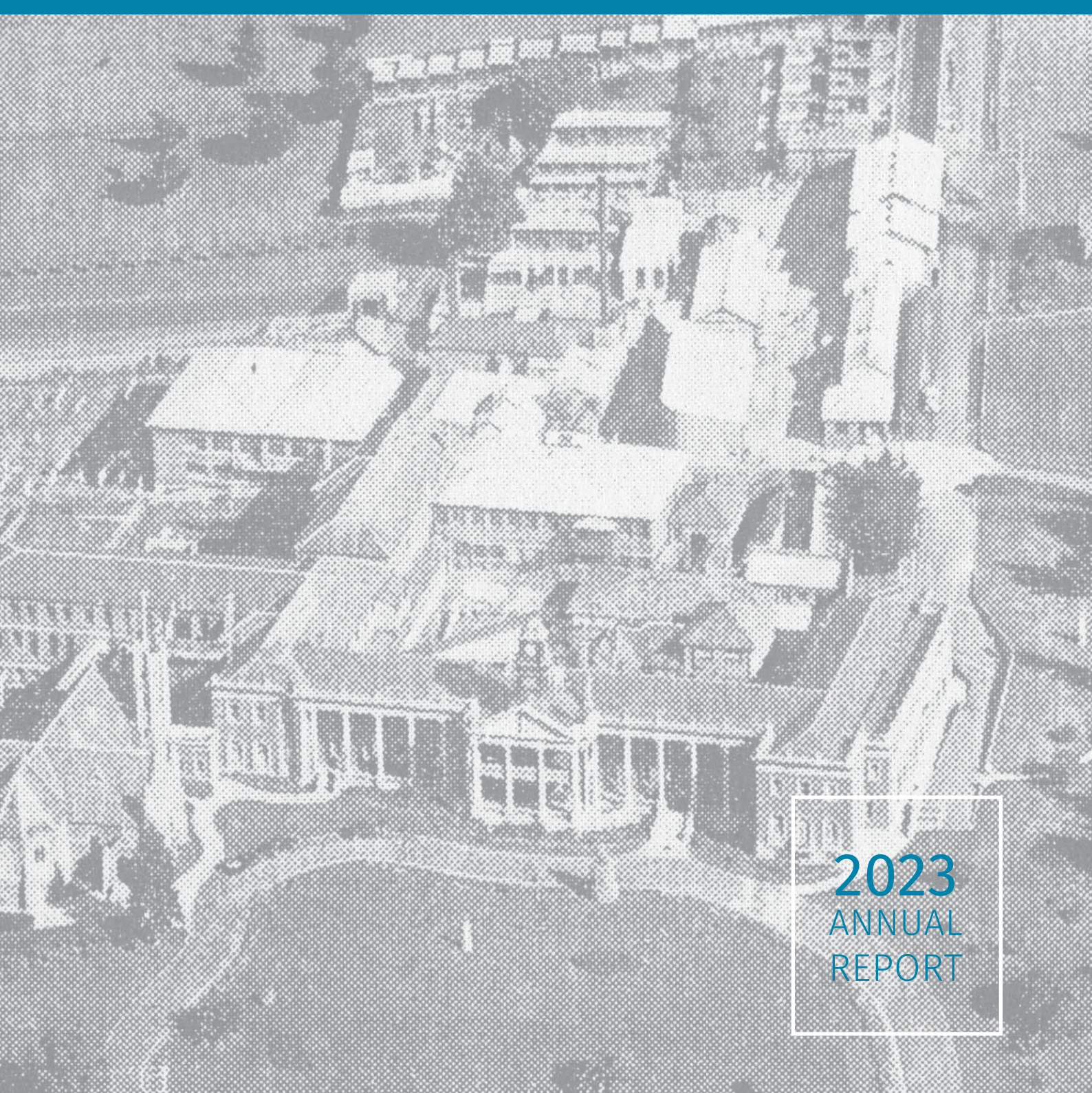




# Blueline

Laundry

*130*  
*Anniversary*



**2023**  
ANNUAL  
REPORT



## Acknowledgement of Country

Blueline acknowledge 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.





