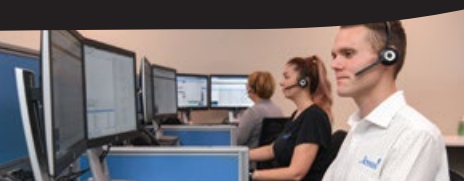
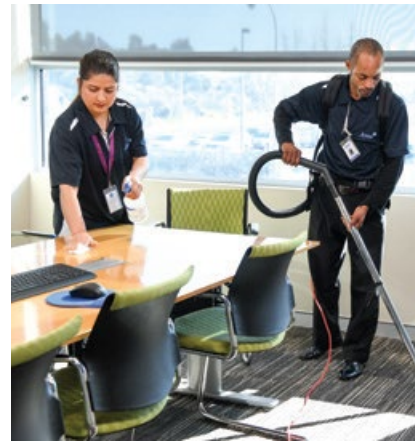


# 2020 ANNUAL REVIEW

*Joss*<sup>®</sup>





# Paul's Message

Over the many decades I have been with Joss, 2020 has been by far the most challenging year. However, due to the enormous efforts of the Joss teams in this continuously changing working environment, 2020 has also been one of the most rewarding.

Along with the rest of the country we have dealt with unprecedented bushfires early in the year followed by a global pandemic, however we have all stood strong and responded in the true Australian way by supporting those around us and simply getting on with doing the job, safely.

The impact these events have had on our business has been significant leading to an increase in staff numbers, a company-wide and some departmental restructures and of course, the personal challenges associated with setting up home offices and working from home during the pandemic. Our support services responded exceptionally well, in particular our IT department was pivotal in ensuring staff were able to relocate to home offices with minimal fuss and our Human Resources and Injury Management department worked around the clock supporting the operational divisions in onboarding new staff whilst ensuring the safety, health and wellbeing of our teams.

Last summer's bushfires had a direct impact upon Joss and some of our employees. This was devastating for all involved, stretching from the South Coast to Northern NSW, forcing a number of our offices and many of our sites to close. Staff were affected in many ways with some losing their homes. Knowing just how many Joss staff selflessly volunteered their time in the National response, from front line volunteers fighting the fires, manning disaster recovery centres, donating goods to the regions affected, volunteering their time to rebuilding fences to devastated farmland and relocating family and friends into their own homes is astounding. As a nation this makes you proud, but as an employer, it is just incredibly humbling.

Despite these obstacles in our working and personal lives, Joss has again experienced growth across all divisions.

The Facility Management Division which comprises the three departments of Cleaning, Facility Maintenance and Land and Housing all performed exceedingly well under very difficult circumstances.

Our Cleaning Division's response to the COVID19 crisis and the impact it has had with many of our Clients was remarkable. The onboarding of a new workforce, associated training and meeting the increased safety demands of our clients was an incredible achievement, possibly one of the greatest challenges the Company has faced. A well-deserved credit to all the cleaners and staff involved.

Our Facility Management contracts continue to hold the number one ranking for NSW and continue to adapt to the ever-changing environment of government procurement requirements.

The Maintenance department successfully delivered an incredible volume of work with the Backlog Maintenance Works in a very compressed time whilst continuing to service our NSW Whole of Government Contract and many smaller contract works. They are now searching for new opportunities in this area.

Land and Housing has had to adapt to a COVID environment and varying Contract conditions and all staff and subcontractors were able to do this in a no fuss business-as-usual approach, ensuring no impact on the tenants whilst still rating best in the state. A great effort by all, and more recently, our Land and Housing team has tendered two new areas in Southern Sydney and Illawarra and we eagerly await the outcome of this tender which if successful could double the number of sites we service.

The Construction Division has successfully completed many projects in the last year. Several of our notable clients included NSW Department of Education, Department of Defence, NSW Department of Correctional Services and Quest Apartments to name but a few.

Construction's move into the Canberra market has proven successful with an increase in staff and projects. Efforts to reduce Albury based staff in Canberra has been effective and we have been fortunate to engage some very experienced and dedicated ACT resources which will add considerable depth to our local presence and knowledge. The recently completed Joss Fyshwick Office is quickly being filled and with construction of the \$65M Molonglo School precinct underway and a number of active prospects coming up, Joss' position in Canberra is assured.

