



**A N N U A L**  
**R E P O R T**  
**19/20**

**ma****ima**

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Maxima acknowledges the Traditional Owners and Custodians of this country. Through our actions we will respect cultural heritage and recognise their connection to lands, waters and community. We pay respect to Australia's First People and to their Elders past, present and emerging.



### Our Vision

Maxima will be nationally recognised as a significant contributor to a better Australia by helping people to secure meaningful employment.

### Our Mission

Every day, Maxima works towards a better Australia by helping people into meaningful employment. We do this by connecting and supporting jobseekers and employers.

### Achievement Summary:

As at 30<sup>th</sup> June 2020

# 975

New people placed into employment through our Recruitment Services.

# 588

Apprentices and trainees employed as at 30<sup>th</sup> June 2020 (including 87 suspended due to COVID-19).

# 2,140

Disability Employment Services customers placed into employment.

# 5,275

Disability Employment Services customers nationally (Employment Services Support and Disability Management Services).

# 46%

Of Maxima trainees are Indigenous and are located in every state and territory in Australia.



## Chairman's Message

On behalf of the Board of Maxima Training Group (Aust) Ltd, I am pleased to present the Maxima Group's Annual Report for the financial year 2019/20.

2020 is a year marked by challenges, change and significant disruption right across Australia. The ferocious bushfires which ravaged the nation from Kangaroo Island, through to East Gippsland and up the east coast of Australia were unprecedented in both extent and intensity. Maxima's recent expansion means that we had valued staff members, clients and business partners affected, directly and indirectly, by this nation-wide disaster.

We had scarcely recovered when the COVID-19 pandemic struck, presenting an unprecedented set of challenges and comprehensively changing the way we live and work. The Board is very proud of the way our senior leadership team and our staff worked together to confront them.

The Board and the CEO moved quickly to establish a COVID-19 Crisis Management Group consisting of board members and the senior management team. The first critical challenge was the development of a robust COVID-19 Safe Plan which incorporated the advice of Australia's chief medical officers and their various government directives while providing a safe workplace for, and reassurance to, our staff and our customers.

The Maxima Group's COVID Safe Business Framework continues to accommodate jurisdictional restrictions while ensuring the safety of our staff, our customers and our employer partners.

The Commonwealth Government's JobKeeper wage subsidy scheme, as important and as useful as it has been, has masked the actual underlying

unemployment statistics currently (at the time of writing) estimated to be around 13.5%. The national youth unemployment rate is considerably higher again, averaging around 15%. It is, therefore, unsurprising that this worsening labour market continues to have a detrimental effect on our Disability Employment Services (DES) customers particularly. Over and above the challenges to mental health, the decline in employment opportunities has contributed to a corresponding decline in customer motivation. We hope that the reintroduction of mutual obligation requirements by the Commonwealth Government takes into account significantly diminished employment opportunities and an understandable lack of motivation on the part of jobseekers.

As the new paradigm pertains to our Disability Employment Service, a new Digital Learning Management System is currently being rolled out and strategic adjustments are being made to our DES Service Delivery Model and our customer support and communication initiatives.

The COVID-19 pandemic and the inevitable economic downturn have also had a substantial negative impact on new apprentice and trainee numbers nationally. This has been marked by a significant increase in the cancellation and suspension of training contracts. In responding to these events, Maxima acknowledges the importance of the JobKeeper wage subsidies and other state-based stimuli. Maxima's sound financial footing and astute management enabled us to establish the Maxima COVID-19 Apprentice and Trainee Recovery Fund to underpin the rebuilding of Maxima's apprenticeship and traineeship numbers.



JOHN SCHUMANN  
OAM, BA Dip Ed (Flin) CAICD



As with other areas of our business, Maxima's Indigenous Employment Programs and Aboriginal school-based apprenticeships have been affected deleteriously by the pandemic. Notwithstanding, Maxima's genuine commitment to reconciliation continues to drive our Reconciliation Action Plan (RAP). It is important to our corporate culture that we continue to develop and embed Indigenous employment strategies, thereby strengthening relationships with Aboriginal and Torres Strait Islander communities. As Australians, we are incredibly fortunate to have at our fingertips 60,000 years of stories and understanding. It is through reconciliation that these stories and understandings can enrich our lives and help us all through these very tough times.

May 2020 saw the peak of COVID-19 restrictions in Australia resulted in a downturn in the Maxima Tempskill division. I'm delighted to report that Tempskill is gradually recovering, as many of our loyal host employers tentatively resume business activity.

Maxima's resilient and flexible staff have negotiated these turbulent times by learning how to work effectively from home and how to service our customers remotely via digital platforms. The entire organisation owes a debt of gratitude to our Corporate Services Division and our IT people who moved quickly and decisively to facilitate this transition from an office-based to home-based enterprise.

The Corporate Services and Finance teams continue to underpin Maxima's capability and capacity-building through a broad range of enabling activities including but not limited to website renewal, business system analysis and improvement, cyber

security, risk and quality system management and integration, as well as regulatory and contractual compliance services.

In the context of these activities, Maxima's Business Plan effectively operationalises the Maxima 5 Year Plan by setting aspirational, yet achievable, community and business targets across all aspects of our business.

In all of this, and notwithstanding the constraints of the COVID-19 pandemic, I am pleased to report that Maxima continues to offer meaningful support to Australian jobseekers at this most critical time.

The Board is mindful of the need to evaluate its own performance regarding leadership and governance. Accordingly, the Board subjects itself to internal and external reviews on a regular basis. One of these reviews pointed out the importance of an orderly and strategic Board renewal process. Under the guidance of Kate Blizzard as chair, the Nomination Subcommittee continues to drive an orderly renewal and succession plan to set the organisation up for the years to come.

At the 2019 AGM, long-standing board member, Mike Hawkins, stepped down from the Board and was replaced by Rebecca Wessels. Mike joined the Board in 1993 and served Maxima tirelessly for 26 years. His contribution was characterised by a breadth of experience, intelligence and unpretentious wisdom, always deployed in a calm and measured manner. Mike served as Maxima's chair for a number of years during one of the organisation's significant growth periods.

**Maxima's resilient and flexible staff have negotiated these turbulent times by learning how to work effectively from home and how to service our customers remotely via digital platforms.**

Renewal is never an easy process but it is a measure of Mike's leadership and selflessness that he accepted the need for renewal and stepped forward to lead by example. We will miss him greatly - and he will not be forgotten.

With change comes opportunity. We welcome Rebecca and we value her informed contributions, particularly in the area of our Reconciliation Action Plan and our ongoing engagement with our Indigenous brothers and sisters.

The stewardship of an organisation like Maxima is a significant responsibility, especially in times such as these. I am, as ever, grateful to my fellow board members for their hard work, dedication and wise counsel. Simply, I could not do this job without their loyalty to Maxima, their support and their tireless assistance.

On behalf of my colleagues, I take this opportunity to thank and commend our senior leadership team and all our staff, ably led by our CEO, David Cockram. The commitment and passion of all our people is testament to our corporate culture which owes much to the leadership of David Cockram and his senior colleagues.

Maxima is an organisation of which we all can be very proud. This year has tested our mettle, but we have survived - thrived even. We look forward to the coming year with courage and determination, in the clear knowledge that Maxima is robust enough to withstand the storm clouds on the horizon.

**John Schumann**

**Chair of Maxima, OAM, BA Dip Ed (Flin) GAICD**



## Governance Statement

This Corporate Governance Statement outlines the Board's ongoing commitment to a best-practice governance framework. This reassures stakeholders that Maxima's Directors have a sound understanding of, and comply with, the financial, legal and prudential obligations of the Group.

All Maxima's operations and activities are guided by a clear, coherent and integrated set of policies which are reviewed regularly.

