



# Blueline

EST-1893



## 2024 IMPACT REPORT

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**Artist: Takira Simon-Brown :**

Niyanta of Chief Mannalargenna of the Plangermairrenner Nation (Ben Lomond) and a luna of Paredareme Country where the Moomairemenner community once resided.

Blueline acknowledges the palawa people, the Traditional Owners and Custodians who have cared for lutruwita (Tasmania) for thousands of generations. We respect their cultures, languages and way of life. We acknowledge the continuing relationship of Aboriginal and Torres Strait Islander peoples to Country and the right for their heritage to be preserved, for the benefit of all people. We commit ourselves to the ongoing role in the journey of reconciliation and healing.

# Introduction

Blueline is a work of the Catholic Church in Tasmania. A collective of multidisciplinary work-integrated social enterprises that enacts Catholic Social Teachings by creating employment for people who experience barriers to employment. Its special character is that it provides a safe and supportive employment environment for people with disabilities.



In Blueline, people are valued in themselves and find a sense of purpose and achievement through their work. The work of Blueline is based on the Christian consciousness of the call to love thy neighbour as ourselves (see Mk 12:30-31). It recognises the dignity of every person and the value of human work. It reflects the mission of the Church to assist those in need.

## Our Mission and Values

### Our Mission

To enhance people's lives and build resilience by providing rewarding career opportunities for those who are marginalised from mainstream employment. Blueline maintains a focus toward supporting people with disabilities, migrants, and people who have experienced trauma.



### Values

- **Integrity & Respect** - Acting with integrity to foster a shared understanding of purpose, whilst respecting the diversity and individuality of our employees and other stakeholders.
- **Committed to Quality** - Displaying enthusiasm and commitment to being a reliable, high quality, preferred service provider, to both our internal (supported employees) and external customers.
- **Focused on Safety** - Embracing a shared safety culture that promotes responsibility by all, to protect against injury and harm.
- **Supportive & People focused** - Enriching the lives of our supported employees by encouraging self-development and inspiring confidence to be respected contributors in the community.
- **Compassionate & Caring** - Fostering and valuing a non-judgemental environment in which we care for each other.

# Chair and CEO Foreword

As Blueline Laundry marks its remarkable 130th year, we reflect on a year of both celebration and continued growth. We are proud to have reaffirmed Blueline's commitment to creating meaningful employment opportunities for those in the community who experience barriers to finding and maintaining work. Our Mission is a call to service and requires us to improve the lives of others and build resilience through the instrument of meaningful work. We exist to provide economic participation, social inclusion and a place of belonging.

Although the year has seen much regulatory reform from the outcomes of the Disability Royal Commission, the NDIS Review, the Workforce Australia Review and changes to Australia's Migration Strategy, we have grown our workforce by 15%, employed 10 new staff who live with disabilities, and increased the work capacity of staff with disabilities by an average of 12%. We maintained a 100% retention rate for staff with disability over the last two years.

Our two laundry social enterprises are the cornerstone of our business and continue to support the Tasmanian economy across the health and hospitality sectors. We invested further in new laundry technology to provide richer training experiences and to improve operational efficiencies. We continue to work closely with our chemical supply partner to bring world-class practices to our business.

During the year, we commenced Blueline Cleaning Services, a new social enterprise to broaden the impact of our Mission and deepen community connections through customers who seek to partner with Blueline to improve the world where we all live and work. This social enterprise targets interior cleaning of commercial properties and already employs 21 staff, seven of whom work with disability and eight from the multicultural community. Several staff working with disability have transferred from the laundry, where the cleaning environment provides new challenges that foster skill development.



Creating a sense of belonging and accessibility within our culture, through leading practice in diversity, equity and inclusion has been a continual focus. We invested heavily in adult numeracy and literacy training which saw a range of staff further educated, enabling a greater contribution to the workplace and more confidence in the community.

Our social calendar was full, and the highlight was our Plate for A Mate event which symbolised the finale of our 130th year. This event was a collaboration with Government House, Wrest Point, and Eat Well Tasmania, and was attended by many of our customers and staff, where we all shared a healthy cooking demonstration and a meal.

