



Community  
Resources



# Annual Report

2022 - 2023

Creating jobs that care for people and planet





**We are a national not-for-profit and registered charity with a clear vision to make a stronger, fairer Australia.**

**Our story began on Worimi land on the NSW Mid-North Coast in 1987.**

We were set up as a community development organisation, Great Lakes Community Resources, to provide training and employment opportunities for local Aboriginal people experiencing disadvantage. Over the subsequent years our impact has widened, and our communities have thrived.

We now run some of the largest social enterprises in the country and deliver a range of community services. In 2023 we employed 675 people across NSW, Queensland, Victoria, Western Australia and the ACT.

Since 2017 we have operated as Community Resources. We create jobs that care for people and planet, we keep waste out of landfill, we grow and distribute fair food, and we provide community services to those who need them most. Thank you for supporting us.



**We acknowledge the Traditional Owners of Australia and recognise the continuing connection to land, waters and culture. We pay our respects to Elders past and present. Together we walk towards healing.**

## Contents

03	Our 2022-25 Strategic Plan
04	Our Impact
06	Co-Chair Message
07	Our Board
08	CEO Message
10	Event Highlights
12	Achieving our Goals
16	Working on Country
17	Theory of Change
18	Community Services
24	Green Connect
30	Resource Recovery Australia
38	Soft Landing
46	The Management, Administration and Development Team
50	Our Advocacy
52	Our Volunteers
53	Funders & Partners
54	Financial Report
57	Organisational Structure

Inside cover: "Yulinbal Yuruygu" Returning to Our Roots. Artwork commissioned for Community Resources by Worimi artist Kitana Paulson. Language translation by Aunty Mandy Davis and Muurrbay Aboriginal Language and Culture Co-operative

"This piece is capturing nature and connection with all things. Trees are living beings that represent growth, change and wisdom. They have whole underground networks of communication with each other through their root systems. The formations in the tree represent spirits and how all things are connected. The remainder of the artwork is showcasing elements of nature in the process of change with the sunset in the background, growing grass with a journey symbol along the way and fish swimming through the lake. Many colours of country. With the translation by Aunty Mandy and Muurrbay, I have named this piece "Yulinbal Yuruygu" which means "Returning to Our Roots" in Gathang. I believe that's how we connect to spirit & heal, we go inward. Observing & appreciating the simple things. Returning to our roots."

Front cover: Eh Moo, Senior Farm Hand, Green Connect. Back cover: Ngarramba Indigenous Homework Club, Homebase Youth Services.

[www.communityresources.org.au](http://www.communityresources.org.au)

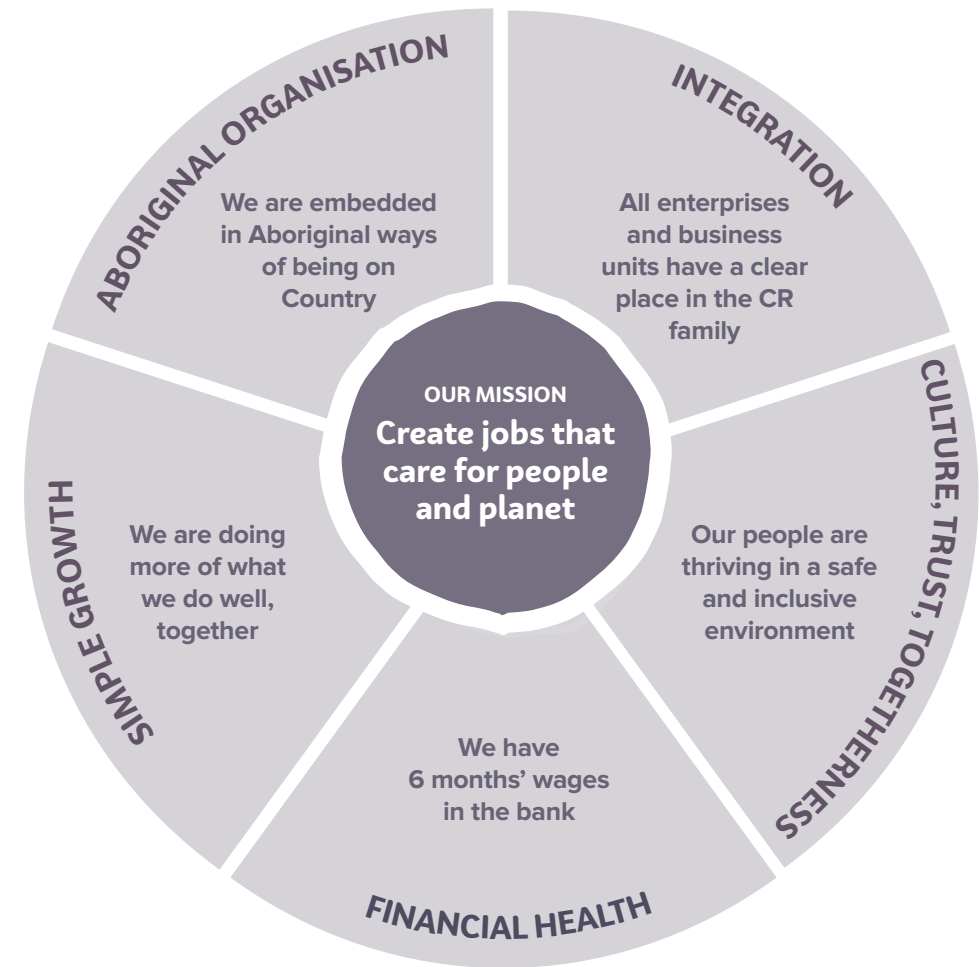




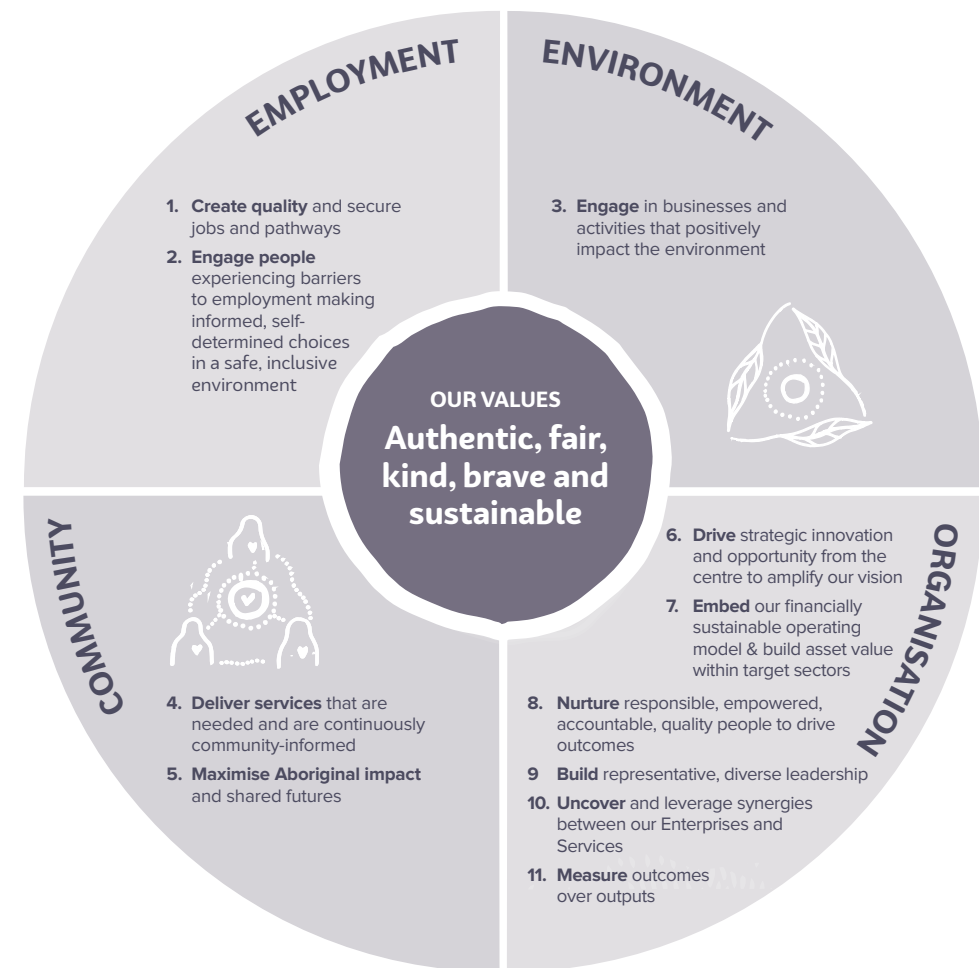
OUR VISION  
**Thriving communities that value people, planet and the traditional custodians of the land**

Rita Duffy, RRA Toowoomba Manager

## 2022-25 Strategic Plan



KEY PILLARS AND GOALS



WHAT IS IMPORTANT TO US

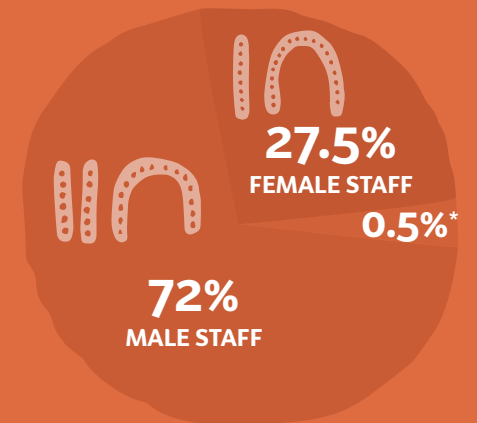




## OUR IMPACT IN 2022/23



**74%** OF STAFF JOINED US WHEN EXPERIENCING BARRIERS TO WORK



**68**

STAFF IDENTIFY AS ABORIGINAL AND/OR TORRES STRAIT ISLANDER

**105**

STAFF IDENTIFY AS REFUGEES

**151**  
STAFF ARE YOUNG PEOPLE\*

**13,400**  
TRAINING AND DEVELOPMENT OUTCOMES\*\*



**20,496**

Tonnes of waste diverted from landfill through reuse, repair and recycling



**34,859**

Kilograms of fair food grown and distributed



**67,450**

Instances of community services provided

\* Young people defined as under the age of 25.  
\*\*Includes all training outcomes delivered, including formal, informal and toolbox talks.



# Welcome

## CO-CHAIR MESSAGE

Getting back to what we do well has been important to steady us, given the tumultuous COVID years we have survived. As a Board we are committed to doing governance well so that we have a robust model to deliver meaningful employment that benefits people and planet. We are proud to be part of demonstrating how business can and must serve community. The annual report is always a highlight in sharing our stories of change and the impact we make.

Our family of enterprises have been developing initiatives together, building on their individual and combined strengths. Green Connect and Community Services developed a shared model for employment and secured significant funding from the Paul Ramsay Foundation. Soft Landing and Resource Recovery Australia combined their deep expertise in waste management in a joint submission to ACT's Circular Economy Strategy. The leaders of these organisations – David Petrie, Robert Servine, Lisa Berry, Matt Curtis – and our CEO Marc Higgins, have been working tirelessly to bring their people and systems together to deliver better outcomes for our communities. Right by them have been Mark Chicken, Rachel Walker and Anthony Rohr with backbone central support. These leaders model CR values and our nearly 700 employees model them right back.

Financial health is a must if we want to keep paying wages and deliver our impact. CR posted a respectable surplus of \$1.2 million in FY23 - an expected reduction from the previous year due to some one-off events. Our total income was \$36.4 million, higher than the previous year, of which \$24.5 million was paid in wages to our people.

As a Board we are deeply motivated to strengthen our own performance, so that we can support this deadly organisation, its incredible people, and the communities we serve. Quality governance and reporting is a critical step to help guide our strategy and efficiency. And for us, improved efficiency means more jobs, more caring for Country, and more support for our communities. The constitution has been reviewed and been updated to align better with current legislation. Board evaluation has been systematised. Board renewal and growth plans are in place.

The CEO performance framework has been reviewed to ensure the CEO, Board and our people are all rowing in the same direction. Risk and WHS continues to be a focus for the Board to ensure we keep our people safe and have a stable springboard for growth and development.

We recognise the challenges and cultural load that many of our Aboriginal and Torres Strait Islander staff have borne over the past year. Please look after each other during these times as the nation reckons with its character and history.

We farewell longstanding Board Director, Gaye Tindall, after years of service. We also welcomed new Dharug Board Director, Brendan Thomas. We thank Nick Thomas, Anne Sattler and Brendan Thomas for walking with us and the CR family to make it a beautiful place to work, to strengthen Country and community.

### KATRIINA HEIKKANEN & INDU BALACHANDRAN CO-CHAIRS



## Our Board



### Indu Balachandran CO-CHAIR

Indu Balachandran has led work in strategy, program design and delivery, and governance in the social-purpose sector for over 15 years. Indu is a Global Atlantic Fellow in social equity.

Her advisory roles include the Board of Western Sydney University's Institute of Culture and Society, and Kuring-Gai Council's Multicultural Advisory Committee. Her prior leadership roles were at the Aboriginal Housing Office (NSW Gov), the National Centre of Indigenous Excellence and Social Ventures Australia. Indu plays the veena and is a cultural producer interested in placemaking. Indu was a recipient of the UTS Human Rights Award for Reconciliation. Indu brings a mix of commercial experience, social equity work, and community engagement knowledge. She holds a Master of Social Change Leadership (Indigenous Knowledges), Master of Economics (Social Science, by research), and Bachelor of Business (Honours). Indu is also an accredited practitioner with Social Value International and a member of the Institute of Chartered Accountants Australia and New Zealand.

Indu joined the Board in Nov 2019.



### Katriina Heikkanen CO-CHAIR

Katriina is an Aboriginal woman of Worimi descent. She is the Indigenous and Social Policy Manager for the Australian Football League (AFL) and serves on the Board of Tranby National Indigenous Adult Education & Training.

Katriina has spent over 25 years working in Indigenous Affairs including 9 years in government across Indigenous portfolios for employment, education, arts and sports. She has a passion for uniting youth and communities through sports to create safe and inclusive environments for future generations. Katriina is a member of the Australian Institute of Company Directors (AICD), has completed the Company Directors Course and holds a Diploma in Indigenous Leadership.

Katriina joined the Board in May 2018.



### Anne Sattler DIRECTOR

Anne owns and operates Anne Sattler Professional Services and Consulting, a small business that assists Aboriginal organisations with grant applications and report writing.

With over 20 years as a Commonwealth Public Servant in Aboriginal affairs and experience with the Forster Local Aboriginal Land Council, she offers deep knowledge in Aboriginal affairs, government policy, and community development. She holds a Diploma of Education (Primary Teaching) and an Advanced Certificate in Community Management.

Anne has been a board member for many years and most recently rejoined in Nov 2010.



### Nick Thomas DEPUTY CHAIR

Nick has held executive positions in both the commercial and NFP sectors. He spent much of his professional career driving the growth and success of a large international travel organisation, based overseas for 20 years.

