



 **Forrest Personnel**
Quality Service Delivery Philosophy



VISION

At Forrest Personnel we create possibilities through employment.



PURPOSE

We empower people through meaningful employment and support services, enabling independence and fostering resilience and potential.

We immerse ourselves in local communities, building strong relationships with employer partners and creating success for our participants.



VALUES

Person-centred

We recognise and respect individuality and uniqueness.

Inclusive

Our culture and workplaces ensure opportunities for everyone to flourish.

Empowering

We focus on a person's strengths and enable them to build their own future.

Integrity

We are authentic, honest, transparent and committed to doing the right thing.

Contents

Acknowledgment	3	Participant Advisory Group	20
Message from the Board Chair, SDQ Chair & CEO	4	Meet Josh Working at Timothée Resort	22
Governance	6	Meet Alex Working at the Water Corporation	24
Service Delivery Philosophy Overview	8	Meet Andrew Working at Gilmore Plumbing & Gas	26
Discipline 1 Creating Possibilities Through Employment – Our Service Delivery	12	Meet George Trolley Collector	28
Discipline 2 Organisational Culture & Leadership – Our People	14	Meet Elvis Working at the Shire of Brookton	30
Discipline 3 Community Immersion – Our Relationships	16	Meet Nila, Karen & Jake Collie Artists	32
Discipline 4 Forrest Personnel's Ecosystem – Our Infrastructure, Systems and Processes	18		

Acknowledgment of Country

We wish to acknowledge the traditional custodians of the land throughout Western Australia.
We wish to acknowledge the continuing contribution of their culture to our community, and we pay respects to their Elders past, Leaders present and emerging.



Message from the Chair, SDQ Chair and CEO

Welcome to Forrest Personnel's new Quality Service Delivery Philosophy, a cornerstone of our commitment to service excellence aligned to both our Strategic Intent and to our Vision, Purpose and Values. Our Philosophy has been developed to guide our actions and decisions, ensuring that every service we deliver is of the highest quality and consistently exceeds expectations. By embracing our Philosophy, we reaffirm our dedication to continuous improvement, integrity, and person-centricity.

At Forrest Personnel our Vision "To Create Possibilities Through Employment" forms the foundation of all our undertakings. We are committed to empowering our Participants by understanding and meeting their unique needs and supporting them in achieving meaningful, suitable and sustainable employment goals.

Our footprint and commitment extend deeply to Rural, Regional, and Remote Western Australia, where we immerse ourselves in the communities we serve to make a sustainable impact in these communities.

In developing our Philosophy, we undertook an extensive consultation process. Our Philosophy was initially drafted by our Leadership Team and was then thoroughly reviewed by our Service Delivery Quality Committee, before being endorsed by our Board. We then consulted deeply with our Participant Advisory Group, seeking their invaluable lived experience context and feedback. Our collaborative approach has ensured that our Philosophy is authentic, robust, practical, and underpins our commitment to delivering quality services to our Participants.

Di Ritson
Board Chair
Forrest Personnel

Karen Bradley
Chair of Forrest Personnel's
Service Delivery Quality Committee

Lynne Harwood
Chief Executive Officer
Forrest Personnel





Our Governance

Forrest Personnel is a “Surplus for Purpose” company limited by guarantee with charitable and public benevolent status. As such it is administered through the ACNC (Australian Charities and Not For Profit Commission).



Forrest Personnel is governed by a Board of Directors who, as stewards, oversee the Organisation’s Governance Framework and are collectively responsible for the Organisation’s Vision, Purpose and Values and Strategic Intent.

The Board’s undertakings are aligned with the Organisation’s Constitution and Board Charter and through this the Board have also established various Committees. Each Committee’s functions and powers are set out in its Board approved Terms of Reference.

The Board has created an approved Delegation of Authority Policy which delineates the governance and operational requirements for the Organisation. Through this Delegation the operations of the Organisation are overseen by the Chief Executive Officer who regularly communicates with the Board Chair, and reports to the Board. The Chief Executive Officer has developed a Leadership Team who, along with the Chief Executive Officer, undertake the day-to-day operations of the Organisation through this clear delineation of responsibility.

