



**HOPE.  
HEAL.  
THRIVE.**



ANGLICARE  
COLLEGE



EARLY  
LEARNING



OUT OF  
HOME CARE



RETIREMENT  
LIVING



GET  
INVOLVED



MISSION +  
COMMUNITY  
ENGAGEMENT



DISABILITY  
SERVICES



YOUTH +  
FAMILY



FINANCIAL +  
GAMBLING  
SUPPORT



HOUSING +  
CRISIS SUPPORT

2017 / 2018 **ANNUAL REPORT**

[www.anglicare.com.au](http://www.anglicare.com.au)



### The Anglicare Prayer

*God grant us the compassion to care deeply for others; the wisdom to discern how best to help; the energy to transform emotion into action, and the joy of wholehearted, loving service. For Christ's sake, Amen*



### About this report

This report shows our activities and performance for the period 1 July 2017 to 30 June 2018. It has been prepared to comply with legal obligations and to support the ACNC objective to build greater accountability and trust in the Australian Not-for-Profit sector.

### Charitable status

Anglicare NSW South, NSW West & ACT is a registered charity with the Australian Charities and Not for Profit Commission (ACNC).

### Legal name

Anglicare NSW South, NSW West & ACT

Trading Names: Anglicare ACT, St Saviours, Anglicare Western NSW, Anglicare Riverina

Street Address: 5/221 London Circuit, Canberra, ACT 2600

ABN: 69 198 255 076

### Acknowledgement of Country

Anglicare acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

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## Message from the Board

Lynette Glendinning

Presiding Member

**Our staff and volunteers are the quiet achievers whose commitment and professionalism are the real strength of our organisation.**

The past twelve months have seen significant changes in the delivery of social services funding. Increasingly the focus is on clients controlling expenditure and choosing the services they need. Anglicare must enable its staff to meet increased qualification requirements and be able to comply with multiple regulatory changes while continuing to deliver high quality care.

### Strategic Directions

In August 2017, the Board together with the Anglicare Executive and Anglican Diocesan Services (ADS) Executives and the Bishop of Canberra and Goulburn, convened for a strategic planning retreat to consider how to work towards our vision while adapting our financial and business models to a dynamic future. We confirmed that as a part of the mission of the Anglican Church and in partnership with our three Dioceses, Anglicare's purpose is to be an agent of transformation in our communities.

The Board set five strategic directions that are outlined in Anglicare's 2018–2021 Strategic Plan.

The first direction is to invest in our vision through service models which can break the poverty cycle, and early interventions for families and young people that provide relief services as well as other support to enable them to thrive. Developing sustainable partnering models in conjunction with parishes and working with our Anglican Church owners on issues of redress for those damaged in institutional care are important focuses.

The second direction is to continue to strengthen the safety and quality of the services we provide to vulnerable young people and families in out of home care, to those in our early childhood education and

care services, those with disabilities, and those in need of relief. The Sanctuary program forges a culture of safety and is now well embedded across our services and we are actively seeking to ensure that the 'voice of the client' is understood and heard in all our services.

Thirdly, given the changing funding environment, the Board is actively seeking to ensure that we grow our discretionary income and reserves to enable us to invest in our mission. A renewed focus on revenue from our retail stores has seen the opening of new Anglicare Retail shops in Belconnen and Woden, and the Queanbeyan Bargain Hunter and Food Fair relocated to new premises in early 2018. We will shortly launch a 90th Anniversary Capital Appeal for 2019.

Directions four and five focus on our organisational capabilities in information, systems and people and in these we are grateful for our partnership with ADS as we seek to build a mature organisation that is resilient and able to demonstrate the value of its services.

### Thank you and Farewells

In 2017 we farewelled Dr Dawn Casey AO and The Right Rev'd Dr Matt Brain from the Board. Both made a valuable and distinctive contribution. As the Chief Operating Officer for the National Aboriginal Controlled Health Organisation, Dawn Casey has huge demands on her time. Nevertheless she provided valuable insight in assessing enterprise risk and in guiding our approach to cultural safety for Aboriginal people.

Assistant Bishop Matt Brain joined the Board as Deputy Presiding Member before leaving the Diocese to become Bishop of Bendigo. Bishop Matt led

“ The Sanctuary program forges a culture of safety and is now well embedded across our services and we are actively seeking to ensure that the 'voice of the client' is understood and heard in all our services.

much of the Board's work to address the findings and recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse, helping us to appreciate the issues for survivors.

