



# Creating jobs that care for people and planet.



**FY25 Annual Report**

JOSEFA - SOFTLANDING SMITHFIELD







**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.**

***We walk with Country's Song***

By Worimi artist Mandy Davis

Our Ancestors stories are passed down to guide and teach us how to live with Country. They teach us to walk gently, to listen and to care for everything living. We carry this knowledge that is passed down, with respect. When Country changes, our stories guide us through this, bringing new strengths and new knowledge. Country and Culture are living; this keeps us strong to walk our paths in life.

Painting commissioned by Community Resources.





## OUR VISION

**Thriving communities  
that value people, planet  
and the Traditional  
Owners of the land.**

DANIEL - RRA DUNMORE







## 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 FY25, we gave employment opportunities to 960 people across New South Wales, Queensland, Victoria, Western Australia, the Australian Capital Territory and the Northern Territory.

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 would like to thank Flashpoint Labs, Keith Saunders Photography and Neesh Photography for the images used in this report.

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# Our Impact

**In FY25, we created 960 job opportunities, diverted over 18,000 tons of waste from landfill and delivered more than 63,000 instances of community services.**



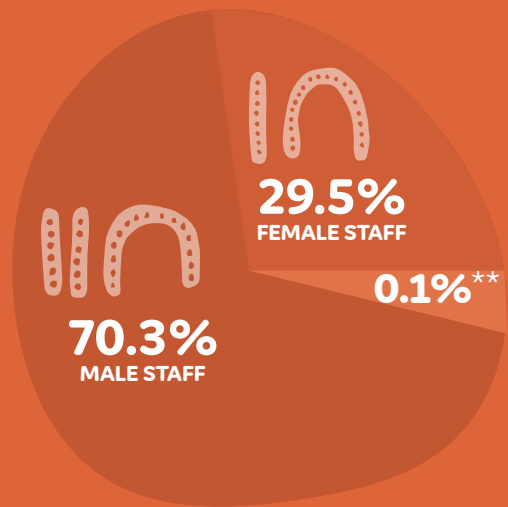
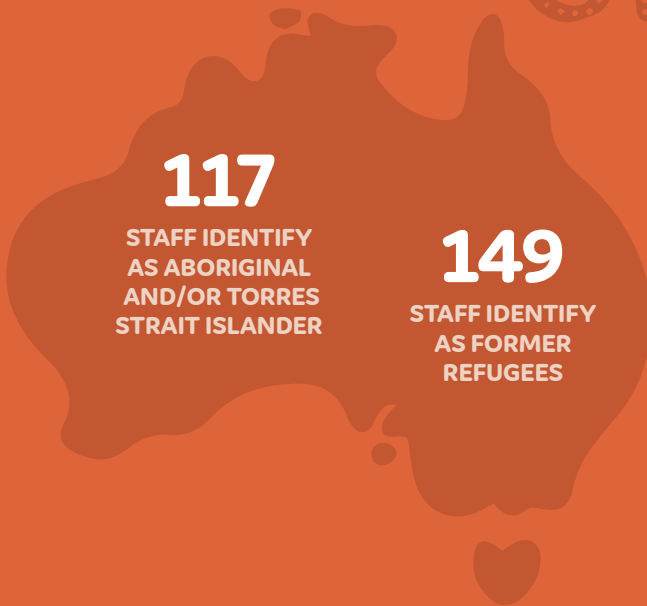
HOMEBASE YOUTH SERVICES



FY25



**70%**  
OF STAFF JOINED US  
WHEN EXPERIENCING  
BARRIERS TO WORK



\*822 people given direct employment opportunities, 138 employed with third-party employers through our Work Readiness & Employment Programs.

\*\*Non-binary or non-identified staff.

\*\*\*Young people defined as under the age of 25.

**197**  
STAFF ARE  
YOUNG  
PEOPLE\*\*\*

**15,842**  
TRAINING AND  
DEVELOPMENT  
OUTCOMES



**18,625**

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



**63,633**

Instances of  
community  
services provided





## WIYABU\* Welcome

\*Wiyabu is welcome in Gathang language.

**FY25 has been a defining year for Community Resources – one that tested our resilience and strengthened our resolve. Amid rapid industry change and global economic shifts, we have adapted with purpose, positioning ourselves for long-term success. Throughout these winds of change, we have been anchored by the commitment and dedication of our people who believe wholeheartedly in the work we do.**

We have much to celebrate. The seeds we sowed a few years ago towards increased Aboriginal engagement and leadership saw the implementation of our first 'Innovate' Reconciliation Action Plan, charting our path for 2025-2027. The Board has made a commitment to becoming Aboriginal-led, and we are taking steps toward a future where a majority of our Board proudly represents Aboriginal voices.

As Co-Chairs, we acknowledge the strong, respectful, collaborative and performance-driven culture upheld by every member of our Board. CR has benefited from the significant contributions of our newest board members, who bring deep waste industry sector experience – Toby Terlet, Danny Conlon and

Narelle Anderson. On the CR Board, diversity of background and experience isn't just valued — it's part of how we work every day.

**This year we were honoured to welcome Her Excellency the Honourable Sam Mostyn AC, Governor-General of Australia, as our patron.** Her support is a significant vote of confidence in our mission. With this patronage, we can reach more people, build stronger partnerships and create even greater impact in the communities we serve.

**It has been a season of movement in leadership, with CEO Marc Higgins leaving and our COO Martin Paech being appointed as CEO.** Our stability through these times is made possible by the dedication of our Executive and General Manager teams, management, and from every employee who shares belief in our purpose.

Doing our work well is underpinned by the safety of each of our employees. We have made this the focus for the organisation from top to bottom, implementing an Integrated Management System, with a strong focus on the review and improvement of safe work practices across all our sites.

This investment of time and energy is bearing fruit with a 45% reduction in our Lost Time Injury Frequency Rate. Caring for our own safety and the safety of those around us is non-negotiable – we want the jobs we create to be safe and supportive jobs for the people who find it hardest to enter the workforce.

This year has presented financial challenges, with CR recording its first operating loss in 7 years. As a social enterprise dedicated to creating jobs for people and the planet, we know that our impact must rest on a strong, sustainable business model. The Board, CEO and Executive team are united in addressing this, bringing fresh energy and focus to securing solutions that will allow us to continue delivering meaningful work and building a high-performing organisation driven by passionate, committed people.

Thank you for your support.

**"We have much to celebrate. The seeds we sowed a few years ago towards increased Aboriginal engagement and leadership saw the implementation of our first 'Innovate' Reconciliation Action Plan, charting our path for 25-27."**

## Co-Chairs

**Katriina Heikkanen and  
Indu Balachandran**

# Our Board

VIEW OUR BOARD MEMBER BIOS  
[COMMUNITYRESOURCES.ORG.AU/OUR-BOARD](https://communityresources.org.au/our-board)



**Indu Balachandran**  
Co-Chair



**Katriina Heikkanen**  
Co-Chair



**Nick Thomas**  
Deputy Chair



**Anne Sattler**  
Company Secretary



**Narelle Anderson**  
Director



**Danny Conlon**  
Director



**Toby Terlet**  
Director



**Brendan Thomas**  
Director



MARTIN PAECH

# Welcome



## A word from our CEO

**The FY25 Financial Year was one of purposeful consolidation and positive change at Community Resources. We sharpened our focus on mission and purpose, invested in organisation-wide systems, streamlined operations by transitioning non-core business, strengthened workplace safety and advanced our journey toward becoming a more sustainable organisation.**

We continued to support our customers and communities by providing meaningful employment pathways, place-based community services and caring for Country. Our inspiring team continued to demonstrate their characteristic passion for delivering impactful outcomes.

Earlier this year, Marc Higgins finished up as CEO at Community Resources (CR). I would like to acknowledge Marc's contribution to CR. Under Marc's leadership in the last year alone, we created 960 job opportunities, diverted over 18,000 tons of waste from landfill and delivered more than 63,000 instances of community services. Consequently, I feel honoured and grateful to serve as CEO.

One of this year's true highlights was Her Excellency the Honourable Sam Mostyn AC, the Governor-General of Australia, becoming our patron. This significant endorsement further strengthens our ability to deliver on our mission and purpose.

Another highlight was the successful launch of our Reconciliation Action Plan (RAP) on Worimi Country on Mabo Day. The RAP is an important milestone in our ongoing efforts to advance reconciliation and foster stronger relationships with Aboriginal and Torres Strait Islander people. It has marked real progress in our transition to becoming an Aboriginal-led organisation later this year. Becoming an Aboriginal-led organisation represents the most significant milestone in our 37-year history, representing a natural extension of our cultural past. I am personally excited about this change and how it will lift impact across the communities we serve.

A strategic review of our purpose saw us make some thoughtful changes, most notable of which was supporting the Green Connect Farm's transition to becoming an independent enterprise. We worked hard to position the Farm for success, gifting all Farm assets and novating the long-term Farm lease. The Farm continues to operate under its existing management, providing fair food, training and farm tours for the local community. We remain closely connected, partnering with the team to place work-ready participants with our Green Yakka Labour Hire and Zero Waste businesses.

In tough market conditions – including heightened competition, a decline in mattress sales and other challenges – revenue growth was constrained, which in turn impacted profitability. Moreover, cost-of-living challenges and flood disasters heavily impacted some of our communities, particularly along the eastern seaboard.

Soft Landing (SL) experienced a reduction in mattress volume in NSW and WA. High right-of-use property insurance premiums and elevated disposal costs for pocket springs all contributed to financial challenges. That said, the team's capable focus on operational effectiveness and process efficiency succeeded in softening the financial blow associated with falling mattress volumes. Particularly heartening was the extension of the major Southern Sydney Regional Organisation of Councils contract.

This year, we completed projects for our customer relationship management system (CRM), risk and compliance management systems, and the Logiqc workflow application. These tools, processes and systems have placed us well to support our next stage of growth.

**In line with this focus on operational excellence, we proudly achieved ISO 9001, ISO 14001 and ISO 45001 certification for RRA** — proving we meet rigorous international standards for quality, sustainability and safety. This achievement is a strong endorsement of how we work and a clear signal to our partners, customers and communities that they can rely on us to deliver excellent services safely, responsibly and with a commitment to continuous improvement.

**Changing markets require us to adapt to deliver on mission and purpose. In the coming financial year, we will:**

- Strengthen identity and culture by becoming Aboriginal-led and being 'values-driven'
- Grow by exceeding revenue targets and retaining our loyal customer base
- Create an 'always safe' performance-based work environment
- Build financial sustainability

**"Our people continue to be our greatest strength who live and breathe our values every day. Building a stronger future will require purposeful hard work, a culture grounded in collaboration and resilience, and the ability to embrace change – all in service of creating meaningful jobs and caring for our planet."**



**CEO**  
**Martin Paech**



**FY25 was a year of progress and positive change for Community Resources. From new sites and partnerships to innovation and improved systems, these highlights capture the milestones and moments that shaped our work this year.**



STUART & RICKY - RRA DARWIN

FY25

# Highlights

## Growth and Expansion

### We were proud to:

**Launch Green Yakka** as a dedicated brand for our labour hire and zero waste services, building on more than a decade of impact as part of Green Connect.

