Acknowledgements

The Chairperson, Board of Directors and Management of MADEC would like to acknowledge the contribution made by MADEC staff members in the design, compilation and production of this report.
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Board of Directors

Bill Nicol
Chairperson
Professional Civil Engineer and Planner operating across the MADEC service area. Brings strategic planning, project management and sustainable development to the Board. Board member for 17 years.

Gayle Danson
Director
20 years experience in community development and community service provisions for the disadvantaged. Qualifications in teaching and librarianship. Business background. Graduate of AICD. Board Member for 5 years.

Ian Ballantyne
Director
Currently self employed in project and executive management consultancy in agriculture and natural resource management fields. Board member for 27 years.

Jayne Sunbird
Director
Previously employed as a Business Facilitator at MADEC prior to establishing own consultancy business. Brings public relations and marketing skills to the Board. Board member for 5 years.

Leon Follett
Director
Dryland farmer from Euston. Provides the Board with input on local issues from the Mid Murray region. Board member for 11 years.

Christine Roberts
Director
Qualified and practising Chartered Accountant and Financial Planner with an extensive background in both fields. Provides the Board with sound financial advice and direction. Board member for 3 years.

Peter Jones
Director
Dried fruit property owner for over 30 years. Served as Chairman of the Dried Fruits Association and delegate to the ADFA. Served on the Workplace Relations and Water Committees. Member of the Dried Grape Industry Advisory Council. Former LMW director. Board member for 3 years.

Tristram Lock
Director
A practicing solicitor with a local commercial law firm. Brings legal and corporate governance to the Board. Board member for 2 years.

Linda Pratt
Director
Manager, Corporate Services, Mallee Catchment Authority. Past member of the Northern Mallee Leadership Program Community Reference Group. Brings Human Resource management to the Board. Board member for 3 years.
Our Values & Strategic Goals

Our Values

Trust, Honesty and Accountability
The upholding of trust, honesty and individual and organisation accountability in all we do and say.

Dignity and Respect
The right of each and every person to be treated with respect and dignity.

Initiative and Creativity
The initiative and creative potential of individuals and the contribution they make to MADEC.

Growth and Development
The professional growth and development of board members, management and staff that will enhance their skills, knowledge and experience.

Quality and Continuous Improvement
The development and delivery of high quality services to our clients and customers through continuous improvements and organisational development processes.

Economic, Social and Environmental Sustainability
The principles and practices of economic, social and environmental sustainability.

Our Strategic Goals

Our Services
We will provide high quality, innovative and responsive education, training and employment services.

Our Employers
We will be recognised by employers as a one-stop shop for professional, reputable and reliable provision of education, training and employment services.

Our People
We will value and invest in our people to maximise their potential.

Our Communities
We will seek and build strategic and honest community partnerships which assist in developing community capacity.

Our Mission
Strengthening communities by developing and delivering regional initiatives and solutions through innovative and responsive education, training and employment services.

Government Funding
We will work positively in collaboration with all funding agencies.

Our Organisation
We will continue to be a financially viable, accountable and responsible organisation.

Our Vision
'Stronger Communities’

MADEC defines strengthening communities as the provision of services in the areas in which we operate, which enhance the potential of individuals in strengthening their communities through training, employment and education.
Progressive growth in student numbers in all of our training locations has been achieved since the commencement of the contract. The success of this program has assisted each of the Employment Services Area’s (EAS’s) in South Australia to progressively improve their financial performance and has taken some pressure off the Employment Pathway Fund (EPF) that was allocated to training for our jobseekers. Continued growth in SA training will be achieved by expansion of existing course areas and the implementation of new training initiatives targeted at the Horticulture, Food Processing, Education Support, Literacy and Numeracy. In the next financial year it is expected that the revenue earned from “Skills for All” funded training in South Australia will exceed 2 million dollars.

Unfortunately however, changes in Victoria to State funded training has impacted on the viability of a number of courses that have traditionally been delivered by the Community College in Mildura. Like many of the traditional training providers, MADEC has been forced to reduce activity in a range of courses which has impacted on the financial performance of the Community College. Plans have now been developed for a number of new course initiatives that will lead to improved performance into the future.

We were pleased to welcome Peter Twaddle into the position of Chief Financial Officer and Marion Wilson commenced as the Community College Manager. Both Peter and Marion bring significant experience to the MADEC Management Team and they will have a positive and lasting impact on the organisation.

Also welcomed was Tracee Vassallo as the new Area Manager for the Sunraysia ESA (Employment Service Area). This ESA has experienced a great deal of change during the last 12 months. Tracee and her team are committing energy into reviewing client service strategies, management and monitoring processes and organisational structures. Positive outcomes from this work are now being demonstrated with the ESA steadily improving against benchmark performance data.

The new JSA (Job Services Australia) contracts which commenced in July 2012 introduced further complexity to our operating environment and when combined with a softening in the employment market, have made it challenging to achieve positive outcomes for our Job Seekers. Despite the difficulties, the majority of our JSA’s have been successful in maintaining performance standards against the Commonwealth Job Service Australia contracts. The Robinvale site has achieved 5 star results, the maximum possible, across all client streams.

MADEC’s Labour Hire business has also continued to return strong results in the Yorke Peninsula and Riverland areas in South Australia. It is expected that with the recruitment of a new Business Development Consultant that Labour Hire will also improve in the Sunraysia market.

MADEC has continued to play a prominent role in the Seasonal Worker Program. We have maintained our status as the largest employer of seasonal workers participating in the program, with assignments operating in four States and Territories. Workers are engaged from Kiribati, Samoa, Tonga and Papua New Guinea. This has enabled MADEC to further develop our relationship with the various Commonwealth authorities that oversee regulatory requirements.

During 2012/13 MADEC was invited to deliver presentations at two international forums to share our experience with the various countries that participate in the Seasonal Workers Programs. MADEC continues to establish promising new relationships with host employers and has implemented a range of internal program improvements that will lead to increased financial returns from worker “on hire” assignments.

The National Harvest Labour Information Service continues to operate from Mildura in undertaking its important role to support horticultural regions and businesses in sourcing labour across Australia. The service works closely with MADEC’s Harvest Labour offices in Victoria, New South Wales and South Australia and with a network of Harvest labour offices operated by other providers servicing all States and Territories.

