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<tr>
<td>Balranald</td>
<td>89b Market Street, Balranald, NSW 2715</td>
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<tr>
<td>Clare</td>
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<tr>
<td>Kadina</td>
<td>27 Francis Terrace, Kadina, SA 5554</td>
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<td>(08) 8582-6000</td>
<td><a href="mailto:kadina@madec.edu.au">kadina@madec.edu.au</a></td>
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<tr>
<td>Loxton</td>
<td>5 Drabsch Street, Loxton, SA 5333</td>
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<td>(08) 8584-7967</td>
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<td>Noarlunga</td>
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<td>Ouyen</td>
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<td><a href="mailto:ouyen@madec.edu.au">ouyen@madec.edu.au</a></td>
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<td>Robinvale</td>
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<td>(03) 5051-8088</td>
<td><a href="mailto:robinvale@madec.edu.au">robinvale@madec.edu.au</a></td>
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<tr>
<td>Swan Hill</td>
<td>58-78 Beveridge Street, Swan Hill, VIC 3649</td>
<td>(03) 5033-0000</td>
<td>(03) 5033-0050</td>
<td><a href="mailto:swanhill@madec.edu.au">swanhill@madec.edu.au</a></td>
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<tr>
<td>Woombye</td>
<td>2A-6A Olive Drive, Woombye, SA 5350</td>
<td>(08) 8584-3572</td>
<td>(08) 8584-4000</td>
<td><a href="mailto:woombye@madec.edu.au">woombye@madec.edu.au</a></td>
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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 16 years.

Gayle Danson
Director
Employed part-time by SUNASSIST, a local not-for-profit organisation. Has a background in community service provision and development. Board member for 4 years.

Ian Ballantyne
Director
Currently self employed in project and executive management consultancy in agriculture and natural resource management fields. Board member for 26 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 4 years.

Leon Follett
Director
Dryland farmer from Euston. Provides the Board with input on local issues from the Mid Murray region. Board member for 10 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 2 years.

Peter Jones
Director
Dried fruit property owner for over 30 years. Served as Chairman of the Dried Fruits Association, delegate to the ADFA, VFF and NFF. Served on the Workplace Relations and Water Committees. Member of the Dried Grape Industry Advisory Council. Board member for 2 years.

Tristram Lock
Director
A practicing solicitor with a local commercial law firm. Brings legal and corporate governance to the Board. Board member for 1 year.

Linda Pratt
Director
Community Relationships Manager, Mallee Catchment Authority. Past member of the Northern Mallee Leadership Program Community Reference Group. Brings Human Resource management to the Board. Board member for 2 years.
Our Values

• The upholding of trust, honesty and individual and organisational accountability in all we do and say
• The right of each and every person to be the treated with respect and dignity
• The spirit and ethos of strengthening communities through providing training, employment and education
• The initiative and creative potential of individuals and the contribution they can make to MADEC
• The professional growth and development of board members, management and staff that will enhance their skills, knowledge and experience
• The development and delivery of high quality services to our clients and customers through continuous improvement and organisational development processes
• The principles and practices of economic, social and environmental sustainability

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

Our Vision
Regional Initiatives, Regional Solutions

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.
Strategic Goals

Our Services
We will be recognised as a provider of 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 Community
We will seek and build strategic and honest community partnerships which assist in developing community capacity.

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.
Locations
MADEC continues to prove itself as a high performing organisation achieving positive outcomes against the objectives of the MADEC Strategic Plan. As a leader in providing employment, education, training and community networks to regional Australia, MADEC also demonstrates the organisation’s ongoing pursuit of excellence in the areas of management, governance and continuous quality improvement.

Our Report for 2011/2012 highlights a range of significant achievements that are helping to build Community Capacity across our service areas.

Firstly we would like to acknowledge the contribution made by the past CEO, Pat Thorburn. Pat worked with MADEC for 22 years in a variety of roles, the past 10 years as CEO. During this time, Pat led the organisation through a journey of ongoing expansion and development which now sees MADEC operating from 21 sites across Victoria, New South Wales and South Australia. We wish Pat all the best for her retirement. On behalf of the Board, the Staff and the MADEC Members, we thank Pat for her input and wish her all the best in her retirement.

MADEC is a large and complex organisation. The MADEC Board has responsibility for governing the organisation on behalf of its members, and has an active governance program and is serious in delivering strategic outcomes for all stakeholders. As part of the Board’s commitment, governance systems were reviewed during the last year to identify opportunities for improvement and ensure that the systems of governance remained contemporary. The Board appreciates the guidance and support in Governance matters provided by Company Secretary, Max Polwarth.

During the last year MADEC was successful in having DEEWR Contracts for Jobs Services Programs, Harvest Labour and the National Harvest Labour Information Service in all existing MADEC sites rolled over for the July 2012 to June 2015 period. The rollover of these Contracts was possible due to the standards of performance that MADEC has been achieving and our reputation in the industry of being an effective and successful organization. The result was a significant achievement for MADEC that was the product of the hard work and dedication by all staff.

MADEC has continued to increase levels of training delivery across the organisation. In January 2012 we were successful with our tender to deliver courses under the Productivity Places Program for all of our South Australian sites. The success of this tender, for the first time South Australia is assisting our sites to grow training in each of the Employment Services Area’s (ESAs) and will also relieve ongoing expenditure from the Employment Pathway Fund (EPF) allocated to training for our jobseekers. Over the four ESA’s MADEC serviced, our contract was for 219 training places with a total funding amount of $462,540. As a result, training has commenced in Certificate III Aged Care, Certificate III Children’s Services, Certificate III in Business Administration, Certificate II Retail and Certificate II and III in Hospitality.