*Blueline Laundry is an entity of the Catholic Church in Tasmania and a registered Charity with a long and proud history of service to the people of Tasmania.*

*Commencing operations in 1893, the laundry service was developed by the Sisters of the Good Shepherd to provide employment for disadvantaged women and girls.*

*Blueline Laundry is a membership association incorporated under the Associations Act.*

**CONTENTS**

Acknowledgement of Country	2
Joint Foreword by the Chair and CEO	4
Our Anniversary	7
Our Operations	8
Our Customer	10
Our People	13
Our Awards	18
Our Community	20
Our Social Calendar	21



Saint Mary Euphrasia Pelletier founded The Sisters of the Good Shepherd Catholic order in Angers, France

1835



## Chair and CEO Foreword

Blueline has reached a significant milestone, celebrating 130 years of supporting people who have been marginalised from mainstream employment in Tasmania. This longevity is a testament to the enduring Catholic values that have guided us over the decades.

In recognition of our Catholic founder's missionary heritage and our own 130 year Tasmanian history, Blueline embarked on a journey of understanding, respect and connection to our First Nations culture. One important highlight was the story developed by local aboriginal artist, Takira Simon-Brown. This artwork beautifully articulates Blueline's evolution and can be seen throughout our laundry workspaces.

Our Board approved a new Strategic Plan that aims to broaden the impact of our purpose and provide assurance of our future financial sustainability. Whilst the focus remains on improving our laundry operations to meet our customer expectations, we will explore new social enterprises in new industries to provide alternative opportunities for our employees and better serve new and existing customers.

As part of our commitment to a broader social purpose, Blueline is developing a strategy and action plan to embrace opportunities and risks that enable Blueline to take positive action toward sustained and improved environmental, social and governance (ESG) outcomes.

The ESG strategy will be aligned to Laudato Si' global Catholic climate movement, 'care for our common home' and will consider the broader global sustainable development goals.



Laundry at the Magdalen Home at Mount St. Canice. It was started by the Sisters of the Good Shepherd to provide employment for disadvantaged women and girls.

1893

We continue to set the benchmark for integrated employment, recognised both locally and nationally. Our diverse and talented staff is the backbone of Blueline. Their wellbeing is our priority, their employment is our purpose, and we show this through individualised support and training, investing in the richness of their skills and resilience, to construct a workforce like no other.

Listening to our staff is paramount. We have evolved our operational structure to better enable open communication and enhance performance. This includes the introduction of our Emerging Leader's program to share our vision across the workplace and provide a supportive and responsive approach to the needs of our staff.

We have made substantial capital investments in new laundry machinery and continue to upgrade facilities to ensure quality and production meet the highest of customer standards.

We continue to improve our governance capability and standards, with the appointment of three new directors, Rachel Jansen, Anthony Morgan and Chris Brookwell, renewal of the Board's oversight committees and improvements to our risk management, quality and safeguarding and compliance frameworks.

In closing, we extend our deepest gratitude to our customers, supporters, stakeholders, dedicated staff and Board for your valuable support and contributions, in making Blueline a successful, safe and enjoyable place to work. We express our sincere appreciation to His Grace and the other Members of the Blueline Association for their continued support and faith in Blueline's purpose.

Blueline's future is indeed bright and hopeful and we look forward to this future with you.



Mike Sylvester  
CEO

Kathryn Westwood  
Chairperson

# GOVERNANCE



## OUR BOARD



Kathryn Westwood (Board Chair)



Chris Ryan



Jamie Lawrence



Rachel Jansen



Anthony Morgan



Chris Brookwell



Hayden Thorp

The Blueline Board comprises professional Board directors with diverse skills and experience to successfully direct and oversee the Blueline organisation. The Board formally met nine times in FY23, including two meetings held in Launceston and a Board Strategy Workshop. In addition, individual directors visited both laundry locations throughout the year as part of the Board's ongoing oversight of employee engagement, safety and wellbeing.

The Board has two oversight committees: (1) Audit and Risk Committee (ARC), chaired by Jamie Lawrence and members Hayden Thorp and Chis Brookwell; and (2) People and Culture Committee (PCC), chaired by Kathryn Westwood and members Rachel Jansen, Anthony Morgan and an external panel member. These committees are governed by Board approved Terms of Reference and meet between four and six times per year.