Over the past year MADEC has further strengthened its focus on the training and development of our staff and has implemented
measures to improve communication across the organisation. We have developed and implemented a leadership program for our team leaders and are well advanced in an initiative to deliver accredited employment services training to approximately fifty staff.

The organisation's commitment to improved communication has seen the implementation of a quarterly newsletter and the Management team conducting Strategic Update Forums across the organisation in November 2012 and May 2013. These forums, which involve Management team representatives and the CEO travelling to all sites across MADEC’s service area, provide the opportunity to share information with staff and to obtain valuable staff feedback. The forums will remain a regular feature on the annual calendar into the future.

MADEC successfully negotiated a new Single Enterprise Agreement for our staff that provides wage structure for the next three years. A new KPI (Key Performance Indicator) system has also been developed for all employment services staff and performance data is now being shared and discussed more openly.

The financial challenge for the Board and the Management team during the 2012/13 year has been considerable. As reported last year the MADEC financial result for 2011-2012 was not as strong as planned and reflected a contraction of revenue available through the Commonwealth’s Job Services Australia contracts and the significant investment required in South Australia to develop our education and training capacity. The contraction in Job Services Australia revenue commenced early in the 2012 calendar year and has continued throughout the 2012/13 period.

As a result the organisation was left with a relatively high cost structure which quickly translated into deteriorating financial performance from January 2012 onwards. In addition, in November 2012 MADEC was advised that the DES-ESS (Disability Employment Services / Employment Support Service) tender for repeat business was not successful. The loss of this significant contract further compounded the impact of the reduced financial returns from Job Services contracts and placed the organisation under further financial pressure.

The final result for the 2012/13 financial year was a significant loss that has also had an adverse impact on available cash reserves. The MADEC Board, the Management team and all staff have worked hard to stabilise the organisation’s financial performance. Discretionary costs are being well managed and staffing numbers have been reduced by approximately 18%.

The 2013/14 budget has been approved by the Board and projects MADEC returning to a more profitable position by the early part of 2014. This will primarily be achieved through the continued growth of education and training activity as the financial returns from Job Services Australia contracts are predicted to remain under pressure.

In the early part of 2013 MADEC participated in a re-accreditation audit against the National Disability Services Standards. It is important that the organisation demonstrate compliance with this standard as a condition of the Disability Employment Services-Disability Management Services contract with the Department of Education, Employment and Workplace Relations. We are pleased to advise that MADEC was successful in securing registration for a further three years.

Later in 2013 MADEC will also be audited against the Vocational Education and Training Quality Framework. The organisation has commenced preparation for this audit to ensure our status as a Registered Training Organisation is retained.

MADEC is also participating in the Job Services Australia Quality Assurance Pilot being conducted by the Department of Education, Employment and Workplace Relations which will involve MADEC achieving certification against the ISO standard. This development is important for our internal process of continuous improvement and will assist MADEC to position competitively for future Job Services Australia tenders. A Quality Manager has been appointed to ensure the appropriate expertise is available to co-ordinate and drive this substantial improvement exercise.

The MADEC Board has endorsed the new MADEC Three Year Strategic Plan, setting the direction for the organisation over the period 2013-2015. Consolidation of MADEC’s position and building on core strengths to achieve measured and sustainable growth are the strong themes within the Strategic Plan. The plan also highlights the intention to continue to build our Education and Training and Labour Hire business, while maintaining our performance in the Commonwealth Job Services Program. Implementation of the Plan has now commenced through the organisation’s departmental business planning process.

We would like to acknowledge the ongoing commitment of the MADEC Board in providing effective governance and leadership to the organisation. The time, commitment, knowledge and expertise that individual Board Directors bring to governing MADEC, on a voluntary basis, is greatly appreciated. On a personal basis, as Chair, I wish to thank our Chief Executive Officer, Laurence Burt, for providing the leadership and direction to staff and advice to the Board, in working to guide MADEC through a difficult and challenging business environment during his first year with the organisation.

The many achievements outlined in this Year’s Annual Report are due to the commitment, skills and expertise of our valued staff across the organisation. We wish to express our appreciation to the Management Team and all Staff for their ongoing dedication and commitment in striving for the best possible outcomes for MADEC and the Communities that we serve across a large part of Australia.

In closing we would also like to openly acknowledge the ongoing support provided by Community Groups over the past year. The many Community Groups that are members of MADEC are major stakeholders and form an integral part of MADEC’s philosophy and vision in creating Stronger Communities.

Laurence Burt
Chief Executive Officer

Bill Nicol, FIEAust, CPEng, MAICD
Chairperson
Corporate Governance

Board of Directors

MADEC uses principles and the practice of community governance to empower the Board to govern the organisation that supports management and operational responsibilities. The Board ensures that MADEC achieves its mission, strategic goals and objectives to fulfil its role by developing and monitoring governance policies. MADEC exists to achieve desirable objectives for the community. The Board is aware and operates on the principles of corporate governance.

These principles are:

MADEC’s constitutional and strategic parameters provide a framework within which the Board can act in the best interest of members.

MADEC has a clearly defined governance structure that provides for an efficient and effective Board including its committees and task forces.

Terms of reference and/or job descriptions define the roles and responsibilities of the Board, committees and taskforces and the key positions therein.

Sound working relationships, between both individual Board members and the Board as a whole, enables the Board to establish and build a partnership with its Chief Executive Officer and MADEC stakeholders.

Key organisational systems provide the Board with timely and accurate strategic data, information and knowledge. These organisational systems assist the Board to undertake its work of strategic leadership, policy-based decisions, maintaining, and reviewing and ensuring compliance.

Determining MADEC’s reason for being, and its alignment to markets, ensures the Board can drive the core business whilst management and staff deliver the core business via existing and new products and services. This approach ensures that current and future needs and expectations of members, clients and customers are met whilst providing a platform for the potential long term viability, sustainability and profitability of the organisation.

Regular monitoring and reviewing of MADEC’s performance against key result areas and key performance indicators that provides strategic data, information and knowledge from which strategic decisions can be made and new initiatives can be directed.

MADEC is able to demonstrate its performance to date and how it envisages its success in the future. Through the measurement of performance data and information the Board and management make strategic decisions and ensure MADEC’s vision, desired future and key result areas are achieved.

