

Workpower



ANNUAL
REPORT
2021



Acknowledgement of Country

Workpower acknowledges the Whadjuk Noongar people as the traditional custodians of this land and their continuing connection to land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures, and to Elders both past and present.



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From the Chair

On behalf of the Workpower Board of Directors, I am pleased to report on Workpower's performance for the 2020-21 financial year.



Embracing change and responding to new challenges and opportunities are the hallmarks of Workpower's culture and its success. Throughout the year, Workpower has continued to do what we do best – delivering personalised services that give people with disability across Western Australia and their families more choices, greater independence and control.

The importance of a consistent strategy and strong values is never more evident than in times of uncertainty. Our capacity to be agile and change, while remaining confident in the strategic direction of our business, was again on display as we executed the first year of our five-year *Strategic Plan 2025: An Optimistic Future*.

We continued to operate in a COVID-19 safe manner and, despite the challenges, many of our businesses remained open, providing essential services to the community. The creativity of our people enabled us to provide services and supports whilst ensuring the safety, health and wellbeing of staff and customers.

Our work supporting people with disability to participate in an inclusive, just society drives and inspires us. The resilience of our staff shone through the darkest periods of the pandemic, and I am immensely proud of what we have achieved over the course of the year.

Together we have delivered on our goals to create opportunity, build capability and deliver memorable experiences to people with disability in Western Australia.

Our commercial operations continued to perform well and, despite temporary closures to some businesses, we can report a successful year. The progress of business development initiatives in the waste management and recycling business has been above expectations, with existing and new business in this area making an important contribution to our positive financial result.

I am pleased to report to members a surplus of \$718,794 for the 2020-21 financial year.

On behalf of the Board, I acknowledge the financial assistance and responses of Federal, State and Local Governments, all of whom played vital roles supporting the sector through these uncertain times.

I would also like to sincerely thank our partners, supporters and volunteers in the community for championing our work and for sharing our passion for social inclusion for people with disability.

While the unpredictable nature of community transmission and the potential for lockdowns exist in our future, we are well positioned to focus on opportunities to diversify our businesses and services, and expand our geographical footprint. We are looking forward to strengthening our existing partnerships and welcoming new partners in the year to come.

This year, my fellow Directors and I were pleased to welcome Frances Buchanan to the Workpower Board following the retirement of Board member, Mark Fitzpatrick. I have no doubt that Frances' skills and experience will add tremendous value to the Board, and I thank Mark for his service to Workpower, including in his roles as Deputy Chair and Chair of the Board Risk Sub-committee.

I am very grateful to my fellow Directors for their continued professional contribution to the organisation. This year, the Board elected Angelo Chiappini to the role of Deputy Chairperson, and Danny Cloghan, Angelo Chiappini and Linda Dawson to the Board Risk Sub-committee.

In closing, I would like to thank Lee Broomhall and the Executive team for their significant and tireless effort throughout what has been both a challenging and productive year.

I would like to make particular note of our hardworking and loyal staff. I acknowledge the resilience, innovation and commitment demonstrated by the Workpower team and thank them for their vital contribution and the tremendous value they provide to our organisation every day.

A handwritten signature in black ink that reads "Melanie Cave".

Melanie Cave
Chairperson

From the CEO

In what has been a challenging year, there is much to reflect upon and many successes to celebrate in 2020-21.

As COVID-19 introduced new risks and pressures and impacted the way we worked, I am immensely proud of how our teams adjusted their priorities and helped our clients to navigate unavoidable disruptions in service. Our ability to be flexible and redirect resources to meet changing needs is an enduring strength of our people and our culture.

It is also why I am particularly proud of our safety performance and results over the past year. Despite this ever-changing operating environment, we reported excellent outcomes in key areas including lost time due to injury, workers' compensation claims, and motor vehicle accidents.

Some of the year's other highlights included:

- our implementation of a new Quality and Safeguarding Framework to reduce risk and improve the quality of our supports;
- the successful transition to the new NDIS pricing model for supported employees in disability enterprises;
- the implementation of a new customer relationship, rostering and NDIS finance system;
- the development of a Marketing and Brand Awareness Plan that focuses on communicating and building awareness of our vision, and to 'creating opportunities', 'building capabilities' and 'delivering memorable experiences' for our customers; and

- excellent new business development initiatives that have resulted in strong commercial outcomes.

I would also like to take the opportunity to thank all of our wonderful staff at Workpower for their efforts and contributions to this year's success. Together, we have worked to enhance our systems and practices, realign our structure, prepare our workforce and build our capacity, particularly in the digital sphere.

As we prepare for our future, we remain committed to implementing strategies that respond to government reforms and build the foundations for Workpower to succeed in a challenging operating environment.

We will continue to explore potential new revenue streams and ensure our social enterprises continue to be sustainable in increasingly competitive commercial markets.

How we continue to respond to the current and future labour and skills shortages will test our resilience, and require us to be creative and invest in and develop our internal talent. We have the passion, and we will respond to changes in the market and opportunities as they present.

My sincere thanks to our Chairperson, Melanie Cave and Board members for your support, guidance and positive contributions, and to our Executive team for your extraordinary hard work and effort this year.



I am grateful for each and every person at Workpower who has contributed to the achievement of our goals this year – by working together, people's lives continue to be positively impacted. I feel privileged to be part of such a dynamic and talented team.

We look forward with great excitement to the coming year and what the years that follow will bring to the Workpower team, our customers and ultimately the community.

A handwritten signature in black ink, appearing to read 'Lee Broomhall'.

Lee Broomhall
Chief Executive Officer

Organisational team

Our Board



MELANIE CAVE

Chairperson

Melanie Cave is an experienced non-executive director, serving on government and not-for-profit boards. She was formerly a Partner at Herbert Smith Freehills, and has more than 20 years' experience providing legal advice on the delivery of large-scale infrastructure projects in the water and natural resources, health and mining industries. She is a Graduate of the Australian Institute of Company Directors, a Member of the Law Society of Western Australia and holds a Bachelor of Law/Arts from Murdoch University. Melanie joined our Board in 2018.