As Forrest Personnel receives some of its funding through various Government Departments it must maintain high levels of transparency in both its operations and financial

reporting. In addition to complying with specific government regulations related to its charitable status, including filing annual audited financial reports, Forrest Personnel is required to undertake a rigorous Audit accreditation regime, including:

- ISO 27001 accreditation: A globally recognised Information Security Management System.
- Right Fit For Risk accreditation: the Department of Employment and Workplace Relations (DEWR) Cyber Security system.
- National Standards for Disability Services accreditation: The formal accreditation requirement under the DES contract by DEWR/DSS.
- NDIS Code of Conduct accreditation: a mandatory set of guidelines that must be followed by any organisation that provides NDIS supports.

Forrest Personnel also maintains ISO 9001 accreditation, a globally recognised Quality Management System, to demonstrate our commitment to providing quality service delivery for our Participants.



Our Disciplines



Our Quality Service Delivery

At Forrest Personnel, our Philosophy guides everything we do. Our Vision, Purpose and Values are the foundation of our service delivery. Our Vision, "Create Possibilities through Employment" drives all our efforts.

Key Terms We Use

- Participants: The people we serve.
- Mentors: Our employees who provide services.

We use specific terms to describe our approach:

- Cross Pollination
- Service Integration
- Surplus for Purpose
- Customised Employment
- Wrap-around Supports
- Meaningful, Suitable, and Sustainable Employment Pathways
- Place-based Supports

Our "Why"

We call those we serve "Participants" because we join them on their employment journey. Our staff are "Mentors" because they empower and foster independence.

Person-Centred Approach

We focus on a person-centred approach, guiding and mentoring Participants to build their capacity, make choices, and develop resilience.

Valuing Lived Experience

We value the voices of those with lived experience. Our Participant Advisory Group, consisting of current and former Participants, advises us on key projects. We also ensure at least two Board Members have lived experience and employ a high percentage of staff with similar backgrounds.

Recruitment and Training

Recruitment: We have a rigorous process to ensure cultural alignment and values.

Induction: New hires undergo intensive cultural immersion.

Training: Our dedicated team provides bespoke training to enhance skills and development.

Our Services

We offer a range of services to support employment goals:

- Disability Employment Services (DES)
- National Disability Insurance Scheme (NDIS)
- Labour Hire - Commercial
- Mental Health Program (Commonwealth Psychosocial Support Program)
- Other Services: Including Services Australia host (Narrogin only) and specific grant-funded projects/programs.

Disability Employment Services (DES)

DES supports people with disabilities, injuries, or health conditions to prepare for, find, and keep a job. Services include career advice, employment preparation, resume development, training, job searching assistance, and ongoing workplace support. This can involve funding for workplace modifications and wage subsidies for employers.

DES aims to foster independence, resilience, and potential in Participants. By understanding their interests and strengths, DES provides tailored work assistance. The goal is to achieve meaningful, suitable, and sustainable employment through a person-centred approach.

We undertake our DES program as a partner of the CoAct Network.

National Disability Insurance Scheme (NDIS)

NDIS offers a person-centred approach to help Participants develop life skills, undertake training, and find meaningful employment. NDIS services focus on achieving employment goals through holistic support. Forrest Personnel NDIS Mentors guide Participants through an individual discovery process, exploring their strengths, interests, and skills to find suitable employment opportunities.

NDIS services also collaborate with stakeholders to support Participants' goal setting and build the capacity of young people to transition to DES. They work with local schools to create pathways from school to work for young people with disabilities.

Labour Hire - Commercial

Labour Hire Services at Forrest Personnel help candidates find suitable employment across various sectors, including mining, food processing, manufacturing, retail, hospitality, forestry, and more. Our experienced team works directly with local businesses to match candidates with the right roles, providing opportunities for skill development and confidence building.