Greg Mills joined the Board in 2017 and was appointed Presiding Deputy Member in February 2018. Greg is Chair of Committees at Synod, Chair of Burgmann College at ANU and a Director of Ascent Consulting which provides business, information management and IT services.

I am very grateful to my fellow Board members who all serve on Committees and Advisory Groups, for providing insights and expertise and wrestling with the many dilemmas of a faith based not-for-profit organisation in contemporary Australia.

Our CEO Jeremy Halcrow, has provided outstanding leadership. Respected internally and widely admired within the sector and in the church, Jeremy serves as Deputy Chair of Anglicare Australia, our peak body and is on the Board of the Australian Council for Social Services. His commitment to social justice and deep Christian commitment are pivotal to Anglicare's mission.

Finally on behalf of the Board I want to pay tribute to our more than 600 dedicated staff and many volunteers who deliver our mission under the inspired leadership of our CEO and his executive team. Our staff and volunteers are the quiet achievers whose commitment and professionalism are the real strength of our organisation. We are blessed to have such a dedicated group of people serving our communities.

**Lynette Glendinning FAICD**  
Presiding Member (Board Chair)  
Anglicare NSW South, NSW West & ACT



## Message from the CEO

Jeremy Halcrow

**I want to acknowledge Anglicare's many supporters from our churches and community, without whom we could not pursue our core purposes and seek to alleviate poverty and hardship in our region.**

Our new three year Strategic Plan commenced in July. It looks to ensure Anglicare can overcome the challenges it faces now and into the future.

Firstly instability caused by market reforms such as the National Disability Insurance Scheme: We will increasingly see for-profits moving into areas that were previously the domain of charities as further market reforms continue. Meanwhile in areas traditionally funded by block grants, such as Foster Care, Government is experimenting with incentive payments to drive better outcomes. The sum total is a more dynamic and challenging operating environment, with less predictable revenue. Whilst the objective of improved choice for those receiving services is welcomed, the pricing structures create the risk of market failure in the "thinly" populated rural areas we are called to serve.

Secondly increased governance requirements: The findings of the Royal Commission into Institutional Responses to Child Sexual Abuse will continue the trend of enhanced regulation. It is critical that Church-based agencies exceed government and community expectations in governance. Anglicare's strategy aims to position us as a sector leader in safety for children and other vulnerable clients, taking seriously their voice in the decisions that affect them.

Thirdly trends, like our ageing population, have seen the not-for-profit sector grow faster than any other industry over the past decade. The growth in need has seen demand for qualified staff outstrip supply. Anglicare recognises that we must invest in workforce planning and training noting there are structural barriers such as pay and the challenge of recruiting specialised staff in rural communities.

We have determined that a new Executive structure is required to address these emerging strategic challenges.

Executive resources have been redirected to improve care governance and induction training to ensure safety in its broadest definition. Ann Ponsonby, formerly our Executive for Business Development and a highly experienced social worker in the Child Protection sector, will take up a mandate to implement best-practice in Child-Safe approaches.

This year we have also welcomed back the Rev'd Karen Kime as our General Manager for Cultural Safety and Training. Karen has spent the past four years with Charles Sturt University as a lecturer as she completed PhD research into Culturally Wise Practice in the community sector. We are aiming to reduce the number of Aboriginal children in our Foster Care program by partnering with Aboriginal controlled organisations. The aim is to build their capacity to become accredited agencies in their own right. This year we have commenced a new partnership with the Orange Aboriginal Medical Service. This initiative draws on our experience with the Wanggaay Foster Care partnership in Wagga Wagga.

We have also recruited a Deputy CEO to assist with Mission alignment, working with our shared services provider ADS and overseeing business intelligence to help us better analyse and communicate our performance and impact data. This is a required area of development for Anglicare to improve outcomes for the people we support, and demonstrate our value to beneficiaries in order to sustain and grow donor and government funding.

“Executive resources have been redirected to improve care governance and induction training to ensure safety in its broadest definition.”

I am pleased to announce that Brad Braithwaite will join Anglicare as Deputy CEO from October. Brad brings a wealth of leadership experience across the higher education, corporate and non-profit sectors. Another key part of Brad's brief will be to help build our workforce to deliver safe, effective and high quality services. Anglicare College, which this year achieved 7 year accreditation as a Registered Training Organisation, will be central to this vision, delivering cost-effective training to our staff.

Finally I want to thank our Board Chair (Presiding Member) Lynette Glendinning for her personal support and hard work in improving Anglicare's governance systems.