ANGELO CHIAPPINI

Deputy Chairperson

Angelo Chiappini has held key management positions over the past 21 years with various engineering companies spanning key industries of oil and gas, mining, marine, and power generation, including 11 years at Woodside in Projects and General Manager for Barclay Engineering. Angelo has recently commenced as Production Manager for VEEM Marine to build a globally competitive business for the offshore commercial and luxury yacht industries. He is currently completing an MBA and holds a Diploma in Business Management and Project Management. Angelo joined our Board in 2019.



GEOFF BLADES

Director

Geoff Blades has been employed in management consultancy and executive search and selection since 1989. He is a founding Partner of Lester Blades Executive Search & Board Advisory in Perth. Geoff's consulting assignments are predominantly CEO and other senior executive appointments across all industry and professional sectors, including public and private companies, state and local governments, and within the community and not-for-profit sectors. Geoff joined our Board in 2015.



FRANCES BUCHANAN

Director

Frances Buchanan is an experienced leader with a demonstrated history in the human services industry, and qualifications in health and business management. She is highly skilled in non-profit organisations with a focus in leadership, community engagement, and strategy. Frances has previously held senior roles at Rocky Bay and National Disability Services, and is currently serving as the Chief Executive Officer of WA Blue Sky, a community services organisation that supports people with disability to achieve independence through personal and home assistance and accommodation options. Frances joined our Board in 2021.



DANNY CLOGHAN

Director

After almost eight years as a Fair Work Commissioner, Danny Cloghan established his own workplace relations consultancy in 2016. Danny has a Masters of Industrial Relations and Bachelor of Arts from the University of Western Australia. He is a Graduate of the Australian Institute of Company Directors, a Fellow of the Australasian Mutuals Institute, an Associate of both the Governance Institute of Australia and the Institute of Chartered Secretaries and Administrators, and holds a Graduate Diploma of Applied Corporate Governance. Danny joined our Board in 2015.



LINDA DAWSON

Director

Linda Dawson is a senior executive with more than 25 years' experience working in large Australian and multinational organisations across the resources and utilities sectors. Linda currently works for the WA Department of Jobs, Tourism, Science and Innovation, as Deputy Director General Industry Science Innovation. Linda currently serves as Vice Chairperson of Midland Women's Health Care Place, is a Member of the Sir Charles Gardiner and Osborne Park Hospital Human Research Ethics Committee, and a Board Member of Scitech, AROSE, International Centre for Radio Astronomy Research, and the UWA Defence Security Institute Advisory Board. She holds a Masters of Education and Bachelor of Physical Education from the University of Western Australia, is a Member of the Australian Institute of Company Directors, a Certified Professional of the Australian Human Resource Institute, and a Fellow of the Australian Institute of Management. Linda joined our Board in 2020.

Our Board continued



LEANNE KARAMFILES

Director

Leanne Karamfiles is a Deloitte Partner with over 30 years' experience in external audit and board, corporate and operational governance. Industry segments she has worked with include healthcare, financial services, mining, education, mining services, property and government. Leanne is a Fellow of the Institute of Chartered Accountants and an Affiliate Member of the Australian Institute of Company Directors. Leanne joined our Board in 2018.



GARTH WALTER

Director

Garth Walter is a senior executive with over 25 years' experience across multinational private and local public organisations in the infrastructure, mining, utilities, project investment and facility management sectors. He is presently Managing Director for Sacyr Water Australia, and is a Director of The Walter Group, Partner at Red Gully Wines, Vice President of FamilyHistoryWA and on the Management Committee of the Cottesloe Surf Life Saving Club. Garth holds a Masters of Business Administration, an Associate Degree in Viticulture, and a Bachelor of Engineering. He is a Graduate of the Australian Institute of Company Directors, and a member of Engineers Australia and the Australian Water Association, where he is a past Board member and current State Vice President. Garth joined our Board in 2020.



MARK FITZPATRICK

Director

(retired January 2021)

Mark Fitzpatrick is the Chief Executive Officer of Telethon Speech and Hearing. He has more than 15 years' experience in general management and human resources and has served as the Vice President of the WA Council of Social Services and is a previous CEO of the St Vincent de Paul Society. In recent roles, Mark focused on delivering sustainable change in operations and outlooks in organisations through strategy development and execution, change management, partnership development, and embedding organisational improvements. Mark served on the Workpower Board from 2018 to 2021.

Our Executive

LEE BROOMHALL

Chief Executive Officer

Lee Broomhall has been employed with Workpower since early 1997 in a variety of roles and was appointed Chief Executive Officer in 2012.

She holds qualifications in business management and human services and is a Fellow of Leadership WA. Lee was awarded the prestigious Telstra Young Business Women's Award in WA in 2010, and is the Deputy Chair of the Waste Authority, a position she has held since 2019. She is passionate about the creation of long-term opportunities that enable people of all abilities to fulfill their potential in life.



SHANE O'CONNOR

Chief Operating Officer

Shane O'Connor oversees Workpower's daily operations as well as the finance, marketing and human resources functions of the business. He is responsible for high level reviews and undertakes risk assessments of new business opportunities. Shane holds a Bachelor of Business in Accounting and postgraduate qualifications in business management and human resource management. He previously held the position of Workpower CEO for eight years and is a Fellow of Leadership WA.



VIKKI LAHORE

*Executive Manager
Community Supports*

Vikki Lahore's passion for community inclusion and individualised services ensures that an individual's first experience with Workpower best supports their future pathway and outcomes. Her team is responsible for referrals, onboarding, service growth, and ensuring quality and safeguarding measures. Vikki is Workpower's subject expert on the National Disability Insurance Scheme. She holds qualifications in business management and human resource management.



MAIREAD CONNOLLY

*Executive Manager
Employment Supports*

Mairead Connolly is responsible for our customers' experience, which includes all service delivery operations. She holds a Bachelor of Science, has postgraduate qualifications in business management, and is a Fellow of Leadership WA. Mairead brings her passion for people and human rights to her work, ensuring individuals are provided with the tools necessary to achieve future successes.



