which control is obtained by the group and are de-recognised from the date that control ceases.

The following entities form part of the consolidated group:

- EnviTE Inc is a controlled entity of Workways Australia Limited. Effective from 1 May 2014, Workways Australia Limited became the sole member of EnviTE Inc.
- Workways Recruitment & Labour Hire Ltd, incorporated on 11 September 2015.
- Workways Services Ltd, incorporated on 2 May 2016.
- Workways Australia Services Pty Ltd as trustee for Workways Australia Services Fixed Trust, established on 2 May 2016.

(e) Business combinations

A business combination is a transaction or other event in which an acquirer obtains control of one or more businesses and results in the consolidation of the assets and liabilities acquired. Business combinations are accounted for by applying the acquisition method.

The consideration transferred is the sum of the acquisition date fair values of the assets transferred, equity instruments issued or liabilities incurred by the acquirer to former owners of the acquiree. Deferred consideration payable is measured at its acquisition date fair value. Contingent consideration to be transferred by the acquirer is recognised at the acquisition date fair value. At each reporting date subsequent to the acquisition, contingent consideration payable is measured at its fair value with any changes in the fair value recognised in profit or loss unless the contingent consideration is classified as equity, in which case the contingent consideration is measured at its acquisition date fair value.

Goodwill is initially recognised at an amount equal to the excess of: (a) the aggregate of the consideration transferred, the amount of any non-controlling interest, and the acquisition date fair value of the acquirer's previously held equity interest (in the case of a step acquisition); over (b) the net fair value of the identifiable assets acquired and liabilities assumed. For accounting purposes, such measurement is treated as the cost of goodwill at that date.

If the net fair value of the acquirer's interest in the identifiable assets acquired and liabilities assumed is greater than the aggregate of the consideration transferred, the amount of any non-controlling interest, and the acquisition date fair value of the acquirer's previously held equity interest, the difference is immediately recognised as a gain in profit or loss.

Acquisition related costs are expensed as incurred.

(f) Revenue

Revenue from the rendering of services under the entities' various employment services programs is recognised upon the delivery of the service to the customers.

Grant income is recognised when the entity obtained control of the grant, it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be reliably measured.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Interest revenue is measured in accordance with the effective interest method.

All revenue is measured net of the amount of goods and services tax (GST).

(g) Property, plant and equipment

Each class of property, plant and equipment is measured at cost or fair value less, where applicable,

Department of Employment and Workplace Relations – Documents Released under FOI – LEX 1730

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Property, plant and equipment (continued)

any accumulated depreciation and any accumulated impairment losses.

Items purchased with a value over \$1,000 are capitalised. Certain items of lesser value, which we wish to record for custodial purposes, are fully depreciated within the applicable financial year. All items below \$1,000 are depreciated within 12 months

Property

Freehold land and buildings are shown at their fair value based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct directors' valuations to ensure the carrying amount for the land and buildings is not materially different to fair value.

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated equity under the heading of asset revaluation reserve. To the extent that the increase reverses a decrease of the same class of asset previously recognised in profit or loss, the increase is recognised in profit or loss. Decreases that offset previous increases of the same class of asset are recognised in other comprehensive income under the heading of asset revaluation reserve; all other decreases are charged to profit or loss.

Plant and equipment

Plant and equipment is measured at cost. Where plant and equipment was acquired at no cost or for a nominal amount, cost is deemed to be the fair value as at the acquisition date.

Depreciation

Land is not depreciated. The depreciable amount of all other property, plant and equipment is depreciated over their estimated useful lives commencing from the time the asset is held available for use, consistent with the estimated consumption of the economic benefits embodied in the asset.

Leasehold improvements are permanent fixtures at our leased sites.

Class of fixed asset	Depreciation rates	Depreciation basis
Buildings	3%	Straight line
Leasehold improvements	10%-20%	Straight line
Motor vehicles	15%-20%	Straight line and diminishing value
Motor vehicles under lease	33%	Straight line
Equipment, furniture and fittings	10%-33%	Straight line and diminishing value
Computer equipment under lease	20%	Straight line

(h) Leases

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and benefits incidental to ownership.

Finance leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the group are classified as finance leases. Finance leases are capitalised, recording an asset and a liability equal to the fair value or, if lower, the present value of the minimum lease payments, including any guaranteed residual values. The interest expense is calculated using the interest rate implicit in the lease, if this is practicable to determine; if not, the group's incremental borrowing rate is used. Interest expense on finance leases is included in finance costs in the statement of profit or loss and other comprehensive income.

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Leases (continued)

Leased assets are depreciated on a straight line basis over their estimated useful lives where it is likely that the group will obtain ownership of the asset, or over the term of the lease. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period in accordance with the effective interest method.

Operating leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as an expense on a straight-line basis over the term of the lease.

Lease incentives received under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

(i) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the group commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value adjusted for transaction costs, except where the instrument is classified as fair value through profit or loss, in which case transaction costs are immediately recognised as expenses in profit or loss.

Classification of financial assets

Financial assets recognised by the group are subsequently measured in their entirety at either amortised cost or fair value, subject to their classification and whether the group irrevocably designates the financial asset on initial recognition at fair value through other comprehensive income (FVtOCI) in accordance with the relevant criteria in AASB 9.

Classification of financial liabilities

Financial liabilities classified as held-for-trading, contingent consideration payable by the group for the acquisition of a business, and financial liabilities designated at FVtPL, are subsequently measured at fair value. All other financial liabilities recognised by the group are subsequently measured at amortised cost.

Trade and other receivables

Trade and other receivables arise from the group's transactions with its customers and are normally settled within 30 days.

Consistent with both the group's business model for managing the financial assets and the contractual cash flow characteristics of the assets, trade and other receivables are subsequently measured at amortised cost.

Impairment of financial assets

The following financial assets relevant to the group are tested for impairment by applying the 'expected credit loss' impairment model:

- (a) debt instruments measured at amortised cost; and
- (b) receivables from contracts with customers and contract assets.

The group applies the simplified approach under AASB 9 to measuring the allowance for credit losses for both receivables from contracts with customers and contract assets. Under the AASB 9 simplified approach, the group determines the allowance for credit losses for receivables from contracts with customers and contract assets on the basis of the lifetime expected credit losses of the financial asset. Lifetime expected credit losses represent the expected credit losses that are expected to result from default events over the expected life of the financial asset.

The group determines expected credit losses using a provision matrix based on the group's historical credit loss experience, adjusted for factors that are specific to the financial asset as well as current and future expected economic conditions relevant to the financial asset. When material, the time value of money is incorporated into the measurement of expected credit losses. The group has identified contractual payments more than 90 days past due as default events for the purpose of measuring expected credit losses. These default events have been selected based on the group's historical experience.

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Financial instruments (continued)

The measurement of expected credit losses reflects the group's 'expected rate of loss', which is a product of the probability of default and the loss given default, and its 'exposure at default', which is typically the carrying amount of the relevant asset. Expected credit losses are measured as the difference between all contractual cash flows due and all contractual cash flows expected based on the group's exposure at default, discounted at the financial asset's original effective interest rate.

(j) Impairment of non-financial assets

Goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are not subject to amortisation and are therefore tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

For impairment assessment purposes, assets are generally grouped at the lowest levels for which there are largely independent cash flows ('cash generating units'). Accordingly, most assets are tested for impairment at the cash-generating unit level. Because it does not generate cash flows independently of other assets or groups of assets, goodwill is allocated to the cash generating unit or units that are expected to benefit from the synergies arising from the business combination that gave rise to the goodwill.

Assets other than goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are assessed for impairment whenever events or circumstances arise that indicate the asset may be impaired.

An impairment loss is recognised when the carrying amount of an asset or cash generating unit exceeds the asset's or cash generating unit's recoverable amount. The recoverable amount of an asset or cash generating unit is defined as the higher of its fair value less costs to sell and value in use.

Impairment losses in respect of individual assets are recognised immediately in profit or loss unless the asset is carried at a revalued amount such as property, plant and equipment, in which case the impairment loss is treated as a revaluation decrease in accordance with the applicable Standard. Impairment losses in respect of cash generating units are allocated first against the carrying amount of any goodwill attributed to the cash generating unit with any remaining impairment losses allocated on a pro rate basis to the other assets comprising the relevant cash generating unit.

The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to present values in determining recoverable amounts.

(k) Employee benefits

(i) Short-term employee benefit obligations

Liabilities arising in respect of wages and salaries, annual leave and other employee benefits (other than termination benefits) expected to be settled wholly before twelve months after the end of the reporting period are measured at the (undiscounted) amounts based on remuneration rates which are expected to be paid when the liability is settled. The expected cost of short-term employee benefits in the form of compensated absences such as annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables in the consolidated statement of financial position.

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

(ii) Long-term employee benefit obligations

The provision for other long-term employee benefits, including obligations for long service leave and annual leave, which are not expected to be settled wholly before twelve months after the end of the reporting period, are measured at the present value of the estimated future cash outflow to be made in respect of the services provided by employees up to the reporting date. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee turnover, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that are denominated in the currency in which the benefits will be paid. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the change occurs.

Department of Employment and Workplace Relations - Documents Released under FOI - LEX 1730

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(l) Goods and services tax (GST)

Revenues, expenses and purchased assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the consolidated statement of financial position are shown inclusive of GST.

(m) Income tax

The parent is a registered charity and classified as a public benevolent institution under section 30-45 of the *Income Tax Assessment Act 1997 (Cth)* (ITAA97). It holds the following tax concessions:

- Endorsement as a deductible gift recipient;
- Endorsement as an income tax exempt charity; and
- Exemption from fringe benefits tax under section 57A(5) of the Fringe Benefits Tax Assessment Act 1986 (Cth).

(n) Provisions

Provisions are recognised when the group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(o) Intangibles

Goodwill

Goodwill represents the future economic benefits arising from other assets acquired in a business combination that are not individually identifiable or separately recognised.

Goodwill is not amortised, but is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less any accumulated impairment losses.

Other intangibles

Other intangibles acquired in a business combination are initially recognised at fair value at the acquisition date. Such intangibles are amortised over their estimated useful lives and are carried at cost less accumulated amortisation and any impairment losses.

Other intangible assets other than those acquired in a business combination are initially recorded at cost. Other intangible assets are amortised over their estimated useful lives. The balances are reviewed annually and amounts are written off to the extent the realisable future benefits are considered to be no longer probable.

(p) Restatement of prior year balances

The following restatements have been made in the comparative period:

- Repayment of unexpended ParentsNext funding recognised as revenue in previous period

The total impact of this adjustment to the 30 June 2018 comparatives are:

- Revenue; previously reported \$31,046,188, restated \$30,679,279;
- Loss for the year; previously reported \$1,129,009, restated \$1,495,918
- Other current liabilities; previously reported \$347,238, restated \$714,147; and
- Retained earnings, previously reported \$3,756,545, restated \$3,389,636

(q) Comparatives

Where necessary, comparative information has been reclassified and repositioned for consistency with current year disclosures.

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 2: SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the group.

Key Estimates and Judgements - Impairment (general)

The land and buildings were independently valued at 30 June 2017 by Lee Property Valuers & Advisers. The valuation was based on a capitalisation of market net income. The land and buildings are categorised within the fair value hierarchy at Level 3, which relates to valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. The directors believe the carrying amount of the land and buildings materially reflects their current fair value at 30 June 2019.

The directors have performed an assessment for impairment at year end of intangible assets with a finite useful life and have determined in their judgement that there are not any facts and circumstances that have arisen that indicate these intangible assets are impaired. Accordingly, the directors believe the carrying amount of intangible assets does not exceed their recoverable amount at 30 June 2019.

Notes to the Financial Statements

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
NOTE 3: REVENUE AND OTHER INCOME			
jobactive		7,778,787	12,074,570
Disability Employment Services		11,424,920	8,825,789
Work for the Dole		1,952,234	2,045,398
Employment revenue		1,317,664	1,235,039
EnviTE - environmental revenue		2,631,942	2,278,131
Transition to Work		1,644,431	1,641,938
Youth & community services		2,373,793	700,335
Workways Recruitment - labour hire revenue		1,656,869	1,597,921
NDIS		17,130	-
		30,797,770	30,399,121
Other revenue			
Interest income		16,498	38,238
Other		234,666	241,920
		251,164	280,158
Other income		69,040	-
		31,117,974	30,679,279
NOTE 4: OPERATING PROFIT			
Loss has been determined after:			
Depreciation expense			
- Buildings	9	58,424	56,666
- Leasehold improvements	9	90,818	91,025
- Motor vehicles	9	40,401	63,954
- Equipment, furniture and fittings	9	201,882	158,161
		391,525	369,806
Amortisation expense:			
- Leased assets	10	1,035,572	517,384
- Government contracts	11	137,866	295,868
- Employee and client lists	11	5,683	22,731
- Computer software	11	45,354	13,638
		1,224,475	849,621
Employee benefits:			
- Staff remuneration and benefits		17,812,968	14,530,486
- Superannuation		1,605,988	1,344,216
- WorkCover and others		430,207	325,473
		19,849,163	16,200,175

Notes to the Financial Statements

For the year ended 30 June 2019

	2019 \$	2018 \$
NOTE 4: OPERATING PROFIT (CONT'D)		
Client Expenses		
- Client expenses	1,917,419	6,250,922
Other Expenses		
- Advertising and marketing	520,455	88,246
- Committee expenses	230,601	215,011
- Consultancy fees	1,011,268	706,870
- Office administration - including consumables	359,920	383,562
- Insurance	170,881	148,066
- Postage and delivery	97,742	77,473
- Property costs	2,665,944	2,308,554
- Telephone	1,498,119	1,316,217
- Motor vehicle expenses	484,883	412,564
- (Profit)/Loss on disposal of non-current assets	-	(15,617)
- Job Futures and CoAct fees	1,489,385	1,327,088
Other expenses	1,729,854	1,536,639
	10,259,052	8,504,673
NOTE 5: KEY MANAGEMENT PERSONNEL COMPENSATION		
Compensation received by key management personnel of the group		
- total compensation	871,986	1,109,920
	871,986	1,109,920
NOTE 6: CASH AND CASH EQUIVALENTS		
Cash on hand	108,832	95,586
Cash at bank	1,650,591	3,756,964
	1,759,423	3,852,550
NOTE 7: RECEIVABLES		
CURRENT		
Trade debtors	134,131	261,215
Other receivables		
Accrued revenue	1,798,568	1,320,642
Other receivables	294,147	117,521
	2,092,715	1,438,163
	2,226,846	1,699,378

Notes to the Financial Statements

For the year ended 30 June 2019

	2019 \$	2018 \$
NOTE 8: OTHER ASSETS		
CURRENT		
Prepayments	296,802	116,394
Other current assets	238,139	436,803
	534,941	553,197
NOTE 9: PROPERTY, PLANT AND EQUIPMENT		
Land		
At fair value	655,415	1,030,415
Buildings		
At fair value	1,629,363	1,999,585
Accumulated depreciation	(97,919)	(56,666)
	1,531,444	1,942,919
Leasehold Improvements		
At cost	866,351	1,221,020
Accumulated depreciation	(674,450)	(1,010,050)
	191,901	210,970
Plant and Equipment		
Motor vehicles at cost	811,529	816,722
Accumulated depreciation	(655,684)	(699,886)
	155,845	116,836
Motor vehicles under lease	2,936,667	1,854,281
Accumulated depreciation	(1,821,624)	(860,267)
	1,115,043	994,014
Equipment, Furniture and Fittings	2,680,890	2,850,859
Accumulated depreciation	(2,152,959)	(2,269,387)
	527,931	581,472
Computer equipment under lease	1,252,922	-
Accumulated amortisation	(83,528)	-
Total property, plant and equipment	5,346,973	4,876,626

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 9: PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) Valuations

Freehold land and buildings are shown at their fair value based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct directors' valuations to ensure the carrying amount for the land and buildings is not materially different to fair value.

