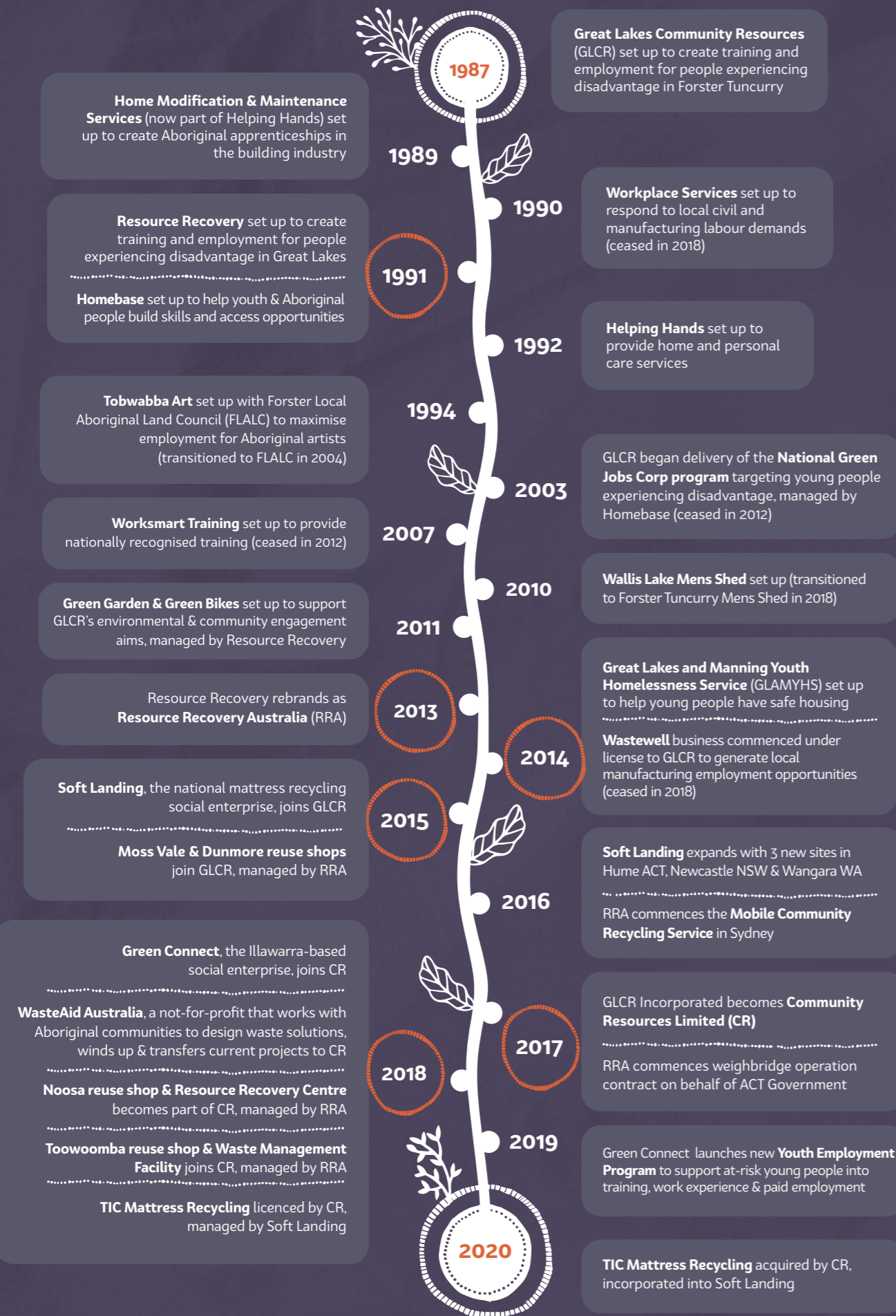




Annual Report
2019 - 2020

Creating jobs that care for people and planet

OUR HISTORY



Our story began 33 years ago when a community development organisation was set up on Worimi land on the NSW Mid North Coast to provide training and employment opportunities for local people experiencing disadvantage.

Our impact and reach have grown since then. We now run some of the largest social enterprises in the country and deliver a range of community services, employing 599 people this year across NSW, Queensland, Victoria, Western Australia and the ACT.

We remain a community development organisation at heart; committed to all people having access to opportunity and justice. To this end we employ people experiencing barriers to employment – 77% of our staff – and do work that cares for people and planet.



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We acknowledge the Traditional Owners of Australia and recognise their continuing connection to land, waters and culture. We pay our respects to Elders past, present and future.

Front cover photo: Steve Connell from Soft Landing Smithfield. Back cover photo: Prae Rae, Green Connect

Thank you to Westpac Foundation and Flashpoint Labs for photography used in this report.

The icons featured in this report were created by Lara Went from Yukul Art.

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www.communityresources.org.au



Brando Ridgeway and Emillie Cullen, RRA

OUR VISION

Thriving communities that value people, planet and the traditional custodians of the land.

OUR MISSION

Create jobs that care for people and planet.

OUR VALUES

Authentic, fair, kind, brave and sustainable.



Strategic objectives

ORGANISATION

Be an organisation that can sustain and grow our impact



JOBS

Create jobs and employment opportunities for groups and places that need them most



COMMUNITY & ENVIRONMENT

Provide goods and services that care for people and planet



LEADERSHIP

Innovate, learn and share



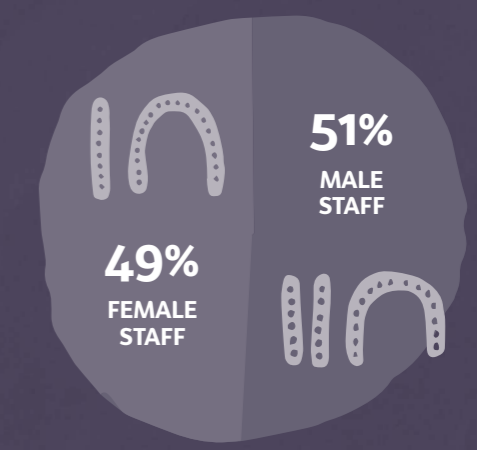


Su Meh, Green Connect

OUR IMPACT



77% OF STAFF JOINED US WHEN EXPERIENCING BARRIERS TO WORK



137
STAFF ARE YOUNG PEOPLE*

645
TRAINING AND DEVELOPMENT OUTCOMES



14,072
Tonnes of waste diverted from landfill through reuse, repair and recycling



35,250
Kilograms of fair food grown and distributed



42,684
Instances of community services provided

* Young people defined as under the age of 25

CO-CHAIR REPORT



We're proud to provide a report in our first year as Co-Chairs of the Community Resources Board – and what a rollercoaster year it's been!

We'll always remember the 2019-20 summer by drought, bushfires and floods. With many communities still hurting from the impact of these extreme weather events, COVID-19 arrived and presented very real challenges, many of them ongoing.

The work we've done, and continue to do, to strengthen and improve our financial position and governance helped us navigate the challenges of an unprecedented time in history.

We kept delivering on our mission to create jobs that care for people and planet, and our vision for thriving communities that value people, planet and the traditional custodians of the land.

We employed 599 people throughout the year, 77% of whom joined us when experiencing barriers to employment.

We'd like to thank our members for their continued support and engagement, and CR employees who continued their important work in our communities, even when there was considerable risk to their own health and wellbeing during the pandemic.

CEO Jess Moore, the Executive team and General Managers do an incredible job of making it all happen every day, whatever the day may bring.

We'd like to thank Gaye Tindall for her ongoing support as Deputy Chair, and the Board for its leadership and commitment during challenging times. We are a volunteer Board, and the commitment of time and expertise is significant for an organisation of our size and complexity.

We welcomed Rebecca Lee, Sherryl Reddy, Anthony Rodwell-Ball, Michelle Martin and Indu Balachandran as new directors in November 2019; they bring considerable expertise in waste management and recycling, community development, commercial leadership, financial management and governance.

We farewelled Jason Ardler, Christian Fieldhouse and Jazlie Davis as directors and we thank them for their considerable contributions.

Finally, we'd like to thank CR's funders and pro-bono partners. We run some of the largest social enterprises in the country and deliver much-needed community services. Without your support our work would not be possible.

Katriina Heikkanen and Anne Sattler
CO-CHAIRS, COMMUNITY RESOURCES BOARD

Back row from left: Rebecca Lee, Indu Balachandran, Jess Moore, Anne Sattler, Katriina Heikkanen, Michelle Martin, Gaye Tindall, Sherryl Reddy. Front row: Raylee Golding, Mark Chicken

CEO REPORT

The world was and felt less safe this year. Drought, bushfires, floods and a pandemic brought the destruction of land, business closures, loss of life and loss of livelihoods.

The year also brought great acts of love and kindness. People taking a stand for justice and change. People caring for one another through it all.

Thank you to the authentic, capable, inspiring, supportive and brave bunch of humans who make-up this organisation; our staff, volunteers, Board and Members. Thank you to those who work with us and support us; government agencies and philanthropic organisations, business and community supporters and donors, community agencies, networks and peak organisations, and our customers.

This year changed our communities and changed the way we work. It made many of us re-think what really matters. It drove home the importance of paid work and caring for people and planet – the work we do.

Our farm in the Illawarra was impacted by drought and flood. Fire drove evacuations from our sites in South East Queensland, and the NSW Mid North Coast and Southern Highlands. Our waste facilities in Tuncurry and Moss Vale were only saved through firefighting efforts and good luck.

Then came the pandemic.

We had to navigate contraction and growth. Recycling work at events and festivals, work in remote and discrete Aboriginal communities and reuse shops closed. Reuse shops re-opened. Mattress recycling dipped then boomed. Demand for home-delivered produce rocketed. Demand for our community services increased to unprecedented levels, and our team stepped up to meet this need.

Our response focused on keeping essential services running, protecting jobs long-term, and being honest, kind and safe.

JobKeeper was a lifeline; while less than half our staff were eligible, it helped us care for people and protect jobs. New and critical philanthropic support was also provided to help us navigate the pandemic. This came from Westpac Foundation, the Vincent Fairfax Family Foundation and the Paul Ramsay Foundation.

Through it all, and with this support, we delivered on our aim to create jobs that care for people and planet. We employed 599 people across Australia, 77% of whom joined us when experiencing barriers to employment. We employed 74 Aboriginal people, 147 former refugees and 137 young people; the three groups most likely to be excluded from employment.

Through their work these people kept 14,072 tonnes of waste out of landfill, grew and distributed 35,250 kilograms of fair food, and provided 42,684 instances of community services to individuals.



Off the back of years of rapid growth, we continued to strengthen our team, systems and governance. We created two new executive roles: Communications and Marketing and Quality Assurance. We welcomed Liz Armitage to lead the first and welcomed back Corinne Stephenson to lead the second. We welcomed five new Directors with a breadth of skills and experience; Indu Balachandran, Rebecca Lee, Michelle Martin, Sherryl Reddy and Anthony Rodwell-Ball.

We completed the acquisition of TIC Mattress Recycling, a business Soft Landing has been operating under licence since 2018. This change makes us more financially sustainable and more in control of our future. Pro-bono support from our legal team at MinterEllison was critical to this. Enormous thanks to them for this, their ongoing work with us – practically and strategically – and for their advocacy and leadership in social enterprise.

This year we met with people at all levels of government to talk about our proven model of job creation, at a time when jobs – and sustainable jobs in particular – are so needed in Australia.

Our model works. Every day we see examples of what can happen when people who are excluded from work are valued and able to access opportunities. It transforms lives and communities.

In partnership with government, we can grow our work and create more jobs for those who need them most, at a time when jobs are so needed.

We are living in challenging and uncertain times, when caring for each other matters most. I'm proud of what we've achieved and what we aim to do. I'm grateful for the team of people I get to do this work with.

Jess Moore
CEO, COMMUNITY RESOURCES

OUR BOARD



ANNE SATTLER
Co Chair

Anne is an adviser in the National Indigenous Australians Agency, responsible for co-ordination of the agency's Indigenous service delivery in eastern NSW. She was previously employed by Forster Local Aboriginal Land Council.

Anne brings a deep understanding and knowledge of Indigenous affairs, the labour market, government policy and a strategic approach. She holds a Diploma of Education (Primary Teaching) and an Advanced Certificate in Community Management.

Anne served on the Board for many years and re-joined in November 2010.



KATRIINA HEIKKANEN
Co-Chair

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

Katriina spent nine years working in government across Indigenous portfolios for employment, education, arts and sports. She has a passion for uniting youth and communities through sports to create safe and inclusive environments for future generations.

Katriina holds a Diploma in Indigenous leadership. She joined the Board in May 2018.