Our annual awards event, combined with our Christmas celebration, was a highlight of the year. It was a moment to honour our incredible staff and to celebrate the International Day of People with Disabilities, which holds special meaning in our inclusive work environment. Blueline continues to grow organically, with our cleaning business expanding and having an increasingly positive impact on our community.

Our organisation remains steadfast in its mission, supported by the strength and commitment of our Board. This year, we warmly welcomed new Board members Mark Hunt, Andrew Finch, and Melinda Percival, whose expertise will help guide Blueline forward. At the same time, we extend our heartfelt thanks and farewell to Jamie Lawrence and Hayden Thorp for their dedicated service and contributions.

During the year, the Board continued to stay abreast of the Disability Royal Commission findings and provided greater oversight of safeguarding, through the lens of the National Disability Insurance Scheme Practice Standards and the National Catholic Safeguarding Standards.

The Board undertook a comprehensive review of the Risk Appetite Statement and Strategy re-positioning our future direction to broaden our impact by increasing employment opportunities, building resilience in our staff through a human-rights-centred approach, and sustainably leading culturally safe practices. Like those who have led the business beforehand, there is no contemporary roadmap for our future, however, with a clear vision and a great team, we will continue to forge ahead to make a real impact in the lives of the most vulnerable.

We would like to thank the Members of the Association for their continued support and commitment to our future, our large and diverse customer base that supports our Purpose, and all our staff for their dedication and collegiality to our Mission.



**Kathryn Westwood**  
CHAIR



**Michael Sylvester**  
CEO



# 130 years of social impact

2023/24 marks a remarkable milestone—130 years since Blueline began its journey. Originally supporting disadvantaged women and young girls in the early 1900’s, Blueline evolved to support immigrants in the mid 1900’s and later provided support to people with intellectual disabilities through active employment.

Blueline continues to evolve to deliver meaningful social impact to the most vulnerable in our community.

As an operator of a jobs-focused social enterprise our commitment to creating meaningful employment opportunities has taken many forms over the decades, but our core purpose remains. With a long and proud history, not without its challenges, Blueline continues to be a force for positive social and community benefit, embodying the principles of care and compassion.



**130**

Blueline celebrated 130 years as an organisation in 2023.

**618**

Customers across our 3 social enterprise operations.

**695**

Years of combined service from our current staff with a disability

Blueline continues to provide opportunities for those facing barriers to mainstream employment. Strategic expansion into new sectors, including commercial cleaning and employment services, create even more pathways to meaningful work for people facing disadvantage. By broadening our social enterprise footprint, Blueline is targeting growth that is both sustainable and transformative.



# Blueline Impact Overview

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## Employment Status across the social enterprise

EMPLOYMENT IMPACT



**271**  
Total employees

**+39**



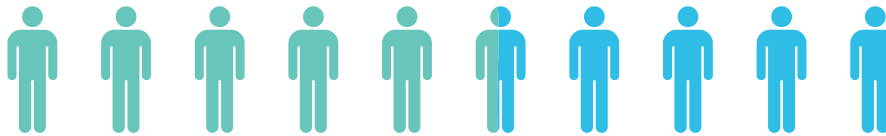
**38%**  
employees live with a disability

**+4%**



**41%**  
Cultural and linguistic diversity

**+6%**



FEMALE: 143  
MALE: 125  
NON BINARY: 1  
TRANSGENDER:1

## Employment overview for employees living with a disability

ECONOMIC IMPACT



**1,292** Average hours paid work per week



**67,184** Total paid hours across the year  
(+14.7%)



**\$1,323,964**  
Total income paid to workers with a disability



**8.9%** per week  
Average increase in earnings for workers with a disability

### WGEA Report

average total remuneration gender pay gap is

**-1.1%\***  
median is -3.4%



\* Whilst this is close to neutral the results show that on average, we are paying women slightly higher than men.