The introduction of the Civil department in recent years within the Construction Division has outperformed expectations and continues to build on its portfolio of projects. The team have successfully completed, and are delivering works for Department of Defence, County Fire Authority, Murrumbidgee Irrigation, and the City of Wagga Wagga. The works vary from roads and bridges, water treatment plants, pump stations to a multi-use cycling complex.

With the increased amount of work occurring in different disciplines and geographically diverse areas it was necessary to restructure the Group to accommodate this growth and introduce a Chief Operating Officer role. Andrew Cameron has recently been appointed in this position and I'm sure you will see further enhancements to the operational areas in which we work and the way in which we work in the future.

Many years ago Joss introduced a Cadet Program which allows regional students to achieve Degree qualifications and pathways into the industry

whilst gaining valuable experience. Some of these include degrees in Construction Management and Business. This method of delivery provides a practical learning environment with tailored mentoring that complements and enhances their personal and professional growth. I have been passionate for many years now around this program and see it as a great tool for retaining quality people who may have been lost to a capital city to study or otherwise be prohibited due to financial constraints. 2020 saw a record number of Cadets. The personal satisfaction I receive whilst observing the cadet's developments, understanding and confidence in the industry is a true indicator that the Joss Cadetship Program will be cemented into Joss' history for years to come.

Success across our divisions doesn't come without its challenges and at every step there are Joss support services assisting and advising to ensure the decisions we make are structured, measured and controlled. Risk and Compliance, Human Resources, Injury Management, Legal, Accounts, Information Technology, and Administration make up our many support services who are all essential for our growth and have been able to perform to an incredibly high level in these difficult environmental conditions when required. I thank them all.

I am excited for the future as I see careers being carved and individual goals met while the organisation grows and through the efforts of each and every one of you, I am confident that we can continue to grow and remain true to the Joss values.

Regards,  
**Paul Joss.**





# Joss Group Company Divisions

From humble beginnings in 1975, privately owned company Joss Group (Colin Joss and Co Pty Ltd) has experienced significant growth and development to establish itself as a leading provider of a range of quality complementary services across regional NSW, Victoria and ACT.

Today, Joss Group consists of two main divisions — Joss Construction and Joss Facility Management

Our head office is located in Albury NSW, with regional offices located in Deniliquin, Griffith, Wagga Wagga, Canberra, Wollongong, Batemans Bay, Bathurst, Orange, Dubbo, Bourke, Broken Hill, Tamworth, Moree, Armidale and Mildura.

## Joss Construction

Joss Construction is considered one of regional Australia's premier building contractors with a reputation built on the successful delivery of complex and challenging projects. Specialising in commercial construction projects throughout Victoria, NSW and ACT, the multi-award-winning company offers a wide range of coordinated construction services from initial feasibility investigations, to design and construct, construct only, contract management and managing contractor.

## Joss Facility Management

Joss Facility Management is a leading provider of maintenance, asset management, cleaning and project management services throughout regional NSW and Victoria. Joss Facility Management provides a wide range of services to a varied client base from both the public and private sectors.

The company provides a partnership between Joss Construction and Joss Facility Management that provides the enviable position whereby we can not only design and construct but maintain each facility post-handover ensuring as build elements are serviced in accordance with legislative, manufacturers and client requirements.





# Facility Management

**2020 has seen Joss Facility Management complete Year 2 of its Whole of Government Facilities Management Services Contracts (maintenance) for the NSW Department of Education (DoE), NSW Fire and Rescue, Ambulance NSW and TAFE NSW in the North Western NSW region.**

We have also completed an enormous package of Backlog Maintenance works for School Infrastructure in the Southern NSW region which incorporates Department of Education sites in the Riverina and Illawarra South East regions of the state. With our existing presence in these regions we have been successful in re-engaging with our extensive Subcontractor base to meet the delivery requirements within the contracted period.

The Whole of Government Facilities Management Services contracts for Cleaning in the new larger Southern and North Western NSW contract regions which commenced in March 2019 has seen the Division continue to grow with coverage exceeding 2,000 sites which requires 2,600 cleaning and support staff to service.

