



*Joss*<sup>®</sup>

**2021  
ANNUAL  
REVIEW**



## Paul's Message

**This is the time to reflect on the activities and the achievements of the past year.**

**I am extremely pleased with the way we have responded to every challenge and opportunity that has been put before us whilst still being able to deliver great outcomes for our Clients during this unprecedented time.**

During the 2021 financial year we have taken significant steps forward in the strategic direction of the Company whilst still building on our previous years' efforts.

We have created the role of Chief Operating Officer to manage, coordinate and to streamline all aspects of the Company's operations.

Design work has commenced on a new Quest development at Bathurst, and we continue to seek further developments to sustain the business through the industry's cyclical downturns. We are also very encouraged by the way our new civil and infrastructure division has performed over the past few years and look forward to the project diversity that this continues to bring.

Whilst the operational side has performed well, this cannot happen without our Company's support services who provide invaluable support, backup and resources. Whilst sometimes they may appear to be in the background, I can assure you that they are an essential element which enables operations and the entire business to perform efficiently.

These areas include IT, Legal, Human Resources, Risk and Compliance, Finance, Accounts and Administration, the Injury Management Department and the 24/7 Call Centre teams.

Our vision at Joss is to be "a sustainable business, proud of what we achieve at work and in the community". As we consolidate our presence around regional NSW, Victoria and the ACT we continue to be a responsible part of the community that we share with others. We always try and hire locally, use local products and services wherever possible, and support our first responders, the local emergency services and those who contribute to supporting the community.

The Company has continued our engagement with various programs including Women in Construction and the Clontarf Foundation. Our workforce now exceeds 2800 employees, and we hope they are as proud to work at Joss as we are to have them with us. Supplementing these approaches Joss' internal youth development programs encompassing cadets, apprentices and trainees continues to support youth entering the industry and adds value to our senior personnel with the mentoring and succession assistance that they can provide.

Diversity in our workplace is important for the Joss family and reflects one of our core values to treat all employees equally. Our workforce comprises of a huge range of age, experience, nationalities, religions and cultures including more than 60% females and 8% Indigenous Australians. This diverse workforce that make up our Company brings different experiences, ideas, enthusiasm and capabilities that we wouldn't otherwise have and provides for a broader future.

In closing I would like to recognise all Joss teams for the way we continue to work together in navigating through this dynamic environment. Importantly, you have done this whilst being true to our core values of Acting fairly and responsibly; Delivering on our promises; Working as a team; Valuing individuals; Collaborating openly and supporting one another.

Regards,  
**Paul Joss.**



## A note from our Chief Operating Officer

**I would like to take this opportunity to congratulate everyone on getting through another tough work year in very demanding circumstances. The mental and physical challenges placed on our work and our personal lives created enormous strain on all parts of the business, however the resilience shown is a testament to the calibre of everyone at Joss.**

From the beginning of the pandemic, Joss' focus has been on two objectives. The first is the continued well-being, health and safety of our employees and subcontractors, and the second was ensuring the long-term sustainability of the company through this unprecedented crisis. It's pleasing we performed well in both these areas. Our HSEQ teams, challenged by the restrictions of movement, need to be congratulated for their ability in assisting the site teams in carrying out their work generally in accordance with the Group Safety Strategic Plan as well as monitoring and implementing ongoing changes to legislation and system requirements. And like many others, some were away from their families for extended periods due to isolation requirements.

Joss Group continued strong performance across all operational divisions while implementing significant changes to how we communicate, manage daily operations and support our employees as a result of the ever-changing conditions.

Facility Management had another busy year keeping up with the high demand in tendering and managed an impressive strike rate of 43.22% of tenders being successful. The geographical spread of these projects has provided our regional offices with a much needed work load and the outlook for future work looks promising. Two notable projects won were for the Aboriginal Housing Office, one in the Illawarra region, the other on the North Coast.