The land and buildings were independently valued at 30 June 2017 by Lee Property Valuers & Advisers. The valuation was based on a capitalisation of market net income. The land and buildings are categorised within the fair value hierarchy at Level 3, which relates to valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable. The directors believe the carrying amount of the land and buildings materially reflects their current fair value at 30 June 2019.

(b) Reconciliations

Reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year.

	2019 \$	2018 \$
<i>Freehold land</i>		
Opening carrying amount	1,030,415	1,030,415
Net amount of revaluation decrements	(375,000)	-
Closing carrying amount	655,415	1,030,415
<i>Buildings</i>		
Opening carrying amount	1,942,919	1,999,585
Additions	4,778	-
Disposals	(357,829)	-
Depreciation expense	(58,424)	(56,666)
Closing carrying amount	1,531,444	1,942,919
<i>Leasehold improvements</i>		
Opening carrying amount	210,970	188,916
Additions	79,694	113,079
Depreciation expense	(90,818)	(91,025)
Closing carrying amount	191,901	210,970
<i>Leased motor vehicles</i>		
Opening carrying amount	994,014	1,291,324
Additions	1,073,073	220,074
Amortisation expense	(952,044)	(517,384)
Closing carrying amount	1,115,043	994,014

Notes to the Financial Statements

For the year ended 30 June 2019

	2019 \$	2018 \$
NOTE 9: PROPERTY, PLANT AND EQUIPMENT (CONT'D)		
(b) Reconciliations (cont'd)		
<i>Motor vehicles</i>		
Opening carrying amount	116,836	151,845
Additions	96,819	33,093
Disposals	(17,409)	(4,148)
Depreciation expense	(40,401)	(63,954)
Closing carrying amount	155,845	116,836
<i>Equipment, Furniture and Fittings</i>		
Opening carrying amount	581,472	553,108
Additions	199,025	186,525
Disposals	(50,684)	-
Depreciation expense	(201,882)	(158,161)
Closing carrying amount	527,931	581,472
<i>Computer equipment under lease</i>		
Opening carrying amount	-	-
Additions	1,252,922	-
Amortisation expense	(83,528)	-
Closing carrying amount	1,169,394	-
NOTE 10: INTANGIBLE ASSETS		
Government contracts	1,353,322	1,353,322
Accumulated amortisation	(1,212,516)	(1,074,650)
	140,806	278,672
Computer software	629,023	500,778
Accumulated amortisation	(540,631)	(495,276)
	88,392	5,502
Employee and client lists	68,194	68,194
Accumulated amortisation	(68,194)	(62,511)
	-	5,683
Total intangible assets	229,198	289,857

On 30 September 2015, the group acquired the employee and client lists of Gab Consulting Pty Ltd. This has been assessed to have a finite life of 3 years from acquisition as this represents the length of time through which the benefit from access to the employee and client lists is expected to be received.

Department of Employment and Workplace Relations - Documents Released under FOI - LEX 1730

Notes to the Financial Statements

For the year ended 30 June 2019

(a) Reconciliations

Reconciliation of the carrying amounts of intangible assets at the beginning and end of the current financial year.

	2019 \$	Restated 2018 \$
NOTE 10: INTANGIBLE ASSETS (CONT'D)		
<i>Government contracts at cost</i>		
Opening balance	278,672	574,540
Amortisation expense	(137,866)	(295,868)
Closing balance	140,806	278,672
<i>Computer software at cost</i>		
Opening balance	5,502	19,140
Additions	128,244	-
Amortisation expense	(45,354)	(13,638)
Closing balance	88,392	5,502
<i>Employee and client lists at cost</i>		
Opening balance	5,683	28,414
Amortisation expense	(5,683)	(22,731)
Closing balance	-	5,683

NOTE 11: PAYABLES		
CURRENT		
<i>Unsecured liabilities</i>		
Trade creditors	965,945	447,972
Sundry creditors and accruals	2,230,445	2,404,584
	3,196,390	2,852,556

Notes to the Financial Statements

For the year ended 30 June 2019

	Note	2019 \$	Restated 2018 \$
NOTE 12: OTHER LIABILITIES			
CURRENT			
Deferred income		378,129	714,147
NOTE 13: BORROWINGS			
CURRENT			
<i>Secured liabilities</i>			
Finance lease liability		960,014	625,208
Future leasing finance charges		(103,650)	(39,245)
	19	856,364	585,963
NON-CURRENT			
<i>Secured liabilities</i>			
Finance lease liability		1,655,798	464,237
Future leasing finance charges		(114,490)	(18,642)
	19	1,541,308	445,595
NOTE 14: PROVISIONS			
CURRENT			
Employee benefits	(a)	1,599,268	1,577,234
NON-CURRENT			
Employee benefits	(a)	83,201	129,732
(a) Aggregate employee benefits liability		1,682,469	1,706,966
NOTE 15: RESERVES			
Asset revaluation / capital profits reserve		668,152	1,576,745
		668,152	1,576,745

The reserve records unrealised increments in the valuation of land and buildings arising from periodic revaluations of the properties. The reserve also records the realised capital profits of properties that have been disposed of.

NOTE 16: RETAINED EARNINGS			
Retained earnings at beginning of year		3,389,636	4,885,554
Net loss		(2,523,660)	(1,495,918)
Transfers from asset revaluation reserve		908,593	-
		1,774,569	3,389,636

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 17: CASH FLOW INFORMATION

(a) Reconciliation of cash

Cash at the end of the financial year as shown in the consolidated statement of cash flows is reconciled to the related items in the consolidated statement of financial position is as follows:

	2019 \$	Restated 2018 \$
Cash on hand	108,832	95,586
Cash at bank	1,650,591	3,756,964
	1,759,423	3,852,550

(b) Reconciliation of cash flow from operations with profit

Loss from ordinary activities	(2,523,660)	(1,495,918)
Adjustments and non-cash items		
Depreciation and amortisation	1,616,000	1,219,427
Net (gain) / loss on disposal of property, plant and equipment	(81,511)	(46,850)
Changes in operating assets and liabilities		
(Increase) / decrease in receivables	(49,542)	451,663
(Increase) / decrease in other assets	(826,579)	(253,813)
(Increase) / decrease in inventories	-	1,816
Increase / (decrease) in payables	343,834	730,853
Increase / (decrease) in other liabilities	30,891	480,451
Increase / (decrease) in provisions	(24,497)	263,881
Cash flows from operating activities	(1,515,064)	1,351,510

(c) Credit standby arrangements with banks

Credit facility	860,010	370,029
Amount utilised	(232,715)	(265,012)
Unused credit facility	627,295	105,017

The major facilities are summarised as follows:

- Credit card facilities with NAB of \$110,000 (2018: \$140,000). At 30 June \$53,106 of this facility was used.
- Overdraft facility with NAB of \$500,000 (2018: \$NIL)
- The company has a bank guarantee facility with the NAB of \$250,010 (2018: \$230,029) in relation to guarantees provided in relation to the company's operating property leases. At 30 June 2019 \$179,609 of this facility was used.

NOTE 18: RELATED PARTY TRANSACTIONS

(a) Transactions with related parties

Transactions totalling \$6,800 inclusive of GST with ^{s 22(1)} (Director) were entered into during the year ended 30 June 2019. These transactions were at arms length and related to communications and design services rendered.

No other related party transactions other than with group entities which are eliminated on consolidation were entered into during the year ended 30 June 2019 and year ended 30 June 2018.

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 19: CAPITAL AND LEASING COMMITMENTS

(a) Finance leasing commitments

	Note	2019 \$	Restated 2018 \$
Payable			
- not later than one year		960,014	625,208
- later than one year and not later than five years		1,655,798	464,237
Minimum lease payments		2,615,812	1,089,445
Less future finance charges		(218,140)	(57,887)
Total finance lease liability		2,397,672	1,031,558
Represented by:			
Current liability	13	856,364	585,963
Non-current liability	13	1,541,308	445,595
		2,397,672	1,031,558

(b) Operating lease commitments

Non-cancellable operating leases contracted for but not capitalised in the financial statements:

Payable		
- not later than one year	2,077,689	2,049,868
- later than one year and not later than five years	2,010,937	2,790,548
	4,088,626	4,840,416

The lease commitments are non-cancellable operating leases contracted and not recognised in the financial statements with various lease terms. Increase in lease commitments may occur in line with the Consumer Price Index (CPI). CPI increases specified in lease agreements have been estimated at 2% for calculation of lease commitments. The lease commitments are predominantly for properties used by the group.

Notes to the Financial Statements

For the year ended 30 June 2019

NOTE 20: EVENTS SUBSEQUENT TO REPORTING DATE

There has been no matter or circumstance, which has arisen since 30 June 2019 that has significantly affected or may significantly affect:

- (a) the operations, in financial years subsequent to 30 June 2019, of the group, or
- (b) the results of those operations, or
- (c) the state of affairs, in financial years subsequent to 30 June 2019, of the group.

NOTE 21: MEMBERS' GUARANTEE

The parent is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute to a maximum of \$10 each towards meeting any outstandings and obligations of the company. At 30 June 2019 the number of members was 129 (2018: 132). The combined total amount that members of the parent are liable to contribute if the company is wound up is \$1,290 (2018: \$1,320).

DIRECTORS' DECLARATION

The directors declare that:

1. there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
2. the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.

s 22(1)

Director: _____

s 22(1)

(Chairperson)

Dated this 24th day of October 2019

Independent Auditor's Report

To the members of Workways Australia Limited



WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WORKWAYS AUSTRALIA LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Workways Australia Limited "the Company" and its subsidiaries, "the Group", which comprises the consolidated statement of financial position as at 30 June 2019, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Group, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Group's financial position as at 30 June 2019 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* "ACNC Act" and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* "the Code" that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material Uncertainty related to Going Concern

Without modifying our opinion expressed above, attention is drawn to the matters set out in Note 1(b) – Going concern and economic dependence, in the financial report.

The conditions, as set forth in Note 1(b), indicate the existence of a material uncertainty that may cast significant doubt about the Group's ability to continue as a going concern and therefore, the Group may be unable to realise its assets and discharge its liabilities in the normal course of business.

Independent Auditor's Report

To the members of Workways Australia Limited



WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WORKWAYS AUSTRALIA LIMITED

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2019, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the ACNC Act and for such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Independent Auditor's Report

To the members of Workways Australia Limited



WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WORKWAYS AUSTRALIA LIMITED

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2019, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the ACNC Act and for such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

Auditor's Independence Declaration

To the members of Workways Australia Limited



WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WORKWAYS AUSTRALIA LIMITED

Auditor's Responsibilities for the Audit of the Financial Report (Continued)

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

s 22(1)

s 22(1)

Partner

Melbourne

Date: 25 October 2019

WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES

ACN: 141 659 734

CONSOLIDATED FINANCIAL REPORT

FOR THE YEAR ENDED
30 JUNE 2020

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DIRECTORS' REPORT

THE DIRECTORS PRESENT THEIR REPORT TOGETHER WITH THE FINANCIAL REPORT OF WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES ("THE GROUP"), BEING THE COMPANY AND ITS CONTROLLED ENTITIES, FOR THE YEAR ENDED 30 JUNE 2020 AND AUDITOR'S REPORT THEREON.

GOVERNANCE STATEMENT

Workways Australia Ltd is a Company Limited by Guarantee, incorporated under the Corporations Act 2001 and registered with the Australian Charities and Not-for-profits Commission (ACNC). The ACNC has set governance standards that must be met by Workways Australia Ltd so as to remain registered.

The Company Constitution requires a board consisting of not less than six and not more than eight directors. Directors provide the Board with a mix of skills, diversity of experiences and a range of viewpoints for decision-making. Responsibility for the governance of Workways Australia Ltd rests with the Board of Directors.

This governance statement outlines how the Board meets that responsibility.

MISSION, VISION AND 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.

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.

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 Finance Project Director.

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.

BOARD OVERSIGHT

The Board oversees and monitors performance by:

- › Meeting at least 10 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 and Risk Committee and the Governance Committee;
- › Establishing, annually reviewing and updating terms of reference for each of the Committees.

DIRECTORS NAMES

The names of the Directors in office at any time during or since the end of the year are:

s 22(1)	(Chair)
s 22(1)	(Deputy Chair)
s 22(1)	(Chair, Audit and Risk Committee)
s 22(1)	(Deceased, 20 July 2020)
s 22(1)	
s 22(1)	
s 22(1)	(Appointed 27 November 2019)
s 22(1)	(Appointed 27 November 2019)
s 22(1)	(Retired, 27 November 2019)
s 22(1)	(Retired, 27 November 2019)

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

COMPANY SECRETARY

s 22(1), Chief Financial Officer was appointed Company Secretary on 28 June 2018. s 22(1) was appointed Interim Company Secretary for the period 23 January 2020 until 25 June 2020 during which s 22(1) was on leave.

OPERATING RESULT

The profit of the Group for the year after providing for income tax amounted to \$2,923,895 (2019: \$2,523,660 loss).

The surplus achieved in 2020 was a significant turnaround from the previous year's deficit, generated as a result of the factors discussed in Note 1, Section(b) Going concern and economic dependence.

In summary, revenue increased significantly by \$6.1M from \$31.1M to \$37.2M, with strong increases in key contracts such as Disability Employment Services, jobactive and youth and community services programs. Additionally, the Group received JobKeeper funding of \$2.4M.

In contrast, expenses increased by a far lesser proportion compared to 2019, increasing by \$900k from \$33.6M to \$34.5M, primarily as a result of improved productivity and performance, better utilisation of existing capacity through targeted organisational structural reform, strong cost control and systems improvements.

In line with our accounting policy the 2020 amortisation expense of the jobactive contract acquired in 2015 was \$140,806. Therefore, our final operating result before this amortisation is a surplus of \$3,064,701.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There were no significant changes in the Group's state of affairs that occurred during the financial year, other than those referred to elsewhere in this report.

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;
- › 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 under the federal government's jobactive program to assist individuals who experience long-term unemployment to address barriers and gain placement in sustainable employment;
- › Provision of disability employment services in the ACT/Queanbeyan, Victoria, and Queensland;
- › Provision of support services to youth disengaged from education through the provision of employment and support services under the federal government's Transition to Work program in Victoria and Queensland;
- › Providing a service to young people between 15 and 21 years of age who are or have been in residential out of home care and who are disengaged from education or employment through the Victorian government's Better Futures program;
- › Providing a service to parents whose youngest child will reach school age in two years to identify their education and employment goals and develop pathways to achieve them through the federal government's ParentsNext program in Queensland;

- › Undertaking environmental reforestation and rehabilitation projects 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.

