



Centacare Employment and Training

Annual Report 2006–2007

Adaptable growth

to redefine employment and training



Mission Statement

“Centacare Employment and Training provides quality, individualised employment, training and support services to unemployed jobseekers in a manner consistent with our Christian ethos, which encourages clients to regain and sustain their dignity and work towards building economic and social livelihoods for themselves.”

Services are available to all without discrimination on the basis of age, gender, race, religion and physical disability, marital or social status.



Our Values and Vision

Centacare Employment and Training provides quality, individualised, employment and training and support services to unemployed jobseekers in a manner consistent with our Christian ethos.

A non profit organisation, Centacare Employment & Training encourages clients to regain and sustain their dignity and work towards building economic and social livelihoods for themselves. Centacare Employment and Training carries out its business in a manner that reflects commitment to the following values:

- A Christian ethos, implemented in a manner which does not exclude any jobseeker.
- The maintenance of high ethical standards.
- A high level of accountability - to clients, customers, governments and the community.
- A commitment to deliver all services in a professional manner using best practice methods at all times.



Who We Are

Centacare Employment and Training was established on December 5, 1976 as a Community Youth Support Scheme (Centrecare CYSS) by His Grace Barry J Hickey, Roman Catholic Archbishop of Perth who was then the Director of Centrecare Marriage and Family Services. Initially, the agency commenced with a small budget and two full time staff members. Over the years, the organisation has grown and has become one of the largest community based employment and training organisations in Perth.

Today, the organisation is spread across six sites and has 80 staff. Centacare Employment and Training delivers a range of programs and services from its 6 locations, including Employment Services, as well as Australian Apprenticeship Support Services, Personal Support Program, Language, Literacy & Numeracy Programs and Registered Training Organisation services.



Chairperson's Report

Just twelve months ago, many of us met at Altitude 9 to celebrate the 30th Anniversary of CET and its antecedents. In the year since that wonderful celebration some very significant things have happened to the agency.

The shock of losing the very successful NAC contract was to some extent tempered by the gain of new programmes, including STEP ERS [an employment training programme aimed at indigenous clients]; CONNECTIONS [formerly known as POEM] targeted at young people who have dropped out or lost contact with school and training opportunities; FIRST CLICK [initial computer experience]; ZERO WASTE FOR THE WORKPLACE [designed to encourage "green" thinking], and JIFP [Joint Indigenous Funding Pool]. These are all proceeding successfully.

One momentous event in April was the decision by our long-time Executive Director, Pauline Robertson, to resign her position and move to Sydney to live. Pauline had been leading the organisation for twenty-nine years, from its infancy as a CYSS project through several metamorphoses to its current status as Centacare Employment and Training. For many of us it was difficult to imagine CET without Pauline.

Nevertheless, life, both personal and organisational, does go on and, within a couple of months of her decision to resign, we had selected and recruited a new Executive Director and organised a farewell for Pauline - once again at Altitude 9.

There are many employers, government and other agency workers, former staff members and ex-clients who had considerable contact with Pauline during her long tenure at CET and might like to know that she now has a senior management position with Marist Youth Care in Blacktown, NSW.

Our new Executive Director, David Bates, took up his position towards the end of June following a brief hand-over period. David has a strong business background in Human Resources consulting and recruitment, being Founding Director of Morgan & Banks Pty Ltd [WA] and Temps & Co. [Australia] during the nineties, before taking up senior management roles with Mission Australia, and Care Options Inc. - a not-for-profit regional provider of community aged care and disability services.

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Chairperson's Report continued...

For the twelve months immediately prior to joining CET, David was responsible for the start up and management of a new Job Network site in Northbridge through a parent company "atWork Australia". This quickly became a highly successful venture. We look forward to David bringing his experience and expertise to bear on the many challenges facing CET.

Other recent additions to CET managerial staff include our new Finance and Corporate Services Manager, Peter Carden, and Fabienne McKirdy our Human Resources Manager. Peter commenced duties in July and has rapidly come to terms with the need to introduce new financial disciplines, cost control measures and budgetary restraints at all levels of our operations. Fabienne has been responsible for the completion of a basic set of new policies and procedures for all staff, together with the development and delivery of a new staff induction programme. We are fortunate to have been able to attract such quality staff to our organisation.

Some welcome additions to the Board of Management occurred during the year. Tony Durack, who has his own Management Consultancy, and Sean Beazley, who was CEO of Blueprints Australasia before joining Anson Consulting, came on the Board at the end of 2006. In April this year, Ros Petrucci, a senior solicitor in private practice and a part-time Member of the Social Security Appeals Tribunal, also joined us. Ros is also a CPA and is a Councillor of the WA division of CPA Australia. These three new members of our Board bring with them an impressive range of skills and experience which we will find invaluable in pursuing the mission and goals of CET.

