

Enterprises and employability: building capacity and resilience



ANNUAL REPORT 2010

Enterprises and employability:
building capacity and resilience

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Why we're here

Our mission is to engage with individuals and communities to build the capacity to improve lives through new skills, access to technology, community contribution and fulfilling employment.

We work with people at risk of social and economic exclusion who are seeking to improve their lives by improving their employability. The Australian Department of Education, Science and Training considers employability skills as “non-technical skills and competencies which play a significant part in contributing to an individual’s effective and successful participation in the workplace”.

For WorkVentures, this means providing people with the skills, attitudes, behaviours and resources that result in:

- Work experience
- Traineeships and apprenticeships
- Volunteering/mentoring/community contributions
- Self-employment, or
- Permanent employment.

Building communities that work

During 2010 we underwent a strategic review, as part of which the board and the executive team reassessed the organisation’s vision, mission and purpose. There was unanimous agreement that our longstanding vision, “communities that work”, continues to neatly encapsulates our aims – improving opportunities for employment as a means of supporting communities to function better.

After a lot of discussion, we streamlined our social objective to that of improving employability. Since the very early days of WorkVentures, we have looked to skills training and employment as the way to create long-lasting opportunities and choices for people.

Our ‘five pillars’

Over the past few years, WorkVentures has been using several guiding principles that we have referred to as our ‘five pillars’:

- Narrowing the digital divide that exists in disadvantaged and isolated communities
- Creating pathways and opportunities for employment
- Supporting individuals and communities to build sustainable small enterprises
- Encouraging individuals back into learning through lifestyle and educational programs
- Working with Indigenous people and communities to identify and facilitate sustainable solutions to long-term issues, and to be an agent for change and progress in their communities.

Our key statistics for 2010 were lower than previous years due to the closure of our Employment Services Division in June 2009, closure of two of our inner city Connect Centres in October 2009, and reduction in PCs sold in Connect IT in 2010.

Through our strategic review we have identified that we do not have sufficient capability or skills to support individuals and communities to build sustainable small enterprises, so from 2011 onwards this will not be a strategic objective. We will continue to support individuals who wish to move towards self-employment as part of our overall objective of employability.

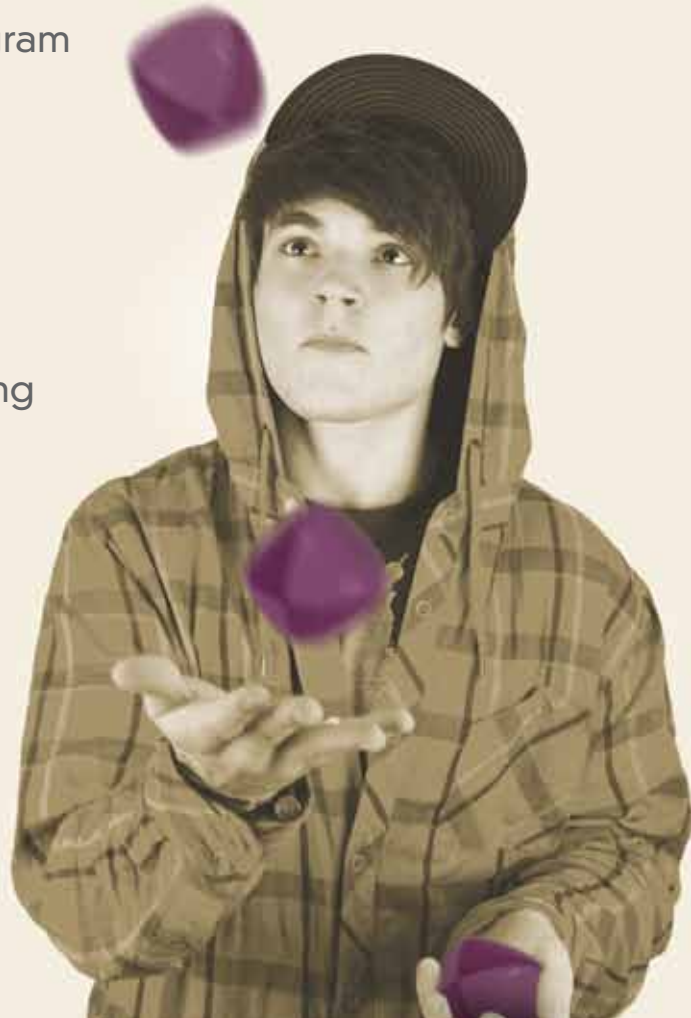
Five pillars key statistics 2008 to 2010 – number of people assisted*

	2010	2009	2008
Narrowing the digital divide	8,760	10,546	9,251
Creating pathways to employment	1,965	2,693	2,523
Building sustainable small enterprises	0	38	85
Individuals into learning	222	416	450
Indigenous communities	172	290	125

*Each person was counted only once, in the primary category, regardless of whether the person had activities in other categories. Where direct tracking is currently not available, estimates from relevant data were used.

The year at a glance

- We ran our first train the trainer course for our new i.settle.with.IT program, supported by Microsoft Australia. The program supports refugees and migrants by providing them with IT tools and resources to overcome the obstacles to finding employment and adapting to Australian workplace culture and practices.
- WorkVentures received an award in the 2010 University of Technology Sydney Human Rights Awards for i.settle.with.IT, which was highly commended in the Social Inclusion category for its work as a community partner for Dr Linda Leung. Dr Leung was highly commended for her work in generating new knowledge about the importance of technology in refugees forced migration and resettlement experiences, which is now supporting the development of settlement programs for refugee communities.
- In November we delivered our 30,000th PC purchased through our Connect IT program since it started in 2002.
- 138 youth successfully completed our computer training program iGetIT. We delivered 18 courses in conjunction with partner organisations around the country, with 62% of the participants living in regional or remote areas. iGetIT is a short course that offers accredited outcomes and teaches indigenous and disadvantaged youth about basic computer assembly and de-bugging. It is supported by the AMP Foundation.



Report from the CEO and President

As we write, our neighbours are reeling from the impact of a series of natural disasters – floods in Queensland and Victoria, followed by cyclone Yasi in northern Queensland, fires in Western Australia, and catastrophic earthquakes in Christchurch and Japan. We express our sympathy and support for everyone affected by these calamities.



(Above) Arsenio Alegre, CEO and Neville Cox, President.

Recovery from each of these events will require long-term commitment to rebuilding. Governments and communities face the unenviable task of deciding how to re-allocate limited resources amongst competing priorities including maintaining current service levels.

On what basis will these resource allocations be done? Certainly, there will be difficult trade-offs. How do we know whether the right decisions are being made?

Community organisations, not-for-profits and government bodies struggle with these questions daily. How do we know that the resources we apply, effort we put in and decisions we make are actually achieving the changes we believe can improve our society for everyone?

We've been using our 'five pillars' to guide us (our performance against those pillars is shown elsewhere in this report) and over the past year, WorkVentures has been working on these same questions as they apply to our own programs to check that we are on the right track.

As a result of countless formal and informal discussions and conversations throughout 2010, WorkVentures has re-affirmed its belief that access to training, education, employment and networks can empower individuals in excluded communities to find self-sufficiency.

With this in mind, we have defined our social impact objective as being to improve the employability of the people we work with, and have identified more clearly our target groups.

This involves providing people with the skills, attitudes, behaviours and resources that result in work experience, traineeships, volunteering, self-employment, or permanent employment.

This is really not a major shift, rather an important refocusing as to where our expertise and influence lie; where we can have the greatest impact. We have been working in the areas of training and employment for more than 25 years!

For about 10 years, we have been providing access to computers and training through our Connect Centres. The changes occurring in these communities arising from state and Commonwealth government policies present us with the opportunity to reinvent our Connect Centres and address new challenges in these communities so we can make the most difference.

Key for us is to link our programs and activities to our social impact objective, and to be able to measure our impact. This will help us improve delivery of our current projects and identify gaps where new programs should be developed. During 2010 we identified a potential measurement tool that we will be piloting with several of our programs in 2011.

We have been supported through this process by Jon Huggett, who was previously a partner with The Bridgespan Group. Jon has contributed a commentary on social impact that you can read later in this report.

The WorkVentures Board has been fully engaged with this process, working with the executive team and supporting the combined vision for the organisation through an investment in capacity. This investment in IT, infrastructure and human capital could not all be absorbed within current year's operating surplus and for 2010, a loss was budgeted. However, despite a shortfall in Connect IT, we ended the year slightly better than budget.

Improving internal communications across our seven sites in Sydney and Melbourne is also an important objective and the launch of a staff newsletter is one of several initiatives. Another is the development of a new intranet with easy access to policies, procedures and other documents.

As the system is further developed, we expect more improvements in this area in addition to the recommendations from the working groups flowing from our staff survey in 2009.

All of this work will lay the foundation for the next three years. We have spent the past few years piloting and implementing new programs, such as our unique computer skills training programs aimed at indigenous youth, and more recently at migrant and refugee communities.

On a personal note, we acknowledge and thank Steve Ward for the considerable time and energy he has generously donated to WorkVentures as a long-standing Board member and wish him well in the future. Steve joined the Board in 1993 and retired at our AGM in April 2010.