AFTER BALANCE DATE EVENTS

COVID-19 (CORONAVIRUS)

On 11 March 2020 the World Health Organisation declared an ongoing global outbreak of a novel coronavirus ('COVID-19') as a pandemic.

Subsequent to reporting date, the Group has experienced a moderate impact on the business, primarily as a result of the temporary relaxation of mutual obligations, temporary restrictions limiting some customer servicing, and the overall reduction of employment opportunities as a result of the economic downturn. The pandemic and the Australia Government's response to the pandemic continues to inhibit general activity levels within the community and economy.

MERGER

On 1 July 2020 Envite Inc. has merged and transferred all existing operations, contract and trading with its controlling entity Workways Australia Limited.

Except for the matters discussed above, the impact of which on the Group cannot be determined with certainty at this time, there has been no matter or circumstance, which has arisen since 30 June 2020 which has significantly affected or which may significantly affect:

- the operations, in financial years subsequent to 30 June 2020, of the Group, or
- the results of those operations, or
- the state of affairs, in financial years subsequent to 30 June 2020, of the Group.

MEETINGS OF DIRECTORS

Directors	Number eligible to attend Directors' meetings	Number attended
s 22(1)	13	12
-	13	12
-	13	13
-	13	11
-	13	12
-	13	13
-	4	2
-	4	4
-	9	9
-	9	9

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 30 June 2020 the number of members was 128 (2019: 129). The combined total amount that members of the Company are liable to contribute if the Company is wound up is \$1,280 (2019: \$1,290).

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration under section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit for the financial year is provided with this report.

Signed on behalf of the Board of Directors.

s 22(1)

Director: **s 22(1)**

Dated this 22nd day of October 2020



**WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734**

**AUDITOR'S INDEPENDENCE DECLARATION
TO THE DIRECTORS OF WORKWAYS AUSTRALIA LIMITED**

In relation to the independent audit for the year ended 30 June 2020, to the best of my knowledge and belief there have been:

(i) no contraventions of the auditor independence requirements of the section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012; and

(ii) no contraventions of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)*.

This declaration is in respect of Workways Australia Limited and the entities it controlled during the year.

s 22(1)

s 22(1)

Partner

Melbourne

Date: 27 October 2020

Pitcher Partners. An independent Victorian Partnership ABN 27 975 255 196, Level 13, 664 Collins Street, Docklands, VIC 3008
Pitcher Partners is an association of independent firms. Liability limited by a scheme approved under Professional Standards Legislation.
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CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
Revenue and other income			
Contract revenue	3	34,449,596	30,797,770
Other revenue	4	2,781,476	320,204
Revenue and other income		37,231,072	31,117,974
Less: expenses			
Depreciation and amortisation expense	5	(3,859,003)	(1,616,000)
Employee benefits expense	5	(20,371,666)	(19,849,163)
Client expenses	5	(1,601,266)	(1,917,419)
Other expenses	5	(8,709,992)	(10,259,052)
		(34,541,927)	(33,641,634)
Profit / (loss) for the year		2,689,145	(2,523,660)
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit and loss</i>			
Gain on revaluation of property		234,750	-
		234,750	-
Other comprehensive income for the year		234,750	-
Total comprehensive income / (loss)		2,923,895	(2,523,660)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	Note	2020 \$	2019 \$
Current assets			
Cash and cash equivalents	7	6,579,686	1,759,423
Receivables	8	2,666,301	2,226,846
Other assets	9	632,295	534,941
Total current assets		9,878,282	4,521,210
Non-current assets			
Property, plant and equipment	10	3,278,228	3,062,536
Intangible assets	11	74,110	229,198
Lease assets	12	7,672,473	2,284,437
Total non-current assets		11,024,811	5,576,171
Total assets		20,903,093	10,097,381
Current liabilities			
Lease liabilities	12	3,056,315	856,364
Payables	13	3,584,549	3,196,390
Other liabilities	14	1,828,228	378,129
Provisions	15	1,777,144	1,599,268
Total current liabilities		10,246,236	6,030,151
Non-current liabilities			
Lease liabilities	12	5,178,095	1,541,308
Provisions	15	112,146	83,201
Total non-current liabilities		5,290,241	1,624,509
Total liabilities		15,536,477	7,654,660
Net assets		5,366,616	2,442,721
Equity			
Reserves	16	902,902	668,152
Retained earnings	17	4,463,714	1,774,569
Total equity		5,366,616	2,442,721

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2020

	Contributed equity \$	Asset revaluation reserve \$	Retained earnings \$	Total equity \$
Consolidated				
Balance as at 1 July 2018	-	1,576,745	3,389,636	4,966,381
Loss for the year	-	-	(2,523,660)	(2,523,660)
Total comprehensive income for the year	-	-	(2,523,660)	(2,523,660)
Transfer from asset revaluation reserve to retained earnings	-	(908,593)	908,593	-
Balance as at 30 June 2019	-	668,152	1,774,569	2,442,721
Balance as at 1 July 2019	-	668,152	1,774,569	2,442,721
Profit for the year	-	-	2,689,145	2,689,145
Revaluation of land and buildings	-	234,750	-	234,750
Total comprehensive income for the year	-	234,750	2,689,145	2,923,895
Balance as at 30 June 2020	-	902,902	4,463,714	5,366,616

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
Cash flow from operating activities			
Receipts from contributors and customers		40,339,642	33,171,947
Payments to suppliers and employees		(32,305,085)	(34,703,509)
Interest received		7,836	16,498
Net cash provided by / (used in) operating activities	18(b)	<u>8,042,393</u>	<u>(1,515,064)</u>
Cash flow from investing activities			
Proceeds from sale of property, plant and equipment		80,637	890,378
Payment for property, plant and equipment		(503,340)	(508,560)
Net cash (used in) / provided by investing activities		<u>(422,703)</u>	<u>381,818</u>
Cash flow from financing activities			
Proceeds from borrowings		648,784	1,366,114
Principal portion of lease payments		(3,448,211)	(2,325,995)
Net cash used in financing activities		<u>(2,799,427)</u>	<u>(959,881)</u>
Reconciliation of cash			
Cash at beginning of the financial year		1,759,423	3,852,550
Net increase / (decrease) in cash held		<u>4,820,263</u>	<u>(2,093,127)</u>
Cash at end of financial year	18(a)	<u>6,579,686</u>	<u>1,759,423</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial report is a general purpose financial report that has been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Accounting Standards - Reduced Disclosure Requirements, Interpretations and other applicable authoritative pronouncements of the Australian Accounting Standards Board.

The financial report covers Workways Australia Limited and its consolidated entities. Workways Australia Limited is a company limited by guarantee, incorporated and domiciled in Australia. Workways Australia Limited is a not-for-profit entity for the purpose of preparing the financial statements.

The financial report was approved by the Directors as at the date of the Directors' report.

The following are the significant accounting policies adopted by the Group in the preparation and presentation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(A) BASIS OF PREPARATION OF THE FINANCIAL REPORT

Historical Cost Convention

The financial report has been prepared under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the accounting policies.

Significant accounting estimates and judgements

The preparation of the financial report requires the use of certain estimates and judgements in applying the Group's accounting policies. Those estimates and judgements significant to the financial report are disclosed in Note 2 to the financial statements.

(B) GOING CONCERN AND ECONOMIC DEPENDENCE

The Group has incurred a surplus in 2020 of \$2,923,895 (2019: \$2,523,660 deficit), cash outflows from operations of \$8,042,393 (2019: \$1,515,064 cash outflow) and current asset deficiency of \$367,954 (2019: 1,508,941 deficiency). The Group's current liabilities includes \$3,056,315 of lease liabilities, in which the corresponding right-of-use asset is classified as non-current, as a result of the transition to AASB 16 Leases. As a result, the Group's net asset position has significantly increased, ending the year at \$5,366,616 (2019: \$2,442,721).

The Directors have concluded that the going concern basis

of accounting is appropriate for the financial report based on analysis of the Group's current cash reserves, trading results up until the date of this report and internal cash flow forecasts over the next 12 month period.

The Directors have undertaken a review of operations and identified the following key contributing factors for the 2020 result.

- › Following a leadership change in November 2019, a review of the business was undertaken and has resulted in a dedicated focus on growth in core services, as well as the decision to cease operating in the labour hire industry in order to dedicate resources towards core competencies and purpose.
- › Also as a result of this change, significant progress has been made towards improving utilisation of existing capacity, organisational structure, performance and productivity, and systems integration, with dedicated improvement projects being implemented during the year on key target areas.
- › Disability Employment Services (DES) commenced on 1 July 2018 and saw the shift from a market share arrangement to an open market modelled on participant choice of provider, representing a significant change to the industry. The 2020 year saw the maturation of the DES program, with revenues significantly increasing on 2019 and 2018 of \$4.0M and \$6.6M respectively.
- › Following a gradual decline in the jobactive program (including Work for the Dole) over 2018 and 2019, a review and restructure of the program was undertaken in 2019, with further improvements implemented during the 2020 year, which has resulted in a moderate increase in revenue for the 2020 year of \$0.5M.
- › As a result of the initial restrictions imposed due to COVID-19, the organisation was able to adapt quickly to temporarily reduce staff hours and implement remote working and customer servicing arrangements, while ensuring contractual requirements were maintained within the limits of government directions.
- › The Group has a significant economic dependency on the Department of Education, Skills and Employment and Department of Social Services as it currently has two major programs; jobactive which is funded through to 2022, and Disability Employment Services (DES). Workways will continue to deliver DES program services under the new grant agreement that commenced from 1 July 2018 to 30 June 2023 across the majority of the existing sites.

The Group continues to focus on maximising revenue generation through performance improvement, along with sound cost control and increased productivity through improvements in systems and processes, in all of its programs, including Commonwealth and State Government funded programs such as Transition to Work,

ParentsNext, Gippsland Engaged Mentoring and Jobs Victoria Employment Network. In addition, the Group is committed to maintaining focus on its strategic objective to pursue viable diversification strategies that decrease dependency on revenue from the Department of Education, Skills and Employment and Department of Social Services, with a particular focus on growth opportunities within its environmental division, Envite.

The Group has a current overdraft facility in place of \$500,000, secured against its properties, to provide access to immediate cash requirements if necessary, in the event that the Group's trading results do not meet expectations in the short-term.

As a result of the positive operating result and the overall business improvements in the 2020 financial year, along with the Group's demonstrated ability to respond to a rapidly changing environment, the Board are confident in the Group's ability to achieve its forecasts.

If the Group is unable to trade as forecast, or the actual outcomes differ significantly from the forecast assumptions used, the Directors may need to take further measures to conserve and secure cash flow. Such measures may include adjusting its operating capital requirements and costs, and/or selling property in excess of needs. Additionally, as has been demonstrated with the Group's response to the COVID-19 restrictions, the Board and Management are able to implement measures in a flexible, responsive manner in order to preserve the ongoing business and cash flow over the long term.

(C) NEW AND REVISED ACCOUNTING STANDARDS EFFECTIVE AT 30 JUNE 2020

The Group has applied all new and revised Australian Accounting Standards that apply to annual reporting periods beginning on or after 1 July 2019, including AASB 16 Leases (AASB 16), AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) and AASB 15 *Revenue from Contracts with Customers* (AASB 15).

AASB 16: Leases

AASB 16 replaces AASB 117 Leases and introduces a single lessee accounting model that requires a lessee to recognise right-of-use assets and lease liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. Right-of-use assets are initially measured at cost and lease liabilities are initially measured on a present value basis. Subsequent to initial recognition:

(a) right-of-use assets are accounted for on a similar basis to non-financial assets, whereby the right-of-use asset is accounted for on a cost basis unless the underlying asset is accounted for on a revaluation basis, in which case if the underlying asset is:

i. investment property, the lessee applies the fair value model in AASB 140 *Investment Property* to the right-of-use asset; or

ii. property, plant or equipment, the lessee applies the revaluation model in AASB 116 *Property, Plant and Equipment* to all of the right-of-use assets that relate to that class of property, plant and equipment; and

(b) lease liabilities are accounted for on a similar basis to other financial liabilities, whereby interest expense is recognised in respect of the lease liability and the carrying amount of the lease liability is reduced to reflect the principal portion of lease payments made.

AASB 16 substantially carries forward the lessor accounting requirements of the predecessor standard, AASB 117. Accordingly, under AASB 16 a lessor continues to classify its leases as operating leases or finance leases subject to whether the lease transfers to the lessee substantially all of the risks and rewards incidental to ownership of the underlying asset, and accounts for each type of lease in a manner consistent with the current approach under AASB 117.

In accordance with the transition requirements of AASB 16, the Group has elected to apply AASB 16 retrospectively to those contracts that were previously identified as leases under the predecessor standard, with the cumulative effect, if any, of initially applying the new standard recognised as an adjustment to opening retained earnings at the date of initial application (i.e., at 1 July 2019). Accordingly, comparative information has not been restated.

The Group has also elected to apply the following practical expedients to the measurement of right-of-use assets and lease liabilities in relation to those leases previously classified as operating leases under the predecessor standard:

- › to recognise each right-of-use asset at the date of initial application at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application;
- › to not recognise a right-of-use asset and a lease liability for leases for which the underlying asset is of low value;
- › to not recognise a right-of-use asset and a lease liability for leases for which the lease term ends within 12 months of the date of initial application;
- › to apply a single discount rate to a portfolio of leases with reasonably similar characteristics;
- › to adjust each right-of-use asset at the date of initial application by the amount of any provision for onerous leases recognised in the statement of financial position immediately before the date of initial application;
- › to exclude initial direct costs from the measurement of each right-of-use asset at the date of initial application; and
- › to use hindsight, such as in determining the lease term if the contract contains options to extend or terminate the lease.

The application of AASB 16 resulted in the recognition of right-of-use assets with an aggregate carrying amount of \$8,035,747 (referred to in these financial statements as "lease assets") and corresponding lease liabilities with an aggregate carrying amount of \$8,035,747. The weighted average incremental borrowing rate applied in the calculation of the initial carrying amount of lease liabilities was 3.70%.

The following is a reconciliation of non-cancellable operating lease commitments disclosed at the end of the prior reporting period (i.e., at 30 June 2019) to the aggregate carrying amount of lease liabilities recognised at the date of the initial application (i.e., at 1 July 2019):

	\$
Aggregate non-cancellable operating lease commitments at 30 June 2019	4,088,626
Plus: present value lease payments included in the measurement of lease liabilities and not previously included in non-cancellable operating lease commitments	1,619,996
Less: lease payments previously included in non-cancellable lease commitments for leases with remaining terms of less than 12 months and leases of low value assets	(70,547)
Plus: financial lease liabilities recognised at 30 June 2019	2,397,672
Carrying amount of lease liabilities recognised at 1 July 2019	8,035,747

Further details of the Group's accounting policy in relation to accounting for leases under AASB 16 are contained in Note 1(j) .