GAYE TINDALL
Deputy Chair

Gaye is active in the MidCoast community through her role as President of the Green Point Community Association and has a special interest in women's groups and politics.

Gaye established and operated her own graphic design company (1989-2004) and received 25 industry awards from Australia and England. On her relocation to Forster, she pursued a career change into the health industry and worked as a ward clerk at Forster Private Hospital before retiring.

Gaye holds a Diploma of Graphic Design (Honours). Gaye joined the Board in September 2011.



INDU BALACHANDRAN

Indu is the Chief Operating Officer for The National Centre of Indigenous Excellence. She has more than 15 years' experience in social enterprise development and five years in executive leadership positions.

Indu is experienced in financial management, impact measurement and sector development. She previously worked with Social Ventures Australia, Information and Cultural Exchange, VOICE Australia and Lend Lease. Indu brings understanding, respect and experience of social inclusion and cultural development to Community Resources.

Indu holds a Bachelor of Business (Honours) and a Master of Economics (Social Science). She is a CPA and an accredited practitioner with Social Value International. Indu joined the Board in November 2019.



JOËL DUNN

Joël is a Veterinary Surgeon and Landcare Co-ordinator. Joël has worked on projects for community empowerment through sustainable localised food systems, facilitated the establishment of Great Lakes Seed Savers Network, developed the Forster Community Garden with the Forster Neighbourhood Centre, and established and supported Sustainable Farming Groups with MidCoast Council and Karuah/Great Lakes Landcare.

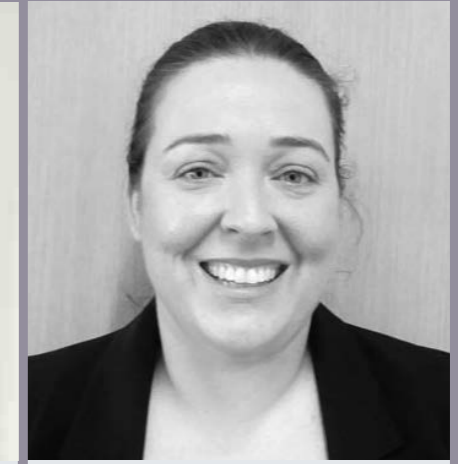
Joël holds a Bachelor of Veterinary Science, a Permaculture Design Certificate, a Certificate of Holistic Management and a Master of Sustainable Agriculture. Joël joined the Board in September 2004.



REBECCA LEE

Rebecca is the Managing Director of Merck Life Science Australia and New Zealand. Prior to this she was the Managing Director of Covestro Australia and has held national and global sales and operations roles for Bayer, Rhodia and Orica. Rebecca brings knowledge of waste management and recycling, as well as expertise in commercial leadership, operations and business development, investment and growth, to Community Resources. She is a committee member of the German Australian Chamber of Industry and Commerce and the National Mattress Product Stewardship Scheme.

Rebecca holds a Bachelor of Science (Chemistry) and is a graduate of the Australian Institute of Company Directors. Rebecca joined the Board in November 2019.



MICHELLE MARTIN

Michelle is a senior audit, advisory and risk professional. She is the Manager of Governance and Risk for Wollongong City Council. Prior to this, she had 18 years working for the Audit Office of NSW, managing large teams to set governance standards for various government bodies in NSW. She brings practical knowledge and experience in financial statement evaluation and processes, and governance and risk, to Community Resources.

Michelle holds a Bachelor of Commerce (Accountancy), a Master of Business Admin, and a Master of Forensic Accounting. She is a CPA, currently enrolled in a Certificate IV Training and Assessment and undertaking her Company Director Course with the Australian Institute of Company Directors. Michelle joined the Board in Nov 2019.



JANICE PAULSON

Janice is a Worimi Elder. For the past 30 years she has been committed to working in health providing support for women in crisis accommodation. Prior to this, Janice was a domestic engineer for 21 years.

Janice has a Nurses Aid Certificate, a Diploma of Aboriginal Health and Community Development and an Advanced Diploma of Aboriginal Community Development. Janice joined the Board in May 2016.



SHERRYL REDDY

Sherryl is the Diversity and Inclusion Advisor for the State Emergency Service of NSW. She is the former CEO of SCARF and has experience working with and in crisis-affected communities in Africa, Asia and the Middle East, through humanitarian protection and program development positions with UNICEF, UNHCR and other NGOs. Sherryl brings senior leadership experience in the community development sector to Community Resources.

Sherryl holds a Bachelor of Arts/Law, a Master of International Humanitarian Law and a Master of International Social Development. Sherryl joined the Board in November 2019.



MELANIE RIDGEWAY

Melanie is a Tuncurry community member who began employment with Community Resources as an administration trainee in 2006 after training with the National Aboriginal and Islander Skills Development Association (NAISDA). She has worked as Team Leader Administrative Support for the Aboriginal Health College (Aboriginal Health and Medical Research Council of NSW).

Melanie has produced and directed short films on social issues in the Worimi Biripi Aboriginal communities. As a founding director of Community Resources' Forster Film Festival, she was also on the Board of the Forster Aboriginal Film Unit. Melanie joined the Community Resources Board in August 2013.



ANTHONY RODWELL-BALL

Prior to retirement, Anthony was CEO for 10 years of a superannuation fund with 96,400 members and \$9 billion in investments. He has commercial leadership, accounting, financial management and company secretarial experience across multiple industries including transport, chemical manufacturing, electronics manufacturing, information technology, and telecommunication and financial services. His roles included CEO, CFO, General Manager and Manager of supply and logistics.

Anthony holds a Bachelor of Arts (Theology and English), a Diploma in Accountancy Studies and a Master of Commercial Law. He is a CPA and graduate of the Australian Institute of Company Directors. A director on three other Boards, Anthony joined the Community Resources Board in November 2019.



WHAT IS A SOCIAL ENTERPRISE?

A business that trades to intentionally tackle social problems, improve communities, provide people access to employment and training, or help the environment.

SOCIAL TRADERS



Kaw Meh, Green Connect



**COMMUNITY RESOURCES
HEAD OFFICE NORTH
TUNCURRY**

**COMMUNITY RESOURCES
HEAD OFFICE SOUTH
ILLAWARRA**

JOBS THAT CARE FOR PEOPLE AND PLANET

We run three environmental repair social enterprises and a range of community services.

COMMUNITY SERVICES

Based on the NSW Mid North Coast, Community Services provides services that meet local community needs. They include Homebase, Great Lakes and Manning Youth Homelessness Service (GLAMYHS), Helping Hands & WasteAid.

- HELPING HANDS** TUNCURRY
- HOMEBASE** TUNCURRY, TAREE
- GLAMYHS** TAREE, TUNCURRY
- WASTE AID** TUNCURRY, REMOTE COMMUNITIES

GREEN CONNECT

Based in Wollongong NSW, Green Connect creates jobs and employment pathways for young people and former refugees in work that helps the planet and the community.

LOCATION
ILLAWARRA

RRA

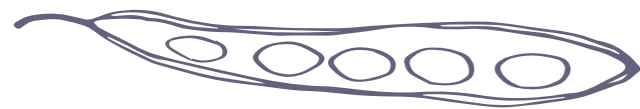
A national social enterprise that works in waste management to keep waste out of landfill, create jobs for people experiencing barriers to work, and to engage and connect people in our communities.

LOCATIONS
CANNBERRA, DUNMORE, MIDCOAST, MOSS VALE,
NOOSA, SYDNEY, TOOWOOMBA

SOFT LANDING

A national social enterprise that collects and recycles mattresses to keep waste out of landfill and create jobs for people experiencing barriers to work.

LOCATIONS
CANNBERRA, ILLAWARRA, MELBOURNE,
NEWCASTLE, PERTH, SYDNEY



WHERE WE WORK



WHAT IS COMMUNITY DEVELOPMENT?

We are a community development organisation. This means we recognise that some people, groups and communities face disadvantage and discrimination, and are excluded and undervalued.

We believe all people should be valued, have access to opportunity and justice, and be part of the decisions that affect their lives. We work with and within communities to this end.

COMMUNITY RESOURCES



Cabarita kids, Forster



COMMUNITY SERVICES

Community Services provides services that meet local community needs. It includes Homebase, Great Lakes and Manning Youth Homelessness Service (GLAMYHS), Helping Hands and WasteAid.



OUR IMPACT



77
Employment opportunities provided



25
Permanent jobs



138
Training and development outcomes



42,684
Instances of community service provided

Photo at top: Liam Berry, Helping Hands Building Services



A WORD FROM THE GENERAL MANAGER

“There’s a difference between interest and commitment. When you’re interested in doing something, you do it only when circumstances permit. When you’re committed to something you accept no excuses, only results.”

I see this every day with the Community Services team. And this year I’ve seen these extraordinary, caring individuals shine even more and give even more.

It’s been a rollercoaster of a year. First we had bush fires that destroyed communities and threatened the homes of our staff and clients, closed roads and changed our service delivery as we knew it. Then the drought broke and we had floods, closing off parts of our community yet again. Then the game-changer that no one saw coming, COVID-19.

With no idea when life may return to some kind of normal, our staff have gone above and beyond to be there for the community and each other.



They are more accessible than ever. They have each other’s backs always. They’ve used innovative ideas to keep service delivery happening for programs and clients in very different times.

Our WasteAid work in remote and discrete Aboriginal communities went into hibernation due to COVID-19.

Demand for homelessness services, drug and alcohol services, and domestic and family violence services increased significantly. Government funding is not yet forthcoming, adding extra pressure on already stretched staff and resources.

We also had some positives with funding for Homebase secured for up to five years for different programs. Funding has been extended to 2022 for Helping Hands Building Services. We continue to complete the ASES accreditation for GLAMYHS with funding rolled over, and ISO accreditation for Homebase.

Helping Hands has reduced fixed costs by relocating the workshop while completing a successful Commonwealth Home Support Program audit, helping older people stay independent in their homes and communities for longer.

Lisa Berry
COMMUNITY SERVICES GENERAL MANAGER



“The team loves to connect with clients from all walks of life, understanding and empathising with their life story.”

HELPING HANDS

It’s the small things that make a difference for 106-year-old Ivy Ravell, who lives at home with her granddaughter Donna on the NSW Mid North Coast.

Home modifications by the Helping Hands Building Services team have meant she can stay in the home her husband built back in 1958, with her granddaughter providing 24-hour care.

“It’s great to be able to help people like Ivy stay at home longer, and be safe and secure at home,” Building Services Manager Natalie Bolt said.

“At Christmas we delivered a hamper of food to Ivy and she was so happy to be with her granddaughter, surrounded by her memories.”

For Jimmy Mitchell, regular support including lawn mowing from Helping Hands means he can live at home independently, well into his 80s.

Helping Hands helps 300 people like Ivy and Jimmy on the NSW Mid North Coast each year.

We’ve provided building maintenance and modification services and care services in the Great Lakes and Manning regions for more than 28 years, helping people live in their own homes for as long as possible.

In 2019/20, Building Services completed more than 2,000 jobs.

Building Services include garden and building maintenance, basic modifications such as installation of grab-rails and handrails, and more complex modifications such as installation of ramps and bathroom and kitchen modifications.

Helping Hands Care Services include cleaning, personal care, respite (including sleepovers),

welfare checks, medication prompts, meal preparation, transport, and shopping assistance.

We work to improve the wellbeing of clients through regular social contact and check-ins, as well as delivering practical support. That’s been more important than ever this year, as people have experienced greater levels of social isolation, stress and disconnection due to COVID-19.

“Our clients range from elderly clients to veterans, as well as people with a mental or physical disability,” Care Services Manager René Darwin said.

“The team loves to connect with clients from all walks of life, understanding and empathising with their life story.”

“This financial year Care Services provided more than 6,630 care services to 371 clients, including 179 regular clients and 192 new clients who received services via our brokerage partners. Our 11 valuable Care Services staff – some of whom have a Certificate 3 or 4 in Aged Care, and are trained in First Aid and Manual Handling – have shown me they can face any situation and show sensitivity, care and kindness.”



Kylie Logan (left), Ivy Ravell and Nat Bolt

Helping Hands is a social enterprise that provides housekeeping, personal care, respite, and welfare checks to help people live in their own homes for as long as possible.



MARGIE DONNELLY | HOMEBASE

“I walk alongside them. I might be a manager but I’m no superior.”

Margie Donnelly has walked alongside the Homebase team for more than 17 years.

She joined Homebase’s supported playgroup as a mum, and when her youngest started preschool she took on the role of playgroup assistant then family support worker. She now leads the Homebase team of 15.