In the latter part of the year MADEC submitted a comprehensive application to DFEEST for us to become registered in South Australia as a ‘Skills for All’ provider. Skills for All is the policy framework for the contestable vocational education and training market in SA which becomes operational from July 2012 and registered training providers such as MADEC have to be approved to be able to access government financial subsidies for training products and services. Recognition as an approved provider against this funding initiative will enable MADEC to access training funding from the State Government in a demand driven funding model. This will present us with the opportunity to further increase training activity from our sites that are now well established across South Australia.

During the year MADEC partnered with three other Sunraysia RTO’s in the Skills Passport Project. The Skills Passport Project was an initiative to develop a pool of talented employees whose documented skills and competencies are valued and transferrable across the wine, beverage and olive industries within the Sunraysia region. Local industry was involved in this innovative project that was funded and actively supported by DEEWR. The MOU between the participating RTO’s will ensure regular review of the course content and also ensure consistency of delivery. MADEC has now commenced delivery of the Skills Passport courses with the aim of having a pool of people available for the Beverage industry by the later stages of 2012.

In another partnership arrangement MADEC entered into an MOU with the Wallaroo and Community Sports Centre Inc. to provide hospitality services to the Centre. This is an innovative community/industry partnership that involves MADEC accepting responsibility for hospitality operations and also using the facility for training purposes. The project will provide community benefit and practical skills to students, trainees and volunteers in the hospitality and retail sectors.
October, 2011, saw MADEC sign a Memorandum of Understanding for an initial period of 12 months with the Mildura Rural City Council to become involved in the management and operation of the Old Mildura Homestead precinct. We believe there is considerable potential for MADEC to expand its education and training opportunities in tourism, hospitality, horticulture and resource management through operation of the site to enhance visitor experience and promote the complex as a key site on the Chaffey Trail. MADEC is looking to build on the excellent work undertaken by the Old Mildura Homestead Committee of Management over many years.

In April 2012 the Wesley Church building celebrated its centenary. A range of centenary celebrations were held which included wedding dress displays, tours, historical presentations, memorabilia displays and an Ecumenical Service. We would like to extend our appreciation to the Centenary Committee for its tireless work to ensure that the centenary weekend was enjoyed by the community of Sunraysia.

MADEC was also successful in securing $200,000 from the Department of Planning and Community Development for conservation work to be undertaken on the Wesley Church Building. The total project budget is $300,000, inclusive of MADEC’s contribution of $100,000, to undertake conservation work recommended by Conservation Architects and Heritage Consultants Heritage Alliance, in their Conservation Management Plan prepared in 2010.

Greg Leslie was welcomed to the management team to lead the National Harvest Labour Information Service and the Pacific Seasonal Worker Pilot Scheme. The National Harvest Labour Information Service continues to operate on the Wesley Church Building. The total project budget is $300,000, inclusive of MADEC’s contribution of $100,000, to undertake conservation work recommended by Conservation Architects and Heritage Consultants Heritage Alliance, in their Conservation Management Plan prepared in 2010.

MADEC’s prominent role in the Pacific Seasonal Worker Pilot Scheme continued throughout the year with over 400 Pacific workers being employed by MADEC to work in the Horticultural Industry. In addition to generating input to local economies and creating an opportunity to remit wages earned to their families at home, MADEC provides accredited training and up skilling to participants. Skills gained by workers are easily transferred home and MADEC constantly receives positive feedback of the benefits to local communities. The Commonwealth Government has now confirmed that this scheme will continue beyond pilot phase and will also be introduced to a number of new industry areas. It is MADEC’s intention to not only continue to be involved in this initiative, but to also maintain our status as the largest employer of seasonal workers participating in the program.

MADEC, together with Community Leadership Loddon Mallee (CLLM), applied through Regional Development Victoria (RDV) for funding under the Regional Community Leadership Program (RCLP). The aim of the program is to re-establish the Northern Mallee Leadership Program Over the next four years in the design and delivery of a quality annual community leadership program aiming to build the skills, confidence, knowledge and networks of program participants. Participants will hopefully become strong future community leaders across the Mildura region and Regional Australia. At the same time, MADEC is seeking to build a sustainable independent organisation to oversee the delivery of the program into the future.

MADEC competes in a fully competitive environment and all sources of revenue are reliant on the achievement of service outcomes. As such, the Board and senior management must remain focussed at all times on effective financial management, timely management reporting and the quality of service. The MADEC financial result for the year 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. Looking to the future we expect our education and training business and labour hire activities to continue growing in a measured and financially sustainable manner. In conjunction with growth the Board, Management and all Staff will ensure that we continue to manage costs and seek opportunities to improve our internal efficiency.

MADEC’s existing three year strategic plan expires at the end of 2012 and the majority of the goals and objectives of the plan have been achieved. In June 2012 the Board and the Management Team held a joint planning day to define the key business goals and targets that MADEC is to work towards over the next three years. It is expected that the plan will be finalised prior to the end of 2012 and implementation will commence through the organisation’s departmental business planning process. Continuing to excel in the Commonwealth Job Services Program, expanding the Seasonal Worker Program and growing our Education and Training business will be strong themes in the new 2013-2016 plan.