Composition of Board

To assist the Board in the execution of its responsibilities, a number of Committees are established and meet on a regular basis during the year. Each Committee has Terms of Reference approved by the Board and each is empowered to consider matters of relevance and to formulate recommendations for presentation to the Board at its regular meetings.

The Board Committees and a brief summary of responsibilities is as follows:

- Audit/Risk Committee – Ensures the reliability, integrity, compliance and coverage of financial, risk, quality data, information, quality documents and resources and that the Board and the Chief Executive Officer make their financial, quality, risk decisions, practices and disclosure, founded on the agreed MADEC Governance principles, policies, procedures and indicators.
- Nominations Committee - Reviews and encourages the candidature of individuals nominating for positions on the MADEC Australia Board, to ensure their skills, knowledge and experience are aligned with the Board’s skills based criteria as established.
- Governance Committee - Assists the Board to discharge its duty with respect to overseeing all aspects of good corporate governance, including the regular review of the MADEC Constitution.
- Building & Facilities Committee - Provides advice to the Board on the building and facilities requirements to meet the current and future needs of MADEC Australia and in consultation with Management, works towards the implementation of projects and strategies.
- Recruitment, Review and Remuneration Committee - Recommends to the Board on the engagement of the CEO and the Company Secretary, reviews and benchmarks the Chief Executive Officer and Company Secretary’s employment contracts and performance against the KPI’s contained in MADEC Strategic Plan, and recommends the CEO’s remuneration package.

Independent Professional Advice

Each Director has the right to seek independent professional advice at the Company’s expense. Prior approval of the Chairperson is required. The approval is not to be unreasonably withheld.
The Board of Directors Chairperson assures the integrity of the Board. The Board acts in trusteeship for MADEC’s owners, recognising this by gathering information from the owners about their aspirations, concerns and needs; remaining up to date in matters concerning the owners interests; and reporting to the owners on a regular basis on the performance of the organisation. “Please note all absences from Board and Committee meetings were approved by the Board.”

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<th>Chairperson</th>
<th>Mr Bill Nicol</th>
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<tr>
<td>Directors</td>
<td>Mr Ian Ballantyne, Ms Gayle Danson, Mr Leon Follett, Mr Peter Jones, Mr Tristram Lock, Ms Linda Pratt, Ms Christine Roberts, Ms Jayne Sunbird</td>
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<td>Company Secretary</td>
<td>Mr Maxwell Polwarth</td>
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### 2012/2013 Board Meetings attended

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<td>Ms Gayle Danson</td>
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<td>Mr Peter Jones</td>
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<td>Mr Tristram Lock</td>
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<td>Ms Linda Pratt</td>
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<tr>
<td>Ms Christine Roberts</td>
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<tr>
<td>Ms Jayne Sunbird</td>
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</table>

| Total Board meetings held | 14 |

### Board Committees

#### Audit/Risk Committee
- Ian Ballantyne (Convenor) 8
- Gayle Danson 10
- Christine Roberts 9
- Tristram Lock 9

#### Nominations Committee
- Gayle Danson
- Peter Jones
- Tristram Lock

#### Governance Committee
- Jayne Sunbird (Convenor) 1
- Linda Pratt 2
- Peter Jones 2
- Tristram Lock 2

#### Building & Facilities Committee
- Gayle Danson (Convenor) 4
- Bill Nicol 3
- Leon Follett 4
- Peter Jones 3

#### Gifts, Donations & Bequests Committee
- Christine Roberts (Convenor) 2
- Linda Pratt 2
- Leon Follett 1

#### Recruitment, Review & Remuneration Committee
- Bill Nicol (Convenor) 6
- Ian Ballantyne 4
- Jayne Sunbird 5
- Linda Pratt 6

**Members up until 25/10/2012**
Gayle Danson, Peter Jones & Tristram Lock.
Following the AGM Jayne Sunbird, Ian Ballantyne & Linda Pratt.

Please note this committee was not required to meet during the period and all business was conducted via email.
MADEC in the Community

In 2012 /13 MADEC Community Groups helped strengthen the Community by providing friendship, fellowship and community support to both their members and others in the community. MADEC Community Groups have varied charters and objectives. Many groups support the independence of members of the community. TADvic do this by working towards safe, reliable solutions at minimal cost. SUNassist are focussed on supporting people with disabilities and the frail aged improving their independence and quality of life. Sunraysia Information and Referral Service provide information and referrals.

MADEC Community Groups have continued to bring their knowledge and value to the College and the wider community. With a diverse range of interests and skill levels there continues to be a strong demand for the Community Groups and their partnership with the Community College allows students to see the importance and level of involvement and engagement in the community. Our groups have supported many worthwhile causes this year including Australia’s Biggest Morning Tea, Tasmanian Bushfire Victims and Sunraysia Cancer Resources. Members sew, crochet and knit toys and blankets for Victoria Police, Nursing homes, victims of disaster.

MADEC staff have continued to show their generosity with their time, money and fundraising capacity. They have fundraised and supported MASP Community Sleepout, Cancer Patients, Relay for Life, Tour de Crawford supporting Breast Cancer Network Australia and Australia’s Biggest Morning Tea. Our staff also participated in the MADEC Harvest Labour Grape Crush at the 2013 Mildura Wentworth Arts Festival Mildura City Street Party.

The MADEC ‘Community Showcase’ was held in August to celebrate and exhibit the skills of our various member groups. In 2012 the Sunraysia Doll, Teddy and Toy Club held the Doll, Bear and Teddy Show. Mildura Patchwork Friends held their biannual Patchwork Show. The Mildura Woodworkers and Woodturners held their annual Woodshow at the old Mildura Station Homestead.

MADEC’s agreement with the Mildura Rural City Council to operate the old Mildura Station Homestead has strengthened our Community profile and provided Community Groups access to the Cottage. The Cottage is used for regular Group Meetings and weekend workshops. Groups are enjoying the change of space, views and parade of brides and wedding parties through the Grounds. MADEC takes bookings for the site and maintains a presence through the Community Support Officer. Mildura Woodworkers & Woodturners have their own display hut and provide wood working and turning displays showcasing their skills and talents Thursdays & Sundays.