“Margie has a unique ability to genuinely connect with community and staff,” Community Services General Manager Lisa Berry said.

Homebase Youth Services has been working with young people in the Great Lakes area for 25 years, helping them develop economic and social livelihoods for themselves.

Homebase provides early intervention programs, case management and advice and referrals to “at-risk” young people and helps them access activities that positively contribute to the community.

We do this through established relationships with a network of local services, government departments and schools.

Homebase programs are Transition to Work (employment services), Targeted Early Intervention (youth programs, supported playgroup and case management), W.A.R.S (drug and alcohol case management and referral), PaCE (homework club and assisting young people in schools) and Driver Learning Access Program (assistance with L’s and P’s in Forster, Tuncurry, Taree and Gloucester).

Homebase had a 32% increase in youth service referrals in March to July 2020 compared with the previous year, due to COVID-19. Face-to-face work was challenging.

“We felt we had a responsibility to be there for our clients,” Margie said.

“When school closed the guys would meet the kids wherever they felt comfortable; a lot of the time that would be having a skate on their boards along the break wall or in the park.

“When we couldn’t make face-to-face contact, we kept in touch with a phone call, just to check in.

“The majority of our clients needed to be reassured that the world would be okay, even the older ones. They have so much pride, they deal with things internally and unfortunately that’s not always the healthiest way to go about things.”

Homebase also runs community events and activities; this year they have included surfing programs, after-school activities, health and wellbeing programs, NAIDOC Community Day, the 2nd Bi-Annual NAIDOC Debutante Ball and the Saltwater Freshwater Festival.

Homebase offers wrap-around supports to young and Aboriginal people, to help them build skills and access opportunities that make life better.





In 2019-20, 41% of the young people who left our program were housed independently and nominated on a residential tenancy agreement, 18% returned to the care of their family, and 13% moved into other rent-free housing.

A HOUSE TO CALL HOME

“I love working with young people. It gives me hope that I can help steer someone’s life in a different direction.”

Shaniane Andrews is an intake worker for the Great Lakes and Manning Youth Homelessness Service (GLAMYHS). She’s part of a passionate team of case workers and youth support workers who strive – and often go above and beyond – to support young people to make a difference in their lives.

GLAMYHS provides specialist homelessness services to young people in the MidCoast Council LGA, with the ultimate aim of breaking the cycle of disadvantage and getting young people into safe and secure, long-term housing.

We deliver targeted responses through our Garage Youth Refuge which provides 24/7 supported crisis accommodation for young people aged up to 17.

We also deliver outreach support to young people experiencing or at risk of homelessness, including case management, living skills, advocacy and supported referrals to specialised services, and transitional housing for young people aged up to 24 and their families within our 11 transitional properties.

This year GLAMYHS provided specialist crisis homelessness support to 322 young people (funded to service 174), 1178 bed nights in crisis accommodation and 3970 bed nights in transitional housing.

GLAMYHS also facilitated a successful ‘Rent it Keep it’ group, designed to equip young people with the skills needed to obtain and sustain a private rental property.

GLAMYHS experienced a 24% increase in referrals in March to July 2020, compared with the previous year. COVID-19 meant more young people experiencing domestic and family violence, and mental health, alcohol and drug issues. Case workers had to take new approaches to working throughout this challenging time.

During the NSW lock-down, young people at the Garage Youth Refuge were only allowed out for walks and exercise. The refuge was cleaned and disinfected twice daily and all staff and residents had to follow personal hygiene and social distancing guidelines. When schools and TAFEs closed, many young people disengaged from learning.

While young people are at the youth refuge, they meet weekly with their case manager to develop an achievable case plan identifying short and long-term goals including housing, education, employment, health, budgeting, legal issues and life skills.

Photo at top: Shaniane Andrews and Mel Lawrence

The Great Lakes & Manning Youth Homelessness Service (GLAMYHS) is a specialist homeless service that helps young people have safe housing, providing crisis accommodation, transitional properties and outreach services.



CLEANING UP THE NAMOI

Legacy waste is a significant environmental health issue for Aboriginal communities.

In the communities of Namoi and Gingie, waste including asbestos materials, old cars and household goods is affecting local waterways.

In 2019 WasteAid Australia cleaned up 3km of the Namoi River, thanks to funding from the NSW EPA, secured by the Walgett Local Aboriginal Land Council.

“Over nine days and in December heat, we employed five locals plus WasteAid Australia trainee Melanie Ferguson and myself to clean up the river,” WasteAid Australia Senior Project Officer Elaine Toogood said.

“We removed 73.4 tonnes of waste from the river including two vehicles, two motors, three axles, an old bath, an old sully, countless tyres and plenty of other very interesting finds.”

The Namoi River is an important part of local Aboriginal culture with elders telling stories of the water dog, living on a bend known as the deep hole.

“This river was really clean when I was a kid growing up here; you could see the bottom,” Yuwaalaray Elder Alan Tighe said.

“We will never get the river back to what it was but we are doing our little bit here with WasteAid cleaning all the rubbish out of the river.”

The Namoi River clean-up was made possible through the support of NSW EPA, Walgett Local Aboriginal Land Council, the local community, Walgett Shire Council (provision of machinery and equipment), and the Forster BCF store which provided waders to the team. Special thanks to Veolia for donating camera equipment.

Further work is planned for a full clean-up of all asbestos materials from this community.

WasteAid work has been on pause in 2020 to protect remote Aboriginal communities from the risk of COVID-19.

Throughout COVID, we embraced remote working, staying engaged with communities via phone and video calls.

“We worked with these communities on funding applications which will enable us to continue work as soon as it is safe,” Elaine said.

Photo at top: Alan Tighe - Elder Yuwaalaray Nation

WasteAid Australia is a not-for-profit that works with discrete Aboriginal & Torres Strait Islander communities to co-design waste solutions.





GREEN CONNECT

Green Connect is a social enterprise based in Wollongong, NSW. We create jobs and employment pathways for young people and former refugees in work that helps the planet and the community. We run a farm and an op shop, provide zero waste services at events, and staffing solutions to businesses and councils. We also provide training and support so our team can use employment experience as a springboard to sustainable and fulfilling jobs and careers.

OUR IMPACT



174
Employment opportunities provided



154
Training and development outcomes



102
Tonnes of waste diverted from landfill



35,250
Kilograms of fair food grown and distributed



13,621
Community visits to Green Connect

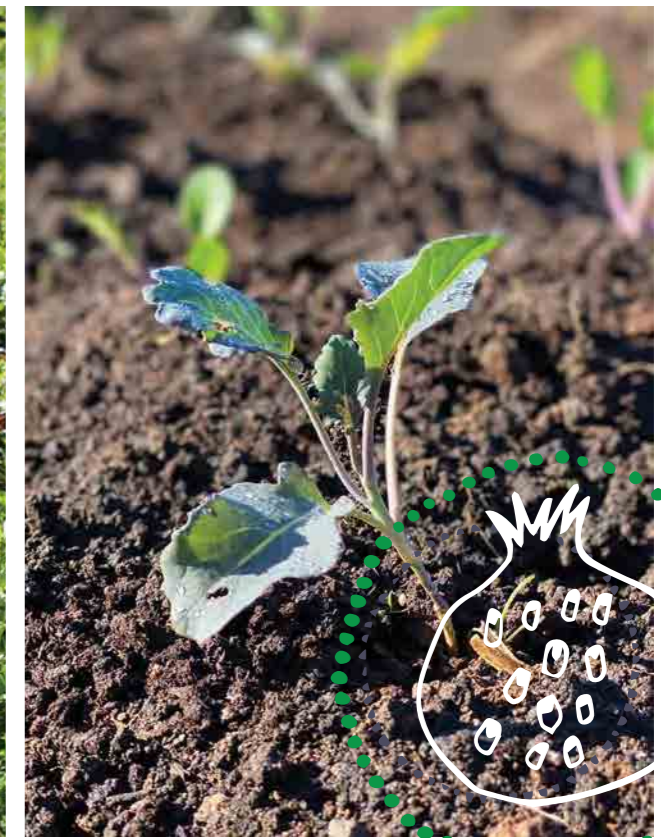
Photo at top: Nambibi Nasine Josiane



A WORD FROM THE GENERAL MANAGER

Over the past year, many people have told us that Green Connect is unique because we're a for-purpose business that tackles both social and environmental issues simultaneously.

Some of those people were judges for the prestigious Green Globe awards, in which we were bestowed the highest honour – the **NSW Premier's Award for Environmental Excellence**. Others were young people or former refugees wanting to work for us because they saw meaning and purpose in what they do at Green Connect. Some were customers, buying our veg boxes, browsing in our op shop, engaging our staff through labour hire, or booking us to help their business or event manage their waste better. Others were funders such as **The Ian Potter Foundation, Westpac Foundation, the NSW Department of Premier and Cabinet, Scanlon Foundation, the Australian Department of Home Affairs and Qantas Foundation**, who have provided grants that will enable us to establish environmental education at the farm, move the farm hub, open two more op shops, provide greater support to our staff and invest in business development activities.



For almost 10 years, a passionate, hardworking team of inspiring and eclectic individuals has tackled every possible challenge. This year that included bushfires that devastated our crops and cancelled hundreds of hours of work at music festivals over summer, and COVID-19 that cancelled even more events, indirectly led to us relocating our op shop in the midst of all the craziness, and put our already vulnerable staff on edge both emotionally and financially. Even in those dire circumstances, the team dug deep and adapted. We couldn't offer farm tours and workshops so we offered online learning instead. We lost the lease for our old op shop so we found a better location. All of our zero waste work was cancelled but thanks to JobKeeper dozens of our staff could stay employed and they built an amazing children's garden at the farm instead. In addition to this, we supported 23 young people into long-term employment.

This year is dedicated to all the staff, customers, funders and supporters who recognised the value of the work that Green Connect does to create jobs, reduce waste and grow fair food, and backed us. Thank you for the awards, the grants, for buying our goods and services, for working so hard, for telling people about us, and for your moral support.

Stick with us – the journey has only just begun.

Kylie Flament
GREEN CONNECT GENERAL MANAGER



THE GREEN CONNECT OP SHOP

Community and sustainability are the foundations of Green Connect.

In 2019/20, we brought our op shop and head office together under one new roof. Community support from local tradespeople and volunteers, and the commitment of our own team, made the move possible, and the re-use of materials made it sustainable.

In February we were given notice to vacate our shop in Bellambi, north of Wollongong. Negotiations to move to a different part of the site fell through, and the op shop found itself without a home in March, right as COVID-19 restrictions came in.

We put the call out to our community for a large warehouse and shop for lease or for sale. With all our stock packed up and in storage, we needed to move quickly. We soon found a site for lease in Unanderra, south of the city, which was perfect and allowed us to bring our op shop and office together.

Our community network mobilised to help us move and set up the new shop, with minimal waste and maximum re-use of materials. As much as possible was repurposed from the previous op shop, the previous shop at the new site, and from local businesses and residents. Work experience participants and volunteers helped our staff to tidy, clean, paint and prepare the new shop for opening.

Volunteer handyman John Ruperto drew up plans for the new space.

“John gave so much time, love and energy,” project manager Jacqui Besgrove said.

“He drafted plans to make our retail assistant Alana’s vision come to life, meeting the needs of the space and the team. His passion and talent for upcycling helped create a purpose-built space with maximum reuse.

“We re-used walls and doors from the Bellambi site, our new landlord pitched in with energy efficient lighting, and a local builder donated carpet tiles for our meeting room. The team and volunteers helped in countless ways. Our retail assistant Mark spent days grinding down the floor and discovered a talent for renovating and repurposing.”

For John, working with Green Connect was an opportunity to give back.

“Jacqui and I worked together with the motto ‘get it done’. We would sit down and work out how to get things done with minimal waste. It was a full-time job but with 85% re-use, I am proud of what the team achieved.”

JOHN RUPERTO VOLUNTEER



John Ruperto



WORK EXPERIENCE AT THE FARM

When Kyle Hanby started work experience at the Green Connect farm, it was the first time in many years that people treated him as Kyle, not Kyle with Asperger’s.

Working at the farm for one day a week when he was in Year 12 also gave him the opportunity to turn an interest in propagating different plants into a career. At the time, school was a stressful environment and he’d been told he may have to repeat Year 12.

Kyle is now working part-time at Patio Plants in Camden and studying a Certificate 3 in Horticulture.

He is one of many young people in the Illawarra who have found an employment pathway through Green Connect.

Our youth employment program is funded by the NSW Government and aimed at 15 to 24 year-olds who are unemployed, not at school or TAFE (or at risk of dropping out of school) and have multiple and complex barriers that make it hard to get and keep a job.