We would like to acknowledge the ongoing commitment of the MADEC Board of Management providing effective governance and leadership to the organisation. The time, commitment and knowledge that Board Directors bring to governing MADEC, on a voluntary basis, is greatly appreciated.

MADEC’s continuing success is founded on 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 achievement of exceptional outcomes for MADEC and the communities that we serve.

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 to deliver Regional Initiatives and Regional Solutions.

Bill Nicol
FIEAust, CPEng., MAICD
Chairperson

Laurence Burt
Chief Executive Officer
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.

MADEC Board focuses and delivers its economic, social and environmental citizenship that contribute to its stakeholders’ economic, social and environmental wellbeing, whilst demonstrating to the stakeholders that MADEC’s vision & mission, values & ethics, and reason for being or core business have been actioned.

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 a 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 Chairman is required, which 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.

**Chairperson**
Mr Bill Nicol

**Directors**
Mr Ian Ballantyne
Ms Gayle Danson
Mr Leon Follett
Mr Peter Jones
Mr Tristram Lock
Ms Linda Pratt
Ms Christine Roberts
Ms Jayne Sunbird

**Company Secretary**
Mr Maxwell Polwarth

**2010/2011 Board Meetings attended**

- Mr Bill Nicol: 13
- Mr Ian Ballantyne: 11
- Ms Gayle Danson: 14
- Mr Leon Follett: 11
- Mr Peter Jones: 13
- Mr Tristram Lock: 14
- Ms Linda Pratt: 09
- Ms Christine Roberts: 12
- Ms Jayne Sunbird: 10

**Total Board meetings held**: 14

**Board Committees**

- **Audit/Risk Committee**: Ian Ballantyne (Convenor)
  Gayle Danson
  Christine Roberts
  Tristram Lock

- **Nominations Committee**: Gayle Danson
  Peter Jones
  Tristram Lock

- **Governance Committee**: Jayne Sunbird (Convenor)
  Linda Pratt
  Peter Jones
  Tristram Lock

- **Building & Facilities Committee**: Gayle Danson (Convenor)
  Bill Nicol
  Leon Follett
  Peter Jones

- **Gifts, Donations & Bequests Committee**: Christine Roberts (Convenor)
  Linda Pratt
  Leon Follett

- **Recruitment, Review & Remuneration Committee**: Bill Nicol (Convenor)
  Ian Ballantyne
  Jayne Sunbird
  Linda Pratt
MADEC in the Community

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

MADEC Community Groups have now been utilising the Community College for eighteen months. The facilities we have in the new buildings are well appreciated by all of our groups, the furnishings, the ease of access and the central location have all made the transition work very well.

Our community groups have worked in well with the College and the students, an environment that helps students appreciate the older members of the community and also works in reverse. Working together has also seen some excellent support for fundraising morning teas, raising money for causes such as cancer support services and cancer research.

Membership of the community groups remains strong and enthusiastic. Our community groups are also very highly skilled in their vocations, producing some amazing handicrafts. The community groups supported by MADEC provide important social interaction for the members as well as providing the opportunity to increase skill levels and share resources.

This year we celebrated the Centenary of the Wesley Church building with amazing support from the community. We had a volunteer steering committee that put in a huge effort to assist with the gathering of information and display items as well as help organise the various aspects of the two days of celebrations. Visitors came from all over Australia for the weekend, many past members of the church, former clergy and relatives of those involved in the construction of the building.

MADEC was also fortunate to receive a major grant from the Victorian State Government, through Heritage Victoria, to undertake conservation work on the building. The grant of $200,000 together with MADEC’s contribution of $100,000 will allow urgent repairs to the roof and brickwork to be undertaken and ensure the integrity of the building for decades to come.

This year MADEC entered into an agreement with the Mildura Rural City Council to operate the Old Mildura Homestead complex. MADEC now takes bookings for the site for various functions and is working toward greater usage by the community. The old Elstead Homestead that was situated at 339 Deakin Ave, MADEC original site, has been moved to the homestead site with plans underway to renovate the building and create a training café facility that will add value to the site as a tourist destination while providing training opportunities for MADEC students.
Community & Corporate Members

Australian Association of Massage
Australian Inland Botanical Gardens
Cake Decorators of Victoria Inc.
Cardross Progress Association
Compassionate Friends - Mildura Group
Creative Living
CWA Murulla
Denbeigh Embroidery Group
East End Community House
Electric Light Theatre
Embroiders Guild of Victoria
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 Genealogical Society Inc.
Mildura Muscle Car Club
Mildura Pottery Club
Mildura River City Jazz Club
Mildura Rostrum Club
Mildura Woodturners & Woodworkers Inc.
Murray Valley Dog Obedience Club Inc.
Neighbourhood Watch Area 1 & 2
Oasis City (CERC)
Oasis Stargazers Club
Penguin Club - Group 19 Mildura
Red Cliffs Historical Railway Society
Ruby’s Cargo
Sunassist
Sunraysia Bird Observers Club
Sunraysia Chess Club
Sunraysia Community Radio Association
Sunraysia Doll, Teddy & Toy Club
Sunraysia Farmers Market
Sunraysia Information & Referral Services (SIRS)
Sunraysia Mallee Ethnic Communities Council
Sunraysia Patchwork Friends
Sunraysia Pranic Healing Group
Sunraysia Soccer Association
Sunraysia Spinners & Weavers Inc.
TADVIC
This’n That Craft and Social Club
Community College

MADEC Community Colleges offers a wide range of training options across Victoria, New South Wales and South Australia, with twelve permanent campuses and a network of outreach sites.