Blessings,

**Jeremy Halcrow**  
CEO, Anglicare NSW South, NSW West & ACT

# 2017 | 2018 Highlights

It's important to celebrate what we've achieved together. These figures represent just a small snapshot of the lives that are being changed through your support—thank you!

## \$196,122

was generously donated to the Winter Appeal

## 50,000+

50,000+ items donated to the 2018 Pantry Appeal



## How your contributions were used

Service	Amount (\$)	%
Gordon Community Centre emergency relief and community programs	110,000	24
St John's Care case management	27,500	5
'Cassie's Nest' child trauma counselling service	70,000	15
Disability Services chaplaincy support in Canberra	47,000	10
Community chaplaincy support on the South Coast	27,000	5
Parkes Community Hub emergency relief and support	18,000	4
No Interest Loans Scheme (NILS)	50,000	11
Ashmont Community Centre emergency relief and community programs in Wagga Wagga	87,000	19
Ignite Mentoring to assist young people at risk of entering detention.	30,000	7
<b>TOTAL</b>	<b>466,500</b>	

## 624

Anglicare employees

## 600+

Anglicare volunteers

## 491

Anglicare foster carers

## 7000+

People who received emergency relief

## 50,000+

Items donated to the 2018 pantry appeal

## \$73,642

Donated to the Christmas appeal  
An increase from the previous year

## \$196,122

Donated to the Winter appeal  
An increase from the previous year

# Where We Work



### AUSTRALIAN CAPITAL TERRITORY

SUBURB	SERVICE
a Franklin	Early Childhood
b Downer	Retirement Living
c Holt	Disability Services Executive & Corporate Support
d Scullin	Early Childhood
e Civic	Youth & Family Services Executive & Corporate Support
f Braddon	Housing
g Reid	St. John's Care (ER)
h Red Hill	Retirement Living
i Phillip	Anglicare Retail
j Calwell	Early Childhood
k Gordon	Gordon Community Centre (ER)
l Fyshwick	Anglicare Retail
m Jamison	Anglicare Retail

### NEW SOUTH WALES

CITY/TOWN	SERVICE
A Dubbo	NILS, Emergency Relief
B Orange	OOHC Survive & Thrive Centre Emergency Relief
C Forbes	Emergency Relief
D Liverpool	OOHC St Saviours
E Griffith	Youth & Family Services
F Leeton	OOHC
G Ashmont	OOHC Youth & Family Services
H Wagga Wagga	OOHC Executive & Corporate Youth & Family Services Financial Counselling NILS Survive & Thrive Centre
I Yass	Homelessness
J Goulburn	Early Childhood OOHC Retirement Living Disability Services Youth & Family Services Gambling Counselling Homelessness Emergency Relief

K Marulan	Early Childhood
L Nowra	OOHC St Saviours
M Queanbeyan	Emergency Relief Anglicare Retail
N Googong	Early Childhood
O Batemans Bay	Toy Library Emergency Relief
P Moruya	OOHC Emergency Relief Youth & Family Services Disability Services Homelessness
Q Bega	OOHC Disability Services NILS
R Albury	OOHC Financial Counselling
S Eden	Emergency Relief
T Rylstone/ Kandos	Emergency Relief
U Parkes	Emergency Relief
V Young	Emergency Relief
W Merimbula	Emergency Relief

# Services Overview

EARLY LEARNING	<b>EARLY LEARNING</b> Volunteers 3   Staff 130   Children 1200
ANGLICARE COLLEGE	<b>COMMUNITY EDUCATION</b> Staff 10   Students 981
DISABILITY SERVICES	<b>DISABILITY SERVICES</b> Volunteers 18   Staff 71   Clients 185
MISSION + COMMUNITY ENGAGEMENT	<b>FAMILY RELATIONSHIP SERVICES</b> Staff 10   Clients 360
HOUSING + CRISIS SUPPORT	<b>EMERGENCY RELIEF</b> Volunteers 42   Staff 10   Clients 7000+ <b>HOMELESSNESS/HOUSING SERVICES</b> Staff 13   Clients 1000+
GET INVOLVED	<b>RETAIL</b> Volunteers 40   Staff 14
YOUTH + FAMILY	<b>YOUTH SERVICES</b> Volunteers 34   Staff 14
OUT OF HOME CARE	<b>OUT OF HOME CARE</b> Foster Carers 491   Children and Young People 416
RETIREMENT LIVING	<b>RETIREMENT LIVING</b> Staff 14   Residents 150

\*Please note, Retail does not include Parish Partnerships



# Strategic Plan

During the financial year Anglicare transitioned to a new four-year plan.

