



"30 Years of Developing  
Local people"

CR 2017  
ANNUAL REPORT  
Community Resources



# OUR MISSION STATEMENT

Using local knowledge and networks, in partnership with government, industry and community, Community Resources assists people experiencing disadvantage to develop social and economic livelihoods for themselves.

We believe that a community may be judged by how it responds to those in need. By assisting people experiencing disadvantage to develop livelihoods for themselves, we create a safe, healthy, sustainable and inclusive community. We hold Aboriginal people in high esteem. We acknowledge the traditional owners of the lands we work upon.



## who are we?

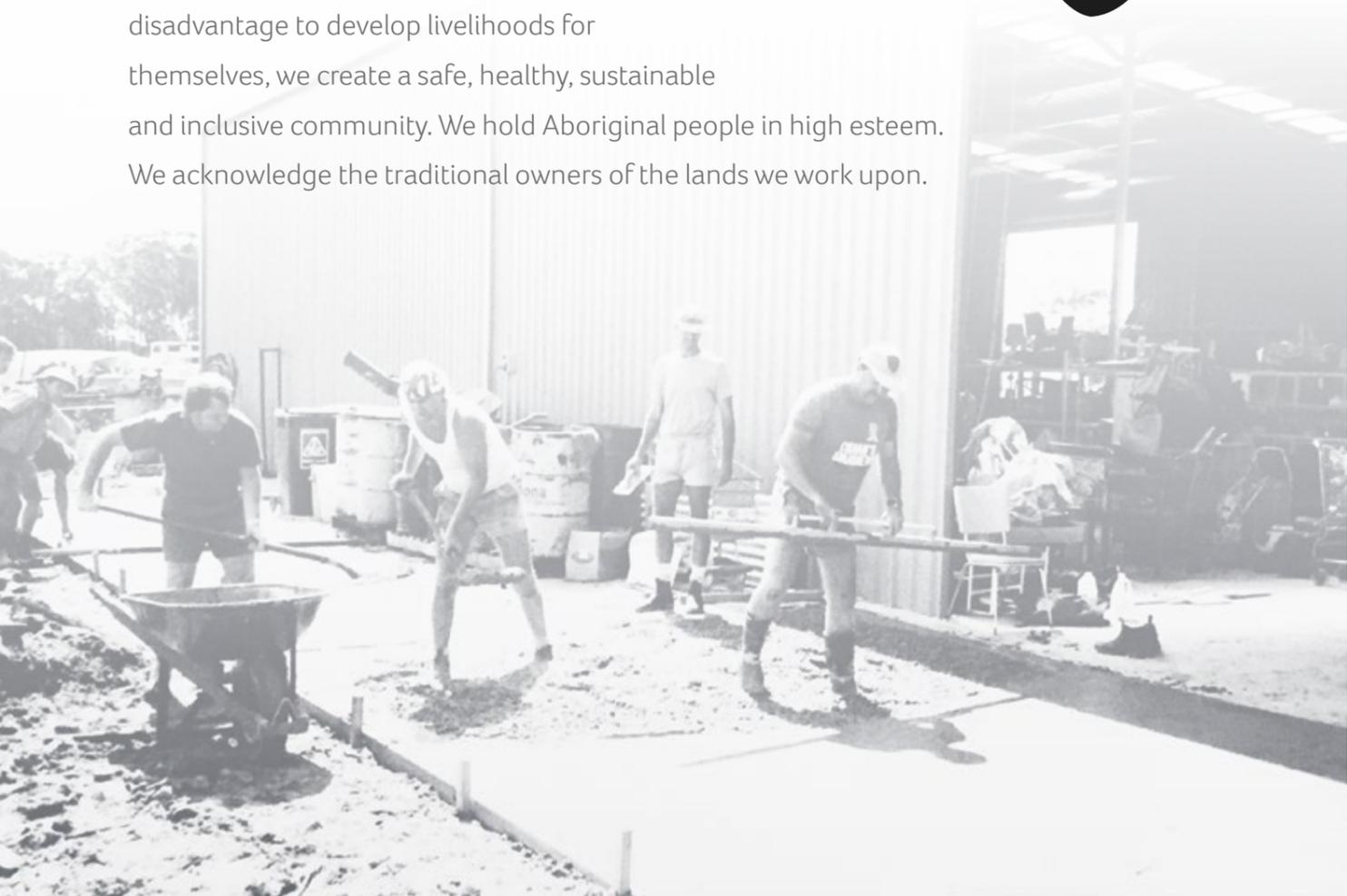
We are an organisation who believes that communities may be judged by how they respond to those in need..

Community Resources Incorporated is a not for profit community development Association which was incorporated in 1987 and has over 25 years' experience in community service delivery and social enterprise development.

Community Resources has vigorously pursued its human resource and community development aims by drawing on government, industry and the community to provide services, programs and enterprises to enable people, particularly the disadvantaged, to develop social and economic livelihoods for themselves.

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# Message from the Chair, Executive Officer and General Manager

It has been a big year for Community Resources on many different fronts. We performed well financially, with our annual income increasing to over \$15 million. We continued to grow our impact through increased levels of funding and new opportunities across our diverse businesses and initiatives. We welcomed new people to our social enterprises, community services and local community initiatives. We had two significant resignations at the management level, and we established a new role to enhance our capacity to support our employees on their journey.

This year is a milestone for the organisation, celebrating 30 years of assisting people experiencing disadvantage to develop social and economic livelihoods for themselves. We are now an organisation that is growing across Australia, creating employment and training opportunities for those in need.

## Our mission statement still captures perfectly the essence of what we do and why we do it:

*'We use local knowledge and networks and develop partnerships with government, industry and community to assist people experiencing disadvantage to develop social and economic livelihoods for themselves.'*

This statement was developed when we were a much smaller operation in a much more specific geographical context however it remains the core of what we do, wherever we are. With growth, have come challenges; How do we meet the needs of a diverse and expanding pool of talent across Australia? How do we ensure we have a workplace which is safe, supportive and nourishing for all? How do we ensure that all our staff thrive, that they overcome the barriers and disadvantage they

have suffered? This year we asked our staff more candidly and comprehensively than ever; What has been your experience with us and how can we make it better? We listened and we renewed our focus on serving those employed as part of the Community Resources family. We formed a Cultural Competence Strategy group. We have a vision of a deep understanding of and commitment to Aboriginal culture. We will further develop, enable and reward emotional intelligence and cultural competence. We will ensure we have culturally safe workplaces. We have created the role of Employee Relations Manager to drive improvements to the employee experience. We have developed an Employee Assistance Program to better support our staff.

This year's annual report gives Community Resources' staff the opportunity to communicate the work they have been doing and the impact it is having. Here are some of the details from this year's efforts:

- We employed 283 people;
- Of this 151 people are permanent staff;
- The total hours worked by the organisation's staff was 282 541;
- 143 Full Time equivalent positions over the year;
- Over 7.5 million in wages was paid to Community Resources employees; and
- More than 25% of our workforce are Aboriginal.

This year, we have focused on sustained growth and increased profitability. We have turned the June 2016 deficit result of \$319K to a profit result of \$700K for June 2017. This result puts Community Resources in prime position to respond to the high demand for our expertise, generating more jobs for our target groups.

## Community Resources has the following entities:

1. **Social Enterprises**  
Our social enterprises give people experiencing disadvantage access to jobs and training opportunities. These businesses exist to create positive social and environmental impacts for the communities in which they operate. They are commercially viable businesses with the purpose of generating social and environmental impacts as well as providing quality services and products to customers.
2. **Community Services**  
Our community services assist people experiencing disadvantage. Providing homelessness services, youth outreach, Aboriginal health and wellbeing services and support to those seeking employment, our community services deliver principally on behalf of government. They are funded by all levels of government, as well as philanthropic and other sources of income.
3. **Local Community Initiatives**  
Our local community initiatives build social and cultural capital. These initiatives are diverse, creative, and fun. They often provide invaluable opportunities for outreach to occur simply by bringing people together. Communities need cultural and sporting activities to take place in order for people to come together and celebrate the things that bind them. Our local community initiatives are made possible by dedicated people who chose to work on their passions, as well as administrative support from the Community Resources team.
4. **International Development Initiatives**  
Our International Development Initiatives are made up of local people doing amazing things on the international stage. Our core belief that a community may be judged by how it responds to those in need. Our international development initiatives are focused on responding to our neighbours and friends in need in the global village.



Upon our 30-year anniversary, we have put the focus back on our employees; the people we serve within the organisation. During the year, we have provided 17 462 learning hours to our employees including traineeships, training programs, conferences and industry workshops.

On top of some beautiful quotes from our staff on pages 38 and 39 of this report, here are a few highlights from across the organisation:

1. We completed a complete upgrade of our financial accounting system to streamline process and support growth;
2. Homebase Services continued to deliver on the Transition to Work program, assisting young people transition into work or education;
3. Helping Hands has successfully amalgamated both Care Services and Building Services under the one brand and is going from strength to strength, with a new website and NDIS approval status to provide continuity of services to clients as they are transitioned to the NDIS;
4. The Homelessness Service has continued to support young people in crisis with supported and safe accommodation in the Manning, Great Lakes and Gloucester areas. It has earned a reputation as responsive and professional.
5. Soft Landing was awarded Social Enterprise of the Year by Social Traders and continued to expand across Australia, as well as successfully developing Australia's first mattress recycling Product Stewardship scheme;
6. Homebase Services organised another successful King of the Krater event for Youth Week, seeing them now deliver this event for 15 years, with support continuing to grow each year;
7. Community Resources welcomed some new team members to head office in Tuncurry, building capacity in ICT support.

8. Our international development work continued, with Waste Aid spreading the 'Waste to Wages' message globally. Heart-2-Heart undertook some great data collection (in partnership with Macquarie University) to inform a report on its effectiveness as a tool to enhance the social and emotional wellbeing of its participants.
9. Community Resources completed its second Gender Equality report, providing important data to drive improvements in salary equity, recruitment and retention practices and policy and procedures.

At our Annual Planning Day in February, the board reinforced a number of key strategic goals, namely: increased cultural competence for all, particularly management; increased Aboriginal representation in the organisation (at least 50% across the organisation); increased opportunities for development of Aboriginal staff; greater sustainability; and the ongoing promotion of social procurement and the circular economy. We have significantly progressed these strategic goals. Notably; half the board are Aboriginal and more than half the board are women.

To all our dedicated staff and volunteers, we thank you for your hard work and commitment to serving others. We are immensely proud of your effort.

Enjoy this year's Community Resources Annual Report, and we look forward to another 30 great years of making an impact in the community.

**Joel Dunn**  
Chair of the Board

**John Weate**  
Executive Officer

**Corinne Stephenson**  
General Manager



# Say Hello to Our Board!



## Joël Dunn (Chair)

Joël is a local Veterinary Surgeon and Landcare Co-ordinator. Joël has worked on local projects for community empowerment through sustainable localised food systems, including facilitating the establishment of Great Lakes Seed Savers Network, developing Forster Community Garden working for Forster Neighbourhood Centre, and establishing and supporting Sustainable Farming Groups working for Great Lakes Council and Karuah/Great lakes Landcare.

Appointed to the Board in September 2004.



## Anne Sattler (Deputy Chair)

Anne is an Advisor in the Sydney Office of the Department of the Prime Minister and Cabinet. Anne is responsible for coordinating Indigenous programs for NSW. Anne was previously employed by Forster Local Aboriginal Land Council. Her roles included Projects Manager and Human Resources/Training Manager. Anne brings excellent knowledge of Indigenous affairs, the labour market, government policy and a strategic approach to the positioning of Community Resources.