**Open Reviva Reuse Shop Darwin on Larrakia Country** – our first site in the Northern Territory – welcoming 15,000 customers and creating eight new local jobs in its first six months.

**Increased RRA's footprint in Rockhampton** by taking over operation of the Gracemere Waste Facility.

**Serve 140,437 customers across our Reviva Reuse Shops** – a 10.5% increase on last year.

**Celebrate the official opening of the new Soft Landing Perth site**, doubling the size of the previous warehouse.

**Secure the Southern Sydney Regional Organisation of Councils (SSROC) mattress recycling contract** for another seven years.

**Complete our first full-scale Waste-to-Energy trials at Soft Landing Smithfield and Perth**, closing the gap on hard-to-recycle materials and moving closer to 100% landfill diversion.

## Organisational Achievements

### We celebrated:

**Welcoming Her Excellency the Honourable Sam Mostyn AC, Governor-General of Australia, as CR's new patron** – continuing a proud tradition of support from the Governor-General's office.

**Launching our first 'Innovate' Reconciliation Action Plan (RAP)**, with a special event held on Worimi Country during National Reconciliation Week.

**Completing Stage 1 of our Integrated Management System (IMS) journey** – including the launch of the IMS Manual and Our Ways of Working SharePoint site – creating one cohesive way of working and a foundation for continual improvement.

**CR and RRA achieving ISO certification** under three globally recognised standards: Occupational Health and Safety (ISO 45001:2018), Environmental Management (ISO 14001:2016) and Quality Management (ISO 9001:2015).

**Rolling out our new CRM platform** to strengthen customer relationships and improve service delivery.

**Launching Logiqc** as our enterprise-wide platform for risk, contract and incident management.

**Green Connect winning** the 2024 Social Traders Social Procurement Partnership of the Year Award with Mirvac.

**Recording exceptional results for Strive for Success in its first year**, with 89% of participants who gained work staying employed.



FY25

# Highlights

## Work Health and Safety

### We successfully:

**Reduced** our Lost Time Injury Frequency Rate (LTIFR) by almost 50% – reflecting safer worksites and faster recoveries.

**Increased** average monthly safety reports by 38% after rolling out Logiqc and QR code reporting – a clear sign that staff are more engaged and proactive about safety.

**Launched** monthly WHS Insights meetings to share learnings and strengthen hazard awareness across CR.

**Introduced our Raise Your Hand initiative** as a daily reminder to pause and seek help before a task becomes unsafe.



CO-CHAIR INDU BALACHANDRAN & SOFT LANDING SMITHFIELD LEADING HAND HUSEIN

## Our People and Culture

**We kept strengthening a culture where people feel safe and included, marking key moments such as:**

**NAIDOC Week 2024**, celebrating the theme 'Keep the Fire Burning! Blak, Loud and Proud', with our deadly NAIDOC shirts and organisation-wide series of events.

**Refugee Week**, recognising the 149 former refugees employed across CR and the role meaningful work plays in building belonging.

**National Reconciliation Week**, marked with site-based activities and reflection across CR.

**International Women's Day**, with women leaders across CR sharing reflections on equality, leadership and the barriers still to remove.

**Soft Landing Smithfield Leading Hand Husein and Co-Chair Indu Balachandran** representing CR at Admiralty House, meeting with Her Excellency the Honourable Sam Mostyn AC, Governor-General of Australia.



RRA MIDCOAST TEAM - NAIDOC WEEK 24

FY25

# Highlights

## Digital and Community Connections

**This year, we strengthened how we connect with our communities by:**

**Building our social media presence** – publishing almost 3,000 posts across LinkedIn, Facebook and Instagram, generating 6.3M impressions (up from 5.6M in FY24), over 820,000 engagements, and welcoming 6,300 new followers, taking our total online community to nearly 38,000.

**Providing essential emergency information and support** to the Mid North Coast community during the severe floods that impacted the region in May 2025.

**Launching a new Homebase Youth Services website**, making it easier for young people and their families to access support and resources.

**Generating 55+ media features**, with broader reach and higher-profile coverage than previous years, including: The Guardian, Waste Management Review, Third Sector, Sustainability Matters, Inside Local Government, WIN News, 7News, **NBN and ABC News**, alongside consistent regional stories that shared our impact with communities across the country.

**Supporting local youth and raising awareness of key issues** through stalls and community events – participating in Youth Homelessness Matters Day, NAIDOC Week, the Illawarra Career Expo, NSW Youth Week, community BBQs and other youth-focused activities.

**Presenting and hosting stalls at major industry conferences and events** – including Waste 2025, the Social Enterprise Jobs Summit, the SECNA Social Enterprise Festival – and connecting with peers at others, including the WA Waste & Resource Recovery Conference and Australasian Waste & Recycling Expo.

**Delivering an organisation-wide National Recycling Week campaign**, highlighted by the Reviva Reuse Competition, which engaged thousands of community members across multiple sites and showcased creative ways to reduce waste.



DAVID PETRIE - SOFT LANDING GM AT SECNA SOCIAL ENTERPRISE FESTIVAL



ANTHONY ROHR, REBEKAH WATTERS, RACHEL WALKER AT SOCIAL ENTERPRISE AUSTRALIA JOBS SUMMIT



# Strategic Goals

## ACHIEVING OUR GOALS

This year, we made strong progress on our strategic goals — strengthening our cultural foundations, integrating our systems, and investing in our people, finances and future growth. Each goal shows how we're building a strong, connected organisation that delivers lasting value for people, communities and Country.

### GOAL ONE: ABORIGINAL ORGANISATION

We are embedded in Aboriginal ways of being on Country

### GOAL TWO: INTEGRATION

All enterprises and business units have a clear place in the CR family

### GOAL THREE: CULTURE, TRUST AND TOGETHERNESS

Our people are thriving in a safe and inclusive environment

### GOAL FOUR: SIMPLE GROWTH

We are doing more of what we do well, together

### GOAL FIVE: FINANCIAL HEALTH

We have 6 months' wages in the bank

## GOAL ONE

# Aboriginal Organisation



## Building Our Aboriginal-Led Future

**This year we took significant steps towards our goal of becoming an Aboriginal-led organisation and strengthening cultural foundations across Community Resources. We achieved a major milestone – the approval and launch of our first ‘Innovate’ Reconciliation Action Plan (RAP)..**

Launched in June, the RAP was the result of over 18 months of listening, consultation and co-design. It reflects the voices and contributions of our Co-Chair and Worimi woman, Katriina Heikkanen, Aboriginal staff, Elders, our RAP Working Group and People and Culture leadership.

The launch, held during National Reconciliation Week on Mabo Day, brought Elders, staff and community together on Worimi Country to share reflections and yarns over a meal. Stories from Auntie Janis and Auntie Lyn reinforced why this work matters – and why it must continue with commitment and care.

**By embedding Aboriginal ways of being in all we do, we create stronger connections and more inclusive workplaces. Together we can build a future where culture is celebrated and caring for Country is second nature.**

**Our RAP gives us a clear path forward.**

It provides actions and accountability to embed Aboriginal ways of working across the organisation. It ensures practices, policies and community engagement reflect Aboriginal culture and values, creating an environment where cultural knowledge is respected, celebrated and applied.

**Looking ahead, our focus is on bringing these commitments to life across all our sites by:**

- **Creating more opportunities** for Aboriginal leadership and cultural practice
- **Building deeper partnerships** with Elders, Aboriginal organisations and staff
- **Tracking progress** so we know we’re making a difference
- **Continuing to grow cultural awareness** and learning for everyone in our organisation

Our goal is for every site, service and team member – as well as our partners and clients – to feel part of this journey.



## GOAL TWO

# Integration

## Raising the Bar: Integrated Excellence Across CR

FY25 was a year of raising the bar together – unifying our systems, achieving global benchmarks, streamlining how we manage relationships and strengthening risk management to build a stronger, more cohesive organisation.

### Unifying Internally: Integrated Management System (IMS)

One of our biggest achievements was to build and embed a single Integrated Management System (IMS): the framework that unites policies, procedures and compliance requirements across CR.

This year we:

- **Documented and standardised best-practice processes** across all enterprises.
- **Trained internal 'IMS Champions'** through a five-day auditor course to lead implementation and drive continual improvement.
- **Created an online hub** with a single, easy-to-access source for policies and procedures.
- **Communicated the importance of our new Integrated Quality, Safety and Environment Policy** – signed by CR's Executive Team and General Managers – across the organisation.

The IMS gives us one cohesive way of working and creates the foundation for continual improvement.

### Achieving Global Benchmarks: ISO Certification

Our IMS enabled us to achieve independent verification of the high standard of our work. In June 2025, Community Resources and Resource Recovery Australia achieved certification under three internationally recognised ISO standards:

- **ISO 45001:2018 – Occupational Health & Safety**
- **ISO 14001:2016 – Environmental Management**
- **ISO 9001:2015 – Quality Management**

Certification confirms our operations meet global benchmarks and assures partners that we deliver services safely, consistently and with continual improvement. Soft Landing is on track to achieve certification in FY26, extending this benchmark across the organisation.

### Streamlining Customer Relationships: CRM

We then turned our focus to improving how we manage customer relationships and opportunities. In early 2025, we launched our organisation-wide CRM system – giving teams a shared platform to coordinate business development, improve account management and make data-driven decisions.

**The CRM has been embraced by our team and is already giving our customers a smoother, more personalised experience.**

### Strengthening Risk Management: Logiqc

Finally, we implemented Logiqc as our enterprise-wide platform for risk, contract and incident management.

The system:

- **Records and tracks incidents** thoroughly, ensuring corrective actions are completed.
- **Captures safety, environmental and quality issues**, as well as positive indicators like hazards and near misses.
- **Makes reporting quick and easy**
- **Provides visibility of risks and trends**, helping prevent incidents before they occur.

Together, these initiatives set a new standard for how we work – showing that operational excellence and social and environmental impact go hand in hand.

They give our staff clear systems that make work safer and easier, assure our partners that every service meets the same high standard, and enable us to grow sustainably, creating secure jobs and greater impact where it's needed most.

**GOAL THREE**

# Culture, Trust and Togetherness



## A Message from Our People & Culture Manager, Anthony Rohr

In FY25, we were proud to directly give employment opportunities to 822 people – 70% of them while experiencing barriers to work and an additional 138 people through our growing employment program 'Strive for Success'. For me, that's what this goal is all about. No matter where someone is starting from, they deserve a workplace where they feel safe, included and supported to grow. That's why culture, trust and togetherness have stayed front and centre this year, and why we've put extra energy into strengthening them.

### Safety

Safety has always been a focus for us, but this year we kept building on it and empowering teams to take ownership. More people are speaking up, sharing responsibility, and supporting each other on the job. Some of our highlights include:

#### ISO Certification

Community Resources and Resource Recovery Australia achieved certification under three internationally recognised ISO standards – ISO 45001:2018 (Occupational Health and Safety), ISO 14001:2016 (Environmental Management) and ISO 9001:2015 (Quality Management) – confirming that our operations meet global benchmarks.

#### LTIFR Reduction

Our Lost Time Injury Frequency Rate (LTIFR) dropped significantly, with a reduction of almost 50% – reflecting safer worksites and faster recoveries.