PETER MAY

*Executive Manager
Social Enterprises*

Peter May oversees all Workpower's social enterprises and is responsible for new business development, as well as existing business improvement and growth for Workpower. His expertise in this area has created many opportunities for people with disability and mental illness. Peter holds a Bachelor of Business in Horticulture and postgraduate qualifications in business management.



Highlights

People



Providing 260,000+ hours of support to more than 738 Western Australians

Establishing an inclusive Co-Design Committee to improve our customers' experience

Completing the transition of all customers to the NDIS

Celebrating 32 staff and 15 customers who reached 10+ years with us

Developing a *Workforce Plan 2025* to manage future workforce demands

Recycling industry leaders



Operating the Tamala Park recycling loop and reuse shop in partnership with the Mindarie Regional Council and creating over 20 new jobs

Partnering with Return-It to open two Containers for Change refund points in Malaga and Welshpool

Undertaking bin audits for WA Return Recycle Renew Limited to track the adoption of the Container Deposit Scheme in WA

Providing a green waste sorting team for the City of Cockburn's Henderson Waste Recovery Park

Working with the City of Canning to open its pop-up reuse shop in Canning Vale

Safety



Successfully managing the impacts of COVID-19, including mitigating health risks for our staff, our customers and their families

Introducing the NDIS Quality and Safeguarding Framework to mitigate risks and improve the quality of the supports we provide

Managing an effective safety system with good results and extensive reviews, with guidance from the Board Risk Sub-committee and independent peer review

Ensuring our Safety Committee is first class, with representation from all sites and businesses and the inclusion of people with disability as Safety Champions

New business development



Supplying and installing greenstock for the Northlink and Armadale Access Alliance projects

Securing two significant Property Services contracts to provide maintenance services to the City of Bayswater and the City of Wanneroo

Partnering with Perth NRM to train 18 people in seed collection under the State Government's Green Jobs Plan

Propagating plants for the revegetation of Chevron's Thevenard Island site

Who we are



We're Workpower

Workpower is one of Western Australia's largest and longest-serving social enterprises – we've been bringing people with disability, business and community together for 30 years.

A registered provider of NDIS services, we support people with disability, their families and carers through tailored services and supports to meet the needs of each individual.

We also own and operate a range of commercial businesses that assist private and government clients to achieve commercial success, while also providing long-term, positive social outcomes in employment for people with disability.

OUR PURPOSE

Supporting people with disability to participate and thrive in an inclusive, just society.

OUR VALUES



DIVERSITY

Diversity in culture, business, thought.



EXCELLENCE

Excellence is a habit.



TEAMWORK

Work together. Support others.



COMMITMENT

Show up. Speak up. Don't give up.



LEADERSHIP

Be the change. Show the way.



SAFETY AND WELLBEING

Take care. Be accountable.

OUR STRATEGIC PILLARS



CUSTOMERS

We are very proud of the outcomes we achieve for hundreds of customers every year, and the role we play in supporting people with disability to participate and thrive in an inclusive, just society.



BUSINESS PERFORMANCE

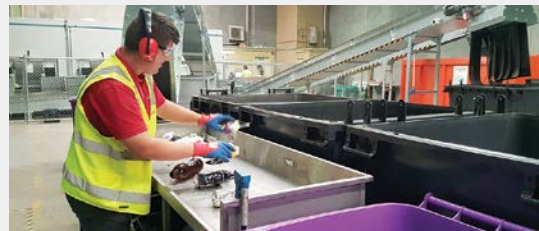
Our successful social enterprise model drives business growth and financial sustainability.

We love exploring new opportunities and establishing businesses that provide diverse pathways to experience and secure meaningful employment in the community.



PEOPLE

The diverse talents of our people bring our strategies to life. We are innovative and passionate about delivering the best service possible to our customers. We are always guided by our values and a commitment to keeping our people safe.



HIGH PERFORMING ORGANISATION

Our aim is to inspire, motivate, and recognise high performance. To do this, we explore exciting and creative ideas and build mutually beneficial alliances with like-minded partners. We share our stories and celebrate our successes with our customers and our people.

Delivering our Strategic Plan 2025: An Optimistic Future



2020



2021



2022



2023



2024



2025

2020-22: Transformation and Business Viability

Implement strategies that respond to government reforms and build the foundations for success in an environment of significant changes and challenges.

2022-25: Growth and Sustainability

Explore growth strategies to differentiate what we offer and leverage our diversity to drive opportunities that impact our customers.

Operational results

Creating opportunities

We recognise that the diversity and quality of our businesses, programs and services are the foundations for our future. We build on these strengths, while embracing change and pursuing innovation, and actively identify and explore opportunities to grow and diversify our funding base and secure new revenue streams.

Sustainable business development

Our social enterprises continued to benefit from work with State Government agencies, local government authorities and private organisations in 2020-21, providing valuable employment and training opportunities for more than 300 people with disability.

Some of this year's commercial highlights included:



● **Weed control contracts** for various reserves within the City of Rockingham.

With Aboriginal-owned construction and maintenance services company Kardan, **fire equipment servicing** across Lendlease sites.

Hosting the Premier Mark McGowan MLA and the (then) Minister for Environment and Disability, Hon Stephen Dawson MLC as they **launched Western Australia's Container Deposit Scheme** from Return-it Welshpool, a Workpower partner site.

For the City of Wanneroo, the **supply and installation of coir mesh erosion control** products.

● Partnering with the Mindarie Regional Council to run the **Tamala Park** recycling loop, hazardous waste facility and reuse shop.

● Contract awards for **major Main Roads WA projects** – including the supply of 150,000 seedlings to the WA NorthLink project and the revegetation component of the Armadale Road project with the Armadale Access Alliance.





For the City of Cockburn, **plant supply** for the ‘Rehabilitating Roe 8’ revegetation project.

A new contract with the Department of Defence to continue our **administrative support services** to the HMAS Stirling base in Rockingham.

Green waste sorting for the City of Cockburn at Henderson Waste Recovery Park.

● **Maintenance services** for reserves across the City of Bayswater. Over the next three years Workpower will complete a series of restoration and grounds maintenance work at 44 nature reserves across 152 hectares within the City. This contract is valued at up to \$200,000 per year and will create many employment opportunities for people with disability.