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



## Jazlie Davis-Grygoruk

Jazlie is a Biripi-Dunghutti woman with a passion and commitment for working with Indigenous people. After graduating from the University of NSW, Jazlie had 3 years' aviation experience before moving into the development sector in the Northern Territory where she spent 8 years working in remote Indigenous communities developing strong cross-language and cross-cultural competency (working with Yolngu people of NE Arnhem Land).

Today, Jazlie is studying law with a particular interest in interactions between traditional Indigenous law and mainstream Australian Law, as well as being a mum and voluntary board member and secretary for Why Warriors Org (a small not-for-profit facilitating community development /community lead projects in remote Arnhem Land).

Jazlie brings strong administrative and project support skills, as well as extensive grassroots community development experience.

Appointed to the Board June 2017



## Gaye Tindall

Gaye is actively involved in the local community including her role as President of the Green Point Community Association and has a special interest in women's groups and politics.

Gaye operated her own Graphic Design company (1989-2004) and has received 25 industry awards from Australia and England. Gaye relocated to Forster where she pursued a career change into the health industry as a ward clerk at Forster Private Hospital before recently retiring.

Appointed to the Board in September 2011.



## Terese Innes

Terese currently holds the position of Accountant at the Anglican Diocese of Newcastle (since Feb. 2017). Prior to Dec. 2016 Terese performed various roles at the Hunter Research Foundation for 32 years, most recently Finance and Management Systems Manager. Terese has also held diverse volunteer roles with Wesley Mission, Hunter Valley Multiple Birth Association, Maitland Public School, All Saints College and St Peters, Maitland. Terese's career and interests have been in the not-for-profit sector and her expertise is in good governance – finance, human resources, policy development, strategic management, evaluation and compliance.

Appointed to the Board in February 2012.



## Melanie Ridgeway

Melanie works as Team Leader Administrative Support for the Aboriginal Health College (Aboriginal Health and Medical Research Council of NSW). Melanie is a local community member who commenced employment with Community Resources in 2006 as a Business Administration trainee after her former training with The National Aboriginal and Islander Skills Development Association.

Melanie has applied her administration skills in producing and directing short films on social issues in the Great Lakes local Aboriginal community. As a founding director of Community Resources' Forster Film Festival, Melanie was also on the board of the Forster Aboriginal Film Unit.

We value Melanie's continued support of the Association through her position as Board Member.

Appointed to the Board August 2013.



## Renee Hawkins

Renee is currently working as Employment Development Officer for an Aboriginal Training and Employment Company. Renee brings a diverse working history in the private, not for-profit, and Government sectors. Previous roles have included Shareholder and Director for a family owned manufacturing company; Senior Economic and Social Researcher for the Hunter Valley Research Foundation; Indigenous Projects Officer for Griffiths Skills Training Centre and Local Employment Coordinator for the Federal Government. Renee holds a Bachelor of Business with a Double Major in Management and Marketing from the University of Newcastle.

Appointed to the Board in February 2014



## Christian Fieldhouse

Christian has worked as a School Counsellor for the past 20 years and was the Founder of Great Lakes Early Intervention and served as Director for 10 years. Christian comes to us from the Management Committee of Manning District Emergency Accommodation who merged with Community Resources for the purpose of delivering the Great Lakes Youth Specialist Homelessness Services package. Christian is a strong advocate for Women's Services.

Appointed to the Board in August 2014



## Mandy Davis

Mandy joins the Community Resources Board, currently working as the Coordinator for Engagement and Personalised Pathways with the Aboriginal Learning Circle at TAFE NSW. A Biripi woman with strong Worimi connections, Mandy is an accomplished artist and has previously sat on the Board of the highly successful Tobwabba Art enterprise. With a focus on community, culture and art, Mandy brings to the board a unique set of competencies and capabilities that will support the achievement of the Association's aims.

Appointed to the Board in August 2015



## Janice Paulson

Janice has worked for the past 30 years in health and support for women in crisis accommodation. Prior to this, Janice was a domestic engineer for 21 years. Janice comes to us as a well-respected Worimi Elder in the area and someone with deep connection to the lands upon which we operate in the Great Lakes. Janice has a Nurses Aid Certificate, Diploma of Aboriginal Health and Community Development, and an Advanced Diploma of Aboriginal Community Development from Macquarie University.

Appointed to the Board in May 2016

# Our Social Enterprises

Our social enterprises give people experiencing disadvantage access to meaningful jobs and training opportunities.

These businesses exist primarily to create positive social and environmental impacts for the communities in which they operate.

They are commercially viable businesses with the purpose of generating social and environmental impacts while providing quality services and products to customers.



# Helping Hands

Helping Hands is a local community based care and building provider that has been delivering the highest quality of support services for over 26 years.

Helping Hands focuses on providing services to the aged and those living with a disability to ensure they remain in their own homes safely and for as long as possible.

Helping Hands Care services (HHCS) provides essential home and personal care needs. HHCS currently services the Mid Coast region, and operates from offices in Tuncurry. The service is very flexible and can accommodate any request or changes to schedules that clients require. HHCS provides the following services: Personal Care, 24-Hour Respite, Domestic Assistance, Meal Preparation, Shopping, Transport and a range of quality solutions for independent living.

Helping Hands Building Service (HHBS) is funded under the Commonwealth Home and Support Program providing specialised assistance to the frail and aged clients in our community. Our qualified, licensed builder and team of professional tradespeople offer a subsidised, reliable and flexible service with a major emphasis on access, safety and independence to assist people with mobility and daily living.



Hannah

*"I couldn't be prouder of my team, we have a very supportive work environment. We are all looking forward to the expected growth and opportunities for the year ahead."*



Dean

*"It's been great watching the professional development of the staff and their ability to ensure client satisfaction."*

## Helping Hands Care Services

### Activities and Achievements

This year our care service division provided 10,400 hours of services to support clients to maintain their independence and remain living in their own homes. 80% of clients were aged pensioners or War Veterans.

Helping Hands has continued to provide a caring, supportive and professional approach to our clients and their families during difficult times.

Our partnerships with Commonwealth Carer Respite and United Protestant Association remained strong, with requests for respite and personal care services staying consistent throughout the year.

Partnerships with Lower Hunter Dementia Option, Lifestyle Solutions and Feros Care also remained strong with long term clients continuing on with our service and new referrals received throughout the year.

As the National Disability Insurance Scheme (NDIS) rolled out this year in our region we started to slowly receive referrals for NDIS clients. By June 2017 all disability clients had transitioned over to the NDIS with Helping Hands providing services to 14 regular clients. We also provided regular respite, social support, personal care and domestic services to a NDIS client brokered to us by Booroongen Djugun Community Care Service.

Partnerships were maintained with the Royal District Nursing Service and with Hunter New England Health – Community Options Compacts Program, enabling our Care services to continue to provide support to local people being discharged from Newcastle Hospitals. In addition, our long-standing partnership with MidCoast Council Ageing and Disability Services was strengthened through our staff's respectful approach with Detox Cleans.

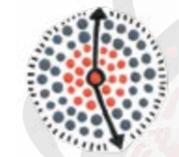
This year has seen a mixture of new arrivals, promotions and resignations for our service.

Following her exceptional work ethic and approach, Kristie Smith was promoted to Helping Hands Coordinator. Kristie also completed her Certificate III in Business Administration and is investigating future study options. We welcomed Shauna Wallace who started with Helping Hands in March as an Administration Assistant. Shauna recently enrolled in a Certificate IV in Community Services and was promoted to Helping Hands Client Engagement Officer. Shauna's role will focus on intake, engaging with the NDIS community and growing the NDIS client base. We also employed Sharon Champion and Brooke Day as new Assistants in Nursing.

At the same time as welcoming new faces, we bid farewell to some staff who had been with us a long time with Patricia Grothe and Gay Kostrubiec resigning from the service, as did Jo Little after many great years at Helping Hands.

Finally, our care service maintained active membership with the Forster Network Meeting, Tea Gardens Network Meeting, Taree Network Meeting and Manning Rural Referral Hospital Network.

**Number of Permanent Staff** 11



**Number of staff who identify as Aboriginal or Torres Strait Islander** 3





## Helping Hands Building Service

Our building service division completed a total of 2500 jobs that supported our clients to maintain their independence and remain in their homes. These jobs comprised of 76% Commonwealth Home Support Program funded jobs, 4% NDIS funded jobs and 20% full cost commercial jobs including fabrication works. We achieved consistency in referrals this year through established partnerships with local community service providers, Occupational Therapists and government agencies. Our service completed a total of 9 major bathroom and access modifications. In addition, we collected client feedback on all Home Modification works completed and received 99% positive feedback on the timeliness, quality of service, cost and friendliness of staff.

Third Party Verification against the NSW Disability Service Standards was completed as a requirement for our Ageing Disability and Home Care agreement and for NDIS registration. The service received extremely positive results with 100% achieved for all standards. Helping Hands staff were interviewed with great feedback being given on our professionalism and enthusiasm for what we achieve as a service.

Our partnership was strengthened with Allied Health this year; with support offered between both services we have been able to maintain a collaborative approach to service delivery. We continue to provide lawn mowing and maintenance services across the Great Lakes and Tea Gardens regions. Our partnership with Aboriginal Home Care continued as we provided lawn mowing services to local Aboriginal Community members for the Great Lakes and Manning regions on their behalf.

Our partnership with Occupational Therapist Lyn Raines remained strong throughout with year, with Lyn offering her expert knowledge and advice on our complex major modification jobs. We

re-established our partnership with Linda Walters and formed a new partnership with Forster Tuncurry Physiotherapy Solutions and Flourish Australia.

Helping Hands chaired the Northern Region Construction Network Meeting in April with guest speakers from the National Disability Insurance Agency, Aidacare, Acron Stairlift and Community Resources IT Manager.

Our work with Artworkn saw a fresh, new and professional look roll out for Helping Hands including a new website. There were also many system changes with another new partnership with DEVAPP to host our CiviCRM client management system. The service will now have the ability to customise the program and is working towards going paperless.

**99% positive feedback on the timeliness, quality of service, cost and friendliness of staff.**

### Staff

This year 55% of our staff identify as Aboriginal. A huge congratulations to Beau Lowry, who completed his apprenticeship and transitioned into his new role as Carpenter for Helping Hands. Even more congratulations to Beau and his partner who welcomed a beautiful baby boy this year.

We also welcomed Mitch Macaulay to the team in December. Mitchell transitioned from the Homebase team as Administration Officer for Helping Hands. Mitch has done a fantastic job in implementing new systems and processes for the site.

Kobi Simon was also welcomed as a maintenance worker to support Ian Paulson. Gavin Williams, Ian Paulson and Beau Lowry completed Safe Chemical Handling training, while Matthew Little has enrolled in a Certificate III in Business Administration.

### Partners

McNamara's Frames and Trusses, Bennett's Steel, One Steel, Reece Forster, Tile Power Forster, Tuncurry Windows, JAL Plumbing, Lakes Electrical, Andrew Nunn Painting and Decorating, Tommy Taylor Floor and Wall Tiler, Scott Stewart Plastering, Tim Ward Wetseal Waterproofing, Coastal Detailed Joinery, GAW Mowing, Green Thumbs Mowing, Handy Andy, Cetnaj, Forster Mowers and Lumpy's Landscaping Yard, Commonwealth Carelink and Respite Centre, Carpet One Forster, Intalink Therapy Solutions, the Regional Assessment Team and Feros Care, KinCare, The Royal District Nursing Service, Aboriginal Home care and Many Rivers Regional Housing, Forster Tuncurry Physiotherapy Solutions and Occupational Therapists Jan Longfield and Lyn Raines and Linda Walters.