#### Better Reporting

Since introducing QR code reporting and the launch of our quality management platform Logiqc, the average number of reports per month has increased by 38% – a clear sign that staff are more engaged and proactive about safety.

#### Return to Work

Bringing return-to-work planning in-house has dramatically reduced time lost to injuries, with improved communication between P&C Partners, managers and staff leading to smoother transitions back to work.

#### Toolbox Talks & Insights

21 toolbox topics were delivered across CR, sparking discussions and hazard awareness on every site. We also launched a monthly WHS Insights meeting, giving all businesses a space to share learnings and collaborate on improvements.

#### Raise Your Hand

Our simple but powerful initiative continues to prevent injuries by encouraging staff to pause and ask for help before a task becomes unsafe.

#### Cyber Safety

Regular ICT-led training has strengthened staff ability to spot phishing attempts and protect both personal and organisational data.



## Inclusion

**Every day we work alongside people from different cultural, language and life experiences – and that diversity is one of our greatest strengths.**

Our model is built on creating employment for people who face barriers, including former refugees, Aboriginal and Torres Strait Islander people, young people and others excluded from the workforce. We support them through mentoring, training and culturally safe workplaces.

**Key moments this year gave us the chance to connect, learn and celebrate together:**

- **Refugee Week:** We recognised the 149 former refugees employed across CR, reflecting on the role meaningful work plays in building belonging and opportunity.
- **NAIDOC Week:** Staff across CR proudly wore their CR designed NAIDOC shirts, attended local events, and shared photos for our organisation-wide collage – a tradition that connects everyone, no matter where they work.
- **International Women's Day:** Women leaders from across CR shared inspiring reflections on the barriers still to remove and the lessons they carry forward.
- **Year-Round Cultural Awareness:** We adapt worksites and rosters to respect cultural and religious needs – from Ramadan schedules and prayer breaks to respecting time for Sorry Business and other cultural responsibilities – so inclusion becomes part of everyday work.



SOFT LANDING SMITHFIELD - NAIDOC WEEK 2024



LIAM - RRA MIDCOAST

## Our People Thriving

**Every day, we see staff growing in confidence, learning new skills and finding a real sense of belonging. Some take on new roles within CR, while others transition to opportunities beyond our organisation – proof that our model creates real, lasting pathways into meaningful work.**

**Take Liam, a young Aboriginal man who started at RRA as a Work for the Dole participant straight out of school in 2020.** Liam gained his forklift and loader licences, became a full-time employee, and managed a section of the site. In FY25, he transitioned into a traineeship in the health industry – his dream field.

**Amber started work with us as a Depot Hand and after 4 months** she was identified as an excellent candidate for a council apprenticeship in the waste industry. She successfully secured the role in June 2025.

When people feel safe and supported at work, it doesn't just make a difference for them – it flows out to their families, their communities, and the places where we live and work. That's the impact we're here to create.

## GOAL FOUR

# Financial Health



## Strengthening Foundations for Future Growth

This year, we reinforced the strong financial foundations we already have in place, investing in systems, processes and planning that will help us through change and prepare us for future growth. Like strengthening the footings of a building, these steps ensure our organisation can stand firm today and rise higher tomorrow.

We continued to meet key financial health measures. At year's end, our Current Ratio was 1.64 (for every \$1 in current liabilities we held \$1.64 in current assets, against a strategic target of 1.5). Our Debt Ratio was 23%, well under our target 75% threshold. These results show our diligence in managing the balance sheet while still investing in what's needed for the years ahead.

### Key steps we took in FY25 to strengthen our financial health include:

- **Better financial reporting:** We improved the accuracy and timeliness of monthly profit

and loss (P&L) reports for each business unit, alongside regular updates to the Community Resources Compliance, Audit, Risk & Finance (CARF) Committee, laying the groundwork for smarter decision-making.

- **Improved risk management and growth planning:** A new customer relationship management (CRM) system and associated processes strengthened our ability to assess opportunities, reduce risks and plan for growth.
- **New operations and expansion:** In FY25 we launched a Reviva Reuse Shop in Darwin, secured a Queensland Government grant to establish a future Soft Landing site in the state, and expanded Soft Landing's capacity in Western Australia. These steps show how we are building for long-term impact while maintaining stability.
- **Stronger due diligence:** We applied a more structured process to assess new opportunities, ensuring resources, time and energy are allocated wisely as we grow.
- **Fair and sustainable pricing:** We refined our pricing, to stay competitive while covering the real costs of achieving our social and environmental goals. This ensures we can continue to deliver impact while providing high-quality services.
- **Strategic investment in systems:** We invested in ISO certification, the CRM, a data warehouse and an integrated management system (IMS). These are reinforcing beams, designed to carry more weight as we expand.

**By investing carefully in the systems and structures that support our work in FY25, we have prepared Community Resources to embrace change with confidence, and to keep creating positive impact for people, communities and planet.**

MARK CHICKEN - FINANCIAL CONTROLLER



## GOAL FIVE

# Simple Growth

## Creating Employment Opportunities at Scale

**In FY25, Community Resources made a strategic decision to focus on what we do best: creating employment opportunities at scale for people facing barriers to work.**

This sharpened focus drove a year of significant growth across our enterprises: we created more jobs than ever before, expanded into new regions, and dramatically increased training and development opportunities.

We provided 960 people with employment opportunities (up from 786 in FY24), with 70% joining us while experiencing barriers to work. Of these, 822 people were employed directly and 138 were placed with third-party employers through our highly successful work readiness programs like Strive for Success.

We also delivered 15,842 training and development outcomes – almost 150% more than last year – giving more people the skills and confidence to succeed.

**This growth was driven by major milestones and planned change across our social enterprises:**

**Green Yakka** launched as a dedicated labour hire and zero waste brand, enabling us to scale employment creation and grow our impact. This new chapter was made possible by the transition of Green Connect Farm to an independent enterprise, allowing The Farm to focus on its fair food and community mission while also staying connected to our employment pathways through Green Yakka.

**Strive for Success** continued to prove its potential to transform youth employment outcomes, with 89% of participants who gained work staying employed and many overcoming significant barriers such as mental health challenges and housing instability.

**Resource Recovery Australia (RRA)** increased its footprint in Rockhampton with the Gracemere Waste Facility and opened Reviva Darwin,

welcoming 15,000 customers and creating eight new local jobs in its first six months. The Mobile Community Recycling Service also completed over 7,000 collections across Sydney's west.

**Soft Landing** secured a seven-year contract renewal with The Southern Sydney Regional Organisation of Councils (SSROC), ensuring stable employment for our Smithfield team and responsible recycling services for communities across Sydney. We also explored new opportunities to expand into additional regions, strengthening our ability to provide jobs and environmental outcomes where they are needed most.

**Behind these achievements are hundreds of individual stories, many of which are shared throughout this report:**

**Women from refugee backgrounds** gaining valuable hands-on experience in a culturally safe environment with Green Yakka.

**Young people like Ashlyn and Charley** taking their first steps into work through Strive for Success.

**Ricky and other new team members at RRA's Reviva Reuse Shops** finding connection, purpose and a pathway into meaningful work.

**Soft Landing staff like Husein and Nasser** overcoming complex barriers to build long-term careers.

**Together, these results and stories show how scaling what we do best transforms lives, creating real pathways to long-term work and stronger, more connected communities.**

**Together, these results and stories show how scaling what we do best transforms lives, creating real pathways to long-term work and stronger, more connected communities.**



MOHAMMED - SOFT LANDING SMITHFIELD



## OUR VISION

**Thriving communities  
that value people, planet  
and the Traditional  
Owners of the land.**

# Our Organisation

RESOURCE RECOVERY AUSTRALIA		SOFT LANDING	GREEN YAKKA	OUR COMMUNITY SERVICES	ENTERPRISES
Consulting		Mattress Recycling Service	Labour Hire	Helping Hands	OUR SERVICES
MCRS			Zero Waste	Homebase Youth Services	
Reviva Reuse Shops				Great Lakes and Manning Youth Homelessness Service	
Return & Earn					
Waste Services					
Weighbridges				Strive For Success	
Darwin NT		Bayswater VIC	Illawarra NSW	MidCoast NSW	LOCATIONS
Dunmore NSW		Hume ACT	Western Sydney NSW	Illawarra NSW	
MidCoast NSW		Newcastle NSW			
Moreton Bay QLD		Smithfield NSW			
Noosa QLD		Wangara WA			
Rockhampton QLD					
Sydney NSW					
<b>ENTERPRISE SERVICES TEAM (EST)</b> Communications & Marketing, Cultural Development, Business Development, Finance, Information Technology, People & Culture, Risk, Quality & Compliance					



# Working on Country



## THE ABORIGINAL NATIONS WE WORK ON

### NEW SOUTH WALES

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

### ACT

**Ngannawal** (CANBERRA)

### VICTORIA

**Kulin** (MELBOURNE)

### QUEENSLAND

**Darumbal** (ROCKHAMPTON)  
**Gubbi Gubbi**  
 (NOOSA & MORETON BAY)

### WESTERN AUSTRALIA

**Noongar** (PERTH)

### NORTHERN TERRITORY

**Larrakia** (DARWIN)

# Where We Work



## OUR MANAGEMENT TEAM

(As at 30 June 2025)

### EXECUTIVE

Martin Paech  
Mark Chicken  
Anthony Rohr  
Rachel Walker

### GENERAL MANAGERS

Lisa Berry  
Matt Curtis  
David Petrie

We would like to acknowledge and thank Marc Higgins for his service and achievements as the CEO for Community Resources in FY25.



# Resource Recovery Australia

Resource Recovery Australia is a certified not-for-profit social enterprise and registered charity operating across Australia to transform the way we treat waste.

SAMANTHA - SITE MANAGER RRA DUNMORE

## OUR IMPACT



**209**

Employment  
opportunities  
provided



**4,069**

Training and  
development  
outcomes



**12,252**

Tonnes of waste  
diverted from  
landfill for reuse  
and recycling



**140,437**

Customers served  
at Reviva  
Reuse Shops

# Welcome



## A Message from the General Managers

**This year, Resource Recovery Australia (RRA) celebrated major milestones while navigating change across our network. From expanding into new regions to achieving international certification, FY25 was a year of growth, impact and opportunity – driven by the dedication of our people and the strength of our partnerships with councils across Australia.**

In FY25, our team worked incredibly hard across 15 sites to deliver on the priorities we set with our council partners. Together, we diverted more than 12,000 tonnes of waste from landfill and welcomed over 140,000 customers to our Reviva Reuse Shops, where choosing second-hand is becoming part of a growing culture of reuse.

Through our #WASTE2WAGES model, we continued to create jobs for people who need them most. We provided 209 employment opportunities, with 68% of our team members facing barriers to work and 20% identifying as Aboriginal or Torres Strait Islander people. Alongside this, we delivered 4,069 training and development outcomes – a 46% increase on last year – equipping people with the skills and confidence to step into long-term employment.

These results reflect a growing culture of inclusion and opportunity within our workforce and communities.