The 2011/2012 year has been a busy one for the College with 3002 number of students enrolled during the period July 2011 to June 2012.

Memorandums of Understanding (MOU) between the College and other agencies including Kadina Memorial High School and Waikerie High School are in place for delivery of accredited business courses under our Scope of Registration. The memorandums clearly spell out the responsibilities of both parties to ensure quality training is provided. An MOU has also been established with Sunraysia College of Health and Nursing under which we offer fee for service consulting services to assist them in meeting their quality assurance and related compliance matters for their Registration of Overseas Trained Nurses (IRON) Program in this region.

We have been successful in increasing our scope to include the Diploma of Children’s Services in South Australia which will enable us to provide students with the opportunity to enhance their skills and employability in this high demand industry. The Course in ESL (English Second Language) has also been added to our scope enabling us to offer full delivery of the Language, Literacy and Numeracy Program (LLNP).

MADEC Community College won the Victorian Aboriginal Education Association Inc’s 2011 ‘Wurreker Award’ in the category of Private RTO of the Year, for our innovative training program for regional indigenous students. This is an outstanding effort and well deserved recognition to the College overall.

MADEC was again proud to coordinate and sponsor the 2011 VET in Schools Student Excellence Awards held at the Settlers Mildura on 16 November 2011. This high profile community event celebrates the achievements of our regions senior secondary students pursuing and excelling in vocational education and training subjects as part of their curriculum options. We will continue to be involved with this event in 2012.

In November 2011 several MADEC staff members attended Community Colleges Australia’s Annual Conference on the Gold Coast. Dr Tom Haig, Community College Manager at the time, presented a paper to the conference entitled ‘Traversing Three States’, outlining our successes and challenges in delivering education and training services across Victoria, NSW and SA.

Four of MADEC’s Children’s Services Trainers have successfully undertaken training to conduct Recognition of Prior Learning (RPL) assessments using a newly developed national reporting framework. These staff will have their expertise promoted by DEEWR across the child care sectors nationally with providers encouraged to use them for RPL assessments on existing unqualified or underqualified existing staff members.

MADEC Community College conducted a Certificate II Retail course for Mining Energy and Engineering Academy (MEEA) early in 2012 providing training to indigenous students hoping to gain employment with Mildura’s new Big W Store which opened in June 2012. This was an extremely successful program with 27 of the 32 participants gaining at least trial employment of up to 12 weeks.

The College has been looking at opportunities for courses during school holiday periods. First Aid for Juniors has been a very popular course and is aimed at students 10-14 years of age. Courses have been run each school holidays during 2012 and feedback has been very positive. Another extremely popular school holiday program was the Puppet Workshop run by our Children’s Services trainer at Mildura South Public School Vacation Care program during the most recent school holidays.

MADEC was successful in its application through the ACFE Board Capacity & Innovation Fund 2012 Round 3, Building a Collaborative Environment of Sustainability, through the grant stream – ACE Provider Business Capacity, to implement SharePoint. This project supports the systematic replacement of MADEC’s current intranet with an extendable, user friendly and searchable platform. SharePoint 10 will enable the Community College to better support its rapidly expanding training and education delivery as well as becoming the central hub for all MADEC’s communication and everyday business activities and improve information sharing by staff.

MADEC annual report 2011 - 2012
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**Accredited Courses**

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**Units of Competency**

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<tr>
<td>CPCCOHS1001A</td>
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<td>Apply first aid</td>
<td>Deliver and assess</td>
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Employment Services

MADEC is a not for profit community based organisation, offering a diverse range of employment solutions as a large provider of Job Services Australia. Job Services Australia is the Australian Government’s national employment services system.

The Australian labour market is always changing. Each year for example about:

- A million people change jobs, with hundreds of thousands changing industries
- Around 300,000 businesses open, while a similar number close or change ownership

The ageing of the workforce, increased participation of women and greater flexibility in working hours have all contributed to the labour market for the prior financial year looking very different to that of 50 or 20 years ago.

Jobs are becoming more highly skilled and the workforce is more highly educated. The economy is globalised, facing strong competition from overseas in some sectors.

Key to MADEC’s success in 2011 – 2012 has been our ability to work in partnership with our employers and educators to support both students and adults transition to paid employment. Our focus has been on achieving a 3 star rating for all of our Job Services Australia contracts to successfully be offered ongoing delivery of this contract until 2015.

MADEC will focus on delivering skilled workers that the economy needs and ensure that the most vulnerable job seekers can take advantage of new opportunities.

During the year MADEC has assisted over 6000 job seekers into sustainable employment across 23 MADEC sites delivering both Job Services Australia and Disability Employment Services to 7 Employment Services Areas across 3 states.

MADEC is proud that our responsibilities to the local community in which we operate has been stronger than ever before with a broad range of sponsorships occurring and community engagement enhanced.
Indigenous Community Links (Vic/SA)

MADEC has been delivering Indigenous Community Links (formerly Community Services Services) since July 2009. Our program is designed to support Indigenous community members and their families, by providing links and referrals to a range of mainstream and indigenous services, such as welfare and social support. The service also encourages development and fostering of relationships between service providers promoting an access pathway to their services.