MADEC and the Chaffey Trail Reference Group are strengthening the profile of the venue by reviewing and upgrading printed collateral, coordinating monthly radio interviews and working in consultation with the Visitor Information Centre, Mildura Arts Centre and Mildura & District Historical Society. 2013 has seen the old Mildura Station Homestead join the social media phenomenon.

The Community College continues to be well used by Community Groups and by the wider community. The room quality and service are highly regarded and valued. The quality of our facility is exemplary and certainly creates a harmonious atmosphere in which to meet and learn.

The MADEC Volunteer of the Year was won by Pauline Bartels from Birdlife Mildura. Pauline was the President of Birdlife for 13 years and has been heavily involved in the Yelta Landcare Group. Pauline is a lady who cares deeply about the local environment and the plants, birds and animals which exist in it and has worked over a long period to preserve and promote its care and enjoyment to others.

MADEC continues to seek and build strategic and honest community partnerships which assist in developing community capacity.
Community & Corporate Members

2013 Corporate Members (Community Groups)
Australian Association of Massage
Australian Inland Botanical Gardens
BirdLife Mildura
Cake Decorators of Victoria Inc.
Compassionate Friends - Mildura Group
Creative Living
Denbeigh Embroidery Group
East End Community House
Electric Light Theatre
Embroiderers Guild of Victoria
Football Federation Victoria - Sunraysia
Mallee Accommodation & Support Program
Mallee Folk Club
Mallee Sports Assembly Inc
Mallee Sustainable Farming Inc
Mildura Ballet & Dance Guild Inc.
Mildura Bobbin & Lace Group
Mildura Eisteddfod Society Inc
Mildura Muscle Car Club
Mildura River City Jazz Club
Mildura Rostrum Club
Mildura Woodturners & Woodworkers Inc.
Murulla CWA
Oasis City (CERC)
Oasis Stargazers Club
Penguin Club of Australia Inc - Mildura Group
Red Cliffs Historical Railway Society
Ruby’s Cargo
Sunassist Volunteer Helpers Inc.
Sunraysia Chess Club
Sunraysia Community Radio Association
Sunraysia Doll, Teddy & Toy Club
Sunraysia Farmers Market
Sunraysia Information & Referral Services (SIRS)
Sunraysia Patchwork Friends
Sunraysia Pranic Healing Group
Sunraysia Spinners & Weavers Inc.
TADVIC
This’n’That Craft and Social Club
Community College

The Community College faced some significant challenges in the 2012/2013 financial year as a result of funding changes in Victoria. These changes required the implementation of strategic initiatives to investigate and implement new opportunities for growth and improve operational functions of the business. As a result of this review, a number of new qualifications were added to our scope of registration for delivery, including the Certificate I and Certificate II in Active Volunteering, Certificate III and Certificate IV in Disability, and Certificate II and Certificate III in Cleaning Operations. Despite the challenges, the Community College continued to demonstrate growth in training delivery in North West Victoria with 3200 students enrolled during the period July 2012 to June 2013, slightly up on the previous period. On-campus programs such as Aged Care and Children’s Services continued to have strong student numbers with excellent outcomes as many of the students secured employment at the completion of their studies.

The Community College was also approved as a Skills for All Training Provider in South Australia and commenced delivery in September 2012. Skills for All is a South Australian Government initiative that encourages more people to enter training, complete that training, and gain employment. MADEC currently has ten sites in South Australia delivering training and has achieved over 850 student enrolments during this time. This has provided significant growth for the organisation. Skills for All has allowed MADEC to develop its qualifications offered to students. We have concentrated on providing pathways and complementary qualifications which enable our students to be successful in gaining better employment or advancement in their current workplace. The year has also seen the addition of Certificate I Education & Skills Development which will ensure students are able to build strong foundations in their learning so they are better equipped when undertaking a Certificate III course.

As the longest-standing funded training provider for Adult, Community and Further Education (ACFE), it has been a very exciting year for the Community College. The Community College was selected in the initial trial of the Adult Digital Literacy Program (ICDL). This program focuses on the key skills that adults need to have to be part of a digitally connected and inclusive society. This program was designed not only to support studying but also for finding and securing employment by improving the student's skills to increase their work opportunities.

Another ACFE funded program delivered by the Community College to support students in finding and securing employment is the “Passport to Employment”. As the name suggests, this program which develops the student’s work skills and has seen exceptional outcomes in terms of job placements particularly given that the majority of these students have to overcome significant barriers to employment.

The other successful ACFE funded training program delivered by the Community College is Introduction to Digital Technology. This program not only covers basic computer training but also includes training in modern technology such as smartphones. ACFE funding is very flexible in its nature which gives the Community College alternatives to meet the special requirements of our student cohort to run programs that otherwise would not attract funding. It is for this reason new programs are being investigated together with the local Job Services Australia providers to meet the growing needs of job seekers.

The Community College continues to deliver the Language, Literacy and Numeracy Program (LLNP). The program is funded by the Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education and seeks to improve participants’ language, literacy and/or numeracy, with the expectation that such improvements will enable them to participate more effectively in training or employment. This contract will cease at the end of June and will be replaced with the Skills for Education and Employment Program (SEE). The new program still seeks the same outcomes as the LLNP; however, it has been simplified to reduce administrative workloads for providers and increase flexibility in delivery. MADEC has a contract for delivery of this program until the end of December 2013.
The Community College also delivered the “Skills Passport Food and Beverage Program”. This program was developed to help provide a pool of people who have transferable skills for working in the wine, beverage and olive industries. The program aims to assist employers in these industries by providing job ready people and increasing the local labour pool which will address the seasonal workforce issues. This has proven to be a very successful program and demonstrates what can be achieved through a collaborative approach between key industry representatives, training organisations and key stakeholders.

The Community College was once again proud to coordinate and sponsor the 2012 VET in Schools Student Excellence Awards held at the Settlers Mildura on the 15th November 2012. VET in Schools (VETiS) is designed to expand opportunities and pathways for senior secondary students, and improve educational outcomes in line with the Victorian Government’s objective to increase the number of young people completing Year 12 or equivalent. VETiS also addresses the skills and employment needs of industry in Victoria. The 2012 VETiS Awards were a proven success on the MADEC Calendar and in broader education spheres. The VETiS Awards celebrate Excellence in Vocational Education and Training. In 2012, 25 student awards were presented. The Student of the Year Award was presented to Nicholas Woods from Mildura Senior College. 2013 VET in Schools Awards are in the planning stages with a new excited team and outstanding venue.