### Roles and Responsibilities of the Board and Management

The Board Charter identifies the Board's roles and responsibilities, its membership and operation and the responsibilities that may be delegated to committees and/or to management. The Board is supported in managing the performance of the organisation and in the effective discharge of its responsibilities by the Risk and Compliance Committee, the Finance Audit Committee, the Marketing and Communications Committee and the recently established Nominations Committee.

### The key areas of focus for the Board in 2019/20 included:

- Ongoing board development, renewal, and succession in line with governance best-practice initiatives as identified by the Australian Institute of Company Directors (AICD)
- Setting the strategic direction for the Group with a continued focus on creating value for our customer and stakeholder base through our customer-centric, strengths-based philosophy.

- Ensuring Maxima's corporate governance compliance with all legal, regulatory and statutory requirements as well as societal and stakeholder expectations.
- Working collaboratively with the Executive Management Team to guide and facilitate an appropriate and effective response to the COVID-19 pandemic ensuring the safety and wellbeing of staff and customers as well as the ongoing sustainability of the organisation.

### Structure and Composition of the Board

Maxima's constitution allows for a maximum of eight elected Directors, however, custom and practice has seen director numbers plateau at seven in recent years.

The Chairperson of the Board, Mr John Schumann, is an Independent Director and was elected to this role in 2015.

Members of all board committees are appointed by the Board of Directors at the Annual General Meeting.

### Directorial Independence

Directors are expected to bring independent views and judgement to board deliberations at all times. 'Independent Director' means a Director who is not an Executive Director and is free from any business or other association that could materially interfere with the exercise of his or her independent judgement or could reasonably be perceived to do so. Maxima's Directors are independent in character and judgement and free from material relationships or circumstances which are likely to affect, or could appear to affect, judgement. Each Director updates any new interests, positions, associations and relationships as a matter of immediacy. The Board regularly assesses the independence of each Director in light of the interests disclosed.

### Board Performance Evaluation

Each year the Chairperson assesses the performance of the Board, its committees and the Directors.

The individual Director Performance Review covers issues including preparation for meetings, attendance at meetings and contribution to board discussion and general function.

The Chief Executive Officer's performance is reviewed annually by the Board against established key performance indicators linked to the Company's vision, values and strategic direction.

### Board Committees

The Board of Directors has four standing committees which assist in the execution of its responsibilities. Committees are governed by Terms of Reference which set out each committees' role, responsibilities, membership and processes. The membership, role and responsibility of each committee is summarised below:

#### Board Committee Membership as at 30 June 2020

##### Risk and Compliance

Tracey Kerrigan - Chair, Mike Nolan

##### Finance and Audit

Steve Tonkin - Chair, Wally Iasiello

##### Marketing and Communications

John Schumann - Chair

##### Nominations

Kate Blizard - Chair, John Schumann, Steve Tonkin and Mike Nolan

Rebecca Wessels represents the Board on the RAP Working Party and Indigenous Employment Program.

### Risk Management

Maxima has established a sound risk management framework. The Board is committed to ensuring that the principles set out in this framework are implemented in an effective and timely manner. The Board is also responsible for ensuring a robust risk management culture is maintained and further developed throughout the organisation.

The Risk and Compliance Committee assists the Board in developing and monitoring the effectiveness of the risk management framework.

### Director Professional Development

Directors undertake ongoing professional development. This professional development seeks to reinforce and build on the professional requirements outlined in the Director's Induction. Directors are also encouraged to maintain and extend their existing skills and to acquire new ones.

The CEO and the Chair collaborate to ensure Directors are informed of, and attend, relevant forums and seminars in order to develop and enhance their knowledge in corporate governance, relevant industry matters and the changing environment of business operations.

### Standards of Ethical Behaviour

Directors are required to act at all times in a manner consistent with Maxima's commitment to honesty, integrity, quality and trust.

## Corporate Profile

Maxima has trained and placed into sustained employment thousands of people across Australia since 1985, making 2020 the 35<sup>th</sup> year of the organisation's remarkable journey. This journey has seen an expansion from its modest genesis as the South Australian Local Government Group Training Scheme, to the current position as a morally driven and professionally managed national employment and training services provider.

Over the years this agile and innovative organisation has further diversified its services, with the creation of a Labour Hire division in 1991 to service the Local Government sector. This offering was further expanded to include Temporary and Permanent Recruitment and Labour Hire services for government, private sector business and not-for-profit organisations.

Since 1998, Maxima has successfully operated the Commonwealth Government Employment Service, consistently achieving high employment performance and low risk ratings. In line with strategies to incorporate complementary service capability within the organisation's portfolio, in 2010 Maxima expanded service offerings through one of a number of successful acquisitions the organisation has achieved over the last two decades, to incorporate a National Panel of Assessors contract.

In March 2018 Maxima was successful in the national bid for Disability Employment Services (DES) incorporating Disability Management Support (DES DMS) and Employment Support Services (DES ESS). This new contract commenced on the 2<sup>nd</sup> July 2018 and saw the significant expansion of Maxima's services to 60 locations across SA, QLD, WA, TAS and VIC. Maxima also provides services under the National Disability Insurance Scheme (NDIS) which helps support Australians with a significant or permanent disability, their families and carers.

In February 2019, Maxima entered into a Joint Venture agreement with Tauondi Aboriginal Corporation (Tapa Warpulayi-itya Pty Ltd). The Tapa VTEC operation

complements Maxima's highly regarded Indigenous Employment Program (IEP) Service, which currently supports approximately 270 apprentices and trainees of Aboriginal and Torres Strait Islander descent. IEP programs have featured largely in the organisation's niche service capability at a national level since 2008, when Maxima was appointed to the Commonwealth's IEP Panel. Maxima's IEP program has evolved to provide culturally sensitive, employment and training outcomes to Indigenous trainees across the country each year, supporting the diversity and Reconciliation Action Plan (RAP) targets of an impressive mix of national corporate clients.

Maxima has undertaken several successful acquisitions to further enhance its service offering and continues to explore opportunities for future acquisitions or expansion, in line with its mission to help people with disadvantage access employment across Australia.

With its expanded services, the organisations capability has increased dramatically and currently holds accreditation under numerous standards including ISO9001:45001, National Disability Service Standards, NDIS Quality and Safeguard Commission accreditation, Group Training National Standards, and recently the commencement of the ISO27001 Information Technology Security Standards.

Further focus on capacity and quality have seen new or enhanced software capability in Customer Relationship Management systems across, Finance and Payroll, Human Resource Management including Recruitment as well as a Learning Management System to support staff and customer development, Work Health and Safety and asset management.

With over 350 staff, a growing DES cohort of 6,000+ customers, an apprentice and trainee caseload of over 600, approximately 46% who are of Aboriginal and Torres Strait Islander descent, Maxima now offers an enviable national servicing capability.