We were proud to take over the operation of the Gracemere Waste Facility, increasing our footprint in Rockhampton. We also expanded into the Northern Territory with the opening of Reviva Darwin, which in its first six months welcomed over 15,000 customers, diverted 159 tonnes from landfill and created eight local jobs. It's a strong start that shows the value social enterprise can bring when we embed ourselves in local communities.

Meanwhile, our Mobile Community Recycling Service (MCRS) completed more than 7,000 collections, safely handling problem waste from households across Cumberland, Blacktown and Parramatta. This growth shows how trusted and valued the service has become in making recycling simple and accessible.

This year also saw a major milestone in operational excellence, with RRA achieving certification under three globally recognised ISO standards: Occupational Health and Safety (ISO 45001:2018), Environmental Management (ISO 14001:2016) and Quality Management (ISO 9001:2015). This achievement signals to our council partners, customers and communities that social enterprise can – and should – deliver to the highest professional standards.

**Thank you to our councils, partners, communities and the RRA team for walking alongside us. Together, we are building a more sustainable, inclusive future – one where waste is transformed into wages, opportunities and stronger communities.**

**MATT CURTIS**  
RRA GENERAL MANAGER

**ALLY GLENDENNING**  
RRA DEPUTY GENERAL MANAGER





# Tackling Problem Waste

## Tackling Problem Waste with the Mobile Community Recycling Service

When household problem waste like paint, gas bottles, e-waste and batteries can't be easily disposed of, it often ends up in kerbside bins, where it can harm the environment or trigger garbage truck fires. It's a significant and growing challenge: Fire and Rescue NSW responded to more than 300 lithium-ion battery fires last year – part of an estimated 10,000 to 12,000 such fires across Australian waste and recycling systems annually.

Our Mobile Community Recycling Service (MCRS) provides a safe, convenient and free alternative for NSW residents in Cumberland, Blacktown and Parramatta council regions, making it easier to do the right thing. MCRS is licensed and approved by the NSW Environment Protection Authority (EPA) and has become a trusted service for thousands of households across Western Sydney.

**In FY25 alone, MCRS completed 7,129 collections – a 9.3% increase on the previous year – and safely handled 179 tonnes of problem waste, diverting it from landfill and reducing the risk of dangerous incidents.**

Leading the service is John Huynh, who joined RRA in 2016 after relocating to Australia from Vietnam with his family. He says, "I began my journey with RRA as a casual worker looking for more secure employment. I worked my way up and became manager of MCRS in 2020."

**"MCRS provides an easy way to dispose of household problem waste," John says. "It helps residents that can't get to a waste depot to still recycle these items."**

The community response to the service has been overwhelmingly positive. "Our team has seen an increase in bookings and happy residents," John says. "The feedback has been great – our drivers get asked for information about the service all the time."

MCRS is proof that when recycling is made simple and accessible, people use it. Residents can book a collection online, leave their items outside, and let the MCRS team take care of the rest.

John sees a bright future for the service, saying, "I'd love to see MCRS expand into different LGAs and see further increases in bookings. More bookings mean less problem waste ending up in garbage trucks or landfill – helping to keep our communities safe and our environment clean."

**For John, running MCRS is all about community and doing things right.**

**"It's rewarding," he says. "I love my role and the people I work with. Supporting the local community and diverting waste the right way makes me feel proud."**

# The Tinkeringage

## The Tinkeringage: Where Creativity, Community & Waste Diversion Meet

At Resource Recovery Australia, we see waste diversion as just the beginning of the story. It's an opportunity to spark creativity, build community and give people the skills to see waste differently – contributing to a lasting circular economy. That's the idea behind The Tinkeringage, our free workshop space where everything starts with materials rescued from landfill.

In FY25, 797 people visited The Tinkeringage across our sites at Dunmore and Rockhampton, taking part in hands-on workshops focused on repair, repurposing and reuse.

The Rockhampton Tinkeringage is our newest, launched in late 2024 at the Lakes Creek Road Waste Management Facility. Supported by Rockhampton Regional Council, the space was recently expanded with a new awning, increasing its capacity and allowing workshops to run in all weather.

**Since opening, the Rockhampton Tinkeringage has run 30 workshops with 221 participants, diverted 4.93 tonnes of materials from landfill, repaired and resold 91 items, and provided 12 volunteer opportunities.**

Kahli Pearson, Rockhampton Area Manager, says the community response has been incredible. "Our opening was a highlight," Kahli says. "Months of planning for the launch during National Recycling Week paid off – we had 487 people attend. The community are highly involved."

Workshops have ranged from practical repairs to creative projects, including turning salvaged casement windows into mirrors, making tyre dog beds, weaving bike wheels with recycled textiles, and crafting teacup candles and bird feeders.

"People are genuinely excited to come in and do a workshop. They want to do multiple workshops!" Kahli says.

The Tinkeringage has become a hub for community connection. "Anyone from the community can be included," Kahli says. "You don't need tools or experience, and we offer different classes for all ages. People bring their friends and meet new people, and local support services – like the 'Level Up Program' for 15-19-year-olds who are disengaged from school – regularly attend."

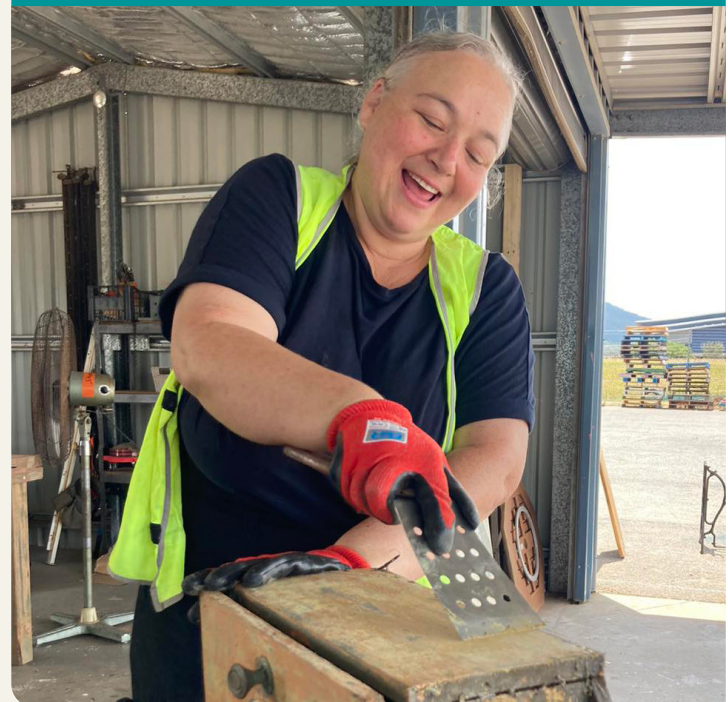
Looking ahead, Kahli and the team are excited to expand offerings. "We're reaching out to the community to hold more workshops and drive more avenues of waste diversion," she says. "We're also planning to get more tools, like sewing machines, so we can do more textile recovery."

**"While transforming the way people treat waste is the goal, it's the community and skill-building that have the most impact: "I love seeing people make friends and share stories, watching them be proud of their new skills and taking something they've made home. It's fulfilling to watch the people in our workshops grow."**

KAHLI PEARSON RRA ROCKHAMPTON

**"The Tinkeringage is a vibrant community hub that empowers individuals of all ages and backgrounds to learn new skills, engage in hands-on projects, and participate in workshops focused on upcycling, repair, and sustainable living. It is a place where innovation meets environmental responsibility, and where community connections are strengthened through shared purpose."**

GISSELLE PARSONS - ROCKHAMPTON REGIONAL WASTE & RECYCLING



THE TINKERINGAGE - RRA ROCKHAMPTON





RICKY - RRA DARWIN

## RRA Darwin

### Reviva Darwin: Six Months of Impact at Our First NT Site

When we opened Reviva Darwin at the Shoal Bay Waste Management Facility in early 2025, it marked an exciting new chapter – our first site in the Northern Territory. From day one, the focus was on creating local jobs, keeping valuable resources out of landfill, and becoming part of the Darwin community.

This place-based approach is how we open every site across the country. By hiring locally, engaging schools and community groups, and working with council partners, we embed ourselves quickly and make sure the benefits flow straight back to the community.

The results were clear within just six months. Reviva Darwin welcomed more than 15,000 customers, diverted 159 tonnes of material from landfill, sold over 33,500 quality items, created eight new local jobs, engaged 12 school groups, and donated 773kg of clothing, books, and toys to local charities.

**One of those eight local jobs went to Ricky Bunug – a young Territorian whose story highlights how our place-based, #WASTE2WAGES model works.**

Ricky, who turned 23 this year, had been looking for work for two years without success. "I didn't think I'd get the job, to be honest," he says. "No one would give me a chance because I didn't have any experience."

On Christmas Day, Ricky saw the job at Reviva Darwin advertised on SEEK. "Happy Christmas!" he says with a laugh. "I applied and was successful. It was great starting out – the Reviva team have taught me so much – especially time management and how to take initiative – and I have been extremely supported."

**Half a year on, Ricky works hard as a core member of the team: "I do customer service, donations, and merchandise the shop. I also do the cash up at the end of the day."**

He says, "I still have a lot to learn and to grow, but every day I am learning more which helps me with my confidence. I've saved up enough money and was able to buy my own car – that was a big moment for me."

He also recalls how it felt to give a speech at Reviva Darwin's grand opening event: "I was nervous but very proud to be able to share my story."

**Looking ahead, Ricky is excited about what's next: "I want my forklift licence and eventually I want to grow within RRA. I love my job, and I love RRA. I feel like I matter."**

This is just the beginning for Ricky and Reviva Darwin. The team is already planning new reuse workshops, exploring additional recycling streams like mattresses and polystyrene, and building more partnerships with schools and community groups.

**"I still have a lot to learn and to grow, but every day I am learning more which helps me with my confidence. I've saved up enough money and was able to buy my own car – that was a big moment for me."**

RICKY BUNUG - RRA DARWIN

**Resource Recovery Australia operated eleven Reviva Reuse Shops across Australia in FY25, serving 140,437 customers. Each visit represents waste diverted from landfill, stronger communities, and meaningful jobs created – and a step closer to transforming the way we treat waste.**

# Nathan's Story

## Finding Stability and Family at Reviva Dunmore

Nathan Schimmel has worn many hats – caretaker of a large property, labourer and enthusiastic backyard mechanic – but it was through work with Community Resources' social enterprises, initially at Soft Landing and now at Reviva Dunmore, that he discovered the stability and confidence he was seeking.

He started at Soft Landing as part of a work-for-the-dole program and later became an employee, gaining valuable skills and confidence that prepared him for his next step within the organisation.

"When an opportunity came up at Reviva Dunmore, Jarrod Roskell [Resource Recovery Australia's NSW State Manager] reached out to let me know," Nathan says. "It was a great start – definitely different to anything I'd done before, and my first time in a customer service role."

Today, Nathan's role is varied and hands-on. "I do a bit of everything – shop duties, test and tag, polystyrene processing, customer service, working at the transfer station, even truck driving," he says.