MADEC Community College is proud of its achievements this year with the high level of customer service and quality education and training that has been offered on a day to day basis. We continue to broaden and expand our business opportunities in meeting and exceeding the needs of our clients and industry. The Community College will continue to build and strengthen relationships with industry and government organisations. We are responsive to the ever changing labour market and continue to stay abreast of changes through the hard work and dedication of our Community College staff who once again commend for another outstanding year of service.

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<tr>
<td>SIR40212</td>
<td>Certificate IV in Retail Management</td>
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<tr>
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<tr>
<td>SIT20212</td>
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<tr>
<td>SIT30707</td>
<td>Certificate III in Hospitality</td>
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Units of competency

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Extent</th>
<th>NSW</th>
<th>VIC</th>
<th>QLD</th>
<th>SA</th>
<th>WA</th>
<th>TAS</th>
<th>NT</th>
<th>ACT</th>
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<tbody>
<tr>
<td>HLTCPR211A</td>
<td>Perform CPR</td>
<td>Granted</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>HLTFA211A</td>
<td>Provide basic emergency life support</td>
<td>Granted</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>HLTFA311A</td>
<td>Apply first aid</td>
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<td></td>
<td>✓</td>
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<tr>
<td>HLTFS207C</td>
<td>Follow basic food safety practices</td>
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<td>✓</td>
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</tr>
<tr>
<td>HLTFS309C</td>
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<tr>
<td>HLTFS310C</td>
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Accredited courses

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<th>Extent</th>
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<th>VIC</th>
<th>QLD</th>
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<th>WA</th>
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<tr>
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<td>✓</td>
<td>✓</td>
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<tr>
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</tr>
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<td>✓</td>
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<tr>
<td>21938VIC</td>
<td>Course in ESL</td>
<td>Granted</td>
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<td>22012VIC</td>
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<td>✓</td>
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<tr>
<td>406505A</td>
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<td>✓</td>
<td></td>
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</tbody>
</table>
Employment Services

MADEC continues to focus on sustainable employment with the view that every Australian deserves the opportunity to work and every business can benefit from the addition of a new employee. MADEC provides a flexible service enabling jobseekers to receive the most appropriate assistance, support and training opportunities.

During 2012/13 MADEC has been an integral part of innovative partnerships and networks to enhance the opportunities of our jobseekers. Partnerships have been developed with group training organisations to increase traineeships and apprenticeships. External counselling has been implemented, and work experience projects have been developed, including the Foodbank project in the Riverland and the Harvest Labour Card and Induction program.

Current national results show that on average, 70 per cent of job seekers who are placed into a job by their JSA provider are still employed three months later. Sole parents achieve strong outcomes (81 per cent are still employed three months after a job placement) with most working part-time to suit their circumstances. Others such as Indigenous or homeless job seekers are less likely to be employed three months after a job placement (around 60 per cent). MADEC has employed dedicated staff members to provide post placement support to our jobseekers and employers to ensure we are available to assist with the transition into sustainable employment. This investment has increased our organisation’s rate of ongoing employment post 13 weeks for jobseekers.

Government surveys indicated that employers were less willing to hire people who had been unemployed for a long time because of concerns about attitude, work ethic, reliability, motivation and consistency. MADEC has developed and successfully delivered a pre-employment training program focused on non-vocational areas to assist job seekers in overcoming barriers to employment.

Other highlights during the past year include the extension of our job services delivery in Southern Adelaide to jobseekers at our McLaren Vale office. The Disability Management Services Program has once again delivered 5 star performance ratings in our Mid Murray Employment Services Area. We have supported nearly 100 jobseekers and employers by utilising the Government Wage Connect Program and our commitment to our FaHCSIA funded Indigenous Community Links program has assisted to identify appropriate service referrals to over 160 individuals and their families.

The contracts for Job Services Australia (JSA) and the Disability Management Service (DMS) component of DES both expire on 30 June 2015. MADEC will continue to work with our communities to identify areas where we can develop new partnerships or relevant programs. This will ensure jobseekers are prepared and able to secure employment and also satisfy the needs of our local employers to be successful in offering ongoing employment services delivery beyond 2015.

MADEC is a not for profit community based organisation, offering a diverse range of employment solutions as a provider of Job Services Australia.

Job Services Australia is the Australian Government’s national employment services system.
Indigenous Youth Leadership Programs (IYLP)

This year MADEC has enrolled fifty three students in the Indigenous Youth Leadership Program. This program is focused on enabling more disadvantage Indigenous students to complete year 12.

It is anticipated that this year the MADEC IYLP program will assist nine year 12 students graduate high school. These students are currently studying at Catholic College Bendigo – 1, Robinvale – 3, Coomealla – 3, Werrimul – 1, St Joseph’s College – 1. This number has increased dramatically from our first Graduation in 2011 of six students.

IYLP students have been involved in a range of events with the assistance of their IYLP scholarship funds. Events include the First Indigenous Youth Parliament, G’day USA Exchange program, Summer school for both Hospitality and Law, and also the Indigenous Australian Engineering Summer School.

The two major events from the year included the Year 10 Student gathering which was held in Canberra and also the Year 12 Graduation ceremony also held in Canberra.

Both events are open to IYLP students across Australia. Students participate in a range of activities including personal development, team building, cultural self-awareness and leadership.

These events allow students to build upon their knowledge of different cultures and identities within Indigenous communities throughout Australia. The experience provides students with further development of their leadership skills and enables them to open their minds to other opportunities that may exist.
Labour Hire

This year has been little different to those just recently passed with the labour market still being impacted by the economic uncertainty that pervades the country at the moment. Despite being remote from the larger business centres, we still are impacted although this varies dependent upon location and the industries resident in the area concerned.

Despite this site staff took up the challenge and maintained momentum in terms of driving our business and continuing the aim of expansion.

Labour Hire services remain centred around Riverland, Sunraysia, Mid Murray, Yorke Peninsular and to a lesser extent but slowly expanding, Southern Adelaide.