We offer comprehensive support for all HR and Payroll matters. We also have robust Work Health and Safety systems in place, including SWMS, JSAs, Toolbox Talks and Workplace Inspections.

Our services open doors to industries that may not have experience working with people facing employment barriers, including youth at risk, people transitioning from prison, people overcoming addiction and the mature workforce. We ensure a good match between candidates and employers, leveraging our extensive network of local companies.

Trolley Services - Social Enterprise

Our Social Enterprise, Trolley Collection Service for Woolworths, gives our Participants a supported and steady pathway into employment. We find that placing some of our Participants in trolley collecting roles enables them to build confidence, learn time management and communication skills, and gain a sense of achievement. Once they have acquired these skills, most Participants feel confident to pursue different career paths.

Mental Health Support Program (Commonwealth Psychosocial Support Program - CPS)

Our Mental Health Support Program assists

individuals with mental illness in managing daily activities and building social and vocational skills. This program helps Participants connect with necessary services, strengthen relationships, and increase educational and training skills. It is available in Albany, Blackwood (Manjimup), Bunbury, Busselton, Collie, Margaret River, Narrogin, and the Wheatbelt corridor to Northam and Toodyay.

Other services

In keeping with our Vision, Purpose and Values we are continually seeking ways to enhance our services.

In Narrogin, we act as a Host Agent for Services Australia, helping locals access essential services.

We also apply for grants to support and expand our employment services, providing comprehensive support to our Participants and the wider community.

Discipline 1

Creating Possibilities Through Employment Our Service Delivery

Standard of Excellence

- We deliver place-based services across Regional, Rural and Remote WA
- We apply person centred service excellence across our suite of services
- We provide an integrated and holistic service approach
- We have highly skilled teams and individuals to journey with our Participants
- We guide the individualised employment journey through encouraging Participant choice and control
- We enable authentic capacity building to address any barriers to employment
- We create diverse and inclusive employment opportunities
- We build mutually beneficial relationships with Employer Partners

At Forrest Personnel, we specialise in customised employment services tailored to meet the uniqueness of each individual. Forrest Personnel empowers our Participants and Candidates to achieve meaningful, suitable and sustainable employment outcomes that reflect their goals and foster independence.

Evidence of Success

- We have a physical presence and are immersed in our communities through meaningful Stakeholder relationships
- We ensure quality through a continuous improvement methodology
- We have a range of services at each site through a process of cross pollination and delivering multi service supports
- We provide continuity and diversity of support options for our Participants
- We collaborate and co-design our Participant employment journey
- We empower Participants to obtain meaningful, suitable and sustainable employment
- We develop and maintain a diverse range of Stakeholder relationships
- We develop and maintain a diverse range of Employer Partner relationships

Discipline 2

Organisational Culture & Leadership Our People

Standard of Excellence

- We have a distinctive Organisation Culture that is embedded in all aspects of our Organisation
- We seek and incorporate lived experience feedback at every opportunity
- We attract, employ, and retain quality candidates who align to our Vision, Purpose and Values and Organisation Culture
- We develop and invest in our people
- We foster a healthy and safe workplace
- We promote employee growth pathways

Forrest Personnel's culture inspires and empowers our team members to consistently deliver service excellence. Our visionary leadership and commitment to ongoing professional development supports a positive learning environment.

Evidence of Success

- We have embedded Organisation Culture throughout our recruitment, on-boarding, induction, training, and ongoing employment practices, in essence Forrestifying our workforce
- We have an engaged and proactive Participant Advisory Group and employees with lived experience
- We have a highly engaged, Forrestified workforce
- We have a highly skilled, Forrestified workforce
- We have embedded health and safety best practices throughout the Organisation
- We provide the opportunity for all employees to thrive and achieve their full potential





Discipline 3

Community Immersion Our Relationships

Standard of Excellence

- We are a reputable and highly sought after service provider
- We foster relationships with a diverse range of Employer Partners and Stakeholders
- We champion our services through the narration of Participant/Candidate success stories
- We understand and respond to the specific needs of the local communities in which we serve
- We are an advocate for the communities in which we serve
- We are accessible, active and responsive in person and via digital platforms

At Forrest Personnel we build strong relationships by immersing ourselves in our local communities. We establish authentic connections through collaboration and active engagement with employer partners, stakeholders and key sector influencers.