**It's work that matters. Last year, Nathan and the Reviva Dunmore team served 14,781 customers, keeping quality items in circulation and reducing waste to landfill.**

**"What I enjoy most is helping the environment and the community, the customers and the team I work with," Nathan says. "And I've learned a lot of new skills since starting here: customer service, merchandising and getting more experience in the waste industry."**

Through Reviva, Nathan has completed his forklift licence, first aid certificate, Community Recycling Centre (CRC) training and fire safety training, all part of the 4,069 training and development outcomes delivered across RRA last year – a 46.3% increase on the previous year.

"This job has given me more confidence in myself and more stability financially," he says. "I'm proud of how far I've come with my confidence and work-life balance."



That sense of growth has been matched by the support of his team – and by having his fiancée, Sarah, by his side.

"We're just like a family. We support each other through the hard times and celebrate the wins," Nathan says. "It's even better that my partner Sarah works here too. We live locally and we love the community and area we live in."

Looking ahead, Nathan is focused on planning his wedding with Sarah and continuing to grow within RRA.

**"I'd love to work towards a team leader position and keep moving forward in RRA or Community Resources – and live a happy, healthy life."**

NATHAN SCHIMMEL - RRA DUNMORE

**Nathan is one of 209 people employed by RRA in FY25. His story reflects the impact of RRA's #WASTE2WAGES model, which maximises social, environmental and community outcomes by employing people experiencing barriers.**



# Soft Landing

Soft Landing is a certified not-for-profit social enterprise and registered charity operating across Australia to collect and recycle end-of-life mattresses and create jobs for people experiencing barriers to work.

## OUR IMPACT



**291**

Employment  
opportunities  
provided



**6,373**

Tonnes of  
waste diverted  
from landfill



**386,553**

Mattresses  
collected



**8,583**

Training and  
development  
outcomes



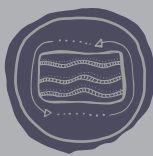
**4,344**

Tonnes of  
steel  
recycled



**1,487**

Tonnes of  
timber  
recycled



**542**

Tonnes of  
foam  
recycled



HOANI - SOFT LANDING PERTH



# Welcome



## A Message from the General Manager

**In our fourteenth year of operations, Soft Landing collected nearly 400,000 mattresses, bringing our total to almost 4.5 million mattresses collected and processed since we began. This represents more than 86,000 tonnes of waste recycled.**

**In the last 12 months alone, the work required to collect, dismantle and recycle mattresses has created more than 23,000 days of work for 291 people.** Approximately 75% of our team experienced barriers to work before joining us – that's 218 people who may otherwise have been locked out of the workforce who have gained steady, meaningful employment.

Along with growing our social and environmental impact, we have paid particular attention this year to building operational effectiveness and continually improving the safety of our workforce. We were fortunate to be the recipients of support from the Toyota Production System Support Centre (TSSC), who delivered a very hands-on program aimed at improving safety, productivity and consistency at our Smithfield site.

TSSC didn't just advise; they immersed themselves in our journey. They conducted multiple site visits and worked alongside our team for nine full days

to understand our operations first-hand. Five of our Smithfield team members attended training workshops at Toyota's Melbourne facility, where they were empowered to implement Toyota Production System knowledge and skills.

This has been a transformative process for the Smithfield team. Working with TSSC, they have improved operational efficiency, reduced bottlenecks, enhanced workplace safety and team engagement, and shared best practice across other Soft Landing sites, starting with Canberra and Newcastle.

**These operational gains have set us up to move forward with ISO certification in safety, quality and environmental management, which will be completed by the end of 2025.**

We also took a major step toward 100% landfill diversion this year by trialling Waste-to-Energy (WtE) solutions at our Smithfield and Perth sites. At Smithfield, we successfully shredded and processed mattress textiles for conversion into Processed Engineered Fuel (PEF), and we've begun sending non-recyclable timber through this pathway as well. Perth has commenced sending mattress textiles to one of Australia's first large-scale WtE facilities.

These trials have proven that textiles and timber can be safely and efficiently processed for energy recovery. They show that we are committed to innovation and are proactively finding better ways to protect the environment and deliver stronger outcomes.

It has been a year of progress and positive change at Soft Landing, and I would like to acknowledge every member of the team for the hard work they do to drive our mission forward. I would like to thank our front-line managers and leadership team, and our colleagues at Community Resources. I also extend my gratitude to our council and retailer partners for their support and belief in the importance of recycling responsibly.

**Together, we're proving that social enterprise can deliver outstanding service and operational excellence while achieving great things for people and planet. I look forward to building on this impact with you in FY26.**

**DAVID PETRIE**  
SOFT LANDING GENERAL MANAGER



# Retailer Case Study

## Working with Retailers to Deliver Seamless Mattress Recycling

When consumers buy a new mattress, they want the whole process taken care of – including what happens to the old one. That's where Soft Landing comes in. We partner with retailers across Australia to make mattress recycling simple for businesses and their customers. Our point-of-sale and take-back programs take care of the old mattress, giving customers peace of mind and helping them feel good about their purchase.

For retailers, it's a smart business decision: removing a common barrier to purchase, improving the customer experience, and demonstrating a real commitment to environmental and social responsibility.

**Our 2024 Mattresses Matter Sustainability Survey revealed just how front of mind this is for Australians:**

**93%**

are more likely to buy from a retailer that recycles their old mattress

**86%**

would pay more if collection and recycling were included

**62%**

say sustainability influences their purchase decisions

### Harvey Norman Bedding: A Case Study

Harvey Norman is one of our strongest retail partners, with franchisees across the country embracing mattress recycling as part of their service to customers. In FY25 alone, Soft Landing collected and recycled 12,553 mattresses for Harvey Norman stores, helping franchisees deliver a smooth end-to-end experience while reducing waste and supporting their business goals.

Lani Garison, Proprietor at Harvey Norman Bedding Balgowlah (NSW), says the service helps take the stress out of the buying process: "Many customers are unable to dispose of their old mattress themselves, which adds stress and difficulty to the purchasing process."

She adds: "I know we provide our customers peace of mind that their mattresses are being recycled in the correct manner, and we are doing right by our community. The ability to offer customers a complete service is crucial to providing the highest level of customer service. Soft Landing ensures the process is trouble-free."

**Lani's words reflect a common theme among Harvey Norman franchisees – mattress recycling has become an essential part of delivering a complete service.**

Brian Carr, Proprietor at Harvey Norman Bedding Moore Park, agrees. "It's key corporate responsibility," he says. "It shows Harvey Norman franchised businesses care about positive outcomes across the entire scope of the product life cycle."

He says partnering with Soft Landing is good for both the planet and the bottom line: "It helps greatly with reducing our waste management costs and, in some cases, helps close sales. Our customers love the fact that their old mattress isn't just going to landfill. It cements their purchasing decision that they are buying from a retailer that cares."

More than that, Brian says, it's about retailers doing their part to create a sustainable future for the bedding industry:

**"It's all part of the bigger picture within the bedding industry. We should all do our best to play a responsible part in waste management and recycling. Get on board! If you embrace the program, it will only help your business."**

BRIAN CARR – HARVEY NORMAN BEDDING MOORE PARK

# Waste to Energy Trial

## Towards 100% Landfill Diversion with Waste-to-Energy

**Picture 740,000 discarded mattresses filling up landfills across Australia each year; a mountain of bulky waste decomposing over decades. For councils aiming for 100% diversion targets, it's a headache. For us? It's an opportunity.**

At Soft Landing, when we look at mattresses, we don't see waste – we see valuable resources ready to be recovered and put back into the economy. Through our manual dismantling process, we achieve an industry-leading reuse and recycling rate of up to 70%, giving steel, foam and timber a second life.

But the remaining 30% – made up of hard-to-recycle components like mixed textiles and contaminated or damaged timber – has historically gone to landfill.

"Mattress textiles are made up of blended fibres that are currently impossible to separate into recyclable components, making them one of the most challenging materials to recover," explains David Petrie, Soft Landing General Manager. "Bed base timber presents similar challenges. While we reuse or recycle the majority, some timber components are unsuitable."

Finding a solution for this final fraction became essential to achieving 100% diversion. In FY25, we identified Waste-to-Energy as the pathway to close the gap.

Waste-to-Energy (WtE) refers to processes that convert waste materials into usable energy – from large-scale facilities that generate electricity from combustion, to producing Processed Engineered Fuel (PEF) for use in cement kilns. Materials like mattress textiles and timber offcuts have a high calorific value (HCV), making them well-suited for this process.

David says, "We knew that if we wanted to get closer to 100% diversion, we needed a solution for textiles and residual timber. Waste-to-Energy gives us that option, without compromising our focus on higher-value recovery first."

**Over the past year, we moved from planning to action, completing our first full-scale WtE trials at our Smithfield and Perth sites.**

At Smithfield, we successfully shredded and processed three tonnes of mattress textiles, proving the material could be converted into PEF. Timber that can't be reused or recycled is already being sent via this pathway. Meanwhile, at our Perth site, we've commenced sending mattress textiles to one of Australia's first large-scale WtE facilities.

**"This trial confirmed we could safely and efficiently process textiles and timber for WtE – a significant milestone in our journey toward full-scale diversion. We're now moving ahead with installing dedicated equipment at Smithfield so textile processing can become part of our regular operations."**

DAVID PETRIE - GENERAL MANAGER SOFT LANDING

David adds, "We see Waste-to-Energy as a step along the path to end mattresses in landfill. As soon as higher-value recovery pathways become available, we'll be ready to move materials up the waste hierarchy."

**"Councils can confidently partner with Soft Landing knowing we're an operationally excellent social enterprise achieving positive outcomes for people and planet," David says. "And at the same time, we're meeting their 100% diversion targets. It's an assurance that nothing is left behind."**







# Nasser's Story

## Resilience, Routine and a Fresh Start at Soft Landing Perth

Nasser Mustafa's days are about hard work, camaraderie and routine – unloading trucks, cutting open mattresses and recovering steel, textiles and timber alongside a tight-knit team at Soft Landing Perth. He makes it look easy, but getting here took time and determination.

Nasser explains: "I was born in the Middle East in 1993 before migrating to Australia with my family at the age of four to search for a better life, greater work opportunities and a safer climate to grow up in. I went through a variety of jobs when I was young – always expanding my knowledge – until I turned 18 and was blindsided by addiction, leading to a cycle of prison until I turned 30."

After this, re-entering the workforce was a challenge: "I would do great in the interview, but once they asked me to supply my previous convictions, that's when I would usually not hear anything back."

Inside prison, an inmate told him about Soft Landing. "He said they will offer a job no matter your qualifications or background, as long as you're willing to put in the work and look for a brighter future. I had just turned 30 and realised I needed to make a serious change, or I'd end up back in jail or worse..."

In late 2023, Nasser got his opportunity – a job with Soft Landing and a fresh start. He has since gone from strength to strength, building resilience and a strong support network.

**"Working at Soft Landing has changed my life in ways I couldn't have imagined," Nasser says. "I'm learning the ability to push through and finish the day strong and ready for the next – and not giving up when a task might be too hard or frustrating. Having the routine keeps me on the right track. I don't have time or energy for useless things."**

"Financial independence has been rewarding – I can give back to my family who supported me when I was at my lowest. And what I enjoy most is the sense of camaraderie. We're all from different backgrounds and experiences, but we mesh together great and get on with it."

