



“ Putting
People
First ”



Serving Our
Communities
since 1978



[Annual General Meeting 2014]
Trading as Staehr Street Incorporated



Commonly Used Acronyms

DoE	The Australian Government Department of Education, Department of Employment Provides funding for JSA, YC, IEP and other early childhood, schooling, training, skills development and employment programs.
JSA	Job Services Australia. Program funded through DEEWR to assist people who are highly disadvantaged into employment, training or to achieve social outcomes. Employment Directions contracts for JSA are in the Gawler ESA (Covering Gawler and the Barossa), Kadina/Clare ESA and the Port Pirie ESA
YC	Youth Connections. This program provides a holistic approach to servicing young people aged 13-19 years who are at risk of disengaging, or already disengaged from education, family and/or the community. Employment Directions has a contract in the Barossa region, incorporating the Councils of Barossa, Light, Mallala and Gawler.
IEP	Indigenous Employment Panel. Employment Directions are a provider for this program with the aim of developing and implementing programs to assist all ages of Aboriginal Australians to gain skills and move into employment.
ESA	Employment Services Area. Geographical areas that define regions throughout Australia. These regions are based on State Government statistical regions.
DECD	Department for Education and Child Development (State Government) is responsible for ensuring the provision of children's services and public education throughout South Australia
ILC	Independent Learning Centre. A facility based off school grounds where young people who cannot cope with mainstream schooling can attend to receive training and support to complete their SACE units.
ICAN	Innovative Community Action Networks. Part of the DECD programs, ICAN brings together young people, families, schools, community groups, businesses and different levels of government to find solutions to local issues that prevent young people from completing their education.
DFEEST	Department of Further Education, Employment, Science and Technology (State Government) focuses on sustaining a vibrant economy and socially inclusive community by developing the state's workforce, skills base and lifelong learning opportunities

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Employment Directions started in 1978 as a small Barossa Valley based organisation delivering the Community Youth Support Scheme to disadvantaged youth in the community. Over the last 30 years we have changed, grown and developed to an organisation delivering State and Federally funded Government employment, youth and training programs to jobseekers and disadvantaged members of the Gawler, Barossa Valley, Mid North, Yorke Peninsula and Port Pirie regions.

Purpose

Employment Directions will:

- Provide a range of quality services to the community to assist people to gain and maintain employment;
- Respond to the needs of highly disadvantaged people in the local Labour market; and
- Operate in a financially sustainable manner.

In addition to meeting all contractual requirements Employment Directions seeks to aid the highly disadvantaged who do not receive the services they need in the community. We are morally obligated to utilise Government funding and program funding wisely and prudently for their benefit.

Values

Employment Directions will work with the local community to meet its needs while ensuring every interaction values the individual. It will do this by displaying the following values:

- Ethical, Honest, Transparent, Respectful
- Innovative, Flexible, Responsive, Professional

Our Strengths

- Professional and committed employees
- Exemplary reputation
- Community based
- Relationships with Employers
- Networks and connections

Barossa

16 Staehr St
(PO Box 198)
Nuriootpa SA 5355
Ph: (08) 8560 9700

Gawler

24a Adelaide Rd
(PO Box 2039)
Gawler SA 5118
Ph: (08) 8523 8200

Clare

189 Main North Rd
(PO Box 79)
Clare SA 5453
Ph: (08) 8841 3800

Kadina

Office 3,10 Taylor St
(Po Box 625)
Kadina SA 5554
Ph: (08) 8821 6500

Port Pirie

88a Main Rd
(PO Box 1063)
Port Pirie SA 5540
Ph: (08) 8633 9300

Peterborough

108 Main St
Peterborough
SA 5422
Ph: (08) 8651 2980

Our Team



Senior Management

Rhia Vines (CEO), Geoff Brand (Employment/Youth Services Manager- Kadina, Port Pirie, Peterborough), QA Manager, Helen Wood (HR), Sheryl Pawley (Deputy CEO, Employment/Youth Services Manager- Clare, Gawler, Nuriootpa), Steve Mardle (Finance Manager)

The Board

David Evans (Chair), David Perry, Dick Milner, Tim Kroehn, Peter Orvad, Tristan Watson, Penny Johnston

Site Managers

Anthea Elworthy (Gawler, Nuriootpa), Paul Chapman (Clare), Graham Gulin (Kadina, Port Pirie, Peterborough), Cathy Dyer (Gawler)

Corporate Services

Cy Ann Sankey

Program Coordinators

Michelle Brown (Work Experience Program Coordinator), Emma Stephens (Youth Services Coordinator)

JSA Consultants

Andrew Quin, Ashleigh Bussenschutt, Carolyn O'Callaghan, Charisse Peterson, Claire Bradley, Courtney Wood, Dawn Robinson, Del Chadburn, Greg Dalton, Julie O'Connor, Julie Doudle, Jodi Jacka, Karen Ryder, Kelly Gerschwitz, Kerry Caputo, Lena Williams, Lyn Burgess, Megan Haynes, Marsha Jaeschke, Natasha Boxall, Peter Williams, Robyn Kennedy, Ruth Whittle, Sam Crawford, Selina Postill, Victoria Tamke, Wendy Turner

Vacancy Brokers

Tiffany Corfield (Coordinator), Brenton Clarke, Dawn Robinson, Helen Glen, John Boon, Sandra Gordon, Zoie Ashman, Peter Ward, Lisa Smart

Youth Consultants

Alex Herewane, Francesca Martin-Bizzai, Kirstie Barr, Madelaine Bizzai, Matthew Goodfellow, Rachel Fritz, Ashley Goulding

Training & SA Works

Claire Bradley, Kevin Pawley

Program Admin

Amy Bodie, Caitlin Duncan-Coward, Carolyn O'Callaghan, Chantel Brown, Julie Doudle, Kerry Evered, Madeline Humbler, Ros Catford, Samantha Crawford, Selina Postill

Finance

Karen Steed, Sandra Boundy

Cleaning & Maintenance

Chris Forbes (Volunteer) Jeanette Forbes, Ian Steed, Robert Burgess, Joylene Parr

Work For The Dole

Lee Aylett, Ray James, Robert Harrison, Lee Barrett, Jeremy Bennett

It is my privilege to report on Staehr Street Incorporated trading as Employment Directions (“Employment Directions”) for the financial year ended on the 30th of June 2014.

Typically in these annual reports I reflect on broad international economic circumstances that will have an effect on Australia and therefore an effect on our clients. Usually I cannot resist the temptation to comment on events occurring at the time of writing and not necessarily relevant to the year of review.

This year I intend to focus a little closer to home. What used to be the new Government has released its exposure draft for the new tender arrangements for employment services and as this is being written the tender has been released.

What has occurred is a fundamental change in the geography of employment service areas and competition requirements which, frankly, has threatened our survival as an organisation.