● **Seed collection training** in partnership with Perth NRM as part of the State Government’s Green Jobs Plan.

● **Beach access and dune path maintenance** for the City of Wanneroo.

● A three-year contract with Pilbara-based NTC Contracting to **supply greenstock for Chevron**, which will see Workpower’s wholesale nursery, based in Noranda, grow and supply 130,000 native plants for planting on the 550-hectare Thevenard Island, located 22 kilometres offshore from Onslow.





Restoring nature reserves

Under our new contract with the City of Bayswater, Workpower's Property Services team of 17 horticulturalists, including 11 employees with disability, will complete intensive weed control to prepare a number of nature reserves for major restoration work. Alongside weed control, the team will provide planting, erosion control, and pruning services – all of which creates opportunities to expand their skills, explore the local area, meet new people, and get involved in the community.

I like working in a bushland environment, and helping to improve it. I really enjoy operating a chainsaw and spraying.

Workpower grounds worker, Nathan Prior

I learnt a lot over the three months – how to appropriately collect seeds, respect the environment we take them from, use machinery to sort them and how to care for them. Workpower offered me the opportunity to continue on with the Environmental Services team long-term to keep learning and extend my career. Everyone has been so welcoming, and it's been a lot of fun.

Jenna Sanders, Trainee



Grassroots youth opportunities

In June, a group of 18 young people wanting jobs in the land management sector graduated from a unique environmental training and employment program, run for the first time by a collaboration from Workpower, Perth NRM and Training Alliance Group.

The three-month environmental rehabilitation program provided the opportunity to teach the trainees, aged between 17 and 25, skills in seed collection including native plant identification, an understanding of conservation processes, sustainable collection and storage methods, as well as the operation of the required equipment to process seeds.

Throughout the program native seeds were collected from approved native reserves in Armadale, Joondalup and Mundaring. The majority of seeds will be used in future environmental rehabilitation projects to assist the breeding of the Carnaby's Black-Cockatoo.

The project was made possible by the State Government's Green Jobs Plan, part of the WA Recovery Plan.



Tree farm sets sales record

After a move to a larger property last year to keep up with growing demand and increasing stock requirements, the production and sales of our advanced trees reached new heights during the year – exceeding the previous number of trees propagated, sold and delivered. There are now more than 96 different species available.

With this growth, we were able to attract a range of customers during the year, including Main Roads WA, numerous local government authorities, plant brokers, civil construction companies, and landscaping businesses of all sizes.

Creating opportunities for employment – and sustainability

Workpower's fire extinguisher recycling continued with good success in 2020-21. Over the past five years we have provided this service for a range of businesses, including our largest partner, Cleanaway.

Our Fire and Electrical Services team ensures the equipment is tested and maintained year-round – but also makes a significant contribution to environmental sustainability along the way.

As a result of their shelf life, large volumes of extinguishers often end up in landfill. Our teams avoid this by stripping each extinguisher into parts for recycling.

Through our partnership with HazRad Australia, we arrange for the extinguisher powder to be captured and transported to a compost facility where it is used to assist with breaking down raw green waste. The team then works to recover components of the extinguisher for recycling – including steel, stainless steel, aluminium, and brass – before safely disposing of the remaining materials.

Since 2017, Workpower has recycled more than 20,000 fire extinguishers and diverted approximately 80 tonnes of metal from landfill, while creating employment opportunities for people with disability. An average of 20 supported employees recycle extinguishers across our sites, each gaining valuable work skills, developing connections and building independence.



Building capabilities

We are an employer of choice for talented people who are passionate about a career serving the community and supporting people with disability, their families and carers.

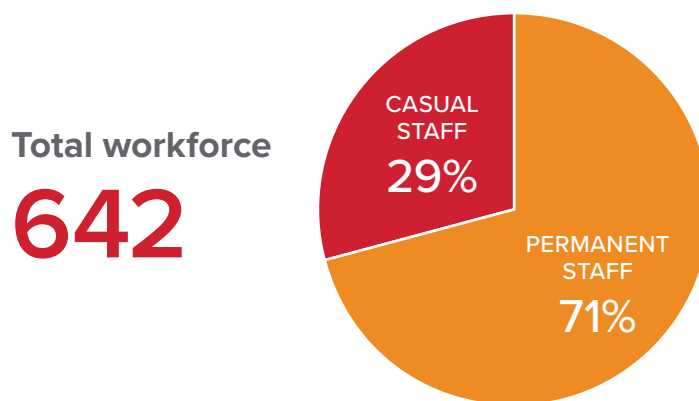
Our customers choose us for our brilliant team of people who are dedicated to Workpower's vision, purpose and values. Guided by these values, we are committed to offer more options and better choices for people with disability – and central to this is the provision of flexible, high-quality services.

By empowering our people, we respond to the changes and challenges ahead. We continue to build a values-based culture of safety, performance and customer service, invest in our people, and encourage innovation across our organisation.

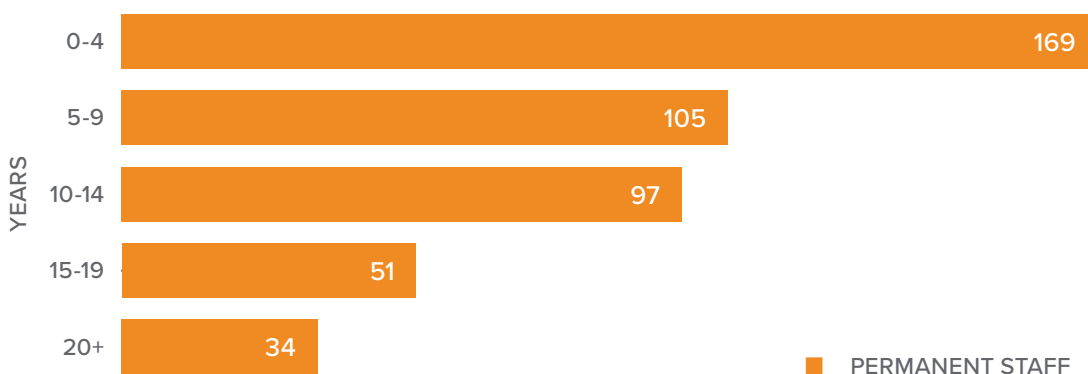
Our people

Workforce

Our total workforce in 2020-21 was 642 staff, comprising 456 permanent staff and 186 casual staff. Of our total workforce, 303 staff (or 47 per cent) are people with disability.