This new 2018-2021 plan builds on the focus areas of the previous plan which were:

**Service Quality**

Delivering a quality service which improves the lives of our clients, customers and residents.

**Financial Sustainability**

Financial performance gives us the ability to develop quality services for those people we support.

**Our People**

Developing our staff and volunteers.

**Our Mission**

Staying true to our mission and core identity as a Christian agency.

The 2018-2021 Strategic Plan looks to ensure Anglicare can achieve its vision while overcoming four key challenges. These challenges are:

1. Growth of national markets
2. Increased governance requirements
3. Workforce development
4. Viability of the Anglican Diocese

The plan focuses on five priorities to help meet our purpose which is for Anglicare, in partnership with the Anglican Church, to be an agent of transformation in our communities by alleviating poverty, reducing disadvantage and providing integrated care, especially for vulnerable people.

## Our Purpose



Alleviating spiritual & material poverty.



Reducing disadvantage in local communities through collaboration with Parishes and other Ministry Units.



Providing integrated care, particularly for vulnerable children, young people and their families.

### Priority 1 – Our Mission

Strengthen focus on our core purpose so that vulnerable people within our regions have the opportunity to live full, whole lives, free from poverty and harm.

**Measure of Success** – Confidence demonstrated by beneficiaries, supporters and Diocesan leadership in the quality of outcomes and strength of mission partnerships and effectiveness of our advocacy to address social injustices in our regions.

### Priority 2 – Client & Customer Outcomes

Deliver safe and effective programs to ensure children, young people and their families who are experiencing adversity in our regions have the opportunity to thrive.

**Measure of success** – Recognised by clients or participants, within the wider sector and by funders, as an innovative provider with a strong culture of safety, delivering demonstrably effective models of service and sector leadership on child-safe practices and cultural safety.

### Priority 3 – Financial Performance

Develop capacity to invest in mission initiatives by growing discretionary income and reserves.

**Measure of success** – Increased investment in mission objectives.

### Priority 4 – Effective Systems

Improve organisational capacity to capture, understand and communicate evidence that demonstrates service effectiveness, safety and social impact.

**Measure of success** – Anglicare has the information and evidence required to ensure the highest quality decision-making at all levels as well as demonstrate positive client outcomes or program effectiveness to donors and funding entities.

### Priority 5 – Our People

Build a workforce that can deliver safe, effective and high-quality services to meet future needs and mission priorities.

**Measure of success** – Our people demonstrate the competency to deliver on strategy.

\*Detailed Strategic Plan available at [anglicare.com.au/about-us/strategic-plan](http://anglicare.com.au/about-us/strategic-plan)

# Surviving & Thriving

## 1. EMERGENCY RELIEF

Food + Bedding | Utility Vouchers | Petrol + Household Items  
Homelessness Services | Referrals to Community & Health Services

## 2. FAMILY SUPPORT SERVICES

Individual & Family Counselling | Family Case Management/Advocacy  
Therapeutic Parenting Programs | Triple P/Parents As Teachers | Fathers/Kinship Parenting Support

## 3. FINANCIAL LITERACY

Financial Education | No Interest Loans (NILS)  
Financial Counselling Services/Referrals

## 4. MENTORING & EARLY EDUCATION ENGAGEMENT

Supported Early Education Placements  
HIPPO program

## 5. PERSONAL DEVELOPMENT

Personal Wellbeing Mentoring Program  
Employment Readiness Program (Anglicare College)  
Job Seeking Support Services

Because poverty is complex, impacting many areas of a person's life, Anglicare has adopted a holistic 'Survive and Thrive' approach to help produce lasting change.

The model addresses immediate critical needs as well as long-term needs with services delivered

through local community centres. These services primarily focus on children and young people in the context of their families.

The Survive and Thrive model is currently being delivered in Orange, Wagga Wagga, North Canberra and South Canberra.



GORDON COMMUNITY CENTRE



Client  
GORDON COMMUNITY CENTRE



# THE Anglicare Story

Family from Ashmont Community Centre  
ANGLICARE NSW SOUTH, NSW WEST & ACT

## About Us

As part of the Anglican Church's broader Mission, we are called by Jesus' example to respond to human need by offering loving service and seeking to address injustices in our society.