After work experience, Kyle went on to do paid work with Green Connect. He secured the job at Patio Plants after connecting with them through one of our volunteers, who saw Kyle’s potential.

“Working at the farm showed me a lot of things you don’t usually see – the variety in people’s life experiences, different cultures,” Kyle said.

“It gave me a different perspective, and a break from the things I was finding stressful.”

His mum Kim said: “Farm Manager Cal and the rest of the team were amazing. It was such a happy experience, for people to listen to his ideas, and push his boundaries a little. He felt like part of a family there.

“He was always on time, prepared to work in the rain, always happy and cheery.”

“He worked with former refugees and learned about their experiences in life. He realised he had it pretty good.

“Green Connect supports people on many different levels, not just employment.”

This year 44 young people joined the program, 33 started paid work and 23 secured long-term employment.

Photo at top: Kyle Hanby



THE ZERO WASTE TEAM

Our Zero Waste team helps schools, events and organisations to reduce the amount of waste they send to landfill, with the aim of producing “zero waste” – 90% or more composted or recycled.

“For several years we’ve been making event organisers aware of alternatives to single-use plastic,” Zero Waste Manager Jacqui Besgrove said.

“We were excited when Wollongong City Council partnered with Plastic Free Wollongong and Green Connect to hold its first event that was free of single-use plastic.

“It was great to see Council taking the lead on such an important issue.”

At large events and festivals our Zero Waste team hand-sorts waste to make sure it’s diverted to compostable and recyclable waste streams, reducing the amount going to landfill by up to 90%.

We also provide waste education for patrons and provide event organisers with a report that outlines achievements and future improvements.

At the Viva La Gong festival in Wollongong in 2019, 88% of waste was composted or recycled.

We’ve also been working with corporate clients including NRMA and Mirvac on waste audits.

Our Zero Waste work was put on hold in early 2020 when bushfires then COVID-19 led to event and festival cancellations.

We can’t wait to start this work again; we see real commitment from the community, organisations like Wollongong City Council and our corporate clients to reducing plastic use and choosing compostable alternatives. That commitment will see us all working together for a Zero Waste future.



THE FARM UPDATE

When supermarkets were low on stock and a lock-down was looming in 2020, it made sense for people to order fresh, local food delivered to their front door or a local hub.

Our fruit & veg boxes were more popular than ever – we doubled our customer base to more than 240.

This meant we could provide more paid work for young people and former refugees at a time when other parts of our business, like Zero Waste, were put on hold.

When face-to-face activities at the farm stopped due to COVID-19 restrictions, we launched online tours and workshops, on topics ranging from home permaculture to caring for chickens.

JobKeeper allowed us to provide more work for team members who were not working in other parts of Green Connect; they worked on the farm development, which will provide new eco-tourism opportunities and an estimated 111 new jobs and 262 employment pathways over the next 3 years.

Made possible through the support of funders including The Ian Potter Foundation, Westpac Foundation and the NSW Government through My Community Project, the development includes a new children’s garden and a new farm entry and packing hub.

Earlier in the year, drought and flood had a major impact on the farm’s soil.

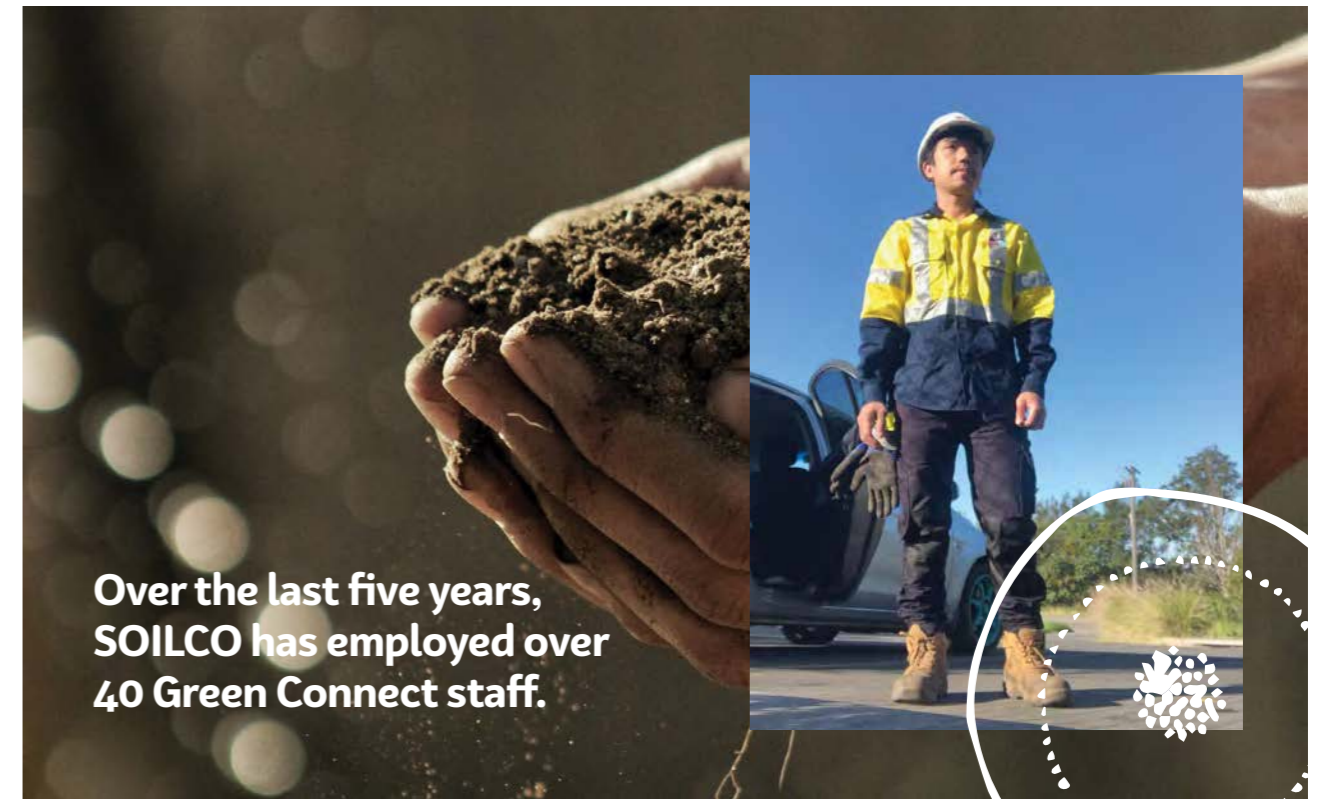
With Level 2 water restrictions remaining in place, we purchased a drip irrigation system with the help of a donation from a local business.

Farm Manager Cal Champagne said: “Once the soil gets dehydrated it is very difficult to rehydrate. This has major impacts on our ability to grow a variety of foods.

“Drip irrigation is the most efficient type of irrigation out there. The new system will help us solve the dehydration of the soil.”



Meh Reh



Over the last five years, SOILCO has employed over 40 Green Connect staff.

STAFFING SOLUTIONS

Labour hire is a term that is often associated with exploitative work practices. For Green Connect, nothing could be further from the truth.

“We prefer to be called Staffing Solutions because we provide reliable and hardworking staff,” Staffing Solutions Manager Bron Williams said.

We recruit, train and manage people who can pitch in at a day’s notice, for businesses that need hardworking, reliable staff either temporarily – or for regular, ongoing work. We offer a supportive work environment, working with each person to ensure they have all the key skills that employers expect.

“We focus on providing the right staff and supporting them to enhance their skills. We spend time educating our team on their employment rights and responsibilities, and supporting them in the workplace,” Bron said.

“Our ultimate goal is to see each person define and achieve their goals – which often includes transitioning to meaningful, long-term employment. The highlight of my job is hearing how working with Green Connect has improved someone’s confidence and purpose, connection to the community, employability and financial independence.”

Illawarra business SOILCO is a Staffing Solutions partner and producer of soil, compost and mulch products.

“SOILCO focuses on protecting and regenerating the environment, just like us. We started helping them by providing casual staff over the busy summer period back in 2015,” Bron said.

“Over the last five years, SOILCO has employed more than 40 Green Connect staff. Our team love working with SOILCO because work is local with a variety of hours and shifts that can work around family and study commitments. The best part is that SOILCO is managed by good people who care about their team and the environment.”

When SOILCO began recruiting for two full-time depot hand positions, it looked to Green Connect.

HR Manager Monica Veljanovski said: “We knew the Green Connect team and their work ethic. We knew how they worked as part of our team. We thought it was a good opportunity to get someone into permanent employment.”

“We were proud to put forward nine of our team for interviews,” Bron said.

“The work ethic of our team stood out and SOILCO offered Koh Reh and Prae Reh full-time positions starting in late March 2020.”

Staffing Solutions has almost doubled in size over the last two years. In 2019/20 Staffing Solutions provided 18,375 hrs of work to 75 young people and former refugees.

Photo at top: Prae Reh





RRA is a national social enterprise that works in waste management to keep waste out of landfill, create jobs for people experiencing barriers to work, and to engage and connect people in our communities. We work to transform lives as well as waste. RRA operates in NSW, QLD and the ACT across seven regions.



OUR IMPACT



104
Employment opportunities provided



127
Training and development outcomes



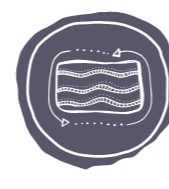
103
Community events



1573
Tonnes of waste diverted from landfill for reuse



5096
Tonnes of waste diverted from landfill for recycling



6059
Mattresses diverted from landfill

Photo at top: Charlie Sparks, Jade Humbert, Grant Taylor and Mitchell McIntyre



A WORD FROM THE GENERAL MANAGER

What an unprecedented year for RRA. Major fires at both our Moss Vale and Tuncurry sites, COVID-19 and global uncertainty.

I would like to take the opportunity to thank all of our valuable staff members for remaining steadfast under adversity and doing the company and yourselves proud during such trying times.

RRA not only endured during stand-downs and shut-downs but came back stronger than ever with a renewed focus. I will use “our” a lot, because if COVID-19 has shown us anything, it’s that we are all in this together.

Our Mobile Community Recycling Service truck had a stellar year, with Blacktown Council joining the service already being provided to Cumberland and Parramatta Councils. We completed an event collection pilot for Hawkesbury Council and as the year ticked over, we signed them up for future events.

Our Noosa, Moss Vale and Toowoomba reuse shops were closed due to the pandemic and have now all re-opened.



All three sites I commend for their patience while in shutdown and how quickly they were ready to go once the green light was turned on.

Our Dunmore, MidCoast, ACT and MCRS operations all continued to provide the same excellent service in their respective areas as they always do, even in such trying times. Kudos.

Our ACT NOWaste contract has been extended for a further three years with a beneficial change that helps us to continue to train and employ 17 staff.

Our sites and people continue to showcase repurposing, with Noosa’s water tank becoming a “where salt and fresh water meet” Indigenous art piece and Toowoomba getting a special award for the 2019 garden competition. Speaking of awards, Krysten Banks was a finalist at this year’s national Woman of Waste awards, a great acknowledgment of her hard work at the RRA MidCoast site.

Our brand is our people, what we do, how we do it and why we do it. I am very proud to be General Manager of RRA.

Matt Curtis
RRA GENERAL MANAGER

Photo top right: Matt Curtis with the RRA Moss Vale team

RRA MOSS VALE | LIBBY

Libby Lee joined Reviva Moss Vale as a depot hand in 2018, at a time in her life when she felt she needed to do something for the greater good.

“We live in a throw-away consumer society and products are produced to be replaced quickly. At Reviva we work towards conservation with the mindset that every little bit helps.

“Every day I feel like I’m making a difference, getting items that shouldn’t be in landfill back into circulation.”

Libby was one of 18 RRA staff stood down this year when RRA closed its reuse shops in Moss Vale, Noosa and Toowoomba due to COVID-19.

General Manager Matt Curtis said: “That was really hard, for them and for us. We also knew the reuse shops were missed by their local communities. We had so many inquiries on social media asking when the shops would be open again.

“With the aim of protecting jobs long-term, we kept in regular contact with staff who were stood down, navigated JobKeeper, and kept essential services running with a focus on safety. We kept our communities engaged in what we do via local media and social media. We took the opportunity to renovate our shops and re-opened to a month of record-breaking sales.”

The re-opening of all three shops meant all staff could return to their jobs.

“Reviva Moss Vale Manager Steve Glendenning and the management team were in contact the whole time; they were there for us,” Libby said.

“Now we’re back to doing what we do best. A lot of people associate the term tip shop with being a little shed with essentially rubbish that you fossick through and you might find something. The way we do our shop is different, it deserves a better name. We really are a repurpose and reuse shop with treasures to be found everywhere.”