We will have to change as an organisation to meet these new circumstances.

Change is essential if we are not to waste the efforts of all of the members of the organisation over all of the years of its existence in building up in the organisation, in building up a portfolio of abilities and skills, in building up and fostering a culture of service and community involvement, and in building up a culture of respect and fair dealing and honesty with everyone with whom we interact.

I will resist the temptation to write a lengthy eulogy for Youth Connections. In an ideal world (Finland) we would cherish our children, our schools and universities would be palaces, the position of teacher would be one of great respect and status, and the best teachers would fight for the privilege of working in our schools and universities to best equip our future for their future. Youth Connections was a Band-Aid stretched over a sore the size of Tasmania, but, for all that, better than nothing. That what used to be the new Government has nothing to replace it is, alas, not surprising.

I turn now to the formal report.

BASIS OF THIS REPORT

I will report against the Review Policy for the Board and the Organisation which has been in operation for some years.

The report broadly reflects a middle year of the principal contract, the routine examination and review of the way the organisation operates and the shock at the end of year to which I have already referred.

REVENUE AND FINANCIAL PERFORMANCE

It is unfortunate to have to report a deficit for this financial year. It is by recent standards relatively small.

Its smallness is due in part to slightly better trading circumstances, but overwhelmingly it is due to a review of our financial position by the organisation and a determination to improve it which has manifested in a number of ways.

The policy underpinning the use of vehicles and the basis for the acquisition of vehicles has changed significantly.

There has been, at the Senior Manager level and throughout the organisation, a great deal of attention paid to saving money, and operating more efficiently.

There has also been a most unusual and pleasing and unprecedented direct action by the staff of the organisation in reducing hours, and therefore the payroll, which is our most significant expense.

There has been significant effort put into ensuring appropriate cash flow for the organisation. The board has spent considerable time on it and plans are now in place.

STAKEHOLDERS CUSTOMERS REPUTATION VISION

DEEWR

Our organisation has at its heart the precepts of fairness and fair dealing, respect, and a scrupulous honesty.

Notwithstanding the erosion of these precepts elsewhere this organisation has resolved to continue to operate in a scrupulous and fair and respectful manner.

There has been an unprecedented level of audit activity by the Department in the year of report. Almost every week some part of the organisation has been the subject of an audit of some sort.

The organisation is not compensated for the time spent by Senior Managers, and others, in cooperating with this activity. We understand that compliance with this activity is an obligation under the contract but not when the volume and frequency threatens the normal work of administering the contract, at which point it begins to look like a breach of the contract.

THE BOARD

I'm pleased to report that the membership of the board has been stable in the last 12 months.

The members of the present Board have continued to assist the organisation despite business pressures, family pressures, and significant life events and I thank them for their efforts on behalf of the organisation.

The Board has benefited again this year from visits from senior members of the organisation in leadership positions in various programs, and with special expertise. We thank them.

Apart from the fundamental financial aspects of the organisation the Board has been concerned with governance of the organisation, a review of the auditor for the organisation, a review of the Constitution, and continues the consideration of possibilities for diversification.

STRATEGIC PRIORITIES AND VALUES

The board is aware of the narrowness of its partner base. The board has long recognised that diversification is desirable.

It is very pleasing that the organisation won the tender to deliver services for WorkCover SA which is a very significant beginning to the task of diversifying the income sources of the organisation. The senior management team is to be congratulated for this significant beginning.

RISKS

The organisation faces substantial risk. The risk is to its existence and true independence. The organisation has, until now, traded on its own account, gone its own way, and been responsible for its own fate.

In this time of fundamental change it is everyone's responsibility to make the best possible decisions based on the best information available.

PROGRESS ON ACTIONS

Human Resources Management and Financial Management continue in their usual competent and efficient way under respectively Helen Wood and Steve Mardle.

RELEVANCE OF PLAN

The plan must now be considered to be under review in total. The review process will take some time and will be dependent, to some degree, on decisions made elsewhere.

ISSUES ARISING

None not already mentioned.

CONCLUSION

The Board wishes to thank: –

Rhia Vines for her technical ability, her facility in communication, her skills as a negotiator and her understated leadership;

Sheryl Pawley and the Senior Managers for their efficiency and adaptability in times of change; and,

All of you for your efficiency and support of the goals of the organisation and all of you for doing the work which is necessary, under the various pressures the circumstances and the work impose, in a way which does the organisation great credit.

David Evans

Chairman

October 2014

Throughout 2013 – 14, we continued to provide quality services and support those most disadvantaged and do so under difficult economic conditions. It is incredibly disheartening to put fingers to keyboard to write an AGM report, encompassing facets of the extremely hard work undertaken by staff, yet also including information on our negative financial position for this period.

As reported in our financial statements, a deficit has been recorded, primarily driven by lower income derived from our Employment Programs. This, along with modifications to the contractual environments that we align with, has necessitated some staffing, structural and supplier variations, decreasing our expenditure and bringing about efficiencies across the organisation. It is our desire to continue to deliver services to a broad range of clients, and in doing so, we must continue to review our operations, structure and service delivery to provide services which are effective and streamlined in order to negate a financial deficit without affecting quality. This is an ongoing process with operations being constantly monitored for effectiveness, continual improvement and additions.

In speaking to staff around the sites, there continues to be an overwhelming feeling that we do everything we are asked to do – and more – with little or no reward, both financially and in recognition of our work. Unfortunately this is the nature of the contracts we are committed to delivering. On reflecting our position, I am not alone in experiencing restless nights wondering what more can be done, or what can we change. Much time can be spent contemplating negative aspects and failures that it can become all consuming, so for the purpose of this report, I would like to focus on three significant positives.

1. Achieving our Quality Assurance and Certification has been a long ongoing process however not only was it achieved against International Standards but we also gained certification aligned to the Departments Quality Assurance Framework. All staff have aligned themselves with our new Quality Management System and have assisted in the continual improvement and development of our practices. I applaud and thank Sheryl Pawley for her work on our QA Manual, Geoff Brand for taking on the role of QA Manager, Helen Wood for her valued and ongoing input and all staff for their embracing of the system.
2. The success in gaining the *WorkCover SA* Job Placement Services is not only a first for us but one that will assist our goal of positively influencing and supporting those most disadvantaged. This program commenced in July 2014 and all WorkCover Consultants have embraced the new program with their normal enthusiasm and dedication and I am sure will prove to be successful. Thank you to Kerry Caputo, Greg Dalton, John Boon, Julie Doudle, Natasha Boxall, Tiffany Corfield and their respective Site Managers for “Volunteering” to be a part of this program.
3. As mentioned above, some significant changes were implemented last year that necessitated a number of staff being either directly or indirectly involved in the implementation of the changes which required them to work outside of the scope of their normal duties and I acknowledge these staff in this report and publically thank them:

- Graham Gulin and Anthea Elworthy, who have both taken on the responsibility of managing two sites across their ESA's as part of staff changes. Both have embraced these roles and are continuing to provide strong leadership and support at both sites.
- No names mentioned but you know who you are. These are all the staff who have gifted hours, time and in some cases hourly rate to support some of our changes and decrease our expenditure. The response received from individuals when this was first mentioned was overwhelming and it is something that I will never forget. I wish circumstances were different so that you could be rewarded for your support in ways other than me saying thank you very much.
- Cy Ann Sankey - Your suggestions regarding expenditure savings, your negotiations (and I use this term with my tongue in cheek) with everyone who provides services to us to decrease costs and your commitment to learn IT support to reduce external expenditure is overwhelming. Thank you for your support and for looking out for the organisation.
- Chris Forbes - Entering his third decade of volunteering for the organisation and still as valued as he ever was. We would be lost without you.