During 2010 three new members joined the WorkVentures Board – Melissa Richardson, Phillip Small and Jim Hungerford. They each bring experience and skills to the Board that will complement and enhance our existing Board expertise, and we welcome them.

Finally, we thank those who make it all happen – our staff and volunteers, our community partners, and the organisations that support our work through funding or the donation of expertise or equipment.

“Key for us is to link our programs and activities to our social impact objective, and to be able to measure our impact. This will help us improve delivery of our current projects and identify gaps where new programs should be developed.”



About our organisation

2007 to 2011

Looking back at our booklet 'Trailblazing', published in 2005 to mark our 25th anniversary, the organisation at its core looks remarkably similar on paper to how it did then.

Back in 2005 we were also a Group Training Organisation and a Registered Training Organisation, running a traineeship program and accredited skills training. We had established technology-based Connect Centres located in public housing estates around Sydney, and our technology repair business SIRC was growing strongly.

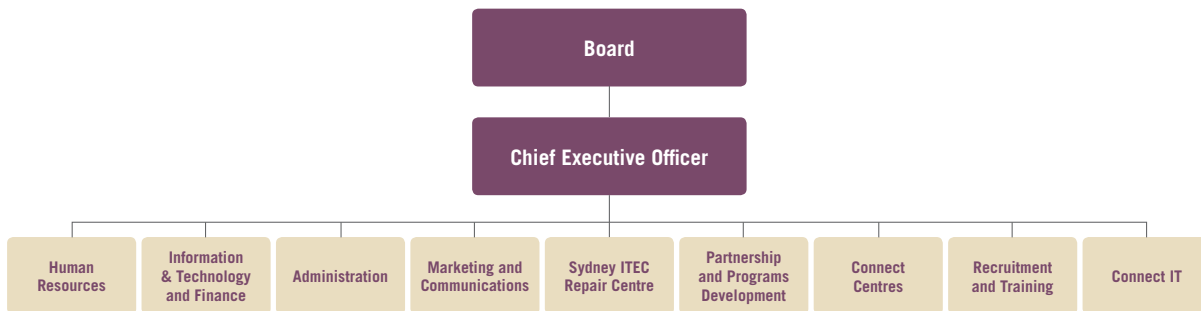
At that stage we were still involved with business services, supporting small enterprises to become established, and employment services as part of the Job Futures network.

A new era began in WorkVentures in 2007 when long-standing CEO and founder Steve Lawrence stood aside as CEO and took up the role of Founder and Social Entrepreneur.

By then, the organisation had moved away from its business services work and in 2009 we closed our only remaining Employment Services office. However, in 2010 we re-confirmed our commitment to improving employability for people facing social exclusion, working on the belief that access to training, education, employment and networks can empower individuals in excluded communities to find self-sufficiency and, in effect, going back to our roots.

One of the challenges for a social enterprise is to juggle the need to create social impact with the need to be financially sustainable. The organisation is now focusing on building the capacity of our two core community program streams and three core enterprises.

WorkVentures Organisational Chart



SIRC

Our technology repair business SIRC continues to be the financial engine of the organisation, operating a business with 107 staff and a turnover of more than \$10m. SIRC is run on commercial standards, and the surplus funds that are generated are used to support WorkVentures and its community projects.

SIRC is our large IT repair operation. Since 2007, SIRC has taken on a major new client in the telecommunications sector that required additional infrastructure and a change to the client mix and skills base.

SIRC continues to provide reliable, high quality electronics repair services to clients such as banks, retailers and telecommunications companies, as well as supplying refurbished PCs to our Connect IT program.

Connect IT

Our Connect IT program began in 2002 offering low cost refurbished PCs to low income households, thanks to initial and continuing significant support from The Westpac Group and Microsoft Australia.

In 2007, Connect IT secured the support of Centrelink to promote the program through its network of 300 customer service centres and its publications.

By the end of 2010, Connect IT has delivered more than 30,000 refurbished low cost PCs to low income households, schools and non-profit organisations around the country.

After a strong finish to 2010, Connect IT has great momentum heading into 2011, thanks to support from existing donors such as Macquarie Group, Lend Lease, Stockland and IAG. We are also developing new donor partnerships and are implementing new logistics and recycling partnerships, which will allow us to provide better service to all of our equipment donors. As our supply becomes more reliable, we will be able to increase our marketing efforts and provide more PCs to low income households.

“A new era began in WorkVentures in 2007 when long-standing CEO and founder Steve Lawrence stood aside as CEO and took up the role of Founder and Social Entrepreneur.”



Recruitment and Training

Creating pathways to employment has always been a key element of WorkVentures' philosophy.

Our Recruitment and Training division manages our traineeship and accredited training programs, creating entry level positions so our trainees can gain valuable work experience and achieve a nationally recognised qualification.

In 2009 the division began to focus on specific industries and implemented several programs to improve retention of trainees through their entire 12 or 24 month traineeship, both of which have proven to be successful and have led to solid and consistent growth. In 2007, we placed 45 trainees, had 27 trainees successfully complete their traineeships, and an average retention rate of 43%. By comparison, in 2010 we placed 81 trainees into employment, had 52 complete, and an average 65% retention rate, which is well above industry standard. Our targets in 2011 mean that the division will need to expand to manage the additional workload while continuing to attract new host employers and create new positions.

Connect Centres

We undertake our work in the community through several different channels. We understand that it's important to be part of a community in which we want to work in the long term, so we have three Connect Centres located in Campbelltown in Sydney's south-west.

There are already a number of community and government organisations that work in the area providing basic services, so our Connect Centres offer access to skills and support that enhance these existing services, helping people to choose to take the next step.

In 2007, our Centres focused on offering access to computers and the internet, and providing technology-based skills. As access to internet cafes, low cost laptops and mobile devices increases, the need for fixed locations such as our Connect Centres that provide these services has reduced. In 2009 we closed two of our Centres in the inner city of Sydney, concentrating on our three Centres in the Campbelltown area.

Increased funding has allowed us to implement additional programs through those Centres, not just around technology skills training, but also a wider range of lifestyle and personal skills such as our iKINNECT program, funded by the AMP Foundation, that targets indigenous students in conjunction with Airds High School, and our accredited community kitchen and cookbook projects. In 2011 we will be focusing more on accredited training, expanding local partnerships and developing longer term visions for our clients.

Partnership and Program Development

We also work with partner organisations in their communities, offering our expertise in training and technology to support their network of clients and supporters.

Our Partnership and Program Development area designs and implements programs that are delivered through these community partnerships and also through the web. The projects leverage WorkVentures' infrastructure and strong IT capability, and target specific community groups.

In 2007 we had only just begun to develop our partnership approach, with two projects (PCs Into Homes and iGetIT) entering the pilot phase. During 2008 and 2009, these programs were further developed and implemented, and a new project was undertaken (Welfare to Work). The iGetIT program, also funded by the AMP Foundation has continued to be refined and implemented, and is now established as a highly successful program working with a variety of partners. The courses are already fully booked for 2011 with a number of organisations on a waitlist should additional funds become available.

In 2010 we started partnering with organisations working with migrants and refugees, a new area for WorkVentures. Through our i.settle.with.IT program, funded by Microsoft Australia, we developed an IT training package covering a range of skills, designed for migrants and trainers working with migrants. This project included a trial in conjunction with the Social Inclusion Pathways for Refugee Youth (SIPRY) initiative, involving organisations such as TAFE, Centrelink and the Department of Immigration and Citizenship. In 2011 we will be building an online IT training and assessment tool that will be made available to thousands of jobseekers and to those who are interested in knowing more about IT.



Infrastructure and support

WorkVentures' operations are supported by in-house expertise including Human Resources, Finance, IT, Administration, and Marketing and Communications.

Since 2007 there has been significant investment in the support services divisions of WorkVentures, in terms of physical infrastructure and human capital.

In line with our growth, our main office has moved from Surry Hills to the CBD of Sydney, and our IT systems and databases have been and continue to be upgraded, in line with new technology and new software developments. We have grown the capacity of our human resources and marketing and communications functions to provide more timely, cost effective and consistent internal support for all areas of the organisation.



What we achieved in 2010

Reports against the five pillars

WHAT WE ACHIEVED IN 2010

Narrowing the digital divide that exists in disadvantaged and isolated communities

The Australian Bureau of Statistics (ABS) reports in 'Household Use of Information Technology Australia 2008-09' (published in December 2009) that between 1998 and 2008-09, household access to the internet at home has more than quadrupled from 16% to 72%, while access to computers has increased from 44% to 78%.

This means that almost 1.8m households in Australia still do not have access to a computer, and 2.3m homes do not have access to the internet.

There are 2.3m households in Australia with children under 15 years, and of these 209,000 or 9% had no access to a computer, and 321,000 or 14% had no access to the internet.

Overall, access to the internet is significantly lower than average for people 65 years or over, those with lower household incomes, people who are not employed, and indigenous people.

In *The strength of internet ties* published in 2006 by the Pew Research Center in the US, internet use provided online Americans with "a path to resources, such as access to people who may have the right information to help deal with a health or medical issue or to confront a financial issue". These results indicated that those connected to the internet were more likely to seek assistance on health, education, employment and financial issues. For nearly one-third of those surveyed, the internet had played a 'crucial' or 'important' role in helping them sort through their options on at least one of these issues.