Staff tenure



Workpower's staff turnover for the year was 16.8 per cent — lower than the NDIS sector rate of 17-25 per cent, as reported by the Australian Bureau of Statistics.

Team milestones

This year we were proud to mark a number of milestones:

- 21 staff completed **10 years of service**;
- 10 staff completed **15 years service**; and
- one staff member completed **20 years service**.

Of our 303 supported employees, almost half have been with us for a decade, and 26 for more than 20 years.

Milestone celebration for Lon

In April, one of our most experienced employees Lon, marked 20 years with Workpower.

After moving to Perth from Cambodia with his family 30 years ago, Lon started in our Packaging and Warehousing site in Bayswater in 2001, before moving to our Malaga site a decade ago.

As one of our most experienced employees, Lon is responsible for cutting keys for our Australia Post contract, where one of his favourite jobs is working with the complex machinery.

Looking back over the past two decades, Lon has a lot to be proud of – he’s learned a diverse range of skills, developed expertise in his work, and built lasting relationships with other members of the Workpower team.



A fond farewell

After almost 30 years of dedicated service, including many years with our Packaging and Warehousing enterprise, Alex Williams retired in June. Our team recognised Alex's significant commitment to our business and his long-standing tenure by celebrating at a morning tea. When asked what Alex was most looking forward to in his retirement, he spoke about the opportunity to meet new people through community supports.

What a team!

In April, Workpower recognised 16 supported employees from our Malaga business enterprise who were each celebrating tenure of between five and 15 years with Workpower. Their commitment and teamwork was acknowledged and celebrated at a delightful morning tea with family and friends.



Workforce planning

Workforce Plan 2025

We developed our *Workforce Plan 2025* to better position Workpower to manage future workforce demands. Our Plan considers, and responds to, the NDIS National Workforce Plan 2021-2025, which indicates that the current 450,000 NDIS participants will grow to 500,000 by 2024, requiring an additional 83,000 workers.

Workplace Health and Safety

Safety performance

Workpower's strong safety performance is reflected in the excellent results we achieved this year:

- a continued downward trend in reported Workers' Compensation claims – with five claims in 2020-21, down from seven claims in 2019-20 and 11 claims in 2018-19;
- a Workers' Compensation Injury Frequency Rate of 3.7 – significantly lower than the industry benchmark of 8.1;
- a Workers' Compensation Incident Rate of 5.8, compared to an industry benchmark of 11.6; and
- a total of 14 motor vehicle claims – down from 16 claims in 2019-20 and 30 claims in 2018-19.



Wellness Hub

To mark RUOK Day in 2021, we launched a Wellness Hub for our team – an online forum that is updated fortnightly to promote physical, mental and spiritual health of our people. It provides videos, photos, music, facts and activities, along with a range of other valuable information and links to further resources.



Safety Champions

In March, we introduced people with disability as Safety Champions on Workpower's Safety Committee – a move that has empowered people with disability to actively participate in the organisation's safety systems and processes.

The team has since doubled in size and our very passionate Safety Champions quickly became involved in quarterly site audits, promoting safety campaigns and encouraging their colleagues to get involved.

Fortnightly Feels project

Fortnightly Feels is a continuous improvement communication project that was introduced in 2020-21. It focuses on sharing customer outcomes and changes in policies and processes, and celebrating the diversity of Workpower through internal communications.

The series, which was launched through Workpower's internal communication/QMS system SharePoint, is for Workpower staff and aims to be informative and constructive in a light-hearted, jovial manner. The series released 10 videos during the year, on a range of topics.

Inclusive committee for continuous improvement

In February, with the support of National Disability Services (NDS), Workpower established an inclusive Co-Design Committee to understand and improve our customers' experiences of services, as well as the processes, procedures and outcomes that drive our services.

Workpower was the recipient of grant funding through NDS for consultation with e-QUAL's Leanda Syme, to assist with the planning and facilitation.

Now named the Workpower 'First Class' Committee, the co-design team meets once a month to work together on shaping the potential direction of services within Workpower. With support, team members guide the sessions, including content and how they would like their ideas to be implemented.

Already, the team has been the catalyst for improvements in areas including interviewing and human resources, activity development and service delivery. They will continue to meet and invite interested Workpower customers to be involved.



Delivering memorable experiences

We build on our strong reputation, profile and brand by forming alliances and developing relationships with businesses, community organisations and all levels of government. The people we work with – and for – are our inspiration and we partner with them (and their families) to ensure our support is individualised, person-centred and, wherever feasible, self-directed. We want to be chosen for our reputation for delivering professional, safe and high-quality services and for operating successful businesses.

Our customers

Workpower was proud to assist 738 people this year, with almost one quarter of these (or 22 per cent) accessing our supports for the first time.

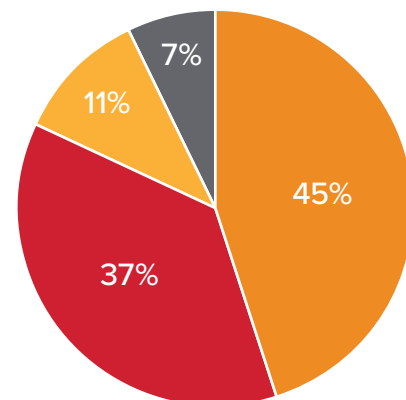
We provided more than 260,000 hours of support over the year – or an average of more than 350 hours of support for each customer – including:

- 333 people with employment in our businesses
- 273 people with community supports
- 79 students with school-based work experience
- 53 people with school holiday supports

This year, 23 of our customers participated in work experience with Workpower's social enterprises as part of their customised employment journey. This opportunity assisted them to gain an experience in a new work environment and work towards their employment goals by developing workplace readiness skills.

People supported

738



*I really enjoy working with my hands.
This offers the perfect experience for me.*

Casey, Workpower team member

Casey's career on track

Workpower was thrilled to welcome Casey as a new addition to our Catering and Café team based at the WA Police building.