The following jobs comprised of 76% Commonwealth Home Support Program funded jobs, 4% National Disability Insurance Scheme funded jobs and 20% full cost commercial jobs (including fabrication works):

**9 major bathroom and access modifications.**

**2500 jobs that supported our clients to maintain their independence and remain in their homes.**

**5/9 This year 5 out of 9 staff identify as Aboriginal.**



## Resource Recovery Australia (RRA)

Resource Recovery Australia is a national social enterprise that operates landfills, transfer stations, community recycling centres, a problem waste mobile community recycling service and waste education programs in partnership with local councils. We also manage several specialised recovery programs for waste materials including expanded polystyrene and white goods.

### A Word from RRA National Manager Andrew Douglas >>

"RRA has established a point of difference in the waste management sector which focuses on creative solutions to difficult waste streams, whilst generating employment opportunities for our target group. Innovative initiatives such as a home collection service to pick up problem wastes (such as gas bottles and smoke detectors) from residents, has seen additional growth and recognition. Matt Curtis's team won the Innovation Award at the Australian Waste and Recycling Expo for their outstanding work in rolling out this project.

We have been fortunate enough to have also won a large contract to manage the weighbridges at the landfills and transfer stations managed by the ACT government. This will see an additional 12 jobs added to our portfolio and increase our expertise in this area.

In the spirit of continuous improvement, an employee experience workshop was run in February with a cross representation of people from across the organisation. This temperature check to validate how employees are recognised and valued is vital to ensure our employees and stakeholders do feel 'culturally safe' and we continue to be authentic to our purpose and mission."



## Site Operations

### Resource Recovery MidCoast

RRA has continued to deliver positive community outcomes in partnership with MidCoast Council (formerly Great Lakes Council). Our sites in the region include Tuncurry Resource Recovery Park, Bulahdelah Transfer Station and Tip Shop, Tea Gardens Transfer Station and Tip Shop and Stroud Landfill. Our Resource Recovery Park in Tuncurry has undergone major upgrades this year, transitioning from a landfill to a transfer station and community recycling centre. Launching in November 2017, this new site will provide even greater environmental outcomes for the region.

MidCoast Council engaged RRA to operate the new transfer station on a month-by-month basis until tenders for the new site are awarded. Additional works in relation to the site redevelopment have also been steady. Rachel Quillan led a marine debris clean-up and data recording works for Council, working alongside TIDE. Rachel also secured ongoing bush regeneration works for the team. David Rees approached local charities to divert more of their unsold goods from landfill, maximising sales through the Green Shop. Amanda Chapman completed site audits and inspections in her new role as Quality, Compliance and Safety Manager for RRA where she excels.

Wallis Lakes Men's Shed settled in to their new shed now supporting over 100 members. A formal launch of the new facility is set for August 2017. Items salvaged and restored can now be found for sale in the Green Shop. The community also bring items to the Men's Shed directly for restoration.

The Green Community Garden remains an important cornerstone of the Resource Recovery Park, with MidCoast Council looking to optimise the area for education and sustainability in the coming year. Ian

Sercombe provided architectural and design services which greatly assisted in the concept planning for The Green. Ian also assisted Council with the design of the new Community Recycling Centre (CRC) façade and overall site integration.

The Uplovers delivered 11 upcycling workshops to 97 women, supported by the Ian Potter Foundation. Diverting over 1 tonne of materials from landfill, 85% of participants reported increased skills in reuse and repair and improved mental health. Workshops culminated in a fantastic Uplovers Exhibition at The Green with over 50 guests. The Green also hosted several 'Scraps to Soil' workshops where community members learn about home composting and worm farming methods. These popular workshops are delivered in partnership with MidWaste Regional Waste Forum.

Green Bikes celebrated the official opening of their new shed this year. While site redevelopments made it difficult for Janusz and the team to host their regular bike repair and maintenance workshops with schools, the team continued to salvage parts and repair bikes for the Green Shop.

Another big change for the site this year was the departure of Craig Rees and David Hardy from the RRA team. This was a sad time for many of our employees, where both will be missed. Craig took an exciting new role with JR Richards & Sons, enabling promotions for many long-term RRA staff and more secure full-time work for others. Michael Ping was promoted to site supervisor, bringing a vast amount of practical knowledge to this role. Tracey Hunter was awarded a full-time position as Green Shop Supervisor. No one deserves this position more than Tracey who has volunteered over 2000 hours the last 3 years to make the Green Shop truly shine and reach its sales goals.

## Site Operations

### Resource Recovery MidCoast cont..

Krysten Banks was appointed as Manager of the RR MidCoast team bringing extensive HR, project management, community engagement and sustainability experience. David Rees was appointed RRA MidCoast Operations Manager, complementing Krysten perfectly with his ten years of waste management experience and commercial acumen.

Training and development remains a critical part of our social enterprise model. Krysten attended Westpac's Change Management Workshop and Best Practice Volunteer Management. Dave Rees attended the 2017 Australian Landfill & Transfer Stations Conference. Both Managers attended the Waste Conference in Coffs Harbour. Twenty-one employees completed Customer Service and Policy and Procedure

training, 5 employees undertook Landfill Operator training, 7 secured tag and testing qualifications, 5 completed a Spray Smart certificate, 3 received their First Aid Certificates, 6 undertook Forklift Licence training, 2 commenced a Certificate III in Waste Management, 4 completed dual-weighbridge operator training and 8 employees participated in Toxfree's Community Recycling Centre (CRC) training with MidCoast Council employees.

RR MidCoast continues to accommodate people undertaking community service placements and others to reduce personal debt through work development orders (WDO). Over 9000 community service hours were completed and 1000 hours of WDOs (over \$30 000 of personal debt reduction).

The RR MidCoast team are well placed to implement new changes to local waste management and are looking forward to even greater outcomes for our partners, employees and the local community.

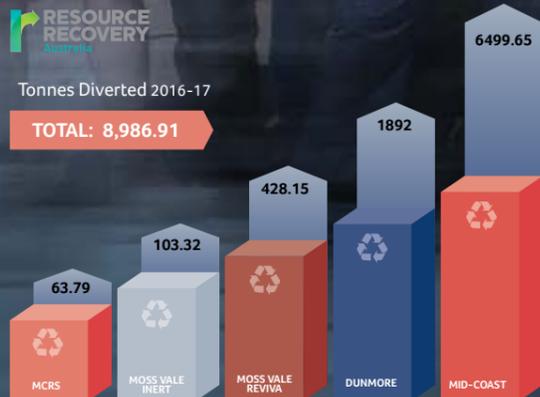
#### Partners

Midcoast Council, NSW EPA, Midwaste Regional Waste Forum, NSW Corrective Services, Homebase Services, Wallis Lakes Men's Shed, TIDE, Wastewell, River City Recyclers, Sims Metal Recycling, Mathews Metal Recycling, JR Richards & Sons and local charities.



Tonnes Diverted 2016-17

TOTAL: 8,986.91



6499.65

Tonnes of waste diverted

21

Number of employees

9

Number of employees who identify as Aboriginal or Torres Strait Islander descent



### Resource Recovery Sydney & Southern NSW

RRA continued to manage the popular Moss Vale 'Reviva Centre' for Wingecarribee Council, with our tip shop extraordinaire Ally Borland keeping the team and store sparkling. The Reviva team also trialled salvaged additional materials for the store from the tip face, liaising closely with Council.

The Dunmore 'Revolve Centre' in Shellharbour underwent some major improvements this year with a new undercover awning, shelving and customer drop off and parking area. Led by Matt Curtis, the southern team assisted Council throughout the design, construct and implementation to successfully launch in the new year. Improving the retail space in Dunmore has increased diversion, sales and customers with Andrew Brown doing a great job at the helm. Another exciting development at Dunmore Revolve Centre was the launch of 'The Tinkerage' on site, an upcycling space for reuse and repair workshops built by Barnacle Studio and managed by local sculptor Anita Larkin. The Tinkerage provides free workshops to Shellharbour residents, and has gained a loyal following with workshops to fix a chair, repair a bike, power tools for women and fix your whipper snipper to name a few.

RRA's Problem Waste Mobile Community Recycling Service (MCRS) continued to provide a safe, professional and accessible service for residents in Cumberland and City of Parramatta looking to dispose of problem household items. The MCRS diverted over 65,000 kilograms from landfill this year.

With training and development always a priority, team members Ally Borland, David Sheather, Andrew Brown and Matt Curtis enrolled in Certificate IV in Leadership and Management. Ally, Andrew and Matt also attended an Authentic Leadership for Success workshop. Thomas Perry, Ally, Steve Glendenning, Frank Bono, George Tanevski, Andrew Brown and Diane Kelly all completed their 'Test and Tag' training and are now qualified to test electrical items that can be resold.

#### List of Partners to RR Sydney & Southern NSW

City of Parramatta, Cumberland Council, NSW EPA, Shellharbour Council, Wingecarribee Council, JME Engineering, Mission Providence.



#### Consulting and Training

Our consulting and training arm homed in on key partnerships this year where we felt we could have the most impact. Our Organics team of Gerry Gillespie, Emmaline Froggatt and John Weate continued development on the Feraliser project with our partners at Cape York Partnerships and the CSIRO. Representatives from each organisation travelled to Canberra to meet with Prime Minister and Cabinet and the Department of Environment to discuss our unique feral pig management model. This was followed by a trip to Coen in Cape York to spend time with Kalan Enterprises who will operate this enterprise on the ground. The team love the collaborative nature of this project, and look forward to continuing next year.

The Organics team presented papers on our BioSolids Composting Trial for Queanbeyan - Palerang Council at the Waste Conference, and our Feraliser project at the Vertebrates Pest Management Conference in Canberra.

Gerry Gillespie also attended the Sequestering Carbon in Soil Conference in Paris, sharing over 30 years of expertise and his lifelong dream to return organic waste to our soils.

Our Operations team were delighted to work with East Kimberly Job Pathways (EKJP) in Kununurra again. Ally Borland travelled to the region to assist the staff at EKJP establish their own Tip Shop, in partnership with The Shire of Wyndham East Kimberly. RRA look forward to the launch of the new EKJP Tip Shop in August 2017, and seeing the organisation create new jobs while saving valuable items from landfill.

We thank Scott Prior for his fantastic work with RRA since 2013, in particular his Landfill Operator Training. Scott was always in his element sharing over 30 years of knowledge with front line staff across Australia. Scott has moved on to new opportunities in 2017, and all at RRA wish him the best.



Number of Employees

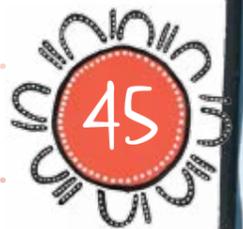


Number of Employees who identify as Aboriginal or Torres Strait Islander

2487.26

Tonnes of waste diverted

Over 65,000 kgs of problem waste diverted from landfill (MCRS)



Total Employees



Number of employees who identify as Aboriginal or Torres Strait Islander descent

8986.91

Total waste diverted from landfill

# Celebrating Our People



**Allie**

"I am excited about Community Resources paving the road towards a finance system overhaul."



**Blake**

"I love meeting new people & making new friends along the way."