“There are 2.3m households in Australia with children under 15 years, and of these 209,000 or 9% had no access to a computer, and 321,000 or 14% had no access to the internet.”

WorkVentures has focussed on narrowing the digital divide by targeting access to computers and the internet, and the lack of technological skills. Our Connect IT program delivers low cost PCs to low income households around Australia, while our Connect Centres offer free access to PCs and the internet to residents of public housing estates in south-west Sydney. We address technological skills through basic courses in software, traineeships in IT, and structured short courses offering the opportunity to gain accredited units that can count towards a Certificate in IT.

Connect IT

In 2010, Connect IT delivered 5,751 low cost PCs to low income households, not-for-profit organisations and schools, with a high proportion of sales to regional and remote areas. Of these sales:

- 32% went to seniors
- 25% went to disability pensioners
- 14% went to supporting parents
- 13% went to job seekers
- The remaining 16% went to other pensioners, low income households and non-profit organisations.

Since Connect IT started in 2002, it has delivered more than 30,000 low cost PCs across Australia.

One of our partners, Bridge Housing Limited, received two awards in 2010 for their ‘Bridging The Digital Divide Project’.

Bridge Housing is a not-for-profit community housing provider, and their ‘Bridging The Digital Divide’ project provides their tenants with subsidised access to technology and the internet. The PCs for this program are sourced from WorkVentures Connect IT, which are in turn sourced from our donor partners.



In June, Bridge Housing received the ‘2010 Australasian Housing Institute Professional Excellence in Housing Award – Leading Innovation Category’, and in November, they received the ‘NSW Federation of Housing Associations Award – Creative Solutions’.

Accredited training and traineeships

As a Registered Training Organisation, WorkVentures delivers accredited training including short courses and traineeships in IT.

In 2010 we began to offer accredited training outcomes as part of our existing iGetIT! program, teaching young people about basic computer assembly and de-bugging. We also offer accredited IT units through our new i.settle.with.IT program, which is designed for migrants and trainers working with migrants.



Case study: Andrew



WorkVentures' SIRC operation takes on more than 80 high school students in work placements each year. This is Andrew's story.

Anyone with a high school student in the family knows how hard it can be to find an appropriate work experience placement for them. For a student studying an industry-based vocational education and training course such as information technology, the requirement is more intensive, requiring 35 hours of work placement in Year 11, and another 35 hours in Year 12.

Finding a vocational work placement can be challenging, as employers don't want to spend the time with the students and most aren't set up to give the required level of supervision or guidance to them.

For students with a disability, it becomes much more difficult, as they have to find not only suitable work experience but also a physically suitable

workplace and a supportive work team that allows for special needs and carers or buddies.

Andrew is one student who recently had a week of work experience in the Re-use workshop at SIRC. The workshop refurbishes computers under contract to major organisations, and refurbishes and loads software onto the donated computers that are resold through our Connect IT low cost computer program.

The Re-use workshop is a small world of its own, tucked into a corner on the ground floor of SIRC's large warehouse and filled to the brim with computers, screens and cables, all in various states of repair or testing. Andrew is in Year 11, is vision impaired and autistic. He is planning to study accounting at TAFE when he finishes high school, but needs support to move onto tertiary training.

Thankfully, TAFE has a strong support network, and helps students like Andrew by providing someone to assist with his learning needs and for his vision impairment.

“The students seem to really enjoy it here – it’s a friendly environment and the work is hands-on and constructive. It’s real work and they understand where the computer will end up and what their work has achieved.”

DON QUINN, SIRC

Case study: Andrew *(continued)*

One of the key elements of work placement is the exposure to so-called employability skills – understanding the social aspects of a workplace and what sort of behaviour is expected. For someone who is autistic, an unfamiliar situation like a new workplace can create huge anxiety.

Andrew is very intelligent, but anxiety is potentially a big issue, so Andrew prepared for his work experience by working out beforehand how to find SIRC and travel there. Through his school system, a buddy was arranged to meet him on his first day and visit him while he was at SIRC.

SIRC is well used to work placement students – they have a well-established program and often have two students at any one time in the workshop. Over the course of a year they’ll take around 80 work placement students from schools in the local area, and usually permanently employ one of those students. They are also experienced in hosting students with high support needs.

Andrew was teamed up directly with a staff member as a supervisor and was immediately introduced to real hands-on work, including fault finding, replaced CD-ROM and hard drives, and setting operating systems and loading software.

“We’d employ more of the students if we could, but don’t have the capacity,” states Don Quinn from SIRC. “The students seem to really enjoy it here – it’s a friendly environment and the work is hands-on and constructive. It’s real work and they understand where the computer will end up and what their work has achieved.”

There’s no argument from Andrew. “It’s better than school. We do theory at school but here it’s practical and hands-on, not boring at all. It’s good, I’d recommend it to my friends.”

Some details in this story have been changed to preserve privacy.

WHAT WE ACHIEVED IN 2010

Creating pathways and opportunities for employment for groups at risk

In its 'Poverty Report' published in October 2010, the Australian Council of Social Service (ACOSS) discusses poverty in the Australian context, defining people living in poverty as those whose living standards fall below an overall community standard.

Based on several internationally accepted measures of income poverty, the estimates of Australians living in poverty in 2006 ranged from 2.2 million people, or 11.1%, to 3.8 million, or 19.4% of the population.

Using a measure of deprivation to indicate poverty (ie assessing the essential items that people are missing out on such as secure housing and a substantial daily meal) a 2006 survey indicated that 19% of the survey group were considered to be experiencing multiple deprivations.

According to ACOSS, inequalities in income and education are two of the five contributing factors to poverty in Australia, the others being housing, health and access to services.

WorkVentures believes that access to training, education, employment and networks can empower individuals in excluded communities to find self-sufficiency.

As a result of our strategic review over the past year, our focus on this priority has tightened, and this will be one of the major priorities for WorkVentures over the next three years.

Our Recruitment and Training division grew significantly during the year, placing 81 trainees throughout the year, an increase in new placements of 76% from the 2009 figure of 46 placements. This growth is the result of targeting specific industries and implementing programs to improve retention of trainees through their entire 12 month traineeship.

As a Registered Training Organisation, WorkVentures offers accredited training through various IT and other short courses at our Connect Centres, as well as through our structured programs iGetIT and i.settle.with.IT.

Both of these programs aim to upskill youth from disadvantaged backgrounds in using technology and increasing their confidence. The desired outcomes include moving to further education or training, and employment.

For iGetIT, as reported in our 2010 evaluation report, of the 96 participants we could track, nearly 7% found employment and 20% enrolled in further training. However if we remove those participants in remote communities where it isn't possible for them to pursue employment or further education, then 9% of participants achieved employment outcomes and 25% resulted in educational outcomes.

For our i.settle.with.IT pilot, one of the participants was selected for a work experience project in one of Sydney's top interactive advertising agencies.

Through our own employment practices, WorkVentures provides individuals with on-the-job training and pathways to employment. We employ trainees within WorkVentures itself, and at 31 December we had four trainees working in three different divisions of the organisation.

Additionally, each year SIRC provides around 80 work experience placements for students, each lasting between one and three weeks.

Our Recruitment and Training division grew significantly during the year, placing 81 trainees throughout the year, an increase in new placements of 76% from the 2009 figure of 46 placements.

Case study: Bobbie-Jo from Narromine



Bobbie-Jo is a 29 year old mother of five who undertook the iGetIT course in March of 2010.

Prior to doing the course, Bobbie-Jo was a stay at-home mum who was busy with her five children. The iGetIT course changed all

that and gave her a great confidence boost that impacted her perspective on work and study and changed her plans for the future.

Bobbie-Jo was surprised at how easy she found the course despite having no previous knowledge about computers. "I dropped out of high school in year 8, I knew nothing about computers", says Bobbie-Jo. After completing the course, Bobbie-Jo decided that she wanted to study Year 10. Though she had previously started the Year 10 course, her interest had fizzled and it wasn't until Bobbie Jo undertook iGetIT that she decided that she was ready to get back into studying.

"Now I'm sending my assignment through!" says Bobbie-Jo, who enthusiastically explains that the computer skills she gained through iGetIT have been very useful. "The trainers taught me how to do research on the internet and I find it very easy to do research for my English class."

Now successfully working on completing her Year 10 course, Bobbie-Jo has bigger plans for the future. "I want to do the Aboriginal Education Officer's (AEO) course after I finish Year 10. I want to work as an AEO". Bobbie-Jo believes that the confidence that she gained through iGetIT! helped her to realise her potential and strive to work hard towards achieving her goals. "I don't stop!" exclaims Bobbie-Jo when asked about her confidence in using computers.

"The trainers taught me how to do research on the internet and I find it very easy to do research for my English class."

BOBBIE-JO

WHAT WE ACHIEVED IN 2010

Supporting individuals and communities to build sustainable small enterprises

Our Connect Centre at Airds in Sydney's south-west opened in November 2006 with the aim of supporting individuals in the development of their own small enterprises.