Libby Lee RRA MOSS VALE

RRA Moss Vale diverted 388 tonnes of waste from landfill for reuse and recycling in 2019-20 – equal to about 43 compactor trucks filled with waste.



“Every time we repurpose or reuse something, it makes a difference. We can change the world.”



RRA DUNMORE | JARROD

RRA is about giving people opportunities, and that’s what Jarrod Roskell loves most about his job.

Jarrold started with Soft Landing via the Work for the Dole program in 2013.

“Before I started with Soft Landing, it seemed like I was almost lost. I was 27 and had no direction in life at all. And then Soft Landing found me. It was the best thing that’s ever happened. Back then, depression was starting to get there. There was financial worry; it just seemed too hard to get ahead.”

With stable employment, life began to turn around, allowing him the stability to purchase, renovate and move into his own home. Starting as a mattress stripper, he worked his way up to become floor manager at Soft Landing’s largest site in Sydney, managing 24 people and hundreds of mattresses per day.

But the commute and time away from his family in the Illawarra took its toll. In early 2019, Jarrod approached RRA General Manager Matt Curtis, to ask about a job closer to home.

Matt said: “At the time I could only offer Jarrod part-time, two days a week. He jumped at the opportunity. I was impressed by his willingness to start a new challenge from the bottom.”

After several months learning the RRA model, Jarrod became Revolve Dunmore Manager in November 2019.

“Jarrod is a natural leader and I see great potential in him. He’s always willing to learn and give anything a try. He was the natural choice for the Dunmore Manager position,” Matt said.

Jarrold manages a team of seven people as well as Work for the Dole and Community Service participants.

“We give people opportunities that they wouldn’t find elsewhere, and there’s the extra bonus that we’re doing something to redirect resources from landfill,” he said.

“I am truly grateful I have been offered this opportunity. Every day I consider myself lucky to work with an amazing group of people plus mentors Matt and Ally (Glendenning) and to be part of the Resource Recovery family.”

This year Jarrod and his partner Kristy added to their own family, with the birth of baby Chloe.

Jarrold Roskell RRA DUNMORE

RRA Dunmore diverted 1,937 tonnes of waste from landfill for reuse and recycling in 2019-20 – equal to about 210 compactor trucks filled with waste.

RRA ACT

Lori Roberts-Scott is Manager of RRA's ACT weighbridge operations. As a female manager and leader in waste for more than 13 years, she has seen and supported a lot of change.

"I was the first woman on site here at Mugga Lane; they put in toilets after I started, there used to be porta-loos before that."

Lori leads with a mindset that everyone has a place where they can fit.

Of 18 staff across the ACT operations, 15 have experienced barriers to employment.

"Dean Thomas my 2IC has dyslexia. He couldn't write an email when he started with us and now he is a mentor for most of the team. He's helping one of our newer team members, Jarrod, with his weighbridge course today."

Dean is transitioning to a new role early in the new financial year.

"There's no better boss than Lori," he said.

"She saw something in me and she's helped me through a lot of things in life, personally and professionally."

Fires had a major impact on the ACT team this year in the peak times of December and January.

Cars were lining up out onto the road after people did clean-ups and fire-prevention activities on their properties, COVID-19 also increased demand for the weighbridge.

Our ACT weighbridge operations served 416,440 customers in 2019-20.



Dean Thomas

RRA TOOWOOMBA

When Toowoomba Regional Council engaged Reviva Toowoomba to do EPS or polystyrene recycling this year, it provided extra work for the team when it was needed.

Team members had been stood down when the shop closed due to COVID-19 and RRA Toowoomba Manager Jeff Prater was looking for ways to redeploy them.

"During COVID, we made the conscious decision to give the polystyrene recycling shifts to the team members who were stood down," Jeff said.

"Recycling polystyrene is good for people and the planet. Polystyrene is made from a non-renewable resource – oil – and it can be recycled into quality new products including park benches, children's toys and even insulation."

"Here at Reviva Toowoomba, polystyrene recycling has really taken off with residents and businesses embracing the change."

Casual Depot Hand Steph Worland, who was one of those stood down, said: "It was awesome to get some paid work and to learn something new."

Reviva Toowoomba diverted 1,082 tonnes from landfill for reuse and recycling in 2019-20 – equal to about 120 compactor trucks filled with waste.



Steph Worland



RRA MIDCOAST

Ross Manolas joined the RRA team this year with 28 years' experience at Sydney's major landfill sites.

He started as an engineer, then took on a role supervising the remediation of the former landfill site that became home to the 2000 Sydney Olympics. The job was to transform three uncontrolled, major landfills into a site that could host the Games, assisting in Sydney's 1993 Olympic bid.

Ross went on to manage Lucas Heights Waste Management Centre and other major Sydney landfills before joining RRA.

"I looked into the company and realised I would be able to help people learn skills and get ahead in life by passing on my experience. It resonated with me," he said.

As MidCoast Operations Manager, Ross's focus is less on landfill and more on working with MidCoast Council to divert waste before it gets to landfill while providing meaningful employment for local people.

The team at Tuncurry Waste Management Centre has been working with Council to achieve those goals for more than 29 years. The site is currently achieving a 60% diversion rate, with 28 people employed.

"Governments at all levels are looking at ways to reduce waste, promote a circular economy and support social enterprises like ours," Ross said.

This year the RRA MidCoast team has benefited from a focus on upskilling and developing team members.

For depot hands, this meant training in test and tag, forklift, first aid, mental health first aid, weighbridge certifications and truck licences including medium and heavy rigid.

For supervisors and managers, it meant all of this plus management and leadership training and workplace health and safety qualifications.

Emillie Cullen and Brando Ridgeway work together as site supervisors. Emillie is working through her Certificate in Leadership and Management and Workplace Health and Safety qualification.

"On top of formal learning, I've got great mentors here," she said.

"Our Manager Ross is bringing a whole different dynamic. Then there's Amanda Chapman the Safety and Compliance Manager; she's helping me learn more about safety. The GM Matt and Deputy GM Ally are great mentors who visit regularly and teach us even more about operations and leadership."

Brando said: "I love my workmates here at RRA. I enjoy learning new things; this year I've done test and tag, my forklift licence and now I'm doing my weighbridge certification and truck licence.

"I'm a proud Aboriginal man; RRA has good cultural awareness and I see a long-term future here."

In October 2019 the RRA MidCoast site was evacuated three times due to bushfires threatening the Tuncurry site. The green waste caught fire and continued to smoulder until March. With a water tanker on site, it was up to the team to pull together and keep on top of spot fires for the five-month period.

RRA MidCoast diverted 2,583 tonnes of waste from landfill for reuse and recycling in 2019-20. The MidCoast Return and Earn transitioned to card-only refunds due to COVID and recycled more than six million eligible containers.

Photo at top: Ross Manolas, Emillie Cullen, Amanda Chapman and Brando Ridgeway



RRA MOBILE COMMUNITY RECYCLING SERVICE

Gas bottles, leftover paint, old batteries, used motor oils and old electronics are common in Australian households.

Safely disposing of problem waste and e-waste can be difficult, which means higher rates of illegal dumping, or problem waste being placed in kerbside bins which can be dangerous.

Cumberland City Council has taken a proactive approach to addressing problem waste.

After surveying the local community and with the support of the NSW EPA, the Council launched the Mobile Community Recycling Service (MCRS) in 2016 in partnership with RRA.

Senior Resource Recovery Engagement Officer at Cumberland City Council Cheryl Hounslow said: "The MCRS is the very first Mobile Community Recycling Service, where we can go to someone's front door and pick up the waste."

Reflecting on the partnership, Cheryl said RRA's attitude set it apart.

"The MCRS Operation Manager John Huynh is very proud of his job; he actually tells me to 'make more bookings Cheryl'. Not all the waste contractors have that attitude; they've actually got the opposite."

"RRA General Manager Matt Curtis has been wonderful to work with, he's always trying to accommodate Council's requests. I think it's that attitude and flexibility that have worked really well.

"A few weeks ago, the manager of the waste department rang me and alerted me to some illegally dumped

problem waste. Within an hour the items were picked up by the MCRS crew, and I thought to myself 'oh my gosh this is the best service ever'. To do that so quickly really impressed everybody."

For John and the team, it's all part of the service: "That's why I love this job so much."

In 2019-20 MCRS welcomed Blacktown City Council, joining the Cumberland and Parramatta LGAs.

The MCRS completed 4,970 service calls and recycled 169 tonnes of problem waste and e-waste in the 2019-20.



John Huynh

RRA NOOSA | WHERE SALT AND FRESH WATER MEET

Reviva Noosa is located in Doonan, on the traditional lands of the Gubbi Gubbi (Kabi Kabi) people, where it is said that salt and fresh water meet.

The water tank at the entry to the shop is the backdrop for a big and beautiful artwork by local Aboriginal artist Sammy Ray Jones and local art students.

Russ Ping is Reviva Noosa's Manager and a talented Aboriginal artist himself.

"We get lots of positive feedback about the tank, people just love it," he said.

When Reviva Noosa closed during COVID-19 restrictions, Russ stayed in contact with the team, maintained the site, and kept processing mattresses.

"His unique perspective, experience and leadership made him a great manager for the Noosa team throughout the pandemic," RRA Deputy General Manager Ally Glendenning said.

"He was always keen to get back to having a laugh with the customers."

Russ joined the Reviva Noosa team in 2018 after taking a "gap year".

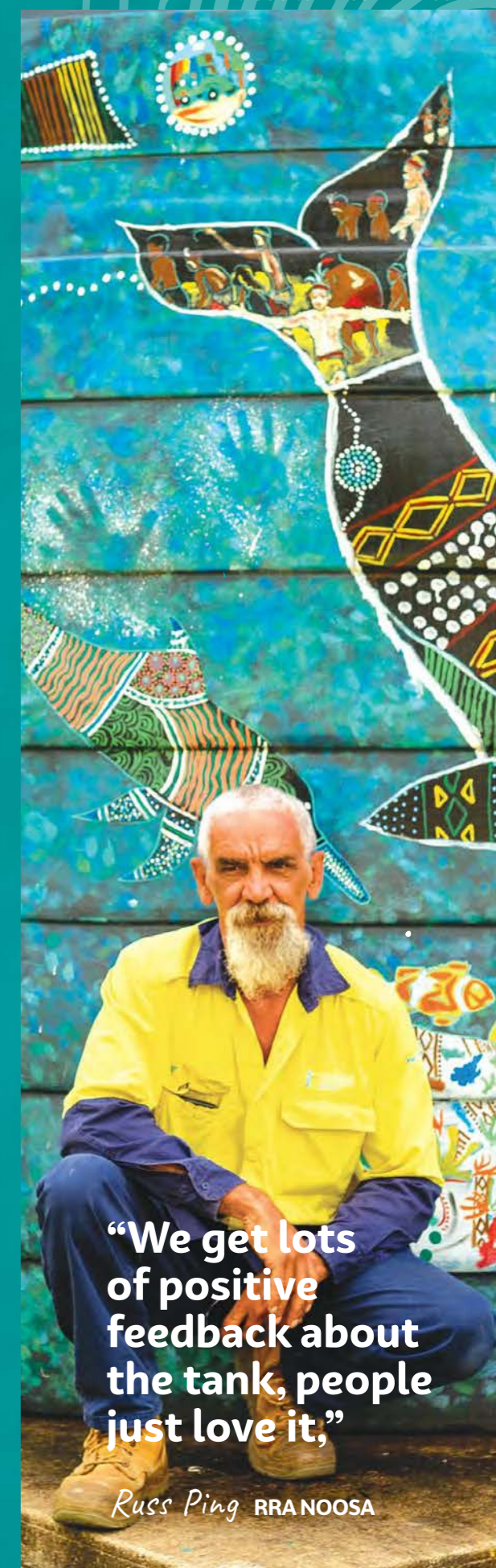
"Russ called and said he was looking for work. We gave him a trial and it was immediately clear that he would make a great manager," Ally said.

"His experience meant he was great at improving processes. Russ has a real talent for driving machines and quietly achieving; the team and the community appreciate him for it."

The re-opening of Reviva Noosa after the shut-down brought strong customer numbers.

"Customers were coming in and saying, 'I'm glad you're open again, I've been getting withdrawals,'" Russ said.

Reviva Noosa diverted 512 tonnes of waste from landfill for reuse and recycling in 2019-20 – equal to about 45 compactor trucks filled with waste.



"We get lots of positive feedback about the tank, people just love it,"

Russ Ping RRA NOOSA

RRA CONSULTANCY SERVICE

"Imparting skills and knowledge to help individuals to thrive."

