



# 2022 ANNUAL REVIEW

*Joss* 



# Paul's Message

**As we come to the end of another year it is appropriate to look at what we have achieved and what the future may look like.**

**Whilst we have navigated the COVID wave, another wave of high interest rates, inflation, cyber threats and supply chain issues is following closely behind it.**

**The challenges never stop, but our foundation of a strong can-do culture and the resilience of the Joss team has and will allow us to successfully navigate this and I'm sure anything else that may come our way.**

During the year we have taken further steps forward in our strategic journey and in positioning the Company for long-term sustainable growth and profitability.

Our strategy remains the same - Create success for all by undertaking work in a disciplined and measured way in areas that we have knowledge of; in communities that we know; for Clients with similar values and with experienced people and doing it safely.

Safety is the most important function of the company – to ensure that everyone returns home, the same as they left for work in the morning. Our Safety strategic measures have shown improvement over the year which is comforting but we should never take our eye off the safety “ball”.

Our operational side continued to perform well with a new structure and a number of new appointments which will provide for further opportunity for career development and set a solid foundation going forward.

Our Company's support services again provided invaluable support, backup and resources to the operational side.

In particular the HR department undertook our first survey of all staff which provided valuable information in areas that we perform well and indicated areas that we can improve upon. We received some very constructive comments. These are being actively managed and reviewed on a regular basis.



**Bob Bennetto, Paul Joss and Colin Joss**

The IT department undertook a cyber stress testing exercise with Telstra and whilst we are not being complacent we came out with excellent results in most areas.

On the development side we are always seeking further developments to sustain the business through the industry's cyclical downturns. Unfortunately, we were unable to make the Quest Bathurst stack up, however this has created an opportunity for another development in Albury that is being worked on.

People will always remain our most important asset and we intend to build on and maintain the family culture that has been the basis for all the work that we do. To this end we have commenced a “Culture Group” with the aim of ensuring that the values that make Joss strong are imbedded in the business over the longer term. There will be a number of initiatives in this area to be rolled out however this is a staged and protracted process to ensure we get maximum traction.

We have also set up structured training plans to expand the skills of our people asset and now have a variety of cadetships ,apprentices mentoring and traineeships to ensure we have a steady stream of future leaders and managers.

The work we do in regional and rural areas is integral to our business model. Our commitment to making a positive contribution in the communities in which we operate is embedded in the way we do business. From using local trades people and staff to utilising the local businesses to supporting the local charities - this is what we do and we enjoy doing it.

During this year we commenced increasing our knowledge and understanding of cultural diversity and inclusiveness in order to bring together the wide range of experience, nationalities, religions and cultures that make up the Joss team. It is only when we harness the potential of our diverse workforce and provide an environment where everyone feels valued, and is treated fairly and with respect, that we will be more open-minded and productive in our approach, providing better outcomes for all.

In closing on behalf of the Board I would like to sincerely thank everyone for their commitment and dedication to making Joss the best that it can be, and look forward to another interesting year.

Regards,  
**Paul Joss.**  
Managing Director



# A note from our Chief Operating Officer



**2022 has seen a number of changes affecting the Joss Group including the easing of restrictions associated with the pandemic, the end of COVID cleaning, organisational restructuring and new projects being won and completed across all divisions. It has also provided an opportunity to take a step back and look at how well we responded to the COVID challenge. Whilst there was significant disruption, what became clearly evident was that everyone rolled up their sleeves and gave 100%, ensuring their projects, work groups and teams continued to deliver the Clients' outcomes we pride ourselves on.**

During the year we continued to sharpen our focus on the well-being, health and safety of our employees and subcontractors. We had set ourselves realistic and in some cases stretch Health and Safety objectives and whilst we didn't achieve all of the objectives, our performance was an improvement on the previous year and excellent by industry standards.