**Brad**

"It's been a real change to me working for WasteWell and CR, I feel like I am a valued member of a bigger team and never like a number as I have felt previously in other organisations."



**Charley**

"I enjoy working for Soft Landing and am appreciative to have the opportunity to balance work and study. I feel I am really creating a career for myself."



**Hannah**

"I love coming to work, I'm very proud of my team and the impact we have in the community."



**Ken**

"I just like coming to work - I hate sitting at home, I'd been doing that for four years."



**Kobi**

"I am the newest member of the maintenance team, I enjoy being a part of a community service that makes a big difference with the services we provide."



**Krysten**

"I love seeing the satisfaction people experience when reusing and recycling."



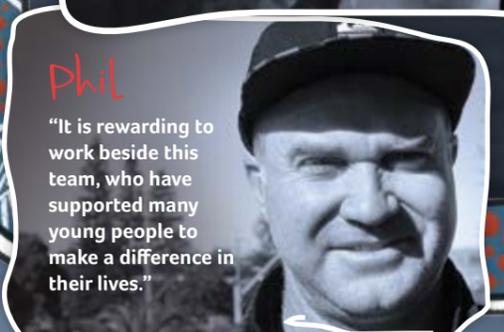
**Michael**

"It's a great place to work, a great group of people working together as a team."



**Mitch**

"Being a part of a service that changes peoples' lives is what inspires me every day. The happiness we bring to our community is a reward in itself."



**Phil**

"It is rewarding to work beside this team, who have supported many young people to make a difference in their lives."



**Trish**

"I love my job as I enjoy being able to support and empower young people. It's a privilege to work with the Youth in our community to see them reach their full potential."

## WasteWell



**Tim**

"The support WasteWell has received from the Admin team has been enormous and has made the growth and successes of the last 12 months mean so much more to the entire team."

WasteWell has seen good growth in the last 12 months with both Landfill Lid sales and general fabrication works exceeding expectations. The team continues to go above and beyond to ensure that their customers' expectations are met and exceeded.

Landfill Lids saw great growth this year with 24 delivered to customers in Victoria, New South Wales and Queensland, while also implementing improvements to the lids for quality and longevity. WasteWell also fabricated and installed works for JR Richards (working with their MRF team to install a new conveyer line) and

WasteWell tendered for and delivered two steel walkways for Midcoast Council's waste management centres in Tuncurry and Minimbah. WasteWell was also able to complete several smaller works, onsite works and Landfill Lid refurbishment works throughout the year.

### 24 new Landfill Lids delivered to Victoria, New South Wales and Queensland

WasteWell now has three permanent part-time employees: Manager Tim Rees; workshop manager Brad Allan; and Kris Ball doing fabrication work. Creating more permanent positions through growth and expansion over the next 12 months is a high priority for WasteWell. Staff development was also a priority, with Tim Rees and Kris Ball completing Cultural Awareness Training and Brad Allan attending mental health first aid training and the entire team completing Microsoft office training.

WSLH has established internal systems (timesheets, awards, entitlements, insurances, PPE and WHS) and offers weekly invoicing and payroll and site inductions. The services specialise in providing labour in the areas of manufacturing, transport and waste management.

Moving forward, WasteWell will be undertaking a name change to Mid Coast Welding and Steel Fabrication to better service the local area in both general fabrication and onsite works. WasteWell will continue to service the broader Australian market with their patented Landfill Lids and supply of best practice transfer station systems with our TipWell and EveryTip units.

Despite dealing with ongoing economic uncertainty and a general decline in manufacturing in the Australian economy, WSLH remained a viable service within Community Resources. Strong partnerships with local employers remained key as WSLH continued to build their relationship with JR Richards. The waste industry also delivered again for WSLH, seeing them supply staff at short notice to Anne Prince Consulting to assist with waste audits. Other partners last year include ETC, JR Richards, Manning Indoor Sports Centre, Tursa and Guard Rail Systems.

No success happens without the ongoing support from key partners, namely: Grant Lacey, Greg Dickson from Manning River Steel, Craig Seage from Seage Transport and Mark Wilkinson from Southcott hydraulics. We were also supported by Australian Lining company, DIG Fabrication, Resource Recovery Great Lakes, Keble's Trading, JR Richards and MCS electrical.

### "Workplace Services Labour Hire averaged 500 fortnightly hours"

#### Workplace Services Labour Hire

Workplace Services Labour Hire (WSLH) has provided 20 years of quality service across the Manning and Great Lakes. The established Labour Hire business has hundreds of thousands of hours of practice in getting work placements right for local businesses, local government and industry.

WSLH continued to benefit from the dedication of all its employees this year, with the team demonstrating a high standard of professional practice always. WSLH employed 9 new staff members, mostly young people entering the workforce for the first time.

**Tim**

"Being able to help local businesses deliver to their customers on time, every time, no matter what their needs are gives me enormous pride. Our skilled workers ensure a seamless transition at the shortest of notice."

# Soft Landing

The following is a breakdown of major highlights from each region where Soft Landing is now operational:

## ACT

Soft Landing ACT was nominated for two sustainability awards in the Keep Australia Beautiful Awards, winning the overall award for sustainability, seeing them subsequently compete at a National level. They then won the National Dame Phyllis Frost Award at the National Sustainable Cities Awards hosted by Keep Australia Beautiful in Frankston.

Davydd Cunningham is very pleased to have commenced his Certificate IV in Frontline Management.

Number of Permanent Employees 2016/17



1



Number of Employees who Identify as Aboriginal or Torres Strait Islander 2016/17

ACT processed **4,052** mattresses this last reporting year.

## NSW

A contract was confirmed with Western Sydney Region of Councils (WESROC), and Soft Landing's partnership with IKEA was featured in Social Traders' social enterprise film, which was funded by Office of Environment and Heritage NSW. Two employees moved on to bigger and better things during this reporting year, with Dennis Hatet from Bellambi now a self-employed builder and David Matthews from Smithfield starting his own business in garden care.

Training continued to be front and centre of mind with Jarrod Roskell commencing his Certificate IV in Frontline Management, while Charley Shepstone commenced her Certificate IV in Business Administration.

Number of Permanent Employees 2016/17



13



Number of Employees who Identify as Aboriginal or Torres Strait Islander 2016/17

NSW processed **156,102** mattresses this last reporting year.

## WA

The WA team had an official ribbon-cutting performed by Waste Authority Chairman, Marcus Geisler early in the reporting year, where certificates and gift vouchers were awarded to the team in recognition of the good work they had done establishing the site in Wangara. Soft Landing has gone from strength to strength in WA, building a strong presence in the waste management industry and creating more positions for people from our target group.

Communicating the great work being done by the team was ensured throughout the year, with Evan Cocks presenting a paper at the WA Waste and Recycling conference on social procurement, as well as publishing considered opinion pieces through LinkedIn that have garnered great exposure.

Soft Landing WA also welcomed three new trainees to the team: Taylor, Tessa and Michael. Soft Landing WA was successful in winning funding from Healthier Workplaces WA to purchase staff amenities for the facilitation and promotion of health and wellbeing.

WA processed 41,000 mattresses this last reporting year.

Number of Permanent Employees 2016/17



8



Number of Employees who Identify as Aboriginal or Torres Strait Islander 2015/16

WA processed **41,000** mattresses this last reporting year.



Andrew

"Soft Landing is realising its potential as a disruptive business model which can deliver significant social and environmental impacts. We have established new facilities in Newcastle and Melbourne and have cemented our cross-sector partnership with our technology providers, the TIC Group. Additionally, we have welcomed the creativity and professionalism that Justine and Emmaline have brought to our management team this year. Recognising these achievements, Soft Landing won the Social Enterprise of the Year Award in Melbourne, which is a great endorsement of the fantastic work our staff are doing every day to keep mattresses out of the waste stream and help the environment. I'm incredibly proud of them all."



## VIC

Emmaline Froggatt has done a tremendous job of establishing operationalising Soft Landing in Victoria. We have elected to co locate with TIC at their site in Tottenham. Sustainability Victoria agreed to fund a partnership case study highlighting the TIC and Soft Landing partnership. We have been able to secure the Mildura Council mattress recycling contract and commenced collections from several retailers and manufacturers. The new site has created four jobs, received more than 3,500 mattresses and recycled 76% of mattress materials including steel, timber and foam.

## SA

Evan Cocks took the lead in the development of Soft Landing in South Australia, submitting an implementation plan for a site there. Evan is building a local partnership with a disability enterprise who are already operational in the resource recovery sector.

Number of Permanent Employees 2016/17



1



Number of Employees who Identify as Aboriginal or Torres Strait Islander 2016/17

VIC processed **3,683** mattresses this last reporting year.



# Soft Landing

As well as these great results from the regions where we work in Australia, Soft Landing also continued to excel on a number of other fronts.

The Mattress Product Stewardship Scheme was officially launched in Melbourne in May by Sustainability Victoria CEO, Stan Krpan. This has seen the founding members of the scheme including Harvey Norman, The Comfort Group, Covestro, Sealy, AH Beard, Tempur, Thermotec and Joyce Foam stand beside Soft Landing to roll out a program to recover waste mattresses nationally. The scheme in this form is a world first and the team are delighted that Soft Landing is an integral driver of the program. This scheme will see a dramatic increase in the number of mattresses recycled every year, taking awareness of the issue into the retail environment and making it front of mind for consumers when they make a purchase of a new bed.

Partnering with the right stakeholders for expertise and funding opportunities was a priority to support sustainable growth. Soft Landing submitting a 2017-20 Business Plan for stage two of the Westpac Social Scale Up Grant (valued at \$300,000). Leveraging the skills and expertise of the Westpac Foundation will further enable our future growth targets to be attained with positive benefits for the wider organisation.

Finally, Andrew travelled to Germany to represent Soft Landing at the International Interiors Show Mattress recycling panel in Cologne. This was at the request of the International Sleep Products Association who hosted the world's first mattress recycling symposium at the event. Andrew was able to update international colleagues on the roll out of the Australian Product Stewardship Scheme which was well received.

Soft Landing farewelled co-founder and National Operations Manager Bill Dibley in January this year. Bill was a social entrepreneur whose passion, expertise and commitment to Soft Landing will forever be remembered. We thank Bill for his contributions that led Soft Landing to be the success it is today.

### Partners

Blue Scope Steel, AH Beard, Sealy, TIC Group, Joyce Foam, Harvey Norman, Tempur, IKEA, Domayne, David Jones, WSROC, SSROC, ACT Government, ACT NOWaste, Max Employment Solutions, Habitat Personnel, Sleep maker, Thermotec, Covestro, Zen Beds and Sustainable Materials Research Centre (SMaRT) UNSW.