This is what Deputy General Manager Ally Glendenning likes best about consulting with RRA.

For Steve Glendenning, or the "Can-Do Man" as he is affectionately known, it is the connection with people and sharing his construction and craftsman skills with the East Kimberley Job Pathways (EKJP) team.

RRA's consultancy service offers hands-on expertise in a range of areas including waste solutions, partnership broking and social enterprise.

The consultancy team expected to visit consulting client EKJP in Kununurra Western Australia four times this year but was limited to two visits by border closures and COVID-19.

In one of the visits, Steve brought the EKJP agricultural show stall to life with large reuse projects including fridge planters and tyre garden beds.

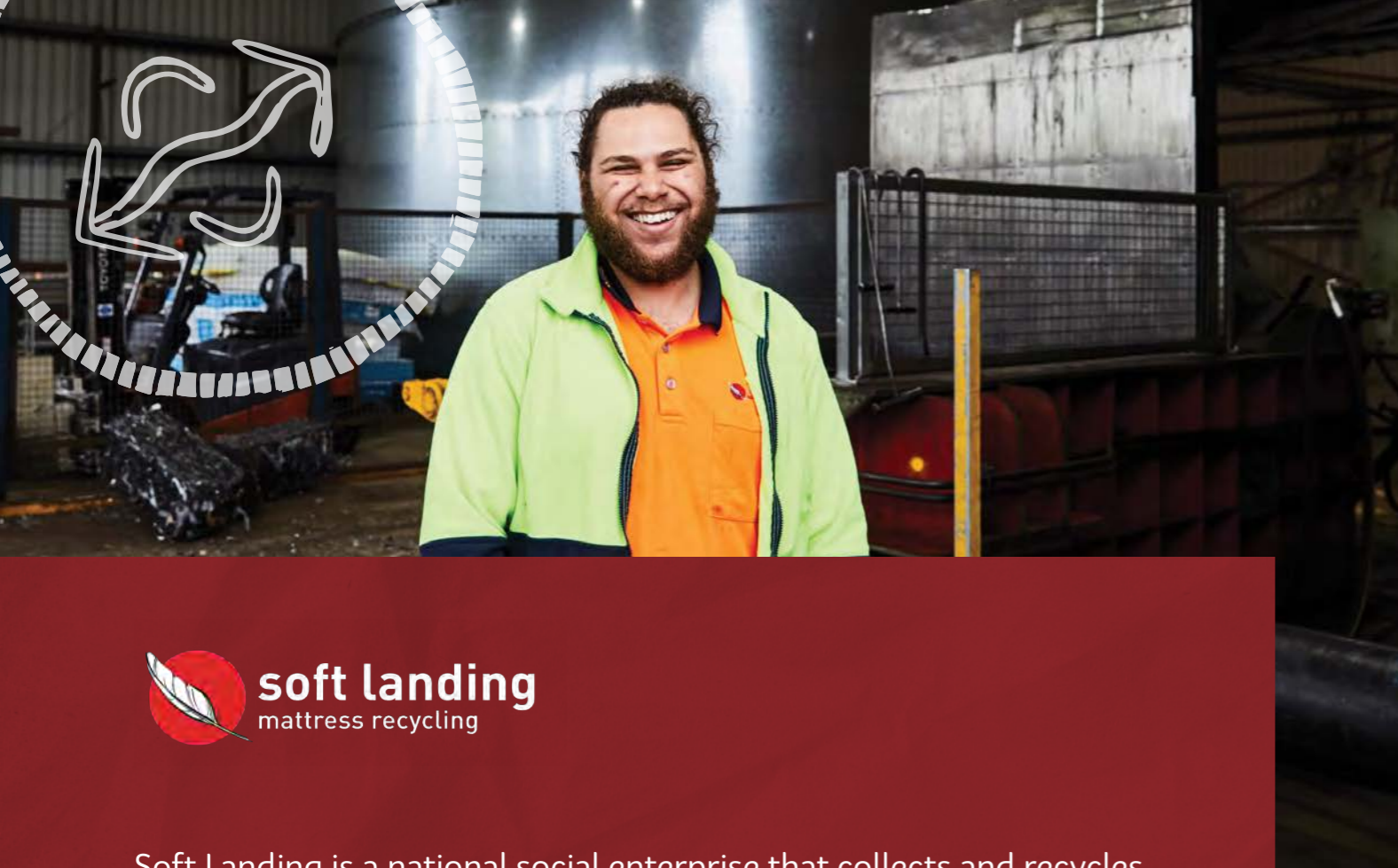
The team also partnered with Bikes4Life Moss Vale and Wingecarribee Shire Council to repair, donate and ship a container of bikes and second-hand items to EKJP in Kununurra. When the bikes arrive they will be given to local students.

RRA General Manager Matt Curtis provides strategic and logistics expertise.

"Matt helped the team prepare for the new container deposit scheme, which has just launched in Western Australia. His expertise in logistics allowed EKJP to reach even the most remote communities and improve recycling outcomes," Ally said.

In 2019-20, the RRA Consulting team worked with EKJP to design new donations systems, provided training on shop design and visual merchandising and helped the team to develop inclusive work practices.

Outside of Western Australia, the team consulted with numerous Councils to increase diversion from landfill including implementation of polystyrene recycling, mattress recycling and non-ferrous metal separation.



Soft Landing is a national social enterprise that collects and recycles mattresses to keep waste out of landfill and create jobs for people experiencing barriers to work. We operate in NSW, Victoria, WA and the ACT across six sites. For every 35 mattresses that we collect and recycle each day, we create a job for someone who really needs one.

OUR IMPACT



220
Employment opportunities provided



7.3K
Tonnes of waste diverted from landfill



465K
Mattresses recycled



5K
Tonnes of steel recycled



1K
Tonnes of timber recycled



1.3K
Tonnes of foam recycled

Photo at top: Will Mitchell



A WORD FROM THE GENERAL MANAGER

For Soft Landing, 2019-2020 was certainly a busy year.

Recovering from operating plant fires, acquiring a business, completing business integration, closing sites and opening new ones, changing operating models from automation to manual processing, recruiting and embedding significant workforce growth, securing contract extensions and welcoming new customers on board in all states that we operate in – wow, where did that 12 months go?

Joe Rasmussen moved into the role of State Manager NSW and we have welcomed new managers to Soft Landing at Hume (Kylie Roberts-Frost), Smithfield (Darren Rye) and Wangara (Mike Pennington). We have farewelled highly respected colleagues Evan Cocks and Alan Davenport, whose contributions have been lasting and significant.

We completed the acquisition of TIC Mattress Recycling, a business Soft Landing has been operating under licence since June 2018. This change makes us more financially sustainable and more in control of our future.

Our exit from the traditional heartland of the Bellambi site was completed and a new footprint created at the SOILCO site at Reddalls Road, Kembla Grange.

We exited the Tottenham site in Victoria as part of the settlement of the TIC business purchase and began operating from a new site at Bayswater.

The move from Tottenham meant decommissioning the automated mattress processing plant that we had operated on that site, with a move to manual processing planned for the second half of 2020.

We provided employment opportunities for 220 people during the year, while our core workforce increased by 50%, from 100 to 150. Growth of such magnitude is difficult to embed and while we are thrilled to provide so many employment and training opportunities for people who need them, we must continue to shape our operating model in the year ahead to futureproof our business.

A summary of the year would not be complete without acknowledging the impact that COVID-19 has had on our workplace and customer base. My significant thanks go to our staff, our managers and our colleagues throughout Community Resources for their outstanding commitment, care, adaptability and expertise – this has allowed us to remain fully operational throughout. We simply would not be able to do any of what we do without each one of you. Thank you.

Chris Richards

SOFT LANDING GENERAL MANAGER

“Refugees are people who have taken a huge risk... They have assessed their circumstances in their country of origin and have decided: ‘Wow, I’ve got to get out of here.’”

SOFT LANDING SMITHFIELD

Smithfield, our largest processing site, began the year with a unique challenge.

The site, which was 70% automated, lost all machine-processing capacity in a fire on June 4, 2019.

“The next day, the big mattress shredder was badly damaged, there was no electricity and much of the site was ankle-deep in water,” Site Manager Joe Rasmussen said.

“The management team huddled in the boardroom— running laptops on battery and trying to work out what to do next. The immediate problem was how to deal with 600 mattresses per day coming into a factory with no processing capacity.”

It was decided to operate the site manually; with mattress processing largely done by human hands. This model was a bigger version of Soft Landing sites in Perth, Canberra, Newcastle and the Illawarra. This decision enabled the site to continue to service its customers, keep waste out of landfill and employ more staff, people experiencing barriers to employment, while the team worked out what to do next.

Smithfield is based in the Fairfield LGA which welcomes and resettles the largest number of humanitarian migrants in Australia.

More staff were needed for manual processing and former refugees and asylum seekers were looking for work in our community.

“HR introduced us to Settlement Services International (SSI), a community organisation that supports former refugees

and asylum seekers. They were able to get the right people for us,” Joe said.

“They did the screening and we interviewed candidates. We got these guys inducted then out there cutting mattresses.

“Refugees are people who have taken a huge risk. They have assessed their circumstances in their country of origin and have decided: ‘Wow, I’ve got to get out of here’. They have initiative, they know it’s going to be tough and they’ve got to grab hold of any opportunity they are given. They’re prepared to put their heads down and work hard.”

In the 12 months after the fire, the Smithfield business has grown by at least 50%.

The customer base is stable, and a new management team is navigating new challenges as they come along. Darren Rye was recruited as Site Manager in March, and Joe moved to a new role as State Manager NSW.

The new challenges include dealing with the effects of COVID-19.

COVID-19 has so far meant increased operating costs – to keep our staff safe. It has also meant more volatility in the market – first a dip in mattress volumes, then a spike with the mass exodus of international students and other temporary visa holders from Australia.

Smithfield has met the big challenge of the year which has been operational: “Fix the damn engine room”. The year ahead is an opportunity to turn the camera 180 degrees and refocus on upstream and downstream commercial and contractual relationships. The goal is to de-risk the business, engage customers and seek out new recycling opportunities.

“The people at Soft Landing come from all walks of life and cultures. Systemic disadvantage and discrimination exist, and most come to us seeking an opportunity. The work is very physical and some don’t want to work in this environment. For others, it’s a great fit and they help form an intelligent, hard-working and authentic Soft Landing team. This team includes Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse backgrounds, people with different abilities, and people re-entering the workforce. We are a better workplace for having the door open to a breadth of life experiences.”

CHRIS RICHARDS
SOFT LANDING GENERAL MANAGER



ILIESA LESIDAVUILEVU

“Back home we don’t see these kinds of jobs in recycling. Coming here it was eye-opening to see Soft Landing recycling so much. The reuse of foam and steel is great to see.”

Iliesa is a former refugee who arrived from Fiji in 2019. He’s now settled in Sydney and works as a cutter at Smithfield. Iliesa moved from casual to permanent employment with Soft Landing in June 2020.



Mohamad Fardlee bin Abdul Rahman



Kiana Smithers

SOFT LANDING ILLAWARRA

Kiana Smithers is known as someone who can find her way through any challenge with skill and good humour.

This year she project-managed the decommissioning of our processing site in the Illawarra

With our lease coming to an end in the Illawarra, processing in the Illawarra ceased, requiring mattresses to be transferred to Smithfield in Western Sydney, 1.5 hours away.

"Decommissioning the site in Bellambi near Wollongong was a big job," Kiana said.

"The team worked hard to ensure the site was returned to its original state."

When COVID-19 hit the team needed to move from Bellambi in a matter of weeks and was still using the hardstand at the site as a staging post for mattress collection and drop-off arrangements for the Illawarra fleet.

Kiana went into problem-solver mode, asking Bunnings next door if Soft Landing could temporarily use its

hardstand area to ensure Illawarra collection schedules and Council drop-offs were not affected.

"The Bunnings team took a huge load off our shoulders. They were so understanding and happy to help. We used the space for about four or five weeks while we found a longer-term solution."

Local business SOILCO which partners with Green Connect had the ideal space at Kembla Grange. Within weeks the Illawarra team had arrangements in place so it could work from this space.

Kiana, who began with Soft Landing as a casual in 2011, was promoted this year from Admin Officer to Illawarra Site Manager.

"I love the satisfaction I get from working with the team. It's rewarding to see people start with barriers and then overcome them to become great employees. I enjoy being part of their story and helping however I can."



Josh Glanville (left) and Ryan Cross

SOFT LANDING NEWCASTLE

Josh Glanville joined the mattress recycling industry at 19, when he was looking for work after a stint as a removalist.