One long-time member of the Board, Alf Baggen, a CPA with his own accounting practice, has decided to retire at the end of the year. Alf is a familiar figure in CET, having initially been employed as a part-time consultant about fifteen years ago to implement financial accounting programmes, including a new payroll system. He then joined the Board and presented and interpreted the financial statements at meetings until the appointment of a Finance and Corporate Services officer several years ago. Alf has been invaluable to CET and we wish him well in his retirement.

Although the past year has seen very high achievements in the employment services area at both Perth and Midland sites, there have been disappointments in some services.

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Chairperson's Report continued...

The loss of several key staff during the second half of 2007 has had a marked effect, particularly in two major operational areas. The RTO unit virtually ceased operating and is now in need of a complete reorganisation to ensure an appropriate compliance framework and operational accountability. Its revitalisation will be helped by CET being successful in obtaining new CAT funding for 2007-08. Heaven Sent Catering, which performed extremely well in the first few months of the year, also lost key staff and was unable to maintain production. Its operations have now been suspended pending a decision on its future.

At the national level, a decision by the CSSA not to continue holding employment services contracts awarded by DEWR [the Department of Employment & Workplace Relations] after the expiry of the current contract in 2009, has resulted in the need for a new national entity to bid for contracts on behalf of all the agencies in the network previously represented by CSSA. A Working Party has been active since July this year in an attempt to design an appropriate structure, and CET is now part of a small team looking at possible alternatives. The importance of a strong national network cannot be overestimated when it comes to winning government contracts and it is anticipated that a suitable model will emerge early in the New Year.

One sad event that occurred just a few days ago was the passing of Bill Mangini, a wonderful friend and mentor to CET and its forerunners over the thirty years of our existence. Bill was an inspiring and extremely talented educator who changed the lives of very many unemployed and dispirited young people. He had a rare gift for reaching out to everyone, including those with intellectual disabilities, and helping them to achieve things they hadn't thought possible. Bill will be remembered by the many individuals he helped in several agencies and organisations in WA.

I will conclude by thanking sincerely all CET management, staff and board members for all their hard work and dedication in what has been a difficult year. We are confident that the right steps are being taken to ensure that we remain a highly successful employment and training organisation and are able to meet whatever challenges 2008 might bring.

May we all have a wonderful Christmas and a new year of fulfilment.

Eric Moxham

Chairman

Executive Directors Report

In joining Centacare Employment and Training 2 weeks before the end of this 2006-07 reporting year, summarising events of the year is very much about observing and managing a major historic transition throughout the organisation. During the second half of the year major eventful changes occurred across much of our agency. The most notable of these include:

- Resignation and departure of the Executive Director, Pauline Robertson who was an inherent foundation of the organisation, having been with Centacare for 29 years.
- Resignation of the Finance and Corporate Services Manager and remaining finance staff in March with replacements not available until July.
- Suspension of the RTO Program operation in June due to resignation of the manager and his subordinate staff.

Turmoil within the organisation caused by the unsettling major changes and the uncertainty for the future directions of Centacare.

These events have challenged the organisation more than any preceding period in its history and were no doubt precipitated by the departure of the Executive Director who was for so many years the pivotal leader of the organisation.

In the midst of these challenging circumstances there have also been a number of truly outstanding successes achieved by the managers and staff of Centacare who have continued to focus on our mission in helping the disadvantaged in our community. Our Job Network programs along with the allied Personal Support Program have continued to strengthen in performance and are not only leaders in Perth but also nationally in their professionalism and performance. Our Language, Literacy and Numeracy Program (now the largest in WA) gained major increases in funding and has opened new sites in West Perth, Cannington and Gosnells. This program is recognised nationally as a "model" and clearly is a result of the innovation and hard work of our dedicated staff.

As the new Executive Director coming into an environment of such eventful change I have been more than impressed by the professional and caring staff in Centacare who have continued to operate their programs at such high levels of effectiveness.

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Executive Director's Report continued...

Our organisation is no doubt gifted with extraordinary managers and staff who continue to achieve excellence and set us apart as a unique caring team who make such major positive impacts on the lives of many people in our community who struggle daily in gaining and keeping meaningful work.

In looking forward to the New Year and the challenge of leading the transition of Centacare into the future I am both confident and excited to have a very special team of dedicated managers and staff who are exemplary in the delivery of our mission programs. With this foundation, we have every potential to succeed in strengthening and expanding our programs for a sustainable and bright future.