Indigenous Youth Leadership Program (IYLP)

This year, MADEC has enrolled thirty-seven students in the Indigenous Youth Leadership Program and included another high performing school, Catholic College Bendigo. This program is focussed on assisting to close the gap between indigenous and non-indigenous Australians by enabling more disadvantaged indigenous students to complete year 12. It is anticipated that, after having our first graduation in 2011, six of these students will be year 12 graduates in 2012 (Wodonga SSC – 3, St. Josephs – 1, Coomealla High – 2).

Participating students have been involved in a number of notable events with IYLP assistance including representing their school at ANZAC day celebrations in France, participating in state level sports and performing in musical events.

The major event for the year was the National Student Gathering held in Canberra. This is open to all year 10 and some year 11 students participating in the IYLP. Students participated in a range of activities including personal development, team building, cultural self-awareness and leadership. The event also included trips to the Australian Institute of Aboriginal Torres Strait Islander Studies (AIATSIS); the National Museum of Australia, Parliament House and the National War Memorial. These trips provided the students with the opportunity for students to build on their understanding of Aboriginal and Torres Strait Islander culture, their own identities, history and leadership skills and concepts.
In 2010 we advised of challenging circumstances for Labour Hire and this year (2011) has not proven to be any different. The challenges have in large part been brought about by matters that have not always been within our control, particularly those associated with the economy nationally which have impacted on the local economies that we work within. Despite that we have continued to forge new partnerships and strengthen existing ones with our clients. Our business has been impacted by some of the issues associated with a general slow down of the take up of staff but we have also had new enquiries for information regarding our services from new clients which provide further opportunities to grow which are currently being pursued.

The Riverland has continued its growth within the winemaking, food production and horticulture sectors. It successfully gained contracts to provide labour on the major roadwork program in Renmark which was funded federally and also won business with Murray Zircon (Mindarie Mine) in the Mallee to provide the labour for the setting up and reinstatement of the mineral sands processing plant which had previously been operated by Australian Zircon. It has positioned MADEC well in terms of also winning the contract to provide labour to the mining operation which is forecast to begin late 2012.

York Civil has also renewed its contract with us for the work on the refurbishment of the river locks and weirs associated with the Chowilla flood plain wetting program. This work has been on hold for quite some considerable time due to the high rivers. Kadina / Clare on the Yorke Peninsula and Clare Valley respectively continue to grow particularly in the areas of Traineeships and Apprenticeships. This activity has allowed the Kadina operation to provide services to a very diverse client base which by the very nature of the activity helps build ongoing and somewhat longer term relationships with clients. The added benefit is that has leveraged MADEC as the nominated RTO which in turn has provided additional Traineeship opportunities for our Jobs Australia clients and thus the outcomes associated with that activity.

The areas of growth in the Kadina / Clare region have been in Aged Care and Children Services with the Meat Industry also expected to grow with the continuing relationship with our client Primo Meats. The Meat Industry is one area where the external influences provide opportunity for us as leakage of skilled meat workers out of the industry to the mining industry impacts on its operations.

Mid Murray is an area where our successes have been hard won. Unfortunately the business had a major setback when we lost a contract with a food processor for whom we were contracted to provide their permanent work force. A Transfer of Business was completed with that employer effectively reengaging what was previously their staff whom we had engaged.

Swan Hill has a number of labour hire operators located there and this provides for some serious competition particularly with rates of on hire. On the upside, Cheetham Salt has renewed its contract with us and we hope that opportunities will arise to grow the number of labour hours sold to this client. Strategies have been reviewed with the Business Development Consultant which it is believed will help to strengthen our brand and thus sales.

Administratively, much work has been done on streamlining our processes and procedures with the rewriting and updating of all documentation associated with Labour Hire. All activities are now flowcharted for ease of Consultants understanding and uniform application of Labour Hire process. A number of site visitations were made where training and explanations were provided to all staff engaged in the provision of our Labour Hire services. This work is ongoing and will continue to be so as the business grows and we determine to provide additional services to our clients.

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

The horticulture industry has long lobbied for assistance to attract a stable, reliable and skilled seasonal workforce. Typically, seasonal workers have often been travellers, available to work only one, or even part of, a season.

In December 2011 the Australian Government announced that the pilot scheme would become a permanent program to provide reliable, returning workers able to work in their business for a four to six month period in industries (such as horticulture) and has expanded the list to also include: accommodation, aquaculture, cotton and cane with in specified areas where a demonstrated inability to adequately fill positions with local jobseekers exists.

MADEC applied to become an Approved Employer under the now permanent Seasonal Worker Program (SWP) in 2011/12 which was approved in July 2012.

The final year of the pilot delivered substantial growth in the numbers of workers engaged by MADEC to travel from their Pacific Island home perform work in the Australian horticulture industry. Workers that have been engaged by MADEC to participate in the program increased from 168 last year to 401 in 2011/12.

Feedback from growers using the program have seen increased productivity and excellent work ethics demonstrated by the majority of our Pacific Seasonal Workers. MADEC is proud to be able to provide harvest labour solutions to organisations of Costa Exchange Group and Treeminders and Nora Valley Developments.