AASB 1058: Income for not-for-profit entities and AASB 15: Revenue from contracts with customers

AASB 1058 replaces the income recognition requirements in AASB 1004: *Contributions* applicable to private sector not-for-profit entities with a model based on the principles of AASB 15: *Revenue from Contracts with Customers*. Consequently, AASB 1058 requires private sector not-for-profit entities to recognise all revenue from contracts with customers when the related performance obligations are satisfied, irrespective of whether the ultimate beneficiary of the goods or services provided by the not-for-profit entity is the grantor of the funds or another entity. An agreement involving a not-for-profit entity would be classified as a contract with a customer (and therefore accounted for under AASB 15) if the agreement:

- creates enforceable rights and obligations between the parties; and
- includes a promise by the not-for-profit entity to transfer a good or service that is sufficiently specific for the entity to determine when the obligation is satisfied.

For contracts with customers that comprise a donation component, AASB 1058 requires such components to be

treated as part of the performance obligation(s) unless the entity can demonstrate that component is not related to the promised goods or services.

When an arrangement does not meet the criteria for a contract with a customer under AASB 15, the arrangement is accounted for in accordance with AASB 1058, which requires:

- the asset received by the not-for-profit entity to be accounted for in accordance with the applicable Australian Accounting Standard, which in most circumstances requires the asset to be initially measured at its fair value;
- any related amounts (such as contributions from owners, financial liabilities, contract liabilities, lease liabilities and provisions) to be accounted for in accordance with the applicable Australian Accounting Standard; and
- any difference between the consideration given for the asset and its fair value, after recognising any related amounts (such as contributions from owners, financial liabilities, contract liabilities, lease liabilities and provisions), is recognised as income.

However, amending standard AASB 2018-8 provides a temporary option for not-for-profit entities to not apply the fair value initial measurement requirement to right-of-use assets arising under leases with significantly below-market terms and conditions. This enables not-for-profit entities to elect to initially measure such right-of-use assets at cost rather than fair value, which has the corresponding effect of reducing the amount of income recognised under AASB 1058.

AASB 1058 also permits a not-for-profit entity to recognise volunteer services as an asset or expense (as applicable) and any related contributions by owners or revenue as an accounting policy choice, provided that the fair value of the services can be measured reliably.

AASB 1058 also has specific recognition criteria in relation to transfers to enable an entity to acquire or construct a recognisable non-financial asset to be controlled by the entity. The obligation to acquire or construct the non-financial asset is accounted for similarly to a performance obligation under AASB 15.

In accordance with the transition requirements of AASB 1058 and AASB 15, the Group has elected to apply AASB 1058 and AASB 15 retrospectively, with the cumulative effect, if any, of initially applying the new standards recognised as an adjustment to opening retained earnings at the date of initial application (i.e., at 1 July 2019). Accordingly, comparative information has not been restated.

The application of AASB 1058 and AASB 15 has not materially impacted the recognition and measurement of income or revenue from contracts with customers.

Further details of the Group's accounting policy in relation to accounting for income under AASB 1058 and revenue from contracts with customers under AASB 15 are contained in Note 1(f) and Note 1(g) .

(D) PRINCIPLES OF CONSOLIDATION

The consolidated financial statements are those of the consolidated entity ("the Group"), comprising the financial statements of the parent entity and all of the entities the parent controls. The Group controls an entity where it has the power, for which the parent has exposure or rights to variable returns from its involvement with the entity, and for which the parent has the ability to use its power over the entity to affect the amount of its returns.

The financial statements of subsidiaries are prepared for the same reporting period as the parent entity, using consistent accounting policies. Adjustments are made to bring into line any dissimilar accounting policies which may exist.

All inter-company balances and transactions, including any unrealised profits or losses have been eliminated on consolidation. Subsidiaries are consolidated from the date on which control is obtained by the Group and are de-recognised from the date that control ceases.

The following entities form part of the Group:

- › EnviTE Inc is a controlled entity of Workways Australia Limited. Effective from 1 May 2014, Workways Australia Limited became the sole member of EnviTE Inc.
- › Workways Recruitment & Labour Hire Ltd, incorporated on 11 September 2015.
- › Workways Services Ltd, incorporated on 2 May 2016.
- › Workways Australia Services Pty Ltd as a trustee Workways Australia Services Fixed Trust, established on 2 May 2016.

(E) BUSINESS COMBINATIONS

A business combination is a transaction or other event in which an acquirer obtains control of one or more businesses and results in the consolidation of the assets and liabilities acquired. Business combinations are accounted for by applying the acquisition method.

The consideration transferred is the sum of the acquisition date fair values of the assets transferred, equity instruments issued or liabilities incurred by the acquirer to former owners of the acquiree. Deferred consideration payable is measured at its acquisition date fair value. Contingent consideration to be transferred by the acquirer is recognised at the acquisition date fair value. At each reporting date subsequent to the acquisition, contingent consideration payable is measured at its fair value with any changes in the fair value recognised in profit or loss unless the contingent consideration is classified as equity, in which case the contingent consideration is measured at its acquisition date fair value.

Goodwill is initially recognised at an amount equal to the excess of: (a) the aggregate of the consideration transferred, the amount of any non-controlling interest,

and the acquisition date fair value of the acquirer's previously held equity interest (in the case of a step acquisition); over (b) the net fair value of the identifiable assets acquired and liabilities assumed. For accounting purposes, such measurement is treated as the cost of goodwill at that date.

If the net fair value of the acquirer's interest in the identifiable assets acquired and liabilities assumed is greater than the aggregate of the consideration transferred, the amount of any non-controlling interest, and the acquisition date fair value of the acquirer's previously held equity interest, the difference is immediately recognised as a gain in profit or loss.

Acquisition related costs are expensed as incurred.

(F) REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue is recognised as, or when, goods or services are transferred to the customer, and is measured at an amount that reflects the consideration to which the Group expects to be entitled in exchange for the goods or services.

Revenue from the provision of services

Revenue from the provision of services largely comprises revenue derived from the Group's various employment service programs and income from service grants predominantly funded by the Government. These services are provided under contractual arrangements that contain enforceable and sufficiently specific performance obligations. Revenue from the provision of services is recognised over time, as performance obligations are satisfied.

Contract liabilities

A contract liability represents the Group's obligation to provide future services under contractual arrangements that contain enforceable and sufficiently specific performance obligations for which the Group has received consideration (or an amount of consideration is due) in advance of those services being provided. Amounts recorded as contract liabilities are subsequently recognised as revenue as performance obligations are satisfied.

(G) OTHER REVENUE AND OTHER INCOME

Interest

Interest revenue is measured in accordance with the effective interest method.

All revenue is measured net of the amount of goods and services tax (GST).

(H) GOVERNMENT GRANTS

Government grants are recognised when there is reasonable certainty that the grant will be received and all grant conditions are met.

Government grants include amounts received or receivable under the Federal Government's JobKeeper Payment Scheme and Cash Flow Boost Scheme, which provide temporary subsidies to eligible businesses significantly affected by coronavirus (COVID-19).

(I) PROPERTY, PLANT AND EQUIPMENT

Each class of property, plant and equipment is measured at cost or fair value less, where applicable, any accumulated depreciation and any accumulated impairment losses.

Items purchased with a value over \$1,000 are capitalised. Certain items of lesser value, which we wish to record for custodial purposes, are fully depreciated within the applicable financial year. All items below \$1,000 are depreciated within 12 months.

Property

Freehold land and buildings are shown at their fair value based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct directors' valuations to ensure the carrying amount for the land and buildings is not materially different to fair value.

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated equity under the heading of asset revaluation reserve. To the extent that the increase reverses a decrease of the same class of asset previously recognised in profit or loss, the increase is recognised in profit or loss. Decreases that offset previous increases of the same class of asset are recognised in other comprehensive income under the heading of asset revaluation reserve; all other decreases are charged to profit or loss.

Plant and equipment

Plant and equipment is measured at cost. Where plant and equipment was acquired at no cost or for a nominal amount, cost is deemed to be the fair value as at the acquisition date.

Depreciation

Land is not depreciated. The depreciable amount of all other property, plant and equipment is depreciated over their estimated useful lives commencing from the time the asset is held available for use, consistent with the estimated consumption of the economic benefits embodied in the asset.

Leasehold improvements are permanent fixtures at our leased sites.

Class of fixed asset	Depreciation rates	Depreciation basis
Buildings	3%	Straight line
Leasehold improvements	10%-20%	Straight line
Motor vehicles	15%-20%	Straight line and diminishing value
Equipment, furniture and fittings	10%-33%	Straight line and diminishing value

(J) LEASES

Accounting policy applied to the information presented for the current period under AASB 16 Leases:

At the commencement date of a lease (other than leases of 12-months or less and leases of low value assets), the Group recognises a lease asset representing its right to use the underlying asset and a lease liability representing its obligation to make lease payments.

Lease assets

Lease assets are initially recognised at cost, comprising the amount of the initial measurement of the lease liability, any lease payments made at or before the commencement date of the lease, less any lease incentives received, any initial direct costs incurred by the Group, and an estimate of costs to be incurred by the Group in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories.

Subsequent to initial recognition, lease assets are measured at cost (adjusted for any remeasurement of the associated lease liability), less accumulated depreciation and any accumulated impairment loss.

Lease assets are depreciated over the shorter of the lease term and the estimated useful life of the underlying asset, consistent with the estimated consumption of the economic benefits embodied in the underlying asset.

Lease liabilities

Lease liabilities are initially recognised at the present value of the future lease payments (i.e., the lease payments that are unpaid at the commencement date of the lease). These lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined, or otherwise using the Group's incremental borrowing rate.

Subsequent to initial recognition, lease liabilities are measured at the present value of the remaining lease payments (i.e., the lease payments that are unpaid at the reporting date). Interest expense on lease liabilities is recognised in profit or loss (presented as a component of finance costs). Lease liabilities are remeasured to reflect changes to lease terms, changes to lease payments and any lease modifications not accounted for as separate leases.

Variable lease payments not included in the measurement of lease liabilities are recognised as an expense when incurred.

Leases of 12-months or less and leases of low value assets

Lease payments made in relation to leases of 12-months or less and leases of low value assets (for which a lease asset and a lease liability has not been recognised) are recognised as an expense on a straight-line basis over the lease term.

COVID-19 related rent concessions

The Group has elected to apply the practical expedient (as permitted by Australian Accounting Standards) not to assess whether rent concessions occurring as a direct consequence of the COVID-19 pandemic are lease modifications, and to account for any changes in lease payments resulting from the rent concessions as if the changes were not lease modifications. Any gains arising from COVID-19 related rent concessions are recognised in profit or loss.

The practical expedient only applies to rent concessions occurring as a direct consequence of the COVID-19 pandemic and only if all the following conditions are met:

- (a) the change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- (b) any reduction in lease payments affects only payments due on or before 30 June 2021; and
- (c) there is no substantive change to other terms and conditions of the lease.

Accounting policy applied to the information presented for the prior period under AASB 117 Leases:

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and benefits incidental to ownership.

Finance leases

Leases of fixed assets, where substantially all of the risks and benefits incidental to ownership of the asset, but not the legal ownership, are transferred to the Group are classified as finance leases. Finance leases are capitalised, recording an asset and liability equal to the fair value or, if lower, the present value of the minimum lease payments, including any guaranteed residual values. The interest expense is calculated using the interest rate implicit in the lease, if this is practicable to determine; if not, the Group's incremental borrowing rate is used. Interest expense on finance leases is included in finance costs in the statement of profit or loss and other comprehensive income. Lease assets are depreciated on a straight line basis over their estimated useful lives where it is likely the Group will obtain ownership of the asset, or over the term of the lease. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period in accordance with the effective interest method.

Operating leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as an expense on a straight-line basis over the term of the lease.

Lease incentives are received under operating leases as a liability and amortised on a straight line basis over the life of the lease term.

(K) FINANCIAL INSTRUMENTS

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the Group commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value adjusted for transaction costs, except where the instrument is classified as fair value through profit or loss, in which case transaction costs are immediately recognised as expenses in profit or loss.

Classification of financial assets

Financial assets recognised by the Group are subsequently measured in their entirety at either amortised cost or fair value, subject to their classification and whether the Group irrevocably designates the financial asset on initial recognition at fair value through other comprehensive income (FVtOCI) in accordance with the relevant criteria in AASB 9.

Classification of financial liabilities

Financial liabilities classified as held-for-trading, contingent consideration payable by the Group for the acquisition of a business, and financial liabilities designated at FVtPL, are subsequently measured at fair value.

All other financial liabilities recognised by the Group are subsequently measured at amortised cost.

Trade and other receivables

Trade and other receivables arise from the Group's transactions with its customers and are normally settled within 30 days.

Consistent with both the Group's business model for managing the financial assets and the contractual cash flow characteristics of the assets, trade and other receivables are subsequently measured at amortised cost.

Impairment of financial assets

The following financial assets relevant to the Group are tested for impairment by applying the 'expected credit loss' impairment model:

- (a) debt instruments measured at amortised cost; and
- (b) receivables from contracts with customers, contract assets and lease receivables.

The Group applies the simplified approach under AASB 9 to measuring the allowance for credit losses for receivables from contracts with customers, contract assets and lease receivables. Under the AASB 9 simplified approach, the Group determines the allowance for credit losses for receivables from contracts with customers, contract assets and lease receivables on the basis of the lifetime expected credit losses of the financial asset. Lifetime expected credit losses represent the expected credit losses that are expected to result from default events over the expected life of the financial asset.

The Group determines expected credit losses using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the financial asset as well as current and future expected economic conditions relevant to the financial asset. When material, the time value of money is incorporated into the measurement of expected credit losses.

The Group has identified contractual payments more than 90 days past due as default events for the purpose of measuring expected credit losses. These default events have been selected based on the Group's historical experience.

The measurement of expected credit losses reflects the Group's 'expected rate of loss', which is a product of the probability of default and the loss given default, and its 'exposure at default', which is typically the carrying amount of the relevant asset. Expected credit losses are measured as the difference between all contractual cash flows due and all contractual cash flows expected based on the Group's exposure at default, discounted at the financial asset's original effective interest rate.

(L) IMPAIRMENT OF NON-FINANCIAL ASSETS

Goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are not subject to amortisation and are therefore tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

For impairment assessment purposes, assets are generally grouped at the lowest levels for which there are largely independent cash flows ('cash generating units'). Accordingly, most assets are tested for impairment at the cash-generating unit level. Because it does not generate cash flows independently of other assets or groups of assets, goodwill is allocated to the cash generating unit or units that are expected to benefit from the synergies arising from the business combination that gave rise to the goodwill.

Assets other than goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are assessed for impairment whenever events or circumstances arise that indicate the asset may be impaired.

An impairment loss is recognised when the carrying amount of an asset or cash generating unit exceeds the asset's or cash generating unit's recoverable amount. The recoverable amount of an asset or cash generating unit is defined as the higher of its fair value less costs to sell and value in use.

Impairment losses in respect of individual assets are recognised immediately in profit or loss unless the asset is carried at a revalued amount such as property, plant and equipment, in which case the impairment loss is treated as a revaluation decrease in accordance with the applicable Standard. Impairment losses in respect of cash generating units are allocated first against the carrying amount of any goodwill attributed to the cash generating unit with any remaining impairment losses allocated on a pro rata basis to the other assets comprising the relevant cash generating unit.

The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to present values in determining recoverable amounts.