In the coming year we will be putting into place a number of significant improvements in our operating environment to further improve Centacare's already strong presence in Employment and Training. These improvements will include the following initiatives:

- Greatly improved financial management systems and practices.
- Integration of program operational processes to maximise income and provide maximum advantages to our clients and customers.
- Development and implementation of a strategic business development and marketing framework to broaden our funding sources.
- Implementation of professional Human Resources and Occupational Safety and Health practices.
- Development and implementation of uniform operational policies and procedures across the organisation.
- Implementation of enhanced work culture practices in the form of "The Success Formula" in order to create a dynamic improved work environment to improve the highly stressful environment our staff work in.
- Develop and adopt meaningful business plans for each autonomous operation in the organisation.
- Review and update the Strategic Plan and begin monitoring progress towards the goals we set.

On behalf of Centacare I convey a sincere thank you to the staff and managers who have not only continued their exemplary performance but have also welcomed me and provided much necessary support in my very early days here.

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Executive Director's Report continued...

Thank you all. I also want to take this opportunity on behalf of our organisation to thank the Board of Management for their continued support and guidance over the past year. We have continued to sharpen roles, responsibilities and accountability as we move closer to exemplary performance of our mission. I would like to also sincerely acknowledge the support received from the Catholic Archdiocese of Perth and the Lifelink fundraising program as well as the State and Federal Governments who have provided significant funding to the organisation.

The coming year holds much promise in bringing about a number of milestone improvements to our organisation. There is a sense of excitement and anticipation throughout the organisation. I look forward to a bright future for Centacare.

DAVID BATES
Executive Director



Board Members

Eric Moxham

Chairman

Eric is a psychologist with 30 years experience in education and training, including counselling, assessment and selection, management and provision of psychological services to mature age students and staff. Now retired from full time employment, Eric has wide experience as a committee member and chairperson in various settings at local, national and international levels.

Gwen Wood

Senior Portfolio Officer, Department of Health

Gwen was appointed to the Centacare Employment & Training Board at November 2005's Annual General Meeting. She is a Senior Portfolio Officer with the Department of Health, with double degrees in Education and Psychology and Post Graduate Diploma in Business. Prior to joining the Department of Health, Gwen worked in the Vocational Education & Training sector for many years, first as a lecturer then as Program Manager, so she brings very relevant expertise to her position on the Centacare Employment & Training Board.

Alf Baggen

Accountant

Alf is a qualified accountant with over 28 years experience in both the private and public sectors, including retail, manufacturing, property development, and taxation for both large and small business, including non-profit organisations. Alf currently operates his own accountancy practice.

Neville Ward

Retired Senior Manager

Neville has spent 30 years in Senior Management roles involving operations management, marketing and strategic planning, human resources, corporate restructuring and consultancy. He is involved with the pastoral mission of the Catholic Church and is Past State Executive Officer, Knights of the Southern Cross (WA) Inc. Board memberships held include - Archbishops Lifelink committee, Chairman - Overseas Aid Fund for the Education of Children in Vietnam, Board of Management - KSC Education Foundation Inc, KSC Charitable Foundation Inc, Curriculum Advisory Committee, School of Nursing, Curtin University.

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Board Members continued...

Dr. Jaya Earnest

Lecturer and Masters Program Coordinator, Centre for International Health at Curtin University

Dr Jaya Earnest is a Lecturer and Masters Program Coordinator for the Centre for International Health at Curtin University. A science educator and sociologist, Jaya has worked for 20 years in countries such as India, Kenya, Uganda, Rwanda, East Timor and Australia. In the last two years Jaya has been involved in projects in East Timor, Sri Lanka, India and WA. Currently, she is involved in a project studying the psychological well being of adolescent refugee students in government schools. In 2004, she was awarded the Early Career Award by the West Australian Institute for Educational Research. In 2006 she was a member of a team that won the Excellence & Innovation in Postgraduate Teaching Award at Curtin University.

Sean Beazley

Senior Executive

Sean is currently the CEO of Blueprints Australasia and a Partner with the Anson Consulting firm. He has experience in staff management, project management, enhancing organizational performance, and profit accountability. His areas of expertise are organisational development, change management, strategy formulation and implementation, organisational performance enhancement, and particularly recognizing that people are the key to an organisations success.



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Board Members continued...

Tony Durack

Senior Executive

Tony has his own highly successful Consultancy Business - AJ Durack Management.

He brings with him, 30 years of experience working in all aspects of employee relations working in many different types of organizations some which include the biggest corporates here in WA. He has considerable experience in restructuring companies that are not going well and turning them into profitable organisations.