# Blueline Impact Overview

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## CAPACITY BUILDING

 **11.5%** average improvement in workplace skills & capacity via external assessment

 **95%** staff with increased skills capacity

**26TEN**  
Get the tools for life  
numeracy & literacy education

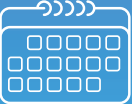
**51%** of Disability and NDIS participants engage in the program



**27%** of our culturally and linguistic diverse employees engage in the program

## ENGAGEMENT & RETENTION

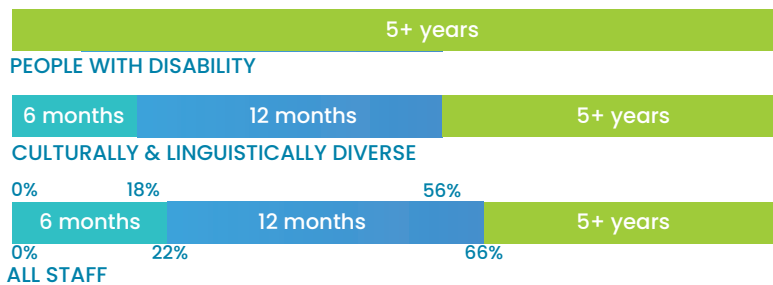
### Employee with disability participation, retention, satisfaction and growth

 **695** years combined service from current employee group

**88%** proud to work at Blueline

**86%** find meaning & purpose at Blueline

### Job retention comparison



## COMMUNITY

 **\$63,567** Provided in support & contribution to community services and organisations outside of Blueline

Blueline re-purposes linen each year to support charitable and community needs.



# Hobart Laundry

Our Hobart Laundry has continued to be the hub for health and hospitality linen services in Southern Tasmania, providing around 100 tonne of linen to customers each week. We have continued to invest in advanced laundry washers and ironers to minimise our environmental footprint, whilst gaining maximum commercial outcomes.



**4,849**  
 TONNES OF LINEN  
 WASHED/DRIED  
 FOLDED/DELIVERED

**78** MILLION  
 LITRES OF  
 WATER RECYCLED

**150,545**  
 KM'S DRIVEN

**1.73**  
 TONNES OF LINEN  
 RE-PURPOSED

Hobart Laundry continued to service the hospitality sector in southern Tasmania and saw several large customers renew their contracts with Blueline on the back of great service experience.

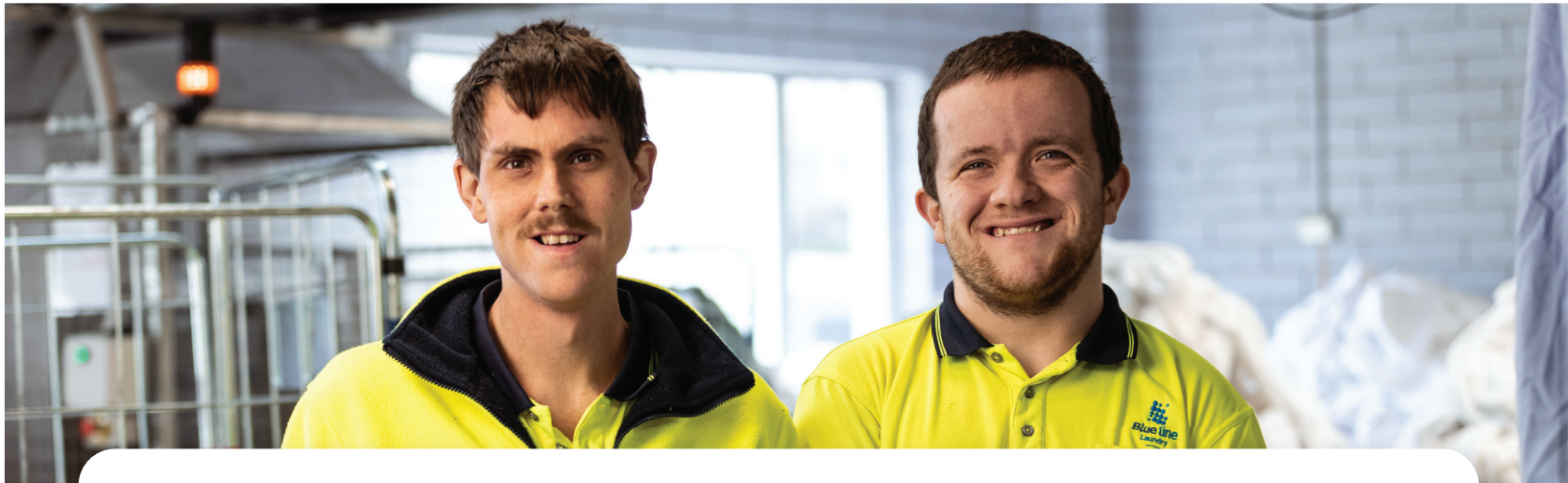
Operational improvements resulted in production efficiencies, mainly from the optimisation of the two Continuous Batch Washers and a process review of the interface between washing and ironing.