There are positives that occur daily that are recognised informally daily however I take this opportunity now to recognise formally the events that happen regularly. Thank you to all staff who:

- Come in early or leave late to assist without asking for anything
- Cheer and celebrate when a very long term client is placed into employment
- Stay calm and support others when an aggressive client attends an office
- Focus on what is important and not on things that do not assist a client to gain employment
- Recognise that changes have to be made and that we are tied to by contractual requirements

The challenges that we will face over the coming year are somewhat different to previous "Job Services Tender" years yet I know they will be met with professionalism, integrity and passion. It is frustrating when you work tirelessly - whether it be working with individuals, employers or the community as a whole - yet our financial position is not reflective of this. We need to continue to make changes to ensure revenue is increased, competitiveness and viability are sustained. Some of these changes may be hard but they will be necessary to secure our future.

I take this opportunity to note the commitment of the Chair and Board of Employment Directions and thank you for your time, guidance, input and support over the year.

To the Senior Management team, thank you for your support and hard work. To all staff, thank you for yet again all your hard work and commitment. We are now entering our next year of challenges and opportunities together.

Rhia Vines
Chief Executive Officer



The work of Human Resources is guided by the organisations mission and strategic goals and is integrated into the daily operation of the organisation, and includes functions within WHS, recruitment, performance management, policy development and review, workplace planning and enhancement and staff development.

This report touches on a small portion of these. I have heard some say that “we live in interesting times”. This saying certainly resonates very accurately when working within the Job Services industry. We experience a myriad of change, resistance and resentment at times when attempting to apply the rules and regulations of our contracts, however the reverse also applies with the majority of service users really connecting with what we do and welcome Employment Directions support.

We are robust in our approach to overcome negative events with a determination to continue to service those disadvantaged through unemployment or other factors which are addressed very effectively and professionally by our staff who are extremely proactive in achieving positive results. It is a constant aim for us to continually improve in all aspects of the organisation and in doing so we fully embrace the significant value that staff bring to this service-oriented and target driven entity.

Staff movement has been minimal with eight resignations received over the period. Recruitment has occurred in areas where vacancies exist, however we have been reserved in recruiting new staff, resulting in the minor restructuring of positions through natural attrition. At the end of June 2014, 41 Full Time equivalent staff and 12 part time/casual positions/Seasonal remain in a variety of roles across programs.

Change in the organisational structure (even minor changes) can cause concern and uncertainty, however staff are coming to terms with changes introduced during this period and are embracing the structures put in place. This is a credit to management and staff who have moved forward with some trepidation, however have worked through the areas of concern in order to ensure that the transition is seamless and that the impact on service delivery is minimal.

Pleasingly - Performance Management rarely occurs within our organisation however managers are constantly vigilant in ensuring that the procedural application of the contract is applied, and should that not be occurring, investigations - seeking answers - are undertaken. HR becomes involved when more serious concerns are raised or if a mediatory approach is required. Performance management is treated seriously but respectfully and undertaken in order to achieve a common goal. It is critical that staff performance is given the attention it requires to strengthen staffs application of the contract, ensuring that Employment Directions maintains the status of a high performing JSA provider in order for us to afford jobseekers access to a broad range of employment opportunities.

Budgetary restrictions this year have meant that we have minimized non-essential training and professional development, however this does not affect performance or industry standards as our staff all possess qualifications aligned to their roles.

This will not be an ongoing restriction as we are committed to professional development and the upskilling of staff in order for them to perform their roles with a high degree of professionalism, and competency.

Annual performance reviews are an important function. Not only does the review provide an opportunity for two way feedback but also highlights continuous improvement, best practice and employee development. HR continues to lead the review process, which culminates in the completed evaluation being submitted to HR. As part of the performance appraisal process, the Employment Contract and Job Description are reviewed, the Skills Audit is undertaken and recommendations for the ensuing year are actioned.

Work Health and Safety is an integral function of the Employment Directions HR role, and deals with work health issues, incident and accident reports and follow ups and the return to work of employees who have been injured at work. Policy and procedural aspects are reviewed to ensure that the health of staff, visitors and volunteers are protected from harm by working in a safe environment. Work place safety is addressed on both a physical and emotional level. Resources and equipment are checked regularly and the emotional wellness of staff is sustained by a supportive culture and an Employee Assist program.


Policy development and review is led by HR and occurs regularly through the ratification of changes at the Senior Management level and aligns with Quality Assurance. Gaining Quality Assurance under the ISO 9001 – 2008 accreditation has meant that all of our systems align and as a result Employment Directions is recognised as operating under the National Quality Framework. This is an outstanding result and all staff are to be commended for their work and commitment in achieving this fantastic outcome for the organisation.

Employment Directions successes are never the result of an individual's actions but of a team of dedicated people who are diverse and passionate in their approach to delivering our contracts across the regions.

I conclude by extending my thanks to all who have invested in our organisation in any way small or large in order to promote, secure and sustain Employment Directions as we move forward. Your contribution is greatly valued.

Special thanks the Board, our CEO, the Senior Management Team, Chris Forbes (our long term volunteer) those serving on committees and others who represent to organisation through first aid, WHS or other are representatives of the organisation who take on additional responsibilities in support of the organisation. Thank you all for your time and leadership.

Helen Wood
Human Resources Manager



The financial year ending June 2014 completes the second year of the Employment Services Contract 2012-2015 extension. As predicted with no increase to the fee structure it has been yet again an extremely difficult year to achieve budget and income for the organisation.

It is unfortunate and disappointing that these results do not truly reflect the hard work by many who are committed and dedicated employees within Employment Directions.

The frustration at times is clearly visible and their feelings expressed as they continue to cope with and deliver stringent contractual compliance and reporting. The persistent attention to the administrative and reporting measures of the Contract reflects away from the real objective, genuinely working with disadvantaged people to overcome barriers with an aim to return to the workforce and sustainable employment.