Evidence of Success

- We have sites and services that are expanding in response to increased demand
- We are connected to a broad range of organisations and industries across Regional, Rural and Remote WA
- We are known in our sector and our communities as being at the forefront of innovation, sustainability and service provision
- We have services that are tailored to meet the individual needs of our communities
- We partner, collaborate and network with Federal, State and key local Stakeholders
- We have increased brand awareness through strengthening and broadening our community and digital footprint

Discipline 4

Forrest Personnel's Ecosystem Our Infrastructure, Systems and Processes

Standard of Excellence

- We ensure our Vision, Purpose and Values form the cornerstone of all our undertakings
- We apply a philosophy of Continuous Improvement
- We fulfill all requirements of a Surplus For Purpose Organisation
- We embed a Risk Management culture across the Organisation.
- We operate and are guided by a framework of quality and governance
- We marshal our resources to optimise our operating practices

Evidence of Success

- We have an ecosystem that is person centred, inclusive, empowering, and is based on integrity
- We are recognised as a leader in our sector
- We adhere to all relevant legislative, regulatory and audit requirements
- We capture, mitigate and report against strategic and operational risk
- We have a robust suite of policy, procedure and performance requirements
- We are well prepared and resourced to maximise opportunities



Forrest Personnel operates in an ever changing and dynamic environment. Our focus on continuous improvement and best practice methodologies provides us with the agility to consistently deliver accessible, quality, customised employment solutions.



Participant Advisory Group

Our Participant Advisory Group

In keeping with one of our Strategic Intent Themes to be recognised as a leader in person centred service delivery, we established, in 2023, our Participant Advisory Group.

By its Charter, the Group comprises up to 10 Participants from different geographical and service delivery areas. This provides to us a wide and diverse range of Participant lived experiences at each meeting.

The Group meets with members of our Leadership Team every three months. Each meeting agenda is Participant driven and focuses on how we can better serve our Participants through our service delivery procedures and practices.

A Report setting out the issues and matters

raised by the Participants at each meeting are provided to our Service Delivery Quality Committee and to our Board.

By providing a structured, safe, and open environment for our Participants to share their thoughts and insights on their lived experiences, as well as their views and feedback on the services we provide, the Group has helped us to establish meaningful community engagement strategies. These strategies guide and continually enhance the quality of our service delivery.

The Group also publishes a regular Participant focused newsletter which is distributed to all of our Participants and is placed onto our website.



Endorsement of the Philosophy

Group members have actively participated and assisted us with the development and finalisation of the Philosophy and its 4 Disciplines.

Through their thoughts, insights, constructive feedback and lived experience we have been able to produce a Philosophy that will ensure

a lens of quality and continuous improvement is applied to everything we do and, importantly, to the services that we provide to each of our Participants.

Our Participant Advisory Group fully endorse the Quality Service Delivery Philosophy and will periodically review our outcomes in alignment with it.





Meet Josh

Josh's journey into employment was carefully tailored to his individual needs and interests. With side-by-side support from both DES and NDIS teams at Forrest Personnel, Josh explored various career pathways to discover what work meant to him personally. This exploration was crucial in ensuring that his chosen path aligned with his strengths and passions. By utilising a customised employment approach, we were able to match Josh's unique skills and strengths with the right employer.



Josh's journey began with a work placement at Par 3 Golf Course, where he assisted with grounds maintenance, including clearing leaves and tidying garden beds. His enjoyment of this role caught the attention of the support team, who recognised an opportunity when they

learned about the refurbishment of Timothée Resort under new ownership.