Riverland is very active but has experienced fluctuations in the demand for labour which has impacted revenue streams. It has been a year of contrasting halves, the last part of 2012 labour hire thrived with strong employment numbers in industries such as Wine Production, Mining, Construction and Food Processing.

This saw labour hire meeting and exceeding all expectations in a 6 month period. Due to circumstances ranging from export prices and weather patterns to a highly competitive local labour hire market, the start of 2013 was very slow undoing much of the good work that had been done the previous 6 months. With both the mining and wine production industries no longer requiring labour hire services this impacted upon the number of employees deployed. More recently, the Consultant has ranged beyond the Riverland ESA and has sought opportunities in the Murraylands and Southern Adelaide ESA’s. Consequently, the last two months of the financial year improved with clients involved in Construction returning to work and the winning of contracts in both Virginia and Murray Bridge.

This strategy has proven to be quite successful with enquiries being generated from businesses interested in our services. The potential for growth is evident and of recent times we have won work with a client engaged in egg production to provide labour to their poultry farms State wide.

Sunraysia was impacted most by staff vacancies. The Labour Hire Manager located in the Riverland took up a commute to provide labour hire services and promotion whilst a replacement was sought.

The potential for labour hire opportunity in Sunraysia is considerable, however the market is very tough with very active competition from other providers and again because of the economic factors. Despite this it is very apparent that our brand is obtaining respect and regard within the business community we engage with. This is evidenced by the number of enquiries which are made to us directly from businesses. The revenue stream currently fluctuates dependent on season and demand.

Retail and Wine making has been a focus but opportunities in the Construction field have also been explored with some success. Work on an interception project on Lake Ranfurley was won but due to inclement weather this project has been suspended until July. The Aged Care market is also being targeted and we have opportunities to provide Enrolled Nurses into that industry if we can find suitable, qualified employees to fill the roles on offer.

A more recent development is the approach to us by an organisation regarding the provision of labour for a large solar electrical installation. This is an exciting prospect which offers a long term contract not just within Sunraysia but also Mid Murray. Discussions with this business are ongoing with the start of the project tentatively set for August.

The Sunraysia labour hire operation has provided some frustrations with quite a few opportunities taken to the point of start only to be cancelled by the prospective client subsequently determining not to engage our services and choosing to manage within their existing resources.

Mid Murray is managed and operated on a part time basis. Salt Mining remains the principal client for labour hire in Mid Murray. Labour hire services have also been provided to an Aged Care facility where we have provided kitchen staff. The client involved has now outsourced this work to a National contractor in this.
industry and our contract will cease at the end of June as a consequence.

The Consultant continues to seek to expand the labour hire business in Mid Murray.

Our mission is to provide quality service that establishes us as the recruitment specialists of choice for jobseekers and business operators.

On Yorke Peninsular the labour hire business perspective over the year has been a positive one, with only one real negative being the Government payroll changes i.e. changes to tax exemption for Trainees and Apprentices meaning the MADEC product becomes harder to sell.

The growth of Labour Hire in the Kadina/Clare ESA and beyond has been developing steadily, seeing an expansion into Port Pirie and Adelaide with the Apprenticeship/Trainee program. This development which has seen clients engage with the different services we deliver under the Labour hire umbrella is a very good outcome, which has resulted in this site meeting and exceeding budget.

The resulting placement of Job seekers with MADEC labour hire has bought consequential outcomes for our R.T.O. with the traineeship system and the job placement claims gained for placing job seekers within Labour hire.

A particular highlight for MADEC Kadina was our Trainee Paul Van Heusen winning the Yorke Peninsular Development Board's 2012 Trainee of the Year Award. The Business Development Consultant advises that this has created other job opportunities and helped develop respect for our brand in the local market.

Our labour hire Payroll Officer has been very involved in the continual improvement process of our administrative tools which has been and will continue to be ongoing, particularly with the current Quality Assurance drive. This support has been much valued.

The year has had its ups and downs but the positives and potential far outweigh the negatives and those engaged in the provision of labour hire remain excited and enthused about taking the business beyond expectation and fulfilling our ambition to become the “Labour Hire provider of choice”.

Our mission is to provide quality service that establishes us as the recruitment specialists of choice for jobseekers and business operators.
Seasonal Worker Program

The Pacific Seasonal Worker Pilot Scheme was established by the Australian Government in 2009 to bring workers from Pacific island nations to Australia to work in horticulture to assist in providing a regular reliable workforce that has the ability to return each year to retain experience and skills acquired on the job. The horticulture industry has long lobbied for assistance to attract a stable, reliable and skilled seasonal workforce. It also has the advantage of improving foreign aid support to our Pacific neighbours by providing a source of income that is injected into those countries at the family and community level where it is most needed.

In July 2012 the Australian Government transitioned the pilot scheme to the now permanent Seasonal Worker Program for horticulture and commenced pilot trails in the accommodation, aquaculture, cotton and cane industries. MADEC was pleased to be appointed as an Approved Employer under the now permanent Seasonal Worker Program (SWP) and has continued to provide leadership as the largest employer of SWP workers in Australia.

MADEC was invited by DEEWR to deliver a presentation at the inaugural Seasonal Worker Program conference held in Sydney. The focus of this presentation was the importance of effective partnerships with industry and participating countries. MADEC was also provided the opportunity to present to the Public Sector Linkages Program forum in Brisbane. The forum was conducted to explore a range of labour mobility issues as they impact on the pacific countries that are participants in the seasonal worker program. Delegates from all countries attended along with officials from DEEWR, Department of Immigration and Citizenship and AusAid.

In 2012/13 MADEC commenced employment for an additional 201 workers from Tonga, Samoa, PNG and Kiribati to work with a varied range crop types all over Australia.