He encourages others facing barriers to work to join the Soft Landing team, saying: "You'll learn new skills, your physical toughness improves, and you'll be with a supportive team that's always willing to help."

**Nasser has his eyes set on the future: "I want to be financially stable, become a qualified personal trainer and keep smashing my fitness goals. Most importantly, I want to make my mum proud of her youngest."**

**"Financial independence has been rewarding – I can give back to my family who supported me when I was at my lowest. And what I enjoy most is the sense of camaraderie. We're all from different backgrounds and experiences, but we mesh together great and get on with it."**

NASSER MUSTAFA - SOFT LANDING PERTH

**FY25 included the official opening of Soft Landing's expanded Perth site – and ABC Perth highlighted Nasser's story as part of that coverage.**

**[www.facebook.com/reel/861355655613499](https://www.facebook.com/reel/861355655613499)**

# Husein's Story

## From Refugee to Soft Landing Smithfield Leading Hand

Husein grew up in Yangon, Myanmar, as part of the Rohingya Muslim community. In 2013, he and his family fled their home country.

"It was very dangerous for us in Myanmar – we couldn't live there," Husein says. "My grandma, mum, siblings, uncle and aunty ran away to Australia. We lived on Christmas Island and in Nauru for five years before we were released in Australia."

It was a time of uncertainty, but everything changed when Husein gained his work visa, and a friend told him about Soft Landing.

"My friend worked here before and he said, 'Soft Landing is good, they help refugee people.'" Husein spoke to his Settlement Services International (SSI) caseworker, who connected him with the Smithfield team. "One week after the interview, I got the job. It was very quick."

Husein's first job was cutting mattresses on the floor. Within months, he was offered a permanent role, and Smithfield Team Manager Jacob Stons asked if he wanted to learn computer skills and try office work. "I had never used a computer," Husein says. "But Jacob taught me everything – step by step. He told me, 'If you like it, you can stay in the office.'" "This job has given me more confidence in myself and more stability financially," he says. "I'm proud of how far I've come with my confidence and work-life balance."

**Four years on, Husein is thriving as Soft Landing Smithfield's Leading Hand. "Now I look after everyone in the warehouse," Husein says. "I supervise, unload trucks and check safety. It's been three years since I cut a mattress!"**

The job has given Husein stability, allowing him to support his mum and cover household costs now that most of his siblings have moved away and he is the sole provider. "I can pay rent, buy food, and cover my mum's medicine. And if I need a day off to look after my mum, Jacob says, 'No problem.'"

Just as important is the sense of pride and community he has found at Soft Landing. "I'm happy every day. I like looking after people, joking around and laughing. We give each other respect. We're like a family,"



Husein says. "Doing our job – recycling mattresses – helps clean our city and our planet."

Earlier this year, Husein proudly represented Soft Landing at Admiralty House in Sydney, meeting Her Excellency the Honourable Sam Mostyn AC, Governor-General of Australia – our organisation's patron. "I was very excited and nervous. I'm a lucky man," he says. "The guys at work said, 'Congrats, you are the boss now. You are climbing the ladder!'"

**Looking ahead, Husein dreams of becoming an Australian citizen, travelling, getting married, having kids, and continuing to work at Soft Landing. With a laugh, he says, "Maybe I'll take Jacob's job one day."**

**Husein's advice for people finding it difficult to gain work: "Never be hopeless. Never say, 'I can't do it.' If I can do it, you can do it. Step by step – you can do it."**

HUSEIN - SOFT LANDING SMITHFIELD



# Green Yakka

Green Yakka is a social enterprise providing labour hire and zero waste services to businesses, councils and organisations across Sydney and the Illawarra.

## OUR IMPACT



**194**  
Employment  
opportunities  
provided



**2,211**  
Training and  
development  
outcomes

DENISE - GREEN YAKKA

# Welcome



## A Message from the Operations Manager

**FY25 was a year of significant change and transition for our team. We began the year as part of Green Connect; by year's end, we had launched Green Yakka: a dedicated brand with a clear focus on labour hire and zero waste, built on more than a decade of impact.**

In March the Green Connect Farm transitioned to independence, continuing its focusing on growing fair food and connecting people to land and community. We are fortunate to enjoy a strong ongoing relationship with the Farm's team, as we work together on joint work readiness and employment programs.

At the same time, our labour hire and zero waste teams strengthened training and systems, developed new business plans, and in June launched Green Yakka to the public. This new identity reflects who we are and what we do best: hard, honest work that cares for people and planet. Already, the brand has opened the door to new partnerships and positioned us strongly for growth.

One highlight was the launch of a NSW Environmental Protection Authority (EPA) funded

program with food businesses in Mirvac shopping centres and at the University of Wollongong, helping reduce food waste at its source – a clear example of our Zero Waste team's expertise. On the labour hire side, we are growing our work with councils and businesses across Sydney and the Illawarra, from bush regeneration and land care, to construction, window cleaning and site services.

These partnerships are creating long-term impact: reducing waste, regenerating local environments and, most importantly, creating job pathways.

**In FY25, we provided 194 employment opportunities, with 71% of these going to people facing barriers to work, including former refugees, Aboriginal and Torres Strait Islander people and young people. Our teams also completed more than 2,200 training and development outcomes, building skills and confidence through everything from toolbox talks to accredited training.**

These achievements are only possible because of the flexibility and dedication of our team. I am deeply proud of how staff adapted through this period – continuing to deliver high-quality services for clients while navigating major change.

**Looking ahead, I am excited about what Green Yakka can achieve. With a clear focus, a strong team and a proud history behind us, we are well placed to grow our impact and deliver even greater outcomes for people, communities and Country.**

**ROBERT DALE**  
GREEN YAKKA OPERATIONS MANAGER





# Green Connect Farm

## Green Connect Farm's Next Chapter

**For many years, Green Connect Farm has played an important role in our mission in the Illawarra – showing that social enterprise can grow food, jobs and community together. We've been proud to support the Farm as it became one of the largest urban permaculture farms in the world, producing fair food and meaningful employment in equal measure.**

In FY25, the Farm continued to thrive. More than 34,000 kilograms of fruit and vegetables were grown and distributed, 6,942 Fair Food Veg Boxes were delivered to households, and 4,080 community members visited the farm for tours, workshops and hands-on learning. These numbers reflect more than outputs – they show the deep connections the Farm has built in the Illawarra community.

None of this would have been possible without the dedication of staff and volunteers, who nurtured the land and welcomed thousands of people onto it. Their work created a space where fresh, local food meets social impact, and where community and sustainability go hand in hand.

**We're grateful to have worked alongside the Green Connect Farm's passionate staff and volunteers, and we thank them for the role they played in reducing waste, creating meaningful jobs, and advancing our mission this year.**

As part of our strategic review in FY25, Community Resources made the decision to focus on enterprises that create employment at scale. To allow Green Connect Farm to continue to innovate and thrive, it became an independent organisation in March 2025. This transition enables the Farm to concentrate on its mission of growing fair food, supporting people facing barriers to employment, and connecting people with the land.

Our relationship with Green Connect Farm remains strong. People who gain skills and experience at the Farm can continue their employment journey through labour hire and zero waste services with Green Yakka – and in turn, Green Yakka staff can connect with the Farm for training and community engagement.

**Green Yakka and Green Connect Farm may now walk different paths, but both remain deeply rooted in community, creating opportunities for people facing barriers to work and shaping a more sustainable future. With this new chapter, we'll walk forward with clarity and purpose.**



# Green Yakka Launch

## Green Yakka: Built on Hard Work, Backed by Purpose

**FY25 marked a new chapter for our labour hire and zero waste services, with the launch of Green Yakka – a dedicated brand that builds on more than a decade of impact as part of Green Connect. The fresh identity gives these services space to grow, sharpening their focus and expanding opportunities.**

"Green Yakka continues the work we've been doing for more than a decade as part of Green Connect," says Robert Dale, Green Yakka Operations Manager. "It's the same people, services and purpose, delivering hands-on work that tackles waste and creates job pathways for people facing barriers to employment."

While Green Connect Farm continues its mission of growing fair food, Green Yakka focuses on creating employment opportunities at scale through labour hire and zero waste services across Sydney and the Illawarra.

From bush regeneration and land care to site clean-ups, sustainable events and waste audits, Green Yakka teams are out in the community every day, putting in the hard, honest work that cares for the land while creating meaningful employment. For many of our staff, including young people entering the workforce for the first time or former refugees building new lives in Australia, these are more than jobs. They are chances to build skills, confidence and futures.

With its launch, Green Yakka has already opened doors to new partnerships and opportunities, strengthening its role as a trusted partner for councils, businesses and communities.

**And while the brand is new, the message remains the same: through hard work backed by purpose, we can do good and build something better – for people, communities and Country.**

### The name reflects that spirit.

#### "Green" speaks to our purpose.

As a not-for-profit social enterprise, we create job pathways for people who face barriers to employment. Through training and hands-on work that tackles waste and cares for the land, we help them build the skills, confidence and experience they need to thrive. It's also a nod to our roots in Green Connect.

#### "Yakka" comes from yaga – meaning "work".

In the Yuggera language (also written as Yugara, Jagara, Jagera, and other variants), traditionally spoken by the Yuggera people of Meanjin (Brisbane). The word fit naturally into Australian English – short, strong and distinctive. Over time, it came to describe effort, resilience and honest, physical work: the kind our teams show up and do every day. Our use of the word honours its Aboriginal origins and the cultural strength it carries.



# Green Yakka Labour Hire

## The All-Women Team Restoring Bushland and Lives

Rhiannon Beaton's connection to the land runs deep. "I've lived in Australia my whole life, so I've come to love and feel connected to the flora and fauna here. In 2018, I completed my Certificate III in Conservation and Land Management, and I started working in regeneration soon after," Rhiannon says.

Now, as Green Yakka's Bush Regeneration Team Leader, she spends her days caring for Country, helping businesses and councils meet sustainability goals, and supporting people from across the world to find their footing in the Australian workforce.

### **She proudly leads all-women labour hire teams, restoring bushland – and lives.**

Rhiannon says, "Primarily, our workers are refugees from Afghanistan, closely followed by displaced women from African countries. It's been lovely meeting so many beautiful humans from different cultures around the world."

Green Yakka's labour hire teams work across Sydney and the Illawarra in bush regeneration, waste, landscaping labour and more. Each job helps us create employment pathways for people facing barriers to work – including former refugees, Aboriginal and Torres Strait Islander people and young people. Our people are hard workers who deserve a fair go.

"An all-women bush regeneration team is something you don't often see," Rhiannon says. "But I've found the dynamic of this group to be extremely efficient and easy to work alongside. We work hard – hand-removing weeds, using tools and techniques to tackle invasive plant species and remove skirting vines from the canopy, and planting future canopy species."

**For many of the women on the team, this is their first paid job in Australia, so Rhiannon's support often extends beyond just regular workplace training.**



She says, "I find it important to not only educate the workers to the best of their ability about what and why they are doing the work, but also to offer assistance in where they can go for other advice or questions that are out of my role. There's a real sense of safety and trust on site."

### **Rhiannon takes pride in helping women build capability on the job.**

She says, "I have definitely seen an increase in confidence in the women. It has been so amazing to see their knowledge improve over the months we've worked together. They've learnt to use brush cutters and manual tools to remove lantana. I'm most proud of the team's ability to step up to new challenges with an 'I can do this' attitude."