### BOARD DIRECTORS

**John Schumann**  
Chair

**Tracey Kerrigan**  
Deputy Chair

**Mike Nolan**

**Wally Iasiello**

**Stephen Tonkin**

**Kate Blizard**

**Rebecca Wessels**

### BOARD SUBCOMMITTEES

**Risk and Compliance**  
Tracey Kerrigan, Chair  
Mike Nolan

**Finance and Audit**  
Stephen Tonkin, Chair  
Wally Iasiello

**Marketing and Communications**  
John Schumann, Chair

**Nominations Committee**  
Kate Blizard, Chair  
Stephen Tonkin, John Schumann, Mike Nolan

### EXECUTIVE MANAGEMENT

**David Cockram**  
Chief Executive Officer

**Heather Thompson**  
Chief Finance Officer, Deputy CEO

**Chris Hardy**  
General Manager, Contracted Employment Services

**David Nagy**  
General Manager, Recruitment

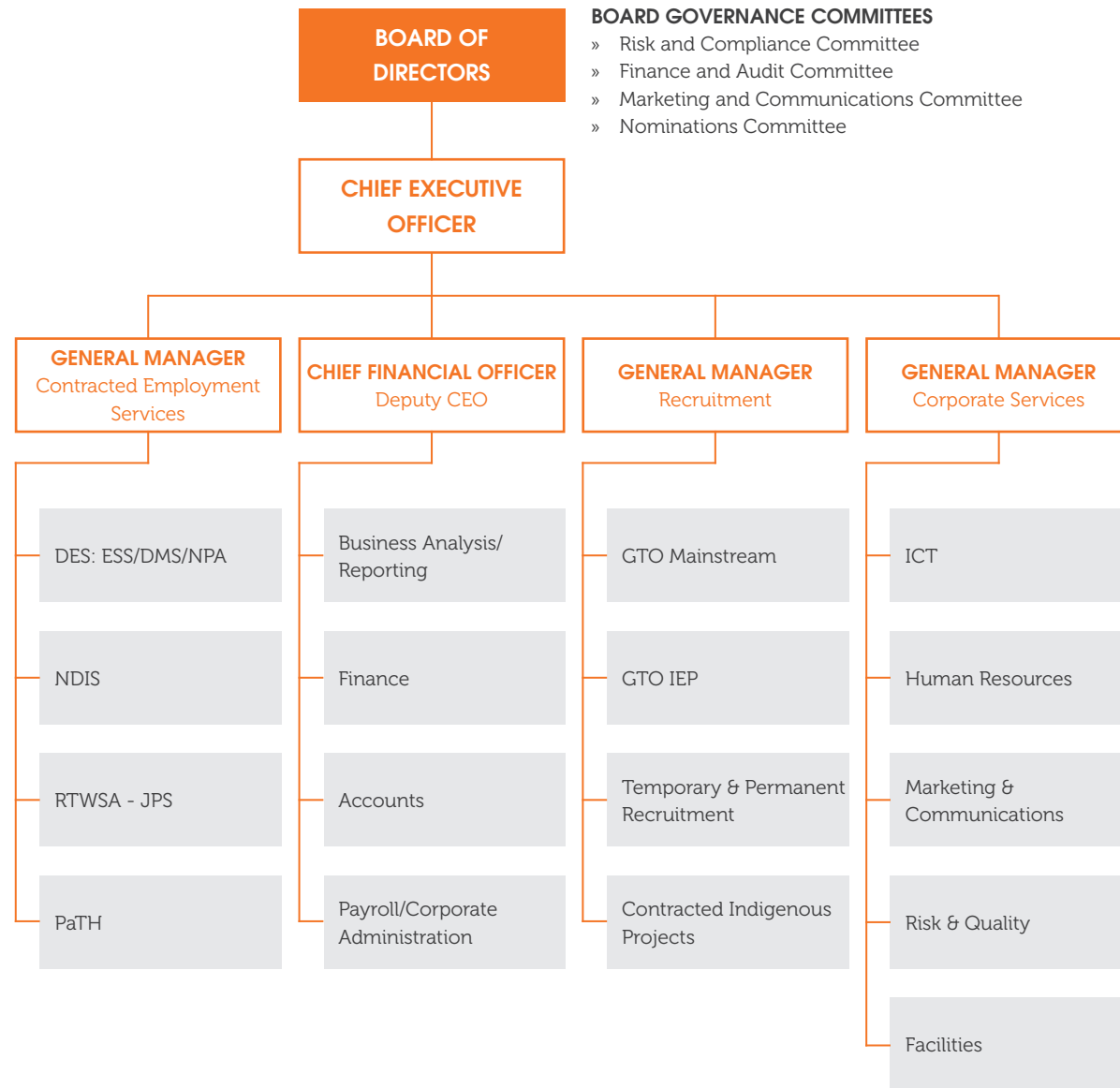
**Vincent Marsland**  
General Manager, Corporate Services



**Back left to right:** Vincent Marsland, Kate Blizard, David Nagy, John Schumann, Mike Nolan, Rebecca Wessels, Stephen Tonkin, Chris Hardy, Wally Iasiello. **Front left to right:** Tracey Kerrigan, David Cockram, Heather Thompson



## Organisational Structure



## Industry Engagement

Maxima continues to engage with key external stakeholders to build strong affiliations with business, government and industry bodies.

Maxima staff continue to actively participate in industry leadership panels and government advisory forums and are widely sought for industry and sector commentary. Members of our Executive Team also consult with ministers and departmental staff directing employment, apprenticeship, and training related portfolios.

Roles held on industry peak bodies include the National Apprentice Employment Network (NAEN), Apprentice Employment Network (AEN/SA) and the South Australian Industry Training Provider Association (ITPA).

Active industry memberships include the National Disability Services, National Employment Services Association, Disability Employment Australia and the National Apprentice Employment Network.

Throughout all the regions in which Maxima operates we are active members of Chambers of Commerce and Business hubs to gain insights into Industry and Business recruitment and staffing needs. From these initiatives Maxima is able to assist employers in learning and understanding the benefits of engaging a diverse workforce.

Maxima is an active partner through the University Specialist Employment Partnership with the University of Western Australia, the University of Queensland and the University of Tasmania. These partnerships allow our staff to have first-hand

interaction with graduates with disabilities, major employers and specialist University Career and Disability advisory staff.

Maxima is a founding member of the National Workforce Network (NWN). The NWN is a collaboration of employment service providers to deliver Australian employers operating across multiple markets a seamless and professional recruitment service.

Maxima will continue to actively participate in the sector on matters of employment, diversity and training and invest in important industry representation and development.



## 2019

## JULY

- » NAIDOC Week - "Voice, Treaty, Truth" celebrated nationally by the Maxima team



- » Employer Engagement Events held nationally by Joblink
- » Joblink awarded 12 month contract extension for Return to Work SA - Job Placement Services Program
- » Joblink DES met all standards for the National Standards for Disability Services (NSDS) and ISO Surveillance and Extension to Scope Audit (SA, VIC and WA)

## AUGUST

- » Special Projects were finalists in the Innovation and Collaboration in Indigenous Employment Category at the Nesa Gala Awards Dinner
- » TQCSI Audit successfully conducted for our Hindmarsh site

## SEPTEMBER

- » Operation Flinders presentation, Hindmarsh SA



- » NDIS Audit successfully completed
- » R U OK? Day celebrated nationally

## OCTOBER

- » Gold Sponsors of the City of Burnside Metro Games



- » Sundowner Networking Event held in East Gippsland, VIC



- » Joint initiative between Joblink and Group Training to place 70 DES customers into Administration Traineeships (minimum 12 month contract of training)

## NOVEMBER

- » Maxima's annual Board Cocktail event held in South Australia
- » End of year Soirees held nationally for Maxima staff
- » AccessAbility Day 2020, supporting 146 DES Customers across 5 states to undertake work experience with supportive employers

## DECEMBER

- » IEP Apprentice and Trainee Graduation held in WA at the Optus Stadium



- » Jimboomba, QLD Joblink office opened



- » IEP School-Based Trainee Graduation held in NSW
- » International Day of People with Disability celebrated nationally

## 2020

## JANUARY

- » Cyber Security Traineeships Launch Event attended in Adelaide



- » New Norfolk and Huonville held community Open Days to mark their official opening

## FEBRUARY

- » Joblink DES achieved its highest placement month contract to date
- » Maxima sponsored Bedford's annual Big BBQ

## MARCH

- » New Maxima website launched
- » COVID-19 Action Plan and Crisis Management Group formed



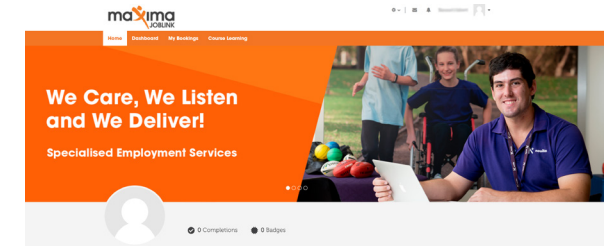
- » First round of JobKeeper funding approved

## APRIL

- » Joblink awarded Employment Preparation Activity Trial Contract

## MAY

- » Maxima entered into a formal agreement for a new Learning Management System



Welcome to Maxima Learning - Where Employment & Education begins!