After his Year 12 cooking classes sparked an interest in hospitality, Casey joined the team initially through our Workplace Learning program to build his work experience in the field. But as his experience grew, Casey took on more responsibility for his work and, in November, took on a paid role as Kitchen Hand.

With guidance from his Support Coach Maddi, Casey undertakes a range of tasks to keep orders moving smoothly, including preparing ingredients and sauces for cooking, and preparing sandwich orders.

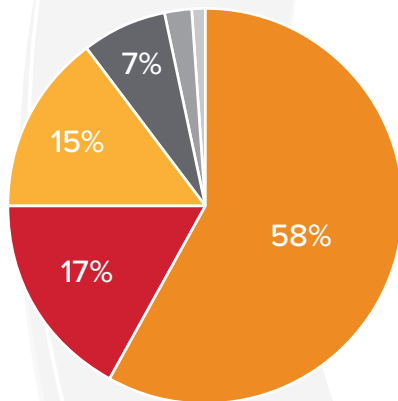
It's clear that Casey really enjoys working, learning, and keeping busy, and his family has noticed that he's been livelier since he started working. Casey is also interested in front-of-house duties and has also attended a barista course!

Customer goals

With our support, our customers achieved a range of personal goals this year in the areas of social and community participation, health and wellbeing, assistance with daily life skills and lifelong learning.

A total of 1,464 customer goals were set in the areas of:

- work (850 goals)
- social and community (250)
- health and wellbeing (214)
- assistance with daily life (105)
- life-long learning (30)
- other goals (15)



Individual goals included securing a promotion, learning to operate machinery, undertaking safety education, attending a gym or fitness classes, planning a healthy menu, preparing meals, budgeting, developing art skills and completing certificate qualifications.

At year end, 12 per cent of goals were realised, 22 per cent were not far from being achieved, and good progress had been made on the remainder.



Kicking goals with new skills

As a long time Fire and Electrical Services team member, Ian had developed significant experience in emergency equipment management, electrical testing and tagging, and fire extinguisher recycling. But, keen to achieve his goal of earning more money to save for a new house, Ian was also on the lookout for a new opportunity.

In January, Workpower established a new recycling team at the Henderson Waste Recovery Park on behalf of the City of Cockburn – so when the opportunity arose to join the new team, Ian jumped at the chance!

His role now involves working in a team to sort and remove waste from household green materials collected in the local area – including removing plastics, metal, glass, clothes, and other waste products that contaminate the recycled green waste.

Once sorted, the green material is then set aside and monitored before being made available to the local community as free mulch.

Ian has received dedicated training and support at every stage of the transition to his new role. Support Coaches at site guide him and other employees through the tasks so that they can complete their work with confidence.



Connecting to the community

Through a unique partnership with St John of God Mt Lawley Hospital, Workpower has helped Gloria connect to the community and gain new skills while she works with her Support Coach Emma to transition from school to the workforce.

Prior to COVID-19 community restrictions, the hospital offered a book loan service to in-house patients. When this volunteer role resumed in April, Gloria was happy to give it a try. Now, every Thursday, Gloria and Emma fill a trolley with a range of books from the hospital's library and take the trolley through the wards to each patient's room.

Taking part in the hospital's book loan service has helped Gloria develop new skills, build confidence, and connect with new people.

Customer milestones

We are proud of our long relationships with our customers. This year, we celebrated 12 of our customers who have been with Workpower since the commencement of our community programs service in 2006.

15 YEARS

Gloria Stewart
Michael Harrison
Steven Tapp
Janice Cocks
Maria Didio
Tracey Longbottom
Lorna Phillips
Peter Fiorenza
Lindsay Harris
Robert Iliffe
Faye Sharp
Katika Ivic

Each have enjoyed 15 years of building new friendships, developing new skills and accessing supports in the community.



Kim's window art business flourishes

No stranger to Workpower after first joining us in 2016 at our School Holiday Program, our customer Kim has now established a thriving microbusiness in faux stained glass art.

Together with her support worker Tracey, Kim researched different locations, including local swap meets and retail stores, to get a feel for the different products on offer. She soon had her first pop-up store at Noranda shopping centre, and has since set up shop at Marangaroo, Kingsway, Carine, Dianella, and Wanneroo.

Kim is now marketing her goods on Facebook at *Kim's Window Art*. She makes a broad range of designs and often receives special requests from customers. Her butterfly artworks and Australian wildlife series are especially popular.



Greg is a great worker – he loves coming to work. We have a good relationship and banter with each other every day.

Jeremy Peters, Business Manager, Return-It

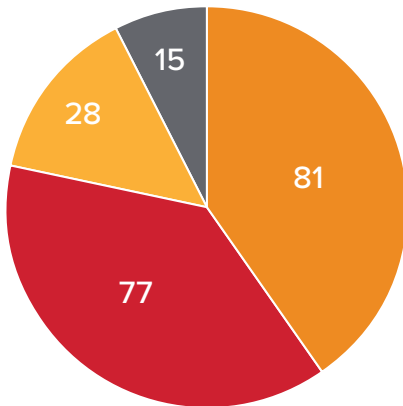
Taking on new challenges

Packaging and Warehousing team member Greg took up a new challenge in October and moved to the Containers for Change refund point in Malaga, operated in partnership with Return-It.

As Depot Hand, Greg keeps an eye on incoming containers and makes sure they are being placed in the right bins, sorting the containers into groups of glass, paper, and plastic. When full, Greg rotates the bins and prepares them for pick up by the truck.

The fast-paced environment was a big change for Greg – but one he soon thrived within. He was one of the first to learn all the tasks of the job, and now independently keeps the containers moving efficiently.

Referrals



During the year, we received 201 enquiries relating to:

- receiving employment supports as preparation for employment
- securing employment in our business and social enterprises
- community supports
- knowing more about Workpower services

Ninety-five per cent of referrals had NDIS-funded plans.

Workpower and the NDIS

Scheme transition

This year, we completed the transition of our customers to the National Disability Insurance Scheme (NDIS) in Western Australia.