There has been several announcements made to reduce red tape by the Federal Government however attention to reports, auditing and monitoring have increased. The performance assurance and contract monitoring has been continuous and regular since December 2013; these have included provider brokered outcomes, job placement fees, JSCI (Job Seeker Classification Instrument) National Project, jobseeker monitoring sample (File Audit) at all sites, placement upgrade audit, EPF (Employment Pathway Fund) and wage subsidy audit.

It has been acknowledged by Government there is a softening in local labour markets which has been the trend throughout the year; there remains the expectation outcome rates increase or at worst are maintained to maximise performance against KPI's and more importantly star ratings. The forecast is these soft labour markets are not going to improve. Employment Directions has maintained a steady 3 star rating across all ESA's nevertheless the overall percentile has dropped in some areas which is of concern.

Kadina successfully reached their yearly budget on the back of some excellent results in outcome claims being \$41,000 above budget. It must be acknowledged the outreach site at Point Pearce achieved an overall 4 star rating while in Stream 3 a 5 star rating. Sometimes it can be a little unfair to single out one individual however the achievements by Wendy Turner within the aboriginal community at Point Pearce are outstanding. It is the result of commitment, hard work, dedication and an extraordinary work ethic to fully support her clients. Wendy has established excellent partnerships with the Point Pearce Aboriginal Council, training organizations such as Tauondi College and many other local providers. It is a superb example of the real work being done.

Port Pirie failed to reach the budget targets set for the year. The main contributors to this result were outcome and job placement claims. The local labour market has been stagnant in the Port Pirie ESA with employers and businesses being very cautious while awaiting for the much anticipated redevelopment of the Nystar smelter.

This announcement has been made and a new smelter will be commissioned in 2016. The influence this will have on the labour market in the first half of 2014-15 will be minimal and there is no guarantee the workforce will increase from currently levels. The Port Pirie ESA remains as a 3 star provider. Some attention will be necessary as Port Pirie currently stands at -9% overall; this time last year the rating was -7%.

As always the next 12 months will present both old and new challenges; two significant challenges stand out. The first is performance both fiscally to increase the current position and star ratings to maintain the minimum 3 star rating level required by the Government. Secondly is preparation for the future and beyond via the next JSA Contract for 2015-2020.

The priority is the next tender so we can offer stable ongoing employment to current employees and remain as a highly reputable and creditable entity who provides crucial work within the local communities by deliver of an essential service to those who need it most. Unfortunately on occasions this is lost and quickly dissolved within the corridors of power. The environment and demographics of the future and how this will happen or be delivered is yet to be seen.

The Quality Management System has been audited and Employment Direction is now fully accredited against ISO 9001:2008 through the external auditor TQCS International. On completion of the accreditation a follow up external audit was conducted in conjunction with TQCSI to align Employment Directions Quality Management System and the Department of Employment & Quality Assurance Principles and has been successfully completed. Staehr Street Incorporated is now certified under the Quality Assurance Framework; this was a compulsory requirement for any future tender for JSA business.

The Quality Management System is beneficial in developing and maintaining consistency, document control, best practice and ongoing continuous improvement throughout the organisation. Staff understand the purpose of the Quality Assurance system, the need to be compliant and the benefits that result. A full audit and review of the system was completed throughout the year with the first surveillance audit scheduled for July 2014. Thank you to all staff and the Senior Management Team for the success of the Quality Assurance.

Caseload numbers at both Kadina and Port Pirie remained very steady with only minor movement. Port Pirie gained just 14 extra participants while Kadina numbers increased by 22.

Once again my appreciation and thanks to the Senior Management Team for the ongoing support with particular mention to the important work within the Quality Management System and how well it has been adapted within Employment Direction.

Thank you to the Board and Chair for your support of Employment Directions and all the staff for the important services we are contracted to provide. Your personal contribution and time is important.

To the CEO Rhia, many thanks for your support, assistance and guidance throughout the year, it is an important and very valuable role which is much appreciated; I look forward to the next 12 months.

Thank you to the Site Managers particularly Graham Gulin, Site Manager for Kadina and Port Pirie. I have worked very closely with Graham for many years, he is a great contributor, forever reliable with an outstanding work ethic; I appreciate and value his staunch support.

Well done to all the Employment Directions employees; it is a tough industry and it has been a tough year. The work you do is an exceptionally vital service to those who most need it; you should be proud of your achievements. I hope and trust we can continue to work together and look forward to the future.

Geoff Brand
Employment Services Manager
Port Pirie, Peterborough and Kadina



The main task for the year was to maintain a level of performance to guarantee the opportunity to be able to tender for the new 2015-2020 Employment Services contract, with the required level being a minimum of 3 stars or above at the Employment Services Area level. The level of performance across sites remained in line with the National average with:

- Clare Generalist Contract - 4 stars
- Clare People with a Disability Contract - 3 stars
- Gawler Generalist Contract – 3 stars
- Nuriootpa Generalist Contract – 3 stars

It was a difficult and slow 12 months as we experienced a downturn in growth, in our rural communities, less outcomes and less job placement. The downturn in the economy and business confidence in the regions, resulted in less vacancies being made available from employers and businesses

Financially Clare, Gawler, and Nuriootpa did not reach budget. This is a disappointing result but does not reflect the professionalism and commitment of the staff at Employment Directions. Job Placement and Outcomes were responsible for the majority of the budget deficit. The Department had announced that there would be less red tape to contend with, however this is not the case. There has been no increase in the fee structure, but the expectation from the Department has increased, with ongoing and continued monitoring and audits.

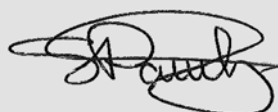
With the current contract we experienced Department of Employment contract changes to the services for the 2013-2014 contract. Employment Directions continues to deliver services and support to all our participants in line with our Mission Statement, Values, and Purpose. The assistance given to participants is individually tailored to meet their needs by that are committed, and passionate to make a difference both for the participant and for Employment Directions

Paul Chapman continued his role as Site Manager at the Clare Site. Anthea Elworthy became the Site Manager for the Gawler ESA , managing the Gawler and Nuriootpa Sites . Many thanks to the both of you, and much appreciated, for all your reliability, dedication and commitment, in a challenging environment .

Employment Directions had entered into the pilot program to obtain TQCSI ISO-9001 : 2008 Quality Accreditation. A substantial amount of work was done by our CEO and Senior Management to have a QMS Manual, and all correct standards, policies, documentary evidence in place to pass accreditation. Many thanks in appreciation to everyone concerned as Employment Directions have now the accreditation to move forward into the future. Future contracts with the Department of Employment could have been in jeopardy without this certification

Finally I would like to give my appreciation to our CEO Rhia Vines for all her ongoing support, to all the Senior Managers, the Site Managers and all staff. Staff is to be applauded for their commitment to be successful, taking on constant change and working to stringent timelines. I feel privileged to work with you all. To the Board I thank you for your contribution to Employment Directions

Sheryl Pawley
 Employment Services Manager & Deputy CEO
 Clare , Gawler and Nuriootpa



Employment Directions has been delivering Youth Services in the form of the Federally Funded Youth Connections program and the State funded Flexible Learning Options (FLO) initiative since early 2010. During this time we have been able to provide invaluable support and guidance to some of the most vulnerable and disengaged members of our community; it's young people.