Joss' Health Safety Environmental and Quality teams this year were able to resume travel without restrictions and need to be acknowledged for their efforts in visiting many diverse regional and rural sites they have in their portfolios. The HSEQ teams play an important and pivotal role in our daily activities across all areas of the company by supporting the department teams and providing advice and guidance in respect of managing the risks we face in our work areas.

Joss Group Operations continued to perform well in most areas with strong performances amongst the divisions and pleasing positive feedback from our Clients. Some notable achievements are:

- The two cleaning contracts maintained Number 1 and 2 ranking in the State for the Whole of Government contract;

- Maintenance improved its tendering success with small projects and increased the Aboriginal Housing Office (AHO) property portfolio to 940 sites;
- Land and Housing Contracts have been steadily improving their KPI scores across the various area;
- The Essential Urgent Repairs (EUR) call centre which handles over 400 calls per week continued to reduce the number of live tasks and getting on top of a back log of work;
- The 3 construction divisions – ACT, Civil and Regional worked under difficult circumstances due to economic constraints but still managed to find some success with new projects starting; and
- The Joss workshop were kept busy all year.

Resourcing both internally and with our subcontractors has clearly been an issue in all areas in which we operate, however the diligence and determination by our staff to deliver on our commitments even when faced with these shortages has been particularly pleasing.

Facility Management Cleaning had undertaken an extraordinary effort during the COVID period however experienced the biggest change when this enhanced COVID clean ceased mid-year. It has been an impressive performance by those who delivered this work in challenging conditions and now that we are returning to pre-COVID operations we can further focus on delivering high quality outcomes for our Clients.

FM Maintenance had a stable year which allowed us to look ahead and prepare for changes to the style of contract to the current Whole of Government contract that are being sought by the Government. Seeking out new opportunities that complement our operations has and will be an ongoing priority.

We are also actively seeking new opportunities, our interest to grow geographically remains and further expansion of new offices will be a future consideration.

Our FM Land and Housing teams manage over 11,300 homes and deal with an incredible array of stakeholders. The contract presents some challenges however the determination and resolve to deliver to a high standard remains. The company appreciates the efforts of all staff in this department for the work they perform in sometimes demanding and frustrating conditions.

The Construction Division this year saw some significant changes to its structure. Martin Reid who has been the driving force of construction for over 25 years has stepped aside allowing the 3 areas of Civil and Infrastructure, ACT and South Coast Construction, and Regional Construction to operate independently. Martin is now assisting the Joss Family Development arm, further bolstering future opportunities. Craig Martin who just notched over 40 years with the company hung up the boots from the Operations Department, however will still continue to provide valued assistance to the family and board in other areas. These changes have created new career opportunities for staff which is great to see in our diverse business.

Success in the Construction Division include the new \$19M Emergency Department at the Albury Base Hospital, \$11M refurbishment of a Defence building at Puckapunyal, \$10M addition at Wodonga Senior Secondary, \$6M upgrade to the Albury Court House, \$16M Daramalan School Performing Arts Centre in the ACT, various Panel selection projects in ACT, and a \$17M Artie Smith Oval Redevelopment in Bomaderry to name a few.

As part of our sustainability initiative Joss aimed to install solar to all its owned facilities by the end of the year and we are on target to complete this. This put renewable energy back into the grid and greatly reduced our electricity costs. Joss continues to exceed its sustainability targets on Government and Private Projects and has some notably pleasing results - a current Defence project in the ACT

which involved a large portion of demolition recycled 6300T of waste, diverting 98% of waste from going into landfill.

Our newly formed Culture Committee has been tasked with reviewing some of the fundamental principles behind what contributes to a strong culture. We all play a part in this and together we can ensure our core values and culture are maintained. The committee is looking at various areas to achieve these goals including increasing communications across the company; being more informative of the achievements our people and teams have made; ensuring our training and personal development are strong; ensuring diversity and inclusion continues to be recognised as an important aspect of our future, and our community ties are strengthened to name a few.