The Seasonal Worker Program is attractive to large scale producers for the reliability and efficiencies it brings, this is also the case for smaller growers who have developed friendships with their workers and in many respects welcome them like part of the family (a home away from home almost). Success has also been achieved with placements of as few as three workers on one farm.

MADEC annual report 2011 - 2012

### Table 1

<table>
<thead>
<tr>
<th>Commodity</th>
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<tbody>
<tr>
<td>Almonds</td>
<td>Robinvale VIC</td>
<td>Tonga, Kiribati &amp; PNG</td>
</tr>
<tr>
<td>Apples</td>
<td>Manjimup WA</td>
<td>Tonga</td>
</tr>
<tr>
<td>Blueberries &amp; Raspberries</td>
<td>Sulphur Creek TAS</td>
<td>PNG</td>
</tr>
<tr>
<td>Citrus</td>
<td>Renmark SA</td>
<td>Samoa</td>
</tr>
<tr>
<td>Glasshouse tomatoes</td>
<td>Guyra NSW</td>
<td>Tonga</td>
</tr>
<tr>
<td>Glasshouse tomatoes</td>
<td>Yandina QLD</td>
<td>Tonga &amp; PNG</td>
</tr>
<tr>
<td>Hydroponic lettuce</td>
<td>Glenorie NSW</td>
<td>PNG</td>
</tr>
<tr>
<td>Table grapes</td>
<td>South Mildura VIC</td>
<td>PNG</td>
</tr>
<tr>
<td>Table grapes</td>
<td>Yelta VIC</td>
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</table>

Figure 1- illustrates the range of commodities, communities that hosted the workers and the countries of origin of the MADEC PSWs.
The Seasonal Worker Program provides the National Harvest Labour team with unique experiences that leave enduring memories; impromptu hymns sung by the 37 Samoan workers in the Wesley Church, Tongan singers at the Wesley Church Centenary celebrations and opportunities to meet with visiting delegations including government ministers, high commissioners even royalty from the sender countries. To see the excitement of the workers when they are acquainted with respected officials from their home is a reward in itself.

MADEC has hosted and supported community engagement events and has supported the workers to participate with local sporting clubs and religious activities. Workers sharing the experiences upon their return and what they achieved with the income they earned whilst in Australia relayed that through its involvement in the program MADEC has assisted workers in building houses, buying businesses to sustain their families and funded community projects.

For the three years of the Pacific Seasonal Worker Pilot Scheme MADEC made payments to the 600 workers in the order of $6.8 million (plus 9% superannuation).

The program also sends up some challenges which also allow MADEC to uphold our objectives as outlined in the strategic plan 2009 – 2012 namely: The right of each and every person to be treated with respect and dignity; and the spirit and ethos of strengthening communities through providing training, employment and education.

Unique to this program is its very immediate and human nature: through the program MADEC has supported workers who have experienced hardship whilst in Australia. Workers who have had to deal with family bereavement while here for work were treated with sensitivity and assisted to be repatriated, a worker who received a life threatening diagnosis while working in the program has been supported to receive treatment which was not covered by his private medical insurance.

Management and maintenance of travel arrangements, lodgements of official documents, payroll, pastoral care and compliance documentation are all part of the services provided by MADEC to the Seasonal Worker Program.

The National Harvest Labour team values its reputation as a respected provider of seasonal workforce solution to the horticulture industry though either the Seasonal Worker Program, Labour Hire, Harvest Labour Offices, Job Services Agency, National Harvest Labour Information Service or a combination of each of these. With the Seasonal Worker Program now being open to new industries and a list of countries that now includes: East Timor PNG, Kiribati, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu the MADEC Seasonal Worker program team welcomes the opportunities for business growth in the coming year.
National Harvest Labour Information Service
In 2011/2012 the National Harvest Labour Information Service (NHLIS) maintained and developed its function as a reputable and accurate provider of market intelligence for the horticulture industry. The team's ability to service growers has been improved by the placement of State Managers in Queensland and Western Australia. Staff movements have been fruitful in ensuring that the NHLIS grower database has increased and that the NHLIS is effective in responding to jobseeker and farmer enquiries promptly.

The NHLIS team was active in promoting its service to all sectors of the market recording participation in 32 various expos, conferences and field days across the breadth and depth of Australia. Each of these events provides the NHLIS team the opportunity to network with industry at hands on level and to gain insight which informs 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 Training (DEEWR) that 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 farm with growers, at regional forums, with tourism and accommodation providers, local government and other key stakeholders.

The NHLIS reinforced its industry credentials by supporting the NSW National Farmers’ Federation Conference, Australian Table Grape Industry Conference, Citrus Australia National Conference, Victorian Farmers’ Federation Conference, AusVeg National Conference, Fruit Growers Tasmania Annual Conference and PMA Fresh Connection Conference.

The NHLIS call centre is a valuable resource in the information collection process; the operators are able to feed back to the State Managers and farmers 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 around the country.

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 continued to operate 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 where.

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 distributed free of charge to the end user – the jobseeker. The NHLIS team has worked with DEEWR to improve the online functionality of the Harvest Guide, its format allows it to be translated by most commonly used web browsers and a mobile/smart phone version of the Harvest Trail site is soon to be launched.

Advertising to support of the Harvest Guide, website and call centre saw specific promotion to international working holiday makers in publications such as the YHA Accommodation guide, Greyhound Detour magazine, 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 Travellers Autobarn were utilised.
In efforts to reach farmers for promotion of the NHLIS services a grower specific guide was produced outlining the benefits of using the NHLIS services such as the certainty of workers entitlement to work legally, Taxation and OH&S information.