With over 18 months of these new contracts behind us we have been able to service government properties such as Essential Energy, Roads and Traffic Authorities, Department of Lands, Department of Agriculture, TAFE NSW,

Local Councils, Court Houses, NSW Police, Government offices, State Water, Correctional Facilities, National Parks and Wildlife, Department of Industry and Investment, NSW Ambulance, Department of Fair Trading, Ageing Disability and Home Care, Department of Education including junior, secondary and special needs schools, NSW Sport and Recreation, NSW Catchment Authority, Department of Primary and NSW SES facilities.

Our NSW Land and Housing Corporations (LAHC) Asset Maintenance Services Contract which commenced in April 2016 continued to provide significant challenges however our experienced team continue to deliver contract outcomes to a very high standard which has resulted in our No. 1 ranking across the state. This contract is currently in its 5th year of operations and we have been successful in negotiating a 18 months extension until the end of 2022.

These contract regions cover approximately 8,600 properties throughout the Riverina, Central and North Western regions of NSW and are made up of a mix of free standing dwellings, units, townhouses and villas, where we are contracted to undertake Responsive Works, Planned Works, Vacant Restorations, Modifications, Lawns Grounds and Cleaning, Building Essential Services and Fire Restoration works. This new contract has resulted in the employment of an additional 72 management and administrative staff across the three regions.

The Facility Management Service contract at the recently constructed North Gungahlin P-6 School in the ACT is now in its second year of the

contracted ten year period. This project was a joint submission in conjunction with Joss Construction Division who completed design and construction of the new school. Along with the current maintenance contract for the Coombs P-6 which has been operating since 2016, we are steadily increasing our presence in the ACT which is still our next business development focus area.

Joss Facility Management has continued to tender on projects externally to our established contracts and has been successful in undertaking more than 46 of these works over the last twelve months.

2020 has been one of our busiest years and a very different one due to the Coronavirus Pandemic which has impacted us all. This has placed additional pressures on everyone, not only in our personal lives but in the way we now deliver our services. With the duration of COVID-19 not being known we see that next year will operate along similar lines as the last. Through all this we have still been able to deliver all services within timeframes to meet contract Key Performance Indicators. All in all, another exciting time for Joss Facility Management and we look forward to our continued working relationships in what will be another interesting and busy year.

**Graham Groth**

General Manager, Joss Facility Management



Top Image:  
Parkes Fire Station  
Bottom Image:  
Dubbo Distance Education



# Construction



2020 was a very challenging year for all with Covid-19 following on from the devastating bushfires. The closure of the NSW border made operations even more challenging, with 9 construction projects in Victoria, Joss Construction was faced with extracting all our resident NSW employees back to NSW and our Victorian resident employees in NSW back to Victoria.

## Highlights for 2020

- Maintaining safe workplaces and a positive safety culture;
- The continued growth of our Canberra and Civil – Infrastructure Branches;
- Continuing work on the \$19M Joint Health Command Garrison Facility Upgrade – Puckapunyal;
- Completion of the:
  - \$15M Quest Wangaratta Development;
  - \$5M West Wyalong TAFE Connected Learning Centre;
  - \$3M Moama Sports Pavilion.

## Canberra Branch highlights for 2020

- Successfully delivering \$31M NSW Schools Package – Karabar, Queanbeyan and Yass High Schools.
- Continuing work and being awarded Stage 3 on the \$65M Molonglo P–10 School (D&C);

## Civil and Infrastructure highlights for 2020

- Our Civil and Infrastructure branch continues to expand, successfully delivering:
  - \$5M Puckapunyal Civil and Fencing Works;
  - \$5M Puckapunyal Water Treatment Plant;
  - Numerous Defence projects.
- Commencing work on the:
  - \$18M CFA Civil Works (Bangholme, Longerenong, Sunraysia, Huntley, West Sale);
  - \$9M Targetry Works at Puckapunyal;
  - \$8M Wagga Wagga Multi Sports Cycling Complex.

Currently, Joss Construction maintains a portfolio of 17 projects, spread throughout NSW, VIC and the ACT, and we expect to be awarded more exciting projects in the near future.

The operating environment continued to be competitive this year, with greater opposition from metro-based builders encroaching into the regional market, tighter margins and additional expenses.