FM Cleaning continued with enhanced COVID cleaning for the second year in a row for the majority of their clients and this has placed enormous strain on all parts of the division. The fact we were able to carry out this work to the client's expectations demonstrated the resilience and dedication of a well organised cleaning team. With the assistance of HR many new staff were onboarded, existing staff took up new opportunities within the divisions, and tenders for new clients were lodged.

FM Land and Housing Contract has performed very well notwithstanding the challenges faced with resourcing and changing processes. We recently commenced a new contract area (CA15) in the South East coast region and continue to rank in the top 1 or 2 in the State in all measured areas. This is a fantastic result as the division continues to look for new opportunities, whilst meeting the high demands required to remain at the top.

Construction has three divisions - Civil and Infrastructure, ACT/South Coast and Regional NSW/VIC. All divisions have performed well and the challenge moving forward will be maintaining this momentum.

Civil & Infrastructure had an excellent year undertaking a large number of successful projects for the Defence Department and is now widening its client base to include such projects as the Multi Sports Cycling Complex in Wagga and Artie Smith Oval Redevelopment in Bomaderry.

ACT continues to source new projects after recently completing their largest project to date - Evelyn Scott P - 10 School well ahead of time and to an extremely high standard. We are confident that the market in Canberra and surrounding areas will provide for many opportunities moving forward. One such opportunity is the partnership we have with Tier 1 contractor Lend Lease for the Riverina Redevelopment Program for the Department of Defence. This \$1 billion project is an unprecedented local opportunity that, should we be successful, will provide underlying work for our staff and total business over a 7 year period.

Operations continued to service the divisions with the Workshop and Depot kept busy throughout the year. They will continue the rollout of Solar Panels to the properties we own and aim to have all these completed during 2022.

Overall, there is an increased volume of regional work coming through which provides confidence and reinforces the strength of our position moving in to 2022.

Resourcing continues to be a key challenge and this year saw a number of changes to our staff, with a steady increase in new employees, and more pleasingly new opportunities created or made available for current staff to step into more senior or different roles providing career growth and continued learning.

I will continue to explore these opportunities for existing staff when new positions are made available and strongly support the intake of new cadets, trainees and apprentices each year.

As we turn our attention to 2022, our focus is on sustaining growth, educating and training our own and continuing to build depth and opportunity across the company.

Regards,  
**Andrew Cameron.**

# 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.

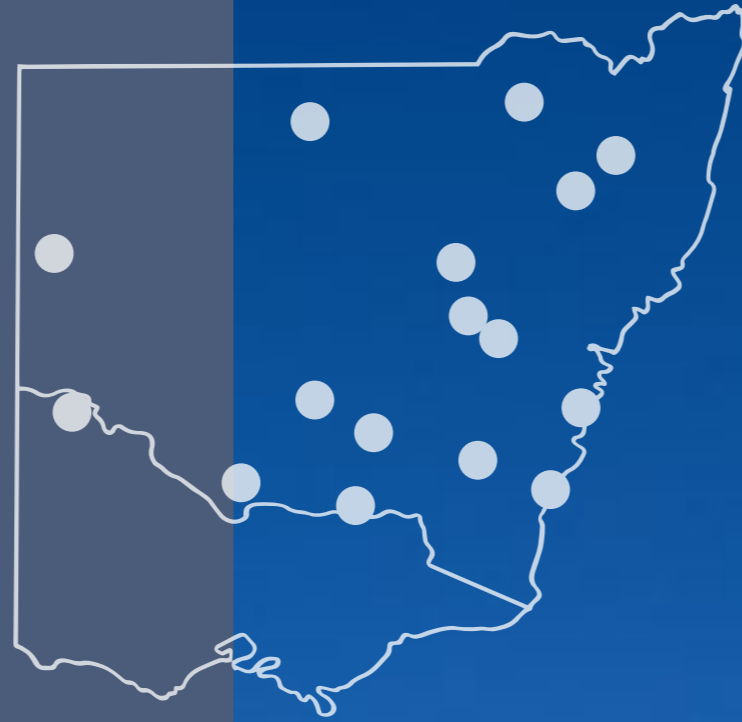
## Joss Construction

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, Victoria and ACT. 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 built elements are serviced in accordance with legislative, manufacturers and client requirements.