He has broad experience in Human and Industrial Relations, facilitating change management programs, coaching at all levels and experience with Aboriginal and African communities. Tony has also had significant experience in recruiting.

Rosetta (Ros) Petrucci

Solicitor

Ros is a full time solicitor in private practice with Peter Lark & Co. (West Perth) as well as being a part time member of the Social Security Appeals Tribunal.

She is also a Councillor of the Western Australian division of CPA Australia and facilitates a part time CPA workshop presented with CPA Australia.

Ros has also been an Olympics Volunteer - 2000, 2004, 2006.



Finance and Corporate Services

Centacare Employment and Training finished the year in a less than satisfactory financial position. This was due to the highly volatile transition activity experienced during the second half of the year combined with the absence of an effective finance and accounting department during the second half. Effectively the organisation had less than adequate accounting capabilities except for an ability to process payroll and process payables. These factors weakened the organisations ability to appropriately control expenditures and were a contributing factor to our operating loss. Details are contained audited accounts section and the reported items provided by our external auditors.

Corporate Services were curtailed similarly which significantly limited support in the areas of human resources, asset management, purchasing control and implementation of quality management initiatives which had been planned. A continuing strong point of Corporate Services however was the ongoing sound management and maintenance of the organisations IT and communications network and systems. This is attributable largely to the IT Officer, Doug Bell who installed new major pieces of network and work station equipment throughout the new and expanded Language, Literacy and Numeracy offices, particularly West Perth, Cannington and Gosnells while also putting in major expansions to the network at James Street. He also provided expansive maintenance to the network and upgraded a number of hardware and software weaknesses.



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Finance and Corporate Services continued...

In looking forward to the New Year major efforts are underway to ensure that key staff including the newly appointed Manager of Finance and Corporate Services (who starts at end of July) are in place to immediately implement the following strategic functions and improvements:

- Implementation of improved accounting control and standards to Australian Accounting Standards. This will include systems and reporting on a much greater level in order to provide accurate monitoring of financial activity.
- Implementation of appropriate purchase approval and control processes.
- Development and immediate implementation of an appropriate budget and budget management (cost control) process across the organisation.
- Develop and implement an asset management process and procedure to include asset development for the longer term.
- Develop and implement an appropriate Human Resources management framework (policies and practices) across the entire organisation.
- Develop and implement an appropriate Occupational Safety and Health framework (policies and practices) across the entire organisation.
- Development and implement an organisational Intranet.



Employment Services - ES

Employment services at both Perth and Midland have performed strongly in the last year in assisting job seekers to find secure and sustainable employment. This is noteworthy considering the difficulties faced due to the increasing complexity of issues faced by job seekers - mental health, drug abuse and homelessness. Often clients present with a combination of these barriers. It is a credit to our staff that they continue to perform with these complex and challenging problems and still achieve so much.

There was a continued emphasis on further integrating services for job seekers, and has enabled Centacare Employment and Training staff to combine its considerable internal expertise in assisting job seekers overcome these barriers. As Federal government policy heads further in the direction of fewer delivering agencies with the ability to address the often complex needs of job seekers, Centacare Employment and Training continues to integrate its streamlined model of delivery across all of the programs. It is noteworthy that our key staff are recognised nationally as highly expert in program management and delivery. We have regularly been asked to provide audit and guidance assistance to other members of Centacare in the Eastern states. We are well prepared to continue our excellent performance in the year ahead due to the level of expertise of our staff and the best practise employment services systems they have put in place.



Registered Training Organisation - RTO

Centacare Employment and Training has been an active provider of training at James Street as well as its Midland and Perth Offices. A wide range of courses were conducted throughout 2006/07. These courses have been focused, but not reliant on the hospitality industry through a number of funding sources, such as Competitive Allocated Training program, Access Program and Traineeships. By utilising the internal facilities of Manners Training Restaurant and The Knights Bar, Centacare Employment and Training was able to provide simulated industry training for suitable trainees in both front of house and kitchen operations. Other accredited training delivered by Centacare Employment and Training this year, has included courses in Client Patient Health Support Services, Barista Skills, Bar Operations, Responsible Service of Alcohol, Senior First Aid, Occupational Safety and Health as well as Business and Computer Training.

Centacare Employment and Training also delivered accredited training in Business Administration through Fee for Service training and Traineeships at Certificate I, II & III levels. Client groups serviced by Centacare Employment and Training have included Culturally and Linguistically Diverse (CaLD), Youth at Risk, People with Disabilities, Indigenous, Ex Offenders, Mature Aged People Returning to the Workforce all of whom undertake training courses to enhance their opportunities to obtain and sustain gainful employment. The Training Department within Centacare Employment and Training's designed to work closely internally with both the Job Network Program and our Australian Apprenticeship Recruitment Centre in order to assist with placement of graduates directly into employment or further training under a Traineeship or Apprenticeship. At the end of this year RTO operations were suspended due to staff resignations brought about by the major leadership transitions during the second half of the year. In the New Year, activity will re-commence towards an improved RTO program.