## MANAGEMENT



Michael Sylvester  
CEO



Allan Dickins  
Marketing & Customer  
Engagement



Sharon James  
Finance



Grant Coker-William  
People, Quality, Systems



Martin Oldereid  
Operations



1975

Tragedy again struck Hobart in 1975 when the Derwent Bridge collapsed causing 12 fatalities. It was a difficult time for Tasmanians and for the laundry, as it sought to maintain critical services whilst rebuilding the site after the explosion.



05

2023 Annual Report





*Her Excellency the Honourable Barbara Baker AC Governor of Tasmania and Emeritus Professor Don Chalmers were warmly welcomed by the crew (Ivy and Ramilla pictured) and joined us for a Laundry tour in February prior to hosting a birthday celebration for us at Government House.*

# CELEBRATING

OUR ANNIVERSARY



Blueline used the platform of its 130th year to launch its first ever radio and television commercial. The commercial focused on the close connection that Blueline has had with Tasmania and its people behind the scenes.

*We've no doubt passed each other on the street countless times  
We were likely there the day you were born  
Celebrated milestones with you  
Or helped you get a good night's sleep  
For 130 years we've been creating meaningful employment  
through commercial linen services right across Tasmania  
"Thank you for supporting us for 130 years  
We could not have done it without you"*

To commemorate our 130 years, Blueline commissioned local indigenous artist Takira Simon-Brown to tell Blueline's story from a First Nations perspective. The story journeys the expanding impact of non indigenous cultures and Blueline's nurturing relationship with those in need over time, represented through the rainbow serpent.



Each staff member will receive two commemorative shirts embroidered with their name. The artwork has been wrapped on one of our Hobart trucks and proudly displayed behind our Hobart reception.



1913

While Henry Ford was busy releasing the Model T and Einstein was theorising about relativity, a modern boiler house was added to the Sandy Bay Laundry which then included a wash area, an ironing room and a packing room.