Number of Permanent Employees 2016/17

23



Number of Employees who Identify as Aboriginal or Torres Strait Islander 2016/17

234,837

Number of Mattresses Processed 2016/17



283

Total Number of Employees



282 541

Number of Total Hours Worked by Staff\*\*



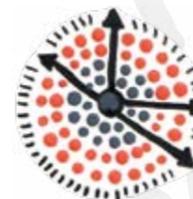
151

Total Number of Permanent Staff



\$7,694,983

Total Wages Paid



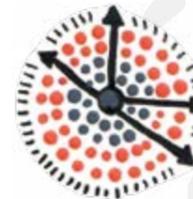
143

Total Equivalent Full-Time Staff\*



\$486,840

Total Dollar Spend on Learning\*\*\*



352

Total Number of Individual Work Instances



17,462

Estimated number of Training Hours 2016/17\*\*\*\*



79

Total Number of Females



204

Total Number of Males

\* Total Hours/52wks/38hrs

\*\* Assuming salaried people work 30 hrs/week - 31 salaried people (2016)

\*\*\* Money spent on training (including travel to training) and traineeships

\*\*\*\* Total amount of money spent on learning divided by 17.09 (average hourly rate)

**BOARD**

**Chairs**  
Joël Dunn  
Melanie Ridgeway

**EXECUTIVE OFFICER**

John Weate

**GENERAL MANAGER**

Corinne Stephenson

**ADMINISTRATION**

Glenn Robinson  
Allie Ciobanescu  
Toni Paulson

Julie Shannon  
Troy Leon  
Brittney Paulson

**DEVELOPMENT**

Lynda Ritchie  
Matthew Blanch  
Joshua Burguete-Kirkman

Matthew Hoadley  
Michael Collins  
Natalie Bolt

**HELPING HANDS  
BUILDING AND CARE SERVICES**

Hannah Thrippleton  
Dean Little

**HOMEBASE SERVICES**

Lisa Berry  
Margie Donnelly

**YOUTH  
HOMELESSNESS  
SERVICE**

Tammy Whyte  
Phil Pilgrim  
Kay Holohan  
Ray Eather  
David Whyte  
Vicki Anlezark  
Cindy-Lou Taylor  
Robert Eddie

**WASTEWELL**

Tim Rees  
Brad Allen  
Kris Ball

**WORKPLACE  
SERVICES**

Tim Rees

Placements

**RESOURCE RECOVERY AUSTRALIA**

Andrew Douglas  
Sarah Chisholm

**CARE  
SERVICES**

Janeen Armstrong  
Roslyn Bagnall  
Rhonda Cantwell  
Sharon Champion  
Andrew Dale  
Brooke Day  
Larry Fulton  
Julie Jackson  
Cheryl James  
David McNeil  
Deborah Nightin-gale  
Kristy Ragno  
Jodie Reeves  
Kylie Styles  
Lyle Sutton  
Wendy Wilkinson  
Sharon Wooster

**BUILDING  
SERVICES**

Beau Lowry  
Ian Paulson  
Kobi Simon  
Mitchell Macaulay  
Matthew Little  
Shauna Wallace  
Kristie Smith  
Michael Wilson

Contractors

**HOMEBASE  
YOUTH &  
ABORIGINAL  
SERVICES**

Jane Lynch  
Liahna French  
Sarah Little  
Joey Engel  
Leonie Shephard  
Walter Villaflor

Sessionals &  
Volunteers

**INDIGENOUS  
COMMUNITY  
LINKS**

Tanya Simon

Sessionals &  
Volunteers

**TRANSITION  
TO WORK**

Cameron Galle  
Patricia Webster  
Michael Hodge  
Toni Buckshiram  
Zack Bayliss

Sessionals &  
Volunteers

**ADMINISTRATION,  
CONSULTING &  
COMMUNICATIONS**

Amanda Chapman  
Joshua Burguete-Kirkman  
Emmaline Froggart  
Gerry Gillespie  
Justine Fitzgibbons

Contractors

**RESOURCE  
RECOVERY  
MIDCOAST**

Krysten Banks  
Dave Rees  
Rachel Quillan  
Michael Ping  
Rodney Bell  
Darren Evans  
Ray Isaac  
Rodney Isaac  
Garmen Miles  
Sefton Miles  
Glenn Ridgeway  
Joel Cockeram  
Jason Rees  
Blake Taylor

Volunteers &  
Casuals

**THE GREEN**

Krysten Banks

Members & Volunteers

**THE  
MEN'S SHED**

John Belcher  
Rob Dunsterville  
Glenn Creighton

Members & Volunteers

**RESOURCE  
RECOVERY  
SOUTH  
REGION**

Matthew Curtis

**Dunmore**

Daniel Sommer  
Neville Whitton  
Andrew Brown  
Luke Collins  
Frank Bono  
Diane Kelly  
George Tanevski

**Moss Vale**

Allison Borland  
Steven Dobson  
Steven Glendening  
Tamara May  
Michael Leimbach  
David Sheather  
Thomas perry  
Ashlie Kerbs  
Sophia Hans

**MCRS**

Shannon Ridler  
John Huynh

**SOFT LANDING**

Stan Brooks

**Smithfield**

Peter Currie  
Robert Gallear  
Adam Thurst  
Paul Rapana

Raffae Messineo

Steven Connell

Raymund Mcaeraeg

Graham McPherson

Nicholas Tsiolakis

Joshua Weir

Sidney Tapatau

Tinirangi Niukove

Gavin Pratt

+ 5 Trainees

**Bellambi**

Jarrold Roskell

Kiana Smither

Sharon Brookes

Steven Obrien

Brad Rudd

Wayne Gibbons

Lorenzo Mislov

Scott McCracken

Mark Edge

Dean Goodacre

Jarred Parkes

Corey Godbold

Jack Lewis

James Caldwell

Nathan Schimmel

Rodney Smith

Kyle Roskell

Adam Coles

Flynn Douglas

Zac Bringolf

+ 5 Trainees

+ 3 Casuals

**Hume**

Davydd Cunningham

Jose Funes

Bradley Steveneson

Peter Thompson

+ 10 Casuals

**Newcastle**

Daniel Walter

Joseph Burkitt

Jack Nicholson

Joshua Glanville

Ryan Cross

James Meisenhofen

+ 2 Casuals

**Victoria**

Emmaline Froggart

Anthony Hudson

James McNally

John Kelly

**Perth**

Evan Cocks

Conor Boyle

Serena Greaves

Jarred Bennetts

Linc Ugle

Jermaine Pilkington

Aymen Elsamin

Nicolas Apkarian

Bernard Eades

Christopher Warrell

Michael Sailsbury

Tessa Furguson

Clinton Morrison

Taylor Skipper

Gallen Pilkington

Hayden Dutch

# Our Community Services



Our community services assist people experiencing disadvantage.

Providing homelessness services, youth outreach, Aboriginal health and wellbeing services, and also support to those seeking employment, our community services deliver principally on behalf of government.

They are funded by all levels of government, as well as by philanthropic and other sources of income.

# Homebase Services

Homebase is a dedicated youth service providing early intervention programs, case management, access to positive activities and employment support to 'at risk' young people. Homebase Youth Service has provided services in the Great Lakes area for over 25 years, enjoying established relationships with a network of local partners, government departments and schools to provide support and assistance to our most disadvantaged young people.

**Homebase Services provided advice and referrals to 1,686 young people, and case management support to a further 692 young people.**

Homebase runs many programs, including: Indigenous Community Links, Early Intervention Placement Program, Parent and Community Engagement, Transition to Work, Aboriginal Family Support Worker, Supported Playgroup and many more initiatives.

This year, Homebase Services provided advice and referrals to approximately 1,686 young people, and case management support to a further 692 young people, comprising: young parents and their children, juvenile offenders, school students, disadvantaged young people and the long term unemployed.

**Homebase Services has run many successful initiatives with great outcomes and high levels of community engagement this past year. Highlights have included:**

- Aboriginal Learning Circle Fashion and Design program for two semesters, focusing on skills development;
- Roads and Maritime Services' funded Learner Driver Program;
- Indigenous Community Links, in partnership with Aboriginal Ability Links Support Officer from Booroongen Djugun College Home & Aged Care Course;
- Memorandum of Understanding signed with MidCoast Council to service Gloucester;
- Indigenous Community Links partnership with the Better Reading program to provide tutoring for the students completing the Cert III in Individual Support (Ageing);
- King of the Krater skateboarding festival



**Lisa Berry**  
Service Manager

*"To be able to work with such a dynamic, dedicated, unique, inspirational and diverse team of people is a privilege beyond words. The community show such great respect for the staff as they witness first hand that the staff go above and beyond for their clients."*

# Homebase Services

Homebase Services reported in the Annual Report last year that they were awarded the contract for the Transition to Work (TTW) Program. This 5-year contract has provided much needed certainty for staff, and given them an opportunity to increase their impact and engagement with young people looking for meaningful work in the region. The first year of delivering this important service has been hugely successful.

Recruiting the right staff to ensure that the TTW is a success has been a critical factor to this success. Throughout the year, Homebase Services welcomed to the TTW team: Micheal Hodge, Trish Webster and Cameron Galle, all of whom have contributed greatly to the program's success. They have also maximised partnerships to ensure the success of the program, with Jane Lynch partnering with Hunter New England Health to deliver the 'Love Bites' in Taree High School, which helps promote Homebase Services in the Taree area, complimenting Transition to Work.

TTW also worked with NovaSkill Training, who provided training opportunities in Certificate III in Hospitality across all three sites (Forster, Tuncurry and Taree). TTW developed partnerships within Community Resources, arranging internships and training opportunities within the Community Resources social enterprise ecosystem. Transition to Work (TTW) engaged 320 clients throughout the year. Dual servicing for some clients also commenced with Meg Goodsell of Mission Australia's Youth on Track Program, which is a program that targets 10-17-year olds that are assessed as being at risk of long-term involvement in the criminal justice system.

Staff development and networking was also critical to ensuring a successful first year for the TTW Program. Staff frequently attended Forster Tuncurry Business Chamber Meetings, liaising with various business owners and representatives.

Youth Week events included the Annual King of the Krater at Tuncurry Skate Park, showcasing the unique talents of young people in Scooter, Skate and BMX competitions. Homebase Services has organised King of the Krater for 15 years with support continuing to grow each year.

Homebase Services Supported Playgroup was well attended this year with an average of 46 parents and 59 children attending each week. The Parental and Community Engagement (PaCE) partnership with Aboriginal Learning Circle (ALC) was again strong with 26 parents participating.

Homebase Services welcomed several new faces to the team this year. Marley Currie and Joey Engel came on board as Trainee Youth Worker and Youth Worker respectively; and Karina Tudor, Leonie Shepherd, Toni Buckshiram and Sarah Little also joined the Homebase Services team.

Like previous years, staff development has been strong this year with Natalie Bolt moving into an exciting new role as Employee Relations Manager in our head office at Community Resources. Margie Donnelly and Jane Lynch have now moved into the Homebase Management Team.

*The service provided employment to 16 community workers, with 5 of 13 staff identifying as Aboriginal.*

Eight staff commenced Certificate IV Community Services training, Margie and Jane commenced a Diploma in Leadership and Management, Natalie Bolt is studying a Diploma in Leadership and Management with Booroongen Dgjuen and Cameron Galle received his Certificate IV in Community Services. All staff participated in Office 365 training.

High impact networking opportunities were also prioritised, with staff attending the Manning Valley Interagency Network Meeting; the Indigenous Women's Conference in Glenelg, South Australia; the Jobs Australia Conference on the Gold Coast; a Department of Human Services Centrelink Provider meeting; and Jane Lynch attending a RAGE Facilitation & Webinar entitled "What parents can do to prevent teenage substance abuse" presented by Dr Louise Thornton and Dana Leidl.



# Homebase Services

Finally, Homebase Youth Service would like to give a special thanks to Sister Catherine.