Asset renewal continued in alignment with the agreed Asset Management Strategy and this resulted in the reduction of asset-related risks and an uplift in operational effectiveness. The installation of Butterfly Fox Folders to replace the previous manual operation was welcomed by staff, with many eager to learn how to operate the new technology.



# Launceston Laundry

Our Launceston Laundry provides services across the North and North East of the state servicing the Tas Health North contract which includes the Launceston General Hospital. The laundry has undergone continual upgrades to improve the flow of laundry operations and provide much needed office and communal spaces.



 **3,643**  
TONNES OF LINEN  
WASHED/DRIED  
FOLDED/DELIVERED

 **38** MILLION  
LITRES OF  
WATER RECYCLED

**191,855**  
DELIVERY KM'S

**2.1**  
TONNES OF LINEN  
RE-PURPOSED

Launceston Laundry had a productive year, achieving strong wash volumes, with the Continuous Batch Washer (CBW) consistently processing up to 28 loads per hour during peak periods.

Operational improvements, including Lean methodology and daily huddles, have driven quality control, addressing customer complaints and reducing rewash rates closer to our target of <3%.

Key upgrades, such as the installation of new extractors and dryers, have enhanced efficiency, while staff training in stain identification and proactive safety measures have been central to maintaining high standards.

Despite challenges with staff absenteeism, Launceston continues to improve through investment in workforce development and process upgrades, positioning the site for continued growth and operational success.



## Commercial Cleaning

Blueline launched its commercial cleaning division in 2023 to expand our impact, offering more meaningful employment opportunities and allowing a greater segment of the community to engage with and support our social mission. By doing so, Blueline widened its service offerings and reinforced our commitment to fostering inclusive employment practices.

# 21

New employment opportunities created

# 18

New customers engaged

# 7

Employees living with a disability

# 8

Culturally & linguistically diverse employees

Among our increasing customer base are The Archdiocese of Hobart, St Virgil's College, Southern Cross Austereo, local restaurants and a growing number of corporate entities. The team has also taken over a nightly maintenance clean of the Hobart laundry.

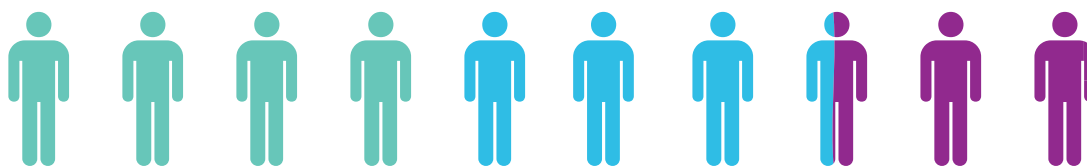
We continue to develop our capabilities in the commercial cleaning sector, establishing systems and processes reflective of our dedication to safeguarding employees and providing a high-quality of service for our customers.

We are seeking to position the commercial cleaning business as the social partner of choice for corporate entities and other businesses who would like to partner with Blueline to enhance their social impact.



PEOPLE

At the core of Blueline’s mission is our commitment to improve the lives of people we employ through meaningful work within safe and productive workplaces. We provide leading practices of diversity, equity and inclusion to foster an environment of belonging and accessibility.



Culturally & linguistically diverse: 41%

People with a disability: 38%

OTHER: 21%

26 LANGUAGES



It is the integrated work environment across all areas of Blueline that provides connection and belonging. Regardless of background or ability, everyone works together in a supportive environment.