He followed this with other projects in travel and tourism before becoming CEO of an Aboriginal development organisation in the Kimberley region of Western Australia. Since retiring from full-time employment in 2015, he has engaged in consultancy work and currently serves as chair on two other NFP boards. Nick brings business development and management experience to Community Resources, together with strong financial acumen and governance skills. He holds a Bachelor of Science (Honours), a Masters of Business Administration and is a graduate of the Australian Institute of Company Directors.

Nick joined the Board in Dec 2021.



### Brendan Thomas DIRECTOR

Brendan is a proud Dharug man with 20 years' experience in the Property industry.

Brendan has held Senior Leadership positions in some of Australia's largest and most iconic companies and developed a strong understanding of Risk and Governance frameworks. Brendan has been on the CBA's Indigenous Advisory Panel and RAP Advisory team, where he mentored many of his First Nations Brothers and Sisters, supporting their career and personal growth. Brendan's passions culminated in him founding NGaaNU, which is a project management and consulting business that focuses on creating pathways for Aboriginal and Torres Strait Islander people to enter the property industry in a culturally safe and supportive space. Brendan holds a Masters of Business Administration in Technology, Bachelor of Civil Engineering (Honours), a Diploma in Frontline Business Management and sits on the Property Council of Australia's Division Council.

Brendan joined the Board in October 2022.



# CEO Message

MARC HIGGINS

It is with a great sense of humility that I share this year's record of our work, achievements and impact and tell the stories of the deadly people who make up the essence of CR.

I acknowledge and pay my respects to Elders, past and present, of the 13 Sovereign Aboriginal Nations where CR operates as we continue the work we started 37 years ago on Worimi Country.

As I travel around our sites and hear our people's stories – how they came to work with us, what they have learnt, what they have taught others, why they stay, and the future they want, it's clear to me we have something special. The individual contributions that our people make are collectively part of something that is changing the planet and people's lives for the better.

In 2023 we continued our journey towards reconciliation through the drafting of our Reconciliation Action Plan (RAP). Our management team undertook two days of profound Aboriginal Cultural Awareness training where they listened, learnt and came away with their own personal action plans to achieve reconciliation. It is essential that we build a culturally strong and aware management team as we return to our roots to become an Aboriginal organisation.

We continue to make steadfast progress toward our strategic goals. There are many stellar examples of our enterprises delivering against this roadmap as we do more of what we do well, together. We finished the year with a \$1.2m surplus, delivering on the whole, stronger levels of impact than we ever have before. We were proud to deliver: 675 jobs, 67,450 incidents of community services, grown and distributed nearly 34,859kg of fair food and diverted more than 20,469 tonnes of resources from landfill. This is proof that our business model of 'waste2wages' works.

None of this would have been possible without the support and collaboration of our customers, clients, partners, philanthropic funders and government clients. Their support and belief in our work is instrumental in our success.

I would like to thank our board and Co-Chairs Indu and Katriina for their guidance and support. This year we welcomed Brendan Thomas, a proud Dharug man to the board, and we farewell Gaye Tindall. Gaye continues to be involved with CR and I would like to thank her for her many years of volunteer service to CR.

I would also like to thank the people who provide invaluable skills and expertise that strengthen our enterprises: the management, administration and development team. Without their dedication, our enterprises couldn't do the important work that they do.

Three out of four of the people who work with us have come to us experiencing barriers to employment. The stories and outcomes shared in this Annual Report are a testament to what can be achieved when people who are determined to succeed are given faith, support, trust and belief.

Spending time with our team is a privilege, and I daily witness the amount of passion and purpose that our people have for what we do. There is nothing more motivating than being with people who have the same purpose and unwavering commitment to our mission.

**As we look ahead, I am excited about the opportunities that await us. Together, we will strengthen our organisation and continue to grow, making a difference for people and planet.**

Thank you for being part of our journey.

MARC HIGGINS  
CEO AND PROUD WIRADJURI MAN

Clockwise from top: Marc and Indu Balachandran, Harry-Daniels Grant, Marc and David Petrie at Soft Landing Perth, Robert Servine, Marc and Ace Rantall at Green Connect Farm, Marc, Katriina Heikkanen and Indu at RRA Noosa, Anne Sattler and Marc.





# Events

2022

JULY

- **Homebase Youth Services** hosts NAIDOC Debutante Ball - One Last Dance for Aunty Margie

SEPTEMBER

- **CR Senior Managers** attend the Social Enterprise World Forum in Brisbane
- **Green Connect** manages waste at the Union Cycliste Internationale (UCI) Road World Championships in Wollongong

NOVEMBER

- **RRA** commences at Redcliffe and Dayboro Waste Transfer Stations on behalf of City of Moreton Bay
- **RRA** presents at Waste Management and Resource Recovery Association of Australia SA Conference
- **CR celebrates National Recycling Week** with far-reaching media coverage, a podcast and RRA's community day at Tuncurry Waste Management Centre with MidCoast Council
- **Minister Tanya Plibersek's** announces mattresses will be added to the recycling Product Stewardship Priority List at Soft Landing Hume with significant media coverage

DECEMBER

- **Green Connect** hosts stall at the Jack Johnson Meet the Moonlight Tour at the Sydney Opera House and raise funds for Su Meh's Flower Garden
- **Green Connect Unanderra Op Shop** undergoes a major overhaul to improve customer experience and sales
- **Homebase Youth Services** delivers Christmas Hampers to clients and the community
- **Green Connect** wins the EPRI Grant from the Department of Home Affairs to expand our work into Western Sydney
- **CR makes a submission** to the draft ACT Circular Economy Strategy

2023

JANUARY

- **CR** hosts 'Welcome to 2023' BBQ at The Loop, Tuncurry

FEBRUARY

- **CR** hosts 'Welcome to 2023' BBQ at Green Connect Farm, Illawarra
- CR's deep-dive strategic planning process per Enterprise
- **Soft Landing** receives accreditation as an approved recycler with the ABSC (Australian Bedding Stewardship Council)

MARCH

- **Green Connect** purchases walk-behind tractor
- **RRA's** successful delivery of the Norfolk Island Consultancy project

APRIL

- **CR Managers** attend Cultural Awareness Training in Tuncurry and Wollongong
- **Homebase Youth Services** offices move to The Loop, Tuncurry
- Our youth refuge, **GLAMYHS**, receives ASES Accreditation
- **David Petrie** appointed as the new GM of Soft Landing
- **RRA** welcomes second custom-built Mobile Community Recycling Service truck to the fleet

MAY

- **Green Connect** features in the SBS Growing Wild Documentary
- **RRA** presents at Waste 2023 in Coffs Harbour
- **Homebase Youth Services** receives funding renewals for the Parents and Community Engagement (PaCE) program and Commonwealth Home Support Programme

JUNE

- **Green Connect** wins a place in the Mirvac and Social Traders Supplier Development Program
- **Green Connect** launches new online shop for Fruit and Veg Boxes
- **14 RRA managers** and leaders commence Certificate IV in Workplace Health and Safety
- Four **Soft Landing site managers** and supervisors commence Certificate IV in Leadership and Management



**Row one:** Union Cycliste Internationale (UCI) Road World Championships, NAIDOC Debutante Ball  
**Row two:** RRA celebrates National Recycling Week with a community day at RRA MidCoast, Social Enterprise World Forum  
**Row three:** Cultural Awareness Training, Jack Johnson Meet the Moonlight Tour, Minister Tanya Plibersek visits Soft Landing ACT  
**Row Four:** Green Connect's walk behind tractor, Soft Landing ABSC Accreditation, RRA Waste 2023 Conference, Homebase renewed funding for Parents and Community Engagement program





# Strategic Goals

## GOAL 1: ABORIGINAL ORGANISATION

### Case Study: Cultural Awareness Training

Aboriginal and Torres Strait Islander people have a deep connection to Country, which encompasses land, sky, water and everything in between. It's also family, knowledge, stories, and history.

Supporting our people to build on their respect and understanding of this connection to Country is vital to achieving our goal of being an Aboriginal Organisation. This year, two cultural awareness training workshops brought a depth of knowledge and awareness to our organisation, and our people say it was a deeply moving experience for all.

The two-day workshops were delivered by Felicity Ryan from Big River Connections on Worimi (Tuncurry) Country and Dharawal (Illawarra) Country. 43 senior staff members and front-line managers from across our organisation attended to listen, share and learn from Felicity, who guided both Aboriginal and non-Aboriginal participants through the sessions. A third cultural awareness workshop is scheduled for late 2023 on Turrbal (Brisbane) Country for another 22 staff members.

David Petrie, our Soft Landing General Manager, attended the Dharawal training. He says, "It was a transformational experience; I learnt things I should have known and heard truths that I needed to hear. I feel privileged to have been given this opportunity".

While building awareness of Aboriginal culture was the key goal of these workshops, it also encouraged attendees to take action; each of our staff created a list of positive steps they could personally take towards reconciliation in Australia.

Actions included acknowledging the Aboriginal Country we live and work on; learning local Aboriginal history; engaging with local community Elders; commissioning Aboriginal art; strengthening our connection with local Aboriginal communities; and creating culturally aware work sites.

Our team members' choice of actions shows that respecting Aboriginal culture and embedding ourselves in Aboriginal ways of being on Country isn't just about grand gestures: it's about opening the lines of communication, building relationships, showing respect for the traditional custodians of this land, and moving in the right direction.

Rachel Walker, our Marketing Manager, attended the Worimi training. She says, "We left the workshops with more knowledge, better relationships, and more ways in which we can work with Aboriginal communities. It gave us the tools to continue our cultural education and development in our workplaces and personal lives".

**While cultivating awareness and understanding can take time, it's about continuously moving forward and taking steps, however small. Our staff have shown dedication to this process after the workshops, following through on planned actions with humility and persistence.**

**'It was a transformational experience; I learnt things I should have known and heard truths that I needed to hear. I feel privileged to have been given this opportunity'**

DAVID PETRIE SOFT LANDING GENERAL MANAGER

Above: Ann Burbrook, Natalie Ridgeway, Felicity Ryan, Toni Paulson and Bella Peardon

## GOAL 2: INTEGRATION

### Case Study: Joining Forces

While Green Connect, Soft Landing, RRA and Community Services are unique, with their own services and expertise, each part of our business works towards our shared Theory of Change: creating thriving communities that value people, planet and the traditional custodians of the land. By joining forces and utilising all of our strengths, we can increase our impact and achieve this common goal.

Rachel Walker, Community Resources' Marketing Manager, says, "There is a treasure-trove of expertise within our enterprises, and we asked ourselves, how can we share this wider? The advantage of coming together is taking the very best of what we're doing, in different locations, allowing everyone to benefit from shared knowledge and resourcing for a stronger impact".

In FY23, we demonstrated the benefits of this approach with two joint opportunities: the first between Soft Landing and RRA and the second between Community Services and Green Connect.

Soft Landing and RRA completed a co-submission to the draft ACT Circular Economy Strategy in December, as both enterprises have worked extensively with the ACT Government organisation, ACT NOWaste. Soft Landing operates as the sole mattress recycler in the region on an ACT NOWaste site, and RRA manages the weighbridge contract for ACT NOWaste across the state.

The submission was an opportunity to pool our resources and share our combined ACT waste knowledge, allowing us to advocate for change in how the state manages waste. In a positive result, the ACT Government has introduced new legislation to support a legal framework to establish a circular economy in Canberra.

In our second partnership opportunity, Community Services and Green Connect successfully applied to Paul Ramsay Foundation's competitive National Employment Open Grant Round, receiving funding to launch a three-year program called 'Strive for Success'.

Working collaboratively across two distinctive geographic locations – the Mid-North Coast and the Illawarra – Community Services and Green Connect will enable 450 young people experiencing barriers to employment to reconnect with education and training, become work ready and secure meaningful work.

Looking at the bigger picture, the successful partnership allows us to leverage our subject matter expertise, scale up our work and deliver a much stronger impact in our communities.

**Rachel says, "As a large organisation with numerous social enterprises and services, we are focused on working collaboratively to scale up. We see this as a responsibility to the people we employ, giving them confidence in our stability, and a responsibility to the communities and Country where we live and work. We're here to make a positive impact, and we can do that better together".**



Lu Reh, Green Connect staff member



## GOAL 3: CULTURE, TRUST, TOGETHERNESS

## Supportive Workplaces

**Case Study: Soft Landing Hunter**

In a quiet industrial area in Newcastle, the staff at Soft Landing Hunter go about their day, manually stripping mattresses and bed bases to maximise the recycling of materials. Digging a little deeper reveals a strong culture of trust where our people feel safe enough to truly thrive.

Site Manager Kyle Easton has been working at the site for almost 13 years and witnessed the business change hands multiple times before being acquired by Community Resources as part of our Soft Landing business in 2016.

Kyle says things changed for the better when Soft Landing took over. He explains, "We have more support, and it opened our eyes and showed us that we're part of something bigger, and we're making a real difference".

The supportive environment at Soft Landing Hunter is cultivated by our Executive Management team and filters down to front-line managers like Kyle, working its way through to each of our staff. It's a whole of organisation approach that creates a positive work environment in each of our enterprises at every site.

Soft Landing Hunter is a prime example. Kyle says, "Our people aren't just another number. Everyone has a voice. If someone has an opinion or feels there is a better way to work, I listen, and we try it out".

The result is a strong able team, with an average tenure of seven years. Kyle says, "Some of the guys came from difficult backgrounds and faced barriers to employment before joining the team. When we first hired them, they were quiet in their shells. But with the way we work here, you slowly watch them open up and find their sense of purpose".

While it's important our staff feel comfortable at work, we also encourage them to grow and succeed by providing regular training and education opportunities.

Kyle says, "We're supporting a few guys to get their truck licenses and two more to get forklift licenses. Community Resources is also putting me and our Site Supervisor, Gav Mason, through a Certificate IV course in Leadership and Management. We have all the support we need, which in turn allows us to support our staff better".

**Kyle says, "It's just a great place to work. And here in the Hunter, we're a motley crew, but it's a cracker of a group to be around, and we know we'll always have each other's backs. We're really like one big family".**

## GOAL 4: FINANCIAL HEALTH

**Case Study: Strengthening our Capacity to Deliver**

Our primary aim as a social enterprise and registered charity is to create positive social and environmental outcomes. However, to consistently deliver on our mission, we must operate from a foundation of strong financial health.

"Financial health is integral to our mission; it allows us to continue providing reliable services to our customers and partners, even when unexpected costs or events arise. As such, we apply business and economic principles to our work to build a strong balance sheet and generate a surplus wherever possible", says Mark Chicken, Financial Controller.

Last year, we made great strides towards building our financial reserves to a goal level. We have done this through expansion, including the launch of two new RRA sites at Moreton Bay; realignment of our pricing models; systems improvement, improved financial reporting; implementation of a quarterly forecast process, and the simplification of some of our business offerings.

Mark says, "The steps we're taking to strengthen our financial position will allow us to plan better for our future, buffer against any trade or activities that may downturn,

reduce our risk and reinvest in quality systems, practices and assets to further strengthen our position".

"Most importantly," he says, "it means we can support our many people with a steady income and secure and meaningful employment long into the future".