Thanks also to our many amazing partners:

Family Support Worker; Home-Start Child and Family Worker; Manning Great Lakes Early Intervention; Tobwabba Aboriginal Medical Centre; Job find; Mission Australia Communities for Children and Housing; Forster Local Aboriginal Land Council; Hunter New England Health; Cabarita Men's Group and Mid North Coast Regional Aboriginal Men's Group; Forster Police – Youth Liaison Officer; Family and Community Services; Break Thru; Mission Australia; Great Lakes Council; Ted Bickford; Great Lakes Campus's; YMCA Forster; Centrelink Social Worker; Department of Housing NSW; Brighter Futures; Anytime Fitness Forster; Woolworths Tuncurry; Juvenile Justice; Club Forster; Department Prime Minister and Cabinet; Department of Employment; Transport NSW; Midnight Basketball; Tursa; Nortec; ETC; Booroongen Djugun; Forster Public School; Gloucester High School; Great Lakes Aquatic Centre; Great Lakes Library; Holy Name Primary School; Quota; Tafe – Aboriginal Learning Circle; Verto; Forster/Tuncurry Uniting Church; Forster Catholic Church; Manning and Great Lakes Early Intervention.



5



Number of Employees

16

Number of Employees who Identify as Aboriginal or Torres Strait Islander



# The Great Lakes and Manning Youth Homelessness Service

The Great Lakes and Manning Youth Homelessness Service (GLAMYHS) provides specialist homelessness services to young people across the MidCoast Council region. GLAMYHS delivers targeted responses through their Garage Youth Refuge 24/7 supported crisis accommodation for young people up to 17 years old; and holistic support to young people experiencing, or at risk of, homelessness. Services include case management, living skills, advocacy and supported referrals to specialised services, and the youth transitional housing program for young people and their families (up to the age of 24).

GLAMYHS aims to create a welcoming environment, striving to promote safety and wellbeing for clients and staff. The Garage Youth Refuge is not only a place for young people to access crisis accommodation, it is a place for them to work things out for themselves in a safe environment.

The GLAMYHS service model is constantly evolving to improve consistency and outcomes for young people accessing the service.

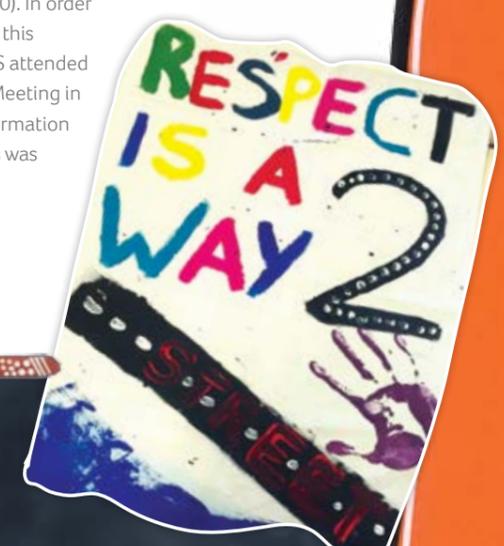
This year, The Garage Youth Refuge provided specialist crisis homelessness support to 314 young people (funded to service 174), 1066 bed nights in crisis

accommodation and 49 supported placements into the transitional youth housing program, and 7365 bed nights in medium-term accommodation.

Consistency and professionalism paid off this year, with GLAMYHS being the first agency in Taree to secure private lease agreements for clients under 18 years of age with a local real estate agent. This achievement should not be understated, as one of the most difficult challenges is having private lease agreements signed.

Specialist Homelessness Services (SHS) enhancement funding that was received this year made a big difference to service delivery within the refuge. The increased funding allowed for an additional worker to be rostered on two nights per week, which helped reduce pressure on staff and allow them to perform their important duties with more support. SHS funding will become outcome based during the next contracting period (2017-2020). In order

to be prepared for this change, GLAMYHS attended the Lead Agents Meeting in Sydney where information about this process was provided.



## Tammy Whyte

*“Through our Crisis Accommodation Program, the Transitional Youth Program and the Youth Housing Program we have been able to support young people to make positive steps forward in their lives and move into independent living where appropriate. These young people have been supported by a team of professional committed case workers who strive to provide a service of the highest quality. It is rewarding to work beside this team who have supported many young people to make a difference in their lives.”*



# The Great Lakes and Manning Youth Homelessness Service

Last year, it was reported that SHS continued to work in partnership with Hunter New England Area Health, Catholic Care, Gloucester High School and Gloucester Shire Council to support young people and their families in Gloucester. Since the amalgamation of Gloucester into MidCoast Council, GLAMYHS has been in discussion with the region's Youth Development Officer to negotiate workers utilising office space to assist with the delivery of outreach services. A GLAMYHS outreach worker will be available for appointments in Gloucester one day per fortnight, in addition to the outreach services already provided.

GLAMYHS along with other service providers also delivered the Love Bites program at St Clare's High School. Students engaged well in the program, producing inspirational messages through art, drama, and music, consolidating what they had learnt during the program about Domestic and Family Violence, and Sexual Assault. GLAMYHS was also involved in running activities at an Indigenous Languages Day, held at Saltwater Reserve that was organised by Taree High School, Senior Leader Community Engagement worker, Jay Davis.

GLAMYHS also facilitated a 'Rent it Keep it' group during May and had a great response from young people who were looking to enter the private rental market.

'Rent it Keep it' was designed to equip participants to obtain and sustain a private rental property. GLAMYHS plans to deliver 'Rent it Keep It' each term with the aim of equipping young people with the skills needed to secure accommodation and reduce the number of young people who enter homelessness.

The GLAMYHS service comprises permanent staff of Lisa Berry as Manager, Phil Pilgrim as Team Leader and Case Managers Robert Eddie, Kay Holohan, Vicki Anlezark, Cindy Taylor and Ray Eather. A team of casuals support the delivery of a 24x7 roster. From mid-July 2017, the management role will be shared by Lisa Berry and Phil Pilgrim.



**Staff development continues to be a high priority for GLAMYHS, ensuring our clients receive the best care and service possible, while maximising staff safety. Some examples include:**

- Cindy Taylor attended suicide and self-harm prevention training, training for case managers, Aboriginal mental health training, youth mental first aid training, trauma informed training, Office 365 training and is enrolled in a Community Services Certificate.
- David Whyte is completing his assessment module for the Mental Health and Alcohol and Other Drugs training, while Robert Eddie completed training for case managers, Office 365 training and 'Deactivating the Buttons - Integrating a trauma lens into a counselling framework training'
- Tammy Whyte attended the Ending Family Violence Masterclass Series in Brisbane, the Regional Homelessness Summit in Dubbo, and attended Workplace Support Skills.
- Vicki Anlezark attended Office 365 training, Youth Mental First Aid Training and 'Child Protection - Identifying to Risk of Harm' training. Naomi Schuelein attended Love Bites Training in Maitland.
- Kay Holohan attended 'Effective Casework and Case Management and a Cyber Bullying and Sexting Workshop'. Nycolle Clayton completed DV Alert Training Facilitated by Lifeline.

GLAMYHS has continued to build on their strong partnerships with first-to-know agencies, including Family and Community Services Taree, Juvenile Justice and the Biripi Aboriginal Childrens' Service. As usual, their work would not have been possible without the support and input from their extensive partner network, including: Goulburn Youth Refuge; Better Reading Better Communities; Biripi Aboriginal Corporation Medical Centre; Community Housing Limited; Samaritans; Family and Community Services, Community Services, Taree; Women's Domestic Violence Court Advocacy Service; LJ Hooker Taree; TAFE, Taree Campus; NSW Police; Juvenile Justice; Burnside Uniting Care; Hunter New England Area Health; Housing NSW; MidCoast Council; Forster Neighbourhood Centre; Hunter New England Area Health; Catholic Care; Gloucester High School; Gloucester Shire Council; Richmond Partners in Recovery; Allambi Youth Services; Port Stephens Family and Neighbourhood Services and Ungaroo Aboriginal Corporation.



Young people being served



Bed nights in medium-term accommodation provided



Bed nights in crisis accommodation provided



Number of staff who are Aboriginal



Supported placements into the transitional youth housing program

## An Interview with Nat

This year saw the creation of a new role at Community Resources designed to enable our fast-growing organisation to become 'culturally safe' and develop supports that empower our employees to identify and pursue development opportunities both within and outside the organisation. We named the role 'Employee Relations Manager' with the intention of becoming truly employee-led in the way we work and impact we make.

### Why create such a position?

Traditionally, we have been a Great Lakes based organisation that creates employment and development opportunities for local people by leveraging internal and external support networks to achieve an individual's personal goals. Over the past five years, our social enterprises have expanded far and wide however our mission has remained the same – to assist those experiencing disadvantage to develop social and economic livelihoods for themselves. This role has been created to ensure we stay true to that mission in all the communities that we now work and ensure our focus remains on our

employees. We are not a perfect organisation, but a learning one, and finding the best ways to ensure that our diverse mix of employees and stakeholders feel safe and valued at work is high on the list of priorities for us.

Natalie Bolt, a local Worimi woman from Forster/Tuncurry has accepted the challenge of this new role and her passion for improving outcomes for Aboriginal employees in the workplace will drive the improvements needed to ensure 'cultural safety' for all. Natalie has been part of the Community Resources family for the past 7 years with coordination roles in various community and employment services programs. Natalie brings extensive experience to the role, including: previous roles with Forster Local Aboriginal Land Council and Wesley Uniting Employment Services. Natalie holds a Certificate IV in Community Services and is currently studying towards the Diploma in Leadership and Management.

This is a short interview with Nat about this new position, her history with Community Resources, and what she hopes to achieve moving forward.

### What other roles have you had at Community Resources since you started? Where did you start in the organisation and what was it like in the beginning?

I started working with Community Resources quite a long time ago now, taking a position with Homebase Youth Services as a Support Worker for the Indigenous Community Links Program. What was it like? I guess it was hard at first, taking on the responsibility of a job and trying to work with the local Aboriginal community on a number of issues that still need to be sorted out. But it was also fun, because the staff at Homebase were supportive and motivated to make a real difference in our community.

In terms of other roles I have had with Community Resources, I have taken on the Team Leader role with Homebase Services and most recently, was given the opportunity to co-ordinate the Transition to Work program. Homebase was successful in winning a 5-year contract to deliver this new and exciting program targeted at youth between 15-21 years in seeking employment and training opportunities. Also, working with individuals to overcome barriers that may be preventing them from gaining those employment opportunities.

### Describe your new role of Employee Relations Manager with Community Resources. What does it entail? What is the mission in your opinion?

On one level, my new role is about ensuring that Community Resources is a 'culturally safe' organisation and develop systems that empower our employees to identify and pursue development opportunities both within and outside the organisation. At this point, I am consulting with colleagues in the many business units of Community Resources to gather their feedback on what they think can change to ensure that the organisational culture is one that is empowering and supportive, particularly for the many Aboriginal staff we employ. More importantly though, I am actively gathering

feedback from our many employees from our target groups of 'experiencing disadvantage' to hear about their experiences and recommendations.

Following this period of investigation and feedback I will be working on systems, processes and eventually policies that the whole organisation can continuously improve upon. It is a big, but really important job to ensure all employees in our organisation have their cultures respected and understood, which makes employees feel safe in their own workplace. It is really complicated to get this type of thing right, and that is why most organisations don't bother to actively try and work on it, putting it in the 'too hard basket' instead.

In the long run, I will be more available to Managers on a regular basis to provide advice and support to them that will enhance their performance management of their employees, as well as help them develop tools and systems to facilitate the training and development of their employees too. Conducting 'cultural audits' of Community Resources sites will be a really important part of my job in the long run too, and establishing Aboriginal employee consultation groups that will also provide feedback to the organisation.

This position as been a long time in the making and its excellent to see the board and management of Community Resources making significant changes and creating such a role. I am looking forward to the new challenges this role will bring on my journey.

