

Outlook

an inclusive society for all

Annual Report
2023-2024



Acknowledgment of Country

Outlook Australia acknowledges the Traditional Custodians of the land on which our offices and services are located. We pay our respects to Elders past and present.

We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

An Inclusive Society For All

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From the Chair and CEO

Looking to the future, our new Strategic plan 2024-2030 outlines a bold vision for Outlook Australia. By 2030 we aim to be a thriving, sustainable organisation recognised as Australia's leader in inclusion.

This year, Outlook Australia has made significant progress, particularly through our involvement in Victoria's Container Deposit Scheme (CDS). The establishment of a CDS depot in Bayswater and the launch of our reverse vending machine cleaning service represent critical steps towards environmental sustainability and creating meaningful employment opportunities. These initiatives are at the heart of our mission to foster an inclusive society, providing sustainable employment pathways for priority job seekers.

In a strategic move, we also made the decision to transition out of certain business area, recognising that we were not the best organisation to operate these services. This shift ensures that we remain focused on long-term sustainability and on areas where we can deliver the greatest impact.

A significant milestone this year was the unification of our disability and home care services in NSW and VIC under one umbrella. This approach enhances continuity of care, ensuring that individuals accessing our services benefit from a more seamless, supportive experience. This consolidation reflects our ongoing commitment to delivering comprehensive, client-centred care to the communities we support.

Financially, the past couple of years have been challenging as we emerged from the COVID-19 pandemic and navigated new business acquisitions. However, we are pleased to report a strong start to the 2025 financial year, with three consecutive months of positive budget variances. This promising performance marks a return to stability and positions us for continued growth.

In terms of governance, we are thrilled to welcome two new board directors: Grant Hehir, former Auditor General of Australia; and Jenny McNaughton, acting CEO of Berry Street. Their diverse expertise is already shaping the direction of the organisation, and we look forward to their continued contributions.

This year, we also said farewell to long-serving board director, Sally Curtain. We extend our heartfelt thanks to Sally and wish her all the very best for the future.

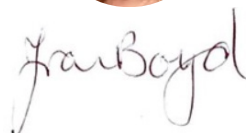
Our partnerships continue to be fundamental to our success. From Commonwealth government agencies to local governments and private enterprises, these collaborations enable us to achieve our mission. We are deeply grateful for your trust and ongoing support, which allows us to continue delivering on our vision

We are incredibly proud of our staff, whose passion and commitment are the driving forces behind our success. Your dedication to our vision and purpose is deeply appreciated, and we value each and every one of you for your contributions.

This year has also seen a strengthening of our digital presence. Our new website has enhanced accessibility for clients and partners, and our increased engagement across LinkedIn, Facebook and other social media platforms has expanded our reach. This visibility allows us to share our achievements more widely and advocate for a more inclusive society.

As we look to the future, we are confident that Outlook is well-positioned for continued growth, opportunity, and lasting impact. Together, we move forward with optimism, ready to embrace new challenges and expand our contribution to society.

Fran Boyd, Chair



Daniel Findley, CEO



Our Board Directors

Fran Boyd, Chair
People & Governance

Greg Cuthbert, Deputy Chair
Strategic Planning

Dr. Chelsea Tobin
Strategic Planning

Graeme Stewart, Secretary
People & Governance

Dr. Sarah Gray
People & Governance

Jenny McNaughton
People & Governance

Derek Madden, Treasurer
Finance, Audit & Risk Management

Lisa O'Sullivan
Finance, Audit & Risk Management

Grant Hehir
Finance, Audit & Risk Management

Outlook Strategic Plan 2024-2030

The Outlook Australia Strategic Plan for 2024-2030 was developed through extensive consultations and a deeply collaborative process, marking a pivotal moment in our journey towards creating a more inclusive society.

From the beginning of the planning process to its final approval by the Outlook Australia Board of Directors, 122 internal and external stakeholders provided feedback and consultation.