**"Financial health is integral to our mission; it allows us to continue providing reliable services to our customers and partners".**

**MARK CHICKEN**  
FINANCIAL CONTROLLER

## GOAL 5: SIMPLE GROWTH

**Case Study: Green Connect Farm Activities**

This year at the Green Connect Farm, we launched our Community Farm Blitzes and Farm Playgroup as a natural extension of our other farm activities, increasing options for families to learn about sustainable living, connect with nature, and support our mission.

Quill Darby, Farm Activities Coordinator, says, "Green Connect excels at educating the community about growing fair food and living sustainably through our farm tours, corporate volunteer days and school educational trips. But we found that families wanted to bring their kids along and experience the farm or contribute in some way, together".

Our bi-monthly Farm Blitzes and weekly Farm Playgroup answers this call from the community. Quill says, "The Farm Playgroup lets kids explore and get a bit muddy and messy. They learn about where their food comes from, feed the animals and recycle scraps; we're planting the seed in them to live sustainably and care for our planet".

"The Saturday Farm Blitzes encourage people to come along and volunteer for a few hours," she says, "and we have the kids' space open so they can play while the parents work. It's great for us – the extra hands support us to complete big farm projects quickly – and there's a real sense of community. Families get to feel they're part of something bigger".

**She says, "And from little things, we've seen big things grow. Parents are often inspired to support all the good things we're doing; some become Veg Box customers or want to get their company involved. It just shows what's possible when we focus on our strengths and allow things to grow naturally".**



# Working on Country

## WHAT IS COUNTRY?

Country is the term used by Aboriginal & Torres Strait Islander peoples to describe the lands, waterways and seas to which they are connected. The term contains complex ideas about law, place, custom, language, spiritual belief, cultural practice, material sustenance, family & identity.

AIATSIS.GOV.AU



### NEW SOUTH WALES

- Awabakal (NEWCASTLE)
- Biripi (TAREE)
- Dharug (SMITHFIELD)
- Dharawal (WOLLONGONG)
- Eora (SYDNEY)
- Gundungurra (MOSS VALE)
- Worimi (MID-NORTH COAST)

### ACT

- Ngunnawal (CANBERRA)

### QUEENSLAND

- Barunggam (TOOWOOMBA)
- Darumbal (ROCKHAMPTON)
- Gubbi Gubbi (NOOSA & MORETON BAY)

### VICTORIA

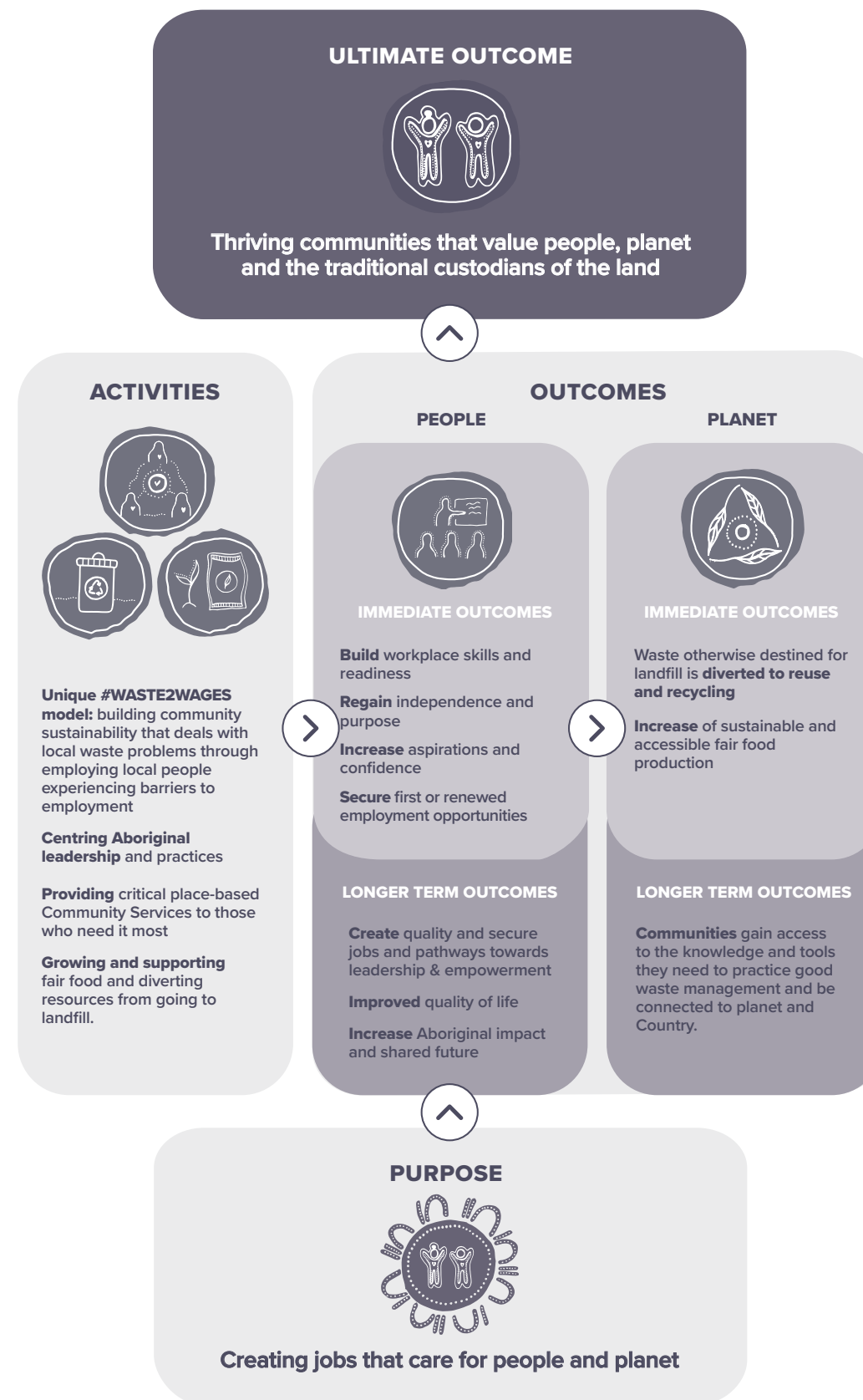
- Woiwurrung (MELBOURNE)

### WESTERN AUSTRALIA

- Wajuk (PERTH)

# Theory of Change

Community Resources makes the world fairer and better through our two-fold model: addressing disadvantage within communities by providing employment opportunities that benefit and reconnect people back to Country.





## OUR IMPACT



**53**  
Employment opportunities provided



**139**  
Training and development outcomes



**67,450\***  
Instances of community service provided  
(20% INCREASE YOY)



**5,452**  
Bed nights provided

# Community Services

Based on the NSW Mid-North Coast, **Community Services** provides a range of services through Homebase, Great Lakes and Manning Youth Homelessness Service (GLAMYHS), Helping Hands and WasteAid.

\* Includes previously unreported instances of phone calls where we provide support, advice & referrals

Homebase Playgroup



### A WORD FROM THE GENERAL MANAGER

The last financial year saw a significant increase in demand from the community for homelessness, drug and alcohol, and domestic and family violence services, and an increase in mental health referrals.

Our Great Lakes and Manning Youth Homelessness Service (GLAMYHS) and Homebase Youth Services experienced increased demand of 32% and 31%, respectively. We implemented waiting lists at our busiest times, triaging the most at-risk clients to ensure critical care was delivered to those who needed it the most.

While our staff and resources have been stretched thin, we're grateful we've been able to support our community through a challenging year while still celebrating plenty of wins.

I'm very pleased to report that the assessment for our Australian Service Excellence Standards (ASES) accreditation was successful. This is a rigorous process conducted by an independent third-party assessor and is vital for us to continue securing government contracts. **We received recognition for our continuous improvement, well-developed processes, and commitment to client outcomes.**

In April, Homebase moved from their Bridgepoint offices (Community Resources HQ) to The Loop, Tuncurry. While we already ran programs out of this location, the office transition has been a success, allowing staff to get involved with different programs and increasing accessibility for our clients and the community. The move follows Homebase's successful retention of funding for the Parents and Community Engagement (PaCE) program, which includes the Homework Club, the Driver Licensing Access Program (DLAP), and the Worimi Advocacy Referral Service (WARS) program.

Homebase also held the NAIDOC Debutante Ball "One Last Dance" this year, in memory of Aunty Margie Donnelly, who organised the first NAIDOC Debutante Ball in 2017 and left an incredible legacy at Homebase. It was a fantastic evening, with over 200 people attending. The ball will now be known as the "Aunty Margie NAIDOC Debutante Ball" and will be held every two years.

Helping Hands Care Services (HHCS) staff continued to support seniors and Veterans with a dedicated, warm and friendly service. Over the year, HHCS staff worked with 195 clients, providing cleaning and meal assistance, respite care, shopping support and more.



The Helping Hands Building Services (HHBS) team completed 243 home modification and maintenance jobs and regained Commonwealth Home Support Programme (CHSP) funding, allowing us to continue providing these services to help our clients live well in their own homes and communities for longer.

**I am so grateful to work alongside an extraordinary team of caring individuals who go above and beyond every day and work together to achieve the best outcomes for our community.** Their innovative ideas, passion and dedication have made our service delivery more accessible than ever, which has been essential this year, with housing shortages and the increasing cost of living affecting many of our clients.

As always, Community Services continues to stand united for love, unity, harmony, and justice – and we look forward to supporting our community in the coming year.

**LISA BERRY**  
COMMUNITY SERVICES GENERAL MANAGER







**“Having Kylie to help keep the house clean has been a weight off my shoulders. Helping Hands are 100% helping me stay here”.**

MURRAY BAKER CARE SERVICES CLIENT

## HELPING HANDS CARE SERVICES

**Helping Hands Care Services client and proud Navy Commander Murray Baker (Retd) might be retired, but now, with support from Helping Hands Care Worker Kylie Styles, he runs a tight ship at his impeccable home.**

He designed it over ten years ago with his late wife Tina, after a lifetime of travelling the world for work. This house was their final stop. But Murray says, “When Tina passed, I had to rethink life, and it was quite a challenge”. Despite this, he says, “I want to stay here in my home and enjoy it as long as possible. It’s a nice location, and I have a bit of a view. I haven’t got Tina to share it with, but I can do what I like when I like, how I like, and that’s great”.

While Murray takes pride in keeping his house spick and span, the Department of Veterans’ Affairs directed him to Helping Hands after his wife’s passing in 2016; since then, Helping Hands Care Worker Kylie has provided a weekly domestic assistance service.

“I had three surgeries last year, and I’m probably facing another one soon,” says Murray, “so having Kylie to help keep the house clean has been a weight off my shoulders. Helping Hands are 100% helping me stay here”.

Kylie says, “Murray likes things done a certain way. He has high standards as a Navy Commander!”

But I assist him with tasks like vacuuming, mopping, hanging out the washing, ironing, and scrubbing the bathroom, which can be painful and time-consuming for him. It’s a big house to maintain on his own”.

By helping to reduce the burden, Kylie saves Murray time and energy, which he’d rather spend elsewhere. “If I get too bogged down with maintaining the house, there’s no time for recreation. Kylie gives me back that time to do the things I like. I’ve got a beautiful boat in the driveway and a motorhome – I want to hit the water and the road again!”

Though Murray likes an adventure, he generally prefers to be at home these days. His favourite spot is the family room next to the kitchen. He says, “It lights up with the morning sun at just the right time to eat breakfast, sip a cup of tea, and read the news. Why would I want to move? My home has everything I need, and you just can’t get that anywhere else”.

**Kylie and the Helping Hands Care Services team delivered 1,366 hours of care this year, supporting people like Murray to live well in their own homes, for longer.**

## HELPING HANDS BUILDING SERVICES

**In the past year, the Helping Hands Building Services team completed 243 maintenance and home modification jobs to help our clients live well in their own homes for longer.**

While this includes everything from full bathroom renovations to pouring concrete for footpaths and driveways, it’s the simplest changes, like ramp installations, that can be the most life changing.

Helping Hands Carpenter Blake Cunliffe says, “Our clients often have limited mobility and use walkers or wheelchairs, so they need these ramps just to access their homes. It’s about safety. Sometimes the installation is requested by the client’s Occupational Therapist; we eliminate trip hazards or the risk of falls by replacing stairs with ramps”.

People with full mobility might easily overlook the significance of a ramp, but for our clients, it’s so much more than just a sloped entrance: it can mean the difference between dependence and independence, helping them to continue living in the comfort of their own homes.

Blake and his team deliver ramp installation services and other home modification & maintenance services to a diverse mix of people in the Great Lakes and Manning areas.

“We do work for young people and seniors, people with disabilities and people who have had a stroke or cancer. No client is the same, but the majority benefit from a ramp installation,” says Blake, “We ensure our ramps are the highest quality and meet Australian standards for access and mobility”.

The construction team includes Blake, two mature-aged carpentry apprentices, a steel fabricator, and the yard maintenance crew. Blake says, “We work hard and get the most out of the day, and we have a laugh along the way, with each other and with our clients”.

It takes the team around four days to build and install a large 7-9m ramp, while smaller custom ramps can take up to a week. Blake says, “We install around 1-2 ramps a month. Time and time again our clients tell us just how much they appreciate the quality and workmanship our whole crew provides. We even had a recent client call his entry ramp ‘the Taj Mahal of ramps!’”

**Blake says, “I’ve been in construction for the past 20 years and have worked on major residential, commercial and mining projects, but Helping Hands is definitely one of the most fulfilling jobs I’ve had. It’s always great to get positive feedback from clients, knowing we’re supporting them to achieve a better quality of life and safe access to their own homes”.**



Helping Hands



Of the 300 young people our Great Lakes and Manning Youth Homelessness Service (GLAMYHS) supported last year, around 70% accessed our services through our outreach program. It's a critical, proactive program that ensures those NSW Mid-North Coast youth who are at risk of homelessness always have a roof over their heads and a safe place to call home.

Our outreach clients have complex backgrounds and barriers to securing long-term housing, including mental health issues, domestic violence, underemployment, and a lack of rental history. Many are in temporary accommodation and need support to secure permanent housing. Some are self-referrals, while others come from community members, schools, domestic violence officers and other local services.

Shaniane Andrews, our Specialised Homeless Service (SHS) Intake Officer, completes a comprehensive intake and risk assessment for each case and allocates them to our outreach case workers. Shaniane says, "Once we allocate a case worker, they travel to the young person at risk for an initial meeting, which might be in a public space, their school, or current home – wherever they feel safe. Many can't reach us via public transport, so this outreach is the only way they can access the support they need".

The outreach team have over 44 years of combined experience in the sector and a shared passion for supporting young people through homelessness. SHS Manager Phil Pilgrim says, "It's a challenging role, and the young people can be hard to engage, but the team do an incredible job. The outreach opens the door to our other services, often allowing us to support these young people before they're experiencing homelessness".

The case workers then formulate a plan to address barriers, referring clients to external services as needed and arranging short-term, medium-term and long-term housing options. Our youth refuge can support clients under 18 for up to 3 months if they require immediate crisis housing, while our transitional housing is a medium-term, semi-supported option for 16–24-year-olds, including single parents and young families with children.