### So, what is the most important outcome for you in this role? What does 'success' look like to you?

There will always be misunderstandings, mistakes and problems that pop up in community development organisations like Community Resources.

When it comes to employing people experiencing disadvantage, you are employing much more than a worker - you are taking on a person who needs more than just a job, but also needs to be supported

in other areas of their lives at times as well. Community Resources employs people from a variety of cultural backgrounds, but also people who have suffered from long term unemployment, disadvantage, racism in their lives, as well as people dealing with mental health issues who might also be living with various types of disabilities too. So, more needs to be done to support our people in their employment and lives.

I am not sure what the future holds for me in this position, but if I can help 1 or 2 staff members out in making positive changes in their lives, everyone is winning. I would like staff and management to embrace this new role and if support is needed I'm only a phone call away and will do my best to provide them with the tools they need. That is a huge first step in the process of making sure our culture in the workplace is functioning like it should.

I'm a very community minded person with a passion for working for my people and I am looking forward to closing the gap for employment within Community Resources. I look forward to providing support across all the business units within Community Resources, and working with our employees to reach the goals for both the individual and organisation.

## Our Local Community Initiatives



**Our local community initiatives build social and cultural capital. These initiatives are diverse, creative, meaningful and fun, often providing invaluable opportunities for outreach to occur simply by bringing people together.**

**Communities need cultural and sporting activities to take place in order for people to come together and celebrate the things that bind them. Our local community initiatives are made possible by dedicated people who chose to work on their passions, as well as administrative support from the Community Resources team.**

### Creative Culture

Creative Culture uses art to engage school students, tourists and the local community in the environmental and cultural heritage of the Great Lakes area. The initiative offers school programs, walks, bus tours, workshops, and historical/genealogical research. Creative Culture aims to develop more local community programs, workshops and events as they grow a following in the local area.

The Creative Culture team consists of Kate Morgan and Ron Potter, the Wambuybaa Weavers, (Lyn Davis, Pauline Grothkopp & Denise York), Arlene Cunningham and Nathan Morgan-Hammer. The team this year created a beautiful bush tucker garden for Kindilan

Early Childhood Centre that has grown into an eco-educational space with Native Ginger, Lemon Myrtle, Native Violets, Black Apples, Warrigal Greens, Magenta Lilli Pilli, Lomandra, Native Raspberries and Plum Pine all growing well.

Creative Culture's partners this year include Tuncurry Public School, Holy Name School and Kindilan Early Childhood Centre. They have also worked with Homebase, Great Lakes College Junior Campus, Forster Public School and Mid Coast Council; and Guided Coach Tours have been done with Trade Travel, Down Under Tours and Come Along Tours as well as visiting U3A and Senior Citizen groups.

### Lovelorn Living Events

Lovelorn Living Events has produced a number of staged performances, site activations, and themed events in the Hunter over many years. Working with public and private sector clients, Lovelorn is creating exciting and colourful cultural events that challenge the status quo. Interactive themes such as: Silent Disco, Community Drum Workshops, Roving Performance, Mobile Bicycle Karaoke, a reverse gender ABBA tribute band, opera performance on top of a 16ft high silver glitter stiletto, a bicycle driven Love

Letter Delivery Service and Love Lounge. These are a few examples of what Lovelorn is creating, with some events catering to crowds of nearly 30 000 people!

In the past year Lovelorn has delivered cultural events and experiences at the Winter Heat Festival at the Honeysuckle Boardwalk, Newcastle; 'This That' and 'Live at the Foreshore' festivals in Newcastle; Open Days, Orientation Events for the University of Newcastle; Myall River Festival, Tea Gardens; and the Broken Heel Festival at Broken Hill, NSW.

### Heart to Heart

This year, the Heart to Heart program was delivered at both the Forster and Tuncurry Campuses of Great Lakes College. Students from years 7 to 10 enjoyed learning new skills in creating masterpieces in oils, making new connections and friendships, learning and experiencing mindfulness in action, and learning mindfulness tools that can be used throughout their lives. The girls were tutored by artist Tarryn Choma, who gently guided the students throughout the process of oil painting.

We welcomed a new member to the team with Lynese Norris, Youth Mental Health Project Officer with Hunter New England Health, stepping into the role of mental

health support taking over Lauren Vaughan's role. Monica Cusack, a third-Year Sociology student at Macquarie University completed an internship with Heart to Heart. During this time, Monica collected data from current and past students, parents and teachers. This data will be collated into a report on Heart to Heart to capture its effectiveness in enhancing the social and emotional wellbeing of its participants. Monica also created a tailored data collection process for Heart to Heart. Macquarie University are keen for this data to be collected over the next two years to build an evidence base.



## Memberships and Associations

Aora Australian Organics Recycling Association

Australian Community Workers Association

Australian Council of Social Services (ACOSS)

Australian Institute of Company Directors (AICD)

Australians for Native Title and Reconciliation (ANTaR)

CoAct (formerly Job Futures)

Community Recycling Network Australia (CRNA)

Connecting Up

DV NSW

Forster Tuncurry Business Chamber

Governance and Management Pty Ltd

Homelessness NSW

Jobs Australia

Master Builders Association NSW

Mid Coast Communities

NACRO (National Association of Charitable Recycling Organisations) - WA

National Disability Services

Northern Region Construction Network (Home Modification & Maintenance)

NSW Business Chamber (ABL)

NSW Council of Social Services (NCOSS)

OHS Alert

NSW Youth Action and Policy Association (Youth Action)

Our Community

Recruitment and Consulting Services Association

Social Procurement Australasia (SPA)

WasteAid

Waste Management Association of Australia (WMAA)

Waste Contractors and Recyclers of Australia (WCRA)

YFoundation

## Our International Development Initiatives



Our international development initiatives are made up of local people doing amazing things on the international stage. Our core belief that a community may be judged by how it responds to those in need is writ large in this context, with initiatives responding to needs in Africa, South East Asia and Central Asia. Our international development initiatives are focused on responding to our neighbours and friends in need who live in this global village that we share.

### The Tibetan Buddhist Studies Centre

The Tibetan Buddhist Studies Centre is now in its 10th year of operations. The Centre continues its great fundraising work for Tibetan refugees, as well as providing school fees for more than 30 children.

Goods made in the institute are sold to benefit those in need in Tibet. A number of children are also sponsored by individuals in the Great Lakes region to assist with schooling.

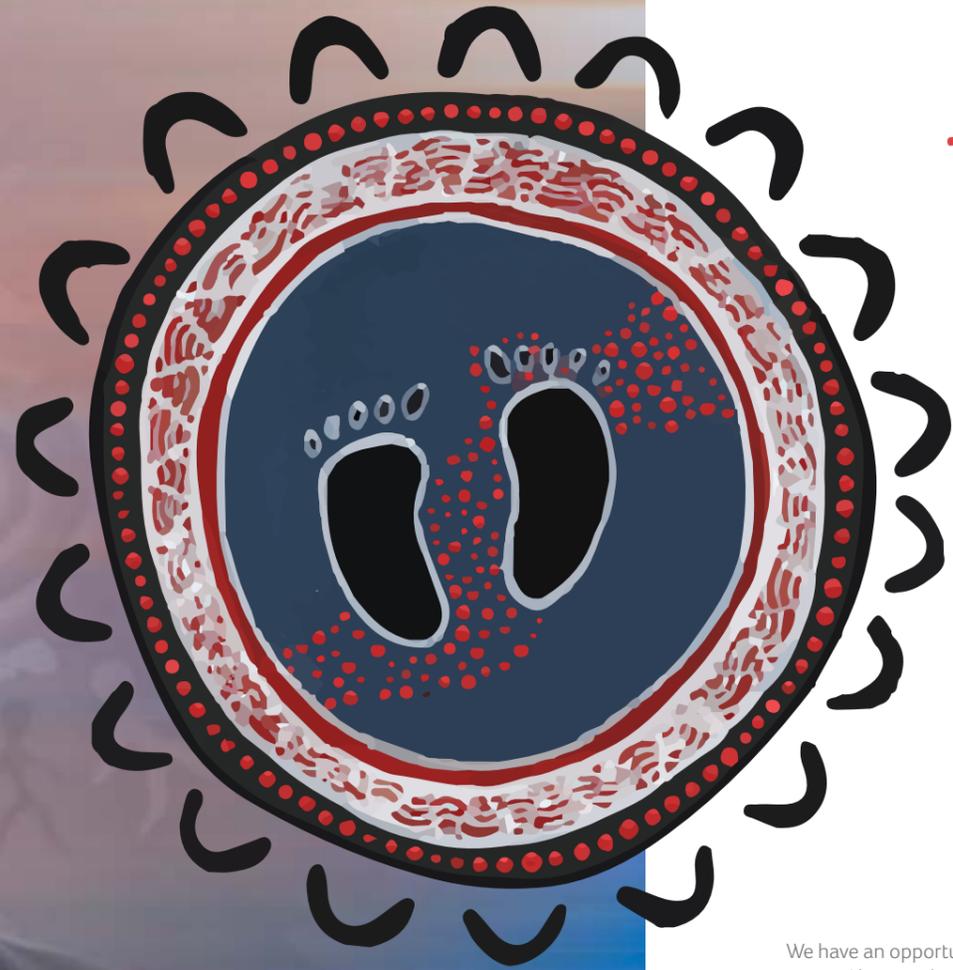
Money raised in the past was used to build accommodation in the village where the school is situated. Now with a better building for the students, young children in Tibet are able to stay closer to their place of education with family. This has resulted in improved childhood development. A hundred backpacks were also purchased and distributed, as children only have cloth bags with string that can cut into their arms during the long walks down and up the mountains.

### WasteAid International

Our CEO John Weate continues his work on the Board of WasteAid. Strongly aligned with the mission and values of Resource Recovery Australia, WasteAid works with local partners and donor organisations to implement long-lasting projects that enable people to improve their environment, health and local economies. This effort has remained strong with support from the NSW Environmental Protection Authority (EPA).

WasteAid International is campaigning to encourage the donor community to increase spending on waste management from 0.3% to 3% of international aid.





# The Wakali Fund



We have an opportunity to make real change for young Aboriginal people. We invite you to join us in making this change. Community Resources has created the Wakali Fund, which is a fund created to help local Aboriginal students successfully complete their secondary education.

Even though less than 6% of young people aged 10–17 are Indigenous, Indigenous young people today on average make up 48% of those under youth justice supervision every day in Australia. In addition, 19% of Indigenous persons aged 15 years and over reported Year 12 as their highest level of school completed, compared to 45% for non-Indigenous persons.

Australians for a long time now have spoken about 'closing the gap' between Aboriginal and non-Aboriginal people, but much more needs to be done by all of us to see young Aboriginal people have a chance at developing themselves into empowered and inspired young adults. Successfully completing secondary education is an important step towards this outcome.

As Australians, we are all on a journey of reconciliation with the First Peoples of Australia, and it is only with strategic and targeted financial and social interventions that the gap of education attainment can be reduced between Aboriginal and non-Aboriginal Australians. The Wakali Fund is such an intervention that we believe is making a big difference for young Aboriginal people already, and we want you to join us in making an even bigger impact for even more of those local young people.

The fund itself is managed by Lisa Berry and the team at Homebase Youth Services, as well as representatives from Great Lakes College, Great Lakes Senior Campus, local Aboriginal Elders and community members. All those involved in the management of the fund have a deep connection with the local Aboriginal community - these are people who care, and who know what works when it comes to helping young Aboriginal people achieve educational success.