The issue of workers’ entitlement to work lawfully on farms was a prominent topic of concern for farmers in light of the 2010 Review of the Migration Amendment (Employer Sanctions) Act 2007 by Mr Stephen Howells QC. Following the findings of this review the Australian Government is drafting legislation it hopes to introduce in the spring 2012 session of parliament. Arising from heightened media coverage of this topic, the NHLIS team has been consulted by the Australian Government on the draft bill and has been involved in reaffirming to farmers their exposure to sanctions if either directly or indirectly engaging illegal workers. The increased awareness around this matter strengthens the value of NHLIS services and underpins the Harvest Labour Offices’ (HLOs) being a vital link between growers and a lawful workforce.

The NHLIS team promotes itself to farmers as being a credible vehicle for referral of correct and current information through commodity and peak industry body publications such as: Australian Citrus News, the Vine, Australian Fruit Grower, Vegetables Australia, Fruit and Veg News and the National Farmers’ Federation annual review.

In a year where the NHLIS has travelled many miles we look forward to the coming year with optimism. Our strong links with key stakeholders ensure we remain relevant and further development of relationships with our growers and funding partners will see us deliver an increasingly valued service.
Human Resources

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.

Our People Strategy is based on the following principles:

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

As at 30 June 2012, MADEC employed 266 employees across Victoria, New South Wales and South Australia. Gross salary payments (including superannuation) for FY 11-12 increased by approximately $730,000 (6%).

Attract and retain the best of industry talent

We recognise that our ability to attract, retain, develop and engage talented people is fundamental to our future success. In an industry that is known to have a high turnover of staff, it is increasingly important to develop and implement strategies to maximise our ability to attract, retain and engage talented people into our business.

During the FY 11-12 year, we have experienced 32% turnover (industry average is 28%), which resulted in recruitment of 102 new employees. With such a high rate of recruitment activity, the focus was largely on ensuring that new employees were integrated into the organisation effectively. A new induction program was developed to assist in orientation to the organisation’s policies, culture, the way we work and our values.

With 88% of the workforce with less than 5 years service (figure 2) the challenge was to ensure that skills, knowledge and cultural awareness were maintained. A newly created position of Learning and Development Specialist was created in late 2011. The aim of this role was to ensure the engagement and growth of our people, understand our growth “blue print”, and develop realistic and targeted development solutions.

Key Recruitment Statistics:

102 new employees recruited
79 press advertisements
924 applications processed
Average recruitment program took 15-18 days to complete (This is time taken from advertisement being placed to suitable candidate sourced and letter of offer provided).

Support a High Performance Culture

Late 2011, a learning needs analysis was conducted which included face to face interviews with a wide cross section of our employee base. The purpose of the review was to assess our learning needs, employee engagement levels as well as assessing awareness of our cultural values.

Consistent with the aim of continuing the journey to build and strengthen a vibrant and high performing culture and with our growth “blue print” in mind, a Learning and Development Strategy was developed, with the keys goals identified as:

• Capability development and an increase in engagement levels and retention through targeted learning and development opportunities;

Make this a great place to work

Understanding what “makes us tick” and what is important to our employees, saw the reinvigoration of the Consultative Committee.

...
A new Committee was established with the purpose of facilitating improvement and maintaining effective communication and consultation between management and the workforce. This Committee will enhance communications across the organization and will participate and contribute to decision making in areas that are within the Committees in scope.

The Performance Review process continues to be embedded into the organization, with all employees participating in the review process. This process will be further developed to allow for effective capture of “high potential” employees and allow for succession planning activities to be targeted more effectively.

**Industrial Relations**

The MADEC Single Enterprise Agreement has a nominal expiry date of 30 September 2012. Discussions have commenced and are progressing well with many items agreed to in-principle. Further discussions are to continue into the FY 12-13 year and hopefully a resolution that is acceptable to all is reached in the near future.

There was no lost time due to industrial disputes.
Quality Assurance

(Strategic Plan Goal 1: Provider of High Quality Services)
Client Audit Interviews

The following observations and responses to questions relate to how the Clients understand the National Disability Services Standards. At the beginning and end of each interview, Clients were given the opportunity to make a comment about the Service, or anything else they wished to mention.

The following statements were made:

“ They are always considerate of my culture and they keep me informed about the jobs that they know I like to do”.
“ They give people a lot of support here because for me, I don’t feel that I am going it alone”.
“ They interact with me well, because they actually listen to what I am saying”.
“ They are really great because they have promised to pay for a couple of courses that I want to do”.
“ They are fantastic because they got me my job and what more could you ask for”.
“ They are most kind to me and they do much more than they would normally do to help me”.
“ They appear to go out of their way to help you and nothing is a bother to them”.
“ They struck me as being very friendly from the first time that I walked through the door”.
“ If it wasn’t for MADEC, I wouldn’t be doing my TAFE Course”.
“ They are very accommodating here because you only have to ask for something and if your request is reasonable they do their best to help you”.
“ They treat me with genuine respect and that is important to me because I know when someone is patronising me and when someone is genuine”.
“ I was with another Service that was absolutely lousy and here is the total opposite because they are so good to me”.
“ They have been so helpful to me and I can’t thank them enough for their understanding of my problems”.
“ My Employment Consultant is great and she goes out of her way to help me”.
“ They are the friendliest bunch of people in town because every time that you come in here, they make you feel welcome”.
“ The support that MADEC gives you is great because I was with another Service and they more or less left me to my own devices, but here the support that they give me is full on”.
“ They are better than the other Services that I have been to because when I came here, they got me a job”. 
Goal 2: We will be recognised by employers as a one-stop shop for professional, reputable and reliable provision of education, training and employment services.