Strong engagement with the National Disability Insurance Agency (NDIA) employment division saw 100 per cent of our eligible supported employees transition to the NDIS by 31 March 2021.

A total of 246 of our customers are now funded by NDIA for community supports, inclusive of individual employment supports.

Four supported employees who were ineligible to transition to NDIS will have employment support maintained through Continuity of Supports funding from the Department of Social Services.

Seven community supports customers who are aged over 65 and therefore ineligible for the NDIS are also receiving Continuity of Supports funding.

New NDIS customer relationship system

We implemented a new customer relationship system, MYP, to improve our NDIS finance and customer management systems.

New pricing framework

The NDIA's NDIS Participant Employment Strategy 2019-2022 set out to have 30 per cent of NDIS participants of working age in meaningful employment by 30 June 2023.

As part of this strategy, all NDIS providers were required to transition to a new pricing framework for the delivery of employment supports within 18 months from 1 July 2020.

A total of 223 Workpower customers transitioned to the new price model in this period, with 80 customers scheduled to transition to the new funding before 31 December 2021.

Quality and Safeguarding Framework

The NDIS Commission's Quality and Safeguarding Framework ensures national consistency for all service providers in ensuring the safety and security of customers.

Workpower, along with all other registered NDIS providers in Western Australia, transitioned to this Framework on 1 December 2020.

To prepare our organisation for this transition, the Service Excellence Team conducted several training workshops for both staff and customers, including:

- NDIS Worker Orientation/Introduction to Quality and Safeguarding Framework;
- Auditing;
- Restrictive Practices; and
- NDIS Reportable Incidents and Complaints Management.

The workshops upskilled our staff, while also encouraging interaction, questions and reflective practice in areas that required deeper knowledge of the Framework. All workshop information was later shared with staff for continued use or reference.

The workshops were followed by supplementary forums in April/May to ensure that staff continued to receive support around the implementation of the Framework and continued their professional development.

The content of the workshops was also subsequently adapted for an internal training module entitled *Safeguarding our Future*. This is now a mandatory part of any new staff member's induction to Workpower.

The Quality and Safeguarding Team also prepared resources to support the roll-out of the Framework, in the form of hard copy and online booklets for staff and customers which included information about:

- Your Auditing Resource;
- Safeguarding our Future; and
- Quality and Safeguarding – Framework and Practice Standards Self-Assessment Guide.

I do a lot of things with Workpower, like swimming, volunteering, movies, and meeting friends. I want to live independently and get my own French Bulldog.

Brianna, Workpower customer



Zoo role brings Brianna's goals to life

Living with her host family and their two dogs, Pepper and Molly, Brianna found a love for animals. It is this passion that our Workpower team was able to tap into and find a volunteer opportunity for Brianna at Ranger Red's Zoo and Conservation Park.

During the year, Brianna has been volunteering at the boutique zoo and has several responsibilities, including feeding animals and maintaining the ferret enclosure.

Each day the first, and one of her favourite activities is to do the rounds checking on the animals. "We walk around and say hello to all the animals. My favourite animals are Natalie the Wombat and Comet, Star and Eclipse, which are flying foxes," Brianna said.

The volunteer role is a positive stepping stone for Brianna, who is working towards her goal of earning enough money to be able to live on her own.

Workpower is assisting Brianna with achieving those goals. She is learning work-ready skills on the job as part of her volunteering with the Ranger Red's Zoo and Conservation Park, along with working to fold clothes at The Salvation Army.

With the assistance of her support coaches, Beth, Nikki and Edith, Brianna receives a wrap-around service from Workpower. This helps her to develop her daily life skills, engage with the community and gain employment experience.



Day out in the sun

On a sunny Wednesday morning in early October, our Perth School Holiday Program group had a fantastic cricket day out at the Karoonda Reserve in Booragoon.

Partnering with the Bateman Junior Cricket Club and the Western Australian Cricket Association, we delivered an integrated cricket activity for everyone to enjoy!

After donning hats and sunscreen, attendees took turns to throw or roll the ball under or over different obstacles, before taking part in throwing and catching coordination activities, including pitching at the wicket.

Support Coaches were nearby to help our attendees practice and improve and everyone got involved and enjoyed the day, regardless of skill or ability.



Celebrating diversity for Harmony Week

In March, our Performing Arts team celebrated Harmony Week with a special 'show-and-tell' workshop that explored the many different cultures and heritages of attendees.

Each attendee brought in or wore something representing their culture and shared their stories with the group. Some embraced the theme by wearing cultural clothing and making a presentation to show to the group. Others showed pictures of their family, like Ellen who spoke about her grandparents from the Netherlands, or Kyah who talked about her family's background in Croatia and Slovenia.

The group explored the diversity between countries – including languages, traditions and cuisines – as well as the similarities we share and what we admire about cultures other than our own.

The group also learned the moves of an Irish jig and an African dance – and learned how to sign the words to We Are Australia!

For many attendees, it was a delight to be able to share a part of their history and traditions with friends, and it was a wonderful opportunity for each person to learn and appreciate diversity.

We wish to say a big thank you for so generously donating plants to help enhance the environment at Harry Hunters. They have brought so much joy to the residents. Planting has had a very positive impact on them all. Thank you to Workpower for enabling us to continue this great work in our community.

Julie, Harry Hunter Rehabilitation Centre volunteer



Partnering with The Salvation Army

This year, our Wholesale Nursery donated excess plants to The Salvation Army's Harry Hunter Rehabilitation Centre. The plants were gratefully accepted by the Centre's volunteer team to fill its Community Garden of Hope.

The garden provides a place for residents to potter and cultivate their horticultural skills, while also providing a healing space for the recovery of residents living with addiction.

Financial results



Total revenues

Total revenue for the period was \$24.671 million, comprising commercial sales revenue (\$10.560 million), grant revenue (\$10.508 million) and other income (\$3.603 million).



Commercial sales revenue

Together, our 11 commercial enterprises contributed more than \$10.560 million in revenue for the business – an increase of more than nine per cent on the previous year.