Since it opened, the Airds Connect Centre has run a range of programs aimed at helping local residents develop their own business ideas and establish their own enterprises, as well as training and business coaching.

While the Airds Connect Centre has been successful in engaging the local community and helping individuals to develop their personal skills and find employment, it has been less successful in developing sustainable small enterprises.

During our 2010 strategic planning review, we acknowledged that this is not a core area of competency for us, however we continue to acknowledge that self-employment is one of the potential outcomes from improving people's employability skills.

We also acknowledge that there are more urgent needs in the Airds community than small enterprise development, and we can have more impact by aligning the strategies and programs across our three Connect Centres in the area to focus on individuals, families and the communities as a whole.

WHAT WE ACHIEVED IN 2010

Encouraging and supporting individuals from at-risk groups back into learning

In its 2011 report 'Addressing Barriers for Jobless Families', the Australian Social Inclusion Board comments that the lack of "work-readiness and positive work habits can also present a huge barrier to workforce participation for many in jobless families, particularly for those who may have been jobless for a prolonged period of time." (p20).

For most of the past decade, training authorities in Australia have been working to embed agreed 'employability skills' into all nationally endorsed training packages.

Employability Skills describe non-technical skills and competencies that play a significant part in contributing to an individual's effective and successful participation in the workplace, and are usually identified as:

- communication
- teamwork
- problem solving
- initiative and enterprise
- planning and organising
- self-management
- learning
- technology.

WorkVentures aims to include one or more of these skills into any courses we offer.

As a Registered Training Organisation, we support our trainees to achieve nationally recognised qualifications that include these skills as a matter of course.

Since September 2010 WorkVentures has been offering our iGetIT! participants the opportunity to undertake a VETAB assessment and obtain a Statement of Attainment for units from the Certificate II in Information Technology. To be able to offer this, we needed to develop a hands-on, practical assessment methodology that suits the participants' levels of literacy and any learning barriers, and overcomes negative attitudes towards education.

However, with an accreditation rate to date of over 90%, WorkVentures has found that the assessments required for the accreditation have not been a barrier for participants who have successfully achieved to gain at least one unit from the Certificate II in IT.

We began our *i.settle.with.IT!* project in 2010, with support from Microsoft Australia. The project will help migrant and refugee job-seekers learn how to use common software and gain the basic IT skills needed to find meaningful employment. As part of this we ran free train the trainer courses for volunteers from migrant resource centres, and are currently developing an online IT training and assessment tool that will be made available to thousands of jobseekers and to those who are interested in knowing more about IT.

Through our Connect Centres we offer short courses for residents in a range of subject areas, with a focus on accredited and non-accredited training. Our community-focused courses such as our Community well-being cooking courses offer accredited outcomes in food safety and nutrition and food hygiene, as well as being fun and offering social connections for community members.

We also provide accredited and non-accredited training in IT skills, such as Microsoft Office software, and design and digital imaging skills.

"We began our *i.settle.with.IT!* project in 2010, with support from Microsoft Australia. The project will help migrant and refugee job-seekers learn how to use common software and gain the basic IT skills needed to find meaningful employment."

WHAT WE ACHIEVED IN 2010

Working with Indigenous people and their communities to identify and facilitate sustainable solutions to long-term issues, and to be an agent for change and progress in their communities

The 2006 Census data shows that around 25% of the indigenous population were living in remote or very remote areas, compared with 2% of the non-indigenous population.

For any Australian living in remote areas, distance can be a barrier to accessing many services. However remoteness also impacts on levels of educational attainment, exaggerating the existing current gap between indigenous and non-indigenous Australians in this area. Almost one-third (31%) of indigenous people living in major cities had completed Year 12 compared with 22% of indigenous people living in regional areas and 14% in remote areas. As a comparison, almost half (49%) of non-Indigenous Australians had completed Year 12 in 2006.

Remoteness also affects the attainment of non-school qualifications, such as TAFE and university qualifications, with similar proportions of attainment across the metropolitan, regional and remote areas.

This pattern of low educational attainment is not improving over time, and becomes more alarming when combined with the fact that the indigenous population is relatively young, with around 37% in 2006 being under 15 years of age, compared with 19% of non-indigenous people.

In 2010 we delivered our iGetIT program through 18 courses delivered with 17 partners and 156 participants. Our iGetIT program provides hands-on computer training for indigenous and other disadvantaged youth, delivered in conjunction with community partners. Of the 156 participants, 93% identified themselves as being Aboriginal or Torres Strait Islander, with the remaining 7% included non-Indigenous individuals coming from low socio-economic status background.



Around two-thirds of the participants live in regional or remote areas in New South Wales and the Northern Territory. Two courses were delivered in conjunction with IS Australia in the remote Aboriginal community of Miniyerri in the Northern Territory, and a further eight projects were delivered in partnership with indigenous organisations operating in regional areas in New South Wales. The balance of courses was delivered in metropolitan NSW.

Our iKINNECT program at Airds completed the second year of its pilot. Participants in the program are indigenous students in year 7 and 8 at Airds High School in Sydney's south-west. iKINNECT works with Airds High School to identify the participants' educational strengths and weaknesses, which are then supported through individualised tutorial support and program planning. In consultation with the families, we identify areas of support that may be required and then link them to the relevant networks. Through the community we engage students in cultural and mentor programs, and workshops that promote identity, self-esteem, communication and life skills that will support them through the critical period of high school when many indigenous students drop out.

Measuring our social impact

Towards employability

From our earliest days, WorkVentures has worked to create employment skills and opportunities for people in our community, working on the belief that access to training, education, employment and networks can empower individuals in excluded communities to find self-sufficiency.

In 2010, the board and management undertook a review of WorkVentures' vision, mission and social objective. We unanimously reconfirmed that WorkVentures social objective continues to be to improve the employability of the people we work with.

Following this review of our impact objectives, we have been investigating how best to measure our impact. Thanks to funding from the Baxter Charitable Foundation, managed by Perpetual, we have been assessing various social impact measurement tools.

One of our strengths is creating and developing programs that can have social impact either by reaching deeply into a community and significantly helping a few individuals, or by touching it broadly, and so help many people.

The challenge for us in our social measurement project is to balance existing methodologies that are designed for case-managed programs, measuring change for individuals or a group of individuals in a number of indicators over time. This means long term programs such as traineeships and our iKINNECT program are appropriate for such measures. Programs such as our two week iGetIT courses are not long enough to track substantial change, and as the participants are sourced from our partner organisations, we do not necessarily have a long term relationship with them.

Consequently we're considering tailoring the methodology to use as pre- and post-assessment tools for non-case managed programs. Our objective is to maximise alignment across all of our programs so we can aggregate data wherever possible to get an organisational overview of our impact. In fact, we are hoping that eventually we can have a suite of measurement tools that can provide evidence of outcomes for individual clients, programs as a whole, and a group of programs across the organisation, as well as allowing us to benchmark with similar projects across a sector.

Targeting youth

We currently run two major programs targeted specifically at youth: our iGetIT program teaching computer skills to youth, and iKINNECT, an intensive program for junior high school students to keep them engaged with school and education.

iGetIT

Our iGetIT program started in 2009, with funding support from the AMP Foundation. The program is a hands on training course for indigenous and other disadvantaged youth, and is based on training developed in our SIRC repair centres.

A summary of our performance against our operational indicators is on the next page.

For 2011 we have already scheduled 10 courses with a target of 88 participants. In September 2010, we started to deliver accredited training as part of the iGetIT course, allowing us to issue a nationally recognised Statement of Attainment covering up to two units of the Certificate II in Information Technology, helping the participants on the path to a formal qualification.

iGetIT 2010 outcomes and 2011 targets

KPI	2009		2010		2011
	Target	Actual	Target	Actual	Target
Total number of courses delivered	16	9*	16	18	10
Average no. of participants per course	8	8	8	8.7	8
Total number of participants	128	71*	128	156	80
Completion rate	75%	93%	80%	88%	88%
Accreditation rate	N/A – to be introduced in 2011				80%
Participants' satisfaction rate	N/A – introduced in 2010		75%	95%	95%
Organisations' satisfaction rate	N/A – introduced in 2010		75%	99%	95%

*program launch was later than originally envisaged

iKINNECT

The iKINNECT program began in May 2009 and is run at our Airds Connect Centre with funding support from the AMP Foundation. Designed for indigenous students in years 7 to 10, this program focuses on encouraging the students to stay

engaged at school, with intensive literacy and numeracy support, development of life skills, and cultural identity. Our inaugural students return in 2011, having moved into Year 9 at school. We also welcome back our 2010 students now in Year 8.