Youth Connections

Youth Connections was funded by the Federal Department of Education and is coming to an end at the end of December 2014. Employment Directions as a Youth Connections provider was contracted to deliver education based outcomes to disengaged and disadvantaged young people in our region aged 13 - 19. The region covers the council areas of Barossa, Gawler, Light and Mallala.

Outcomes for this cohort of young people could comprise anything from addressing a mental health or substance abuse issue right through to commencing in a training course or sustaining an employment outcome. At the time of writing this report we had been successful in achieving outcomes for 53 of the minimum target of 100 young people for the calendar year. A great deal of effort has been expended at the local, State and Federal levels to try and extend the Youth Connections program past the contract end date of 31 December. It has been a highly successful program nationally which has achieved a great deal of success for young people. Unfortunately these efforts have been unsuccessful which will leave a large gap of servicing for young people going forward. We remain hopeful that other Federal or State based initiatives will pick up on the good work done by the Youth Connections program.

FLO

Flexible Learning Options (FLO) is a school enrollment strategy managed by the Innovative Community Action Networks section of the Department of Education and Child Development (DECD). Employment Directions has worked with 56 FLO students this year throughout our regions. These students have come from the following schools:

- Nuriootpa High
- Kapunda High
- Gawler and District College B - 12
- Angaston Primary
- Para Hills High
- Eudunda Area School
- John Pirie Secondary
- Balaklava High
- Riverton High
- Snowtown Primary
- Port Broughton High
- Orroroo Area School
- Ardrossan High School

Case managers work with students to develop a learning plan and connect with various forms of accredited and non-accredited education in order meet their learning goals and develop valuable employment and life skills. Outcomes for these students include such things as returning to school, undertaking a VET pathway through TAFE or another training provider, working on their school subjects in an external program such as Learning Support or simply engaging with their case manager to address their non-vocational barriers. As can be seen from the list of schools, case managers travel across the Barossa, Mid North and Yorke Peninsula in order to engage these students by any means necessary. Whether that be knocking on their door and visiting them at home, picking them up and dropping them off at work, meeting them at a café or a park or a library just to connect with the students, keep them engaged and support their learning pathway. Employment Directions plans to re-tender at the end of the year to remain a member of the DECD Panel of Preferred Providers to continue to deliver FLO services in the future.

Program Delivery

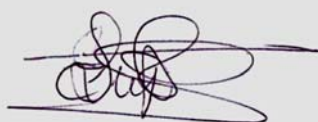
In addition to case management staff also deliver small group programs aimed at providing participants with valuable supports and skills they need to address their barriers to learning. Programs delivered throughout this year have included:

- Learning Support – facilitated support for young people to work on study assignments through school or other training provider.
- Getting Your L's – program to assist young people to obtain their learner driver's permit
- Lookin' Good Feelin' Good/Girls Group/Headstrong – various self-esteem and wellbeing programs for young women. Targeted such topics as cyber bullying, sexting, sexual health, positive communication, presentation, hygiene, self-expression.
- Life Skills (Incorporating Fitness) – program covering aspects of skills for life such as cooking, fitness, budgeting/finances, sexual health, employment, communication, wellbeing
- COPE – program supporting young men to cope with everyday stress and life situations
- Job Club – assistance for young people seeking employment to develop their resume and job seeking skills
- Art Group – forum for young people to express themselves artistically.

Plans for the Future

Plans for the next 6 months revolve around ensuring that our outcomes for Youth Connections are achieved while winding down the program. Program participants will be transitioned in to other programs and services as appropriate to their circumstances. We will continue to deliver FLO services and work in partnership with our local schools to give students real and robust alternatives to the standard curriculum which will lead to meaningful and sustainable educational outcomes.

Emma Stephens
Coordinator Youth Services



Employment Directions has continued its commitment to assisting the communities throughout our Employment Service Areas (ESA's) with the delivery of work experience projects in partnership with a variety of community organisations. These activities assist with the organisation meeting our DoE requirements, giving Jobseekers solid transferable skills to assist with entering/returning to the work force and local community based organisations to complete projects to better support the disadvantaged within the community.

Projects conducted during the period include:

The ongoing Computer Recycling Projects conducted at Gawler and Port Pirie. Individual recipients included people receiving the Disability, Aged, Carer and Veterans Pensioners and Single Parent and New-Start payments, as well as people receiving a low income.

Gawler

During the past 12 months, 414 computers have been inspected, along with numerous monitors, printers and other hardware components (hard drives, CD-ROM drives, floppy disk drives and modems etc.). A total of 410 Computers were upgraded and donated back into the community via the Gawler Community House, this compares to 151 donated back into the community in 2012-2013 financial year.

Port Pirie

During the past 12 months, 183 computers have been inspected, along with numerous monitors, printers and other hardware components (hard drives, CD-ROM drives, floppy disk drives and modems etc.). A total of 171 Computers were upgraded and donated back into the community via Uniting Care Wesley Port Pirie, this is roughly the same number as last year.

Participants of both projects received structured training and work experience in identifying internal computer components, testing, fault finding and computer assembly. They also gained an understanding of the computer hardware and software and how to install various software programs. Participants also received training in the use of Excel & Word.

A new project commenced in October 2013 in partnership with the Light Regional Council to assist with the rejuvenation of the Kapunda Copper Mine Site.

Since commencing this project we have restored a large stone wall across from the original Mine Managers Cottage, built a new stone wall with seats that overlooks the mine site. Participants have also uncovered pre-existing foundations of buildings on site, these are now being rebuilt to a metre high structure to give visitors more of an idea of the original lay out of the Mine.

This activity has given participants hands on experience in stone masonry an art form that is slowly disappearing as a skill set. These skills can benefit the local area in the future with the aging stone work spread around our ESA's.

The Mine Rejuvenation project has led to the opportunity in 2014 -2015 to partner with the Gawler Council to assist with the restoration of stone walls in the council area.