The results of our recent employee engagement survey highlight the positive and lasting impact we have on our workforce. An impressive 85% of employees with a disability have been with Blueline for more than five years, a testament to our inclusive and supportive workplace.

88% of respondents said they are proud to work at Blueline, and 86% find meaning and purpose in their roles.

Additionally, 39% of employees reported an improved workplace skills assessment, leading to an increase in their earnings capacity. These results reinforce our commitment to creating a meaningful, empowering, and sustainable employment environment for all.



100%

NDIS Participants engaged in quarterly support check in. Workplace wellbeing, coordination with external supports and stakeholders.





## Andrew's story

At the start of the year, Andrew presented at Blueline having never held a job his entire life. It had been 12 years since he'd attempted a course at university, and had since been unable to find employment. He was integrated into work via the laundry before joining the cleaning arm of our social enterprise.

Andrew faced numerous challenges to success. His family live at the other end of the State, he has no form of transport, and he lives on the autism spectrum.

After 9 months working with us, Andrew has not missed one shift, even when buses haven't shown up or the rain has been coming down sideways. He has shown incredible responsibility and been elevated to team leader on one of his sites, providing him increased earning capacity.

It's been a great story, and we're grateful to have been able to give Andrew the start he so richly deserved.



**0%**

Absenteeism



Cleaning SOP's  
Online reporting  
Steam Cleaning  
Site supervisor



**818**

Hours worked



## Craig's story

Craig started at Blueline when he was 18 years old. Over a career spanning 24 years, he has developed skills in commercial laundry from the dry fold area, washroom, delivery support and helping to train others.

Craig is a valued member of the Blueline family, and values the relationships he has with his co workers.

Craig has continued to expand his knowledge and skills across numerous other areas with a Certificate I and II in Warehousing, as well as training in Self-advocacy, safety and wellbeing.

Craig has thrown himself into the **26TEN program** with a stated goal of wanting to better understand maths and money for the day to day things, as well as saving for a few big ticket items.

Craig is a mad sports lover. He has played in a weekly basketball team made up primarily of Blueline colleagues, and taken to the indoor cricket court as pictured.

In 2007, Craig represented Australia at the Shanghai Special Olympics, winning a gold medal in softball.

Craig has been able to support himself in an independent unit that is part of a group facility.



24

years employ



12

Qualifications



1

Olympic Gold



## Ramila's story

Ramila commenced employment in Blueline's Hobart Laundry in 1997. Over those 27 years, Ramila has volunteered to build her capacity and has undertaken several training qualifications, including a Certificate II in Warehousing Operations.

Ramila is a leader in our business. She participates in Blueline's sporting and social activities and has a large network of friends at work who help each other realise their social aspirations.

Ramila has been a former Blueline Worker Advisory Committee member, advising management on matters affecting the workforce, and a participant of Blueline's numeracy and literacy development program. Ramila was the recipient of the prestigious Charles Mansfield Award in 2013.

Ramila's colleagues say that she is a pleasure to work with, always smiling and happy and is one of the most productive workers in the pack out of theatre scrubs.

Ramila's goals are to maintain her unit and improve household skills. She is passionate about her future at Blueline and committed to continual learning.



**24**

years employ



**13**

Qualifications



**2**

Employee Awards



# Blueline Employee Awards

**CEO Award** in recognition of a team player who exemplifies the core values of Blueline through exceptional generosity, passion and dedication to service.

**Charles Mansfield Award** in recognition of outstanding work performance and achievement, excellent team work, attitude and willingness to assist others.

**Customer Service Award** in recognition of exceptional customer centric approach and going above and beyond to deliver the best service.

**Diversity and Inclusion Award** in recognition of outstanding and consistent actions to promote workplace inclusion and respect diversity.