Target	2009 outcomes	2010 outcomes
iKINNECT attendance rate – 80%	80%	85%
School attendance rate –	70%	60%
Retention rate at school – 100%	100%	100%
Literacy and numeracy improvement	iKINNECT Supported Learning Teacher reports improvements	Waiting for 2011 NAPLAN testing
Course competencies achieved	<ul style="list-style-type: none"> ▪ Reward point system ▪ Increased literacy & numeracy levels ▪ Increased personal behaviour levels ▪ Development of social skills ▪ Developed cultural sensitivity of self-belonging 	Participation in: <ul style="list-style-type: none"> ▪ Tutorial program ▪ Life skills ▪ IT skills ▪ Cultural and art workshops ▪ Workshops ▪ Excursions
Improve student self-esteem and confidence <ul style="list-style-type: none"> ▪ Self assessment ▪ School assessment ▪ Family engagement 	<ul style="list-style-type: none"> ▪ 100% of participants indicated improved self esteem and confidence (end of Term 3 evaluation) 	<ul style="list-style-type: none"> ▪ The students place a high value on the program and are more confident in expressing themselves. However, this is yet to be transferred to the school environment.
Cultural Development <ul style="list-style-type: none"> ▪ 30% of students have parent/guardian attend three organised events/year ▪ 60% of students attend all cultural camps /excursions 	<ul style="list-style-type: none"> ▪ 70% of parents have actively participated in program activities ▪ 45% of parents attended three out of four events ▪ 80% participation in cultural activities 	<ul style="list-style-type: none"> ▪ A total of 86 home visits have been made to parents and guardians over the past 3 months, with a 36% attendance of parents to planned events. ▪ 70% of program participants actively engaged in cultural activities.

Spotlight on: social impact

By Jon Huggett

One of the biggest challenges facing social enterprises and nonprofits today is where to start – there is an abundance of opportunities to make the world a better place, yet a chronic shortage of resources.

Social enterprises need a sharp focus on impact to make the best of scarce resources: time, talent and treasure. It's not enough to say we feel your pain or fight injustice. We can drive more change if we know what benefit we want to deliver to which people, where, and when.

One such social enterprise is WorkVentures where I had the opportunity to advise on their strategy for growth.

WorkVentures improves the employability of their clients. Their aim is to track how their programs influence people's employability, knowing that a year spent in full-time employment or self-employment sets the foundation for sustainable employment. Within their mission, businesses pick the opportunities that deliver the greatest shareholder value. WorkVentures tries to pick the opportunities that deliver the most social impact.

The challenge of choosing where to focus impact is critical for social enterprises such as WorkVentures. They are working to meet double bottom lines. Larry Summers, Director of the White House's National Economic Council for President Barack Obama commented in 2008: "It is hard in this world to do well. It is hard to do good. When I hear a claim that an institution is going to do both, I reach for my wallet. You should too." Without a sharp focus on impact, social enterprises can atrophy into an archipelago of worthy programs that profit from problems, instead of solving them.

They strive to stay sharp, as there are always emerging social entrepreneurs with new ideas. Donors, clients, funders and volunteers are demanding more than ever to see results before picking from the growing range of organisations clamouring for attention.

To assess their success, WorkVentures tries to follow clients from their programs to see how many eventually spend a year in full-time employment or self-employment. This measure requires just a little judgement. WorkVentures is just one factor in many that help their clients hold good jobs. It may be some time before their clients win the right position, but they'd rather keep these measures clear and open, rather than complex, requiring expertise to understand.

For example, they are always trying to innovate. They make most progress when they learn quickly what is working, and what is not. The most innovative organisations in the world learn by trial and error. Their focus on employability helps them swiftly sort the successes. Without a definition of success their innovations would flow like fads, fashions and flops.

WorkVentures hopes that the focus on "employability" empowers their employees to make decisions without looking over their shoulders all the time. With a broad mission but without a focus on impact, many key decisions could only be made at the centre of the business.

Their focus on impact – employability – illuminates a strategy for collaboration with other organisations: for example how to work with nonprofits that share their mission to build community capacity, but do not focus on employability, or how to cooperate (or compete) with businesses working to help people into full-time employment.

Clarifying that focus took a number of meetings, with some careful facilitation, and lots of facts on the table. There were some hard choices, sometimes with cloudy consequences. Social impact is rarely swift - it took 25 years to drive smoking from most workplaces around the world. But patience

“Without a sharp focus on impact, social enterprises can atrophy into an archipelago of worthy programs that profit from problems, instead of solving them.”

and determination can be rewarded. When San Francisco banned smoking in the workplace 25 years ago few at the time predicted that it would start a trend that would touch every continent.

WorkVentures' clients want to “stand on their own two feet”, as my grandmother would have said. The impact for which they strive is to help as many of their clients as possible be fully employable. It is their contribution to building the capacity of Australian communities. They're sticking with it!

About Jon

Jon Huggett advises CEOs of global organizations. He has 25 years of experience leading enterprises and advising leaders in both private and social sectors around the world. Jon spent four years as a Partner with The Bridgespan Group in San Francisco and New York, and prior to that spent four years as a Partner with Bain & Company in Johannesburg and Toronto. Jon has taught at a number of universities including the Centre for Social Impact at the University of New South Wales. Jon is the author of book chapters on social enterprise and global nonprofits, and his articles have been carried by business magazines and journals worldwide.





Our people

WorkVentures consists of divisions responsible for delivering our services and managing the social enterprises that underpin the sustainability of our organisation.

Our operations are supported by in-house expertise including Human Resources, Finance, IT, Administration and Marketing and Communications. All division heads report directly to the CEO, who reports to the Board.

Our people strategy

WorkVentures' people strategy is two-pronged:

- (a) Maintaining and growing a core of highly motivated, competent and skilled individuals who drive our sustainability, growth and attainment of our social objectives
- (b) Providing pathways for skills training, personal development and employment within WorkVentures for individuals from disadvantaged backgrounds.

Engaging our employees is a priority, by focusing on improving our selection, induction, retention and leadership skills.

Employees are encouraged to negotiate their terms and conditions of employment to incorporate flexible work practices. In 2010 we converted to an annualised performance and remuneration review process to ensure consistency across the company, and Fair Pay practices were applied across the entire company. WorkVentures also contributes to the Hewitt annual remuneration survey and the Enterprise Care Remuneration Report.

“Engaging our employees is a priority, by focusing on improving our selection, induction, retention and leadership skills.”

Reviewing employee performance

All employees are reviewed annually by their direct supervisor, using a standard process across the organisation. Each member of the executive team is reviewed by the CEO, and the CEO is reviewed by the Board.

The performance appraisal process offers the opportunity to review achievements for the past year, individual performance, the position description, personal aspirations, training and future goals. All employees are reviewed against key performance indicators that were agreed between themselves and their supervisor twelve months previously. All employees then agree their performance indicators and targets and their training and development plans for the coming twelve months. Recommendations for an annual salary review for all staff occur following the completion of the performance review process.

Recognising employee performance

WorkVentures runs annual Staff Awards, with four awards being presented each year. These are nominated and voted by employees. The organisation also presents several CEO Awards, which are discretionary awards supported by recommendations from the executive team. WorkVentures also acknowledges long-serving employees with service awards for 10, 15 and 20 years of service.

In 2011 WorkVentures will be researching effective staff recognition programs to increase the engagement of its employees and to add to its appeal as an employer of choice.

Employee satisfaction and retention

In October 2009, WorkVentures undertook a staff survey conducted by Hewitt Associates. Following on from this survey WorkVentures established representative working groups in 2010 to begin to address the key areas and opportunities identified.

We had a high participation rate with all results collated for executive team review and staff discussion. Two main engagement factors were chosen and staff working groups were established covering all company divisions.

Led by the Human Resources team the working group responses are being collated for review and actions by the executive team. An analysis on effectiveness and value is planned for 2011. The executive team and the CEO recognise a substantial benefit in initiatives that increase staff engagement.

WorkVentures' retention rate for 2010 was 88%, which is a significant increase in our retention rates in 2008 and 2009 of 75%.

Code of Conduct

All employees, contractors and volunteers must comply with WorkVentures' Code of Conduct and associated policies including the Equal Opportunity of Employment and Anti-Discrimination Policy, and the Workplace Harassment and Bullying Policy. Any issues identified under these policies are handled through WorkVentures Grievance and Complaints Handling procedures.

Occupational Health and Safety

WorkVentures has an OH&S Consultative Committee in place. A Safety Audit Check commenced on 24 June 2010 and as a result a risk register was developed that continues to be reviewed on a monthly basis by the OH&S Committee. New company policies on health, safety and the welfare of employees and contractors have been developed, with a significant component included in the staff induction process.

Our supporters and partners

Our major supporters and partners



Other major supporters and partners

Key supporters

- The Baxter Charitable Foundation, managed by Perpetual
- Federal Government including:
 - Attorney General's Department
 - Dept of Education, Employment, and Workplace Relations
 - Dept of Families, Housing, Community Services and Indigenous Affairs
 - Dept of Innovation, Industry, Science and Research
- Housing SA
- NSW Department of Human Services – Housing NSW
- NSW Department of Juvenile Justice
- Toll Priority

Professional and business partnerships

- Australian Industry Group
- Boston Consulting Group
- Clark McNamara Lawyers
- Fujitsu
- IBM Australia
- Job Futures
- Macarthur Legal Centre
- Pitcher Partners
- Social Ventures Australia
- Telstra

Program partners

- Airds High School
- Australian Indigenous Minority Supplier Council
- Dot Com Mob
- The Smith Family
- State Library of Queensland

Over more than 30 years of operation we have formed partnerships with organisations who share our vision of a just society with opportunities for all, and we thank them for their support.