Approaching the Resort's new owners, Jamie and Alice, with the idea of employing Josh, the team found enthusiastic partners in creating an inclusive workplace. Josh quickly became a valued member of the Resort staff, responsible for helping to maintain the grounds and pool area.

"I love the uniform, and they are such nice people to work for," Josh shared, expressing his satisfaction with his new role.

The positive impact of this employment opportunity is evident not only for Josh but also for his employers. Jamie, one of the Resort owners, praised Josh's work ethic and personality: "It's great to have Josh around. He knows his job well, comes in and just gets on with what needs doing. He also has a great sense of humour."

By focusing on individual strengths and fostering inclusive work environments, these partnerships create meaningful employment opportunities that benefit both employees and businesses alike.





Meet Alex

Alex's journey with Forrest Personnel began with a collaborative effort between ourselves, Alex and her support team. After careful consideration, we realised the DES program would be the most effective way to provide Alex with suitable employment opportunities.

With years of experience in garden and landscaping maintenance, Alex has a unique set of skills. Her passion for chainsaw work particularly stood out, catching the attention of Forrest Personnel's Labour Hire team, who were looking for suitable candidates for a new role. The DES team quickly arranged a meeting, setting the wheels in motion leading to Alex's employment.

Recognising the importance of comprehensive support, Alex's support team worked closely with Forrest Personnel to address potential barriers to her success. A key component of this was developing a flexible transportation plan. This plan not only ensured Alex could reliably get to and from work but also allowed her to use her electric bike when the weather is nice.

Just five months after joining the program, Alex secured her position with the Water Corporation. Her enthusiasm for the role is great. Alex's most common comment is that "she absolutely loves

her job" and she is always eager to get feedback and ask if she needs to improve in any areas as she wants to ensure that her employers are happy with her.



The Water Corporation has been equally pleased with Alex's performance. They commend her as a valuable member of the team, noting her ability to complete work with minimal supervision.

By developing customised solutions that meet the unique needs of our partners, and our Participants, we can create meaningful, suitable, and sustainable employment opportunities, ultimately fostering a more inclusive workforce.



Meet Andrew

Andrew's employment journey began with a clear vision: he wanted to work outdoors, combining his passion for car washing and yard maintenance. Through Forrest Personnel's NDIS innovative Discovery Process, Andrew was able to express his ideas and identify areas where he would like to increase his independence.



The breakthrough came when Gilmour Plumbing & Gas approached Forrest Personnel's Labour Hire team, seeking someone to handle garden

maintenance and vehicle washing. This opportunity perfectly aligned with Andrew's goals, and his mentors at Forrest Personnel were able to help him secure the position.

With side-by-side coaching, role mentoring, and instructional guidance throughout his paid employment Andrew has become a valued and respected member of the Gilmour Plumbing team.

As Andrew's confidence has grown, so have his responsibilities. He has embraced new challenges and expanded his role, all while receiving continuous on-the-job support from his mentors. This holistic approach has enabled Andrew to not only meet but exceed the requirements of his position.

This experience has not only helped Andrew achieve his employment goals but has also boosted his confidence and independence.

By creating a bridge between job seekers with specific needs and employers seeking dedicated workers, we can develop a win-win situation for all involved. With the right support and opportunities, individuals can overcome challenges and find meaningful employment that aligns with their passions and goals.





Meet George

Originally from Margaret River, George has had a long career as a sandblaster, working his way across Western Australia, eventually settling in Kalgoorlie. But when the engineering company he had worked at for more than a decade made him redundant, George, who has epilepsy, struggled to find employment.

At the age of 61, George worked several odd jobs across the Goldfields, but when the work dried up – and he was unable to find long-term employment – he was left with few options. Because of his epilepsy, George was unable to work in the same industries he had years of experience in.

George found that although the Goldfields had a reputation for wealth, prosperity, and job opportunities, for people with disabilities that was not always the case.