This was underpinned by strong revenue growth across many of our social enterprises – in particular Waste and Recycling, up 87.6% on last year. Our partnership with Mindarie Regional Council to manage the Tamala Park recycling loop, hazardous waste facility and reuse shop and our green waste sorting services for the City of Cockburn's Henderson Waste Recovery Park facility added valuable revenues and helped to push income from Workpower's combined waste and recycling activities to more than \$2.5 million this period.

Growth in revenue was also achieved across a number of other enterprises, including Wholesale Nursery (12.7%), Packaging and Warehousing (4.1%), Property Services (3.6%), Administration Support (2.2%), and Environmental Services (1.3%).

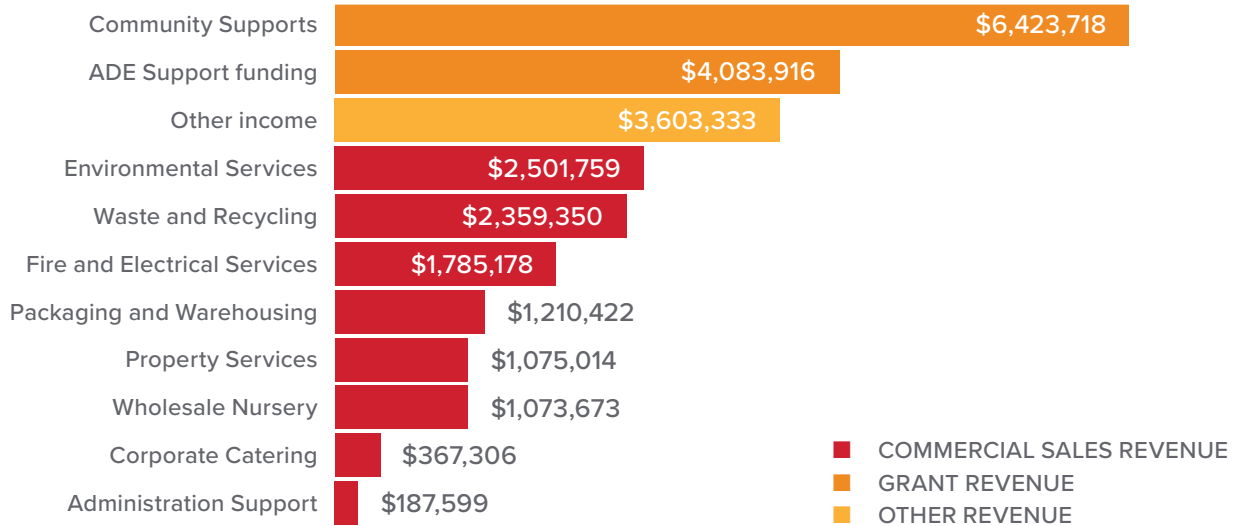


Grant revenue

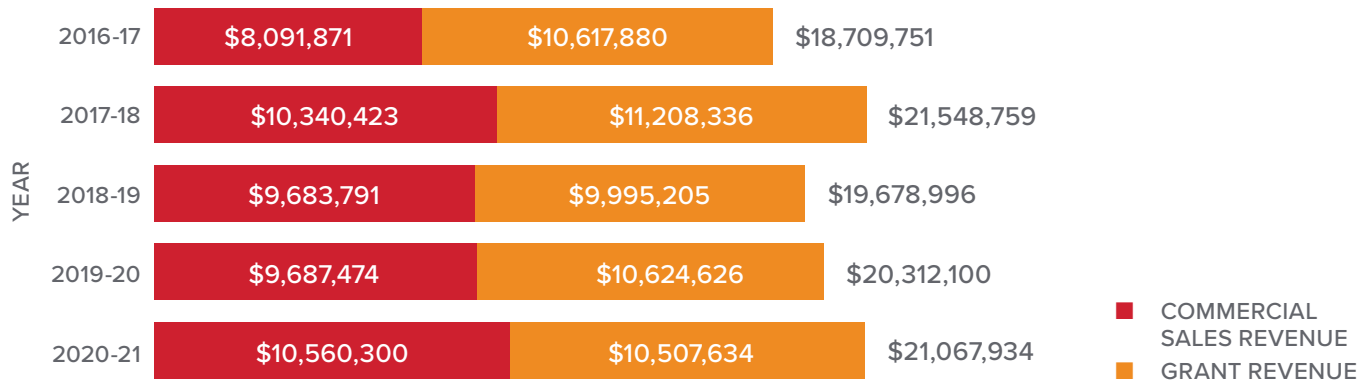
Grant revenue was \$10.508 million this period, which was consistent with last year's result.

Average funding per person has more than doubled over the past six years, increasing from \$7,669 in 2015 to \$15,771 in 2021.

Revenue sources



Total revenue (five-year comparison)



**We
achieved
\$718,794
net surplus**

Net surplus

We achieved a net surplus of \$718,794 in 2020-21.



Acknowledgements

We are grateful to the individuals and organisations who have supported us throughout the year. Your generosity means we can continue to provide quality services for people with disability, their families and carers in Western Australia.

Australia Post	Mindarie Regional Council
Barbaro Bros Quality Butchers	National Disability Services
Best and Less	Optima Print
Big W	Parliamentary Services Department
Bodhi Box	Peel Volunteer Resource Centre
Bridging The Gap	Perth NRM
CCIWA	Return-It
City of Bayswater	Redz Zoo
City of Canning	Red Dot Baldivis
City of Gosnells	Robinson Insurance
City of Stirling	Space2Gro
City of Swan	Sparkles Car Detailing
City of Wanneroo	Sustainable Salons
City of Cockburn	St John of God Mt Lawley Hospital
Department of Education	The Salvation Army
Foxdale Riding School Baldivis	Thornlie Volunteer Resource Centre
Healthway	Training Alliance Group
John Schepis	Woodside
Lotterywest	WA Police
Metal West Recycling	

Workpower acknowledges the financial support of the National Disability Insurance Agency, the Western Australian Government's Department of Communities (Disability Services) as well as the Australian Government Department of Social Services' contribution of financial support for the provision of its employment, respite and individualised services.

We also acknowledge the generous support and financial assistance of the Australian Federal Government and the Western Australian State Government during the COVID-19 pandemic.

Workpower

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