Personal Support Program - PSP

The Personal Support Program continued to be delivered at the Perth and Midland sites. This program is designed to help people on income support stay connected to the economic and social life of the community by assisting them to tackle difficult personal circumstances. Personal Support Program helps to provide participants with counselling, personal support, referral and advocacy, practical support and assessment. Common barriers to economic or social participation include homelessness, mental health issues particularly depression and anxiety, drug and alcohol dependence, family relationship breakdown, domestic violence, social skills deficits and also unresolved trauma or grief and loss. Centacare has continued throughout the year to achieve excellent results in assisting our clients in this complex program. We currently operate the largest PSP Program in Western Australia.



Language, Literacy and Numeracy Program - LLNP

Centacare Employment and Training provides services under the Language, Literacy and Numeracy program, across three streams:

- Basic Language Stream
- Advanced Language Stream
- Literacy and Numeracy Stream

The program is generously funded by the Federal Department of Education, Science and Training, and the main aim of the program is to provide support and skills to students who have language, literacy and or numeracy barriers which hinder them being competitive in the labour market, or gaining access to further education and training. The Language, Literacy and Numeracy program operates across 5 sites; Midland, Wellington Street, Murray St, Cannington and Gosnells. It is linked to both Centrelink and Job Network Providers for referrals into the program.

Centacare Employment and Training is well placed to run the Language, Literacy and Numeracy program as it provides reciprocal support across programs for both clients and students which include Job Matching and Job Search Support. It caters for students from a wide variety of national and cultural backgrounds whose ages range from 16 to 65 years. It also caters for students from a wide variety of educational backgrounds i.e. from no previous schooling to third level education. It offers qualifications for Certificates of General Education for Adults, as well as Certificates in Language and Literacies.

The program has been very successful so far in its ability to retain students, support the development of their skills and qualifications as well as supporting them in work experience and into employment. This is due to interest and skills of the teachers employed in the program who have been eager to support students' voice by in-house publishing projects as well as developing reading, writing, oral communication, numeracy and computer skills. Confidence gained from these projects enables students to take an active role outside of the 'classroom'.

Australian Access Apprenticeships Program

Centacare Employment and Training has continued delivery for the WA brokerage of 815 places under the Australian Apprenticeship Access Program to be delivered in both metropolitan and regional Western Australia. The contract includes training places for the wider metropolitan area and regional centres including Busselton, Albany and Collie in the Great Southern Region, Northam, Kalgoorlie, Esperance, Merredin, Narrogin, Geraldton, and Jurien in the Central and Mid West Region, and Port Headland and Karratha in the North.

Funded through the Department of Education, Science and Training, the program provides opportunity to job seekers who experience barriers to skilled employment. Pre-vocational training, support and assistance are provided to obtain and maintain an Australian Apprenticeship, or be supported into employment, further education or training. It helps address some of the requirements under the Welfare to Work agenda, providing early intervention and tailored opportunities for eligible job seekers. The program is structured in that job seekers receive six weeks of up front training in the vocational area of their choice and then are placed into work experience to further cement the skills that they have gained in the training environment. As soon as job seeker's commence training, they are assisted with job search training skills and begin their search for work immediately, assisted by Centacare Employment and Training staff in the process. Following placement into employment, jobseekers are offered post placement support for a period of six months to ensure that their transition to employment is a smooth one.

Participants this past year have undergone training in a range of programs including Hospitality, Automotive, Office Administration, Retail, Warehousing, Construction and Health Support Services.



Australian Apprenticeship Recruitment Centre

The 2006/2007 year saw the continuation of Centacare Employment & Training's Australian Apprenticeship Recruitment Centre (AARC). AARC continues to respond to an identified market need to provide a streamlined recruitment service to employers and schools, and those seeking an apprenticeship. The Australian Apprenticeship Recruitment Centre has operated on a highly successful level this past year.



Heaven Sent Catering

The Heaven Sent Catering team comprising of team leader Valli Parsons, and assisted by David Rodier, Bessie Adams and Coral Kayne made significant improvements in both menus and the customer base during 2006/07. Building on a high repeat business ratio, a large number of high profile businesses and organisations became daily and weekly repeat customers. Fresh seasonal (quarterly) menus were developed that showed real innovation with a truly international flavour and helped build the success of the catering business during the year.



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