### Our Vision

Anglicare aspires to be the leading provider of community services in our regions and through our advocacy and holistic care transform the lives of those in need.

### Our Mission

In partnership with the Anglican Church, its parishes and agencies, Anglicare will provide advocacy, holistic care and support to people in need throughout our regions so they can fully participate in their communities.

### Who We Are

Over 150 years ago Anglican parishes began providing care across rural NSW.

In 1888 Mother Esther, an Anglican religious sister, formed the Community of the Holy Name to help people in Melbourne's slums. From the 1920s sisters from the Holy Name began running children's homes within the Canberra and Goulburn Anglican Diocese.

From the 1970s the focus of the work changed and expanded to include family support, emergency housing and early childhood education and statutory care services. Today Anglicare remains committed to demonstrating Christ's love in action giving practical support to individuals and families in need.

### Our Values

*Compassion  
Dignity  
Inclusiveness  
Integrity*

Today, Anglicare NSW South, NSW West & ACT has a broad spread of portfolios and programs across a large diverse geographic area. We serve the Dioceses of Riverina, Bathurst and Canberra and Goulburn and our footprint ranges from the south coast to the western plains and the National Capital. The people whom we serve, and many of the communities in which they live, are subject to socioeconomic shifts, drought and demographic changes. In small rural and regional communities, support services are very thin.

# Why We Exist

Anglicare exists because we believe all people, regardless of background, should have the opportunity to lead lives that are safe and fulfilling.

Those most impacted include people with a disability, mental illness, the elderly and families with young children. As well as offering services to alleviate poverty in regional NSW and the ACT, Anglicare also engages in advocacy calling for greater formal support for people in need.

We remind ourselves regularly of the need and the staggering statistics:

## 3 million

Australians live in poverty  
731,000 are children. According to data from the Australian Council of Social Services (ACOSS), poverty affects over 13% of Australians.

## 900,000

people in NSW live in poverty  
New South Wales has the highest rates of poverty out of any state and territory at 14.6 percent.

## 20,000+

people in the ACT live in poverty  
According to the ACT Council of Social Services (ACTCOSS) while poverty rates in the ACT are lower than the national average, there are suburbs that experience worse poverty and financial stress than the national average.



Maddison & Hannah  
YASS HOUSING & HOMELESSNESS



# Our People

Anglicare celebrates our passionate and diverse team of employees, foster carers and volunteers who are committed to using their skills and talents to help bring about lasting change in lives and communities.



# 90%

of Anglicare staff said they had a strong sense of being competent to work with vulnerable people.



We are committed to having a safe and vibrant workplace for our staff, and believe that confident and competent employees will produce excellent service delivery and support for our clients.

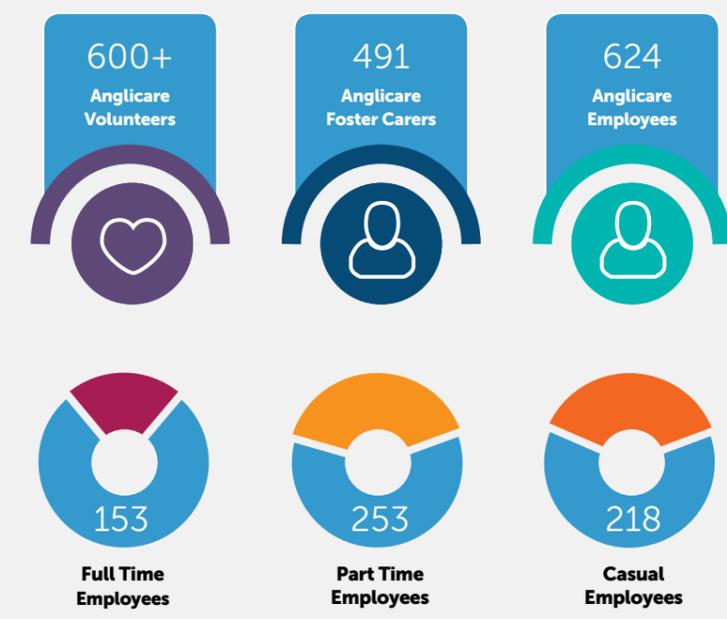


## Aboriginal & Torres Strait Islander People

Anglicare acknowledges Aboriginal and Torres Strait Islander people as the original custodians of this country. Anglicare believes that much can be achieved through balance between the goals and needs of the organisation and the needs and aspirations of ATSI staff. We believe that the employment of ATSI people will help open doors to Aboriginal communities and ATSI networks especially in rural NSW. Anglicare has tailored recruitment policy and processes for ATSI people, which are culturally appropriate and aim to support greater opportunities for ATSI people to obtain meaningful and secure employment. Currently 5 percent of our staff identify as Aboriginal or Torres Strait Islander.