Maxima is pleased to announce the trial of our new Learning Management System (LMS), which has been designed to support flexible customer learning and engagement. The new Learning Management System is a digital platform designed to support your employment journey and facilitate your learning and development.

## JUNE

- » Joblink developed a New Service Delivery Model for DES embedding Esher House at its centre





Maxima staff member, Tony Cooper, assisting State Emergency Service activity during the Queensland bushfires

## Community Engagement & Wellbeing

The unprecedented impact of the devastating national bushfires and the COVID-19 pandemic radically changed the profile of Maxima's sponsorships and community engagement across our sites. At all times, the wellbeing of our staff, customers and clients was at the forefront of our decision making.

With a national footprint extending into diverse regional and metropolitan centres, staff maintained a focus on building sustainable, positive relationships with local communities. Grass roots engagement early in the financial year included Q&A information sessions, sausage sizzles and open days, sponsorship of local sporting clubs, local media articles and representation networking and business events.

Maxima also continued to recognise and promote important national milestones, including National Reconciliation Week, NAIDOC Week, AccessAbility Day, International Day of People with Disability and R U OK? Day, as well as local charity events and fundraisers.

From September 2019, many parts of Australia were threatened or devastated by extensive bushfires. As well as ensuring the protection of staff and families in affected areas, Maxima donated to the Salvation Army Disaster Appeal, which provided emergency personnel and ran evacuation services across the

country. During this time, a number of staff also took annual leave and dedicated their time to assist with containing bushfires in their local communities.

Faced with the unprecedented COVID-19 pandemic, Maxima embraced the challenge of maintaining essential services to our clients and customers while protecting our staff and communities. Our teams overcame significant challenges to provide our customers with uninterrupted service and extended additional support, including mental health support initiatives.

Our office-based staff quickly transitioned to working from home arrangements and additional communications provided important information and helped maintain interaction. Despite improvements in the status of COVID-19 transmission in Australia, Maxima remains vigilant in our approach and practices impacting the health and safety of our employees, customers and the communities in which we operate.



## Reconciliation Action Plan

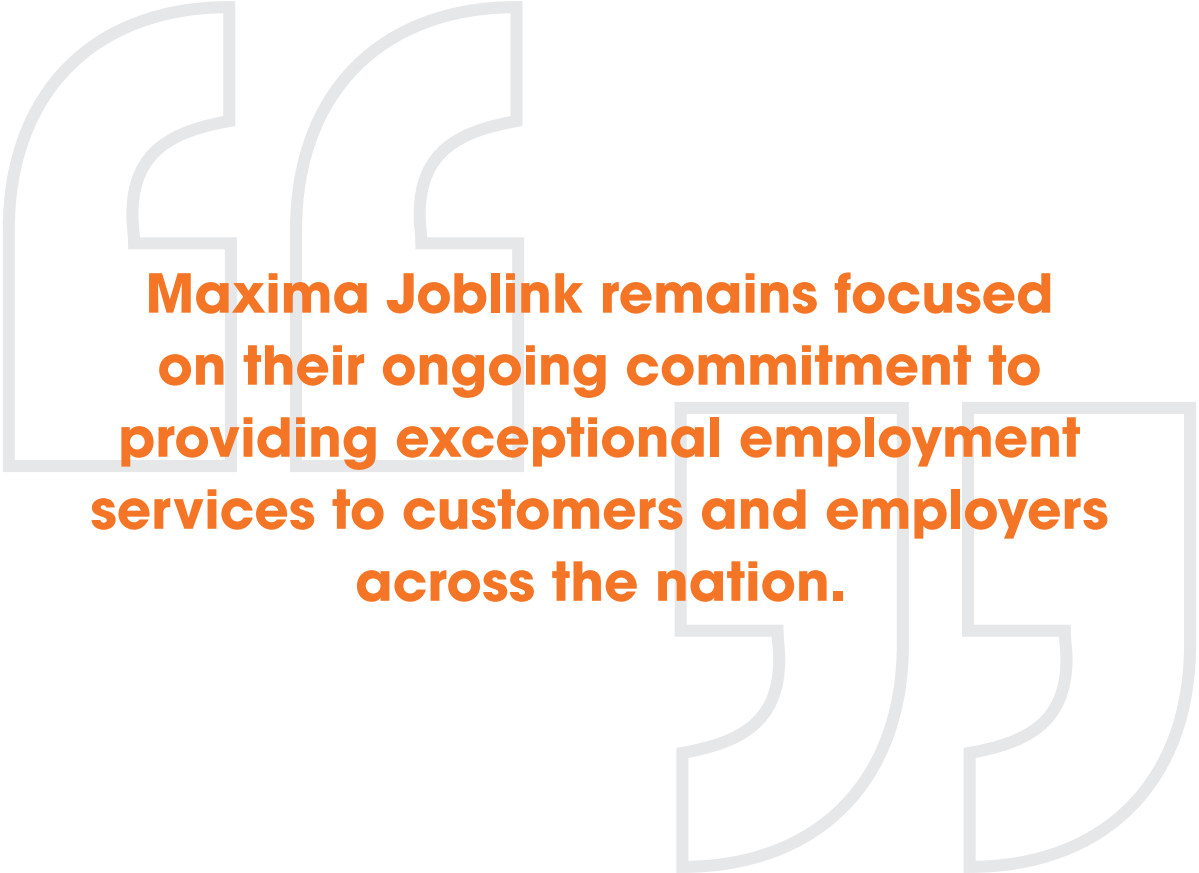
In early 2018, Maxima's Senior Leadership Team made a formal commitment to Reconciliation Australia to strengthen relationships, respect and trust with Aboriginal and Torres Strait Islander Peoples and on the 31<sup>st</sup> of July 2018, our first Reconciliation Action Plan (RAP) was officially launched.

This initial 'Reflect' stage enabled the organisation to recognise existing achievements and identify avenues for improvement and development on the journey of reconciliation. The 'Reflect' RAP helped build a strong platform to guide future commitments in the four core areas of 'Relationships, Respect, Opportunities and Governance' and solidified Maxima's ongoing commitment to improved education, training and employment outcomes for Australia's First Peoples.

In 2020, Maxima initiated planning toward the second 'Innovate' stage of our RAP, which will focus on implementing tangible reconciliation efforts and developing greater cultural awareness. Maxima also appointed a dedicated RAP Project Officer to facilitate internal and external consultation and held constructive conversations with Reconciliation SA about our RAP development.







**Maxima Joblink remains focused on their ongoing commitment to providing exceptional employment services to customers and employers across the nation.**

## Specialised Employment Services: Joblink

**As a leading provider of employment services to various governments and regulatory bodies around Australia, Maxima has built an enviable reputation for genuine care and positive job outcomes. Maxima strives to build diverse workplaces and opportunities for customers who experience the added difficulty of finding employment due to a disability, illness, injury or health condition.**

**Our Specialised Employment Services also support youth and long-term unemployed people with pre-employment guidance and mentoring, occupational development and offers these bundled services as 'Maxima Joblink'.**

### Disability Employment Services (DES)

Maxima Joblink assists customers across Australia to build the skills and confidence to find employment through the Commonwealth Government funded program Disability Employment Services (DES). Through DES, eligible people with disability, illness, injury or health conditions receive assistance to prepare for, find, and importantly, maintain new employment.