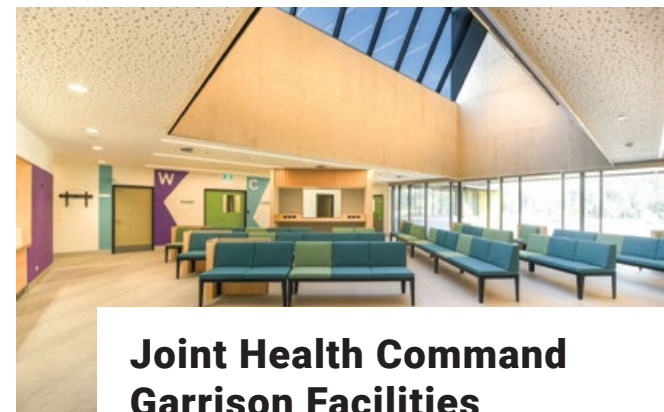
Notwithstanding this challenging year, some amazing efforts were undertaken by management and staff to ensure all our staff, family and friends remained safe. May thanks to our staff who have worked from home and worked away for extended periods.

That been said, Joss Construction has once again had another solid year, finishing the year strongly, securing a number of projects and identifying many future opportunities.

Our success continues to be the result of the professionalism and commitment of our construction team, the strong relationships we have forged with our existing client base and our ability to forge new long-term client relationships. So, it is with great optimism and confidence that we look forward to another successful year in 2021.

**Martin Reid**

General Manager, Joss Construction



## Joint Health Command Garrison Facilities

The construction of the Albury Wodonga Health Centre was part of a nationwide Joint Health Command Garrison Facilities Upgrade Project, providing contemporary, fit-for-purpose health care facilities to Australian Defence Force personnel. This project involved the construction of a brand-new health facility at South Bandiana and demolition of the existing facility at Latchford Barracks. The new facility is approximately 2700m<sup>2</sup> in total across an almost 11,000m<sup>2</sup> site. The facility is a single storey, steel framed, brick veneer construction with typical hospital finishes throughout, built upon a 250mm concrete slab and bored piers. Adjacent to the new building is a new carpark and landscaping.

## Quest Wangaratta

Located in the heart of Wangaratta, North East Victoria, and developed by Joss Group the Quest Serviced Apartments comprises 72 rooms.

Built to specific Quest Serviced Apartments design guidelines, the apartments include 1, 2 and 3 bedrooms over 4 levels including on grade carparking to cater for 40 vehicles and is supported by a reception, meeting and conference rooms, gymnasium facility and a landscaped outdoor BBQ area.

The building has been intentionally set towards the back of the site to allow for incorporation of extensive landscaping at the front so that it sits in harmony with and is sympathetic to the heritage Cathedral opposite.

Predominately precast construction, the building comprises a contemporary looking butterfly roof, balconies and architectural sunshades, offering articulation and aesthetic appeal to the façade and privacy for residential and business neighbours.

## Moama Sports Pavilion

The Moama Sports Pavilion project comprised the demolition of the existing function rooms, timekeeper's box, bar, football and netball change rooms and the construction of a new sports function rooms, kitchen / catering areas, unisex football and netball change facilities and suspended concrete grandstand.

Joss collaboratively worked with the client ensuring that the program remained flexible to accommodate the significant amount of addition works without the requirement to undertake abortive works.







## Molonglo P-10 School (Design and Construct)

The Molonglo P-10 School site is approximately 9.2 hectares with its eastern boundary located along the major arterial road John Gorton Drive and surrounded by residential development. The Project is a full design and construct with the P-6 School due to be opened for Term 1, January 2021 to meet the enrolment demands from the new suburbs of Denman, Prospect and Molonglo. Works to complete the Senior school will continue through 2021 to be ready for the opening in 2022.

The new school includes seven single storey and one split level buildings totalling approximately 10,500m<sup>2</sup> of educational space which includes administration, reception and staff facilities, a purpose-built library and multipurpose community centre and a double sports hall with stage and canteen.

The site has a significant crossfall and required extensive earth works and tiering. The development includes separate carparking for the School and Preschool, large outdoor play spaces for all age groups which incorporate shade structures and play equipment, covered hardcourts, landscaping and general kickabout areas. Buildings are linked by covered walkways and hard pavements across the site defining areas of soft landscaping and sporting surfaces.