# Facility Management



Jubilee Oval, Griffith

Another year has slipped by at an astonishing pace for all of our Facility Management Divisions. As always, we have managed to deliver our contracted works to an extremely high level in all facets of service delivery and in what has been the most challenging circumstances as a result of the impact of COVID-19. This added pressure has placed all involved into a space not previously experienced, however with our ability to be nimble and adapt to these ever-changing requirements, it's a testament to the ability and dedication of all involved.

Our Facility Maintenance group has worked tirelessly once again to maintain our current contracted footprint as well as extend into the Mid North Coast of NSW. This will no doubt provide further opportunity in this new region. The Project Management Team is currently very active on tendering and completing many successfully tendered works.

Land and Housing continue to perform extremely well in what can only be described as a hard gig. Like Maintenance, the team have grown their footprint to now cover the South Coast region of NSW from Nowra to Eden, and the Goulburn and Queanbeyan districts.

As always, our Cleaning Division has also performed at an extremely high level throughout the year. The additional requirements placed upon our team has stretched resources and the resolve of many with their continued commitment to provide our superior services have accepted the change and challenges to once again deliver.

It is very pleasing to report that all three Divisions have completed their respective contract year ranked as No. 1 across the state once again. A great result which can only be attributed to the dedication of our management team, supervisors and staff. All of this could not happen without the support and guidance provided by HR, Systems, HSEQ, IMD, IT and our Board of Directors.

#### Graham Groth

General Manager, Joss Facility Management

**On the back of LGA and eventually state-wide lockdowns imposed mid-year, 2021 was presented with a few obstacles that we as a company successfully navigated through. No doubt, each and everyone in our Maintenance team were quick to adapt while ensuring a high quality service was still maintained to all our clients.**

An achievement for 2021 was being awarded the New England/Mid North Coast Asset Maintenance Contract with Aboriginal Housing Office (AHO). This is a milestone in our Division as it increases our footprint within the Mid North Coast of NSW, which we look to build on.

The award of this Contract has seen our team grow, creating positions for three additional Maintenance Supervisors based in Moree, Tamworth and Mid North Coast with additional support also required for the Call Centre and HSEQ to maintain an additional 950 properties.

For our existing North Western NSW WofG Contract, we successfully moved into Year 4 with some pleasing results achieved throughout the year, in particular scoring the highest across the state for our Contract service delivery.

**Overall Service Delivery** \_\_\_\_\_ **91.7%**

**Client Satisfaction** \_\_\_\_\_ **87.3%**

Throughout the year we performed 88,235 contract activities for NSW Department of Education alone which represents 346 activities per working day. This performance outcome is a result of hard work and dedicated staff who continue to build strong relationships with our subcontractors and client stakeholders.

Our Project team continue to tender opportunities outside of our Contract Portfolio with increased results from previous years. Over the last 12 months we have submitted 317 tenders and were successful with 137, reflecting a 43.22% strike rate which is commendable to say the least.

#### Some of these project highlights include;

- **\$5.5M TAFE NSW Stimulus Program – Riverina**
- **\$5.2M Cabonne Community Centre**
- **\$1.8M Redevelopment of Queen Elizabeth Park in Broken Hill**
- **\$1.6M Roof Replacements at Warialda HS**

Once again, our HSEQ team have played a pivotal role over the last 12 months, supporting our operational requirements. This included undertaking 78 site audits and providing 38 subcontractor training sessions.

#### Greg Lavelle

Contract Manager, Facility Management



## Land and Housing Contract

**Our Land and Housing Team successfully completed the first 5-year Contract term and transitioned in to the first of the two Contract extension periods from the 1st of July this year. This first extension period runs to Christmas 2022, with a further potential of extension of two years from 2023.**

Coupled with the security of the 1st extension for our 3 existing Contract Areas serviced out of Dubbo, Bathurst / Orange, Albury / Wagga, we were successful in our submission to expand further operations for LAHC to the Southern Tablelands & South Coast regions.