**Highlights:** The sustained expansion of Joblink's DES services gave rise to the opening of 40 full-time offices since 2018, with a national footprint in five states of a combined 60 locations and has a current staff level of over 280 experienced employment professionals. Demand from local people for Maxima's services saw additional new offices opened in Baldivis (WA), Huon Valley (TAS), Jimboomba (QLD), New Norfolk (TAS) and Salisbury (SA). The year ahead may see more offices open to meet the growing need of unemployed Australians affected by the COVID-19 pandemic.

Unsurprisingly, COVID-19 had a big impact on people with disability. During the months March to July, the pandemic affected approximately 40% of people in work through either heavily reduced hours or being laid off entirely. Maxima's staff work tirelessly to assist affected customers and have been successful in helping many remain in work or reconnect with employers.

Of course, Maxima couldn't achieve the success for individual customers without the strong support of local employers. The resilience of employers and the care they and our employment professionals showed to our customers helped lessen the impact of COVID-19 for many.

As well as the impact of office closures on Maxima across the country, employer demand also decreased as their business was affected. COVID-19 has necessitated major operational changes, including the establishment of work-from-home infrastructure, the implementation of remote customer servicing and the regular distribution of critical communications.

In light of dramatically increasing unemployment as a result of the pandemic, DES embarked on a national advertising campaign promoting services to people experiencing unexpected joblessness, bringing to people's attention the government funded supports available was a key feature. This extensive campaign contributed to steadied rates of enquiry and substantial registration of new customers.

Over the year, Joblink ran an employer-focused 'Employable Heroes' campaign in addition to the 'Maxima Can Help' COVID-19 promotion from May 2020. A strong emphasis on digital advertising was maintained throughout the year, bolstered by a variety of bespoke above-the-line and below-the-line activities in key markets across the country.

The design and implementation of a new Service Delivery Model became a primary focus in the latter half of the financial year, with VIC and WA selected to pilot the new program. The new model builds on Joblink's customer-centric, strengths-based approach, while complementing a range of performance and financial sustainability initiatives. Integral to the new model is the use of tools developed in partnership with Esher House to establish key motivators through a simple assessment process. The launch of an Online Learning Platform formed a critical component of this Service Delivery Model, and its launch was particularly timely given social distancing restrictions brought about by COVID-19.

Maxima Joblink remains focused on their ongoing commitment to providing exceptional employment services to customers and employers across the nation.

## National Disability Insurance Scheme (NDIS)

Maxima is registered to provide NDIS 'School Leaver Employment Support' (SLES) and to help participants with 'Finding and Keeping a Job' identified in their NDIS Plans. NDIS supports build capacity on the pathway to employment, provide ongoing support in the workplace and help develop broader employability skills.

**Highlights:** Maxima has delivered NDIS supports as part of the Joblink suite of services since early 2018, with the program delivering consistent growth in participant numbers and reach. School Leaver Employment Supports, providing tailored services to eligible school leavers, showed particular take-up over the financial year, with a significant expansion in services seen in QLD, SA, WA and TAS.

An emphasis on building engagement with School Liaison Consultants paved the way for increased SLES referrals and helped build the program as a pre-DES pathway for school leavers. Offering dual-service NDIS and DES support to

participants also helped to expand the NDIS offering and enabled customers to build relevant employability skills and their capacity to work.

The widespread impact of COVID-19 from March 2020 placed significant pressure on NDIS programs, with the youth cohort showing particular sensitivity to online delivery and market decline. Focus was placed on building ongoing participant relationships until the landscape returns to more favourable conditions.

The Maxima NDIS program successfully completed stages one and two of the NDIS Quality and Safeguard Commission framework in late 2019 and was awarded certification for a further three years. Additional developments include the implementation of NDIS software, Lumary, completed in early 2020.

## National Panel of Assessors (NPA)

Maxima continues to support clients as a National Panel of Assessors provider across SA, VIC, NSW and QLD through its network of allied health professionals. The NPA program provides guidance on Workplace Assessments to improve employment conditions and employment retention.

**Highlights:** Despite the impact of COVID-19 on the labour market, the National Panel of Assessors program saw modest growth in delivery over the period, with a 7% increase in assessments submitted and claimed. In spite of difficulties scheduling assessments during the pandemic, the month of June 2020 saw a total of 53 assessments claimed, making it one of the highest months in the period.

A Supported Wage Assessments 'Performance Summary' indicated that during the first three quarters of the financial period, Maxima well exceeded the 90% benchmark for key KPI's including assessment timeframes, quality and acceptances.

This positive year for NPA, despite extenuating circumstances due to COVID-19, paves the way for continued expansion of services and consistent delivery and results.

## Return to Work SA: Job Placement Services

Maxima delivers Job Placement Services across South Australia to enable injured workers to find suitable alternative employment after workplace injury. Supports include Vocational Counselling and Job Placement Services.

**Highlights:** To support injured workers returning to employment, Maxima focus on strengths, skills and abilities and makes recommendations for relevant upskilling and retraining to increase employability prospects in line with local labour market opportunities. Job Placement Services also proactively approach potential employers and 'job carve' positions to create opportunities which meet the unique needs of both employer and the injured worker.

Despite the challenging labour market due to COVID-19, Job Placement Services saw a steady increase in placements and continued servicing via remote delivery at the height of the pandemic. Additional human resources were appointed to the program during the year to accommodate overall increases in referrals and recent feedback from the main referrer sees Maxima as their premier partner in delivering results for injured South Australian workers.

## PaTH: Employability Skills Training & Employment Preparation Activity

Maxima continues to deliver Employability Skills Training as a part of the Commonwealth Government's Youth Jobs PaTH initiative in Adelaide South, Mid North SA and South East Brisbane; and Employment Preparation Activity trial in Adelaide South.