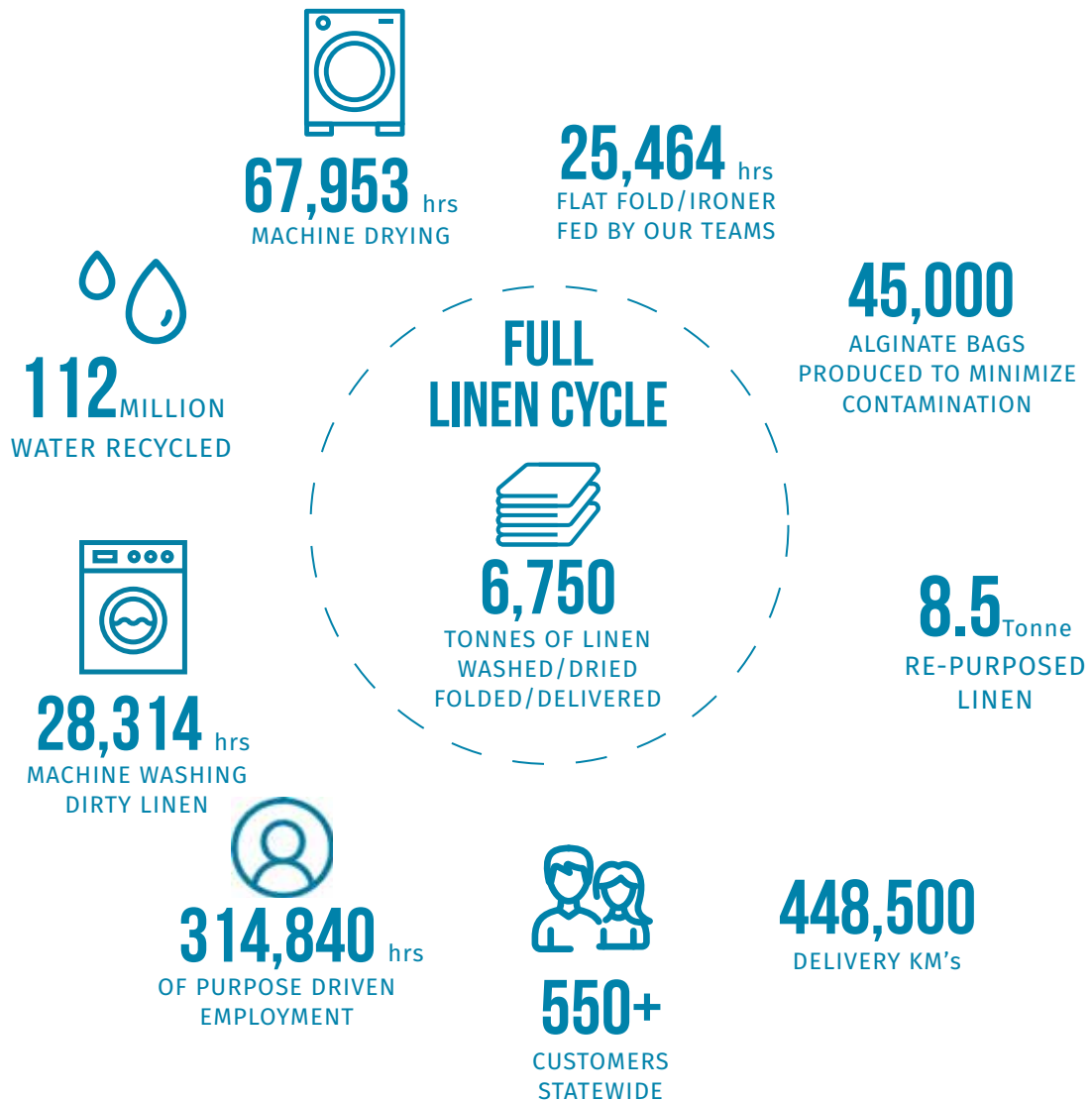


# OPERATIONS

FY23 BY THE NUMBERS



Blueline washed and managed 6,750 tonnes of linen over FY23. We drove 450,000km's to deliver linen to over 550 customers statewide. We have balanced our employment purpose with the need to maintain a commercially competitive product through machine investment and efficiency upgrades. This is an ongoing tension in a highly price sensitive industry.



1914

The first world war had begun. The Sisters continued to grow the laundries impact across the health sector whilst providing shelter and care for the increasing number of women facing disadvantage across Hobart.



# OPERATIONS

ONGOING INVESTMENT



Blueline has continued its ongoing capital investment strategy through the upgrade of dryers and extractors across our Laundries.

The Girbau equipment upgrade provides a significant number of operational and environmental improvements.

Importantly, the dryers are equipped with state of the art fire retardant safety features. All equipment is remarkably simple to program and operate. The machines provide improved flexibility through automated adjustment of chemistry and water usage based on weight.

The commercial laundry industry is highly competitive and price sensitive. Blueline continues to deliver high quality linen and laundry services with a continuous improvement focus using LEAN principles, and has upgraded its machinery to ensure reliable, efficient and quality services.

The principles of Quality and Safeguarding have been cemented into our organisation. They are how we live and work every day.

Blueline is ISO 9001 accredited across all sites. We are now striving for ISO14001 assurance, a testament to our commitment to environmental stewardship.

We launder to hospital-grade Australian Standard 4146, having successfully transitioned chemical suppliers to JayChem Australia earlier in the year.

Building internal capacity has been key to future-proofing the organisation from labour and skills shortages, increasing regulatory commitments, and ensuring maximum impact of our Strategic Objectives.



1918

Images we have of the laundry from this time show an ever increasing capacity and sophistication of laundry operations as demand required.