(M) EMPLOYEE BENEFITS

(i) Short-term employee benefit obligations

Liabilities arising in respect of wages and salaries, annual leave and other employee benefits (other than termination benefits) expected to be settled wholly before twelve months after the end of the reporting period are measured at the (undiscounted) amounts based on remuneration rates which are expected to be paid when the liability is settled. The expected cost of short-term employee benefits in the form of compensated absences such as annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables in the consolidated statement of financial position.

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

(ii) Long-term employee benefit obligations

The provision for other long-term employee benefits, including obligations for long service leave and annual leave, which are not expected to be settled wholly before twelve months after the end of the reporting period, are measured at the present value of the estimated future cash outflow to be made in respect of the services provided by employees up to the reporting date. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee turnover, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that are denominated in the currency in which the benefits will be paid. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the change occurs. A reimbursement asset has been recognised in relation to the Group's right to claim reimbursements under the Victorian and ACT portable long service leave scheme, in relation to those employees covered by the scheme.

(N) GOODS AND SERVICES TAX (GST)

Revenues, expenses and purchased assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the consolidated statement of financial position are shown inclusive of GST.

(O) INCOME TAX

The parent is a registered charity and classified as a public benevolent institution under section 30-45 of the Income Tax Assessment Act 1997 (Cth) (ITAA97). It holds the following tax concessions:

- › Endorsement as a deductible gift recipient;
- › Endorsement as an income tax exempt charity; and
- › Exemption from fringe benefits tax under section 57A(5) of the Fringe Benefits Tax Assessment Act 1986 (Cth).

(P) PROVISIONS

Provisions are recognised when the Group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(Q) INTANGIBLE ASSETS

Goodwill

Goodwill represents the future economic benefits arising from other assets acquired in a business combination that are not individually identifiable or separately recognised.

Goodwill is not amortised, but is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less any accumulated impairment losses.

Other intangibles

Other intangibles acquired in a business combination are initially recognised at fair value at the acquisition date. Such intangibles are amortised over their estimated useful lives and are carried at cost less accumulated amortisation and any impairment losses.

Other intangible assets other than those acquired in a business combination are initially recorded at cost. Other intangible assets are amortised over their estimated useful lives. The balances are reviewed annually and amounts are written off to the extent the realisable future benefits are considered to be no longer probable.

(R) COMPARATIVES

Where necessary, comparative information has been reclassified and repositioned for consistency with current year disclosures.

NOTE 2: SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The Directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group.

Key Estimates and Judgements - Impairment (general)

The land and buildings were independently valued at 30 June 2020 by Lee Property Valuers & Advisers.

The valuation was based on a capitalisation of market net income. The land and buildings are categorised within the fair value hierarchy at Level 3, which relates to valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The market for properties has been impacted by the declaration of the COVID-19 pandemic creating difficulty in assessing current market conditions. As at the date of valuation, 30 June 2020 there remains uncertainty around the significant broader property market and how this will impact local property market values in the future.

The Directors believe the carrying amount of the land and buildings materially reflects their current fair value as at 30 June 2020.

The Directors have performed an assessment for impairment at year end of intangible assets with a finite useful life and have determined in their judgement that there are not any facts and circumstances that have arisen that indicate these intangible assets are impaired. Accordingly, the Directors believe the carrying amount of intangible assets does not exceed their recoverable amount at 30 June 2020.

Revenue and other income

The Group derives revenue and other income from a range of activities and sources, including revenue from the provision of services, and income from grants. In accordance with Australian Accounting Standards, the Group is required to determine whether it is appropriate to recognise revenue and other income in the financial year or to defer the recognition of revenue and other income until associated obligations and/or conditions (if any) are satisfied. In making this judgement, the Group considers the guidance outlined in AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-Profit Entities* and, in particular, whether the arrangement contains enforceable and sufficiently specific performance obligations. Where the Group identifies the existence of enforceable and sufficiently specific performance obligations the recognition of revenue and other income is deferred until the identified obligations are satisfied.

NOTE 3: REVENUE FROM CONTRACTS WITH CUSTOMERS

	Note	2020 \$	2019 \$
<i>Government employment service revenue</i>			
Jobactive		8,151,521	7,778,787
Disability Employment Services		15,467,050	11,424,920
Work for the Dole		2,140,104	1,952,234
Employment revenue		731,479	1,317,664
EnviTE - environmental revenue		2,270,180	2,631,942
Transition to Work		1,708,796	1,644,431
Youth & Community services		3,109,280	2,373,793
NDIS		-	17,130
		33,578,410	29,140,901
<i>Commercial service revenue</i>			
Workways Recruitment - labour hire revenue		871,186	1,656,869
		34,449,596	30,797,770

NOTE 4: OTHER REVENUE AND OTHER INCOME

	Note	2020 \$	2019 \$
<i>Other revenue</i>			
Interest income		7,836	16,498
Government grants and assistance		2,402,500	-
Other revenue		357,115	234,666
		2,767,451	251,164
<i>Other Income</i>			
Profit on sale/revaluation of non current assets		14,025	69,040
		2,781,476	320,204

NOTE 5: OPERATING PROFIT/(LOSS)

	Notes	2020 \$	2019 \$
Profit / (loss) has been determined after:			
Depreciation expense			
- buildings	10	59,547	58,424
- leasehold improvements	10	74,808	90,818
- motor vehicles	10	83,221	40,401
- equipment, furniture and fittings	10	230,004	201,882
		447,580	391,525
Amortisation expense			
- Leased assets	12	3,248,129	1,035,572
- Government contracts	12	140,806	137,866
- Employee and client lists		-	5,683
- Computer software	12	22,488	45,354
		3,411,423	1,224,475
Employee benefits:			
- Staff remuneration and benefits		18,415,807	17,812,968
- Superannuation		1,667,078	1,605,988
- WorkCover and other		288,781	430,207
		20,371,666	19,849,163
Client expenses			
- Client expenses		1,601,266	1,917,419
Other expenses			
- Advertising and marketing		454,163	520,455
- Committee expenses		194,478	230,601
- Consultancy fees		966,245	1,011,268
- Office administration - including consumables		326,610	359,920
- Insurance		208,209	170,881
- Postage and delivery		90,063	97,742
- Property costs		701,367	2,665,944
- Telephone		1,933,506	1,498,119
- Motor vehicle expenses		612,765	484,883
- Job Futures and CoAct fees		1,989,823	1,489,385
- Other expenses		1,232,763	1,729,854
		8,709,992	10,259,052

NOTE 6: KEY MANAGEMENT PERSONNEL COMPENSATION

	2020 \$	2019 \$
Compensation received by key management personnel of the Group		
- total compensation	1,304,341	871,986
	1,304,341	871,986

NOTE 7: CASH AND CASH EQUIVALENTS

	2020 \$	2019 \$
Cash on hand	11,063	108,832
Cash at bank	6,568,623	1,650,591
	6,579,686	1,759,423

NOTE 8: RECEIVABLES

	2020 \$	2019 \$
CURRENT		
Trade debtors	273,118	134,131
Other receivables		
Accrued revenue	2,340,895	1,798,568
Other receivables	52,288	294,147
	2,393,183	2,092,715
	2,666,301	2,226,846

NOTE 9: OTHER ASSETS

	2020 \$	2019 \$
CURRENT		
Prepayments	282,672	296,802
Other current assets	349,623	238,139
	632,295	534,941

NOTE 10: PROPERTY, PLANT AND EQUIPMENT

	2020 \$	2019 \$
Land		
At fair value	758,285	655,415
Buildings		
At fair value	1,626,714	1,629,363
Accumulated depreciation	-	(97,919)
	1,626,714	1,531,444
Leashold improvements		
At cost	920,934	866,351
Accumulated depreciation	(745,891)	(674,450)
	175,403	191,901
Plant and equipment		
Motor vehicles at cost	1,034,330	811,529
Accumulated depreciation	(711,279)	(655,684)
	323,051	155,845
Equipment, Furniture and Fittings	2,776,222	2,680,890
Accumulated depreciation	(2,381,087)	(2,152,959)
	395,135	527,931
Total property, plant and equipment	3,278,228	3,062,536

(a) Valuations

Freehold land and buildings are shown at their fair value based on periodic, but at least triennial, valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the Directors conduct Directors' valuations to ensure the carrying amount for the land and buildings is not materially different to fair value.

The land and buildings were independently valued at 30 June 2020 by Lee Property Valuers & Advisers.

The valuation was based on a capitalisation of market net income. The land and buildings are categorised within the fair value hierarchy at Level 3, which relates to valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The market for properties has been impacted by the declaration of the COVID-19 pandemic creating difficulty in assessing current market conditions. As at the date of valuation, 30 June 2020 there remains uncertainty around the significant broader property market and how this will impact local property market values in the future.

The Directors believe the carrying amount of the land and buildings materially reflects their current fair value as at 30 June 2020.

NOTE 10: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	2020 \$	2019 \$
(b) Reconciliations		
Reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year		
<i>Freehold land</i>		
Opening carrying amount	655,415	1,030,415
Disposals	-	(375,000)
Net amount of revaluation increments	102,870	-
Closing carrying amount	758,285	655,415
<i>Buildings</i>		
Opening carrying amount	1,531,444	1,942,919
Additions	22,937	4,778
Disposals	-	(357,829)
Net amount of revaluation increments	131,880	-
Depreciation expense	(59,547)	(58,424)
Closing carrying amount	1,626,714	1,531,444
<i>Leasehold improvements</i>		
Opening carrying amount	191,901	210,970
Additions	63,352	79,694
Disposals	(5,402)	(7,945)
Depreciation expense	(74,808)	(90,818)
Closing carrying amount	175,043	191,901
<i>Leased motor vehicles</i>		
Opening carrying amount	1,115,043	994,014
Additions	-	1,073,073
Amortisation expense	-	(952,044)
Reclassified as lease assets	(1,115,043)	-
Closing carrying amount	-	1,115,043
<i>Motor vehicles</i>		
Opening carrying amount	155,845	116,836
Additions	289,284	96,819
Disposals	(83,222)	(17,409)
Depreciation expense	(38,856)	(40,401)
Closing carrying amount	323,051	155,845

NOTE 10: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	2020 \$	2019 \$
<i>Equipment, Furniture and Fittings</i>		
Opening carrying amount	527,931	581,472
Additions	109,211	199,025
Disposals	(22,472)	(50,684)
Depreciation expense	(219,535)	(201,882)
Closing carrying amount	395,135	527,931
<i>Computer equipment under lease</i>		
Opening carrying amount	1,169,394	-
Additions	-	1,252,922
Amortisation expense	-	(83,528)
Reclassified as lease asset	(1,169,394)	-
Closing carrying amount	-	1,169,394

(c) Application of AASB 16: Leases

On the initial application of AASB 16 *Leases*, as at 1 July 2019, the carrying amount of equipment under finance lease arrangements was reclassified from 'property, plant and equipment' to 'lease assets'. Refer to Note 12 for further information about the Group's lease assets.

NOTE 11: INTANGIBLE ASSETS

	2020 \$	2019 \$
Government contracts	1,353,322	1,353,322
Accumulated amortisation	(1,353,322)	(1,212,516)
	-	140,806
Computer software	637,229	629,023
Accumulated amortisation	(563,119)	(540,631)
	74,110	88,392
Employee and client lists	68,194	68,194
Accumulated amortisation	(68,194)	(68,194)
	-	-
Total intangible assets	74,110	229,198

On 30 September 2015, the Group acquired the employee and client lists of Gab Consulting Pty Ltd. This has been assessed to have a finite life of 3 years from acquisition as this represents the length of time through which the benefit from access to the employee and client lists is expected to be received.

NOTE 11: INTANGIBLE ASSETS (CONTINUED)

	2020 \$	2019 \$
(a) Reconciliations		
Reconciliation of the carrying amounts of intangible assets at the beginning and end of the current financial year		
<i>Government contracts at cost</i>		
Opening balance	140,806	278,672
Amortisation expense	(140,806)	(137,866)
Closing balance	-	140,806
<i>Computer software at cost</i>		
Opening balance	88,392	5,502
Additions	8,206	128,244
Amortisation expense	(22,488)	(45,354)
Closing balance	74,110	88,392
<i>Employee and client lists at cost</i>		
Opening balance	-	5,683
Amortisation expense	-	(5,683)
Closing balance	-	-

NOTE 12: LEASE ASSETS AND LEASE LIABILITIES

	2020 \$	2019 \$
Lease arrangements (30 June 2020)		
The following information relates to the current reporting period only, and is presented in accordance with AASB 16 <i>Leases</i> (which was applied by the Group for the first time in the current reporting period).		
(a) Lease assets		
Land and buildings		
Under lease	7,362,045	
Accumulated amortisation	(2,023,563)	
	5,338,482	
Motor vehicles		
Motor vehicles under lease	2,181,562	
Accumulated amortisation	(1,269,507)	
	912,055	
Office equipment		
Office equipment under lease	673,702	
Accumulated amortisation	(170,576)	
	503,126	

NOTE 12: LEASE ASSETS AND LEASE LIABILITIES (CONTINUED)

	2020 \$	2019 \$
Computer equipment		
Computer equipment under lease	1,252,922	
Accumulated amortisation	(334,112)	
	918,810	
Total carrying amount of lease assets	7,672,473	

Reconciliations

Reconciliation of the carry amount of lease assets at the beginning and end of the financial year:

Land and buildings

Opening carrying amount	7,362,045
Amortisation	(2,023,563)
Closing carrying amount	5,338,482

Motor vehicles

Reclassified from property, plant and equipment	1,115,043
Additions	648,784
Amortisation	(851,772)
Closing carrying amount	912,055

Office equipment

Opening carrying amount	673,702
Amortisation	(170,576)
Closing carrying amount	503,126

Computer equipment

Reclassified from property, plant and equipment	1,169,394
Amortisation	(250,584)
Closing carrying amount	918,810

NOTE 12: LEASE ASSETS AND LEASE LIABILITIES (CONTINUED)

	2020 \$	2019 \$
(b) Lease liabilities		
CURRENT		
Land and buildings	1,854,147	
Office equipment	167,498	
Motor vehicles	793,813	
Computer equipment	240,857	
	<u>3,056,315</u>	
NON CURRENT		
Land and buildings	3,929,003	
Office equipment	344,732	
Motor vehicles	193,552	
Computer equipment	710,808	
	<u>5,178,095</u>	
Total carrying amount of lease liabilities	<u>8,234,410</u>	
(c) Lease expenses and cashflows		
Interest expense on lease liabilities	379,054	
Expense relating to lease payments made for leases of 12-months or less (for which a lease asset and a lease liability has not been recognised)	196,052	
Expense relating to lease payments made for leases of low value assets (for which a lease asset and a lease liability has not been recognised)	12,078	
Gains recognised in profit or loss to reflect changes in lease payments arising from rent concessions occurring as a direct consequence of the Covid-19 pandemic	65,618	
Depreciation expense on lease assets	3,248,129	
(d) Finance lease commitments (30 June 2019)		
The following information relates to finance lease arrangements of the prior reporting period only, and is presented in accordance with the predecessor accounting standard AASB 117 Leases.		
- Not later than 1 year		960,014
- Later than 1 year and not later than 5 years		<u>1,655,798</u>
Minimum lease payments		2,615,812
Less: future finance charges		<u>218,140</u>
Total finance lease liability		<u>2,397,672</u>
(e) Operating lease commitments (30 June 2019)		
Non-cancellable operating leases contracted for but not capitalised in the financial statements:		
- Not later than 1 year		2,077,689
- Later than 1 year and not later than 5 years		<u>2,010,937</u>
		<u>4,088,626</u>

NOTE 13: PAYABLES

	2020 \$	2019 \$
CURRENT		
<i>Unsecured liabilities</i>		
Trade creditors	874,819	965,945
Sundry creditors and accruals	2,709,730	2,230,445
	3,584,549	3,196,390

NOTE 14: OTHER LIABILITIES

	2020 \$	2019 \$
CURRENT		
Deferred income (contract liabilities)	1,828,228	378,129

NOTE 15: PROVISIONS

		2020 \$	2019 \$
CURRENT			
(a) Employee benefits	(a)	1,777,144	1,599,268
NON CURRENT			
Employee benefits	(a)	112,146	83,201
(a) Aggregate employee benefits liability		1,889,290	1,682,469

NOTE 16: RESERVES

	2020 \$	2019 \$
Asset revaluation reserve	902,902	668,152

The reserve records unrealised increments in the valuation of land and buildings arising from periodic revaluations of the properties. During the year \$234,750 was recognised in the reserve through other comprehensive income from the revaluation of land and buildings as at 30 June 2020.