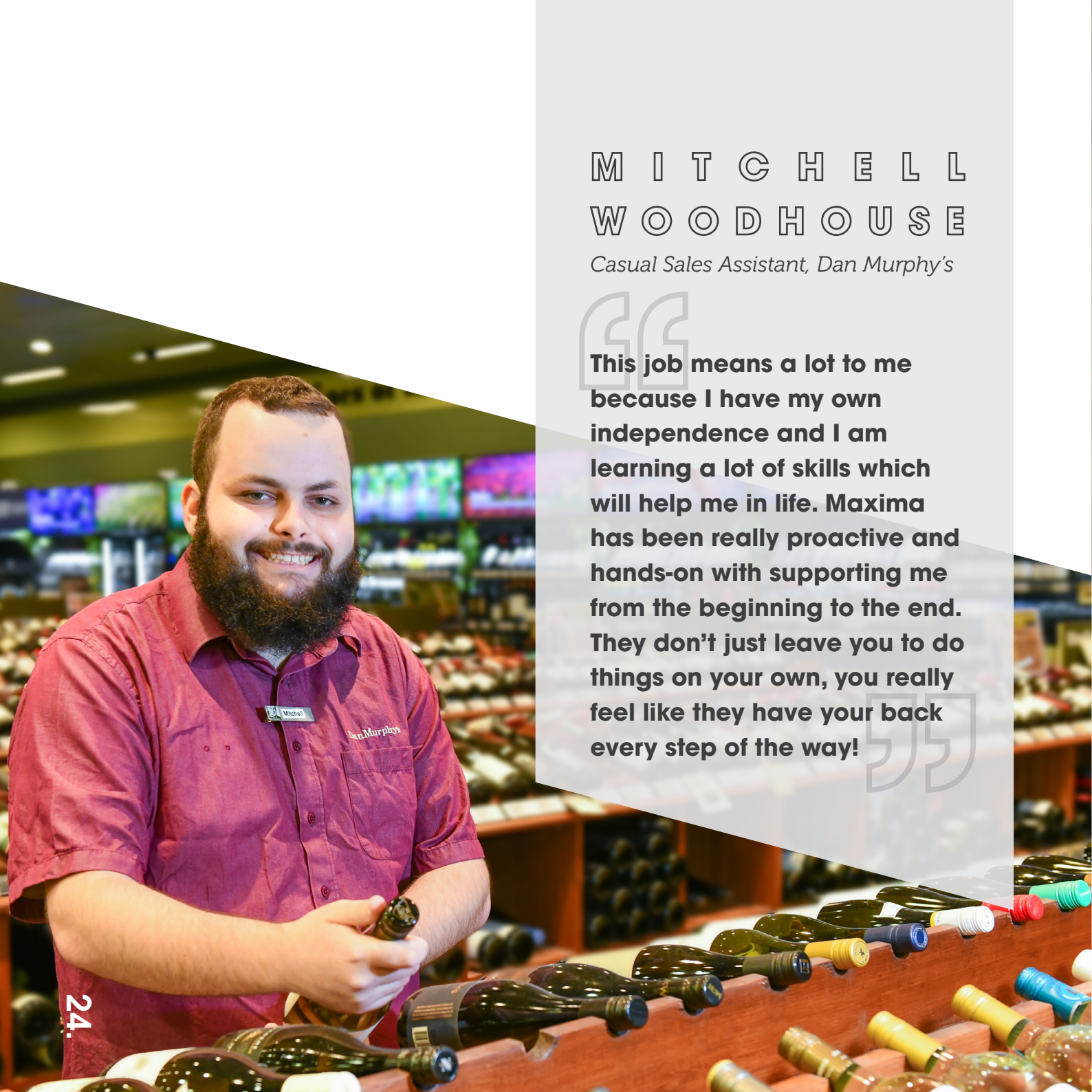
**Highlights:** Employability Skills Training (EST) enables people aged 15-24 to gain the skills, training and work experience required to secure and retain employment. Youth Jobs PaTH is delivered in three stages, segmented as 'Prepare-Trial-Hire'.

Maxima was successful in our bid to deliver the new Employment Preparation Activity (EPA), a trial Australian Government Initiative for jobseekers in Southern Adelaide. EPA is delivered as a two-week, group-based program aimed at improving individual readiness through training and offering greater flexibility to meet mutual obligations.

The pressures placed by COVID-19 caused substantial disruption. The structure of existing two and three-week programs required a rapid conversion and appropriate resourcing to support on-line facilitation, self-paced activity and 1:1 support. Most significantly, the pandemic resulted in a marked downturn in attendance, with mutual obligations suspended by the Commonwealth Government during the period allowing for optional participation.

As South Australia began to resume more normal workplace activities, and social restrictions eased, an increase in referrals to the EPA program was observed. The team remain cautiously optimistic about enhancing the scope of this service in the coming financial year, including expanding the Employment Preparation Activity (EPA) trial as it becomes more widely implemented.





M I T C H E L L  
W O O D H O U S E

*Casual Sales Assistant, Dan Murphy's*

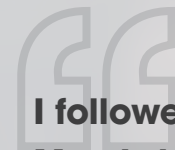


**This job means a lot to me because I have my own independence and I am learning a lot of skills which will help me in life. Maxima has been really proactive and hands-on with supporting me from the beginning to the end. They don't just leave you to do things on your own, you really feel like they have your back every step of the way!**

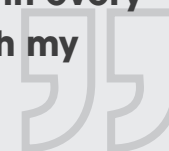


M I C H A E L  
N E R O N I

*Novita Wheelinet Program*



**I followed a tip from my Mum's hairdresser to speak to Maxima and spoke with Jeanette, who was fantastic and really supportive. Maxima assisted me in every possible way to reach my goals.**





**At the height of the pandemic, some 30% of apprentices and trainees had been temporarily stood-down from employment due to COVID-19, however this number had decreased to 10% by the end of June.**

## Apprenticeships & Traineeships

Maxima is a leading Group Training Organisation, sourcing and managing apprentices and trainees on behalf of a wide variety of Host Employers. The team facilitate school-based and full-time apprenticeships and traineeships in more than 300 occupations, including traditional trades and a diverse selection of established and emerging career pathways.

**Highlights:** While the first half of FY 19/20 saw moderate growth, Group Training operations were subject to the significant impact of COVID-19 in the latter half of the year. Challenges included widespread closure of Host Employer operations, the establishment of work-from-home systems for staff and trainees and the management of JobKeeper processes and payments.

At the height of the pandemic, some 30% of apprentices and trainees had been temporarily stood-down from employment due to COVID-19, however this number had decreased to 10% by the end of June, as businesses tentatively resumed and adjusted to the evolving situation. An unexpected benefit was driven by employers establishing work-from-home scenarios and requiring technical support; resulting in greater demand for IT and administration focused traineeships.

In addition, the Skilling SA Project, a South Australian Government initiative offering financial incentives to Host Employers, contributed to traineeship promotions and was utilised by a number of new and existing employers. This scheme was extended

to 30<sup>th</sup> September 2020 and is complemented by Commonwealth Government initiatives promoting and supporting uptake of apprentices and trainees.

With the Group Training team working from home from March to June, new methods of maintaining communication amongst the team and with hosts and employees were implemented. It was pleasing to observe high staff motivation, resulting in strong productivity throughout the period, and while vacancies declined, the team took the opportunity to review reporting systems and data integrity, as well as considering new target industries while preparing for the journey back to more 'normal' activity in the office.

Access to JobKeeper funding provided significant support, allowing the majority of hosts to continue with their placements, and in some cases continue to grow their businesses despite the uncertainty. This government funding directly supported all apprentices and trainees, particularly those stood-down from employment, and enabled financial stability in the search for alternative hosts for trainees to continue their training contracts.

2020 plans for building compliance against National Standards in VIC and NT were placed on hold along with the 2020 Graduation and Awards Ceremony, however, preparations for these events are underway in anticipation of a less turbulent 20/21 financial year. Group Training remains focused on creating opportunities for suspended trainees and resuming pre-COVID-19 business levels while building growth and awareness of the sector.





**B R A D  
D A Y**

*Cyber Security School-Based Trainee,  
Attorney Generals Department*

“Maxima has been very supportive throughout my entire course and consistently contacted me to ensure I am feeling comfortable and safe within my workplace. This traineeship has allowed me to see I would truly enjoy working within the cyber security sector and I can pursue it as a career in the future.”

**C A S S A N D R A  
M A C K A Y**

*Horticulture Trainee, City of Port  
Adelaide Enfield / LCS*

“Without Maxima I would not have been able to start my career in Horticulture. Joe put me forward when I thought it was going to be impossible, as I had no prior experience in the industry. I really hope to continue work in this field and perhaps, down the track, Maxima can help me with my certificate in Landscape Construction.”



**Temporary and Permanent Recruitment continued to expand its client base and build on its strong reputation for sourcing quality candidates, particularly for seasonal and short-term opportunities.**

## Temporary and Permanent Recruitment

Maxima's Temporary and Permanent Recruitment Team provide staffing solutions to businesses and government across metro Adelaide, Brisbane and Melbourne. Facilitated by a team of 16 staff, Temporary and Permanent Recruitment provides end-to-end recruitment services including head-hunting and advertising through to payroll and outplacement support.

**Highlights:** Temporary and Permanent Recruitment continued to expand its client base and build on its strong reputation for sourcing quality candidates, particularly for seasonal and short-term opportunities. Unsurprisingly, the COVID-19 pandemic significantly affected services during the latter half of the financial year, however, some protection was provided by minimal exposure to heavily impacted sectors. After a 30% decrease in placement numbers at the height of the pandemic, the team were pleased to see a satisfactory recovery in subsequent months.