# CUSTOMER

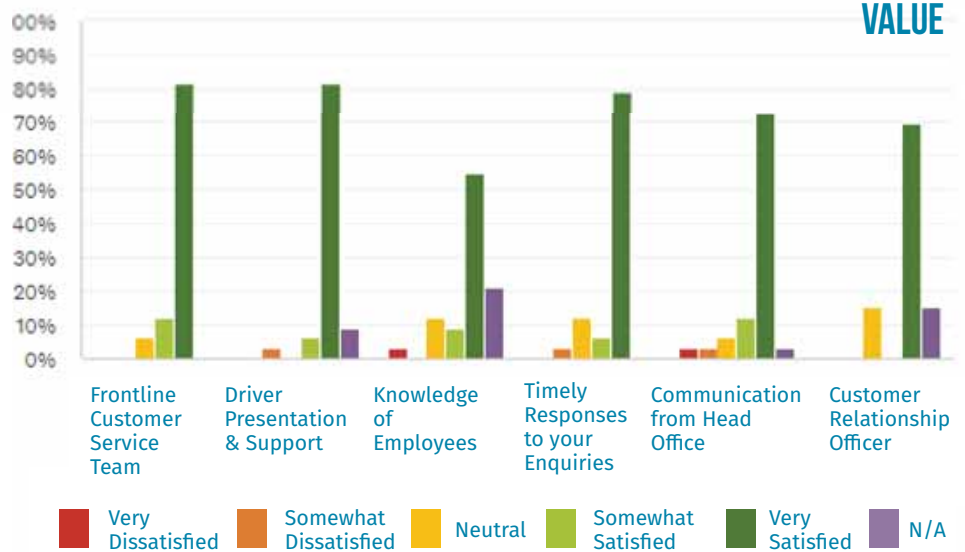
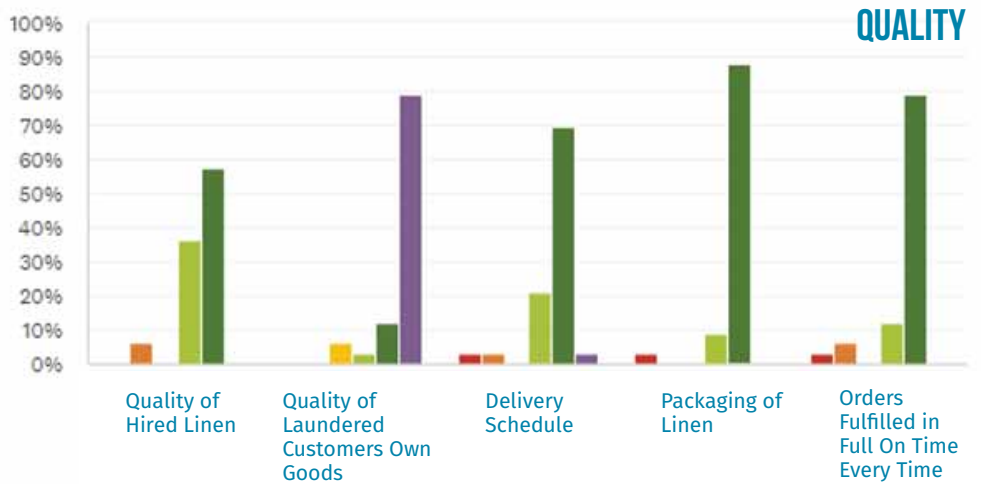
survey results



The 2023 Customer Satisfaction Survey was sent across our entire customer base, with responses primarily received from the hospitality sector, representing about half of our total volume. Our Customer Satisfaction Survey is a means to gather information to gauge customer response for continual improvement and help to further shape the way we deliver customer satisfaction moving forward.

Quality is a key measure for us as we know it is paramount to our customers' reputation. Whilst feedback was extremely positive on the whole, quality will always remain an ongoing focus of continuous improvement.

We were pleased with our customers feedback regarding value. Much of this feedback results from our customer centric approach and responsiveness to need.



1955

Laundry operations continued with business having steadily grown throughout the two world wars and into the 1950s



# How do you get to work?

As a socially responsible employer, Blueline are aware of the many challenges our staff face and are committed to make a difference beyond the workplace.

Many Blueline employee's do not have a driver's license or access to a vehicle. This doesn't just relate to the daily commute to work, but naturally impacts social and community access across all areas of life. Transport and mobility are genuine barriers to employment for many, and a primary reason for getting to work late.

Many of Blueline's Hobart staff catch a bus to work, dropping them at either end of Creek Road, still some distance from the Laundry.

In response, Blueline partnered with Hobart City Council, Neuron and Beam to run a number of e-scooter training sessions at our Hobart Laundry. The story was shared across all media channels, even finding its way onto ABC 24's national news programs.



When the camera's were off (and the wind was significantly lighter) we were extremely grateful that both Beam and Neuron generously gave of their time and resources to return to site and provide another hands on training session for our team.