The end result is a strategic plan that outlines the vision, purpose, and goals of the organization through 2030. It includes strategic pillars, enablers, an action plan, and an outcomes framework to guide us forward.

Upon approval, Outlook Australia CEO Daniel Findley, along with members of the Executive Leadership Team, visited all Outlook sites across the country to present the plan and our revised organisational values to our team.

All staff had the opportunity to ask questions about the plan in an informal setting, further solidifying Outlook’s commitment to transparency and organisation-wide two-way communication and consultation.

Our Vision

Our vision statement is the highest statement of our strategic direction. It articulates the state of the world we want to live in; everything comes back to our vision. It still resonates with Outlook’s staff and is still relevant to what we strive for every day so it remains unchanged from our previous strategic plan:

An Inclusive Society for All

Our Purpose is to equip people experiencing disadvantage with skills and experience that will enhance their community connection and workforce participation.

Our Goal is that by 2030, Outlook Australia will be a thriving, sustainable organisation recognised as Australia’s exemplar for inclusion. We aim to achieve a tenfold increase in our impact and become the supplier, partner, and employer of choice in our industries.

Our Values

Our values form the foundation of our culture and daily operations, driving us to strive for excellence and integrity in everything we do. They drive the core beliefs that shape our behaviours, which in turn drive our outcomes and ultimately our impact.

BETTER
EVERYDAY

ACHIEVE IT
TOGETHER

BE
AUTHENTIC

OWN YOUR
ACTIONS

Join our Online Community

Outlook Australia has a strong social media presence and we encourage our followers to get involved in the conversation, share our posts and support our work. Engaging with us on social media is one of the easiest and most effective ways that you can show your support! Follow us on Facebook, Instagram and LinkedIn.



www.facebook.com/outlookaust



www.linkedin.com/company/outlookaust



www.instagram.com/outlookaust

The Circular Economy;

Container Deposit Scheme Hits Victoria

The past year has been one of steady growth and operational refinement for our Victoria's Container Deposit Scheme and reverse vending machine cleaning division.

These initiatives play a vital role in promoting recycling, reducing waste, and providing accessible opportunities for the community to engage in sustainable practices.

Our Victoria's Container Deposit Scheme (CDS) operations are focused around our depot in Bayswater, where the public can conveniently deposit their eligible containers and receive a 10-cent refund for each item. We are proud to report that we process an average of 30,000 containers per day, with our highest single-day record reaching 40,000 containers. This milestone reflects not only the growing efficiency of our operations but also an increase in public participation, underscoring the success of our engagement strategies.

In the reverse vending machine (RVM) cleaning sector, we are currently managing approximately 110 scheduled cleans per day across all machines, with additional work order jobs averaging between 20 and 30 per day. Our commercial partners continue to expand their network and requirements, providing opportunity for symbiotic growth.

The success of our CDS and RVM cleaning efforts is made possible by our dedicated team of over 40 employees. This workforce has been essential in maintaining the high standards of service our customers expect. Recruitment is ongoing, particularly as we prepare for the busy summer season, to ensure we can meet increasing demand and continue to deliver efficient, reliable services.

While our primary focus has been on maintaining and improving existing operations, we are actively working to expand our network by targeting commercial customers.

We are currently in discussions with local cleaning companies and businesses to establish new partnerships, aiming to increase the volume of containers processed and enhance our revenue streams. These collaborations will allow us to broaden our reach and further support our environmental and social goals.

The progress we have made in the CDS and RVM sectors demonstrates our commitment to sustainable practices and community engagement. Looking ahead, we will continue to build on these successes, adapting to changes in demand, expanding our partnerships, and further refining our operations to ensure that we remain at the forefront of the recycling and waste management sector.

*- Callum Ross
Executive for Social Enterprise*

Thank you to our dedicated team and partners for their hard work and collaboration. Together, we are making a tangible difference in promoting recycling, sustainability and social inclusion.