Phil says, "We have 17 transitional properties across Taree, Tuncurry and Forster. People stay in these properties until they secure a long-term option – normally around nine months, but with the current housing crisis, it's taking longer on average".

While clients are in transitional housing, our case workers empower and support them to cook, budget and clean – all the skills they need to maintain a home once they successfully enter permanent private or social housing.

**"Some of our clients simply need time to find employment, or finish studying, or even just to turn 18. We can give them that here at GLAMYHS,"** says Shaniane, **"Many of them have experienced significant trauma, but we work with them to build hope. These young people have their whole lives ahead of them, and we can help to produce real, lasting change"**.

# GLAMYHS

**"These young people have their whole lives ahead of them, and we can help to produce real, lasting change"**.

SHANIANE ANDREWS  
SPECIALIST HOMELESSNESS SERVICE



## Homebase

**Homebase's mission is to support young people in the NSW Mid-North Coast who are facing challenges, to improve their lives and give them the best chance to succeed later in life.**

Our youth workers are a passionate group of people, advocating for and supporting local youth through one-on-one case management and targeted programs based on their needs – like our Surfing and Water Awareness Program, Driver Licensing Access Program (DLAP) and our Supported Playgroup.

While all our programs aim to engage young people and their families in an accessible setting, our Supported Playgroup is unique. It serves a younger age group, catering to children in their earliest developmental years, aged 0-5.

Sarah Little, Homebase Case Manager and Supported Playgroup Coordinator says, "The playgroup runs twice a week during the school term, and it's a great program for local kids and families. It means we can make a positive impact early in their lives and reduce difficulties and barriers they might face down the track".

She adds, "It's often the only chance these kids get to interact in a structured setting, and it's so important they have that experience before they start school". Local mum Nikki\* has been attending the Supported Playgroup with her two-and-a-half-year-old son, Max\*, for the past year.

She says, "Playgroup has been vital for Max's development".

*\*Names have been changed to protect the privacy of the individuals involved*

Before, he hadn't been very social due to a medical condition, but he's excited to go to playgroup every week and has learnt so many new things, including arts, crafts and swimming. I've loved seeing him grow and make friends in a safe environment".

As an early childhood educator, Sarah builds the playgroup curriculum based on critical child development topics like nutrition, school readiness, social skills, and literacy. She says, "We collaborate with the families about their goals and interests and pick a core activity each term, like swimming lessons, which is always a hit".

Beyond this, the playgroup is also a chance to engage parents and carers, encouraging their participation in our other services and programs. Sarah says, "A lot of these families might not access support for themselves and their children otherwise; the playgroup is the first easy step. It's fun and welcoming, we can provide transport, and we put on a nice morning tea with food provided by Woolworths Tuncurry. We remove as many barriers as possible".

**"The biggest highlight is seeing the children and adults making friendships that carry on outside of playgroup; they're building a community support network here, and it's amazing that we can facilitate that. This will set the kids up for the rest of their lives."**

SARAH LITTLE HOMEBASE CASE MANAGER



**OUR IMPACT**



**138**  
Employment opportunities provided



**107**  
Training and development outcomes



**143**  
Tonnes of waste diverted from landfill



**34,859**  
Kgs of fair food grown and distributed



**7,893**  
Community visits to Green Connect Farm



**Green  
Connect**

**GREEN  
CONNECT**  
JOBS FOR PEOPLE & PLANET

Green Connect creates employment opportunities for people with barriers to employment, including young people, refugees, and Aboriginal and Torres Strait Islander People in work that helps the planet and the community. We run a farm and op shops, and provide zero waste services and workforce solutions to businesses and councils.

Mason Gürtner

**A WORD FROM THE GENERAL MANAGER**

When I stepped into the General Manager role at the start of FY23, one of my main aims was to simplify this wonderful yet complex social enterprise while retaining its heart and soul. As a result, Green Connect has experienced significant change in the last year, and while challenging at times, we're making great strides.

The plan was to achieve more by focusing only on activities that align with our core mission and purpose: creating employment opportunities for people with barriers to employment, including young people, refugees and Aboriginal and Torres Strait Islander people through growing fair food and reducing waste. Rather than expanding into new territory, we're streamlining and strengthening what we already excel at.

We created a clearly defined process for our Employment Pathway to generate improved outcomes that change lives. Last year, we provided 138 employment opportunities and 174 training and development outcomes, supporting several people as they moved into permanent roles at Green Connect and externally.

**Building on this, our successful application for the Economic Pathways to Refugee Integration (EPRI) grant from the Department of Home Affairs will allow us to extend our work into South West and Western Sydney to support more refugees in the area.**

Our Farm team reclaimed land overgrown with weeds, allowing us to harvest our fresh, ethically grown vegetables from approximately 90% of the vegetable beds, a substantial improvement from recent years. And we were thrilled to launch a new online shop for fruit and veg box subscriptions to sell this bounty of produce.

The Zero Waste Services team celebrated numerous wins, like managing waste at one of the world's biggest cycling events – the Union Cycliste Internationale (UCI) Road World Championships – and completing large-scale waste audits for Mirvac and Sydney Airport. Their incredible efforts earned Green Connect a place in the Social Traders and Mirvac Supplier Development Program, which will help us improve our systems and processes and generate more business.

Our Op Shops continued to divert tonnes of waste from landfill through 55 recycling streams while educating the community about the circular economy. A revamp at our Unanderra shop led to increased sales, and a fruitful partnership between our University of Wollongong (UOW) Op Shop and UOW Pulse allowed us to provide student volunteer opportunities while improving economic viability.



Finally, I'm pleased to share that we're launching a new venture - Green Connect Workforce Solutions. As part of our goal to consolidate and simplify, we have taken the best parts of Staffing Solutions and Gardening and Landscaping Services and created the new offering Workforce Solutions. We are delighted with the result. It gives a renewed focus on what we do best: reducing waste and improving environmental outcomes while creating employment opportunities that benefit the communities we serve. Now that we're focused on what we do well, we can have a greater positive impact on people and the planet.

I'm proud of the Green Connect team's integrity, dedication, and willingness to adapt this year, allowing us to make real progress towards our goals and bring Green Connect into a new, stronger era. I see a bright future ahead of us and am so grateful to be part of it.

**ROBERT SERVINE**  
GREEN CONNECT GENERAL MANAGER





Tucked away in suburbia on the Green Connect Farm, lambs graze in the sunshine, pigs roll happily in the rich soil, and there's a buzz of people tending to the flourishing vegetable beds side-by-side, all under the watchful eye of Farm Manager Emily Henderson.

Our farm has long been the heart of Green Connect and the foundation for us to fulfill our mission: creating opportunities for people facing barriers to employment. But the 11-acre, award-winning urban utopia requires hard work to stay true to our sustainable permaculture approach.

After a year of constant rain, Emily says, "Over 50% of the farm beds were too waterlogged to grow food. We couldn't get in and work the beds, and the weeds took over. It was a wilderness".

The La Niña weather pattern causing the wetter-than-normal conditions ended this year, and the team began reclaiming the land. But Emily explains, "We avoided disrupting the natural layers of soil to preserve soil health, but doing everything by hand was laborious".

Emily's farming background and determined spirit have helped the farm overcome these challenges; the team are now harvesting a bounty of organically grown veg from around 90% of the vegetable beds, allowing Green Connect to launch a new online shop to sell more produce, including eggs, honey, and ethically raised meat.

Emily says, "Our walk-behind tractor purchase enabled us to reclaim the beds, relieving the need for a huge amount of manual labour to re-establish overgrown areas".

"We also started bi-monthly Saturday community farm blitzes. We pick various projects for the day – there might be garden bed work or something to dismantle, like the old pig enclosure – then we break our volunteers into groups and get a lot done."

Previously, the farm was only open to volunteers on weekdays; the farm blitzes enable people with weekend-only availability to get involved. "People come with their kids and do something different together as a family," Emily says, "you don't usually get to go to a farm when you live in the City of Wollongong!"

Now that the farm is thriving, Emily and the team can focus on the future.

With software called 'Tend', the team will track crops and improve harvest estimates, and accessibility upgrades will tie in with two recent grants to fund a bush tucker garden for school children and a community garden. Plus, Su Meh's new flower garden, which received funding from Jack Johnson and the Johnson Ohana Foundation last year, matching every donation from our community, is almost ready to bloom. Freshly cut flowers will be available through our online shop for veg box customers and at local farmers' markets.

"A group of University of Wollongong students are managing that project; it's right at the entrance as you're driving in, and they'll complete it in time for spring...it will be stunning," she says with a smile.



## The Farm

**Our farm has long been the heart of Green Connect and the foundation for us to fulfill our mission: creating work experience opportunities for people facing barriers to employment.**

EMILY HENDERSON FARM MANAGER



## Op Shops

### UNANDERRA

**The Unanderra Op Shop spills with pre-loved treasures, and locals know they'll always find a one-of-a-kind item among the racks. Purchases from the community, along with our 55 recycling streams, help us keep around 91% of donations out of landfill.**

But the Unanderra store's layout and pricing structure needed an overhaul to ensure we continue to sell products quickly.

Op Shop Coordinator Steph Thackray's background in retail and merchandising has been integral to the Op Shop's successful revamp; she says, "To increase our stock rotation, we introduced a discount system, and we research the RRP of our donations so we can set a fair price".

The team have also dedicated more floor space to best-selling categories like books and condensed the space for slower-moving items, while a recent donation from the West Wollongong Rotary Club has funded new shelving units to get more shoes and luggage on the floor and out the door.

Steph says, "The turnover is quicker now, and we're making budget every month".

The increased revenue has created more training opportunities for local people experiencing barriers to employment. "Young people and people with disabilities volunteer; they learn retail skills, and we write them a good reference," Steph explains, "and The Multicultural Communities Council of Illawarra brings a group of young people from SCARF Refugee Support to learn about sustainability and how we work".

Steph says, "It has been a great result and I'm looking forward to seeing what else we can achieve!"

### UOW

**The University of Wollongong (UOW) Op Shop works in tandem with our Unanderra store to divert waste from landfill. However, with students only on campus around 180 days a year, it's challenging to staff it full-time while ensuring it remains economically viable.**

Last year, we solved this by partnering with UOW Pulse, a UOW organisation that aims to enhance the student experience; they provide student volunteers three days per week to run the store, and we staff it Monday and Friday. The volunteers gain valuable work experience and credit towards their studies.

Luisa Steinkogler, Green Connect's Marketing and Communications Coordinator and part-time UOW Op Shop Coordinator, says, "A lot of the student volunteers are living away from home, and they're looking for a family. I think we give them that". She says, "It's also great for us; they know the important UOW dates and the best ways to engage with students".

Building on the volunteer partnership, the Op Shop and UOW Pulse hosted an Op Shop Ball at the university during Global Climate Change Week; students danced the night away wearing outfits purchased from the Op Shop, and an op-shop-inspired fashion parade illustrated the possibilities of sustainable fashion.

The successful event will run again this year, helping us educate students about the circular economy and sustainability.

Luisa says, "We touch on all three sustainability pillars at the UOW Op Shop: Social, Economic and Ecological. We build community, we help young people gain work experience so they can support themselves financially, and we divert waste from landfill. It's really exciting to be a part of it".



# Zero Waste

In May this year, we were delighted to offer Freyja Jorgensen the opportunity to progress from Green Connect's Supported Employment Program to our Zero Waste Team Leader. She jumped at the chance and hasn't looked back. However, as a young person facing barriers to employment, her journey hasn't always been easy.

While studying Sustainable Development at the University of Wollongong (UOW), Freyja worked casually in hospitality; however, she faced LGBTQIA+ discrimination and found it difficult to overcome her social anxiety. She says, "I was having a tough time of it. It was really impacting my ability to work".

In 2021, she found out about our Green Connect Supported Employment Program through the university. She says, "I applied, then I did the employment training, and I've been here ever since." She credits the program with helping her to rebuild her confidence in the workplace, saying, "Having such a supportive working environment has made all the difference".

Freyja and the Zero Waste team have celebrated a few big wins in the last year. After a successful Waste Audit season for Australian property group Mirvac, Green Connect earned a spot in the Mirvac-sponsored Social Traders Supplier Developer Program.

We also managed waste for one of the world's biggest cycling events – the Union Cycliste Internationale (UCI) Road World Championships, which significantly, was hosted in Wollongong this year. The week-long event drew huge crowds, with a total attendance of over 236,000.

"It was a big deal for us and Wollongong. We diverted 4.8 tonnes of waste from landfill that week!" says Freyja. "I never had a dream job, but now that I'm in waste, I actually love it," she laughs.

In her new role, Freyja is dedicated to refining our Zero Waste offerings. She recently completed the National Australian Built Environment Rating System (NABERS) accreditation course to become an Accredited Waste Assessor. She says, "It's an additional business line; we can give customers an official rating, allowing them to proudly communicate their zero waste efforts. There aren't many Accredited Waste Assessors in Wollongong, so it's a valuable addition".

Though Freyja is passionate about improving sustainability in the Illawarra region, she also wants to use her own experience to help others going through the Supported Employment Program. She says, "I can talk them through it and let them know I understand what they're going through. It helps them feel more at ease".

She says, "I want to do something that makes a difference; this is good work with good people, and we're helping to achieve something in the world. If it's up to me, I'll be here a while".



**"We diverted 4.8 tonnes of waste from landfill that week!"**  
**"I never had a dream job, but now that I'm in waste, I actually love it."**

FREYJA JORGENSEN ZERO WASTE TEAM LEADER

# Workforce Solutions

Over the last year, we've returned to our roots with a renewed focus on reducing waste and improving environmental outcomes while creating new employment opportunities. This culminated in the relaunch of our Staffing Solutions and Gardening and Landscaping Services as a single entity: Workforce Solutions.

For businesses that need hardworking, reliable casual staff, we recruit, train, support and manage a team of workers that can get the job done. We employ those who traditionally face multiple barriers to employment, such as young people or refugees. For many of our team, it's the next step in the employment ladder after completing our Employment Pathway Program, a way to ease from supported employment into full-time work.

Our Workforce Solutions team focuses on projects that align best with our mission and give our workers the strongest chance at securing permanent employment.



Arlyn Connolly, Green Connect staff member

## CASE STUDY: KING OF COURTS

King of Courts are hard court specialists who design, construct, and maintain courts and asphalt surfaces. In November 2022, they had a sudden influx of work and needed immediate support in manual labouring, digging and material handling to resurface basketball courts in Bowral. After receiving a word-of-mouth referral for Green Connect, King of Courts called us to hire our staff.

We moved quickly, deploying a team with the right skills to complete the job efficiently, including worker Ton Dee, who was at the forefront of this project over its three-month term.

Charity Avery, Relationships Manager at Green Connect says, "Ton Dee joined our Employment Pathway Program in June 2022 as a 22-year-old refugee looking to enter the workforce. He's a leader in the local Burmese community and is an incredibly reliable worker with a strong work ethic and willingness to learn. He's personable, committed and, like all of the people we support in our Employment Pathway, he's always ready for a challenge".