NOTE 17: RETAINED EARNINGS

	2020 \$	2019 \$
Retained earnings at beginning of year	1,774,569	3,389,636
Net profit / (loss)	2,689,145	(2,523,660)
Transfers from asset revaluation reserve	-	908,593
	4,463,714	1,774,569

NOTE 18: CASH FLOW INFORMATION

	2020 \$	2019 \$
(a) Reconciliation of cash		
Cash at the end of the financial year as shown in the consolidated statement of cash flows is reconciled to the related items in the consolidated statement of financial position is as follows:		
Cash on hand	11,063	108,832
Cash at bank	6,568,623	1,650,591
	6,579,686	1,759,423
(b) Reconciliation of cash flow from operations with profit		
Profit / (loss) from ordinary activities	2,689,145	(2,523,660)
Adjustments and non-cash items		
Depreciation and amortisation	3,859,003	1,616,000
Net gain on disposal of property, plant and equipment	(14,025)	(81,511)
Changes in operating assets and liabilities		
Decrease / (increase) in receivables	102,872	(49,542)
Increase in other assets and accrued revenue	(639,681)	(826,579)
Increase in payables	388,159	343,834
Increase in other liabilities	206,821	30,891
Increase / (decrease) in provisions	1,450,099	(24,497)
Cash flows from operating activities	8,042,393	(1,515,064)
(c) Credit standby arrangements with banks		
Credit facility	1,360,000	860,010
Amount utilised	(476,887)	(232,715)
Unused credit facility	883,113	627,295

The major facilities are summarised as follows:

- › Credit card facilities with NAB of \$110,000 (2019: \$110,000). At 30 June 2020 \$19,721 of this facility was used.
- › Overdraft facility with NAB of \$500,000 (2019: \$500,000). At 30 June 2020 this facility was unused.
- › Asset finance facility with NAB of \$500,000 (2019: \$NIL). At 30 June 2020 \$248,887 of this facility was used.
- › The Company has a bank guarantee facility with the NAB of \$250,000 (2019: \$250,010) in relation to guarantees provided in relation to the Company's operating property leases. At 30 June 2020 \$208,279 of this facility was used.

NOTE 19: RELATED PARTY TRANSACTIONS**(a) Transactions with related parties**

Transactions totalling \$6,800 (2019: \$6,800) inclusive of GST with s 22(1) (Director) were entered into during the year ended 30 June 2020. These transactions were at arm's length and related to communications and design services rendered.

No other related party transactions other than with group entities which are eliminated on consolidation were entered into during the year ended 30 June 2020 and year ended 30 June 2019.

NOTE 20: EVENTS SUBSEQUENT TO REPORTING DATE

Subsequent to 30 June 2020, the following events have occurred:

COVID-19 (Coronavirus)

On 11 March 2020 the World Health Organisation declared an ongoing global outbreak of a novel coronavirus ('COVID-19') as a pandemic. Subsequent to reporting date, the Group has experienced a moderate impact on the business, primarily as a result of the temporary relaxation of mutual obligations, temporary restrictions limiting some customer service, and the overall reduction of employment opportunities as a result of the economic downturn. The pandemic and the Australian Government response to the pandemic continues to inhibit general activity levels within the community and economy.

Merger

On 1 July 2020 EnviTe Inc. has merged and transferred all existing operations, contract and trading with its controlling entity Workways Australia Limited.

Except for the matters discussed above, the impact of which on the Group cannot reasonably be determined with certainty at this time, there has been no matter or circumstance, which has arisen since 30 June 2020 that has significantly affected or may significantly affect:

- (a) the operations, in financial years subsequent to 30 June 2020, of the Group, or
- (b) the results of those operations, or
- (c) the state of affairs, in financial years subsequent to 30 June 2020, of the Group.

NOTE 21: 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 30 June 2020 the number of members was 128 (2019: 129). The combined total amount that members of the parent are liable to contribute if the Company is wound up is \$1,280 (2019: \$1,290).

DIRECTORS' DECLARATION

The Directors declare that:

1. there are reasonable grounds to believe that the Group is able to pay all of its debts, as and when they become due and payable; and
2. the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.

s 22(1)

Director: s 22(1)

Dated this 22nd day of October 2020



WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF WORKWAYS AUSTRALIA LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL REPORT

Opinion

We have audited the financial report of Workways Australia Limited "the Company" and its subsidiaries, "the Group", which comprises the consolidated statement of financial position as at 30 June 2020, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Group, is in accordance with Division 60 of the Australian Charities and *Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Group's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* "ACNC Act" and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* "the Code" that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Group's Directors' and annual report for the year ended 30 June 2020, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the ACNC Act and for such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.



WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES
ACN: 141 659 734

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF WORKWAYS AUSTRALIA LIMITED

Auditor's Responsibilities for the Audit of the Financial Report (Continued)

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

s 22(1)

s 22(1)

Partner
 Date: 27 October 2020

Melbourne



WW WORKWAYS

Head Office Workways Australia Ltd.

280 Main Street Bairnsdale VIC 3875
PO Box 331 Bairnsdale VIC 3875

P. 1800 631 196

E. enquiry@workways.com.au
www.workways.com.au

Workways Australia
Consolidated Balance Sheet as at June 2021

	30-Jun-20	30-Jun-21	Movement	June incl P13	Movement
ASSETS					
Current Assets					
Cash	6,770,094	14,648,550	7,878,456	14,648,541	7,878,447
Trade Debtors	273,118	418,724	145,606	418,724	145,606
Accrued Revenue	2,082,624	488,153	(1,594,471)	488,153	(1,594,471)
Prepayments	282,673	286,786	4,113	286,117	3,444
Other receivables	351,844	416,360	64,516	422,368	70,524
Inventory and other assets	0	0	0		0
Inter company Loans	0	0	0		0
Total Current Assets	9,760,352	16,258,573	6,498,221	16,263,903	6,503,551
Non-Current Assets					
Property Plant and Equipment	11,024,813	11,011,081	(13,731)	8,249,543	(2,775,270)
Intangible assets	0	0	0		0
Investments	57,233	57,233	0	74,770	17,537
Total non-current Assets	11,082,046	11,068,315	(13,731)	8,324,313	(2,757,733)
Total Assets	20,842,398	27,326,888	6,484,490	24,588,216	3,745,818
LIABILITIES					
Current Liabilities					
Trade creditors	876,714	818,067	(58,648)	818,056	(58,658)
Sundry creditors & Accruals	2,647,141	1,987,961	(659,180)	1,930,569	(716,572)
Deferred Income	1,828,228	5,786,974	3,958,746	5,788,562	3,960,334
Borrowings - Finance Lease	3,056,315	3,191,672	135,357	2,724,312	(332,003)
Employee Liabilities	1,789,378	1,524,390	(264,988)	1,493,685	(295,693)
Intercompany loans	0	9,142	9,142	0	(0)
Total Current Liabilities	10,197,776	13,318,205	3,120,429	12,755,184	2,557,408
Non Current Liabilities					
Other Provisions	99,912	97,609	(2,303)	136,018	36,106
Borrowings - Finance Lease	5,178,095	5,321,093	142,998	3,072,076	(2,106,019)
Total non-current Liabilities	5,278,007	5,418,702	140,694	3,208,094	(2,069,913)
Total Liabilities	15,475,783	18,736,906	3,261,124	15,963,278	487,495
EQUITY					
Equity	4,658,326	4,661,038	3,613,571	4,466,425	(191,901)
Reserves	318,085	318,085		902,903	584,818
Retained Earnings	0	3,610,858		3,255,609	3,255,609
Total Equity	4,976,411	8,589,981	3,613,571	8,624,937	3,648,526

Workways Australia Ltd
Cash Flow as at June 2021

Cash flows from operations

Receipts from funding and grants	5,661,325.16
Interest received	696.84
Sundry income receipts	9,377.65
Payments to suppliers	(624,066.77)
Payments to employees	(1,987,357.90)
Total cash provided/(used in) operating activities	3,059,974.98

Cash flows from investing

Payments for property, plant and equipment	(48,489.03)
Loans to other entities	9,600.00
Proceeds from the sale of property, plans and equipment	50.00
Total cash provided by/(used in) investing activities	(38,839.03)

Cash flows from financing

Repayment of borrowings	(31,777.27)
Proceeds from borrowings	0.00
Total cash provided by/(used in) financing activities	(31,777.27)

Net cash provided/(used) 2,989,358.68

Opening cash at beginning of period	11,659,191.45
Closing cash at end of period	14,648,550.13
Net cash inflow/(outflow)	2,989,358.68

Workways Australia Ltd

New Operating Account	252,871.59
Professional Funds Account	8,267,568.83
WW SEQ Account	3,130.61
ParentsNext Account	935,323.92
JVEN Account	4,993,675.08
Workways Servic	0.00
Envite CBA Trad	(0.00)
Envite CBA Bus	0.00
Envite SCU Gift	0.00
Envite Term Dep	0.00
RABO Savings	9.33
Petty Cash	7,702.45
Deposits	188,268.32
Total cash	14,648,550.13



Right Fit For Risk (RFFR) Questionnaire

Purpose

The department is responsible for ensuring that any organisation it contracts to deliver services on our behalf has adequate security processes and controls in place. This includes any processes to protect sensitive and government or participant data accessed, generated, held or managed in their supply chain. The External Systems Assurance Framework (ESAF) aims to strengthen the security of the associated ecosystem.

The intent of this cyber security questionnaire is to develop a base level of understanding of the security posture of each Responding organisation. This questionnaire attempts to determine how your organisation will store and manage data. As such, responses should be collated from staff with the relevant knowledge in your organisation.

Completing this questionnaire is the beginning of meeting the Right Fit For Risk (RFFR) requirements, so it is best read in conjunction with Section 9- Information Technology of the Request for Proposal for New Employment Services 2022 (RFP).

How to complete this questionnaire

This questionnaire covers a broad range of cyber security topic areas from governance to personnel processes, use of information and communications technology (ICT) services and processes to identify and report a security breach. While multiple staff in your organisation may be involved to answer different sections, the department requests the Respondent signatory / CEO sign the declaration.

If you are responding to this RFP as part of a consortium or a group submission, each organisation must respond to this questionnaire independently.

Minimum evidence requirements

Where you have answered 'yes' to a question, evidence must be available at the department's request.

Where you have answered 'no' or 'unsure', please provide a brief explanation as to why this is the case.

Assessment of a Respondent's suitability will be made on the information provided in this questionnaire. Please ensure your responses are true and correct to the best of your knowledge.

What's next?

- Your submission will be reviewed and evidence to support your answers may be requested to help the department understand the security posture of your organisation.
- The department will work with successful Respondents towards achieving accreditation under RFFR.

RFFR Questionnaire

Information about your organisation



Entity legal/ trading name	Workways Australia Limited
Registered ABN	50 957 582 595
Registered address	280 Main Street, Bairnsdale VIC 3875
Organisation code [if existing deed holder]	WRKW

Size of your organisation



How many participants do you intend to service through this RPP, combined with any other existing deeds with DESE?	<input type="checkbox"/> Under 2,000 participants <input checked="" type="checkbox"/> Over 2,000 participants
How many employees do you currently have in your organisation as a whole?	299
Which DESE programs do you currently or intend to participate in?	<p>Employment Programs:</p> <p> <input checked="" type="checkbox"/> jobactive <input checked="" type="checkbox"/> TTW <input type="checkbox"/> HTS <input type="checkbox"/> TWES <input checked="" type="checkbox"/> ParentsNext <input type="checkbox"/> NEIS <input type="checkbox"/> CTA <input type="checkbox"/> EST <input type="checkbox"/> PaTH/PBPP <input type="checkbox"/> Enhanced Services (Generalist or Specialist) </p> <p>Local Jobs Program:</p> <p> <input type="checkbox"/> Employment Facilitator <input type="checkbox"/> Entrepreneur Facilitator </p> <p>Skills Programs:</p> <p> <input type="checkbox"/> TRA/ JRWA <input type="checkbox"/> AASN <input type="checkbox"/> SEE </p>
Are there any other Federal or State based government programs that your organisation participates in?	<p>Other Department Programs:</p> <p> <input checked="" type="checkbox"/> DES <input type="checkbox"/> NPA <input type="checkbox"/> CDP </p> <p>Please list Programs and Departments:</p>
How many employees will be involved in delivering services under these programs?	<ul style="list-style-type: none"> • Jobactive - 27 • DES - 94 • ParentsNext – 6 • TtW - 13
How many business sites will deliver services under these programs?	<ul style="list-style-type: none"> • DES – 48 (includes outreach sites) • Jobactive - 9 • Parents Next – 5 • TtW - 9

IT Security Accreditation History

Q1: Does your organisation currently hold or is in the process of gaining any ICT security accreditation?

<input type="checkbox"/> YES, RFFR	Date Achieved: ____/____/____ (Date of successful accreditation notification email from the department)	Date next audit due: ____/____/____ Audit type: <input type="checkbox"/> Surveillance <input type="checkbox"/> Re-Accreditation <input type="checkbox"/> Self-Assessment Review	Proceed to Q2 
<input checked="" type="checkbox"/> YES, Other	Please list any other certifications held: ISO 27001:2013 Date Achieved: 09/08/2021 Date next audit due: 17/01/2022 Audit type: <input checked="" type="checkbox"/> Surveillance <input type="checkbox"/> Re-Accreditation		Proceed to Q3 
<input type="checkbox"/> NO	Have you achieved any of the RFFR milestones?	<input checked="" type="checkbox"/> YES <input checked="" type="checkbox"/> Milestone 1 achieved on: 21/01/2021 <input checked="" type="checkbox"/> Milestone 2 achieved on: 12/08/2021 (Date of successful milestone notification email from the department, <i>If you are intending to submit, please add this date in the additional information field.</i>) <input type="checkbox"/> NO, have not attained through existing DESE contracts. <input type="checkbox"/> NEVER, been required to complete.	Proceed to Q3 

Q2: Do you intend to implement significant changes to your ICT environment should you be successful and contracted to deliver the services from this RFP?