This increased our property portfolio for LAHC by another 2500 properties, taking our total property portfolio to around 12,000 residences. No doubt the opportunity and offer to take over another Contract Area for LAHC was a positive affirmation of our performance in this Contract and industry sector.

This Southern Tablelands / South Coast addition required the fulltime engagement of another 20 staff bringing our LAHC Family up to over 90 personnel in total, with our presence now also basing from our Canberra and Batemans Bay Offices.

LAHC have kept us busy through the COVID-19 challenges with substantial Stimulus Works packages provided across our portfolios, ranging from reroofing, solar power and air-conditioning installation programs, as well as increased COVID cleaning regimes in many Unit Complexes. For the remainder of our day-to-day operations under Contract, it has been business as usual for the year.

Our annual performance for Financial Year 2020-21 finished at 98% overall measured under Contract KPI's, a further improvement against last year's results.

It has been an exciting year with the inclusion of a new Contract Area, engaging with a new crew of Employees and Subcontractors, getting that area operational, paralleled with the extended Contract term for our current areas.

**Peter White**

Contract Manager, LAHC

## Cleaning

**It is with pride that I'm able to report the Joss Cleaning Department had an exceptional year, in more ways than one. We are now at the end of year three of our Whole of Government Facilities Management - Cleaning Services contract and are starting to plan and prepare for the next tender opportunity for the Whole of Government Contract for Cleaning in NSW.**

We will be looking to expand our footprint into other areas of NSW and the ACT in the foreseeable future and our team is ready for the challenge. Joss Cleaning remains a highly regarded contractor within NSW Government in the delivery of cleaning services across 83% of the state geographically.

2021 will be a year that will be committed to memory for each and every employee including those in our Joss support departments. It has been challenging both personally and professionally for our entire workforce and I'm constantly amazed at the resilience of our teams to be able to respond to this fast paced and ever-changing environment.

This year started with promise and hope that we had managed to navigate and minimise the impact of the initial COVID-19 strain, reduction in service delivery levels were on the horizon and expected in the short term.

Building on the challenges from early 2020, we responded to requests from several clients to rapidly increase service delivery and introduce an additional service that is now firmly entrenched in our everyday delivery, Enhanced or Touch Point Cleaning.

Unfortunately, the arrival of the Delta strain mid 2021 has been a game changer for our Operational teams, at times, stretching our resources to the limit. The professionalism of our Operations Teams to respond and manage critical changes at multiple times throughout the year has been very humbling to observe. Unfortunately, it has taken a personal toll on some of our employees at times, however we are fortunate to have the assistance of our HR and Injury Management Teams that have been able to provide support and guidance throughout the year.

**Jenny Ryan**

Contract Manager, Cleaning Operations

# Construction



PET Recycling Facility, Albury



Evelyn Scott P-10 School, ACT

2021 proved to be a very challenging year with Joss Construction working on a portfolio of 24 projects spanning as far north as Lithgow in NSW and as far south as West Sale in Victoria. Travel for many of our employees and subcontractors was logistically challenging, due to border closures, lockdowns and self-quarantining after travel between ACT, NSW and Victoria.

Notwithstanding all the hurdles and obstacles placed before us, Joss Construction was able to maintain and continue to work on all projects, albeit with limited resources at some stages. Joss Construction has continued to maintain safe workplaces and a positive safety culture across all its branches.

## Excellence in Construction Awards

2021 saw Joss Construction once again acknowledged for its success in the delivery of complex and challenging projects and commitment to the highest quality workmanship.

At the annual Master Builders Excellence in construction Awards, Joss Construction was recognised for the following projects and categories:

- **Joint Health Command Garrison Facilities Upgrade, Bandiana, VIC:** *Regional Commercial Builder North East (Master Builders Association VIC)*
- **Joint Health Command Garrison Facilities Upgrade, Bandiana, VIC:** *Excellence in Construction of Commercial Buildings Over \$6M (Master Builders Association VIC)*

The operating environment continued to be competitive in 2021. The construction industry, as a whole, saw a massive increase in both the cost of materials and labour, in an already tight market environment translating to squeezed margins and tight construction programs.