Other Projects

- *Steamtown Heritage Rail Centre in partnership with the Peterborough Regional Council, refurbishing old locomotives, carriages and maintaining site.*
- *Gawler South and Gawler Centrals Sporting Clubs, general maintenance and construction new structures.*
- *Gawler Women's Health Centre, construction of a new veranda.*
- *Claire Golf Club and Clare Agricultural Society, general maintenance and construction new structures.*

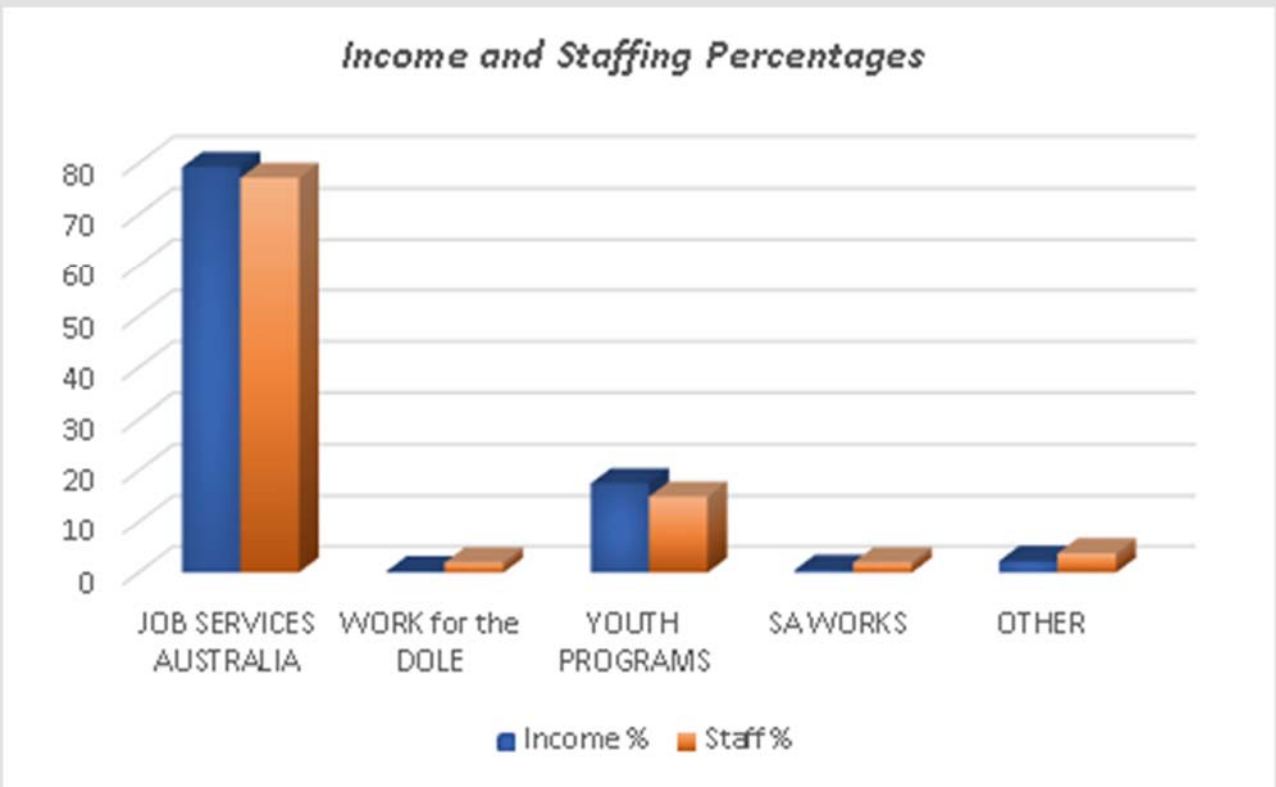
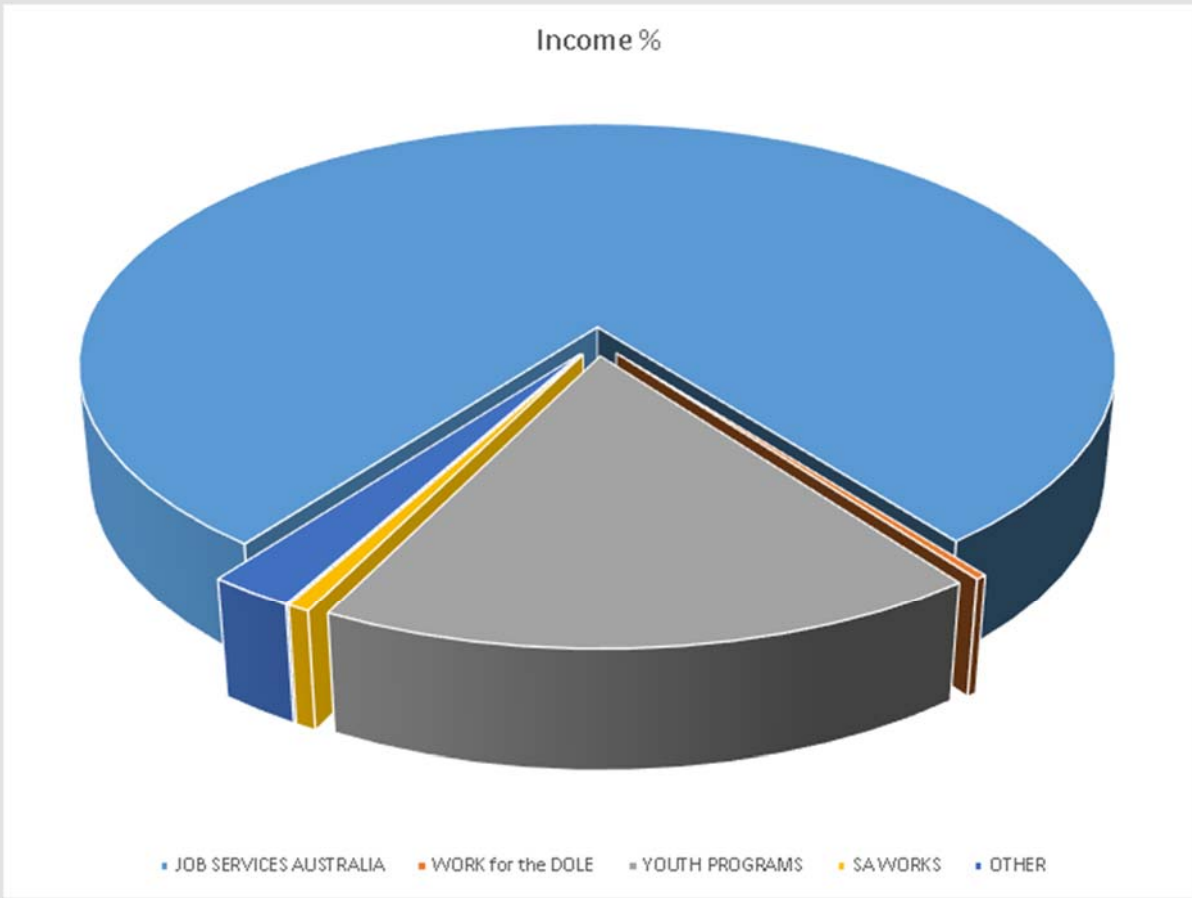
These activities have provided participants with valuable experience in the use of hand and power tools, sandblasting, preparation and painting, building and metal work skills.