## Hobart



Damian Murtagh



James Brennan



Michael Stone



Christine Hill

## Launceston



Dylan Barratt



Duncan Rattray



Joanna Hargraves



Kristine Pennington

# Blueline Award Recognition

**NDIS Update**

**The Most Outstanding Creator of Meaningful Employment for People of Diverse Abilities in Australia**



**Australian Business/ Charity Awards**

**Courageous Business** Outstanding Achievement



**26TEN**

**Greatest Impact** in advancing Numeracy and Literacy within the workplace



**Employer of Choice** - Blueline was honoured with the prestigious Employer of Choice award, in recognition of our unwavering commitment to workforce support, inclusion, and diversity across the organisation.



“ I have had numerous opportunities to engage with Blueline over the past year. Blueline has provided linen services to several of our iconic Tasmanian hotels, including Wrest Point and the Henry Jones. Our long-standing relationship has been mutually beneficial, with Blueline consistently delivering exceptional quality and service.

Earlier this year, I had the privilege of guiding a group from Blueline through the Wrest Point Tower, offering them an inside view of how their hard work on the laundry floor contributes to the hotel's operations. It was a deeply rewarding experience for all involved, connecting their dedication to the guest experience.

As part of Blueline’s 130th celebrations, I was honoured to present the Customer Service Award and to join in the festivities at their function, which radiated a sense of community and belonging.

I was also invited to participate in Blueline's 'Plate with a Mate' event alongside Eat Well Tasmania. Knowing my culinary limitations, I brought along Andre Kropp, Wrest Point’s Head Chef, and together we felt truly immersed in Blueline’s positive, vibrant culture.

The impact Blueline makes extends far beyond their commercial services; it’s evident in the spirit and care they foster within their team.

The Federal Group is proud of our relationship with Blueline and we look forward to continuing to grow together in the years ahead.”

**Annette Palmer**  
Procurement Manager  
Federal Group Tasmania





# Shared Outcomes



In 2024, Blueline partnered with St Virgils College as a significant step in the growth and maturity of the cleaning business. The partnership provides employment for seven cleaners across our campuses, including five individuals with disabilities and two active NDIS participants. This partnership aligns with the School's values of inclusivity and support for all members of our community.

### As written in the St Virgils Star

*"This partnership provides our students with a real-world example of social responsibility and the impact of inclusive practices. It is one thing to teach values in the classroom, but seeing them in action makes a lasting impression. It is an opportunity for students to appreciate the importance of inclusion and diversity in our community, and that each of us can help facilitate positive change."*



7

Jobs created



2

NDIS Participants



2

Other Disability





In 2023, Blueline created its inaugural ESG strategy as a framework for annual Sustainability impact reporting based on the Principles of Laudato Si'



**LAUDATO SI'** Laudato Si' is Pope Francis' 2nd encyclical 'On Care for Our Common Home'.

|                  | Laudato Si' Principle   | Objective  | Relevant SDG  | Initiative  |
|------------------|---|--|---|---|
| PEOPLE           | <br>RESPONSE TO THE CRY OF THE POOR<br><br><br>ECOLOGICAL EDUCATION           | Empower diverse and inclusive communities  | <br>4<br>Quality Education  | Provide education and awareness to support on site inclusive culture that celebrates diversity.   |
|                  |   | Equality in the workplace  | <br>5<br>Gender Equality  | Development of workplace plan to ensure equal representation of diversity across all business functions.  |
|                  |   | Provide meaningful employment  | <br>8<br>Decent Work and Economic Growth                                    | Expand business enterprise opportunities to create increased work opportunities. Work engagement measured through staff survey metrics.   |
|                  |   | Support social and economic participation  | <br>10<br>Reduced Inequalities  | Provide ongoing employee education and training to maximise workplace participation and increase social and economic opportunities.   |
| OUR COMMUNITY    | <br>COMMUNITY RESILIENCE AND EMPOWERMENT                                      | Impact our local and global community  | <br>17<br>Partnerships for the Goals  | Continued support of Ronald McDonald House Charities.   |
|                  |   | Increase opportunities to extend our purpose through value sharing opportunities | <br>3<br>Good Health and Well-Being   | Incorporate our integrated workplace approach across other business entities to provide meaningful opportunities and expand our purpose.  |
| ENVIRONMENT      | <br>RESPONSE TO THE CRY OF THE EARTH<br><br><br>ADOPTION OF SIMPLE LIFESTYLES | Reduce local and global environmental impact                                     | <br>12<br>Responsible Consumption and Production                            | Commence accurate measurement and reporting of energy and water use.  |
|                  |   | Minimise single use and unnecessary items  | <br>13<br>Climate Action<br><br><br>14<br>Life Below Water                  | Explore washable covers and liners for linen cages and look for alternative solutions for kitchen and toilet waste paper products.  |
| ETHICAL SOURCING | <br>RESPONSE TO THE CRY OF THE POOR<br><br><br>ECOLOGICAL ECONOMICS           | Eliminate modern slavery practices   | <br>1<br>No Poverty<br><br><br>12<br>Responsible Consumption and Production | Explore technologies and processes available in order to maximise the life cycle of textiles and assets<br><br>Strategic review of our supply chain to ensure alignment with Blueline's ESG values. |