<table>
<thead>
<tr>
<th>Crop</th>
<th>State</th>
<th>Sender Country</th>
<th>As at 1 July 2012</th>
<th>New Arrivals</th>
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<td>Almonds</td>
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<td>Tonga</td>
<td>70</td>
<td>78</td>
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<td></td>
<td></td>
<td>PNG</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kiribati</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Samoa</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Apples</td>
<td>Western Australia</td>
<td>Tonga</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td>Glasshouse tomatoes</td>
<td>New South Wales</td>
<td>Tonga</td>
<td>29</td>
<td>50</td>
</tr>
<tr>
<td>Glasshouse tomatoes</td>
<td>Queensland</td>
<td>Tonga</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Hydroponic lettuce</td>
<td>New South Wales</td>
<td>PNG</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>Pome Fruit</td>
<td>Victoria</td>
<td>Tonga</td>
<td>0</td>
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<tr>
<td>Strawberries</td>
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<td>Tonga</td>
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<tr>
<td>Mangoes</td>
<td>Northern Territory and Queensland</td>
<td>Samoa</td>
<td>32</td>
<td>0</td>
</tr>
</tbody>
</table>

155 201

This table illustrates the range of crop types and the countries of origin of the MADEC SWP employees.

The Pacific Seasonal Worker Pilot Scheme was established by the Australian Government in 2009. This program assists in providing a reliable workforce that has the ability to return each year to retain experience and skills acquired on the job.
MADEC has continued to demonstrate that it is an ethical organisation in the way that it engages and manages worker assignments. Workers face many challenges while in Australia due to their separation from families, living in a foreign country for extended periods and adjusting to cultural differences. MADEC ensures that all workers are treated with respect and dignity and goes to great lengths to ensure that workers experiencing hardship are supported with care and compassion.

The Seasonal Worker Program is a challenging program that requires an approved employer to balance the needs of workers and host employers while also complying with Government compliance and regulatory requirements. MADEC continues to provide a highly professional service in the management and maintenance of travel arrangements, lodgement of official documents, payroll, pastoral care and compliance documentation.

The Seasonal Worker Program is also highly rewarding due to the opportunity that it provides for workers to improve their economic circumstances. Feedback from workers is regularly received concerning their achievements with the income they earned whilst in Australia. By supporting the program MADEC is proud to have assisted workers in their home countries to build houses, buy businesses to sustain their families and fund community development projects.

The MADEC team values its reputation as a respected provider of seasonal workforce solutions to the horticulture industry and looks forward to the continued development and growth of the Seasonal Worker Program.
In 2012/2013 the National Harvest Labour Information Service (NHLIS) continued to provide reputable and accurate market intelligence for the horticulture industry. With its service extending to the key stakeholders of horticulture, the NHLIS remains a vital link between producers and jobseekers.

The NHLIS team was active in promoting its service to all sectors of the market recording participation in 33 various expos, conferences and field days across Australia. Each of these events provides the NHLIS team the opportunity to network with industry at hands on level and to gain insight which allows the team to provide a superior service.

Over this annual report period the NHLIS has travelled to growing regions in all corners of the country. In its travels the NHLIS team gathered information that was reported to its funding provider the Department of Education, Employment and Workplace Relations (DEEWR). The Department then informs the Australian Government and assists with policy to facilitate sufficient availability of labour in harvest regions.

A comprehensive visitation program was undertaken where the NHLIS State Managers met on farms with growers, at regional forums, with tourism and accommodation providers, local government and other key stakeholders. Amongst the main factors effecting production and labour needs cited by farmers are the high Australian dollar, the push by the supermarket bodies for introduction to other horticulture regions.


Key to the travel and consultation is the accumulation of accurate harvest information that is then relayed to the thousands of callers (jobseekers and growers alike) to the NHLIS Call Centre which operates from 8am – 8pm weekdays. The Call Centre team utilises the information collected by the State Managers to respond to requests from local jobseekers, working holiday makers and “grey nomads” and gives up to date advice of what work is available and where.

The NHLIS Call Centre is a valuable resource in the information collection process. The operators are able to provide feed back to the State Managers and farmers with anecdotes, attitudes and opinions of the callers they deal with. It is common for the NHLIS call centre staff to become aware of issues in harvest regions early allowing them to relay vital information to job services agencies and Harvest Labour Offices (HLO’s) around the country.

The NHLIS “brand” remains prominent and the 2013 Harvest Guide (of which 50,000 were produced) is often referred to as the working holiday maker’s “bible”. Promotion of the NHLIS services - the Harvest Guide, the National Call Centre (1800 062 332), the Harvest Trail, as well as a Grower’s guide is achieved with a strategic campaign of advertising, promotion, distribution and advocacy.

The NHLIS Harvest Guide can be found at many tourist information centres, accommodation hostels, international student colleges, Centrelink offices, job centres and inbound tourism providers. All are distributed free of charge to the jobseeker. The NHLIS team has worked with DEEWR to improve the online functionality of the Harvest Guide. The format allows it to be translated by most commonly used web browsers and a mobile/smart phone version of the Harvest Trail is now available.

Advertising to support the Harvest Guide, Harvest Trail website and Call Centre saw specific promotion to international working holiday makers in publications such as the YHA Accommodation Guide, Safari Pete’s Backpacking Guide to Australia and TNT Travellers magazine. To promote the services to local jobseekers and “grey nomads” publications including Touring Australia, Caravanning Australia and the Campervan and Motorhome

In 2012/2013 the National Harvest Labour Information Service (NHLIS) maintained and developed its role as a reputable and accurate provider of market intelligence for the horticulture industry.
achievements of the NHLIS team over that time are impressive – over one million phone calls have been received by the Call Centre, approximately 400,000 harvest jobs have been listed on the website and 750,000 copies of the Harvest Guide printed and distributed – the real success of the NHLIS lies with the critical role it has played in alleviating shortages of harvest labour throughout Australia. In this regard it is worth remembering that 10 years ago seasonal worker shortages were a chronic problem for the horticulture industry and was the catalyst for the introduction of the NHLIS. Now growers have access to a suite of harvest labour options including the NHLIS, contractors, backpacker hostels and the Seasonal Worker Program, resulting in no current harvest labour shortages.

The NHLIS now maintains a relatively stable position within the harvest labour market, providing valuable information on all aspects of the “harvest trail”, as well as listing around 40,000 jobs and receiving about 100,000 calls annually from jobseekers. While the seasonal work knowledge base of the Call Centre is extensive it is inevitable that the use of social media and electronic communication will play an increasing role in the ongoing delivery and evolution of the NHLIS. Peak industry bodies including the National Farmers Federation, state and regional grower associations, continue to be strong supporters and are keen to work with the NHLIS to ensure it continues to have an ongoing role in the harvest labour market.
Human Resources

Our People - We will value and invest in our people to maximise their potential

With this strategic goal in mind at all times, our people practices are developed and aligned to the following principles:

1. Attract and retain the best of industry talent;
2. Support a high performance culture;
3. Make MADEC a great place to work.