At the 30th June 2014, 1229 jobseekers were commenced into the Work Experience or Compulsory Activity Phases throughout the three Employment Service Areas. This compares to 1086 jobseekers at the 30th June 2013 and 676 at the 30th June 2012.

With the Departments Work for the Dole pilot project commencing July 2014 in the Gawler ESA for those aged between 18 and 29 we are looking for additional Host placements. If anyone knows of a not for profit organisation that maybe interested in hosting an activity or you believe could use our assistance with any new or existing projects, please feel free to pass on our details.

Michelle Brown
Work Experience Project Coordinator





Staehr Street Incorporated
Minutes of the Annual General Meeting

Tuesday 22nd October 2013

Cafe Nova

19 Murray Street, Gawler

Meeting declared open at 8:00am

1 Attendance:

Board Members: David Evans, Penny Johnston, Tim Kroehn, David Perry, Peter Orvad, Dick Milner

Staff: Geoff Brand, Sheryl Pawley, Helen Wood, Steve Mardle, Cathy Dyer, Paul Chapman, Kirstie Barr, Michelle Brown, Rhia Vines, Cy Ann Neuendorf, Helen Glen, John Boon, Emma Stephens, Ros Catford, Natasha Boxall, Brenton Clarke, Lena Williams

Community: Brian Sambell (Town of Gawler, Mayor), Norm Crowther (Clare Agricultural and Horticultural Society) , Rob Burgess (Retired Employment Directions) , Lyn Burgess (Retired Employment Directions), Michael Kroon (Career Employment Group), Anne Marie Orvad

2 Apologies: Karen Steed (Employment Directions), Tristan Watson (Board Member) , Del Chadburn (Employment Directions), Anthea Elworthy (Employment Directions) , Nick Champion (MP), Tony Piccolo (MP), Jennie Durdin (TAFE SA), Penne Skews (TAFE SA), Tony Harnett (Community Business Owner) , Glenda Pain (Port Wakefield Community Newsletter) , Maria Koba (DECD), Janet Elliot (Gawler and District College), Pam Makin (Carers Link), Paul Amos (The Co-Op), Ivan Venning (MP), Faye March (TAFE SA), Emanuela Simos (DECD)

3 Welcome David Evans

David Evans opened the Annual General Meeting of Employment Directions for 2013 and welcomes those attending. David acknowledged members of the community who attended; Mayor Brian Sambell, Norm Crowther from Clare Agricultural and Horticultural Society, Rob and Lyn Burgess who are recently Retired Employment Directions staff members and Michael Kroon from Career Employment. Unfortunately some community members could not join us today; they include MP Ivan Venning, MP Nick Champion, Tony Piccolo Member for light, Regional ICAN Manager Maria Koba and Emanuela Simos ICAN State Manager.

David briefly explained that Employment Directions is a community based not-for-profit organisation delivering Employment Services to communities in the Gawler, Barossa, Mid North, Yorke Peninsula and Port Pirie regions. We also deliver services to various outreach locations and have a funded Youth Service in the Gawler and Barossa regions.

4 **Acknowledgement of the Land** **Rhia Vines**

Rhia Vines welcomed all attending the Annual General Meeting of Employment Directions for 2013 and the traditional land acknowledgement.

We acknowledge that we are meeting on the traditional lands of the Kurna people.

We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

5 **Minutes of the Previous Meeting** **David Evans**

Moved Sheryl Pawley, seconded Tim Kroehn that the minutes of the Annual General Meeting of Employment Directions held on 23rd October 2012 be accepted with all in favour.

5 **Business Arising** **Rhia Vines**

5.1 **Election of Board Members**

Most of Employment Directions current Board members are now moving into the 2nd year of 2 year term therefore there is no re-election. The other board members are relatively new and in their first year. Rhia Vines asked if there are any other nominations for the Board of Employment Directions. Interested parties can either nominate now or speak to David Evans or Rhia Vines after the meeting.

6 **Reports**

6.1.1 **Chairperson's Report** **David Evans**

Welcome to the AGM for Staehr Street Inc (an association incorporated under the Associations Incorporation Act 1985 SA) which trades as Employment Directions. The Association is governed by a Board of volunteers. My name is David Evans and It is my privilege to act as Chairman of the Board of the organisation. We still don't know what the new Australian government thinks about employment services, no doubt we will find out in due course.

This is the AGM after the first year of a new three year contract to deliver Employment Services, there is and was the usual uncertainty as to job seeker flows. The uncertainty whether the new contract will be deliverable with a modest surplus, I think it is safe to say we are not yet sure.

There have been extensive changes to systems and a need for the organisation to catch up and incorporate those changes. There has been an increase in unprecedented audit activity, while we understand the need for it this organisation has always operated honestly and fairly. We typically have no adverse findings; we cannot but be a little resentful as it wastes so much otherwise productive time.

Imposition of new quality framework has overall been a good initiative but very expensive in terms of time away from core business. We have experienced a change to general economic circumstances and therefore employment circumstances with less jobs and increased people in competition for them. The reduction in State government activity in the area of employment has impacted and is resulting in a deficit of \$267,750.00. Notwithstanding that; the organisation is in a good position to continue to deliver the services which make such a fundamental difference to peoples' lives. We assist young people with difficulties which threaten their successful schooling and in consequence their future. We locate jobs for people and we help people overcome barriers to employment.

In order to continue to operate we are shifting our financial focus to more provision for unanticipated expenses; We are prepared to have recourse to assets in an orderly way to support the organisation through troughs in operations and we are paying more attention than ever to budgeting and the viability of individual programmes. To assist with all of this the Board has been strengthened by two new members. On behalf of the Board I would like to thank the organisation for the splendid group effort in sometimes trying and uncertain times.

6.1.2 Chief Executive Officer's Report Rhia Vines

In previous years I have highlighted changes or events impacting on our business – whether planned by us or enforced by contractual obligations - which have been a one off and have afforded us a lead time to plan and prepare for them. It has been a tough year, the Costs are up and the income is lower. Throughout the year we have experienced greater monitoring, this is never concerning as we continually to run by the guidelines and maintain strong ethics toward this. However can become quite time consuming for staff in their general business tasks.

All of which has meant that as a provider of Employment and Youth services we faced a tough year financially - as you will see from our accounts. To this end we are no different to any other JSA provider and the indications are this shows no signs of improving until the contract changes in 2015. Despite this our sites maintained their Star Ratings for JSA in a very competitive market and our youth services continued to provide a quality and individualised service to young people in the Barossa, Mid North, Port Pirie and Yorke Peninsula areas. Kadina maintained 3 Stars in Job Services Australia and Person with a Disability overall, but is a high 4/5 Stars for Person with a Disability in stream 4. Pt Pirie and Peterborough maintained 3 stars; Clare 4 stars Job Services Australia and 3 Person with a Disability. Nurioopta and Gawler sites steadily maintained 3 stars within their ESA.