Connect IT program partners

Connect IT donors

- BT
- CMC Markets
- Corporate Express
- Datacom
- Deloitte
- Insurance Australia Group
- Lend Lease
- Macquarie Group
- Mallesons Stephen Jaques
- Minter Ellison
- Next Digital
- NSW Government including:
 - Aboriginal Housing Office
 - Department of Commerce
 - Department of Energy Utilities and Sustainability
 - Department of Environment and Climate Change
 - Department of Premier and Cabinet
 - Sydney Ports Authority
 - The Public Trustee of NSW
- Optus
- Stockland
- St Andrews Australia
- TP3

Connect IT distribution partners

- Adult Learning Australia
- Anglicare SA
- Australian Seniors Computer Clubs Association
- Bridge Housing Limited
- Centacare South East Queensland
- Church Resources Network
- CTC Association
- Job Futures
- MTC Work Solutions
- PCYC (NSW)
- University of Technology Sydney

iGetIT program partners

- Alexandria Park Community School
- Brewarrina local Aboriginal Land Council
- Centacare Wilcannia-Forbes
- Centrelink
- City of Sydney – Woolloomooloo Youth Services
- City of Sydney – Redfern Community Centre
- IS Australia
- Miyay Birray Youth Service
- Redfern Aboriginal Children Services
- Yarnteen

i.settle.with.IT! program partners

- Africa Hope Diversity
- Cambodian Welfare Council of NSW
- Centrelink
- Chaldean Australian Culture Society
- Ensynt
- Fairfield High School
- Fairfield Migrant Resource Centre
- Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)
- Spiritus
- Strategic Community Assistance to Refugee Families (SCARF)
- Sudanese Australian Integrated Learning (SAIL) Program Inc
- Wetherill Park TAFE
- UTS

Governance and our Board

WorkVentures is overseen by a Board of volunteer directors with diverse business backgrounds who contribute to the strategic direction and governance of the organisation. The Board works closely with the WorkVentures executive team to ensure that assets and resources are used to achieve the company's objectives, in accordance with its mission, values and vision.

The Board is the custodian of the vision, mission and values of the organisation, on behalf of the members. The Board has oversight of the organisational strategy which is developed in conjunction with the executive team.

Board structure

The Board must consist of at least three elected directors, who each serve one-year terms and must be a member of WorkVentures. As at the end of 2010 the Board had eight members.

The Board elects its President and Vice-President and appoints a Secretary, who does not have to be a member of the Board. Our current President, Neville Cox, was elected as President in June 2006, and our current Secretary is WorkVentures' staff member Luisa Hallam.

Role

The Board meets every second month and is responsible for:

- Reviewing and evaluating the performance of the organisation
- Ensuring compliance with WorkVentures' Constitution
- Ensuring compliance with binding legal requirements and regulations that apply to WorkVentures.

In the alternate months when there is not a Board meeting, monthly update reports are provided by the executive team to the Board.

The Board appoints the Chief Executive Officer and delegates to him the organisation's operational management. He is accountable to the Board for the overall management and performance of WorkVentures.

Board committees

The WorkVentures Board may appoint Board Committees in order to consider certain issues and functions in detail. These committees consist of Board members and/or relevant senior staff.

Finance, Audit and Risk Management Committee

This committee monitors and reviews policies and systems in place to ensure sound financial wellbeing, budgeting practices and risk management of WorkVentures. The Financial Controller is also on this committee.

Board Recruitment Committee

This committee advises the Board on ways to attract suitable candidates for Board vacancies, oversees the nomination, voting and counting processes for Board elections and prepares information for potential candidates.

Membership Committee

This committee was established to review WorkVentures' membership structure, with a view to maximising membership involvement and participation. The Chief Executive Officer is also on this committee.

Training

New Board members receive a formal induction and comprehensive induction manual. Board members also attend training courses which are approved on a case-by-case basis by the President.

Remuneration

Board members serve on a voluntary basis and do not receive remuneration. They can be reimbursed for a reasonable amount of expenses directly related to Board activities such as travel and meal costs.

Board Governance Charter

The Board's Governance Charter outlines the responsibilities and duties of the Board and Directors. The Governance Charter includes, amongst other elements, the structure of the board, code of conduct, policy for dealing with conflicts of interest, and risk management.

Conflicts of interest

It is expected that Board Members will be continuously sensitive to any conflicts of interest that may arise.

Board Members are expected to disclose and declare the following to the Board as soon as possible:

- Any existing or potential conflicts of interest, as defined in the constitution and the Corporations Act to the Board
- Any direct or indirect interest in contracts with WorkVentures
- Any position or property that may lead to a conflict with his or her duties or interests as a Board Member.

Where appropriate and directed by the Board, Board Members are expected to resolve any conflict of interest within an appropriate timeframe.

Every declaration made under the above two clauses must be recorded in the minutes of the meeting at which it was made, and in a register of pecuniary interests.



Risk management

The Board is responsible for oversight and review of WorkVentures' risk management policies. Accordingly, the Board should satisfy itself that WorkVentures has developed and implemented a solid system of risk management.

WorkVentures has a risk management program that is supported by tools and techniques that enable the business to:

- Identify and assess risks
- Respond appropriately and monitor/review risks and related management and control techniques.

Specific responsibility for financial risk is delegated to the Finance, Accounting and Risk Management (FARM) Committee.

In 2009 an independent risk audit was undertaken on our behalf by Risk Reward Pty Ltd. As a result a risk control profile was developed and accepted by the Board. Management has been addressing all medium to high risks as identified in the audit, and by the end of December 2010 policies and procedures have been developed to ensure all medium and high risks are monitored and mitigated.

WorkVentures' Board

As at 31 December 2010, WorkVentures' Board members were as follows:



Neville Cox
President

Grad Dip CM, FPNA, FCIS, F Fin, JP

Joined: May 2005, appointed President in July 2006.

Neville had senior executive roles in the Commonwealth Bank until 2001. He chaired the Board or was a Board member in several subsidiaries/affiliates of the Bank during this time. He continues to hold Board memberships in several organisations including AMP Bank Limited and Advertiles Corporation Pty Ltd. Neville is a member of the Board's Finance Audit and Risk Management Sub-Committee. Neville attended 6 out of 6 meetings in 2010.



Lisa Hagan
Director

BA, LLB, MBA

Joined: November 2006

Lisa is a consultant, assisting commercial and non-profit organisations to develop strategy and improve organisational capacity. She worked with Social Ventures Australia for four years before joining Second Road as a senior facilitator. Prior to this, she practised law in Brisbane. Lisa is a member of the Board's Membership Sub-Committee. Lisa attended 5 out of 6 meetings in 2010.



Richard Goldman
Director

BBus, MBA, FCPA, FAICD, ACIS, AIMM

Joined: May 2005

Richard is a Division Director and CFO for IT with Macquarie Group Limited. His industry experience includes senior executive appointments within banking, equity investment, financial services, manufacturing, airlines, telecommunications, health care and government. Richard is a member of the Board's Finance Audit and Risk Management, and Board Recruitment Sub-Committees. He attended 3 out of 6 meetings in 2010.



Jim Hungerford
Director

BVSc, GAICD

Joined: July 2010

Jim is the CEO of The Shepherd Centre, joining in February 2011 following 30 years' experience in health sciences. Prior to joining The Shepherd Centre, Jim held CEO positions in Australia and internationally, most recently CEO of Pareto Fundraising. Jim's prior roles include CEO of Intervet in the United Kingdom, various senior management positions in companies in Germany and in the United States, as well as positions in the biotechnology sector and as a Veterinarian in private practice. Jim attended 3 out of 3 meetings in 2010.



John Nixon Director

B.Com, MBA (UNSW), CA, FCPA, FIMC

Joined: September 2005

John has extensive experience in strategic and business planning and managing professional services organisations. He was a partner with Ernst & Young from 1985 to December 2000, and Advisor on Business Planning and Infrastructure to October 2002. Between 1993 and 1994 he was Managing Director of KnowledgeWare Pacific Pty Ltd. John is Chair of the Board's Finance Audit and Risk Management Sub-Committee. John attended 6 out of 6 meetings in 2010.



Philip Small Director

B.Ec, MSc, FCPA, GAICD

Joined: July 2010

Philip had senior executive roles in software and services companies from 1985 until 2001. He was a non-executive director of Paxus Corporation, and Regional President of Continuum Inc and Computer Sciences. He is a non-executive director of Konekt Limited, Pillar Administration and FINEOS Corporation. Philip attended 2 out of 3 meetings in 2010.



Melissa Richardson Director

BSc, Grad Dip (Strategic Marketing), Grad Dip (Counselling), AFAIM, ICFM, MAICD

Joined: July 2010

Melissa's company Horizons Unlimited helps individuals, teams and organisations perform to their potential. Melissa has worked as an executive coach, workshop facilitator, mentor program designer and strategic consultant for nearly twenty years. Her prior business experience spans various roles in Marketing, including Marketing Director at Unilever, and running a strategy and market research consultancy with two partners. Melissa attended 2 out of 3 meetings in 2010.