## The priority areas for the Wakali Fund are:

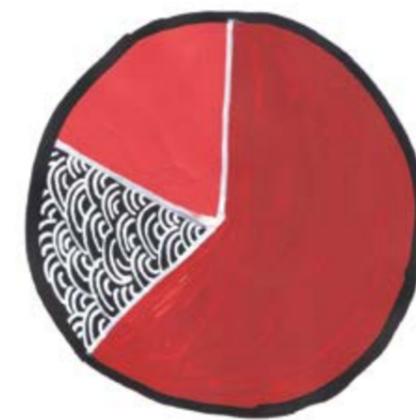
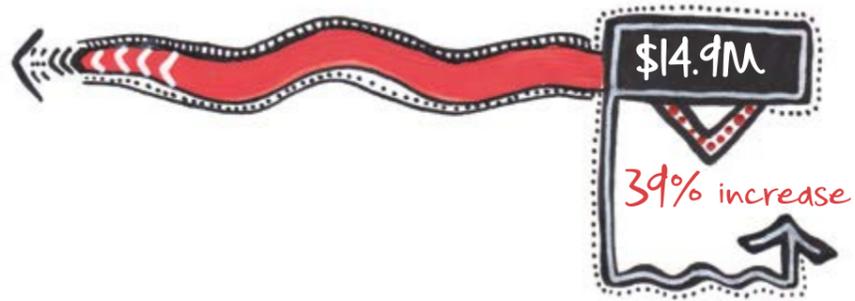
1. Increasing Year 12 attainment;
2. Increasing and supporting the transition to university studies; and
3. Increasing participation of young women in professional degrees.

The Wakali Fund currently has an annual allocation of \$10,000 provided directly by Community Resources (this amount is a minimum guarantee from us), and received \$15,000 in philanthropic donations.

We look forward to having you join us by contributing to the Wakali Fund and helping us make an even greater impact.



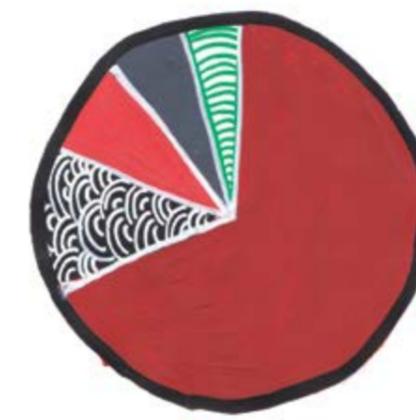
# TOTAL REVENUE



## Revenue Areas

- Sales Of Services – 67%
- Grants – 17%
- Sale Of Goods – 16%

2015-2018 Strategic Goal	16-17 Annual Goal	16-17 Budget	16/17 Actual
We increase funding from \$1.5M to \$2.0M	\$1.83M	\$2.3M	<b>\$2.4M</b>
Each service is at or above break even	Each service is above break even	21 of 25 services budgeted to be at or above break even	<b>15 of 25 services achieved above break even</b>
We have a surplus of \$0.2M pa to reinvest in our people and communities	Overall surplus \$0.2M for 16/17.	Overall surplus \$0.5M	<b>Overall surplus \$0.7M</b>



## Expenditure

- Wages + Contractors – 73%
- Materials + Equipment – 11%
- Administration – 6%
- Vehicles + Plant – 6%
- Accommodation – 4%

	2017	2016
Revenue	14,930,412	10,741,869
Surplus	710,251	(305,839)
Current Assets	2,527,647	1,617,250
Non-Current Assets	2,591,204	2,291,372
Current Liabilities	2,764,775	2,365,934
Non-Current Liabilities	1,180,340	1,079,203
Equity	1,173,736	463,485



## Revenue Contribution By Service

- Soft Landing – 49%
- Resource Recovery Australia – 21%
- Homebase Services – 9%
- Helping Hands – 7%
- Youth Homelessness Service – 6%
- Wastewell – 5%
- Workplace Services – 3%

The Association's accounts were independently audited by WLP Auditors – Taree NSW. The Association received an unqualified audit report for 16/17. The full report can be viewed at [www.glcr.org.au](http://www.glcr.org.au)

# Celebrating Our People



**Beau**

I enjoy the unique work and services that we provide to the local community. Being a part of the team that provides important services makes every day a pleasure to come to work.



**Brittney**

I have loved joining the team at Community Resources. I have learned so many new things already and look forward to learning even more.



**Cameron**

I enjoy helping young people identify career goals and assisting them in seeing and starting down the path to achieve them.



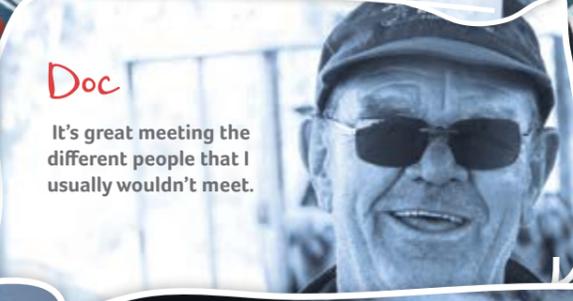
**Corey**

I like the fact I have a regular pay packet coming in each week and look forward to learning more and maybe being a Team Leader one day.



**Dave**

I like the challenges involved with the business functions and the people I work with.



**Doc**

It's great meeting the different people that I usually wouldn't meet.



**Ian**

I have been with Helping Hands for 23 years, I really enjoy working within the community keeping our clients happy and independent at home.



**Jarrod**

I never thought I would be studying Management, I see a great future with Soft Landing and am optimistic for what the future holds.



**Joel**

I love the mateship and seeing items left for ruin turned into new amazing designs.



**Joey**

Every day is different and everyone has something to offer.



**Josh**

I love being part of the Soft Landing team and the friendships I have made.



**Karina**

I get a great amount of fulfilment being a part of our clients' lives, and knowing that even if it's just the smallest thing, we can improve their future.



**Kiana**

I love how no day is the same and I am always inspired by the values of Soft Landing, knowing it does make a difference to people's lives.



**Kris**

I like coming to work knowing that we aren't just working towards a dollar figure, that we are trying to achieve something more.



**Kristie**

Kindness is universal. Sometimes being kind allows others to see the goodness in humanity through you. Always be kinder than necessary.



**Lynda**

As the ICT team look after and support our staff they provide a better experience for our customers. I love the impact that my work has.



**Matt**

It's great to work in an evolving, fast paced environment with a great team.



**Rachel**

I like the variety that's in my role.



**Sarah**

Homebase is a wonderful place to work. The work is very rewarding and all the staff are supportive. A great team environment.



**Shauna**

I wake up for work excited every morning because I know the work we do here at Helping Hands is making a real difference in our community.



**Tanya**

I have been fortunate to participate in some exciting programs within our community, such as NAIDOC Week, King of the Krater, Speed Networking, and more.



**Toni**

Always nice to come to work with beautiful people as it can be a bit crazy, so it's great to work somewhere that's "MAD".



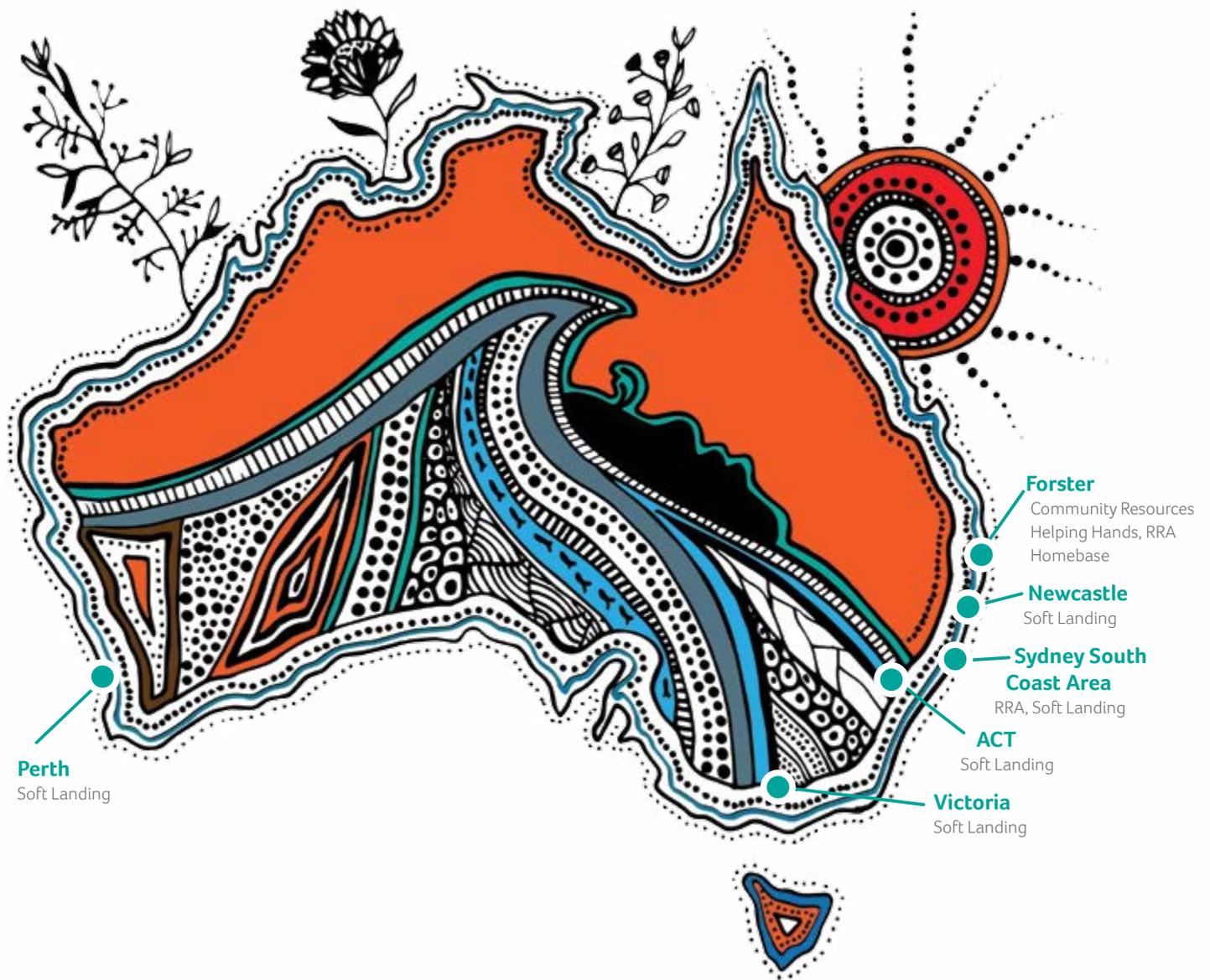
**Tracey**

The atmosphere! This job just suits me; the customers, the people I work with. It's just me!



**Troy**

Since completing my Cert III in Business Administration with MAD I have transferred to join Soft Landing in Bellambi to follow up opportunities for progression.



**Perth**  
Soft Landing

**Forster**  
Community Resources  
Helping Hands, RRA  
Homebase

**Newcastle**  
Soft Landing

**Sydney South  
Coast Area**  
RRA, Soft Landing

**ACT**  
Soft Landing

**Victoria**  
Soft Landing

**CR** Community  
Resources Inc

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This map of Australia is available to buy as a t-shirt if you  
like it. Contact Lara to find out how you can own your own:  
[larawent@yukulart.com](mailto:larawent@yukulart.com)