After completing our Employment Pathway Program, Ton Dee moved into our Workforce Solutions team, working with King of Courts five days per week until February 2023. The King of Courts team were so impressed with Ton Dee that they hired him as a permanent, full-time staff member.

**"We're so proud of Ton Dee, and we're thrilled he was able to secure permanent employment with King of Courts. It's a perfect example of our mission in action. With the relaunch of this service, we hope to create more success stories like Ton Dee's while supporting local businesses and generating a greater positive impact in our communities".**

CHARITY AVERY RELATIONSHIPS MANAGER



## OUR IMPACT



**196**  
Employment opportunities provided



**1,869\***  
Training and development outcomes



**11,965**  
Tonnes of waste diverted from landfill for reuse and recycling



**291**  
Community engagement events

\* Includes all training, formal, informal and toolbox talks

# Resource Recovery Australia

Resource Recovery Australia is a national social enterprise that works in waste management to keep waste out of landfill, create jobs and training opportunities for people experiencing barriers to employment, and to engage and connect people in our communities.

Mitch McIntyre, RRA Noosa Manager



## A WORD FROM THE GENERAL MANAGERS

As we look back on another financial year, what stands out the most to us is the dedication of the RRA team and their commitment to #WASTE2WAGES. Our team have made us extremely proud.

They have worked together in the summer sun, the bitter winds, rain and hail to divert waste from landfill, create jobs for people experiencing barriers to obtaining work and to connect with the local community in which they live and work. We are so proud that our team love their jobs and being part of the team.

This year, we have invested heavily in training and development opportunities, building skills and efficiency. Our team have embraced every chance to upskill, teach and step up to the often difficult challenges that the waste industry in Australia presents. The talented people who make up the RRA team are always up for a challenge and to learn something new.

As leaders, we are humbled by how hard the team works to achieve our goals and build our future. From our Depot Hands to Team Leaders, Site Managers to State Managers and volunteers, every team member brings unique skills, talent and knowledge that they are happy to share.

This year, the support of and for the communities in which we work has grown. New customers are travelling far and wide to discover their local Reviva Reuse Shop. Upcycling is growing in popularity, and we are excited to see more community engagement and education opportunities as people embrace upcycling and creative reuse. We were pleased to support a range of community groups and charities to enable them to do important work in local communities. Groups like BikeShed and Woorabinda in Rockhampton, Great Lakes Women's Shelter on the MidCoast and Albion Park Public School in Shellharbour have benefitted from donations of goods from our local Reviva Reuse Shops.

**We are proud of the impact that RRA's operations have had on communities and the environment. 196 employment opportunities and 1,869 training and development opportunities have been created. We have worked with councils and communities to divert 11,965 tonnes of waste from landfill for reuse and recycling (a 22.6% increase from the previous year). That's the equivalent of 1,196 garbage trucks full of waste and a welcome relief for our environment.**



Our Queensland State Manager, Jeff Prater and NSW State Manager, Steve Glendenning, have really come into their own this year. They have provided exceptional support and mentoring to our team, helping our next generation of leaders to grow and thrive.

This great work and impact are only possible with the support of our contract principals and teams. To our contract principals, we thank each of you for your enthusiasm and belief in #WASTE2WAGES. It is great to see that after 32 years, the model is growing stronger and more relevant each year.

As we move into the new financial year, we are excited about new opportunities and innovation in our industry, allowing even greater waste diversion and community outcomes. We look forward to building even more employment, training and waste diversion opportunities, working alongside contract principals and communities across Australia.

**MATT CURTIS**  
RRA GENERAL MANAGER

**ALLY GLENDENNING**  
RRA DEPUTY GENERAL MANAGER



## RRA TOOWOOMBA

Team connection and collaboration is the dream of most workplaces. At RRA Toowoomba, it's a reality.

The RRA Toowoomba team is made up of 13 talented individuals, each bringing a range of skills, experience, and strengths to their role. Together, they embody RRA's supportive, strengths-based employment model.

Danna Hughes and Jordy Connor are two Toowoomba team members who have shone this year.

New starter Jordy is a young Gunggari woman, standing out from her first day with her eagerness to learn, respect for her co-workers' skills and knowledge and generous sharing of her own skills, culture and expertise.

Working alongside Danna in the Reviva Reuse Shops has helped Jordy to develop new skills and thrive in her role. Danna is a customer service superstar. With over 35 years of traditional retail experience, Danna's role with RRA has been a breath of fresh air.

Danna says, "Working with RRA has reduced my stress levels. In my previous role, we had timed duties that took the heart and soul out of the customer experience. I love that here I can take the time to get to really know our customers, and then I can say to them "Hey, I have found something that you would like!" It makes our customers feel valued."

The RRA Toowoomba team is led by Rita Duffy, a talented leader with over 30 years of experience in retail leadership and supply chain.

Rita explains, "The connection Jordy and Danna share has been great to see. They work together to ensure every customer visiting Reviva Toowoomba has an exceptional experience."

This vibrant team culture extends throughout the whole team, initiatives such as the Team Member of the Month award, acknowledge the group's commitment, and team spirit.

Rita said, "Each team member can nominate a peer each month. They may nominate someone because they have been mentoring or supporting them, or it might be for something as simple as making them smile on a difficult day. Each month, I'm impressed by the kind and helpful acts that have brought the team together. It really is a wonderful place to work."

**The RRA Toowoomba team works across the Resource Recovery Areas and Reviva Reuse Shops at Greater Toowoomba Waste Management Facility (Wellcamp) and Kleinton Waste Management Facility.**

**"I love that here I can take the time to get to really know our customers. It makes them feel valued."**

DANNA HUGHES RRA TOOWOOMBA



## RRA ROCKHAMPTON

**Community connection is a cornerstone of RRA and Reviva's success in diverting waste from landfill and promoting positive behaviour change in the regions we work in.**

At RRA Rockhampton, Reviva Ibis has embedded itself as a core part of the local community. Site Manager Kahli Pearson and QLD Manager Jeff Prater have worked tirelessly to build community connections in the region.

Jeff explains, "Rockhampton has a great community spirit. Over the last two years, we have built relationships with local charities and community groups, and together, we are making a real difference in Rocky."

Reviva Ibis supports six local charities on an ongoing, regular basis. In FY23, over 5.19 tonnes of goods were donated to these groups alone.

"Our support for local groups helps to divert items from landfill, supports reuse and upcycling and helps to address disadvantage," Jeff says. "Kahli and the Rocky team have built relationships with community groups and charities that support a range of people, such as those who experience mental illness, have a disability or are experiencing disadvantage."

One such example is the Rockhampton BikeShed program, which is a community initiative of selectability. BikeShed is an inclusive program that aims to build reliable support networks and reduce social isolation

with bike repair, upcycle projects and community rides.

In FY23, Reviva Ibis donated almost 1.5 tonnes of bikes to Rockhampton BikeShed, enabling them to launch the program.

Kahli says, "Supporting Rocky BikeShed has been rewarding in many ways. Our community is developing repair and upcycling skills, building resilience and mental and physical wellbeing and we're seeing excess bikes given a new life instead of ending up on the scrap pile. This is true community. We just love being involved."

Reviva Ibis also supports 4 Mile Farm, Home Support Association, Capricorn Animal Aid, Multicultural Australia and Woorabinda.

**RRA operates the Reviva Ibis Reuse Shop, Community Recycling Centre, waste transfer station and mattress recycling for Rockhampton Regional Council.**



## RRA NOOSA

**With over 78% of the RRA team experiencing previous barriers to employment, employment transitions signal that our #WASTE2WAGES model is working. They show that our team is building their skills, moving on to new opportunities, and opening the door for other individuals with barriers to work to grow in their careers. Often for the very first time.**

This year, RRA Noosa celebrated employment transitions for two long-term team members. Kyall Parris-Smith and Aedan Frazer joined RRA while experiencing barriers to work. Both worked hard to build their employment skills and their waste management knowledge.

Working at the Reviva Noosa reuse shop, Kyall and Aedan built customer service skills, engaging with a diverse customer base, merchandising stock and understanding the value of second-hand goods.

Mattress processing, expanded polystyrene processing, and weighbridge operations saw Aedan and Kyall thrive, building their knowledge of waste, waste diversion opportunities and safe work practices. For RRA, it's about providing more than just jobs - it's about fostering continuous growth and development opportunities.

The ongoing opportunities helped Aedan and Kyall secure employment with our Contract Principal, Noosa Shire Council, working full-time in the weighbridges across Noosa Shire Council facilities.



From Left: Aedan Frazer and Kyall Parris-Smith

RRA Noosa Manager Mitch McIntyre says, "It has been great to see Kyall and Aedan transition to jobs with Council. They have been valued team members and we are proud of playing such an important part in their journey."

**RRA operates the Reviva Noosa reuse shop, as well as mattress and expanded polystyrene processing with the support of Noosa Shire Council.**



## RRA MORETON BAY

In November 2022, RRA welcomed two new sites: Redcliffe Waste Transfer Station and Dayboro Waste Transfer Station, providing 16 employment opportunities.

Working across waste transfer stations and weighbridges, the team have focused on providing strong community engagement and customer service. The team have achieved exceptional results to date.

Queensland Manager Jeff Prater says, "The Moreton Bay team have joined RRA with great enthusiasm. They have focused on engaging with the community to boost waste diversion outcomes and providing residents with exceptional customer service."

The team have embraced RRA's #WASTE2WAGES social enterprise model. Already, they have completed 318 training and development opportunities and improved waste diversion outcomes while reducing contamination.

"Our inductions, mentoring from senior leaders and toolbox talks, have transformed the team culture and delivered impressive results," Jeff says.

The team culture has been built by Site Managers Josephine Ivory and Corey Cooper, who have shown a strong commitment to RRA's purpose and supported the team operationally and in terms of professional development.

Jeff concludes, "We're only just getting started in the Moreton Bay region. We're excited to see the team continue to develop and grow in the coming years."

RRA operates dual weighbridges at Redcliffe Transfer Station and the Redcliffe and Dayboro Transfer Stations on behalf of the City of Moreton Bay.



## RRA SYDNEY (MCRS)

The Mobile Community Recycling Service (MCRS) is a one-of-a-kind collection service for problem waste in the Blacktown, Cumberland and Parramatta Local Government Areas of NSW. Demand for the service is high, and as a result, the team welcomed a second, purpose-built truck to the fleet.

RRA General Manager Matt Curtis explains, "The MCRS is unique because it was the first NSW Environment Protection Authority approved and fully licensed collection service for residential problem waste in NSW."

"This second truck doubles our capacity, allowing us to expand and service even more residents. We are proud that for over 7 years, the MCRS has provided a safe and convenient solution for residents that protects the environment and the community. It is important that problem waste like batteries, gas bottles and paint don't end up in our kerbside bins where they can cause environmental damage or fires."

The additional truck has been designed to ensure the service continues to grow. Since 2016, we have continuously improved operational efficiency and in FY23, the service diverted over 182 tonnes of problem waste and e-waste from landfill and served over 6,000 residents.

"We've had a great run with the trucks to date.

They are efficient and reliable. Being Hybrid Pantechs, they also have a reduced environmental impact which aligns with our purpose," Matt says.

Matt explains, "Our MCRS drivers are licenced to carry dangerous goods. Dangerous goods licencing is a great training and development opportunity as our team expand their skills, but it also ensures they are keeping our community and themselves safe."

The MCRS collects problem waste from residents in Blacktown City, City of Parramatta and Cumberland City Council areas, as well as e-waste in the City of Parramatta & Cumberland City Council areas.

**"We were the first EPA-approved and fully licenced collection service for residential problem waste in NSW."**

**MATT CURTIS RRA GENERAL MANAGER**



## RRA MIDCOAST

Richard Thrippleton's experience with RRA is a great example of how our #WASTE2WAGES model creates real social impact.

Richard joined the RRA team in June 2015 as a Depot Hand at Tea Gardens. He developed waste industry knowledge and plant and equipment proficiency working across RRA's MidCoast operations. His talent and drive were evident.

In January 2023, he was promoted to MidCoast Operations Manager. This is an important role that sees him responsible for 39 team members, 5 sites and over 4,800 tonnes of waste diversion each year.

Richard says, "I like being challenged, that's why I jumped at the opportunity."

To ensure his success in the role, Richard has benefited from a huge range of professional development opportunities and support. RRA People and Culture Partner, Lisa Hickman worked with Richard to develop an individual training matrix, identifying strengths, knowledge and skill gaps with an action plan to support Richard and the MidCoast team.

Lisa explains, "Having someone like Richard, who is dedicated to the development of not only himself, but his whole team is powerful. Richard's ability to identify key players and their areas of development has made the training a huge success. Richard seeks out knowledge to further develop his skills which has proven to build his skillset and confidence. Watching Richard grow has been an absolute pleasure."

NSW Manager Steve Glendenning has been a key mentor for Richard, providing strategic and operational support.

Steve says, "Mentoring Richard has been so rewarding. His empathy and connection with the team have impressed me greatly."

Richard and the RRA MidCoast team are thriving. There is a high culture of performance with improved waste diversion, strong training and development outcomes and lower absenteeism.

"Richard and his Team Leaders have done a great job supporting the team and developing a strong and positive culture," Steve says.

RRA's MidCoast operations include Reviva Reuse Shops, Community Recycling Centres, weighbridges, waste transfer stations and community engagement workshops and events.





## RRA MOSS VALE

**Reviva Moss Vale is home to a small team of four people. Ash, Tamara, Libby and Amber are a dynamic team, who care deeply about their customers, community and environment.**

As you enter Reviva Moss Vale, you're greeted by a friendly face and a kind smile.

You notice the cleverly upcycled counter, pallets repurposed to showcase beauty and utility. It sparks a conversation with Tamara who shows an infectious enthusiasm for upcycling. The counter serves as inspiration and encourages visitors to upcycle and reimagine the use of an item.

A display of Aboriginal artworks behind the counter catches the eye. This is a safe place for every member of the community to visit.

Libby spots you admiring the antique table. Antiques are her passion, and she happily speaks about the value in the quality and workmanship of antique furniture and homewares.

Further into the shop you discover the library of thousands of books in excellent condition, beautifully organised into categories and genres. You meet Amber who is chatting with a regular customer, you join the conversation sharing some of your favourite authors and stories. Amber suggests an author you haven't heard of before and you pick up your next adventure.

You explore the shop and yard, discovering an incredible range of pieces you didn't expect to find. A new bike, a vintage record player and a stunning painting. You make your way to the counter and are greeted by Ash.

You speak about your surprise at the huge range of treasures and the kindness of the team. But Ash isn't surprised, she sees the awe every day, and she has grown to care deeply about the community and people who come into Reviva Moss Vale.

Together this team have built a reuse treasure trove with a community heart. A place where everyone is welcome and the circular economy thrives. This team care, about their customers, community and doing their bit for the planet.