Community Services; Looking Towards the Horizon

We are dedicated to ensuring that our programs continually evolve to meet the diverse needs of our clients and contribute to a more inclusive society for all. We remain committed to our strategic objectives to drive meaningful impact.

The Community Services Division underwent significant transformation over the financial year, building on a strong operational foundation. We have refined our systems to ensure they are robust and effective, creating an improved operating model that allows us to respond more effectively to client needs, streamline processes and maintain high service standards. With enhanced efficiency and a clear focus on delivering quality outcomes, we are well-positioned to continue supporting our clients in a way that provides them with real and tangible outcomes. These operational improvements underpin our growth, providing a solid base as we extend our services and broaden our impact in the communities we serve.

Carleigh Dunn stepped into the role of Senior Operations Manager, overseeing both our New South Wales home care and Victorian disability programs, bringing much-needed consistency and alignment. One of the year's notable successes has been the seamless collaboration between NSW and Victoria, creating a unified team working towards shared goals.

In NSW, we concentrated on expanding service provision and increasing our impact. This involved finding innovative ways to engage customers, including the introduction of new social groups and engagement activities that enriched their experience and connection to Outlook and their community. In Victoria, our challenge was to revitalise our

group programs and explore new ways to engage clients in meaningful activities that positively influence their life journeys. Our commitment to community engagement has grown, with the monthly Club Outlook Disco becoming a highly popular event, drawing in more participants and fostering a sense of belonging. At Outlook Community Centre, we continued providing opportunities for lifelong learning, personal development, health and wellbeing, recreation, special interest groups and professional training.

This year, we also made the hard decision to progress with discontinuing our disability employment services (DES) grant. Since then, we successfully transitioned the majority of our clients to AtWork, a trusted national provider, ensuring they benefit from enhanced support networks and resources. This achievement reflects the dedication and hard work of our teams, who managed the transition with care and commitment, ensuring our clients continue to thrive during this significant change.

Our future focus is centred on aligning the Community Services Division with Outlook's overarching 10x impact goal, maintaining our commitment to inclusion, growth and community engagement.

*- Travis van den Berg
Executive for Community & Quality*

Through expanding complex disability supports in Victoria, introducing innovative home care approaches in NSW and increasing the reach and influence of our community centre, we remain committed to working alongside the rest of the organisation to achieve our strategic objectives and drive meaningful impact.



Social Enterprise;

Expanding Operations in Central Queensland

The past year has been marked by several significant milestones across our social enterprises. As the executive for social enterprise at Outlook Australia, I am excited to reflect on a year of growth, partnerships and impact.

Since stepping into this role, I have had the privilege of building upon the solid foundation laid by my predecessor, Christine Blanchard, and working alongside a dedicated and committed team

Twelve months ago, we successfully mobilised the management of two waste transfer and landfill sites within the Central Highlands Regional Council in Central Queensland. Additionally, we are proud to soon add the Emerald Reuse Market to our Central Highlands portfolio, following a successful tender submission. These achievements were the beginning of the year's exciting expansion across our Queensland operations and our ever-growing capacity to deliver vital waste management services while creating social value.

A further addition to our Queensland operations was the mobilisation of the landfill which cohabitates the Yeppoon Waste Transfer Station site, giving Outlook Australia operational oversight across the whole facility.

Another highlight of the year has been the renewal of our contract with Melton City Council in Victoria, ensuring the ongoing management of the Melton Recycling Facility. In addition, our team celebrated tender successes with the City of Ballarat for the management of their Gillies St Waste Transfer Station, and with Gympie Regional Council, where we will oversee eight waste transfer stations. These partnerships further solidify our reputation for delivering high-quality services across diverse regions.

Our success in securing these contracts has been supported by a strong, collaborative partnership with Resource Hub, who have played a key role in supporting our tender submissions. This partnership has been instrumental in enhancing our ability to compete and win tenders, enabling us to expand our social enterprise footprint and further our vision.