Mark Tweddell Director

BA (Behavioural Sciences), Post-Graduate Diploma (Psychology), MAICD

Joined: August 2006

Mark is the Principal of Xyris Consulting, where he draws on more than 25 years experience as an HR Director, General Manager, Consultant and Coach to assist organisations become more productive and employees to be more productive and fulfilled in their work. Mark has substantial experience in business, organisational and leadership effectiveness. He is a member of the Board Recruitment Sub-Committee and attended 6 out of 6 meetings in 2010.

Our Executive Team

WorkVentures' executive team has a wide range of experiences and backgrounds from the commercial and not-for-profit sectors.



Arsenio C. Alegre
Chief Executive
Officer

Joined: October 2004

Arsenio has extensive international experience in financial and business management, having worked in several countries throughout Asia and Europe as a Senior Finance Executive for American Express. While in the UK, Arsenio volunteered his time to the Prince's Trust and came to WorkVentures through a desire to work for an organisation with a similar mission. He is a Certified Practising Accountant and his qualifications include a Bachelor of Business, Master of Business Administration and various Executive Development courses. Arsenio is also on the Board of Social Ventures Australia and Social Enterprise Sydney.



Ralph Gatt
Head of Sydney
ITec Repair Centre

Joined: 1986

Ralph came to WorkVentures in 1986 as a trainer in electronics after eleven years as a technical officer in the Navy. Ralph now leads a team of three managers who run the Sydney ITec Centre (SIRC), a commercial venture which supports WorkVentures' social programs and creates employment. Ralph established SIRC in 1988 and the business grew rapidly by providing repair services to multinational companies. Ralph passionately supports the mission of WorkVentures because he believes in providing people with opportunities.



Lisa Exton
Head of Human
Resources

Joined: July 2004

Lisa is currently studying Social Sciences and Psychology. She has worked in technology industries, education, welfare, hospitality and retail in supervisory, remote management and consultancy roles. Her experience in operations, development orientation, training and learning supports our staff capacity and delivery of our services.



Luisa Hallam
Head of
Administration and
Company Secretary

Joined: September 2005

Luisa joined WorkVentures in 2005 as Administration Manager and has served as Company Secretary since October 2007. She has held administrative roles in community associations and education. She taught Italian at the University of Wollongong and has acted as an interpreter for legal, medical and welfare matters. She has a BA (Hons), a PhD in Italian Linguistics, and is a Justice of the Peace.



Lawrence Luk Financial Controller

Joined: July 2009

Lawrence is responsible for finance and information technology within WorkVentures. He has previously worked in finance roles with American Express in New York and Sydney. Prior to leaving American Express, he was Finance Director of one of the company's large divisions. He has Bachelor of Business Administration in Accounting from the Bernard M. Baruch College at The City University of New York.



Dianne Speakman Head of Marketing and Communications

Joined: June 2009

Dianne began her career working in business planning roles and has spent nearly 20 years working in a wide range of marketing communications roles in the non-profit sector. She is responsible for WorkVentures' external and internal communications, support for WorkVentures' programs, and public relations. Dianne has a Bachelor of Arts with Honours in Psychology, a Master of Commerce in Marketing, and a Graduate Certificate in Public Relations.



Scott Millington Head of Connect IT

Joined: October 2010

Scott has worked in the IT sector for a number of years, most recently at Fuji Xerox Printers as Consumables Manager for Asia Pacific & China, and before that at Lenovo as Senior Manager for Software & Peripherals – Asia Pacific. He spent 12 years at Lexmark in various positions including National Sales & Marketing Manager. Scott holds a Bachelor of Business from the University of Technology - Sydney, a Diploma of Business (Front-line Management) from the Australian Institute of Management and an MBA from Charles Sturt University.



Kim Wadman Head of Recruitment and Training

Joined: April 2009

Following a successful career with Marks & Spencer, a major UK retailer, Kim joined WorkVentures in 2009 as our Head of Recruitment and Training. Kim's extensive experience at Marks & Spencer encompassed sales, recruitment, training, products and business development, while she also spent a number of years based at the Corporate Head Office in Central London. Prior to leaving the UK, Kim was responsible for managing the recruitment process for retail staff within M&S stores throughout the UK and professional staff at Group level, while also leading the growth of their high profile e-commerce business.



Virginia Piccone Head of Social Programs

Joined: April 2009

Virginia has a considerable experience in the non-for-profit sector and held a variety of positions in the sociological and research fields both in Australia and overseas. Virginia holds a Bachelor's degree in Anthropology and a Master of Economics and Social Sciences for International Cooperation and Development.

Financial year in review

Operating revenue and results

WorkVentures budgeted an operating loss of \$321,941 for 2010. This allowed for the impact of a business unit that closed in 2009, as well as investments in IT, human resources, marketing, staff development and other capacity building initiatives. Despite a significant shortfall in Connect IT's performance against both budget and the previous year, WorkVentures was still able to achieve a result that was \$22,069 better than budget.

The change from the surplus of \$102,895 in 2009 to the loss of \$299,872 in 2010 is explained below.

2009 surplus	\$102,895
Budget shortfall in Connect IT	(\$376,086)
Investment in infrastructure and capacity	(\$211,417)
Residue of one-time repair centre project in 2009	(\$209,250)
Closed business in employment services	(\$119,850)
Improved operating performance and other savings	\$513,836
Net change	(\$402,767)
2010 loss	(\$299,872)

The closed business unit and shortfall in Connect IT accounted for nearly all of the \$1.2 million (\$627,000 and \$563,000 respectively) decrease in total revenues from 2009 to 2010. Improved operating performance from other business units offset other decreases including the one-time project in the repair centre shown above.

Lower supply of donated PCs coupled with a shortage of flat screen monitors disrupted our marketing campaigns. The number of units sold by Connect IT in 2010 dropped to 5,984 compared with 8,382 units in 2009, a decrease of around 29%. Supply issues have been addressed with new sources identified and contingency measures implemented. Our supply flow has been stabilised and gives us more optimism about achieving our budgeted sales volume in 2011.

Our Recruitment and Training division ended the year strongly with a trainee head count of 60, representing growth of more than 76% compared with 2009. Revenue from this division grew at 11% year on year with growth in expenses kept at 6%. The full year contribution for 2010 shows a 25% improvement however the division still incurred a negative contribution margin. The higher number of trainees as at December 2010 will form a solid basis for the division moving to a positive contribution margin in 2011.

Overall, revenue from external grant funding increased from 2009 through continued support from long-term partners Microsoft Australia, AMP Foundation, and Macquarie Group Foundation, and additional funding received from Perpetual Trustees. We received ongoing government funding and in-kind support for our work in the Campbelltown area in Sydney's south-west from the Australian Attorney-General's Department, Department of Families, Housing, Community Services and Indigenous Affairs, and NSW Housing.

Expenses

Expenses in 2010 were \$18.7 million, a reduction from 2009 of \$830,363. After normalising for expense variance items of \$1.1 million related to Connect IT, the one-time repair centre project, and the closed business unit mentioned above, the 2010 expenses were higher by \$335,462. The higher expenses were mainly due to investments in internal capacity and infrastructure of \$211,417.

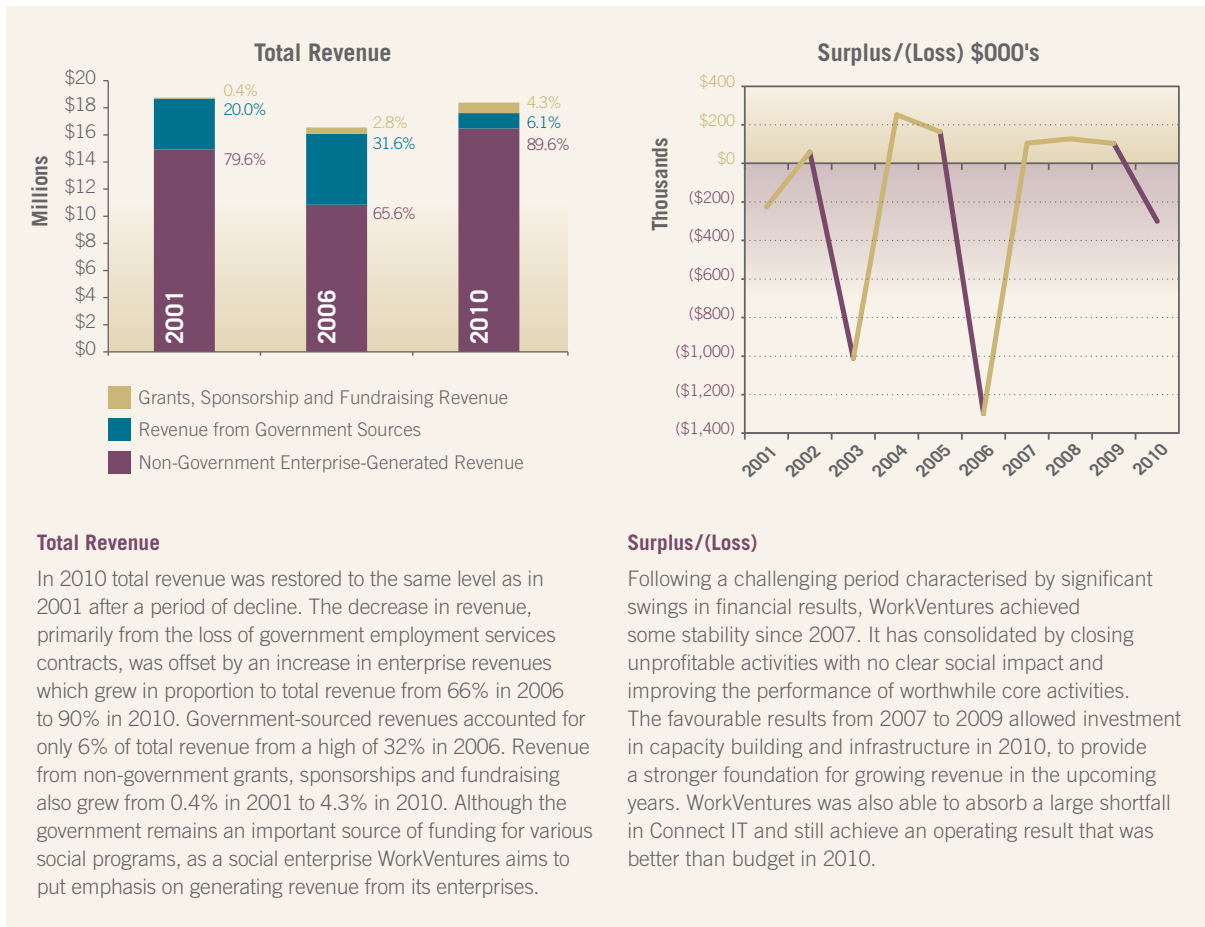
In 2010, our city office moved from George Street in Sydney's CBD to Bathurst Street, providing a 50% increase in office space. The new office is now on one floor compared with our prior location that was split across two floors. Additional investments in the new location included upgraded server hardware, a new phone system with call centre management for our Connect IT operation, and fitout of the new location with independent air conditioning units for the server room. We also undertook a major review of our policies and procedures in alignment with our ISO9001 accreditation.