Further highlights include a successful tender with Playford City Council and, more recently, a tender with the Town of Gawler to service the Aquatic Centre and Community Centre. Other new clients secured include Master Butchers and Mollydooker Wines, with a large recruitment project also completed with SA Health and Bendigo / Adelaide Bank.

Temporary and Permanent Recruitment experienced a period of growth in the relatively new Victorian market, bolstered by existing clients Green Life Group and Moonee Valley Council. New contracts with City of Whittlesea via Comensura and Glascott Landscaping were unfortunately interrupted due to COVID-19 restrictions.

The 19/20 period was also marked by several senior staffing changes, with the long-standing Manager, Recruitment Services appointed to a leadership role within DES, providing an opportunity for the Operations Manager to move into this vacancy. While a competitive field of external candidates participated in the selection process, it was satisfying to appoint a particularly strong internal candidate to manage the team.

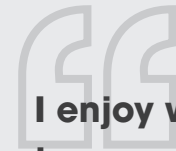
Temporary and Permanent Recruitment Queensland continues to see steady growth, with a large focus on local government roles.

With offices now established in three states and with new tender opportunities in the pipeline, Temporary and Permanent Recruitment are excited to continue to build profile and look forward to a productive 2020/21 financial year.



STEPHANIE  
CRITCHLEY

*Temporary & Permanent Recruitment*



**I enjoy working in various temporary assignments as it allows me to meet new co-workers in interesting and varied industries. Maxima goes the extra mile to make you feel a part of the family and they are a tight-knit friendly team.**

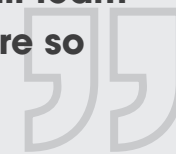


MATTHEW  
VAN DEN BRINK

*Temporary & Permanent Recruitment*



**Maxima placed me with APG two years ago now and it has been great, there are a lot of opportunities here and they have always been so supportive. I can safely say that this is my dream job. I love working outside and looking after the small team I have, all the boys are so friendly and great!**







**A key focus for the IEP team during the peak of the pandemic was to provide frequent contact with trainees in light of the unforeseen disruption impacting mental health.**

## Indigenous Employment Programs

Maxima's Indigenous Employment Program (IEP) provides tailored services to apprentices and trainees of Aboriginal or Torres Strait Islander descent in a variety of Host Employment settings across Australia. IEP has built long-term, positive partnerships with an impressive range of national corporations and is proud to facilitate genuine, positive employment outcomes for the remarkable trainees supported.

**Highlights:** The 19/20 fiscal year began positively, with initial growth in trainee numbers resulting in a September record of some 323 Aboriginal and Torres Strait Islander trainees in employment, accounting for 50% of Maxima's total Group Training placements. In addition, the appointment of a new National Business Relationship Manager was created to drive growth opportunities and six new staff were appointed across WA, NT, QLD, NSW and VIC to meet growing demand.

Regrettably, the catastrophic bushfires of late 2019 were felt by IEP stakeholders in multiple states and territories and the subsequent COVID-19 pandemic led to significant trainee suspensions, vacancy freezes and vacancy loss - impacting IEP operations substantially. At the height of the pandemic, IEP saw 120 trainees suspended due to host business closures, with a significant number exposed to the aviation industry and unlikely to resume placements. By the end of April 2020, suspended trainees stood at 109 and the IEP team focused on the critical task

of sourcing alternative hosts, with a strong focus on supporting school-based trainees to finalise their senior high school and training requirements.

With the provision of the JobKeeper scheme, IEP was able to maintain financial support to all trainees and broker new placements with alternative hosts where employment had ceased. A 'Traineeship Recovery Fund' was established to subsidise costs for Host Employers taking on additional trainees over and above normal quotas, and a number took up this opportunity, including Australia Post and Westpac. The influence of JobKeeper directly enabled IEP to complete the fiscal year in a sound position, despite the loss of revenue due to these extenuating circumstances.

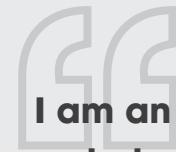
A key focus for the IEP team during the peak of the pandemic was to provide frequent contact with trainees in light of the unforeseen disruption impacting mental health. IEP consultants were able to provide additional mentoring and referral to specialist services where required. A pre-COVID-19 investment in staff professional development proved beneficial; with the team benefiting from a course in Aboriginal and Torres Strait Islander Mental Health First Aid, undertaken in November 2019.

Assuming a cautious economic recovery, early indications for the FY 20/21 period show a positive demand for IEP services. Although FY 19/20 proved one of the most challenging in recent memory, the resilience of IEP and its employer networks proved that there are strong foundations to continue growth into future years.

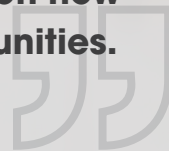


J O R D A N  
G R I F F I T H S

*School-Based Trainee, NAB*



**I am an advocate for taking a shot at new opportunities and encouraging other students to think about going for a traineeship. This has helped me not only gain SACE points but also build life and workplace skills. This will help me in the future to open new doors to other opportunities.**



P O O N Y A R R A H  
M C K E N Z I E

*School-Based Trainee, ANZ*



**Serving my first customer gave me a sense of achievement because I could see how far I had come... I'm not sure yet what career path I'll choose, but this traineeship has given me the option to follow this career path, and has really built my confidence.**





**In conjunction with Department of Education, Skills and Employment, our team also contributed to the development of a new Employment Services model through the 'Employment Services Trial'.**

## Contracted Indigenous Programs

Maxima is a key partner in delivery of the Vocational Training and Employment Centre (VTEC), a Commonwealth funded specialist employment service assisting Aboriginal and Torres Strait Islander jobseekers to gain employment. Launched in 2019, a partnership with Tauondi Aboriginal College established the joint venture Tapa-Warpulayi-itya ('Pathways for Work') to deliver outcomes through the VTEC contract.

**Highlights:** Over the financial year, Tapa-Warpulayi-itya, or 'Tapa', continued to work on the VTEC contract to provide sustainable employment opportunities for Aboriginal people in South Australia. Although COVID-19 presented unique challenges, the Tapa team were able to move to a remote delivery model which ultimately offered a positive impact; with lower absenteeism due to sickness and the commencement of more than 100 Aboriginal clients during this period. During the period the team placed over 140 participants and achieved more than 90 employment outcomes for Aboriginal South Australians.

In conjunction with Department of Education, Skills and Employment, Contracted Indigenous Programs also contributed to the development of a new Employment Services model through the 'Employment Services Trial'. As part of this process, Maxima provided representation to the Expert Advisory Panel, which will guide the Australian Government on the future Employment Services model to replace Jobactive in 2021. Maxima was able to provide insight on the specific challenges

faced by Aboriginal jobseekers in the welfare system and suggest potential alternative strategies which could provide tangible benefit to Aboriginal people and the broader community.

On the recommendations of the Employment Service Expert Advisory Panel, a licensing system is currently in development, which will enable specialists to service jobseekers from a larger local target cohort. It is anticipated that this revised licensing system will replace VTEC in the longer term.

During the year, Contracted Indigenous Programs also assisted ten Indigenous candidates to build the skills and confidence to work towards becoming police officers within the South Australian Police Force. Through the C-STEP program, delivered with the Department of Correctional Services, the team also supported 12 Aboriginal participants across the Adelaide metropolitan and key regional centres to secure sustainable employment opportunities as Correctional Officers.

As the longer-term economic impacts of the pandemic become clearer, our Contracted Indigenous Programs team continues to evolve service delivery to maximise economic participation for Aboriginal and Torres Strait Islander peoples in South Australia.