*Our employee survey each year affirms how much our team, like Jackson (Jacko pictured above) feel a genuine sense of belonging at work.*

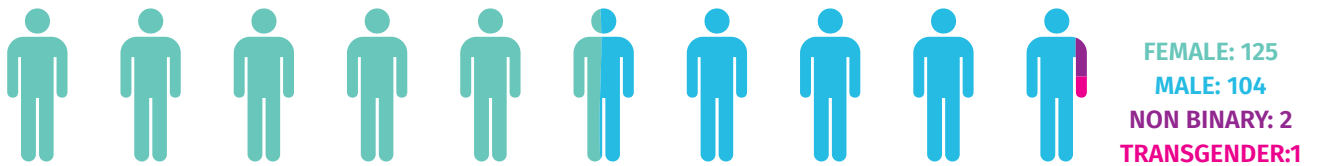


# OUR PEOPLE

EMPLOYEE OVERVIEW

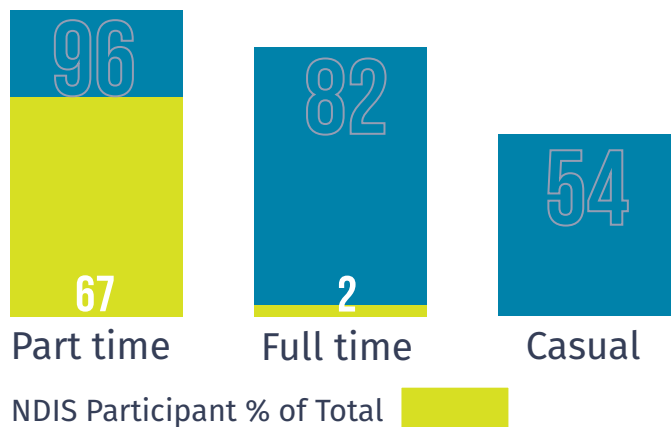
# 232

## CURRENT EMPLOYEES



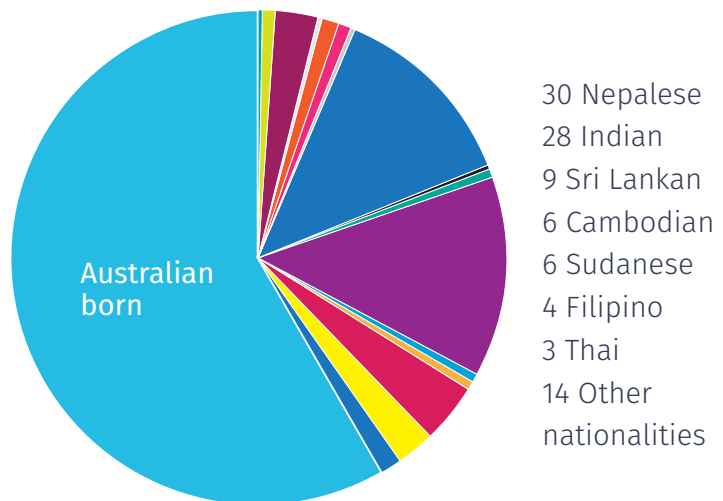
## WORKFORCE PARTICIPATION

Approx 30% of Blueline’s workforce is comprised of NDIS participants. Our integrated work environment ensures inclusion and diversity is business as usual.



## CULTURAL REPRESENTATION

Blueline proudly has 21 nationalities represented across the two laundries. Blueline respects and engages with each culture throughout the year.



1968

A new laundry association was formed and the facility was renamed Bay View Laundry. Later the following year the laundry commenced operation as a sheltered workshop.



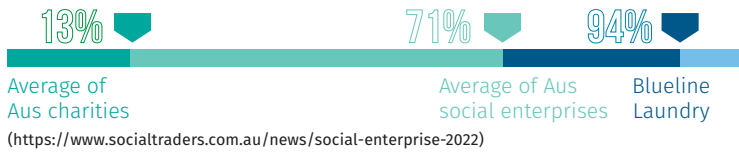
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# OUR PEOPLE