**And then there's the joy of the work itself. "I think bush regeneration is a great place to start for these women. The connection to the land you live on deepens your own sense of belonging," Rhiannon says.**

**"There's a shared feeling of pride and accomplishment after a day of hard yakka on site, looking back at the difference our work has made. Not only is it helping to keep our Australian bushland healthy – it's giving the team a sense of purpose."**

# Green Yakka Zero Waste

## Tackling Food Waste at the Source

Our Green Yakka Zero Waste team delivers practical services that help businesses and communities reduce waste, care for Country and meet their sustainability goals. From waste audits and litter picking to sustainable event management and education, our focus is on real-world solutions that protect the environment and create social impact.

One of the biggest challenges we tackled last year was food waste. The 2021 National Food Waste Strategy Feasibility Study found Australians waste around 7.6 million tonnes of food each year – a significant environmental and economic problem. Food waste contributes 3% of the nation's greenhouse emissions and costs the economy an estimated \$36.6 billion annually.

To address this, Green Yakka launched a food waste education program, funded by the NSW Government through the NSW Environment Protection Authority Business Food Waste Partnership Grants.

### How the program works

**The food waste program is designed to make changes simple and achievable for busy food businesses.**

- 1. Assess current practices:** The Zero Waste team begins with baseline surveys to analyse how businesses manage food, from stock to storage to customer leftovers.
- 2. Provide practical recommendations:** Tailored advice is given to reduce waste, such as smarter purchasing, better storage, and separating food scraps into dedicated bins so they can be diverted from landfill.
- 3. Back it up with resources:** Businesses receive checklists, guides and educational materials to make changes easier to implement.
- 4. Ongoing support:** Progress is monitored through a food waste tracker, along with regular emails, calls, and site visits.

**“After a few visits and ongoing conversations with vendors, we’ve seen engagement really take off. Most have now completed the baseline surveys and are keen to make changes. It’s been great to see their interest grow, and we’re now working closely with them to put tailored recommendations into action.”**

RANJITH KUMAR GREEN YAKKA ZERO WASTE MANAGER

### UOW Pulse: A university example

**In FY25, the program engaged with 21 participants across the University of Wollongong – including five UOW Pulse business units and 16 tenant food vendors. Together, they are embedding better food waste practices supported by Green Yakka’s education and tracking tools.**

Silvana Naumovski, Facilities & Project Manager at UOW Pulse says: “Reducing food waste fits perfectly with UOW Pulse’s sustainability strategy. From our Sustainable Plate initiative to eliminating single-use plastics, we’re always looking for ways to lessen our environmental footprint. Partnering with Green Yakka through this EPA-funded program extends that commitment and helps us turn it into everyday action.”

Ranjith Kumar adds: “This is just the start. Businesses and councils are recognising the impact of food waste and want guidance on managing it. With the EPA’s support and collaboration with other grantees running similar programs, we’re sharing insights and laying the groundwork to offer this as an ongoing service and drive wider change.”





# Our Community Services

We deliver a range of vital community services in the NSW MidNorth Coast and Illawarra through Homebase, Helping Hands, Great Lakes and Manning Youth Homelessness Service (GLAMYHS) and Strive for Success.

BYRON - HOMEBASE YOUTH SERVICES

## OUR IMPACT



**201\***  
Employment  
opportunities  
provided



**1,257**  
Training and  
development  
outcomes



**63,633**  
Instances of  
community  
services provided



**6,702**  
Bed nights  
provided

\*Includes 138 participants who secured external employment through our work readiness and job coaching program 'Strive For Success'

# Welcome



## A Message from the General Manager

**This year, we celebrated many successes together while also supporting our community through unprecedented challenges. Across our services we saw real, positive impact, even as demand continued to rise.**

In FY25, requests for homelessness support through our Great Lakes and Manning Youth Homelessness Service (GLAMYHS) rose by 28%, while demand for Homebase Youth Services grew by 27%. Helping Hands delivered more than 7,000 hours of care and over 3,400 building jobs.

The GLAMYHS service model continues to evolve and provides consistent and effective outcomes for young people. Homebase has continued to deliver a broad range of successful programs – from PaCE Homework Club and the Driver Licensing Access Program (DLAP), to Worimi Advocacy Referral Service (WARS), Targeted Early Intervention (TEI), case management, Supported Playgroup, Strive for Success and school-based programs.

We are proud that Strive for Success has supported hundreds of young people to overcome

barriers to employment, build confidence and skills and take meaningful steps into work and study. 89% of participants who gained work remained employed, averaging 20 hours per week, and most overcame multiple barriers to do so. The results show what's possible when young people are supported with the right mix of coaching, training and encouragement.

Still, this year has tested our communities. Housing shortages remain at critical levels, and the effects of high inflation over a number of years has driven up the cost of living. The surge in demand has meant waiting lists prioritisation of the most at-risk clients, while rising electricity, food and operating costs have placed enormous strain on already tight budgets at our GLAMYHS youth refuge and Homebase programs.

In May 2025, devastating floods across the MidCoast compounded these challenges – displacing families, damaging homes and stretching already limited resources. Our team worked tirelessly to respond, supporting those impacted through crisis accommodation, emergency relief and referral pathways, often while balancing their own personal challenges from the floods.

Through all this, what continues to inspire me most is the dedication of our staff – an extraordinary group of compassionate and resilient people who show up every day to make a difference. They go above and beyond, working with creativity and determination to ensure service delivery continues despite immense pressures. I am proud to be part of such an exceptional team.

**As we move forward, we remain committed to strengthening services, advocating for those most at risk, and building a community where everyone can belong and thrive.**

**LISA BERRY**  
COMMUNITY SERVICES GENERAL MANAGER





**"It's terribly important to live in your own home, I don't want any alternative."** ARNOLD BEHMER

# Helping Hands

**For over 30 years, Helping Hands has provided domestic and gardening support to seniors and Veterans across the Great Lakes and Manning community.**

In FY25, our teams delivered 7,076 hours of care services and completed 3,487 building jobs, part of 63,633 instances of community service across our region – helping more people like Arnold stay safe, connected and independent in their own homes for longer.

## A Century of Independence: Arnold's Story

**Veteran and Tuncurry resident Arnold Behmer celebrated his 100th birthday in 2025 – a milestone he was able to share in the home he built with his son. Helping Hands has been proud to support Arnold over the years with lawn mowing and domestic assistance, enabling him to remain independent and continue living well at home.**

Arnold's life story is one of service and resilience. As a teenager he enlisted in the Air Force during the Second World War and was employed as a wireless air gunner. After the war, he discovered Tuncurry. "I was living in a caravan and had never been here before. I drove across the bridge – the sky was blue, the water was blue – and I thought, I'll have a close look at this joint. And that was it."

His son helped him build his Tuncurry home in 1982, and at the time there were no other houses in his street. "I bought the first block of land off the developer," he recalls with pride. "If you walk around this house, nearly every piece of furniture I made. All the woodwork, the clock, the tables, the lamps."

**Since the passing of his much-loved wife, Carmel, Arnold has welcomed the regular visits to his home from Helping Hands Care Worker Sue, which he receives through Veterans' Home Care.**

"We've got a wonderful working relationship," Arnold says. "Sue knows exactly what to do. She does work for me that I can't do as well for myself as she does it. I can do things, but not as well and as efficient."

Sue describes their relationship much the same way. "If I wash the floors, he'll vacuum, or we'll make the bed together. He still does all his own cooking. It's lovely."

Arnold's 100th birthday was a testament to his independence and a life well lived. His family surprised him with a three-day celebration, capped off with a cruise on the Free Spirit with more than 50 loved ones. "It was beautiful. We partied, and then they all came home here for an after-party," Arnold recalls.

**Arnold's children see the value of the support he receives today: "They've been here, and they just say, Dad, you're lucky to have Sue," he says. "I don't consider Sue a worker – I consider her a helper and a friend."**

# Homebase

**At Homebase Youth Services, everything begins with listening – from case management and outreach to targeted programs, advocacy and training.**

We work side-by-side with local schools and communities, shaping our services to meet the needs we see every day. This place-based approach means we don't deliver a one-size-fits-all model; instead, we create programs that respond directly to what matters most to young people in our region.

**One example of this listening in action is our school-based Nutrition Program, developed in response to needs identified by local schools.**

Homebase Manager Joey Engel says, "Teachers were concerned because the same students were turning up to school without a proper lunch. They wanted something that would help those kids learn practical skills and healthier habits, so we created the Nutrition Program to answer that call — and it's been running successfully ever since."

Each school term, Homebase delivers the program with a different school. Students come together in small groups to cook simple, budget-friendly meals, learn how to make the most of leftovers, and share food together.

Joey explains: "The Nutrition Program gives young people a relaxed, hands-on space where they can connect with each other, build trust, and open up in ways that don't always happen one-on-one. Over time, you see confidence grow and walls come down. It's amazing to watch."

For some young people, the program is the first time they've prepared food themselves and an opportunity to feel proud of something they've created. For others, it's a chance to see their classmates in a new light or to feel comfortable enough to open up to case workers about challenges at school or at home.

**"We've also had a great response to our Resilience Program – weekly sessions that tackle issues like bullying, mental health and substance use. The students have a great time and really open up about challenges they're facing."**

JOEY ENGEL - HOMEBASE MANAGER



**On the surface it's about healthy lunchbox ideas and basic cooking skills – but in practice it becomes much more. The feedback from students and teachers says it all:**

**"I love doing this."**

**"I've never seen them engage so well."**

**"Can we do this again?"**

**"It's so great to see the boys involved."**

Moments like these may seem small, but over time, they help build confidence, trust and connection, showing what's possible when programs are designed with the community, not just for it.

"That's what Homebase is here for," Joey says. "To help young people see what they're capable of, and to stand alongside them as they take those steps. It's about responding to their needs and giving them the tools to thrive in their own lives and communities."

Thank you to Banks and Dade Chiro + Wellness and Woolworths Tuncurry for supporting the program with generous donations, helping us bring this hands-on learning into schools.





**"We try to focus on the small wins. If we can get someone linked in with a psychologist, or attending school again, that's a step forward. You can't always look for the big outcome straight away. It's about steady progress, one step at a time."**

PHIL PILGRIM - SPECIALIST HOMELESSNESS SERVICE MANAGER

# GLAMYHS

## Celebrating Small Wins & Steady Progress at GLAMYHS

The Great Lakes and Manning Youth Homelessness Service (GLAMYHS) supports young people aged 16–24 who are experiencing or are at risk of homelessness, through our Taree Crisis Youth Refuge, Transitional Accommodation Program, and Outreach Youth Housing Support Program.

In FY25, GLAMYHS provided 6,702 bed nights to young people and families on the NSW Mid North Coast, showing the scale of demand in our region. The housing crisis remains the single biggest challenge, with fewer affordable rentals available than even 12 months ago. For young people, this makes the path out of homelessness longer and harder.