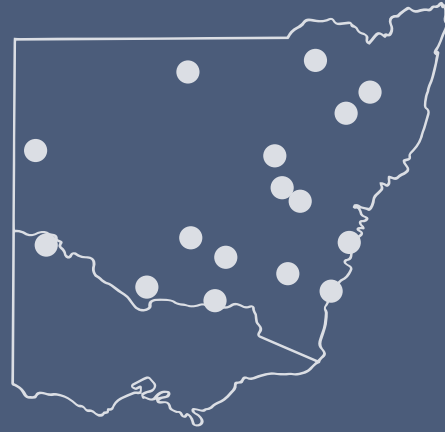
Our Cadet training program has been further expanded to provide greater depth and talent to our resource base. In 2022 4 Construction Management Cadets successfully completed their course and we welcomed another 3 new Construction Management Cadets into the program and another 2 to start in 2023. We have also commenced a Site Manager Cadetship program and have now 3 new Cadets in this program. These new Cadets with varying trade backgrounds will be partnered up with our Site Managers and over the program will learn the skills of site management, along with regular structured training.

The last year has produced some great team and individual results under challenging circumstances. It is extremely pleasing to see what Joss can achieve when we all work together.

I look forward to an exciting future ahead.

Regards,  
**Andrew Cameron.**  
Chief Operating Officer





# 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 facilitates 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 all built elements are serviced in accordance with legislative, manufacturers and client requirements.*





# Facility Management

**Another year has passed by at an astonishing pace for all Joss Facility Management Departments. As always, Joss FM managed to deliver its contracts to an extremely high level in all areas of service delivery which was again conducted during challenging circumstances, in particular the continued COVID-19 pandemic. The ongoing pressure on everyone involved has been significant however the ability to be nimble and adapt to these additional and ongoing requirements is testament to the ability and dedication of all involved.**

Joss FM has worked tirelessly once again to maintain its current contracted footprint in the North Western Region and the Mid North Coast of NSW. This has continued to provide further opportunity in these large geographical regions. The Tendering and Project Management Teams continue to be very active with tenders and the completion of many successfully tendered works.

The Land and Housing Contract continues to perform extremely well in difficult administrative environments and the persistent approach by the Management, Supervisory and Admin teams is to be commended. The additional contract region now covering the south coast of NSW has been running for over twelve months with the early challenges of servicing remote sites now overcome.

The Whole of Government Cleaning Contract has once again performed at an extremely high level during the year. The continuation of the Enhanced and Day Cleaning requirements along with delivering business as usual placed extreme pressure upon Joss' team, stretching resources to resolve many issues. However, with continued commitment, the acceptance of change, and the challenge provided, Joss has once again delivered a superior service to all clients.

It is pleasing to report that all three FM Departments have completed their respective contract year ranked as No. 1 across the state. A great result which can only be attributed to the collective dedication of Joss' management team, supervisors, and staff. All of this does not happen without the glue that holds this all together, being the support and guidance provided by HR, Systems, HSEQ, IMD, IT, Risk and Compliance and Board of Directors.

**Graham Groth.**  
General Manager, Joss Facility Management

Wodonga Veterans and Families Wellbeing Centre



**2022 was another busy year for our Maintenance Department. Between our Whole of Government Contract, Aboriginal Housing Contract and Outside Contract Works, the team managed to deliver high quality services to all our clients with some pleasing results along the way.**

As we've moved into Year 5 of the North Western NSW Whole of Government Contract, our annual performance for the 2021-2022 FY was 95.7%, an improvement on last years results and well above the state's average. In addition to contract delivery, the team also completed several time critical programs. These being the Schools Ventilation Program, which was paramount in getting students back to school after remote learning due to COVID and Schools LED Lighting Upgrade Program which involved upgrading all learning spaces with LED lighting.

We have completed the first year of the Aboriginal Housing Contract with the client keeping us busy with Vacant Restorations, Modifications, and daily Responsive Works.

Outside Contract Works continues to grow year on year with a total of 222 tenders submitted with 129 approved for the 2021/2022 FY, resulting in a 60% success rate. Although the market has been challenging with raising materials and labour costs, along with ongoing supply issues, we remained competitive.