Notwithstanding the very competitive market environment, Joss Construction has had another solid year. Thanks to the commitment of its staff, Joss Construction has once again finished the year strongly, securing a number of projects and identifying many future opportunities.

Joss Construction's success continues to be the result of the professionalism and commitment of its construction team, the strong relationships forged with existing client base and its 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 2022.

**Martin Reid**

General Manager, Joss Construction

## Highlights for 2021

The successful delivery of the:

- \$19M Joint Health Command Garrison Facility Upgrade Puckapunyal;
- \$14M Circular Plastics Australia PET Recycling Facility, Albury, NSW;
- \$7M Xavier High School Multipurpose Hall, Wodonga VIC.

## Circular Plastics Australia PET Recycling Facility, Albury NSW

The Project Duet PET Recycling facility is a state-of-the-art recycling facility that is the largest of its kind in the southern hemisphere, processing an estimated 500 tonnes of waste material a week into food grade resin and pellets.

The project involved design and construction of a 6000m<sup>2</sup> warehouse, a two-storey office with laboratory, ancillary buildings housing plant and equipment and a workshop, with over 6200m<sup>2</sup> of external hardstand. Intense coordination with the client and their equipment suppliers was required regarding the services demands of the facility, and the coordination of architecture and structure around recycling equipment required precise use of state of the art modelling and design. The result was a design that met the budget, was constructible in the timeframe required and of sufficient functional performance to deliver on the expectations of the client.

## ACT Branch highlights 2021

The successful delivery of:

- \$67M Molonglo P-10 School, ACT and
- \$15M Queanbeyan Specific Purposes School, NSW.



## Evelyn Scott P-10 School (Molonglo P-10), ACT

The Evelyn Scott P – 6 project procurement included Early Contractor Involvement to develop a Master Plan pre-contract under a full design and construct contract. The new school includes four learning communities to accommodate 600 full time year 1-6 Students and up to 88 fulltime preschool students. Works included the construction of a new administration centre, junior library, multiple outdoor play spaces, sports fields, hardcourts and cricket nets. The new school also includes joint use school and community facilities, these being a gymnasium and hall with a competition roller skating rink, resource centre and multiple meeting spaces.

During construction Joss was issued a client variation to construct the Year 7 - 10 High School. This portion included construction of an additional two buildings to accommodate another 600 students, a science / technology / engineering and arts centre, expansion of the hall to include food tech and drama facilities, senior play areas and additional carpark spaces.

The P-6 School was completed prior to Term 1, January 2021, to meet enrolment demands from the new suburbs of Denman, Prospect and Molonglo. The works to complete the Senior School (7-10) are continuing and due for completion in December 2021.





## Tirriwirri School K-12 School for Specific Purpose (Queanbeyan SSP), ACT

The Tirriwirri School K-12 SSP provides for seven interactive learning spaces from kindergarten through to Year 12, breakout spaces for student and staff, library, gym, cafe and administration uses. The buildings have been designed to provide innovation in material selection, low maintenance, energy efficiency to provide better solutions for requirements of current and future school and community needs that comply with Education Facilities Standards and Guidelines (EFSG).

The project engaged with the local indigenous community as well as the differing stakeholder groups within Schools Infrastructure NSW and the Project Managers GHD. Together the Joss / Hayball team engaged with all stakeholders through all phases of the project .

## Civil & Infrastructure Branch highlights for 2021

### Continuing work on the:

- \$9M Targetry project at Puckapunyal;
- \$9M Wagga Wagga Multi Sports Cycling Complex;
- \$18M CFA Training Centre Upgrades (commenced West Sale and completed the Bangholme, Longerenong, Sunraysia and Huntly sites);
- Numerous other Defence projects

### Completion of the:

- \$5M Puckapunyal Civil & Fencing project;
- \$3M Puckapunyal Civil & Revegetation project;
- \$5M Puckapunyal Water Treatment Plant.