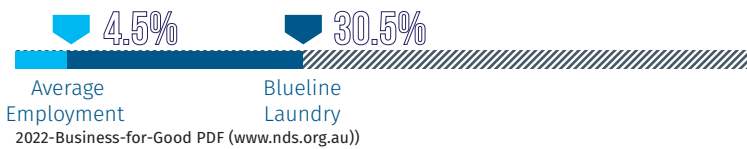
WORK PROFILE



## Comparative % of revenue generated from commercial activity



## Comparative % of supported employees across total workforce



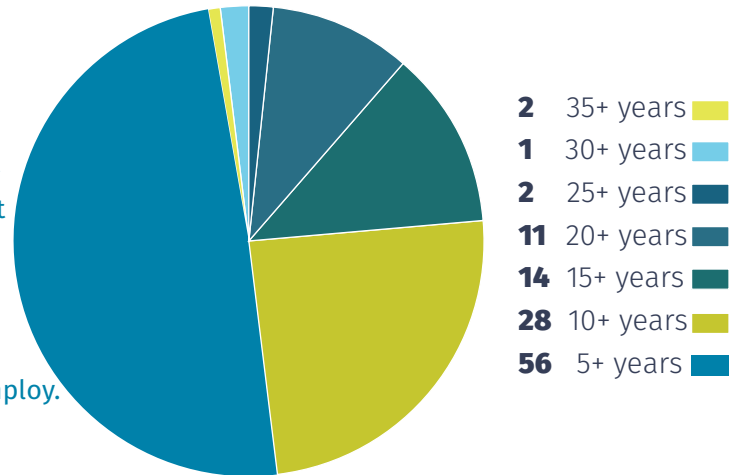
Whilst managing the increased costs and regulatory requirements associated with our employment model, we consistently maintain the majority of our income through our commercial linen and laundry services.

Blueline has been recognised as an industry leading Social Enterprise via multiple state and national awards as a provider of sustainable disability services.

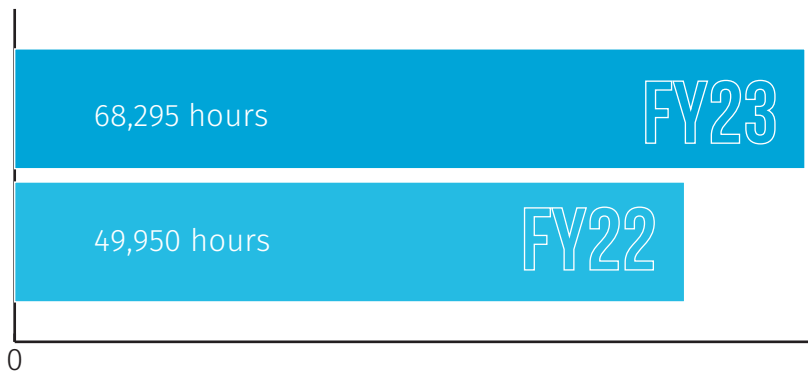
## EMPLOYEE RETENTION

Our employee engagement and retention is consistent with our purpose of providing meaningful employment to ALL people.

Employees enjoy a sense of belonging and connection that that is often reflected by the longevity of their employ.



## SUPPORTED WORK HOURS



As the laundry has grown, so have the opportunities to increase supported employment hours.

Blueline is looking to further employment opportunities into the future through strategic diversification of our business enterprise.



1974

On Thursday 5 September 1974, tragedy struck the Sandy Bay laundry as eight people were killed and many more injured after a new boiler exploded whilst being tested. Those who lost their lives included an apprentice working on the boiler, a laundry delivery man and several laundry workers. Shockwaves were felt on the Eastern shore.



14



# OUR PEOPLE

AND CULTURE



People and Culture within Blueline Laundry has seen a significant number of changes and exciting developments in the past 12 months.

Blueline was selected as one of only two Tasmanian organisations to participate in the federally funded Career Revive – Supported Returner Program to assist organisations to develop initiatives to assist women returning to work after having a family.

Blueline completed the program and successfully developed and implemented a Parenting Leave Policy that includes 13 weeks paid leave for the primary carer, a contact program whilst the person is on leave and flexible work arrangements for returning to work. For the work completed Blueline Laundry was acknowledged with a “Career Revive” Gold Status award.

This year we began an in house Employee of the Month award. Each month, staff nominate their candidate and include a message as to why they have nominated that particular person. Whilst the winner enjoys a voucher and no doubt the praise and adulation of their fellow workers it is the messages that accompany the awards each month that have really made it something special. “James is always kind and considerate”, “Melissa is a hard and reliable worker” “Garry always goes out of his way to help others” “Sujata leads by example and always has time for others”

Work has continued on the development of the Workforce Plan with a number of areas of opportunity identified including the creation of the Emerging Leaders program to increase the capability and capacity of the Operations Leadership group. This program includes training delivered internally and externally, including competencies from the Cert IV in Leadership and Management and from the Cert IV in Competitive Systems.