# Tasmanian Community Achievement Awards

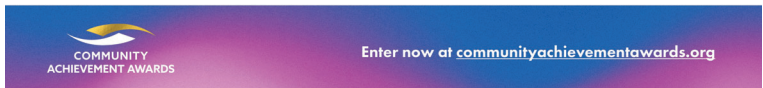
Blueline Laundry has long been a proud recipient of several Tasmanian Community Achievement Awards. In 2023, we made the decision to deepen our involvement by sponsoring a new award category – **Empowerment through Inclusion and Diversity**.

As a social enterprise dedicated to providing meaningful employment for individuals of all abilities, backgrounds, and cultures, we are passionate about fostering diversity and inclusion across Tasmania. By sponsoring this award, we hope to celebrate those who, like us, are working to create opportunities for the marginalised and disadvantaged.

The Empowerment through Inclusion and Diversity Award is designed to encourage and recognise those who are driving social impact through inclusive practices, making real differences in their communities.

This sponsorship also demonstrates our role as a leader in the social enterprise sector. We want to promote the whole sector and honour others doing remarkable work to create pathways for meaningful employment, and to inspire a more inclusive Tasmania.

Blueline Laundry  
**Empowerment through  
 Diversity and Inclusion Award**



## Proud supporter of



Ronald  
 McDonald  
 House®

Through provision of products, services and support to RMHC - Blueline has provided the equivalent of **an additional 225 nights** accommodation for families in need of emergency accommodation and support

# Governance

The Blueline Laundry Inc. Association is the work of the Catholic Church in Tasmania that exists to enact catholic social teachings by creating meaningful work opportunities for marginalised people. It is a Charity registered with the Australian Charities and Not for profit Commission.

The principles of governance are guided by the Archbishop's Charter for Blueline and the Rules of Association, which were updated at the Annual General Meeting in December 2023.

## The Members of the Association are:

- The Archbishop of Hobart, Rev Julian Porteous.
- The Vicar General of the Archdiocese of Hobart, Fr. Shammi Perera.
- The Chancellor of the Archdiocese of Hobart, Fr Mark Freeman.
- Executive Director Archdiocese of Hobart, Mr. Chris Ryan.



The Association Members have appointed a Board to oversee and fulfilment of its mission in accordance with its Catholic values and the Archbishop's Charter.



The Board operates in accordance with the Rules of Association, Archdiocese of Hobart policies and a range of legislative and regulatory compliance requirements.

The Board has two Committees comprising members of the Board, governing people and culture (People and Culture Committee) and financial, audit and risk matters (Audit and Risk Committee).

Both Committee Charters were reviewed and refreshed during the year and new Committee Chairs and members were appointed.

# Governance

## Board Members



Kathryn Westwood (Board Chair)



Chris Ryan



Chris Brookwell



Jamie Lawrence  
(resigned 12/23)



Mark Hunt



Rachel Jansen



Anthony Morgan



Melinda Percival



Hayden Thorp



Andrew Finch

## Executive Management



**Michael Sylvester**  
CEO



**Allan Dickins**  
General Manager  
Customer Experience & Growth



**Fiona Dixon**  
CFO



**Grant Coker-Williams**  
General Manager  
Employee Experience and Assurance



**Martin Oldereid**  
General Manager  
Operations



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