A particularly proud moment this year has been the recognition of our Hampton Park facility as a finalist in the City of Casey Business Awards within the Employment Diversity category. The Hampton Park team has been a leader in partnering with community and disability services, offering individuals meaningful work experiences that promote inclusion and personal development. This collaboration is set to expand with the opening of our new Reuse Warehouse shopfront in Pakenham in the coming months, providing further opportunities for inclusive employment and community engagement.

As we look ahead, I am excited about the potential for further growth and innovation. Our social enterprises will continue to evolve, driving financial sustainability and social impact. I extend my heartfelt thanks to our teams across all sites, whose hard work and dedication have been the cornerstone of our success. Together, we are creating a more inclusive society, one partnership, contract, and opportunity at a time.

- Callum Ross
Executive for Social Enterprise



People and Culture;

Supporting our Teams Across Australia

Guided by our values, we have dedicated the past year to fostering a supportive and collaborative workplace. Together we are building a brighter future for Outlook Australia and everyone who is part of our journey.

In August 2023, we conducted a staff pulse survey to gain insights into how we could improve as an organisation. The survey revealed an employee net promoter score (eNPS) of -12; highlighting areas where we needed to grow. Our team expressed a desire for enhanced communication and greater recognition for their contributions. In response, we implemented several key initiatives.

- Aligned with our core values, the new recognition and appreciation program has formally recognised over 60 staff members for their outstanding work. This initiative embodies our commitment to *Achieve It Together* by celebrating the achievements of our team.
- Launched on the first of every month, the In The Loop newsletter is delivered directly to staff inboxes and via text message. It keeps everyone informed and connected, reflecting our aim to be *Better Everyday* through improved communication.
- We introduced virtual gatherings where supervisors and office-based staff receive updates directly from our CEO. This promotes transparency and aligns with our value to *Be Authentic* in leadership.
- Quarterly Senior Leadership Team meetings focus on strategic planning and enhancing communication across Australia, reinforcing our commitment to *Achieve It Together*.
- We are set to hold our first in-person meeting for supervisors and senior staff from across Australia, strengthening our collaborative efforts nationwide.
- We developed new materials to effectively disseminate key messages throughout the organisation, exemplifying our dedication to *Own Your Actions* by ensuring clarity and accountability.

We are proud that 70% of staff working within our social enterprises come from priority workforce categories. This includes individuals experiencing long-term unemployment, those living with disability or a mental health condition, and mature-aged and migrant workers.

We are also pleased to report that we received a majority yes vote for our social enterprise (EBAs (enterprise bargaining agreements) in Victoria late last year and in Queensland this year. These agreements reflect our ongoing dedication to supporting the rights and wellbeing of our staff.

Our 2024 staff pulse survey saw our eNPS increased to +15.79; a substantial rise from twelve months prior. Staff reported notable enhancements in communication, and the majority perceive Outlook as a very safe workplace.

We introduced an updated employee assistance program to provide comprehensive support for our team. Offering unlimited access to confidential counselling, coaching and a range of wellbeing resources invests in our employees' wellbeing both at work and at home.

We have introduced *stay interviews*, where a P&C officer reaches out to employees to express appreciation and offer assistance. This initiative fosters connection and ensures our team feels valued and supported.

We extend a huge thank you to our dedicated People and Culture Team (P&C), whose tireless efforts have been instrumental in driving these initiatives forward.

Covering all aspects of people and culture, including return to work and work health and safety, their commitment ensures that our workplace remains supportive, safe and aligned with our values.

- Nicole Hee
Executive for People and Culture



Financial Report;

A Year in Numbers

Total assets increased by 9% on the back of new and existing investments and closing assets were recorded at \$17.4 million. This highlights a strong balance sheet, setting Outlook up for significant forecast growth in the coming year.