**RRA operates Reviva Moss Vale with the support of Wingecarribee Shire Council.**

## RRA ACT

**RRA's #WASTE2WAGES model sees us champion local employment opportunities for people with barriers to work.**

These barriers may include long-term unemployment, contact with the justice system, disabilities, poor literacy or numeracy or cultural considerations such as Aboriginal and Torres Strait Islander people who are experiencing disadvantage.

In the ACT, over 80% of our weighbridge team were experiencing barriers to employment when they started their job.

ACT Weighbridge Operations Manager Lori Roberts-Scott says, "It's about seeing beyond the barrier and valuing the unique skills each person brings."

Through our weighbridge operations our team gain stable, sustainable employment. Additionally, they gain skills and training and development opportunities. This improves wellbeing, aspirations, confidence & provides economic and social benefits.

Lori says, "The most rewarding part of my job is working with people to help them see past their own barriers and limiting beliefs."

"For example, some of our team are on the autism spectrum and have felt marginalised by their diagnosis, leading to a lack of confidence. However, we see their strengths, an incredible memory and ability to work through processes helps them to thrive in the weighbridges. Working with the public and providing customer service can help individuals to build skills and confidence," Lori said.

The ACT weighbridge team served over 195,000 customers across three sites in FY 2022/23.

**RRA operates the commercial and residential weighbridges across ACT waste management facilities on behalf of ACT NOWaste.**

**"The most rewarding part of my job is working with people to help them see past their own barriers and limiting beliefs".**

**LORI ROBERTS-SCOTT**  
RRA ACT



## RRA DUNMORE

**When a waste management facility is well-designed, reuse is maximised – a critical step in keeping materials circulating within the economy before recycling and then ultimately disposal.**

Reviva Dunmore is a perfect example of quality site design. Located onsite at Shellharbour City Council's Dunmore Recycling and Waste Disposal Depot, it has been cleverly located at the entry to the site, offering visitors the opportunity to reuse and reduce at the drop-off zone for reusable and resaleable goods. It's the first step in maximising waste diversion from landfill and reusing wherever possible.

Reviva Dunmore has been designed with the customer experience in mind. A logical layout, with shelving to safely display reusable goods. At Reviva, everything has a place. Furniture and homewares are merchandised showcasing the possibilities and highlighting the value of vintage, retro, unique and second-hand pieces.

The friendly team are on hand to provide quality customer service, taking the time to support each customer with pricing, directions and ideas. The team's focus on engaging, educating and showcasing the value of items is important to maximising waste diversion from landfill.

Reviva Dunmore is also home to The Tinkerage, a community engagement space that aims to upskill and educate the local Shellharbour community. Each week you will discover Tinkerers repairing and upcycling during drop-in sessions. They have the chance to build skills, learn to use tools safely and to engage with reuse.

RRA Dunmore Manager Jarrod Roskell says, "The Tinkerage is a unique place where everyone is welcome to learn new skills and explore reuse and upcycling. Tinkerers often repair or reimagine their projects in interesting ways. We're here to support them, but their creativity often impresses and surprises us."

Each month, The Tinkerage holds a special Saturday upskilling workshop.

Jarrod explains, "This year, Saturday workshops have included upcycling utensils into jewellery, upcycled birdhouses and a bike maintenance workshop."

**"It is rewarding to see the community building skills and thinking differently about how they view and reduce 'waste'."**

**JARROD ROSKELL** RRA DUNMORE MANAGER

**RRA operates the Reviva Dunmore Reuse Shop and The Tinkerage, as well as EPS processing and waste operations staffing for Shellharbour City Council.**



**Jarrod Roskell** RRA Dunmore Manager

## RRA CONSULTING

**RRA's Consulting Services utilises our operational expertise from over 32 years of our #WASTE2WAGES model to build systems and capacity to divert waste from landfill and to create employment and training opportunities that benefit the community.**

In October 2022, RRA Consulting provided their expertise to the MiiMi Aboriginal Corporation. The project aimed to find new ways to create waste diversion and employment opportunities for their community. The project included a site visit to Tuncurry Waste Management Centre where the MiiMi team were able to see RRA's work first-hand to gain an understanding of the waste diversion, training and development opportunities that our #WASTE2WAGES model provides.

Another project saw us working alongside Talis Consultants on an illegal dumping study for Campbelltown City Council. Project Lead, Steve Glendenning explains, "it's been great to work together

on this project, we have gained insights into illegal dumping across the Campbelltown region through daily audits."

RRA's consulting team ventured to Fitzroy Crossing, WA and Norfolk Island to provide expertise around site design and waste diversion opportunities.

RRA Deputy GM Ally Glendenning says, "Both Fitzroy Crossing and Norfolk Island have huge potential for waste diversion through good site design to maximise reuse and recycling while creating employment opportunities."

"Visiting these more remote communities, and having the teams embrace new ideas and ways of doing things is rewarding. At the end of each visit, we provide a report and action plan for clients to transform their sites."

**"Consulting jobs like Fitzroy Crossing & Norfolk Island are a great opportunity for RRA to support waste diversion outcomes in smaller communities. We get to have a great impact and see real, lasting change" Ally said.**



# Soft Landing

## OUR IMPACT



**261**  
Employment opportunities provided



**8,388**  
Tonnes of waste diverted from landfill



**481K**  
Mattresses recycled



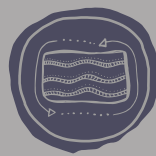
**11K\***  
Training and development outcomes



**6.3K**  
Tonnes of steel recycled



**819**  
Tonnes of timber recycled



**2.4K**  
Tonnes of foam recycled

\* Includes all training, including formal, informal and toolbox talks

**Soft Landing is a national social enterprise that collects and recycles mattresses to keep waste out of landfill and create jobs for people experiencing barriers to work.**



Bradley Taylor, Soft Landing ACT



## A WORD FROM THE GENERAL MANAGER

**In FY23, Soft Landing's twelfth year of operations, we collected nearly 500,000 mattresses. It's truly remarkable that the total number of mattresses we collected, dismantled and recycled over the last 12 years exceeds 3.5 million.**

To put that in perspective, if these mattresses were laid end-to-end, they would stretch from Sydney to Perth and back; that's over 7,500 km. The total weight of the mattresses would be nearly 100,000 tonnes or the same weight as 175 fully loaded Airbus A380 airliners, the world's largest passenger aircraft.

While the statistics are impressive, the positive impact we have on our environment and the employment opportunities we create for people who need them is most important. And it's the incredible people behind these results that make Soft Landing what it is; our achievements are only possible because of their collective effort at our sites across Australia.

**In 12 years, we've created over 100,000 days of meaningful work for people, and in the last 12 months alone, we've created 261 jobs.** Of these jobs, over 75% were filled by people experiencing disadvantage or barriers to entering the workforce.

Our absolute priority is ensuring our staff can work in a safe, inclusive, and respectful environment. Our front-line site management team – Harry Daniels-Grant, Geoff Brown, Jason Heron, Tom Maxwell, Jacob Stons, Kyle Easton, and Gavin Mason – are dedicated to making our sites feel like a second home for staff.

I also want to acknowledge the leadership team at Soft Landing: Kylie Roberts-Frost, Joe Rasmussen, Julie Shannon, Mike Pennington, and Steve Maizels. They work diligently to meet and overcome challenges while delivering exceptional outcomes and advocating for positive environmental and social change.

I accepted the Soft Landing General Manager position in March 2023, and I'm incredibly grateful for the contributions of my predecessor, Chris Richards. Chris led the team through the challenging years of the COVID-19 pandemic, and in his time as General Manager, he improved the business significantly. Thank you Chris; you are well-liked and respected by all those you crossed paths with at Soft Landing and Community Resources.

Thank you to the entire Soft Landing team and our valued customers for your ongoing efforts and support. **I look forward to working with you all in FY24 to build on what we've achieved – here's to another successful 12 months and another 12 years of doing what we do best.**



**DAVID PETRIE**  
SOFT LANDING GENERAL MANAGER





## SMITHFIELD (NSW)

Graham McPherson was long-term unemployed, a statistic you hear about in the news. Then an employment agency told him about Soft Landing. After an induction and onsite training, he joined the Soft Landing Smithfield team as General Hand. That was in 2015, and he hasn't looked back.

"I had trouble finding work. I don't have a driver's license, and my high school grades weren't that great," says Graham. "Plus, it's the old catch: you need experience to get a job, but you need a job to get experience".

Soft Landing was a life-changer for Graham, who had spent many years volunteering and studying at TAFE while looking for permanent work. He says, "Volunteering was a chance for me to give back to the community. But Soft Landing is a full-time job, and I can still do something that matters".

While it's physically challenging work, he says, "It's a supportive place, and I always know what I need to do. I can just get in and do it. I like that it's the same job each day".

Graham spends his workdays stripping bed bases and sorting the different materials – like foam, fabric, metal, and timber – ready for recycling. On his own, he can strip up to 120 bed bases per week, and he was a front-line worker in one of our recycling success stories from last year.

Joe Rasmussen, NSW State Manager, explains, "Two manufacturers who supply beds for social housing were struggling to find sources of timber for their bed bases due to ongoing disruption in the supply chain. Now, we keep an eye out for bases that meet their criteria, and Graham and the team prepare them for sale".

The partnership is successful in multiple ways. Joe says, "We can re-use the timber rather than recycling it, which is a higher outcome on the waste pyramid; the new waste stream generates income for us; that income is supporting the additional labour on our sites required to prepare the bases, and we're ensuring a steady supply of quality bed bases in social housing".

Wins like these are a source of pride for the Smithfield team because, as Graham says, "People often send their mattresses off without thinking about where they end up, and I don't think many people truly appreciate the hard work we do. We provide a service the community needs while making a difference".

He adds, "Someone needs to recycle those mattresses and bed bases and keep them out of landfill! Why not me?"



**"Someone needs to recycle those mattresses and bed bases and keep them out of landfill! Why not me?"**

GRAHAM MCPHERSON SMITHFIELD



## HUNTER (NSW)

The staff at Soft Landing Hunter are a hard-working, resilient team. Site Manager Kyle Easton says he's proud of how they've pulled through challenges this year to keep doing their part for the environment.

While the Hunter site's warehouse underwent a major upgrade for two months, the team continued to collect mattresses from five local waste facilities despite the fact they were unable to process them onsite. For Kyle, Site Supervisor Gav Mason, and NSW State Manager Joe Rasmussen, this meant rethinking operations.

"We had to come up with a new plan," says Kyle, "Our main goals at Soft Landing are to provide stable employment and to keep mattresses out of landfill. We didn't want to close the site. And so that's what we kept in the front of our minds the whole time".

A partnership between our Hunter and Smithfield sites enabled us to meet these goals successfully; the Hunter team started driving the mattresses they collected to Soft Landing Smithfield for recycling.

The teams from both sites worked together to overcome challenges, demonstrating their courage, resilience and dedication to sustainability and keeping our people employed – setting a true example by honouring our organisation's values.

**"We'd like to broaden our horizons, and we're asking ourselves what else is possible. This year has certainly proven we can handle anything if we work together and stick to our mission".**

KYLE EASTON HUNTER SITE MANAGER



Kyle says, "It took some planning, but we kept up with the mattresses coming in. Everyone in the team had their part to play". Gav agrees, saying, "Everyone just got on with it while still having a bit of a laugh – it's the way we do things here".

The temporary arrangement also presented an opportunity for staff to expand their experiences and connect with people from across our wider enterprise.

Kyle says, "Everyone was offsite, working in vehicles as a driver or offsider. It was a change of pace, and they enjoyed it. They got to visit waste facilities they've never been to before, and many had never been to another Soft Landing site, so seeing Smithfield opened their eyes and let them see that we're a part of something bigger". He adds, "I think it might have been a blessing in disguise".







**“Given we can recycle around 75% of the mattress components, they shouldn’t be going to landfill”.**

**KYLIE ROBERTS-FROST** SOFT LANDING ACT

### HUME (ACT)

The Hume Soft Landing team were honoured to host The Hon. Tanya Plibersek, the Federal Minister for the Environment and Water last November, where she made the significant announcement that mattresses had been added to the Minister’s Product Stewardship Priority List for 2022-23.

With an estimated 1.8 million mattresses disposed of each year in Australia, ACT State Manager Kylie Roberts-Frost says, “The announcement was a substantial win for the sector. It puts the industry on notice to ensure mattresses are manufactured, used, reused, and disposed of sustainably – and to treat the matter with a sense of urgency”.

“Landfill space is rapidly becoming a problem nationwide, and mattresses are bulky items that occupy enormous amounts of space. Given we can recycle around 75% of the mattress components, they shouldn’t be going to landfill,” she says.

While the announcement alone was enough cause for celebration for Soft Landing, supporting our mission to divert waste from landfill, it also raised our profile considerably through extensive national TV, radio and print media.

Kylie says, “Four Members of Parliament attended our site for the announcement, plus members of the Australian

Bedding Stewardship Council (ABSC), and the Director General and Deputy Director General of ACT NOWaste, so there was a lot of media present”.

“At a local level, this has made consumers more aware of what we do and why we do it,” she says, “but it’s also driving more interest in areas where Soft Landing isn’t as visible. It’s a wakeup call to retailers that something has to be done, and that we’re here to help”.

Following the announcement, our Hume site had its largest recorded intake of mattresses, receiving 2,900 mattresses over two weeks in the summer. Kylie says, “It was the busiest summer season we’ve ever had, and while winter normally dips, we had a steadier intake than in previous years. It’s fantastic from an environmental perspective, but it also means we can create more jobs for people facing barriers to employment, which is our main purpose”.

While jobs are critical for financial security and wellbeing, it goes beyond just the individual benefits.

**Kylie explains, “It’s not as easy to be environmentally sustainable if you don’t have a job. So, by creating jobs for people, we’re also supporting them to contribute to environmental management. It’s all linked. There’s so much opportunity now that mattress recycling is higher up on people’s radar, and I’m excited to see what we can achieve”.**

### WANGARA (WA)

In FY23, our Wangara Soft Landing team worked with 12 councils to recycle over 120,000 mattresses and bed bases, and since broadening our scope of work to include collection and recycling of whitegoods and furniture, we’re diverting more tonnes of waste from landfill every year.

While Wangara is a fast-growing, efficient site, it hasn’t lost its razor-sharp mission-focus: creating jobs for people who need them most.

As Administration Assistant, Laura Sudano has a unique perspective on our Wangara site’s operations. She says, “I started working here early this year, and I’m blown away by the people and work environment. The staff are all friendly, helpful, and inclusive, and everyone works so well together”.

Our 45 Wangara staff members come from diverse backgrounds, and many have had their lives transformed since joining Soft Landing. From the 19-year-old who was couch-surfing and looking for work and a sense of purpose to the 50-year-old refugee who needed stable, full-time employment to support his family – they’ve all found a place within our team.

“It’s physically challenging work, and there is a large demand for mattress and furniture recycling in the area,” says Laura, “but the warehouse team get through it all. They’re driven, dedicated, and they work hard. It’s a productive atmosphere, and we all support each other”.

Soft Landing Wangara proves that by partnering with more local councils and diversifying our service, we can generate more employment opportunities while having a positive impact on the planet.