After connecting with Forrest Personnel, we were able to place George with our Social Enterprise, Trolley Collecting for Woolworths, Kalgoorlie. Although this has been a huge change from his usual work, George has been able to maintain regular employment and has the supports around him to help him succeed.

George has now been in this role for over 4 years and has become an invaluable member of our



Kalgoorlie Trolley Collecting team. He is a great advocate for Forrest Personnel within the community and is also an active member of our Participant Advisory Group.





Meet Elvis

Elvis's transition from long-term unemployment to a fulfilling role with the Shire of Brookton demonstrates the power of perseverance and inclusive employment practices. After undergoing double bypass surgery and pacemaker implantation, Elvis spent four years out of work, and at the age of 65 doubted he'd ever rejoin the workforce.

These health challenges affected not only Elvis's physical capabilities but also his mental well-being. Forrest Personnel provided crucial support, offering job-seeking assistance and emotional encouragement. "They've been a great help by talking to me often," Elvis shares. "I believe this has helped a great deal with my mental health."

When an application mishap nearly cost Elvis his chance at a Shire job, Forrest Personnel's advocacy proved vital. They successfully pushed to get Elvis's application in front of the right people, securing him the position.

Now, Elvis works as a machine operator for the Shire of Brookton, handling various tasks including operating loaders, bobcats, water carts, and rollers. He's also involved in road crew work such as gravel transportation and chainsaw operation.

For Elvis, this job is more than employment; it's a new lease on life. "Life is great," he said, praising his positive work environment and colleagues. The role has restored his sense of purpose and self-worth, demonstrating the profound impact of meaningful work.

Elvis's story highlights the potential within individuals often overlooked due to health issues or other employment barriers. It showcases how inclusive hiring practices and role adaptations can benefit both employees and organisations.

While Elvis jokes that his new job hasn't excused him from household chores, it has undeniably transformed his life, serving as a powerful reminder of work's ability to provide dignity, purpose, and positive change in communities.





Meet Nila, Karen & Jake

Three Participants from Forrest Personnel's support services have found success and connection through their shared interest in art. Karen, a Participant in the DES program, recently opened the Artist's Den in Collie. This achievement came after lots of preparation and long-term planning. Forrest Personnel provided support and encouragement through the planning stages, helping to prepare Karen for business ownership.

The Artist's Den is strategically located on Collie's Mural trail, positioning it well for future tourist traffic. While Karen acknowledges that profits may be limited in the initial period, she remains optimistic about the potential for growth during the tourist season.

The Artist's Den exclusively features work from local artists, including two other Forrest Personnel Participants: Jake and Nila. Nila, another DES Participant, has been with Forrest Personnel for over five years. Initially working at Coles in night fill, her hours were insufficient, and Nila needed to boost her income. Nila, with encouragement from her Forrest Personnel mentor, started her own jewellery-making business called Breeza Beads.

Jake has been supported by his Forrest Personnel NDIS mentor team since early 2024.

Despite living in a remote area of southwest Western Australia, Jake received place based support through a collaborative effort between the NDIS team and his existing support network. Through Forrest Personnel's Discovery process, Jake has been able to identify clear goals for himself and determine the future direction of his artwork.



Nila and Jake have completed Certificates II and III in Visual Arts. During their studies, they met another Forrest Personnel Participant, Freena, further expanding their artistic network. Nila now sells her jewellery at the Artist's Den on consignment while maintaining her job at Coles. She also volunteers at Collie Art Gallery, where her work is displayed. Jake has made significant progress, becoming part of the local art community and living independently. His artwork is now on display and for sale at the Artist's Den.



The collaboration between these Participants shows how shared interests can create connections and opportunities. As the Artist's Den continues to operate and the Participants further develop their skills, they contribute to the cultural landscape of Collie while achieving personal and professional growth.

◀ **Nila** has diversified her income sources, combining traditional employment with her own business and volunteer work.



Karen has realised her dream of opening an art gallery, providing a platform for local artists. ▶

◀ **Jake** has integrated into the community and is preparing for his first art exhibition.





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