## Civil and Infrastructure

2020 saw our Civil and Infrastructure branch continue to expand its project portfolio and foot print with projects located in Albury, Bathurst, Bendigo, Horsham, Lithgow, Melbourne, Mildura, Puckapuyal and Wagga Wagga.

Puckapunyal in particular was the focus of numerous projects, with Joss having six projects under construction.



## NSW Schools Package – Karabar, Queanbeyan and Yass High Schools

In being awarded the Karabar, Queanbeyan and Yass High Schools in mid-May 2019, Joss was novated the 2 month design phase which required completion period prior to beginning onsite construction works.

Queanbeyan involved the upgrade of several buildings throughout the campus, refurbishing and refreshing the school's appearance. Both Karabar and Yass have similar additions with each receiving a stand-alone building that has been designed to cater for the individual school's needs – Karabar General Learning Spaces and Yass the focus is on Science and Technology areas.

All three schools were operational throughout the duration of the project. Joss was able to accommodate this by closely liaising with the schools to ensure that works were staged and managed to minimise disruption to each school.



# Management Systems

## Risk and Compliance

'A challenging year' is a common phrase used to describe 2020, and although accurate, it probably doesn't have the depth to truly explain the difficulties and obstacles that presented themselves over the past 12 months.

Whilst working through a period of the firm's highest turnover earlier this year, we were hit with a wave of restrictions behind serious health concerns for our staff, our sites and the wider community. Prompt and decisive action was implemented by senior management to comply with state restrictions and, more importantly, to maximise the potential for work to continue safely. The action taken did impact everyone, but the extent of the impact was minimised by the fact that Joss, unlike many businesses this year, was able to provide continuity of work for all our staff. We continue to monitor our approach, work through issues, communicate with, and support our employees, subcontractors, suppliers and clients.

The pandemic however did not slow down our Management System compliance obligations. SAI Global, in addition to their regular surveillance audits on our Certified Health and Safety and Environmental Management Systems, undertook a scheduled full recertification audit of our Quality Management System with no instances of noncompliance identified in any of the three systems. This result reflects the diligence of our staff, continued training, the efforts of the HSEQ personnel to monitor compliance and assist those in the field, and the significant resourcing and commitment by the Joss Board.

A proud statistic was the increase for the 5th consecutive year of the number of Management Safety Inspections performed. Four hundred and fifteen inspections were carried out by senior management, leading by example, committing time and reinforcing their commitment to health and safety to all workers.

Consultation again played a very important role in 2020 and the input and feedback from the Elected Health and Safety Representatives who made up our Consultation Committee continues to be appreciated. It is much easier implementing practical and achievable procedures and processes developed by those implementing them.

It is hard to imagine how 2020 will be looked back on in the future, and a lot will be determined by what comes to pass in the next few years, but if there is anything that I hope all our staff come away

with is that they, as part of this family business, stood tall and took the control measures and restrictions on the chin for those around them. This solidarity helped everyone get through the year, setting us up for not only next year, but many more strong years to come.

**Jeff White**

General Manager Risk and Compliance

## Injury Management

The Injury Management Department has again had another busy year, particularly with assisting Operations with the onboarding of additional employees. While our employee numbers have significantly increased, the rate of injuries have not which reflects our strong health and safety systems. We have continued to provide support to our injured employees and have been successful in assisting employees both in their recovery and return to work.

A contributing factor to this success has been the early reporting of injuries enabling us to immediately contact our employees and ensure that they receive the required treatment promptly. Our priority is to look after the health and well-being of our employees and early intervention and strong injury management processes are key to us achieving this objective.

This year we engaged the services of an external auditor to undertake the Claims and Injury Management Audit that is required as part of our Self Insurance Licence. The results of this audit confirmed that our processes and management of our injured employees exceeded the State Insurance Regulatory Authority's expectations and confirmed our Tier 1 status meaning that we are classified as an 'exemplary performer'. These results were extremely pleasing and provide us with confidence that our systems, processes and management are of an extremely high standard.

The Injury Management Department remains committed to ensuring that our employees receive the care and support required when injured and we continue to expand our relationships with service providers to enable treatment to be readily available for all our employees.

**Fleur Thompson**

Injury Management Manager



[www.jossgroup.com.au](http://www.jossgroup.com.au)

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