Operating revenue saw a significant 12% increase over the 2023/34 financial year, demonstrating growth in key areas. However, rising costs particularly in waste disposal, transport, and wages, due to high inflation and market conditions presented challenges, as these could not be fully offset. Outlook has faced another challenging financial year, closing the 2023-24 financial year with a net deficit. While this result reflects ongoing challenges, it also highlights several positive trends as investment in new growth opportunities has begun to yield encouraging results. Although these initiatives incurred some early trading losses, they performed in line with expectations, contributing to the creation of new jobs and setting a strong foundation for future development.

Some key notes from throughout the year included:

Following extensive negotiations, a new EBA was reached across our Victorian social enterprise division that delivered an average increase of 7.6%.

Following a number of difficult trading years the Two Bays Bin Hire unit was closed down in 2023-24

In a significant strategic move, an opportunity arose to divest our disability employment services (DES) unit and an agreement was reached with atWork Australia that saw Outlook exit the DES network as a provider.

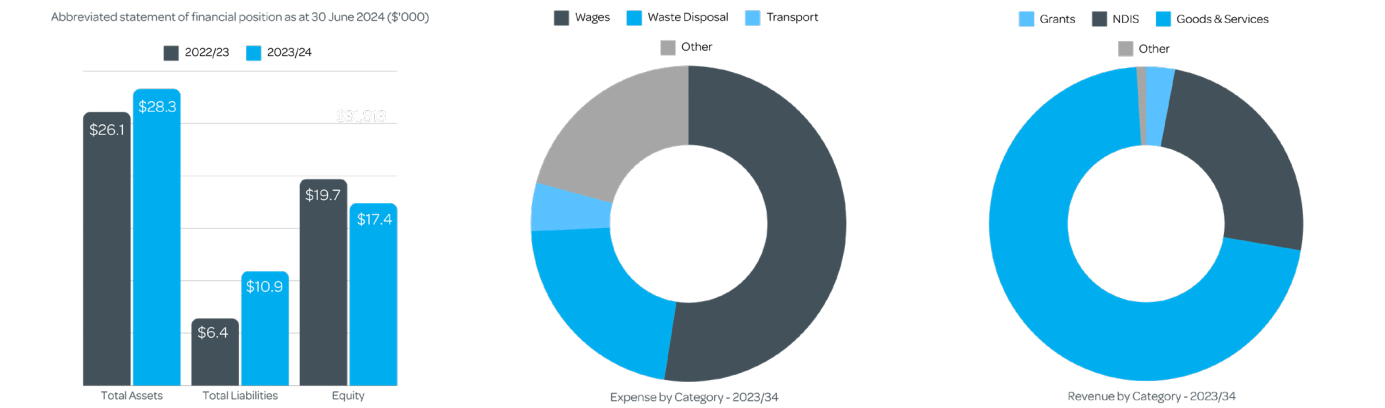
Our continued expansion into Queensland saw new partnerships established with Central Highlands Regional Council, our third key partner in the region, with the commencement of landfill and related management services across two new locations.

- Outlook entered the newly created Victoria’s Container Deposit Scheme which helped expand our reach and services across Victoria and saw positive increases in new employment opportunities, revenue, partnerships and geographic footprint. As part of this expanded service, Outlook’s investment to establish new facilities and associated start-up costs had a downward effect on the year’s financial result. However, these new business units have continued to grow in line with expectations and made positive contributions as the year progressed.

These factors, both positive and negative, have materially impacted the 2023-24 financial year. There have been some significant decisions and continued growth in operations that will help drive positive financial impacts for the organisation as we return to a more sustainable financial position in the coming year.

- Adam Jaworski
Chief Corporate & Strategy Officer

I would like to thank the Finance and Strategy Team, as well as the wider Outlook team for their efforts, contributions and ongoing commitment to our vision as we’ve worked through the financial year.



**The full Outlook Australia financial statements can be found on the Australian Charities and Not-for-profits Commission (ACNC) website.*

Outlook Australia

ABN 84 168 589 417

ACN 628 283 536

Support Office

24 Toomuc Valley Road

Pakenham VIC 3810

outlook@outlookaust.org.au

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www.outlookaust.org.au