1975

Following the incident, the decision was made to rebuild the laundry at Mount St. Canice with the aim of providing employment for disable people.

# EDUCATION AND TRAINING



Blueline has a strong focus on developing its people through workforce support and training. This includes a combination of work-centric skills, “all of life” health and wellbeing support, and regular performance reviews that help instruct potential growth areas and opportunities.

## CERTIFICATE LEVEL TRAINING

- Certificate I in Warehousing Operations
- Certificate III in Individual Support
- Certificate-Apply Customer Service Skills
- Certificate-Continuous Improvement
- Certificate-Demonstrate Leadership in the Workplace
- Certificate-Induction To Disability
- Certificate-Introduction White Card
- Certificate-Lean Leadership SWE Training
- Certificate-NDS Supported Decision Making



## ADULT NUMERACY & LITERACY (26TEN)



### 57 employees enrolled across both sites

Aligned with its Purpose, Blueline enjoys a cultural and neurologically diverse workforce, so a program such as 26TEN results in significant benefits across the entire workforce.

Employees involved in the 26TEN program are able to participate during their work day. Learning content is not solely focused on workplace requirements but rather individual literacy and numeracy support that is transferable across all areas of life and potential future career development.



Pope John Paul II visited Mount St. Canice.

1986





*Nadee was one of our recently accredited staff stepping into new roles. Proudly showing off her Forklift licence.*

# AWARDS

AND RECOGNITION



In recognition of the long history that Blueline Laundry has in supporting those working with a disability, we celebrate our Annual Staff Awards on the International Day of People with Disability on 3 December.

### Charles Mansfield Achievement

This award celebrates the achievements of a person or persons working with a disability, shown through their attitude to work, their dedication and willingness to learn.

**Launceston:** Joanna Rigby      **Hobart:** Kevin Bell

### CEO Commendation

This award acknowledges outstanding achievement and contribution by an individual across criteria personally selected by the CEO.

**Launceston:** Sujata Chopgau      **Hobart:** James Ratcliffe

### Customer Service Excellence Award

The winner of this award demonstrates an exceptional commitment to customer service, and goes above-and-beyond to look after their customers.

**Launceston:** Samantha Lauder      **Hobart:** Susan Lesek

### Inclusion & Diversity Award

This award acknowledges a champion who acts consistently in a manner that embraces inclusivity and respects diversity.

**Launceston:** Imelda Cullen      **Hobart:** Mikkyas Wassie



2014

Statewide Linen was acquired by Blueline in further progression to having a statewide presence. Number of employees increased to 197 including 44 people with a disability.





*His Grace Archbishop Julian Porteous being shown through the laundry by Blueline CEO Michael Sylvester. AoH Executive Director Chris Ryan with GM of Operations Martin Oldereid in the background*

# COMMUNITY

CONNECTIONS



Ronald  
McDonald  
House®  
Hobart

Whilst Blueline actively support a variety of charities through linen donation and services, our relationship with Ronald McDonald House Charities continues to grow as the demand for their services increases in Hobart.

RMHC creates, finds and supports programs that directly impact the health and wellbeing of children and their families. RMHC is there for families when they need it most: right in their own communities.

Blueline provides comprehensive service to RMHC, picking up and dropping off linen throughout the week to help ease the burden on their 50+ volunteers and the available staff. This allows them more time and resources to support the families within the house whose children are across the road in the hospital.



Mikkyas delivering a fresh cage of linen to the Hobart house

In addition to RMHC, Blueline supports a number of other charitable organisations such as donating linen to CentaCare Evolve Housing, and provides support where able to organisations needing assistance with linen or laundry.



1995

Operations moved to Creek Road, New Town and the name was changed to Blueline Laundry. Blueline became a Registered Training Organisation. At the start of accredited training the laundry had 52 employees including 30 people with a disability.



20

2023 Annual Report



# SOCIAL

CALENDAR



As ever, the Blueline crew have enjoyed a wide range of activities and experiences across the course of the year. Blueline recognises the importance of social inclusion and belonging as essential to the wellbeing of staff.





# Blueline

Laundry

1893 - 2023

130 Anniversary

to the next 130 years....

*Celebrating 130 years of purpose driven laundry and linen services*

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