CARLEIGH  
LAKE

*Nursing/Midwifery Student*

“Before I met my consultant, Ash, I didn’t know of Maxima VTEC or what they did. I am so glad that I do now and that I have Ash as a mentor. Maxima came into my life at the right time as I didn’t like my work and needed support with that situation.”

### South Australia

- Increasing levels of demand led to the opening of the Salisbury office and the expansion of Norwood and Kadina services.
- Return to Work Program delivered high placement numbers and strengthened relationships with insurance scheme providers.
- A significant number of Covid-19 screening workers were sourced for SA Health at the height of the pandemic.
- Workshops and programs were introduced through local councils to develop resume skills and career advice to residents.
- Online delivery for PaTH training increased referrals and attendees in Port Pirie.
- Disability Employment Services placed 25 Customers into a newly developed DES Traineeship Program.

### Western Australia

- Conducted a pilot program for the Maxima new service delivery model, a tailored learning program designed to build resilience and motivation.
- New office established in Baldivis, with a significantly expansion of the Fremantle office.
- Employer relationships expanded to support a broad range of industries.
- Major sponsors of WA Mental Health week and consultancy provided for the UNIWA USEP program, supporting students with disability to find employment.

### Queensland

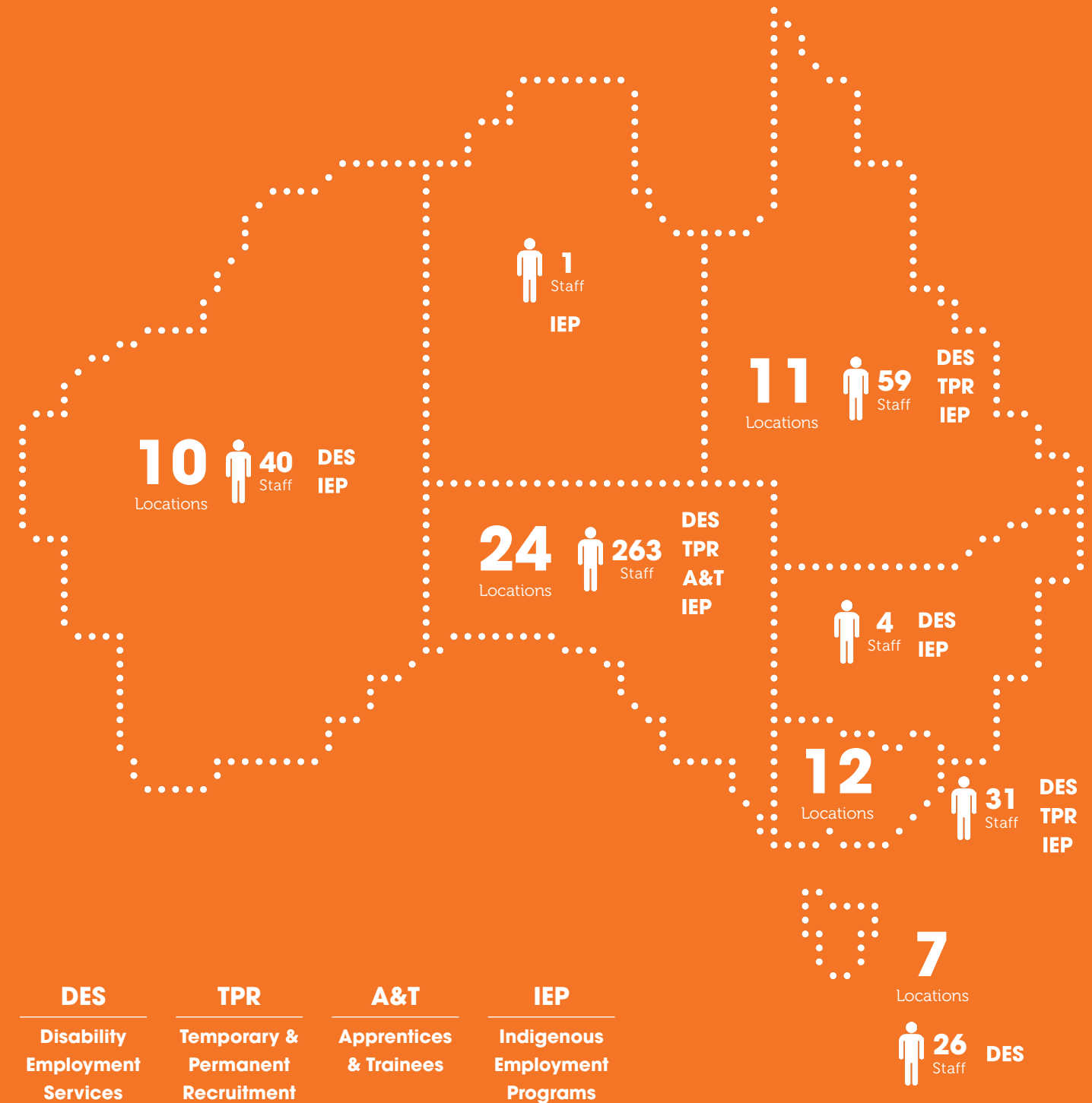
- Consultants provided to support the University of Qld campus USEP Program, supporting students with disability to find employment.
- Relationship built with Headspace to assist school leavers and disengaged youth build career pathways.
- Hillcrest office refurbished.
- Six Occupational Therapist graduates were hosted through a work-experience program across multiple Maxima offices.
- Maxima Temporary and Permanent Recruitment engaged to source staff for a number of regional councils across the state.

### Tasmania

- Maxima is now supporting more than 50 community organisations to assist clients into work through a referrer-relationships program.
- New offices opened in Huonville and New Norfolk.
- Consultancy provided to the University of Tasmania through the USEP Program, supporting students with disability to find employment.

### Victoria

- Despite additional challenges presented by the bushfires and pandemic lockdowns, the team continued to grow customers and placements.
- The Victorian team provided customer support remotely to Western Australia as part of the new service delivery model.
- A newly created role saw a dedicated Health and Community Relationships Manager appointed to support the region.
- A new Coburg office was opened to deliver Indigenous Employment Services and Temporary and Permanent Recruitment to the area.





## Contact Us

**1300 669 859**

General Customer Service and  
Employment Enquiries

**1300 629 462**

Disability Employment Services  
(DES) Enquiries

 /MaximaAustralia

 /MaximaGroupInc

 /company/maxima-group/

### QLD

Beenleigh  
Capalaba  
Earlville  
(Cairns)  
Greenslopes  
Hillcrest  
Inala  
Innisfail  
Jimboomba  
Logan Central  
Upper Mount  
Gravatt  
Wynnum

### TAS

George Town  
Glenorchy  
Huonville  
Launceston  
New Norfolk  
Scottsdale  
Sorell

### NSW

Mascot

### NT

Darwin

### VIC

Bairnsdale  
Coburg  
Cowes  
Cremorne  
Lakes  
Entrance  
Moe  
Morwell  
Orbost  
Sale  
Traralgon  
Warragul  
Wonthaggi

### WA

Armadale  
Baldivis  
Belmont  
Byford  
Cannington  
Fremantle  
Gosnells  
Rockingham  
Subiaco  
Victoria Park  
Willagee

### SA

Adelaide  
Blackwood  
Campbelltown  
Clare  
Elizabeth  
Fulham  
Gawler  
Hindmarsh  
(Head Office)  
Kadina  
Milang  
Mitchell Park  
Modbury  
Mount Barker  
Noarlunga  
Northgate  
Norwood  
Nurioopta  
Peterborough  
Port Adelaide  
Port Pirie  
Prospect  
Salisbury  
Strathalbyn  
Woodside  
Yorketown

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Gawler Office, SA



**We see  
potential.**

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