In January and February next year all JSA providers face business reallocation If their Star Ratings remain below 3 Star. Our ESA's must be 3 stars and above, this is our focus for next 6 months to reframe from this happening.

Throughout the year, we were also unfortunate to have just over a third of our staff leave the organisation. Some really great people left us for personal or logistical reasons and my hat goes off to Helen and all the respective managers who spent a lot of time interviewing, selecting and training new staff, one of the new staff is Michelle Brown who moved into the Community Coordinator role is doing a fantastic job within all regions. We have some great programs running and have proven to be a success to everyone involved.

Our continued success is founded on the commitment, skills and expertise of much valued staff across the organisation and appreciation and thanks go to everyone for their ongoing dedication and commitment in achieving what we do.

For me, the support that not only I but the whole organisation receive from the Senior Management Team is second to none and I want to thank them for their individual knowledge, skills and daily contribution.

I would also like to acknowledge the ongoing commitment of the Employment Directions Board of Management providing effective governance and leadership to the organisation. The time, commitment and knowledge that the Board bring to governing our organisation on a voluntary basis, is greatly appreciated.

7 **Appointment of Auditor**

Last year we reviewed our Audit services via an expression of interest and submission. The successful firm was Grant Thornton. At this stage I would like to propose the reappointment of Grant Thornton as Auditor.

Moved David Perry, Seconded David Evans with all in favor.

8 **Any other business**

9 **Meeting Closed 8:25am**

Norm Crowther- Thanked Employment Directions "The Gang (Clare Site)" for all the work, time, commitment and input they have for their client. He explained that it has been a pleasure working with them in the community.

**STAEHR STREET INC.
T/AS EMPLOYMENT DIRECTIONS
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2014**


	2014	2013
	\$	\$
<u>INCOME</u>		
<u>Commonwealth Government Funding (DoE)</u>		
Job Services Australia	2,900,605	3,042,339
Work for the Dole	11,810	16,280
Youth Connections	426,699	422,893
	<u>3,339,114</u>	<u>3,481,512</u>
<u>State (SA) Government Funding</u>		
ICAN	216,968	224,009
SA Works	20,355	79,522
	<u>237,323</u>	<u>303,531</u>
<u>Other Income</u>		
Business & Community	41,752	23,758
Bank Interest	-	1,726
Rental of Offices	15,482	4,500
Wage Subsidies	25,600	36,500
	<u>82,834</u>	<u>66,484</u>
TOTAL INCOME	<u>3,659,271</u>	<u>3,851,527</u>
<u>EXPENDITURE</u>		
Staff Costs	2,786,792	2,996,976
Accommodation	140,125	163,604
Program Resources	48,312	90,748
Administration		
- Advertising & Promotion	17,194	56,992
- Audit Fees	12,050	11,950
- Bank Charges	10,685	4,458
- Computer Expenses	82,855	99,060
- Depreciation of Fixed Assets	56,194	60,369
- Depreciation of Motor Vehicles	96,763	111,508
- Depreciation of Computer Network	11,066	15,381
- Depreciation of Telephone System	2,884	4,121
- Equipment (Minor Purchases) & Repairs	2,567	2,489
- Insurance	32,798	36,066
- Interest - Building Mortgage	55,389	63,716
- Motor Vehicle & Staff Travel Expenses	105,766	128,932
- Photocopying Costs	5,166	8,234
- Stationery & Postage	37,571	48,483
- Subscriptions	11,678	10,764
- Telecommunications	185,024	192,819
- Other	25,148	12,617
TOTAL EXPENDITURE	<u>3,726,027</u>	<u>4,119,287</u>
SURPLUS/(DEFICIT) FOR THE YEAR	<u>(66,756)</u>	<u>(267,760)</u>
Other comprehensive income for the year	-	-
TOTAL COMPREHENSIVE INCOME	<u>(66,756)</u>	<u>(267,760)</u>

STAEHR STREET INC.
T/AS EMPLOYMENT DIRECTIONS
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2014

	Note	2014 \$	2013 \$
<u>CURRENT ASSETS</u>			
Cash on Hand		2,200	2,200
Cash at Bank		(119,931)	22,932
Receivables		157,172	122,927
Prepayments		48,025	124,584
Accrued Income		61,662	58,537
<i>Total Current Assets</i>		<u>149,128</u>	<u>331,180</u>
<u>PROPERTY, PLANT AND EQUIPMENT</u>			
Building at Cost		1,407,858	1,407,858
Less Provision for Depreciation		(144,442)	(118,658)
Building Improvements at Cost		622,106	622,106
Less Provision for Depreciation		(80,467)	(69,413)
Plant & Equipment at Valuation July 2000		28,163	28,163
Less Provision for Depreciation		(26,468)	(26,148)
Plant & Equipment at Cost		458,890	456,789
Less Provision for Depreciation		(370,515)	(351,479)
Leased Plant & Equipment		92,083	92,083
Less Provision for Depreciation		(92,083)	(92,083)
Motor Vehicles at Cost		418,437	456,663
Less Provision for Depreciation		(202,462)	(178,976)
Computer Network at Cost		289,488	289,488
Less Provision for Depreciation		(263,666)	(252,599)
Telephone System at Cost		89,615	89,615
Less Provision for Depreciation		(82,884)	(80,000)
<i>Total Property, Plant and Equipment</i>		<u>2,143,653</u>	<u>2,273,409</u>
TOTAL ASSETS		<u>2,292,781</u>	<u>2,604,589</u>
<u>CURRENT LIABILITIES</u>			
Payables		71,644	52,445
Accrued Expenses		110,596	104,579
Income Received in Advance		1,748	105,723
Leave Provisions		449,078	504,494
GST		90,343	83,619
Equipment Loan Finance		41,894	80,243
Building Mortgage		79,608	68,340
<i>Total Current Liabilities</i>		<u>844,911</u>	<u>999,443</u>

**STAEHR STREET INC.
T/AS EMPLOYMENT DIRECTIONS
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2014**

	Note	2014 \$	2013 \$
<u>NON-CURRENT LIABILITIES</u>			
Equipment Loan Finance		8,379	16,859
Building Mortgage		600,490	675,464
Leave Provisions		23,114	30,180
<i>Total Non-Current Liabilities</i>		631,983	722,503
TOTAL LIABILITIES		1,476,894	1,721,946
NET ASSETS		815,887	882,643
<u>MEMBERS' FUNDS</u>			
Opening Accumulated Funds		771,502	1,039,262
Deficit for the Year		(66,756)	(267,760)
		704,746	771,502
General Reserve		52,087	52,087
Asset Revaluation Reserve		59,054	59,054
		815,887	882,643
TOTAL MEMBERS' FUNDS		815,887	882,643



Employment
Directions
appreciate your
attendance at
2014's AGM

We would like to
take this
opportunity to
thankyou for your
ongoing support