**Some highlights this year include:**

- **\$1.6M Wodonga Veterans and Families Wellbeing Centre (RSL Victoria)**
- **\$3.9M Junee and Cootamundra Train Station Upgrades (Transport NSW)**
- **\$8.5M Griffith Green Affordable Housing Development (Griffith City Council/ Argyle Housing)**
- **\$3.1M Zig Zag Rail Upgrade (NSW Public Works/Zig Zag Railway)**
- **\$2.8M Leeton Hospital ED Refurbishment (NSW Health)**

**Greg Lavelle.**  
Contract Manager, Joss Facility Management

# Land and Housing Contract

**Joss' Land and Housing Team successfully completed the 6th Contract year.**

**From 1 July 2021 Joss added to its three existing Contract Areas serviced out of Dubbo, Bathurst / Orange, Albury / Wagga and successfully expanded operations for LAHC to the Southern Tablelands and South Coast regions.**

This increased our property portfolio for LAHC by another 2500 properties, taking the total to approximately 12,000 residences. This Southern Tablelands / South Coast addition required the onboarding of another 20 fulltime staff, bringing Joss LAHC Family up to around 100 personnel. Our LAHC presence has now expanded to include our Canberra/Batemans Bay Offices with remote employees also working in the Eden/Goulburn regions.

LAHC has again kept us busy throughout the COVID-19 challenges with substantial Stimulus Works packages provided across its portfolios, ranging from re-roofing, 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 the Contract, it has been business as usual for the year.

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, in paralleled with the extended Contract term for our current areas. Joss has successfully navigated labour shortages in the industry and all the challenges COVID presented.

**Joshua Ryder.**  
Contract Manager, LAHC



# Cleaning

**In what has been another challenging 12 months, Joss' Cleaning Department has experienced a successful 2022. This year marks the end of the fourth year for the NSW Whole of Government Cleaning contract with preparation well underway for the impending tender opportunities that lie ahead.**

Whilst the rest of the country was beginning to learn to live in a 'post pandemic normal' world, Joss Cleaning staff continued to deliver thousands of additional hours in COVID and Touch Point Programs for its clients, at an exceptional standard. This is in addition to the regular cleaning that has once again delivered exceptional 97% KPIs result, recognising Joss as the highest performing contractor within the NSW Government. This is a testament to our cleaning staff who have continued to display unwavering resilience and perseverance throughout what has undoubtedly been the most significant challenge the cleaning industry has faced in recent times. The adaptable approach that our workforce has displayed in response to the ever-changing conditions presented is extremely humbling.

Providing cleaning services across 83% of NSW and over 2,000 sites, has also meant that Joss Cleaning has again faced the geographical challenges of adverse weather events in particular, flooding in the Central West, New England and South Coast regions. Notwithstanding the significant resource shortages that are being felt across several sectors, our operations teams have managed to face each obstacle with the utmost professionalism and diligence to deliver for our clients. The impact of these challenges were reduced due to the unwavering support of the Injury Management Department (IMD), Payroll and Human Resources who have continued to provide the crucial guidance and assistance that is required to deliver such a substantial contract.

Whilst this year has had different impacts for all of us, both professionally and personally, I am amazed by what we have collectively achieved. Our whole team are to be congratulated on their enthusiastic and dedicated approach in keeping their schools, families and communities safe this year.

**Dominic Star.**  
Contract Manager, Joss Cleaning Operations







# Construction

**2022 has seen all three divisions of Joss Construction (ACT, Civil & Infrastructure and Regional Construction) continue to construct and complete projects successfully and safely across ACT, NSW and Victoria.**

Joss Construction, along with the market as a whole, saw rapid escalating pricing and subcontractor resources stretched. Notwithstanding the current climate, Construction has continued to grow its portfolio, maintain a safe workplace and ensuring a positive safety culture across all its branches.