Civil & Infrastructure was recently awarded the \$5M Holsworthy Roads project and \$3M Holsworthy HV refresh project, continuing its strong history with Defence and has had a \$3.5M variation awarded to the Wagga Wagga Multi Sports project to include a range of new initiatives including a National standard BMX track at the complex.

## Wagga Wagga Multi Sports Cycling Complex

The Wagga Wagga Multi Sports project comprised the construction of a state of the art cycling complex including new velodrome, criterium track, pump and jump tracks, children's learn to ride, mountain bike playground and a multi-purpose community building.

Joss worked collaboratively with the client (Wagga Wagga City Council), First Nations Wiradjuri Women's Group (FNWWG) and Wagga cycling stakeholders including the Wagga Wagga Cycling Club, Wagga Triathlon Club, Tolland Cycling Club & Mountain Bike Wagga Inc. to design and align the cycling precincts to maximise patron usage while being sensitive to the environment.

# Management Systems

## Risk and Compliance

Like the previous year, 2021 was a roller coaster ride of changing regulations, movement restrictions and other challenges that should not overshadow some of the great things that we have achieved this year. The contracts we have worked on and projects we completed have shown it has been another remarkable year for the Company underpinned by hard work and planning.

Behind the scenes of the buildings going up, roads being built, facilities and properties maintained and cleaning undertaken has again been a well organised, structured approach to how we carry out our work. The standards we set for ourselves and the evolving expectations of our clients and the community require us to constantly monitor, review and improve our procedures and practices.

Another milestone was achieved this year with our OHS Management System certification migrated from the Australian Standard (AS4801) to the International Standard (ISO45001) as the former became superseded. SAI Global remain our certifying body and this year's surveillance audits of our management systems was the 25th year of that business relationship.

It is not possible to describe the range of issues that have had to be worked through this year from a risk and compliance perspective but it is possible to thank the Company's support teams comprising of Human Resources, Injury Management, Legal, Accounts, Information Technology, Administration and the HSEQ's within the divisions, for the way that they have stepped up to the challenges that the year presented, not only within their own teams but as a consolidated backbone for the operational divisions.

The Consultation Committee, comprising of Elected Health and Safety Representatives, should be recognised for their efforts and contribution to the ongoing implementation and continued development of our Systems. Their dedication and effort in representing their Workgroups is evident in their success at practically working through issues, solving challenges and achieving productive outcomes.

The Company Directors and Division Managers have again this year recognised the importance of continued improvement, the evolution of what we do and how to best achieve it. This approach will continue to assure our clients that their goals and objectives can be achieved by using Joss and that the Company continues to prosper into the future.

**Jeff White**

General Manager Risk and Compliance

## Injury Management

The growth of the Company across all divisions has also been reflected within the Injury Management Department (IMD). The IMD have added additional resources to assist with claims management in the Wollongong office along with two Return to Work (RTW) Coordinators who are now based in the Armidale and Wagga Wagga offices. A key focus area of the IMD is to be proactive in injury management and the additional resources enable the IMD to provide support to all employees. In the unfortunate event that an employee is injured the increased geographical footprint of the department has been a focus to ensure employees continue to be provided with the support and assistance in their recovery at work.

2021 has been a challenging environment for many reasons, particularly in circumstances where an employee received an injury at work. The focus is always on the injured employee and the provision of support during their injury recovery. Due to restrictions beyond everyone's control, face to face meetings were limited and RTW Coordinators were required to adapt and find other means of communication to provide support and assistance.

Again, we engaged the services of an external auditor approved by the State Insurance Regulatory Authority (SIRA) to conduct the Claims Management Audit as required as part of the Self Insurance Licence. The results again demonstrated that IMD's claims, and injury management practices are at a consistently high standard. In the current model SIRA use to determine performance, Joss remains Tier 1 status which classifies the business as an 'exemplary performer' in both health and safety and workers compensation practices.

The health and safety of each employee is a number one priority and Joss remains committed to all employees in providing a safe workplace. We are continually seeking ways to improve while maintaining our current performance levels and look forward to any new challenges that lay ahead.

**Chris Hyde**

Injury Management Manager





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