Laura says, “There’s a lot of heart in this place. We all know we’re working towards something bigger than ourselves – I love that we’re creating jobs while doing our part to reduce waste, and I’m proud to be a part of what we’re achieving here”.



**“I love that we’re creating jobs while doing our part to reduce waste, and I’m proud to be a part of what we’re achieving here”.**

**LAURA SUDANO** SOFT LANDING PERTH

Photo supplied by the ACT Government



## ABSC APPROVED RECYCLER

Soft Landing has received accreditation under the Australian Bedding Stewardship Council (ABSC) as an ABSC Approved Recycler. We are one of only six ABSC Approved Recyclers in Australia, a testament to the strength and legitimacy of our work.

ABSC is a not-for-profit entity formally endorsed by the government to develop and implement a whole-of-lifecycle approach for mattresses and bedding. ABSC Approval is available to mattress recyclers who ensure safe and environmentally responsible collection, storage and recycling of end-of-life mattresses and their component materials and operate under the scheme's guidelines and code of conduct.

With mattresses added to the Minister's Product Stewardship Priority List for 2022-23, our partnership with the ABSC is critical for us to raise the standards of how mattress recyclers must work and to continue playing a leading role in community narratives around product stewardship.

Garry Beard, ABSC Chair says, "The ABSC has a strong and long-standing relationship with Soft Landing. We recognise the great work they do in providing a responsible solution for end-of-life mattresses and really support their efforts. Soft Landing was the first to become an ABSC Approved Mattress Recycler and we look forward to continued collaboration to keep mattresses out of landfill".



# Pathway to Success



## IN NEED

### RECRUITMENT

Approximately 75% of the people we recruit at Soft Landing have barriers to employment. Many have multiple and complex barriers to gaining and maintaining paid work.

The people we support include:

- Refugees & migrant workers
- Aboriginal and Torres Strait Islander people
- Correctional facility leavers
- People with disabilities
- People experiencing mental illness
- Young people
- Long-term unemployed people
- Work for the Dole participants

Our site managers and supervisors work with each person to understand their strengths, interests and barriers and provide a comprehensive understanding of Soft Landing.

## SUPPORTED WORK

### TRAINING & SUPPORT

We provide essential site training plus ongoing formal and informal training to develop work readiness and industry skills. We look at the big picture to make a real difference in people's lives.

We support people to:

- Attain Forklift, Truck, and HR licenses
- Learn administration skills
- Improve time management
- Develop positive working relationships
- Share new ideas and build confidence
- Access our Employee Assistance Program (EAP) and relevant external services

We create a safe and inclusive environment, encouraging people to ask for help and supporting them to overcome barriers and thrive both in and out of the workplace.

## ACHIEVING

### OPPORTUNITIES

We support staff to upskill and secure permanent work. Employment pathways can include moving into new roles within Soft Landing and Community Resources or externally.

Success stories include:

- Several staff transitioned from the Work for the Dole program to management positions within Soft Landing; another secured a role in the Australian Army
- Many staff have used their training to gain external employment in steelwork, construction and mining
- An ACT staff member attained his HR license, then moved into permanent employment with BlueScope; another moved to a role with BHP
- Numerous staff have remained at Soft Landing long-term, benefitting from the supportive environment and meaningful work.

## BAYSWATER (VIC)

**Our experienced Soft Landing Victoria team have a long history of working together to recycle mattresses. In FY23, they continued to deliver great service and positive outcomes for people and planet, collecting over 80,000 mattresses and diverting over 1,500 tonnes of waste from landfill.**

These results are made possible by the leadership of Operations Manager Steve Maizels, who cultivates a supportive environment to increase retention of staff; 40% of our Victorian team have been with us for ten years or more, and 20% have been with us for over three years.

Our low staff turnover ensures we provide a seamless, reliable service, which is critical to retaining long-term business with our major customers, like the local councils we work with. This reliability was fundamental to our successful extension of our partnership with Cleanaway for another 12 months, and it will continue to serve us well with future partnerships.

## ILLAWARRA (NSW)

**Soft Landing Illawarra celebrated milestone achievements in FY23, reaching 12 years in business in Wollongong, collecting and recycling over 200,000 mattresses in this time.**

It's a credit to the Illawarra team, who work hard, using their hands to manually strip mattresses with our Soft Landing method, saving up to 75% of all mattress components to maximise the amount of waste we divert from landfill. Together, the team have diverted over 3,600 tonnes of waste from landfill over 12 years.

The site remains, as ever, community-focused, providing local jobs to local people who need it most while working with Illawarra residents to keep mattresses out of landfill and preserve the coastal region's natural beauty.



Above: Jason Heron, Site Manager, Soft Landing Hume



# Safety & Wellbeing

## LEADING WITH A 'WE CARE' APPROACH

As a purpose-driven organisation, complying with risk management processes to keep our workforce and community safe is essential, but we take it a step further, leading with a 'we care' approach and acknowledging the whole individual in everything we do.

Many of our employees have overcome complex barriers to be where they are today, and we want to support them to become the best versions of themselves, allowing them to contribute to our society's broader health, happiness, and resilience.

So, we're fostering a culture where our teams take pride in looking out for each other and facilitating safe spaces to discuss challenges. This can mean chatting with colleagues one-on-one or using our Employee Assistance Program (EAP), free and available 24/7, allowing our staff to access confidential physical, mental, social, and financial wellbeing resources and assistance.

While building this supportive culture is critical, proactive identification and elimination of hazards is still the bread and butter of safety. To ensure we have the best approach, we invested in independent auditing of our physical and physiological safety systems across the organisation, and by addressing issues proactively, we've protected our staff while reducing work injury claims by 30%.

**Maintaining a safe workplace requires ongoing and consistent improvements, so we'll continue to collect data to evaluate our performance and governance. And as always, we'll strive to ensure our people's safety and wellbeing come first, building an organisation where people know we care and know they matter.**

# Information & Communications Technology

## CYBERSECURITY

Cyberattacks are becoming increasingly sophisticated, and spam texts, phone calls and emails more common; to tackle this problem, and as part of Community Resources' ongoing commitment to improving IT security, the ICT team rolled out cybersecurity training to all staff in FY23 and increased its focus on reviewing IT security across our organisation.

The cybersecurity training, developed by experts in the IT security industry, arms our staff with the knowledge needed to identify and respond appropriately to common cyber threats and phishing attacks. While staff completed the initial cybersecurity modules in 2023, we will roll out new training modules on an ongoing basis to keep our people up to date with the latest security guidelines.

Matt Blanch, ICT Lead, says, "With the ever-increasing prevalence of IT and social engineering-based attacks in Australia, we're giving our team the tools and knowledge to better support them in identifying these attacks in their work and personal lives".

**He adds, "It's an essential step, because keeping our data safe isn't just about the ICT team; it's about each individual in our organisation working together to recognise and report threats so that we can keep delivering on our mission".**

Below: Etuate Saukuru, Soft Landing Smithfield



PAGE 46

# People & Culture

## INVESTING IN OUR PEOPLE

In FY23, our People and Culture team supported four Soft Landing leaders to commence formal Certificate IV level training in Leadership and Management and 14 RRA managers to undertake a Certificate IV in Work Health and Safety (WHS). This investment in our people builds critical skills and workplace confidence and aligns with our goal to create a safe and inclusive work environment.

Two Soft Landing site managers and two site supervisors are undertaking the Cert IV in Leadership and Management, underpinning their existing hands-on knowledge and experience. Tracey McCallum, Soft Landing's People and Culture Partner, says, "It's self-led, but we encourage weekly catchups to identify any sticking points and help staff work towards completion".

The training helps staff succeed in their roles while establishing a basis for further development and advancement. At the same time, they'll be armed with the right knowledge to better support other Soft Landing employees and continue building strong, resilient teams.

"Our staff say the course has helped them understand why people behave in a certain way and has opened their eyes to how to better lead their teams", says Tracey.

For RRA, training 14 of our front-line site managers and team leaders in WHS is essential to ensure site safety and compliance.

Lisa Hickman, People and Culture Partner, says, "RRA works extensively with councils; operating to WHS standards is a requirement to secure that business. And above all, we want to keep our people safe. The WHS course gives RRA managers a solid understanding of relevant legislation so that they feel confident in maintaining a safe, compliant site".

The benefits of the formal training extend well beyond the managers undertaking the course. "By training our managers, they have the knowledge to carry things through with a sense of authority; they pass that knowledge on, and it filters down", says Lisa. "It reduces risk, workplace injuries and staff turnover, and improves overall morale".

**Boiling it down, though, it's more than just knowledge. Lisa says, "When we offer people training, it shows we trust and value them. It solidifies our commitment to each other".**

Gavin Mason, Site Supervisor, Soft Landing Hunter  
Kahli Pearson, Manager RRA Rockhampton





# Communications & Marketing

## LOCAL MEDIA HIGHLIGHTS

**17 OCTOBER 2022 | GREAT LAKES ADVOCATE**  
Resource Recovery Australia launches this year's reuse, repair and repurpose competition

**8 NOVEMBER 2022 | WIN NEWS CANBERRA**  
Leading the way, one mattress at a time

**11 NOVEMBER 2022 ABC RADIO ILLAWARRA**  
National Recycling Week interview with Zero Waste Coordinator Bella Peardon

**25 MARCH 2023 | ILLAWARRA MERCURY**  
How a little farm in the suburbs is bringing the world to The Gong

**17 MAY 2023 | FORSTER FORTNIGHTLY**  
Local 101-year-old Mavis Paterson lives life her way

**26 MAY 2023 | WIN NEWS ILLAWARRA**  
Green Connect Farm was bursting for Shellharbour KidsFest

## STRENGTHENING LOCAL CONNECTIONS

In the last year, our media strategy prioritised building connections with local people through our social media platforms and local media channels – reaching out to share knowledge, tell people about our services, and invite our communities to join our mission.

While traditional media outlets like newspapers, radio and TV remain vital for raising public awareness of our commitment to people and planet, our social media platforms allow us to start conversations with people of all ages and connect on an individual level.

To tap into this, we increased our posting frequency in FY23, creating and sharing over 2,200 posts across our platforms, nearly doubling the number we shared in FY22. By sharing informative posts and producing quality, people-focused imagery and video content, we reached 2.3 million people in FY23, a significant increase from the 1.2 million people in FY22. A total of 30,300 fans and followers engaged with our content, with 5,000 new followers joining our cause.

Building on our social media achievements, we boosted our reputation as local experts in waste diversion, fair food, and community services by concentrating our efforts on regional outlets, specifically community newspapers and radio stations.

Six Green Connect editorials in the Illawarra Mercury newspaper and an ABC Radio Illawarra interview increased local, national and international interest in the exceptional work we do in the fair food and sustainability space. As a result, Channel News Asia visited the Green Connect Farm in April to film for Chris Leow's 'Growing Wild' documentary, featuring the fair food education we provide for local school children and growing our reputation globally.

In the Mid-North Coast, we told the inspiring stories of two Helping Hands Care Services clients and their carers in the Forster Fortnightly newspaper, including the story of a 102-year-old Tuncurry resident who has used our services for nearly nine years to live independently in her own home. These story placements were integral to our overall local marketing campaign for Helping Hands, which, along with the commencement of Community Morning Teas at The Loop, Tuncurry, has increased awareness of our services with local seniors and their families.

By strengthening our connection with local people and including their perspectives in the stories we tell, we're inviting them not just to purchase our services or products but to join our journey, allowing us to build thriving communities, together.



### As Community Resources' Cultural Lead and a proud Worimi Galpaan woman, I'm happy with Community Resources' progress this year, moving forward with our goal of becoming an Aboriginal Organisation.



## Cultural Lead

I'm also impressed with our staff's enthusiasm and commitment to improving their knowledge around cultural awareness.

In a significant step for CR, we registered with Reconciliation Australia, and we're working to create an Innovate Reconciliation Action Plan (RAP). The RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander people in our local communities, engaging staff and stakeholders in reconciliation, and developing innovative strategies to empower Aboriginal and Torres Strait Islander people.

Once approved by Reconciliation Australia, it will run for two years, with 50 deliverables to implement across four categories: relationships, respect, opportunities and governance. While (at time of print) the RAP is in its draft stage, we've already completed or are working towards several of these deliverables, including raising awareness of reconciliation across our workforce through formal and structured cultural learning.

We held two successful cultural awareness training workshops in March this year on Worimi (Tuncurry) Country and Dharawal (Illawarra) Country, delivered by Felicity Ryan from Big River Connections. 43 senior staff members and front-line managers attended, and we have a third workshop scheduled in Queensland for another 22 staff members. The workshops have built an important foundation for our team, allowing them to continue developing their cultural knowledge.

Additionally, 17 staff attended a cultural tour on Biripi Country (Taree), which was an opportunity to learn about the local Aboriginal culture and history on Country.

Aunty Faye from Taree Indigenous Development Employment (TIDE) led the tour, discussing the area's significance and what it means to Biripi Nation people. We also have 15 staff enrolled in TAFE NSW to complete the six-week statement of attainment course: Mentoring Aboriginal and Torres Strait Islander People. This course will help our team empower Aboriginal and Torres Strait Islander people both internally and externally.

Finally, a successful NAIDOC Week in July 2022 was a perfect start to the cultural year; the theme "Get Up! Stand Up! Show Up!" encouraged us to champion collaborative change while celebrating those who have already driven change in Aboriginal and Torres Strait Islander communities over generations. It was fantastic to witness staff across the organisation attending NAIDOC community events to learn from and engage with local Aboriginal and Torres Strait Islander people.

Moving into FY24, I look forward to celebrating another successful NAIDOC Week and leading our team towards greater cultural awareness – establishing and strengthening our relationships with Aboriginal and Torres Strait Islander people in our communities and continuing our RAP journey.

**NATALIE RIDGEWAY**  
CULTURAL LEAD

Above: Natalie Ridgeway with Aunty Mandy Davis at the Homebase NAIDOC 2022 Debutante Ball.



# Advocating for people & planet

## TRAINING AND DEVELOPMENT

Through providing stable employment and ongoing training and development opportunities, our team build experience and skills, and gain a range of economic and social benefits.

Training and development opportunities that include licences and certifications, mentoring and 'toolbox talks' build workplace skills and readiness. These opportunities also play a significant role in building confidence, arming individuals with the tools they need to regain their independence and discover their strengths.

Lisa Berry, General Manager Community Services, has seen this regularly at Homebase, "Clients tell me they find our youth workers inspiring. The mentoring program helps them to grow self-confidence, resilience and helps them look forward to the potential of their future."

For the team at Soft Landing Hume, barriers to work include contact with the justice system. Site Manager Jason Heron says, "A lot of our team members have come from Corrective Services. They're over the moon to have the opportunity to get back into the workforce. With a stable job and ongoing mentoring and training, I see the team build their confidence and become more outgoing. Training helps them to open up and enables them to interact with the public in a confident way."

"For those with mental health issues, the change is even greater. The support onsite, the positive work environment and the employee assistance program builds resilience, allowing them to relax and enjoy their work."