<input type="checkbox"/> YES	Please elaborate:
<input checked="" type="checkbox"/> NO	You intend to maintain the same ICT environment as covered under your RFFR accreditation.
As you have already achieved accreditation under RFFR, please complete the declaration on the last page.  	

Respondents that are not currently accredited under RFFR will need to complete all following questions.

Q3: Do you intend to deliver your services for this contract in one of the following structures?

<input checked="" type="checkbox"/>	Responding as a sole organisation	
<input type="checkbox"/>	Responding as part of Consortium / Group with separate ICT Environments If you are responding to this RFP as part of a consortium or a group submission, please have each organisation respond to this questionnaire independently.	Other Members:
<input type="checkbox"/>	Lead Organisation with subcontracting organisations to deliver services under this contract.	

Q4: Managing Personal Information

<p>Will you be managing personal information of participants as a result of delivering the services you are bidding for?</p> <p>For example, if the services you are bidding will grant you access to departmental systems to manage a caseload of participants, you will most certainly be managing personal information in this contract.</p> <p>Guiding questions:</p> <ul style="list-style-type: none"> Will your organisation be collecting, storing, processing, using or disclosing any personally identifiable information (PII) of participants as a result of delivering the services you are bidding for? Examples include name, residential address, email address, training course attendance/results. Will your organisation be collecting, storing, processing, using or disclosing any sensitive information as a result of delivering the services you are bidding for? Examples include details of an individual's disability or their mental health. <p>See guide from https://www.oaic.gov.au/privacy/guidance-and-advice/what-is-personal-information/.</p>	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO If NO, please complete the declaration on the last page. 
<p>If YES</p> <p>a) Have you performed a Privacy Impact Assessment to address your appropriate management of personal information? See guide https://www.oaic.gov.au/privacy/guidance-and-advice/guide-to-undertaking-privacy-impact-assessments/. Please elaborate: Yes Workways has undertaking a Privacy Impact Assessment</p> <p>b) Have you prepared and tested a Data Breach Response Plan? See guide https://www.oaic.gov.au/privacy/guidance-and-advice/data-breach-preparation-and-response/. Please elaborate: Yes Workways has prepared and tested a Data Breach Response Plan.</p> <p>c) Are you committed to making the necessary improvements to information management and cyber security in your organisation in accordance with the department's ESAF? See Section 9- Information Technology of the RFP made available by the department from the RFP documentation. Please elaborate: Workways will endeavour to make necessary improvements to both information management and cyber security as per the departments guidelines and in accordance with Workways ICT Information Security Policy (section 8).</p>		

Q5: Please list all ICT services and products you are using or intending to use:		
	Current	Planned
Email Hosting: (Is your email stored in Australia?)	Microsoft 365	No change
Storage: (consider your storage needs in terms of both capacity and physical location e.g. Cloud Provider, local servers, offsite backup etc.)	Microsoft 365	No change
IaaS – Infrastructure as a Service: (an instant computing infrastructure, provisioned and managed over the internet. e.g. Microsoft Azure, Amazon AWS, IBM cloud).	Microsoft Azure	No change
SaaS - Software as a Service: (a method of software delivery and licensing in which software is accessed online via a subscription, e.g. MYOB, Microsoft Office, etc.)	Microsoft 365 Technology One Elmo Software	No change
PaaS – Platform as a Service: (is a set of services to build and manage modern applications in the digital era. e.g. of PaaS companies include IBM, Microsoft etc.)	Microsoft 365 Cisco Meraki	No change
TPES – Third Party Employment System: (Client management application purchased from a vendor and managed by the vendor)	JobReady	No change
Managed Services Provider: (is the use of external services to manage or deliver any part of your ICT environment, infrastructure, System Administration, document destruction)	Committo (Third Party IT Provider) Microsoft 365 Cisco Meraki (networking) Shred-X (Doc destruction)	No change
Other:		

Q6: Are Data Sovereignty requirements met by your current ICT environment?

[DATA SOVEREIGNTY - Data in your organisation cannot be stored, sent or accessed from offshore locations. This includes persons who do not hold Australian Citizenship are not granted privileged / administrator access to your ICT systems.

Examples of offshore arrangements:

If you are using a cloud storage service, your data cannot be stored offshore.

Software applications cannot be stored, backed up or accessed offshore.

If you choose to use an outsourced help desk, they are not located offshore.]

<input checked="" type="checkbox"/> Yes	In our ICT environment, data cannot be stored, sent or accessed from offshore in our organisation.
<input type="checkbox"/> No	Our ICT environment has not been established to ensure that Data cannot be stored, sent or accessed from offshore in our organisation. Please indicate what ICT products or services are not onshore:
<input type="checkbox"/> Intended	Our ICT environment will be reviewed and altered to ensure that Data cannot be stored, sent or accessed from offshore of our organisation.

Q7: Please list the details of your personnel onboarding processes.

Basic Onboarding	Check the following as applicable to your organisation: <ul style="list-style-type: none"> • Check references with previous employer <input checked="" type="checkbox"/> • Conduct Interview <input checked="" type="checkbox"/> 	<input checked="" type="checkbox"/> Implemented as indicated <input type="checkbox"/> Planned
Evolving Processes	All of the above plus (check as applicable): <ul style="list-style-type: none"> • Staff sign confidentiality agreements on commencement <input checked="" type="checkbox"/> • Police checks are completed <input checked="" type="checkbox"/> • Qualifications are checked (e.g. sighting certificate) <input checked="" type="checkbox"/> 	<input checked="" type="checkbox"/> Implemented as indicated <input type="checkbox"/> Planned
Mature Process	All of the above plus (check as applicable): <ul style="list-style-type: none"> • Staff and contractors sign confidentiality agreements on commencement <input checked="" type="checkbox"/> • Positive identity checks are completed <input checked="" type="checkbox"/> • Working with vulnerable people checks are completed where required <input checked="" type="checkbox"/> • Employment history check is completed <input type="checkbox"/> • Entitlement to work in Australia check is completed <input checked="" type="checkbox"/> 	<input checked="" type="checkbox"/> Implemented as indicated <input type="checkbox"/> Planned

Q8: Do you provide your staff with information security awareness training that they must complete prior to having access to your support systems or Government data? (tick all applicable)

<input type="checkbox"/> No training provided	<input type="checkbox"/> Training is in planning	<input checked="" type="checkbox"/> Training on Induction
<input checked="" type="checkbox"/> Annual refresher course	<input checked="" type="checkbox"/> Departmental systems access training	<input checked="" type="checkbox"/> additional IT Security training based on role
<input checked="" type="checkbox"/> Training specific to incident	<input type="checkbox"/> Adhoc awareness campaign	<input checked="" type="checkbox"/> IT security spot checks of staff
<input type="checkbox"/> Other:		

Essential Eight strategies to mitigate cybersecurity incidents

The Australian Cyber Security Centre (ACSC) has developed prioritised mitigation strategies, in the form of the **Strategies to Mitigate Cyber Security Incidents**, to help organisations protect themselves against cyber threats. The most effective of these mitigation strategies are the Essential Eight. When implementing the Essential Eight, organisations should first identify a target maturity level that is suitable for their environment and the value of the data held.

Organisations should then progressively implement each maturity level until that target is achieved. As the mitigation strategies that constitute the Essential Eight have been designed to complement each other, and to provide coverage of various cyber threats, organisations should plan their implementation to achieve the same maturity level across all eight mitigation strategies before moving onto higher maturity levels.

The department expects that organisations achieve Maturity Level 1 as an initial baseline. Additional information on Maturity Levels can be reviewed here: [Essential Eight Maturity Model | Cyber.gov.au](#)

Q9: Please indicate how your ICT systems rate against the Essential Eight:

Essential Eight # 1 - Application control	
<p>Application control is a security approach designed to protect against malicious code (also known as malware) executing on systems. It ensures that only approved applications (e.g. executables, software libraries, scripts and installers) can be executed. While traditional anti-virus tools prevent “known bad” code from executing, application control only allows ‘known good’ code to execute – a higher standard of protection against new threats that have not yet been included in anti-virus databases.</p> <p>Application control blocks the user from running unapproved executables, software libraries, scripts, installers, compiled HTML, HTML applications and control panel applets on their computer or network.</p>	<p>Application control is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
<p>Maturity Level 1</p> <p>The execution of executables, software libraries, scripts, installers, compiled HTML, HTML applications and control panel applets is prevented on workstations from within standard user profiles and temporary folders used by the operating system, web browsers and email clients <input checked="" type="checkbox"/>.</p>	

^a Additional information on Maturity Levels can be reviewed here: [Essential Eight Maturity Model | Cyber.gov.au](#)

Essential Eight # 2 - Patch Applications	
<p>All applications software must be maintained to be as free of known vulnerabilities as possible. When a vulnerability is found after the release of a piece of software, a patch can be used to fix it. Doing so helps ensure that assets in your environment are not susceptible to exploitation. Some applications automatically check for patches, while others require methods for identifying when a patch is available.</p>	<p>Patching Applications is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
Maturity Level 1 – all of the following	
<p>Patches, updates or vendor mitigations for security vulnerabilities in internet-facing services are applied within two weeks of release, or within 48 hours if an exploit exists. ☒</p> <p>Patches, updates or vendor mitigations for security vulnerabilities in office productivity suites, web browsers and their extensions, email clients, PDF software, and security products are applied within one month of release. ☒</p> <p>A vulnerability scanner is used at least daily to identify missing patches or updates for security vulnerabilities in internet-facing services. ☒</p> <p>A vulnerability scanner is used at least fortnightly to identify missing patches or updates for security vulnerabilities in office productivity suites, web browsers and their extensions, email clients, PDF software, and security products. ☒</p> <p>Internet-facing services, office productivity suites, web browsers and their extensions, email clients, PDF software, Adobe Flash Player, and security products that are no longer supported by vendors are removed. ☒</p>	

Essential Eight # 3 - Configure Microsoft Office macro settings	
<p>Microsoft Office files can contain embedded code (known as a macro) written in the Visual Basic for Applications (VBA) programming language.</p> <p>A macro can contain a series of commands that can be coded or recorded and replayed at a later time to automate repetitive tasks. Macros are powerful tools that can be easily created by novice users to greatly improve their productivity. However, an adversary can also create macros to perform a variety of malicious activities, such as assisting in the compromise of workstations in order to exfiltrate or deny access to sensitive information.</p>	<p>Configuration of Microsoft Office macro Settings is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
Maturity Level 1 – all of the following	
<p>Microsoft Office macros are disabled for users that do not have a demonstrated business requirement. ☒</p> <p>Microsoft Office macros in files originating from the internet are blocked. ☒</p> <p>Microsoft Office macro antivirus scanning is enabled. ☒</p> <p>Microsoft Office macro security settings cannot be changed by users. ☒</p>	

^a Additional information on Maturity Levels can be reviewed here: [Essential Eight Maturity Model | Cyber.gov.au](https://www.cyber.gov.au/essential-eight-maturity-model)

Essential Eight # 4 - User application hardening	
<p>Application hardening is an overall term for “hardening” or protecting an application against intrusions by eliminating vulnerabilities and increasing layers of security.</p> <p>By default, many applications enable functionality that is not required by users while security functionality may be disabled or set at a lower security level. This is especially risky for key business applications such as office productivity suites, PDF viewers, web browsers, common web browser plugins, email clients and software platforms that are likely to be targeted by an adversary. To assist in minimising this security risk, the ACSC produces guidance to assist in securely configuring key business applications. Further, to assist in securely configuring their applications, vendors may provide their own security guides.</p>	<p>User application hardening is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input checked="" type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
Maturity Level 1 – all of the following	
<p>Web browsers do not process Java from the internet. ☒</p> <p>Web browsers do not process web advertisements from the internet. ☒</p> <p>Internet Explorer 11 (if used) does not process content from the internet. ☒</p> <p>Web browser security settings cannot be changed by users. ☒</p>	

Essential Eight # 5 - Restrict administrative privileges	
<p>Restricting administrative privileges is one of the most effective mitigation strategies in ensuring the security of systems.</p> <p>Users with administrative privileges for operating systems and applications are able to make significant changes to their configuration and operation, bypass critical security settings and access sensitive information. Domain administrators have similar abilities for an entire network domain, which usually includes all of the workstations and servers on the network.</p> <p>Adversaries often use malicious code (also known as malware) to exploit security vulnerabilities in workstations and servers. Restricting administrative privileges makes it more difficult for an adversary’s malicious code to elevate its privileges, spread to other hosts, hide its existence, persist after reboot, obtain sensitive information or resist removal efforts.</p> <p>An environment where administrative privileges are restricted is more stable, predictable, and easier to administer and support, as fewer users can make significant changes to their operating environment, either intentionally or unintentionally.</p>	<p>Restriction of administrative privileges is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
Maturity Level 1 – all of the following	
<p>Requests for privileged access to systems and applications are validated when first requested. ☒</p> <p>Privileged accounts (excluding privileged service accounts) are prevented from accessing the internet, email and web services. ☒</p> <p>Privileged users use separate privileged and unprivileged operating environments. ☒</p>	

^a Additional information on Maturity Levels can be reviewed here: [Essential Eight Maturity Model | Cyber.gov.au](https://www.cyber.gov.au/essential-eight-maturity-model)

Unprivileged accounts cannot logon to privileged operating environments. ☒	
Privileged accounts (excluding local administrator accounts) cannot logon to unprivileged operating environments. ☒	

Essential Eight # 6 - Patch operating systems	
<p>Common areas that will need patches include operating systems and firmware for embedded systems (like network equipment). When a vulnerability is found after the release of a piece of software, a patch can be used to fix it. Doing so helps ensure that assets in your environment are not susceptible to exploitation. When a system or service can be accessed from outside the organisation, such as a company website or a remote access solution for your staff, patching becomes much more important.</p> <p>Patches for security vulnerabilities are provided by vendors in many forms, such as:</p> <ul style="list-style-type: none"> fixes that can be applied to existing operating system and firmware versions fixes incorporated into new drivers that require pre-existing versions to be replaced fixes that require the overwriting of firmware on ICT equipment 	<p>Patch operating systems is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
Maturity Level 1 – all of the following	
<p>Patches, updates or vendor mitigations for security vulnerabilities in operating systems of internet-facing services are applied within two weeks of release, or within 48 hours if an exploit exists. ☒</p> <p>Patches, updates or vendor mitigations for security vulnerabilities in operating systems of workstations, servers and network devices are applied within one month of release. ☒</p> <p>A vulnerability scanner is used at least daily to identify missing patches for security vulnerabilities in operating systems of internet-facing services. ☒</p> <p>A vulnerability scanner is used at least fortnightly to identify missing patches for security vulnerabilities in operating systems of workstations, servers and network devices. ☒</p> <p>Operating systems that are no longer supported by vendors are replaced. ☒</p>	

^a Additional information on Maturity Levels can be reviewed here: [Essential Eight Maturity Model | Cyber.gov.au](https://www.cyber.gov.au/essential-eight-maturity-model)