**Martin Reid.**

General Manger, Joss Construction



## ACT

### Projects won:

- \$16M Daramalan Performing Arts Centre
- \$8M Department of Defence, Duntroon ACT Multi Deck Carpark
- \$6M Yass High School Sports Hall
- Numerous other small projects.

### Excellence in Construction Awards:

The Joss Construction ACT team won the 2022 ACT MBA Award – “Sustainable Construction - Sustainable Commercial Project” for the Evelyn Scott Pre-School to Year 10.

The Evelyn Scott School is a state-of-the-art education facility located in Denman Prospect, and is designed to cater for 1,288 students from Pre-school to Year 10.

The project comprised the construction of eight individual buildings, four carparks, a sporting oval suitable for soccer, rugby league and rugby union, two cricket nets and two outdoor basketball / netball courts.

The general-purpose double gymnasium is suitable for roller derby training and competitions and includes two full sized courts with line markings for basketball, futsal, netball and volleyball.

The rich Aboriginal culture and history played an integral part in the learning experience with nature play, yarning circles and digging pits featured in the outdoor areas.

The Joss Construction team showed exceptional commitment to sustainability by diverting 98.53% of waste from landfill.

## Civil & Infrastructure

The Civil & Infrastructure projects were spread from Holsworthy in Sydney in the north to as far south as West Sale in Gippsland, Victoria with many projects in between.

2022 was a very challenging year given the ongoing effects of Covid-19 and the amount of rain received across eastern Australia. Projects in Holsworthy and Bomaderry have received 2m of rainfall since the start of the year!

A number of projects have reached completion including the CFA Training Centre Upgrades, Wagga Multi Sports Cycle Centre and several Defence projects at Puckapunyal.

### Projects won:

- \$17M Artie Smith Oval Upgrade, Bomaderry
- \$7M Department of Defence, Holsworthy Base Roads and Bridge Works
- \$3M Department of Defence, Holsworthy HV Upgrade Works
- Numerous other smaller projects.

### Projects completed:

- \$18M CFA Training Centre Upgrades (completed the Bangholme, Longerenong, Sunraysia, Huntly & West Sale sites)
- \$12M Wagga Wagga Multi Sports Cycling Complex
- \$10M Department of Defence, Targetry project at Puckapunyal
- Numerous other Defence projects.

## Featured project: Artie Smith Oval Upgrade, Bomaderry

The Artie Smith Oval Upgrade project comprises the construction of a state of the art Community Infrastructure including sporting oval and buildings for AFL, cricket, croquet and grandstand.

Our team were joined by Shoalhaven City Council Mayor, Amanda Findley, local MP Fiona Phillips, Aboriginal Elders who performed the smoking ceremony and welcome to country, and various sporting groups to make this significant event in history for the Shoalhaven and community (pictured above).

### Images above from left to right:

1. Xavier High School stadium redevelopment.
2. Jackie Vaughan (School Principal) and the Joss team — Isaac Williams, Ryan Farrell, David Speering, Tim Cousins and Matine Osa accepting the Sustainable Construction Award.
3. Aerial photography of works under way at Artie Smith Oval upgrade, Bomaderry.
4. Smoking Ceremony and Welcome to Country during the Artie Smith Oval upgrade.





Project Duet - Circular Plastics Australia PET Recycling Facility, Albury



## Regional Construction

### Projects won:

- \$24M Young High Main Works
- \$19M Albury Hospital Emergency and ICU Upgrade
- \$10M Wodonga Middle Years College Huon Campus New Start Buildings
- \$11M Department of Defence, Puckapunyal Peter Douglas Centre
- \$6M Albury Court House
- \$5M Sadler Street Social Housing Wangaratta
- Numerous other small projects.

### Projects completed:

- \$7M Xavier High School Stadium Redevelopment
- \$7M Wodonga Secondary College - Basketball & Hall Refurb
- \$5M Wagga Wagga Christian College Middle School Redevelopment
- Numerous other small projects.