Improvements to wellbeing and confidence are shared by the Resource Recovery Australia (RRA) team, who benefit from customer service training and ongoing mentoring.

Jordy Connor, Depot Hand at RRA Toowoomba says, "Training has helped me build my confidence to engage with customers and team members not only on a professional level but also on a personal level."

Jordy says, "My role with RRA has changed my life."

**Community Resources chooses to invest heavily in training and mentoring, seeing the inherent value and the social benefits gained for our people. It is this attention to training that really makes the difference to achieving our social outcomes. Training and development play a pivotal role in enhancing employment skills, bolstering individuals' self-confidence, and nurturing the potential leaders of tomorrow within our organisation.**

**Across Community Resources, our team completed 13,400 training and development opportunities in FY23.**

## A CIRCULAR ECONOMY

RRA's Return and Earn depot at Tuncurry Waste Management Centre diverted over 9.3 million containers this FY, providing both environmental and social benefits to the MidCoast community.

Return and Earn is one of Australia's most successful environmental and waste reduction programs, achieving litter reduction of over 52% and recycling 8 billion containers in its first five years of operation.

RRA General Manager Matt Curtis explains, "Return and Earn places value on containers for consumers; it encourages everyone to return their containers to earn their refund, helping to ensure recyclable containers don't end up in landfill or in our waterways."

In FY23, the containers processed at the Tuncurry Return and Earn Depot saved over 931 tonnes of waste from landfill. That's the equivalent of over 100 garbage trucks full of containers that may have otherwise ended up in landfill.

This significant impact has been made possible through the collaborative efforts of RRA, with Tomra Cleanaway, and the Exchange for Change. Together, we are actively advocating for, encouraging, and engaging with the community to foster positive behaviour changes to increase participation in the program.

Return and Earn is a strong example of how the circular economy can impact positively on the environment.

"All the plastic and glass containers returned through Return and Earn are recycled in NSW. In fact, they're recycled into new containers in Sydney and Albury and supplied to the local market," says Matt.

**"This means great outcomes for the environment because recycled glass uses 60% less energy to make than new glass. It also means more green jobs in NSW."**

For RRA and the MidCoast community, the Tuncurry Return and Earn Depot also has far-reaching social benefits. The depot creates 2.5 FTE positions each year as well as training and development opportunities, including the chance to build customer service skills, community education and plant and equipment operation skills.

Great Lakes Women's Shelter is just one of the local charities which benefits from the program. The Forster-based refuge for women and children has been participating in Return and Earn since the beginning and has raised over \$70,000 to date.

**In FY23, over 85,000 containers were donated directly to charities and community groups at the Tuncurry Return and Earn Depot.**





## OUR VOLUNTEERS

Tom Basha is a 3rd year student at the University of Wollongong, studying a Bachelor of Science and majoring in ecology and conservation. Passionate about sustainability and environmental conservation, he began volunteering at the Green Connect Farm in November 2022 to contribute in a hands-on way.

Volunteers are integral members of our Green Connect team, supporting our work at the Green Connect Farm and our Op Shops and assisting with administrative tasks in the office.

Tom says, "I help prepare the fields for planting, feed the animals and just do odd jobs around the farm while having a good chat with everyone".

Our volunteers have varied backgrounds and ages – we welcome students, retirees, and everyone in between – however, they all have a common goal: to give back to the community while learning new skills and meeting like-minded people.

"I was inspired to start volunteering at Green Connect because I wanted to become part of a community that's passionate about environmental sustainability, and I also wanted to give back to the broader Illawarra community", says Tom.

Prior knowledge isn't essential, but many volunteers are interested in sustainability before joining our team. Volunteering with Green Connect or one of our other social enterprises is a way to build on that interest, learning, growing, and cultivating new experiences.

Tom says, "When I came to volunteer at Green Connect, I already had a pretty good idea of environmental issues and sustainability from my studies, which was part of the reason why I wanted to get involved; I wanted to have a hands-on role".

He adds, "I'm more than happy to dedicate some of my own time to contribute to Green Connect's good cause".

**Thank you to all of our dedicated volunteers at Green Connect and across Community Resources, who, like Tom, dedicate their time and energy and support us to achieve positive outcomes for people and planet**

**"I was inspired to start volunteering at Green Connect because I wanted to become part of a community that's passionate about environmental sustainability".**

**TOM BASHA** GREEN CONNECT VOLUNTEER

# Thank you



## KEY FUNDERS AND PRO BONO PARTNERS

Australian Department of Employment and Workplace Relations

Australian Department of Health and Aged Care

Capricorn Foundation Fund

CommBank Staff Foundation

Department of Veterans' Affairs

MinterEllison

National Indigenous Australians Agency

NSW Department of Communities and Justice

NSW Department of Family and Community Services

NSW Environment Protection Authority (EPA)

Paul Ramsay Foundation

The Ian Potter Foundation

Transport for NSW Driver Licensing Access Program (DLAP)

Vincent Fairfax Family Foundation

Westpac Foundation

## OUR CO-PATRONS

Community Resources is honoured to acknowledge our joint co-patrons His Excellency General the Honourable David Hurley AC DSC (Retd) Governor-General of the Commonwealth of Australia and Her Excellency Mrs Linda Hurley.

## EXECUTIVE TEAM (as at 30 June 2023)

Marc Higgins  
Mark Chicken  
Anthony Rohr  
Rachel Walker

## GENERAL MANAGEMENT TEAM (as at 30 June 2023)

Lisa Berry  
Matt Curtis  
David Petrie  
Robert Servine

We would also like to acknowledge and thank Claudia Cerroni, Kylie Flament, Meagan Jackson and Chris Richards for their service and achievements as members of the Executive and General Management Team at Community Resources in FY23.



# Financial Report



**\$24,575,410**  
Total wages paid  
(including on-costs)\*



**91%**  
Proportion of revenue  
through trade

	2023	2022	2021
REVENUE	36,424,895	35,880,422	35,370,642
EXPENDITURE	35,204,654	32,392,612	34,640,169
SURPLUS	1,220,241	3,487,810	730,473

	2023	2022	2021
CURRENT ASSETS	9,316,557	9,024,425	7,158,429
NON-CURRENT ASSETS	6,242,340	6,949,824	5,025,062
CURRENT LIABILITIES	5,719,379	6,142,019	6,449,509
NON-CURRENT LIABILITIES	3,137,167	3,711,826	3,711,826
EQUITY	6,702,351	5,482,030	1,994,300

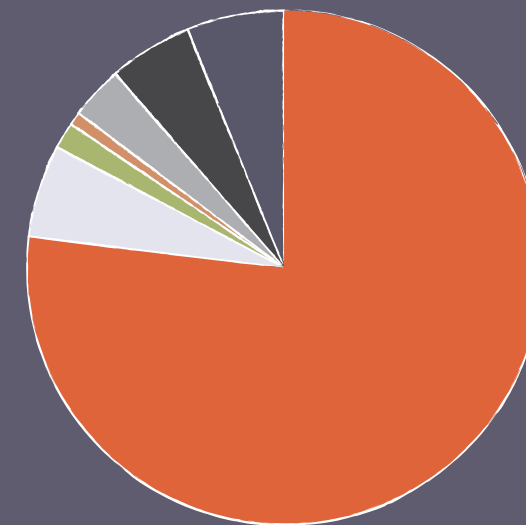
## FINANCIAL COMMENTARY

We posted a \$1.22m profit in FY23, a reduction of \$2.27m from FY22, but strongly ahead of our rolling 3 year surplus result. This reduction against YOY profit was in principal due to the withdrawal of JobKeeper and the non-renewal of a major contract. However, there are many positive indicators of this year's result. FY23 was the first year post government pandemic financial support, and our foundations were shown to be sound: we increased revenue from trade by \$1.7m, growing our businesses and our impact for people and planet with wages and associated costs increasing by \$3.3m. Our surplus is contributing to a healthier balance sheet and our increase in sales is increasing receivables and a reduction in liabilities, particularly borrowings and lease liabilities.

The finance team are a remarkable group of people. Their commitment and dedication to the work that is required for such a complex organisation is amazing, if only we could recognise them as an asset on the balance sheet!

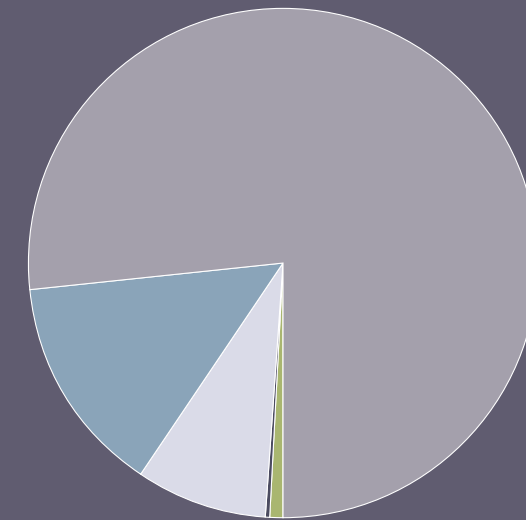
**MARK CHICKEN** FINANCIAL CONTROLLER

As at 30th June 2023 \*Total Salaries, Wages COC and expenses



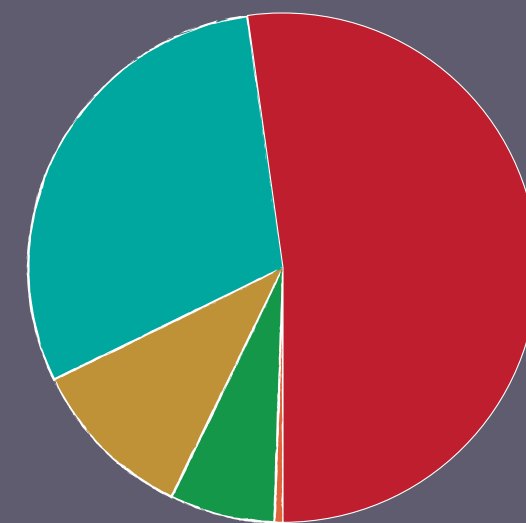
## EXPENDITURE BREAK DOWN

- Wages & Contractors 76.27%
- Administration & Finance 5.57%
- Materials & Equipment 1.9%
- Accommodation 0.76%
- Vehicles & Plant 3.36%
- Waste Disposal 7.19%
- Depreciation and Amortisation 5%
- Loss/(Gain) on Sale of PP&E -0.05%



## REVENUE BREAK DOWN

- Provision of services 77.2%
- Sale of recyclables 13.93%
- Operating grants 8.15%
- Donations 0.16%
- Other Income\* 0.57%



## REVENUE BY ENTERPRISE

- Soft Landing 52.48%
- Resource Recovery Australia 29.88%
- Community Services 10.55%
- Green Connect 6.6%
- Community Resources 0.49%

Community Resources' accounts were independently audited by PwC

Our full audited financial statements are available on request and are published on the ACNC website

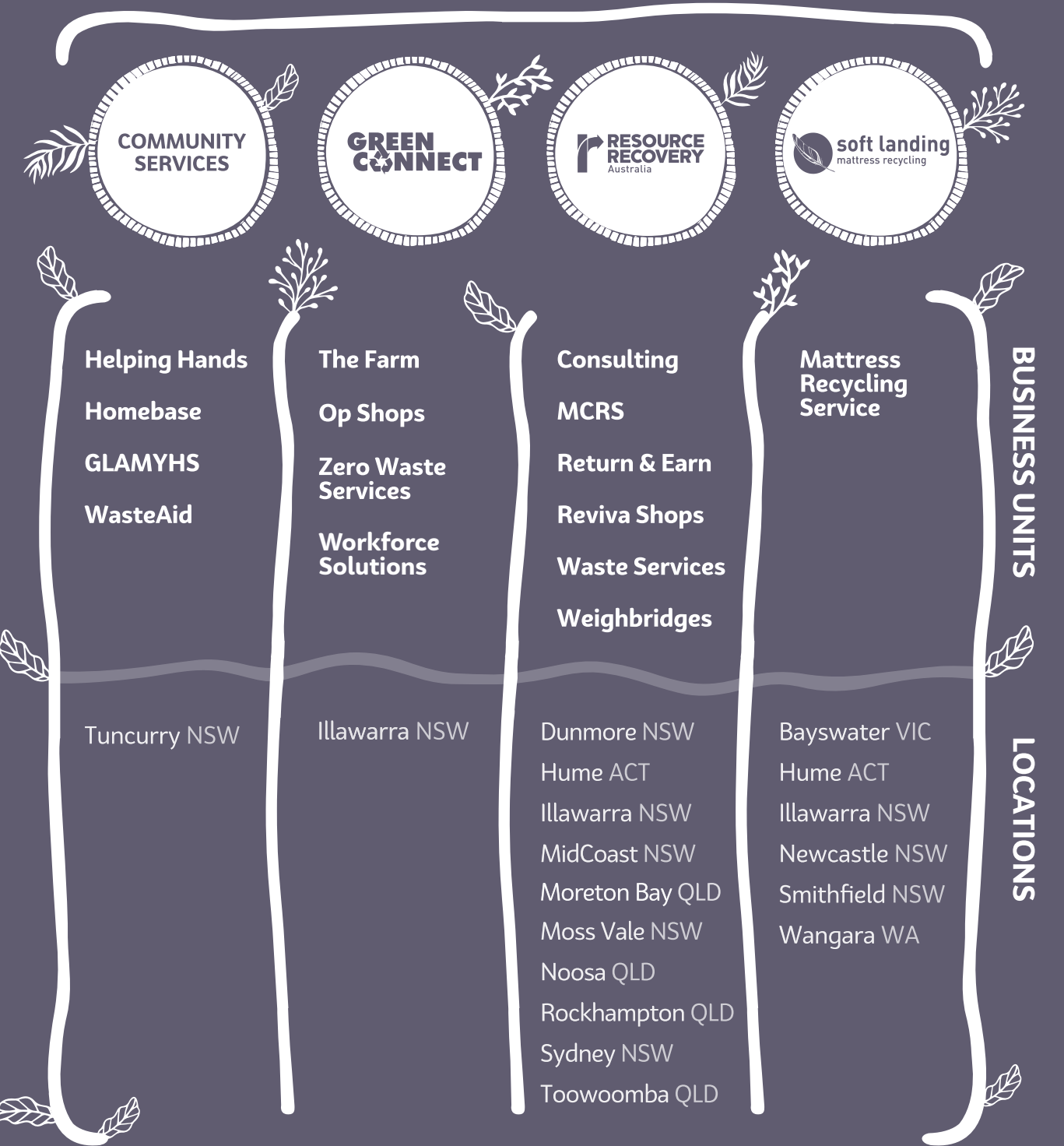
\*Includes Interest, rental and dividend income and insurance recoveries





Tavake Lee Pikula, Soft Landing ACT

## OUR ENTERPRISES



### MANAGEMENT, ADMINISTRATION & DEVELOPMENT TEAM

Marketing and Communications, People & Culture, Finance, Risk, Quality & Compliance, Information Communications Technology





## ANNUAL REPORT 2022/23

### COMMUNITY RESOURCES

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