He started as a casual at Landsavers, which used to run the Soft Landing Newcastle site, and was offered a full-time position in his first week.

Josh, now 27, became site manager for Soft Landing Newcastle in June 2020, having worked on the site for eight years.

"It's a good family feel here. Everyone is friends and a lot of guys meet up after work to kick a football.

"Everyone had respect for me because I've been around. I've always been good at organising and telling people what needs to be done."

The appointment of Joe Rasmussen in February 2020 as State Manager NSW, with oversight of Newcastle, Smithfield and Wollongong, made a big difference to the Newcastle team of 11.

"Joe took on the role at a time when we knew we had to make some changes, to increase our productivity," Josh said.

"We were stuck in old ways. Everyone was setting bars for themselves. Having Joe was a big key. He was someone we could take questions to.

"I took the reins under Joe, held a meeting with the team and said, 'this is what we have to do'. Profitability and volumes went up in the first month."

Joe said: "Josh understands there is a job to be done and he's open to the idea that we should be ambitious. We want to be better."

A big change this year was bringing in-house a third-party logistics loop in which mattresses were collected from landfill and transported 600km for processing. Through this change we added one FTE employment opportunity and reduced both cost and the amount of fossil fuel burnt to get the job done.

The Newcastle team is now looking at more opportunities to process mattresses closer to their collection points.

SOFT LANDING VICTORIA

Soft Landing Victoria managed to maintain continuity in operations this year despite a site move, a shift to manual processing and a pandemic.

Before moving from its old site at Tottenham, the team had to choose; find a similar site and maintain its model of mechanical processing or move to a smaller site and shift to manual processing.

The decision was made to go manual, an outcome that will potentially create 12 more full-time jobs for the team of 10.

The team moved to a new site in Bayswater Melbourne in February 2020 and scaled down its operations, moving processing offsite while planning approvals were underway and a new steel press was ordered.

The steel press will allow the team to manually deconstruct mattresses and completely recycle metal and foam.

Because its work was deemed essential, Soft Landing Victoria kept servicing Victorians throughout COVID-19.

"We've been very lucky, we've had zero impact, apart from a 10-15% increase in quantities," Site Manager Steve Maizels said.



SOFT LANDING WA

Mike Pennington began his career in waste management in the city of Greater Manchester in the 1980s.

More recently the Chief Operating Officer of waste technology company AnaeCo and General Manager of Spatel, he turned his mind this year to improving processes and developing new opportunities for Soft Landing WA.

Mike joined as the new WA Manager in March 2020, working alongside Operations Manager Harry-Daniels Grant.

He is reviewing processes and making improvements at the Wangara site – to sustain and improve the financial success of the WA operations for Soft Landing – with an eye on expansion and growth.

Improvements include manual handling changes, a better financial agreement with WA-based Sims Metal Management to take steel from mattresses, investment in a truck that can transport mattresses coming in and steel going out, and an onsite compactor instead of a baler for textiles.

This year mattress processing at the site has increased substantially and this was largely due to the COVID-19 effect – empty hotels and mining sites taking the opportunity to replace mattresses.

Goals for next year include reducing staff turnover and working in a safer, smarter and more efficient way.





KYLIE'S STORY

Four years ago, Kylie Roberts-Frost was leading a multi-national team of 400 people across 15 countries as Head of Sales and Marketing – Asia for the United Arab Shipping Company.

The organisational skills she gained over 15 years in shipping and logistics were put to good use in early 2020 when she found herself managing Soft Landing's ACT operations while working from home with two young boys.

Between then she left the workforce to have her boys, in 2016 and 2017, then secured a highly sought-after place in Deloitte's Return to Work program for executive women. Through the program she was exposed to pro bono and social impact work, and an ad on Seek caught her eye.

"The way the ad talked about getting people back into the workforce, working with people from different backgrounds, and solving this environmental problem as well, that ticked just about everything that I had put on my life re-evaluation list," Kylie said.

She applied for the job and joined Soft Landing as ACT Manager in September 2019. She's led some big changes, coming to the role with a mindset that is corporate and social.

A steel press that needed replacing gave the team an opportunity to review processing and think about the best layout and the right number of mattresses for the site.

"I remember sitting with the guys and we went through the whole process and put it up on the wall with post-it notes.

"When we were looking at the business we sat back and said 'if people and jobs are the goal then it's not about having the cheapest operation. It's about having a sustainable output that minimises impact on the environment'.

"Bigger isn't necessarily better. We can run on less matts and get a better balance with safety and efficiency and

jobs, and still work with clients who align with and support our values.

"We do have higher wage costs but that's okay because that means we're providing employment opportunities for people that need those jobs.

"It means we've got an upcycled product, and haven't just focused on shredding and sending off for waste to energy.

"People can give their mattress to someone else or give it to us and we do all these great things. I feel like we've got a broader purpose than 'how many matts did I get through this week', or even 'I offered one guy a job' because it's about what we are potentially changing for the next 80 guys.

"We don't aim to be the cheapest, we aim to be the most sustainable solution."

COVID-19 brought some tough times for Kylie and the team this year, with high absenteeism and continual updates of safety and border closure plans.

"It's actually been very difficult; I can work from home but our guys can't. What's been hard has been team members who can't come in because their child can't go to day care or school because they have a cold. We encourage the guys not to come in if they have any symptoms. We really want everyone to feel comfortable in saying 'I can't come into work today'.

"When day care centres were closed, I just did my best, I'd be on a call and the kids were jumping on the bed in the background. I had quite a few calls with people in the same position.

"I'm not sure how many times I've been on a team meeting and had someone come up and tell me they needed to do a poo."

Kylie Roberts-Frost
SOFT LANDING ACT



SOFT LANDING PRODUCT STEWARDSHIP

The Soft Landing Product Stewardship Scheme is an industry led voluntary arrangement that shares the responsibility for reducing the environmental and health and safety impacts of end-of-life mattresses.

Soft Landing recycles mattresses for scheme members.

Soft Landing Product Stewardship Scheme General Manager Janelle Wallace said: "The basis of product stewardship is the creation of a circular economy where we understand and review the entire life cycle of a mattress, from beginning to end."

The scheme is supported by all major Australian manufacturers – including AH Beard, Chiropedic, FutureSleep, Sealy, SleepMaker, and Tempur – who are members of the scheme. There are 23 members in total.

"These members are reviewing the chemicals and products that are used to manufacture mattresses; everything from foam to thread and polyethylene and polyurethane," Janelle said.

"They are now thinking about the whole life cycle including which inputs allow for best recycling at end-of-life.

"I'm excited by the idea of a fully compostable mattress in the near future, thanks to the commitment of these Australian supply chain and manufacturer members."

Next year the scheme will transition from Community Resources management and become an independent company and charity. Having worked with the mattress industry to establish the scheme, an independent entity is now needed to grow it.

Soft Landing will continue to work with the scheme as its recycler, to build a shared understanding of mattress waste and to work together to find solutions to problem waste from mattresses, including pocket springs and textile waste.

A highlight for the scheme this year was the review of the National Product Stewardship Act.

"The review highlighted the importance of understanding the entire lifecycle of all the products we use," Janelle said.

"The updated legislation is stronger and focuses on industry led programs like ours."

Another highlight was a visit by Federal Assistant Minister for Waste Reduction and Environmental Management Trevor Evans to Soft Landing ACT during National Recycling Week 2019.

"The visit called attention to product stewardship, Soft Landing and the issues surrounding end-of-life mattresses at the Federal Government level.

"We were also heartened that the Federal Minister for the Environment acknowledged mattresses as a waste of interest.

"His advisor Elizabeth Warner visited Soft Landing Smithfield in December 2019, taking the time to understand the recycling process and the challenges faced by mattress recyclers like Soft Landing."

Photo at top: Minister Trevor Evans visiting Soft Landing ACT



THE MAD TEAM

The Management, Administration and Development (MAD) Team provides organisation-wide leadership and systems, as well as support services to Community Resources' three social enterprises and community services.

It's the team responsible for communications and marketing, corporate support, finance, HR and quality assurance across all of CR – critical but often invisible work.

MAD is in a process of strengthening the foundations we provide, to ensure CR's operations are supported and sustainable long-term, and that we embed financial, people and planet outcomes in all our decision-making.

The team has navigated this development and change process while keeping on top of the day-to-day.

The team has also grown and changed this year.

Liz Armitage joined us in the role of Communications and Marketing Manager, bringing experience as a communications manager, ministerial media adviser and journalist. Corinne Stephenson returned to us in the role of Quality Assurance Manager, having previously worked for the organisation for almost a decade – it's great to have her back! Sharon Reidy joined us as Accounts Receivable Officer, as Caragh Porter took maternity leave – now they share the work. We also brought in new expertise in the areas of safety and wellbeing (Lizzy Smith) and graphic design and web development (Louise Manner).

This year our team also farewelled Sarah Chisholm after seven years at CR. Sarah started with us as a manager at RRA and moved into leading strategy and partnerships across RRA and Soft Landing, before stepping into the role of Partnerships Manager organisation-wide.

Photo at top: Lynda Ritchie, Corinne Stephenson, Toni Paulson & Krysten Banks

She grew and fostered relationships critical to RRA, Soft Landing and the whole of CR.

COVID-19 shaped the work of the MAD team in the later part of 2019-20.

Communications and Marketing led clear information updates for staff and external stakeholders as the pandemic – and our response – evolved quickly.

HR worked with different parts of CR to establish COVID Safe plans and kept people connected through wellbeing initiatives.

The HR and Finance teams navigated JobKeeper, supporting staff who were eligible as well as those who were not, while running two separate pay cycles to meet the often-changing requirements of the scheme.

The Corporate Support team developed business continuity plans during COVID while leading governance improvements across the year, including building capacity and expertise in contract development and review, and improving reporting to Board and management.

The Quality Assurance team responded to 2,456 ICT support requests across the year, monitored and responded to increased IT security threats during COVID, developed training resources and prepared 26 tenders for new or existing work. Working with businesses, we achieved Secure Local Jobs Certification in the ACT and made significant progress on ASES Accreditation required for our Specialist Homelessness Service.



“Collectively, we stepped forward to back an organisation we all believe in.”

JENNY WHEATLEY | VFFF CEO

PRO BONO COLLABORATION

Trust, strong relationships, and a shared vision to create long-term impact.

These three things led to a swift collaboration between Community Resources and three key funders to enable the organisation to navigate business interruptions due to COVID-19 and support planning.

When the pandemic hit Westpac Foundation Senior Adviser Lisa Waldron called CR CEO Jess Moore. They talked about ways CR could adapt to the crisis, protect jobs and strengthen its position and impact, long-term.

“Jess spoke openly, honestly and passionately; so determined and with such a convincing and confident plan to work through this, at the same time being so concerned for her team’s welfare,” Lisa said.

“She was not just looking at CR as a business, but an organisation that employs 500 people. She identified the resources needed in a short amount of time. She was open to a process of bringing other funders together. She gave us confidence that we could help CR come out of this in a really strong way.”

Six weeks later, CR had the support of Westpac Foundation and two other foundations, Vincent Fairfax Family Foundation (VFFF) and the Paul Ramsay Foundation (PRF), in one collaboration.

Westpac Foundation and the VFFF were already working with CR; and both were willing to move quickly. They understood the CR business and knew it was a proven model for job creation.

Westpac Foundation has a long history with CR, specifically our employment-focussed social enterprises. When the pandemic hit it was funding the scale-up of Green Connect together with The Ian Potter Foundation, as well as the scale-up of Soft Landing.

VFFF started funding capacity building within CR in 2019, in the areas of Communications and Marketing and Safety and Wellbeing – both critical when the pandemic hit.

The PRF had been in discussion with CR prior to the pandemic, and knew CR had the backing of Westpac Foundation and VFFF. This helped establish trust and it too moved quickly.

Abhilash Mudaliar, Head of Impact Investing and Measurement at PRF said: “In addition to our own diligence, we took comfort from the insights shared with us by our co-funders and their longer history of collaboration with Community Resources, which enabled us to respond quickly to their funding needs.”

Jess said: “I feel like collaboration has been talked about for so long in the sector, and it’s great to see it’s finally happening. These relationships are about so much more than money. It’s the difference between being supported to do something, versus doing something together. We are genuine partners in the outcomes we create.”

The three foundations committed a combined total of up to \$750,000 in funding to enable CR to navigate, learn and adapt through the pandemic.



*Photo at top: Kolimullah Kolimullah (left) and Akhil Ahmad Photo on right: Poe Reh
Parts of this article are taken from an article published in Pro Bono Australia*



DANI TUAZON | CR TENDERS

“Every day I work with brilliant staff who champion outstanding leadership and operational excellence across our organisation.”