Essential Eight # 7 - Multi-factor authentication	
<p>Multi-factor authentication is defined as ‘a method of authentication that uses two or more authentication factors to authenticate a single claimant to a single authentication verifier’.</p> <p>The authentication factors that make up a multi-factor authentication request must come from two or more of the following:</p> <ul style="list-style-type: none"> • something the claimant knows (e.g. a personal identification number (PIN), password or response to a challenge) • something the claimant has (e.g. a physical token, smartcard or software certificate) • something the claimant is (e.g. a fingerprint or iris scan). 	<p>Multi factor authentication is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
<p>Maturity Level 1 – all of the following</p> <p>Multi-factor authentication is used by an organisation's users if they authenticate to their organisation's internet-facing services. ☒</p> <p>Multi-factor authentication is used by an organisation's users if they authenticate to third-party internet-facing services that process, store or communicate their organisation's sensitive data. ☒</p> <p>Multi-factor authentication (where available) is used by an organisation's users if they authenticate to third-party internet-facing services that process, store or communicate their organisation's non-sensitive data. ☒</p> <p>Multi-factor authentication is enabled by default for non-organisational users (but users can choose to opt out) if they authenticate to an organisation's internet-facing services. ☒</p>	

Essential Eight # 8 - Regular backup	
<p>In information technology, a backup, or data backup is a copy of computer data taken and stored elsewhere so that it may be used to restore the original after a data loss event. To mitigate the likelihood of data becoming unavailable due to accidental or malicious deletion of backups, organisations should ensure that backups are protected from unauthorised modification, corruption and deletion.</p>	<p>Regular backup is:</p> <p><input type="checkbox"/> Not Implemented</p> <p><input type="checkbox"/> Planned</p> <p><input checked="" type="checkbox"/> Implemented at Maturity Level 1 at the minimum</p>
<p>Maturity Level 1 – all of the following</p> <p>Backups of important data, software and configuration settings are performed and retained in a coordinated and resilient manner in accordance with business continuity requirements. ☒</p> <p>Restoration of systems, software & important data from backups is tested in a coordinated manner as part of disaster recovery exercises. ☒</p> <p>Unprivileged accounts can only access their own backups. ☒</p> <p>Unprivileged accounts are prevented from modifying or deleting backups. ☒</p>	

^a Additional information on Maturity Levels can be reviewed here: [Essential Eight Maturity Model | Cyber.gov.au](https://www.cyber.gov.au/essential-eight-maturity-model)

Q10: Have you planned to put any new or enhanced protective measures in place to protect data entrusted to you under this agreement? *(This could include plans or schedules with timeframes where you are implementing processes to align with industry standard)*

Area of Improvement: <i>EXAMPLE</i> Encryption	Actions Planned		<i>e.g. Implement encryption on data at rest and in transit</i>	
	Planned start date:	<i>01/09/2021</i>	Planned completion date:	<i>01/12/2021</i>

Add additional tables for each area of improvement:

Area of Improvement:	Actions Planned			
	Planned start date:		Planned completion date:	

Additional information

Please use this section to provide additional information, including a brief explanation if questions were not considered applicable to your organisation.

Question #	Comment

CEO declaration

I ^{s 22(1)}, on behalf of Workways Australia Ltd declare that the information provided within this questionnaire is true and correct.

☒ I agree that the department must be notified of any changes in relation to the information supplied in this questionnaire.

☒ I agree to implement or strengthen my organisation's information security posture as reasonably required by the department, in accordance with the deed and the External Security Assurance Framework (ESAF).

☒ I acknowledge that failure to do so may result in any deed granted on the basis of the questionnaire revoked.

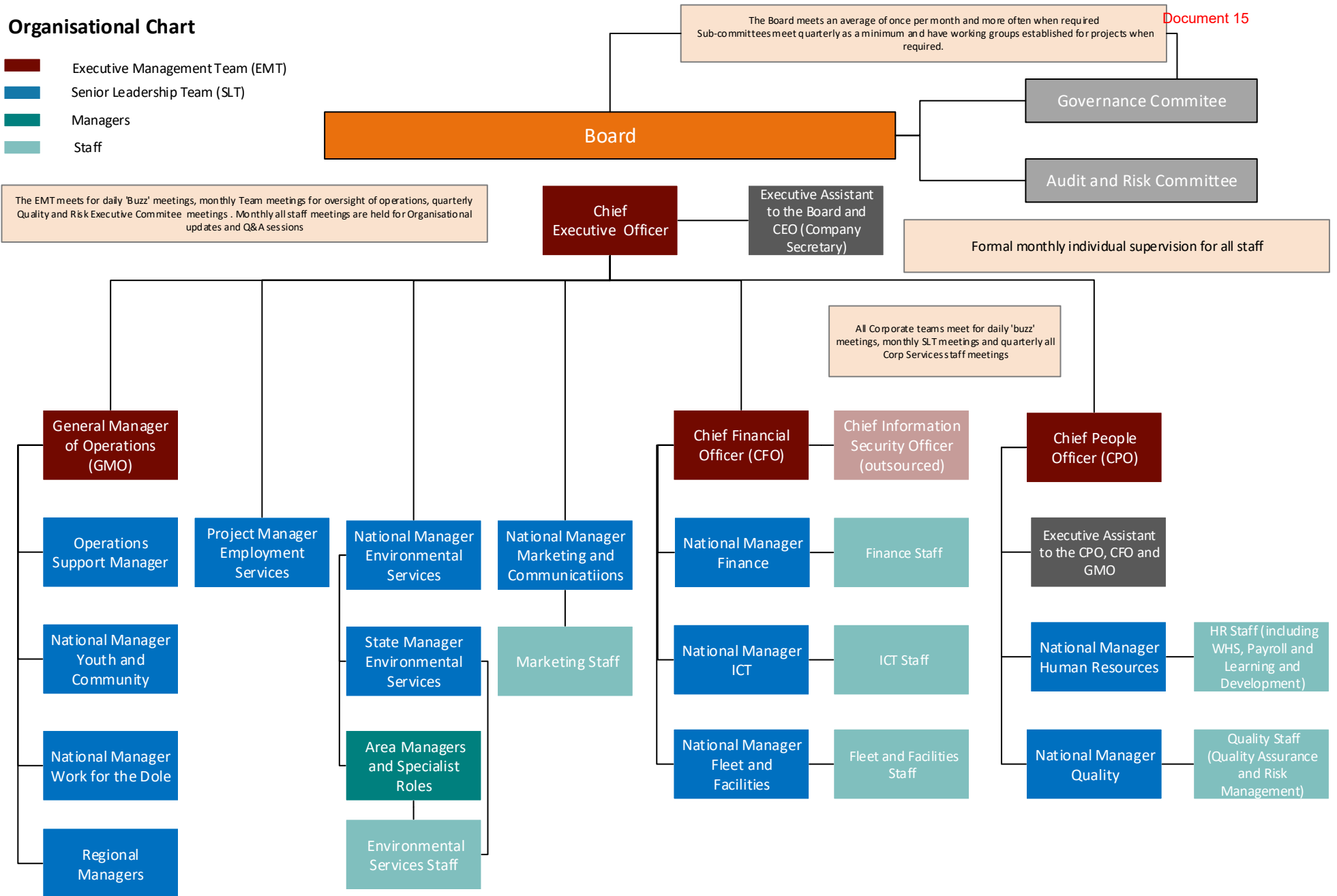
Respondent Signatory / CEO	Name	^{s 22(1)}	
	Signature		
	Date	19 October 2021	
	Email	^{s 22(1)}	
	Phone number	^{s 22(1)}	
	Position	Chief Executive Officer	

Witness	Name	^{s 22(1)}	
	Signature		
	Date	19 October 2021	
	Email	^{s 22(1)}	
	Phone number		
	Position	Executive Assistant	

Please submit your completed questionnaire as part of your RFP response to be uploaded in 360Pro.

Organisational Chart

- Executive Management Team (EMT)
- Senior Leadership Team (SLT)
- Managers
- Staff



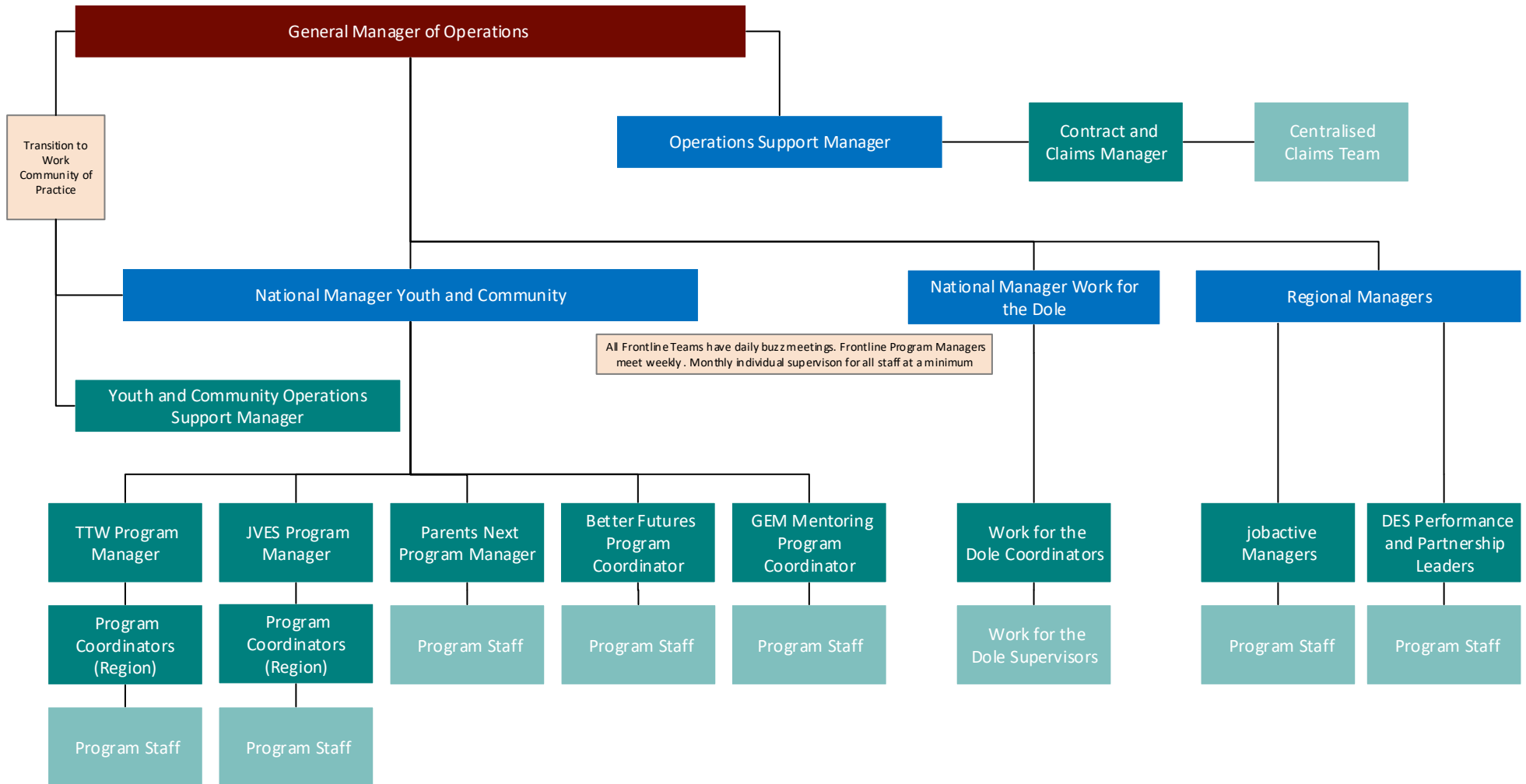
EMPLOYMENT SERVICES

CORPORATE AND ENVIRONMENTAL SERVICES

PROGRAM DELIVERY EMPLOYMENT SERVICES

Document 15

The Senior Operations Team consists of the General Manager of Operations, Operations Support Manager, National Managers and Regional Managers. Weekly meetings As a team and individually with the General Manager and monthly individual supervision.



CORPORATE TEAM SUPPORT

Workways Australia Indigenous Participation Plan

2021-2022



Acknowledgement of Country

Workways recognises the rich Indigenous heritage of this country and acknowledge the Traditional Owners of the land and their continuing connection to land, water, sea and community. We pay our respects to their Elders both past, present, emerging and extend that respect to all Aboriginal and Torres Strait Islander people.

Workways acknowledges the past, recognises the present and looks forward to contributing to a brighter future.

Purpose

Workways believe our organisation will improve its sustainability by investing in the future of First Nations peoples and embedding Indigenous culture in all our operations. We will do this by setting clear goals and being transparent in our progress.

Reconciliation

Workways Indigenous Participation Plan is based on the three pillars of reconciliation.

Relationships

Encourage and foster meaningful, long term relationships with the Indigenous community.

Long term relationships lie at the heart of who Workways are and have been for over thirty years.

By working closely with Aboriginal and Torres Strait Islander people we can better understand the barriers to economic participation and support inclusive engagement.

Respect

Respect the customs and practices of Aboriginal and Torres Strait Islander people and their communities.

Opportunities

Grow sustainable employment and participation opportunities for local Aboriginal and Torres Strait Islander people.

We recognise the important role employment plays in fostering self-esteem, economic security and overall health and well-being for Aboriginal and Torres Strait Islander people, their families and wider communities.

Workways will...

- Engage the entire organisation to embed Indigenous Participation across all programs, at each level
- At all times, be Respectful to all Aboriginal and Torres Strait people and their culture, employees, stakeholders, partner organisations
- Recognise and promote Indigenous culture in a Sustainable and Ethical manner, including receiving input from Aboriginal and Torres Strait people to ensure appropriateness
- Be Accountable. Regular updates will be provided to Reconciliation Action Plan Working Group meetings, All Staff Meetings and Executive Meetings

Action Plan

Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Progress review 2021	Regional Managers
		Progress review 2021	Human Resources
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. Each Workways Region to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	January 2022	CEO / CPO
		27 May- 3 June 2022	Operations Team
		27 May- 3 June 2022	Operations Team
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. Identify external stakeholders that our organisation can engage with on our reconciliation journey. Research best practice and policies in areas of race relations and anti-discrimination. 	September 2020 – Completed Progress review 2021	CEO Operations Team Human Resources
Promote positive race relations through diversity, inclusion and anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	2021	Human Resources

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Deliver cultural competence training across all programs within Workways	May 2022	CPO
	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January 2022	RAP Working Group
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2021 and October 2021 – Completed	CEO
	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	March 2022	CEO /CPO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Increase staff awareness of NAIDOC Week by promoting external events in our local area.	July 2022	Operations Team
	• Each Region to participate in an external NAIDOC Week event.	July 2022	Operations Team

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Maintain and increase percentage of Aboriginal and Torres Strait Islander staff employed by Workways (currently 5%)	Ongoing – Completed	Operations Team
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, including internal mentoring framework.	Jan – Mar 2022	Human Resources
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Supply Nation membership. Include Aboriginal and Torres Strait Islander businesses in Workways procurement processes	2021 – Completed	CEO