### Excellence in Construction Awards:

Joss Construction has again been acknowledged for the successful delivery of a commercial project.

Congratulations to the Regional Construction team for taking out awards in two categories:

2022 NSW Master Builders Regional Building Awards *"Award Winner Excellence in Regional Building Awards – Best Commercial Project over \$10M,"* and

2022 NSW Master Builders Regional Building Awards *"Award Winner Excellence in Regional Building Awards – Best Use of Steel."*

Project Duet - Circular Plastics Australia PET Recycling Facility, Albury (pictured above).

Project Duet is a State-of-the-Art Australian Recycling facility constructed by Circular Plastics Australia (CPA). The project represents the largest recycling facility of its kind in the southern hemisphere.

# Management Systems

## Risk and Compliance

During the past 12 months, Joss Group has maintained a continued focus on the safety, health and wellbeing of employees, contractors, visitors and the public. This year's significant emphasis has also been placed on Client Satisfaction and the Sustainability of the Company. As always challenges have presented themselves, this year in the form of ongoing pandemic related restrictions and workloads, supply issues and most significantly, subcontractor resourcing. Despite these hurdles, we have managed to eliminate or minimise the impact of these challenges in a manner that has continued to provide a high level of consideration, transparency and communication with our Clients.

In addition to the implementation and ongoing development of our Health and Safety Management System, specific initiatives have taken place this year in the areas of Mental Health, Driver Safety, Silica Dust, Scaffolding, Underground Services and Ergonomics.

Our efforts on the Company's sustainability are not only limited to our environmental sustainability where we have invested considerable resources into reducing the carbon footprint of our operations through greater adoption of IT, energy efficiency measures and solar generation. We have also worked further on our succession planning and cadet programs, the mental health and wellbeing of our employees, and supporting injured workers and workers with a disability both directly and by utilising Australian Disability Enterprises. Joss has also embarked on a path to raise the awareness of our employees of the contributions of the first people of Australia to places, community and the economy.

The continued strength of our management systems relies on many things, however our HSEQ and Risk & Compliance teams are key to connecting these efficiently with our people. Over the past year, each Division's HSEQ teams have grown to enable us to provide better support to sites, our employees and indirectly, a better service or end product for our Clients.

A special mention of thanks to the workgroup representatives that form our Consultation, Sustainability, Mental Health, Modern Slavery and Culture Committees. Their input helps guide the Company and allows us to align with the expectations of our employees, which often also mirror those of our Clients and the communities where we work.

Overall, I believe every employee should again be proud of what the Company has achieved this year in this challenging environment. It is the combined effort of all our workers that will continue to make Joss an industry leader and an employer of choice.

### Jeff White.

General Manager, Risk and Compliance

## Injury Management

The Injury Management Department (IMD) has again had another busy year managing Workers Compensation Claims under the NSW Self-Insurer Licence. 2022 was almost a carbon copy of the previous year in terms of claims received. The IMD is also responsible for the pre-employment and audiological screening process and managing the non-work-related injuries and illnesses for employees returning to work from an extended absence.

The health and wellbeing of all employees is paramount, and Joss remains committed to the prevention of injuries. In an unfortunate circumstance when an injury does occur as a result of a work-related incident/accident then Joss is committed to providing prompt, proactive injury management to assist in minimal disruption to an employee's daily routine in both work/life balance.

For the third year running Joss 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 relaxing of COVID restrictions during the second half of 2022 has enabled our Return to Work (RTW) Coordinators to return to more normal practices and meet employees face to face and assist in their recovery in the unfortunate event they were injured at work. Joss' focus has always been on the injured employee and the provision of support during their injury recovery.

Joss is continually investigating ways to improve while maintaining its current performance levels and look forward to new challenges that lay ahead.

### Chris Hyde.

Injury Management Manager





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

206 East Street  
PO Box 7079  
ALBURY NSW 2640

*Cover Image:*  
*Wodonga Veterans and Families Wellbeing Centre*