Balance sheet

With the year's operating loss, our net assets decreased to \$4.4 million. Our current assets at year end were \$8,914,625 with cash and receivables representing more than 91% of our assets. Cash assets were \$5,031,526, a 20% growth over 2009. Most of our cash is interest-bearing cash in bank, and our accounts receivable are mostly trade receivables for our repair centre at SIRC. The receivables are from well-established multi-national corporations with good credit ratings however payment terms may be up to 60 days so we retain cash reserves to ensure we have sufficient funds to cover operational needs.

Current assets are more than twice as much as current liabilities. Cash not required as working capital is invested in cash certificates of deposit at varying maturities. The length of maturities is no more than one year with the majority of the deposits less than one year. Our cash and balance sheet positions are reviewed at each board meeting.

WorkVentures financial performance – an historical overview



Finance reports

WorkVentures Limited Income Statement

For year ended 31 December 2010

	2010 (\$)	2009 (\$)	Increase/ (Decrease)
Revenues			
Fee for service – Non-Government	12,533,599	13,084,400	(550,801)
Fee for service – Government	639,357	1,092,138	(452,781)
Grants and sponsorships – Non-Government	268,390	182,067	86,323
Grants and sponsorships – Government	490,518	421,123	69,395
Sale of goods	3,710,018	4,263,000	(552,982)
Fundraising/donations	515,483	426,690	88,793
Interest	225,386	150,837	74,549
Sundry & rents	7,153	2,780	4,373
Total revenues	18,389,905	19,623,035	(1,233,130)
Expenses			
Changes in inventories	(28,268)	(181,016)	152,748
Raw materials and consumables used	2,464,807	2,689,534	(224,727)
Employee benefits expenses	10,674,864	10,616,555	58,309
Cost of sub-contracted repair services	2,277,074	2,537,017	(259,943)
Lease expenses	1,937,465	1,956,976	(19,511)
Goods and services provided to job seekers	0	117,185	(117,185)
Communication expenses	547,348	843,898	(296,550)
Administration expenses	288,115	349,629	(61,514)
Depreciation and amortisation	161,425	201,929	(40,504)
Property written down to recoverable amount	0	0	0
Bad and doubtful debts	4,796	4,743	53
Finance costs – net	0	0	0
Cost of fundraising appeals	0	0	0
Marketing and promotion	47,018	73,496	(26,478)
Other expenses from continuing operations	315,133	310,194	4,939
Total expenses	18,689,777	19,520,140	(830,363)
Profit/(loss) for the year	(299,872)	102,895	(402,767)

The above financials were compiled from audited special purpose financial reports of WorkVentures Limited. These special purpose financial reports have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRSs), other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations and the Corporations Act 2001 with the exception of the disclosure requirements in AASB 124 – Related Party Disclosures, AASB 132 – Financial Instruments: Disclosure and Presentation (the classification standards in AASB 132 have been complied with) and AASB 114 – Segment Reporting. The audited financial reports have accompanying notes which explain in greater detail some of the financial information provided above. Please contact WorkVentures to obtain a copy of the complete audited financial reports.

WorkVentures Limited Balance Sheet

As at 31 December 2010

	2010 (\$)	2009 (\$)	Increase/ (Decrease)
Current assets			
Cash and cash equivalents	5,031,526	4,182,275	849,251
Receivables	3,106,870	4,189,801	(1,082,931)
Inventories	514,769	543,037	(28,268)
Other	261,460	314,048	(52,588)
Non-current assets classified as held for sale	0	0	0
Total current assets	8,914,625	9,229,161	(314,536)
Non-current assets			
Receivables	5,000	5,000	0
Property, plant & equipment	306,951	308,914	(1,963)
Investment properties	0	0	0
Total non-current assets	311,951	313,914	(1,963)
Total assets	9,226,576	9,543,075	(316,499)
Current liabilities			
Payables	2,017,193	2,336,748	(319,555)
Provisions	2,250,659	1,983,574	267,085
Interest bearing liabilities	0	0	0
Total current liabilities	4,267,852	4,320,322	(52,470)
Non-current liabilities			
Provisions	584,236	548,393	35,843
Interest bearing liabilities	0	0	0
Total non-current liabilities	584,236	548,393	35,843
Total liabilities	4,852,088	4,868,715	(16,627)
Net assets	4,374,488	4,674,360	(299,872)
Members' funds and reserves	4,374,488	4,674,360	(299,872)

The above financials were compiled from audited special purpose financial reports of WorkVentures Limited. These special purpose financial reports have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRSs), other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations and the Corporations Act 2001 with the exception of the disclosure requirements in AASB 124 - Related Party Disclosures, AASB 132 - Financial Instruments: Disclosure and Presentation (the classification standards in AASB 132 have been complied with) and AASB 114 - Segment Reporting. The audited financial reports have accompanying notes which explain in greater detail some of the financial information provided above. Please contact WorkVentures to obtain a copy of the complete audited financial reports.

Get involved

WorkVentures thanks all of our supporters, including our volunteers, corporate supporters, government, local businesses, donors, and other generous supporters. You can get involved too.

Volunteer your time or professional services

WorkVentures volunteers are from all backgrounds. Some volunteer occasionally, others for a few hours a week. Our volunteers include community members who provide the services that keep our Connect Centres and courses running, pro-bono lawyers who provide free legal advice, and businesses and individuals who donate professional services.

Make a donation

WorkVentures is assisted by governments, foundations, and other not-for-profits to deliver our life changing programs in disadvantaged communities. We are endorsed by the Australian Tax Office as a Deductible Gift Recipient, so donations are tax deductible.

Donate your computers

WorkVentures' Connect IT program has provided more than 30,000 individuals, not-for-profit organisations and schools with refurbished computers at low cost. We rely on the support of businesses and other organisations to donate their used computers to us.

Be a host employer for a trainee

Our traineeship program provides pathways to employment for young people. Our host employers provide a supportive workplace environment where a trainee can learn new skills by training on the job while completing a formal qualification.

→ More information

To find out how you can get involved, call us on (02) 9275 8199, visit our website at www.workventures.com.au or email us on info@workventures.com.au.



You can also follow us on Facebook and Twitter.



Contact us

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Registered office

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Connect Centres

Airds

Airds Local Enterprise Centre
86A Greengate Road
Airds NSW 2560

Tel: (02) 4628 8622

Email: airds@workventures.com.au

Claymore

Corner Dobell & Gould Roads
Claymore NSW 2559

Tel: (02) 4628 2901

Email: claymore@workventures.com.au

Macquarie Fields

123 Eucalyptus Drive
Macquarie Fields NSW 2564

Tel: (02) 9618 0677

Email: macquarie.fields@workventures.com.au

ITeC Repair Centres

Sydney (SIRC)

Southern Cross Industrial Estate
200 Coward St
Mascot NSW 2020

Tel: (02) 8337 4000

Email: sirc@workventures.com.au

Melbourne (MIRC)

109 Lambeck Drive
Tullamarine VIC 3043

Tel: (03) 9310 4018

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Clark McNamara Lawyers
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Sydney NSW 2001

Graham Wheeler Solicitors
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Bankers

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GPO Box 3433
Sydney NSW 2001

Westpac Banking Corporation
GPO Box 3433
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BUILDING COMMUNITIES THAT WORK



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