Key Highlights:

• Re-negotiation of the MADEC Australia Single Enterprise Agreement
• Design and implementation of a Leadership Program
• Roll-out of Certificate IV in Employment Services

As at 30 June 2013, MADEC Australia employed 223 employees across Victoria, New South Wales and South Australia.

Workforce planning

In October 2012, following a difficult year, the organisation undertook a headcount reduction program. The focus of our people practices was largely centred on maintaining employee engagement, transparent communication and development of technical know-how and skills of our staff.

In total 109 staff separated from the organisation during the financial year. Of this number, 13 were via the redundancy program.

Recruitment

We continue to recognise that our ability to attract, retain, develop and engage talented people is fundamental to our future success.

During the 2012-2013 Financial Year, we experienced a 26% (excluding employer initiated exits) turnover rate (industry average is 28%), which resulted in recruitment of 59 new employees. With less recruitment activity than the previous year and with a reduced staff base, the focus was placed on ensuring that new employees were integrated into the organisation effectively. An induction program, held quarterly, was further embedded into the business to assist in the new staff members orientation to the organisations’ policies, culture, the way we work and our values.

We received 1,135 applications throughout the year for the 59 recruitment programs managed.

Employee Termination and Commencement

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<thead>
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<th>Month</th>
<th>Termination</th>
<th>Commencement</th>
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<tr>
<td>Jul 12</td>
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</tbody>
</table>

MADEC Australia is focused on being innovative and responsive in the key services we deliver. Our goals are to contribute to the communities in which we operate, build effective and meaningful partnerships with local stakeholders, and strive to become an employer of choice in our industry.
Learning and Development

A strong commitment to providing employees with training and development opportunities relevant to the organisation’s goals was apparent. The effectiveness and relevance of corporate training and development was reviewed and new programs were implemented in 2012-13. These included a Leadership Development Program aimed at Level 3 Team Leaders, a revised induction program, the introduction of Certificate IV in Employment Services and informal mentoring arrangements across the organisation.

The focus for the past financial year has been on learning activities that focused on dealing with change, effective transition into the workplace, technical skills building and strengthening of leadership capacity.

A key pillar in our learning strategy was the development and roll-out of the internal Leadership Development Program to 20 Team Leaders and Office Administrators. The course will run for a 12 month period.

Total number of employees attending training during the year was 145.

To further assist in ensuring effective and open communication, all employees across all sites, attended a Strategic Update presentation delivered by the Chief Executive Officer and a number of Executive team members. These updates were held in November 2012 and May 2013 and provided staff with an update of the organisation’s position, its successes, challenges and key goals moving forward.

Make MADEC a great place to work

Understanding what makes our people “tick” is an important goal for us. To assist in gathering this information we re-introduced an Exit Interview process and implemented a new engagement process - “Pulse Check interviews”. These tools enabled us to gather data about employee expectations at two key intervals of their worklife.

Industrial Relations

Negotiations of the MADEC Single Enterprise Agreement 2012-2015 were finalised and the Agreement approved by the Fair Work Commission in June 2013. Agreement was reached within financial parameters and without industrial activity. The aim of the Agreement was to provide appropriate flexibility to employees as well as provide provisions aimed at increasing retention and staff engagement.
Workforce Demographics

**Years of Service**
- 29% 0-1 year
- 28% 2-3 years
- 20% 4-5 years
- 15% 6-10 years
- 6% 11-15 years
- 1% 16-20 years
- 1% 21-30 years

**Gender**
- 70% Female
- 30% Male

**Employment Status**
- 71% Full Time
- 17% Part Time
- 9% Casual
- 3% Sessional

**Age**
- 25% 45-54
- 23% 35-44
- 21% 25-34
- 20% 55-64
- 6% 18-24
- 5% 65+

MADEC annual report 2012/13
Organisational Structure

Board of Directors

CEO

Executive Assistant

Chief Financial Officer
Business Services Manager
Information and Communication Systems Manager
Human Resources Manager
Community College Manager
Marketing Manager
South Australian Training and Education Manager
National Harvest Labour Information Service Manager
Quality Assurance Manager

Southern Adelaide Manager
Riverland Manager
Murraylands Manager
Mid Murray Manager
Sunraysia Murray Darling Manager
Yorker Peninsula and Clare Valley

MADEC Organisational Structure
## OUR LOCATIONS

<table>
<thead>
<tr>
<th>Location</th>
<th>Address</th>
<th>T:</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>MADEC</strong></td>
<td>126 - 130 Deakin Avenue Mildura VIC 3500</td>
<td>(03) 5021-3472</td>
<td>(03) 5025-4040</td>
<td><a href="mailto:madec@madec.edu.au">madec@madec.edu.au</a></td>
</tr>
<tr>
<td><strong>MADEC Community College</strong></td>
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</tr>
<tr>
<td><strong>Clare</strong></td>
<td>37 Old North Road Clare SA 5453</td>
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<td><strong>Kadina</strong></td>
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<td>(08) 8821-6050</td>
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<td>(03) 5452-2580</td>
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<td>(08) 8584-7967</td>
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<td><strong>Marion</strong></td>
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<td>(08) 8531-3950</td>
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<tr>
<td><strong>McLaren Vale</strong></td>
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<td>(08) 8323-7639</td>
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<td><strong>Merbein</strong></td>
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<td>(03) 5051-8088</td>
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<td><strong>Swan Hill</strong></td>
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<td>(03) 5033-0026</td>
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</tr>
<tr>
<td><strong>Waikerie</strong></td>
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<td>(08) 8541-4065</td>
<td><a href="mailto:waikerie@madec.edu.au">waikerie@madec.edu.au</a></td>
</tr>
<tr>
<td><strong>Wentworth</strong></td>
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<td>(03) 5027-2516</td>
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</tr>
<tr>
<td><strong>Yorketown</strong></td>
<td>Yorketown TeleCentre Yorketown SA 5576</td>
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<td><a href="mailto:yorketown@madec.edu.au">yorketown@madec.edu.au</a></td>
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**madec**