Testimonial from Sunbeam Foods
“For the past couple of years we have engaged the services of Madec Mildura to conduct GMP, HACCP and Bullying and Harassment Training.”
“On these occasions they provided excellent training of a very high standard.”
“They liaised with us to ensure they covered our needs and were helpful and very well organised.”
“Feedback from employees was most positive. I participated in these training sessions and was very impressed with the level of enthusiasm and participation from employees.”
“We have approximately 100 employees. Madec were able to conduct the training in small groups which enabled us to keep some lines operating with minimal impact on production.”
“I would not hesitate to engage their services for our future training needs”

(Strategic Plan Goal 3.4 Undertake an annual staff satisfaction survey.)

The 2011 MADEC-wide staff survey questionnaire was emailed to all staff on 15 November 2011.

To ensure anonymity of returned surveys, a template of labels addressed to Quality Assurance was also attached to the email.

201 completed survey responses were received by the QA Department which is a significant improvement response rate of 80.4% for 2011 compared to 42.4% in 2010.
Quality Assurance

(Strategic Plan Goal 3.4 Undertake an annual staff satisfaction survey.)

The 2011 MADEC wide staff survey questionnaire was emailed to all staff on 15 November 2011. To ensure anonymity of returned surveys, a template of labels addressed to Quality Assurance was also attached to the email. 201 completed survey responses were received by the QA Department which is a significant improvement response rate of 80.4% for 2011 compared to 42.4% in 2010.

MADEC Wide Staff Satisfaction Survey Satisfaction Level % Comparison Table 2010-2011

<table>
<thead>
<tr>
<th>Question Number</th>
<th>2010 % Total Very Good/Excellent Agree/Strongly Agree</th>
<th>2011 % Total Very Good/Excellent Agree/Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q33 Sufficient consumable materials (paper, pen, folders, workshop materials) are available</td>
<td>83.8 (Highest satisfaction)</td>
<td>81.4 (Highest satisfaction)</td>
</tr>
<tr>
<td>Q29 receive feedback on your performance from your supervisor on a regular basis</td>
<td>47.2</td>
<td>80.0</td>
</tr>
<tr>
<td>Q25 reasonable opportunities for a career path within MADEC</td>
<td>47.1</td>
<td>74.1</td>
</tr>
</tbody>
</table>

(Strategic Plan Goal One Objective 1.8 (Measure our performance as a service provider of choice against training and employment.)

The AQTF learner and employer surveys were conducted during the months of October to December 2011. Thirty three (33) survey questionnaires were posted to employers. QA received 6 responses that reflects 100% overall satisfaction level.

Majority of the learner survey questionnaires were distributed to students and collected in the classroom. QA received 466 responses that reflects a high 98.9% overall satisfaction level.

The highest satisfaction levels in 2011 are as follows:
• 99.3% agreed that they developed the knowledge expected from the training.
• 99.2% agreed that the training focused on relevant skills.
• 99.1% agreed that assessments were based on realistic activities.
• 99.1% agreed that trainers had an excellent knowledge of the subject content (this was also the highest satisfaction rating in 2011).

<table>
<thead>
<tr>
<th>NO.</th>
<th>Item</th>
<th>Average score % 2010</th>
<th>Average score % 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>LQ24</td>
<td>I developed the knowledge expected from this training.</td>
<td>79.3</td>
<td>***** 99.3 highest</td>
</tr>
<tr>
<td>LQ18</td>
<td>The training focused on relevant skills.</td>
<td>78.6</td>
<td>99.2</td>
</tr>
<tr>
<td>LQ9</td>
<td>Assessments were based on realistic activities.</td>
<td>77.9</td>
<td>99.1</td>
</tr>
<tr>
<td>LQ3</td>
<td>Trainers had an excellent knowledge of the subject content.</td>
<td>***** 85.8 highest</td>
<td>99.1</td>
</tr>
</tbody>
</table>

DES satisfaction survey questionnaires were posted on 8 September 2011 to Sunraysia, Murray Darling and Mid Murray consumers and employers.
## DES Consumer Responses

292 consumer surveys were issued and 43 responses were received resulting to a 14.72% response rate.

### Highest level of satisfaction:

Since 2010, the following items remain as the highest level of consumer satisfaction:

<table>
<thead>
<tr>
<th>Question / Item</th>
<th>2010 rating</th>
<th>2011 rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>MADEC staff / Employment consultants are prepared and on time during our</td>
<td>89.5%</td>
<td>95.2%</td>
</tr>
<tr>
<td>appointment schedule</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am treated courteously by MADEC administrative staff</td>
<td>87.1%</td>
<td>95.2%</td>
</tr>
<tr>
<td>I am treated courteously by all MADEC staff members</td>
<td>86.8%</td>
<td>95.1%</td>
</tr>
<tr>
<td>I am treated courteously by MADEC Employment Consultants</td>
<td>84.6%</td>
<td>92.9%</td>
</tr>
</tbody>
</table>