On top of this, the Mid North Coast floods had a major impact in the communities where we work. Phil Pilgrim, Specialist Homelessness Services Manager, says, "For a period of five days during the floods, we only had two staff who could manage the refuge, working around the clock. Hotels were full of flood victims, outreach offices were closed, and roads were cut off. But even then, we kept the Taree Youth Refuge staffed 24/7. I was proud of our team's resilience through this challenging time."

He says the community response was remarkable: "Neighbours were turning up at each other's houses with a shovel or mop to help clean up. Even older residents were taking people's laundry home to wash. It was incredible to see the community come together, even while so many were traumatised by what they'd lost."

Phil explains the flow-on effects of the crisis are still being felt: "Flood victims have understandably been prioritised for rentals, however with limited accommodation, this has pushed young people even further back. Rents have gone up, and the stress is higher. We're seeing young people staying longer in transitional accommodation because there's just nowhere to go, which then blocks beds in the

refuge. It affects the whole system."

Despite these pressures, our GLAMYHS team is creating positive outcomes for young people each day through consistent support and persistence.

### Case Study – Debbie\*

**17-year-old Debbie's\* story shows what small wins and steady progress can look like in practice.**

At 17, Debbie entered our Taree refuge after a period of homelessness. She later moved into a GLAMYHS transitional unit in the community, sharing accommodation with her sister who was also without stable housing.

With consistent support from her GLAMYHS case worker, Debbie began to stabilise her situation. She secured employment, which gave her the financial independence to pursue private rental housing. Despite the challenges of a competitive rental market, Debbie persisted — attending inspections, submitting applications, and building her capacity to succeed as a tenant. With her case worker's support, she was eventually approved for her first private rental property.

This achievement marks a turning point, moving from crisis accommodation to independent living. Debbie will continue to receive support through the Rent Choice Youth program to help her adjust to her new circumstances and build long-term stability.

\*Name has been changed to protect the confidentiality of the young person involved.

**Our year one evaluation proved this program is making a mark:**

**89%**

of participants who gained work remained employed, averaging 20 hours per week

**91%**

identified at least one barrier to employment, most often mental health (66%)

**88%**

of those who gained work overcame an average of three barriers

**79%**

completed a tailored employment pathway plan

**64%**

engaged intensively in job coaching sessions



# Strive for Success

**The Strive for Success Youth Job Skills Training and Employment Program – delivered by Homebase Youth Services with the generous support of the Paul Ramsay Foundation – is helping young people on the NSW Mid North Coast and Illawarra re-engage with education, build confidence and take meaningful steps toward long-term employment.**

The exceptional outcomes after just one year, show the program's real potential to scale and tackle Australia's youth unemployment crisis. They are reflected in the experiences of young people like Ashlyn and Charley, whose journeys demonstrate the difference Strive for Success can make.

## Ashlyn's Story – Mid North Coast

**On the Mid North Coast, 16yr-old Ashlyn's story shows the program's impact in action.** Despite her eagerness to succeed in Year 10, Ashlyn struggled with anxiety and other mental health challenges. Seeking different options, she attended a TAFE career expo, where she met Jobs Coach Sheree White.

Sheree recalls: "At the expo, Ashlyn stayed back to chat and expressed interest in joining, saying she loved that we understood her, listened, and genuinely cared about her interests, goals and the barriers she faced."

With Sheree's weekly support, Ashlyn enrolled in TAFE Year 10, completed her coursework early, and then graduated with a Certificate III in Beauty. She soon set her sights on a full-time position at Westpac Bank – and, with her Job Coach's guidance, secured the role within a week.

## Charley's Story – Illawarra

**In the Illawarra, 23-year-old Charley's story shows the program's impact in action.** After experiencing an episode of psychosis and spending three years in recovery, Charley met Zoe Matthews, a Strive for Success Jobs Coach.

"When we first partnered up, I was still recovering," Charley said. "Zoe discussed opportunities — work, TAFE, short courses — that spoke to me as a person with a history of mental health troubles. She's always encouraged a healthy workload, which inspired me to seek part-time work."

With Zoe's support and a confidence boost from a Dress for Success styling session, Charley secured work at a local newsagent. "Thanks to Zoe and Strive for Success, I've recently obtained a job!"

Lisa Berry, General Manager of Community Services, says these results and stories reflect both the team's commitment and their relationships with young people. "We listen to what they need, empower them to take the lead, and walk alongside them as they work towards their goals."

**She adds: "We believed there had to be a better way to get young people into work – and we've proven there is. What we've built has the potential to grow and challenge the standard approaches across the country."**



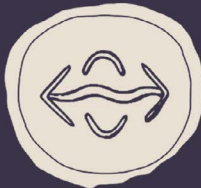
FINANCIAL YEAR JULY 2024 - JUNE 2025

# Financial Report



**\$26,409,140**

Total wages paid  
(including ongoing costs)\*



**87%**

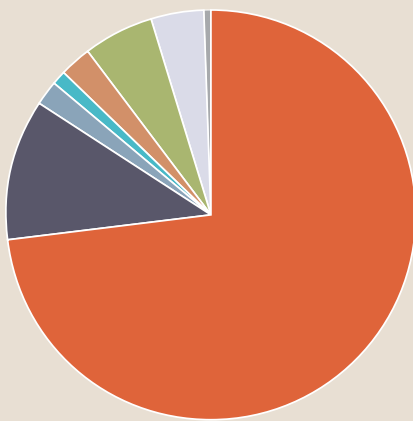
Proportion of revenue  
through trade

	2025	2024	2023
REVENUE	39,146,623	38,386,761	36,424,895
EXPENDITURE	39,627,951	37,552,368	35,204,654
SURPLUS/LOSS	-481,328	834,393	1,220,241

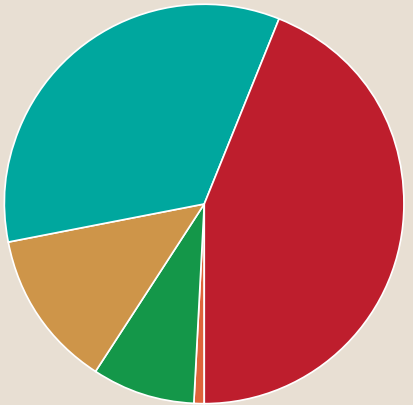
	2025	2024	2023
CURRENT ASSETS	9,999,968	10,993,255	9,316,557
NON-CURRENT ASSETS	5,336,761	6,682,639	6,242,340
CURRENT LIABILITIES	6,023,766	6,617,964	5,719,379
NON-CURRENT LIABILITIES	2,257,547	3,521,186	3,137,167
EQUITY	7,055,416	7,536,744	6,702,351

As at 30th June 2025 \*Total Salaries, Wages COC and expenses

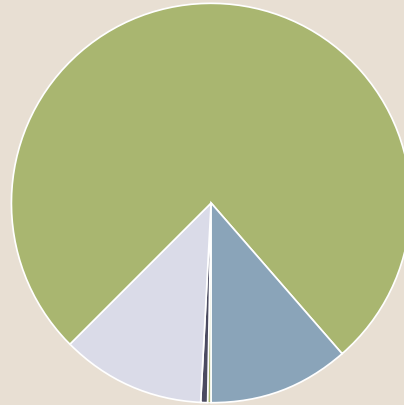
Community Resources’ accounts were independently audited by PKF Newcastle.  
Our full audited financial statements are available on request and are published on the ACNC website.

**EXPENDITURE BREAKDOWN**

Wages & Contractors	73.12%
Administration & Finance	11.21%
Materials & Equipment	1.84%
Accommodation	1.08%
Vehicles & Plant	2.55%
Waste Disposal	5.60%
Depreciation and Amortisation	4.20%
Loss/(Gain) on Sale of PP&E	0.40%

**REVENUE BY ENTERPRISE**

Soft Landing	44.10%
Resource Recovery Australia	34.12%
Community Services	12.61%
Green Connect/Green Yakka	8.33%
Community Resources	0.83%

**REVENUE BREAKDOWN**

Provision of services	76.2%
Sale of recyclables	11.54%
Operating grants	11.53%
Interest received	0.64%
Other Income*	0.09%

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

**FINANCIAL COMMENTARY**

**In FY25 we recorded an operating loss of \$480k. This outcome was anticipated, as we made deliberate and strategic investments in key organisational capabilities and systems—including customer relationship management, risk management and ISO accreditation.**

This investment strengthens our foundations, positioning us for sustainable growth and enabling us to deliver greater positive outcomes for both people and planet in the years ahead.

Revenue for the year remained stable. While we were pleased to welcome new customers, we also experienced the natural transition of some longer-term contracts coming to an end. Importantly, the new business secured in FY25 will begin to contribute meaningfully in FY26, offsetting this transition.

External conditions also played a role in our result. The broader economic slowdown and contraction in household

discretionary spending impacted demand for some of our services. In addition, rising operating costs—particularly insurance premiums—placed further pressure on margins.

Looking forward, we have a clear plan in place to return to profitability in FY26. With the benefits of our strategic investments beginning to flow through, new customer relationships maturing, and disciplined cost management, we are confident of an uplift in financial performance while continuing to create impact for the communities we serve.

**MARK CHICKEN** - FINANCIAL CONTROLLER



**MARRUNGBU\***

# Thank you

**As a national not-for-profit organisation and registered charity, we thrive because of the people and partners who support us. Funders help us deliver programs that make a real difference in our communities; clients and customers enable us to provide meaningful services, create local jobs and care for Country; and our industry partners help us to drive innovation and growth.**

*\*Marrungbu is thank you in Gathang language.*

## To our incredible staff and volunteers

Every highlight in this report has people behind it. People who turn hard work into positive change: keeping our sites safe, welcoming customers through the doors, guiding young people through challenges, and proving that waste really can become something of value.

Your dedication, care and creativity have carried us through another year of impact. Each day you contribute drives our mission forward, and each of you brings something unique to Community Resources. We appreciate all that you do.

**Thank you.**

SARAH - PROGRAMS MANAGER HOMEBASE YOUTH SERVICES



# Thank you. Together, you help us make the world fairer and life better.

## Key Funders and Pro Bono Partners

Australian Government Department of Home Affairs – Economic Pathways to Integration

Capricorn Foundation

IMB Bank Community Foundation

Minter Ellison

National Indigenous Australians Agency

NSW Department of Communities & Justice

NSW Department of Family and Community Services

NSW Department of Health

NSW Department of Veterans Affairs

Office for Youth, NSW Government

Paul Ramsay Foundation

Premier's Department Women NSW

Toyota Production Systems

Transport for NSW

### BECOME A PARTNER

We're always looking for like-minded, progressive organisations to help us expand our impact. Contact us to explore partnership opportunities – together we can achieve great things for people and planet.

## MEMBERSHIPS



## Our Patron

In FY25, we were honoured that Her Excellency the Honourable Ms Sam Mostyn AC, Governor-General of the Commonwealth of Australia, accepted patronage of Community Resources.

Her commitment to social justice, reconciliation and environmental sustainability aligns strongly with the values that guide our work.

This follows our inaugural patronage under the Honourable David Hurley AC DSC (Retd) and Mrs Linda Hurley (2022–2024). We are grateful for this continued recognition at the highest level and for the opportunity to share and amplify the impact of our work across Australia.





# Creating jobs that care for people and planet.

## FY25 Annual Report

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