“I get to support the work that our staff and our social enterprise leaders do at the coal face.

“Our shared commitment to social impact and environmental repair energises me to do my best.”

Technical officer Dani Tuazon has a key role that crosses tender management, business development, environmental reporting and systems, and technical research and improvements. She supports each part of the business.

“This year was a landmark year for some of our major services and projects,” Dani said.

“I was proud to be part of the RRA tender bid for MidCoast Council to continue management and operations at our facilities in Tuncurry, Tea Gardens, Bulahdelah and Stroud, and expand our services to Taree.

“These waste management and resource recovery facilities were part of the founding of RRA in 1991. It’s uplifting to be able to help them continue their history of benefiting local communities and achieving high environmental performance.

“We were also able to continue servicing key clients for Soft Landing in WA, NSW, Victoria and the ACT.

“In May we submitted a tender for Blacktown City Council’s mattress recycling for three years, which would realise substantial recycling and social outcomes for western Sydney. Long-standing contracts with the City of Rockingham in WA, the City of Boroondara in Victoria, and Cessnock City Council in NSW were also renewed this year.

“As Green Connect has strived to grow and expand its work, we’ve supported with business development, proposals and bids, and generating ideas for forward planning in waste management and resource recovery.”

Another highlight this year was working with CR not-for-profit WasteAid Australia on the start of Murrawari Local Aboriginal Land Council’s asbestos remediation project in Enngonia in far west NSW.

“Asbestos contamination in Aboriginal communities is a significant issue and one that Land Councils, governments, regulatory authorities, the waste management sector, and not-for-profits like ours need to come together around, to remediate and repair.

“I hope this project will be one of many in NSW that will see rightful environmental services received, and a return to caring for country that Aboriginal communities have long been fighting for.”



Dani Tuazon and Lori Roberts-Scott, RRA

Dani Tuazon
TECHNICAL WRITER



OUR WELLBEING PROGRAM

This year safety was more than being COVID safe. It was also about recognising the impacts – often invisible impacts – of the pandemic and being kind to each other.

We encouraged staff to reach out to each other, give honest answers and listen. To talk about mental health and wellbeing, and to share moments of joy and laughter.

People from all parts of the organisation took part in the Mental Health First Aid course which showed participants how to recognise early signs of common mental health issues, to give people the support they need.

ACT Soft Landing Supervisor Jason Heron said: “The key for me was that you don’t know until you ask; reaching out can save a lot of pain.”

RRA Moss Vale Assistant Manager Ashlei Krebs said: “I now know what to look out for in the team, and how I can provide support.”

Wellbeing champs were identified across the organisation to identify local needs and support the development of the CR wellbeing program, launched in May 2020.

Green Connect Staffing Solutions Manager Bron Williams was nominated as a wellbeing champ by her General Manager Kylie Flament.

“Wellbeing is crucial to the sustainability of all our staff so we can continue to do the fantastic work that we do,” Bron said. “For me it means encouraging each other to have lunch or go for a walk, or just checking in with each other.”

Demand for the CR Employee Assistance Program was higher this year, with 38 consultations.

The ‘share a story’ pilot initiative encouraged staff to share their experience of working at CR, how that affected their wellbeing and what they observed in others.

“The stories highlighted that we have a positive sense of wellbeing at CR, and we value our relationships,” Safety and Wellbeing Partner Lizzy Smith said.

“We’ll be using these stories to plan future wellbeing activities across CR with the help of our wellbeing champs.”



The HR team lead a greater focus on work health and safety this year. This work included a review of our drug and alcohol policy, and risk assessments for COVID-19.

The team also completed a task analysis for manual tasks and workflows, updated risk controls for manual tasks at our highest exposure sites, and introduced risk management plans for new sites and new plant and equipment. It carried out safety audit visits and reviewed safe work procedures for high-risk work.

Photo at top: Staying connected during COVID-19: online workout
Photo on right: John Ruperto (left), Darren Bell and Lizzy Smith



Richard Thrippleton with Darren Evans, RRA

KEY FUNDERS AND PRO BONO PARTNERS

Thank You!

Australian Department of Education, Skills and Employment

Australian Department of Home Affairs

Australian Department of Social Services
Community Home Support Funding

MinterEllison

National Indigenous Australians Agency

NSW Department of Communities and Justice

NSW Environment Protection Authority

NSW Environmental Trust

NSW Generations Fund (My Community Project)

NSW Roads and Maritime Services

Paul Ramsay Foundation

Qantas Foundation

Scanlon Foundation

Shorebirds

Social Ventures Australia
(with the support of Gandel Philanthropy)

StreetSmart Australia

Sulo

Tibra Capital Foundation

The Ian Potter Foundation

Transport for NSW

Veolia

Vincent Fairfax Family Foundation

Westpac Foundation

“At MinterEllison, we’re driven by a strong sense of purpose. We recognise the coupling of business and purpose or social mission as a powerful force for good and thrive on the opportunity to use our core legal skills to aid the development of sustainable social businesses. That’s why we’re delighted to be able to support Community Resources and its stable of social businesses promoting great social inclusion and environmental outcomes.”

KEITH ROVERS | MinterEllison





Matthew Hoadley and Allie Ciobanescu, CR Tuncurry Office

FINANCIAL REPORT

	2020	2019	2018
REVENUE	30,325,065	25,095,399	18,918,952
EXPENDITURE	29,772,291	24,627,152	19,625,859
SURPLUS/(LOSS)	552,774	468,247	(706,907)

	2020	2019	2018
CURRENT ASSETS	4,560,981	3,227,846	2,875,062
NON-CURRENT ASSETS	7,496,924	2,395,834	3,010,650
CURRENT LIABILITIES	6,449,510	4,312,500	4,783,075
NON-CURRENT LIABILITIES	4,344,567	598,430	818,373
EQUITY	1,263,828	712,750	284,264

Community Resources' accounts were independently audited by Pitcher Partners.

FINANCIAL REPORT



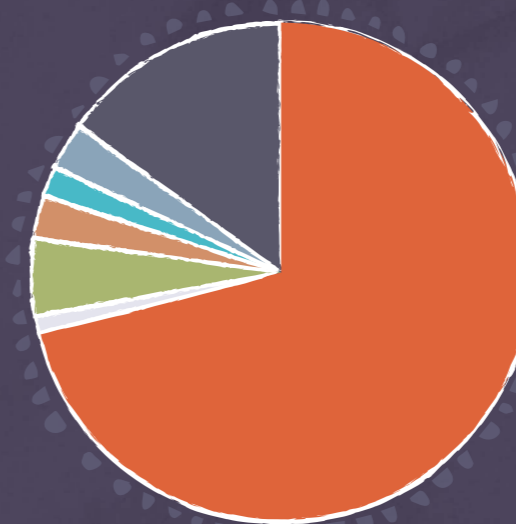
\$18,926,034

Total wages paid
(including on-costs)*

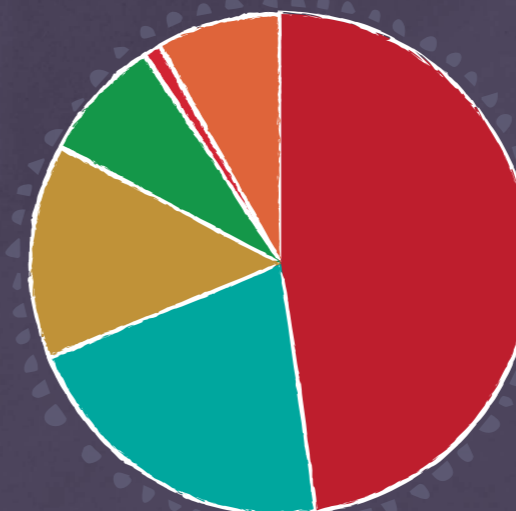


75%

Proportion of revenue
through trade



- Wages & Contractors 72%
- Administration & Finance 14%
- Materials & Equipment 3%
- Accommodation 2%
- Vehicles & Plant 3%
- Waste Disposal 5%
- Loss on sale of Property, Plant & Equipment 1%



REVENUE BY BUSINESS UNIT

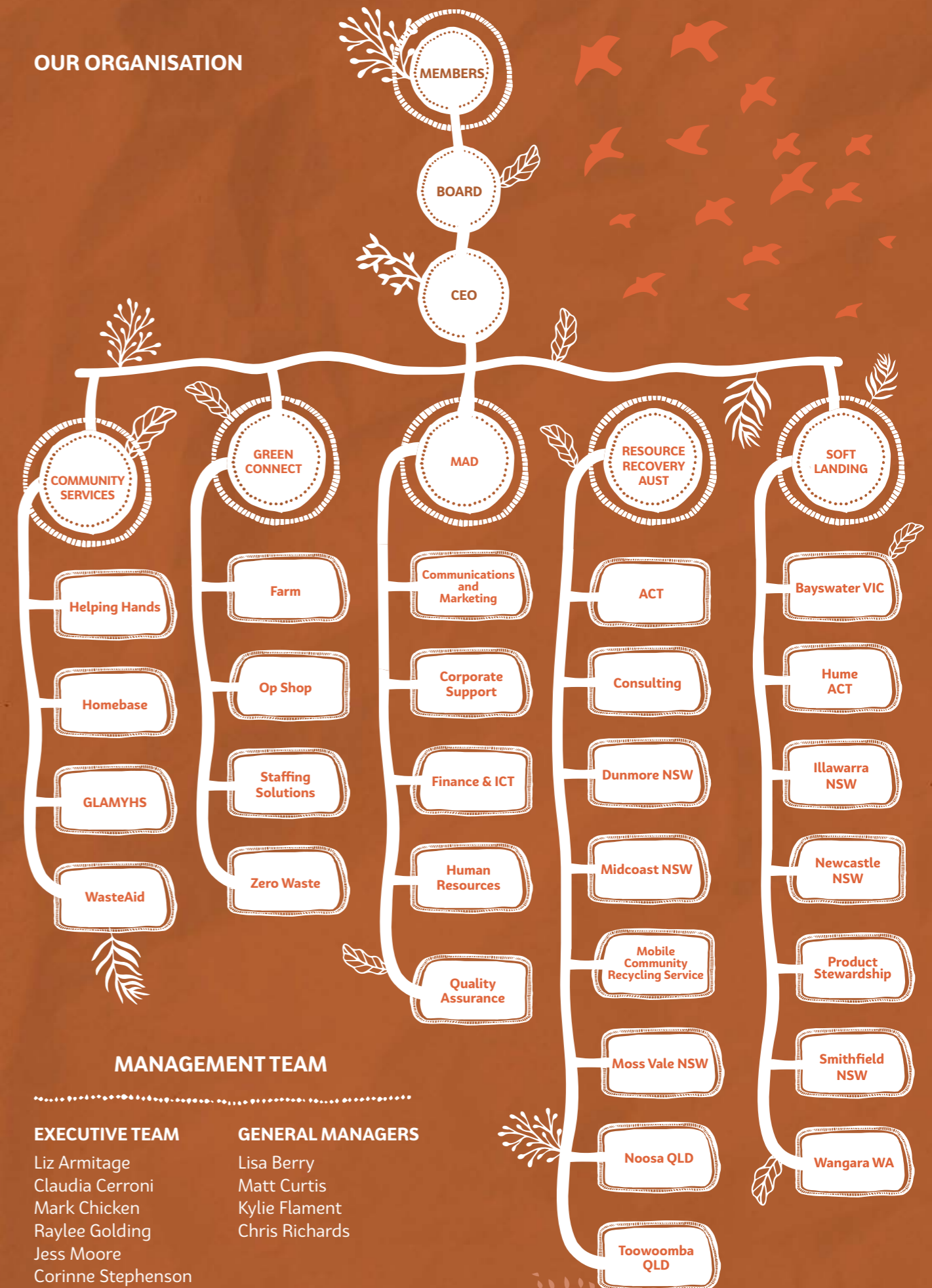
- Soft Landing 48%
- Resource Recovery Australia 21%
- Community Services 14%
- Green Connect 8%
- Soft Landing Product Stewardship 1%
- MAD Team 8%

As at 30th June 2020 *Total Salaries, Wages COC and expenses



Clay Dooker, Helping Hands

OUR ORGANISATION



MANAGEMENT TEAM

EXECUTIVE TEAM

Liz Armitage
 Claudia Cerroni
 Mark Chicken
 Raylee Golding
 Jess Moore
 Corinne Stephenson

GENERAL MANAGERS

Lisa Berry
 Matt Curtis
 Kylie Flament
 Chris Richards

ANNUAL REPORT 2019 - 2020

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