## People Living with a Disability

Inclusion and dignity are two of Anglicare's values which is why we seek to employ people who are living with a disability. We value individual differences and recognise the richness these differences can bring to our communities.





## Staff responses to Sanctuary training

“ It was a nice surprise to see [Sanctuary] was a model that was putting into practice our values as an organisation... The community meeting\* is one of the most important tools we use in our program... The Sanctuary Model is going to project and reflect the values to not just the staff but to [our] clients as well. ”

\*Community Meetings are when teams meet together briefly in the morning and afternoon to check in with each other. These meetings give each person the opportunity to voice how they are feeling.

- Josemaria

“ I had a bit of an understanding [of Sanctuary] at a theoretical level but I came away [from training] with a completely different perspective and understanding of what Sanctuary meant and what [the leadership team] actually wanted to achieve for the staff members, team, clients and the organisation... I think the benefits will be huge. ”

- Clare

“ I think the benefits of Sanctuary will be that we have a more understanding workforce. From the training, I saw a lot of people already have that understanding [when working with] their clients but it may not have necessarily occurred to people to apply that knowledge to their co-workers. ”

- Rachael

## Sanctuary & Our People

### Sanctuary

Anglicare’s commitment to staff is highlighted in our implementation of the Sanctuary Model which commenced in August 2017. Sanctuary is an evidence-supported care model that assists people who work in stressful human services and care delivery environments. The model supports staff to provide mindful, safe and therapeutic practice to achieve positive growth and change for people in the Anglicare Community.

Sanctuary principles build on Anglicare’s existing values and seek to establish and enhance an environment for staff and service participants that reflects seven shared commitments (as shown in the diagram above) which are Growth and Change, Open Communication, Democracy, Non-violence, Emotional Intelligence, Social Learning

and Social Responsibility. Sanctuary training for staff commenced this year with the expectation that all staff members will eventually be trained and that on-going training will form part of regular workplace practice.

### Employee Assistance

This year Anglicare commenced a new partnership with Employee Assistance Program (EAP) provider, Acacia Connection. The service allows staff members and foster carers to access free professional counselling support with the aim of providing greater support to teams and ultimately improved work performance and reduced staff turnover. This also complements the organisational commitment to implementing the Sanctuary Model.



Sanctuary celebration  
SANCTUARY CORE TEAM MEMBERS



“ Thank you for your hard work and patience with us all, during the diploma course. I know if it wasn't for your commitment to teaching us, as well as inspiring us all to complete our training, I may not have achieved this.”

- College student 2017



## Anglicare College

Anglicare College is a Registered Training Organisation and includes workforce development and organisational development functions.



### Anglicare College

We offer nationally recognised qualifications as well as non-accredited professional development opportunities for staff members, external individuals and to other organisations within the community services sector.

### Key Achievements

The College underwent significant renewal to improve educational practices and processes, and to increase efficiency and transparency for funding bodies, with the ultimate goal of enhancing students' experience.

In the coming year the College will focus on organisational development initiatives, such as project management systems and practices, leadership development programs, as well as realignment of all learning and development offerings to more directly support staff capability and minimum qualification requirements.

Significant progress was made in supporting staff members to satisfy minimum training qualification requirements.

The College received recognition by the Australian Skills Quality Authority (ASQA) through achieving a seven year re-registration period as a Registered Training Organisation.

Ongoing contracts with state training funding bodies in NSW and the ACT have been renewed.



# 94

courses were delivered with an 84% completion rate.

# 312

completions of national qualifications and accredited courses.



40

churches were involved in the Anglicare Sunday Anti-Poverty week campaign.

20,000

items donated to the Pantry Appeal from our school partnerships.

## Supporters & Partnerships

Strong support from local councils, the ACT & NSW governments, and federal government departments continues to enable Anglicare to deliver valuable services to families and communities in need.



### Churches

The ministry of Anglicare was formed through the Anglican Church. Local churches across the Dioceses of Canberra-Goulburn, Riverina and Bathurst remain key partners in the ministry. Anglicare's mission to serve those in need continues to reflect the Church's biblical mandate.

This year Anglicare engaged with 65 parishes across the region – 47 from the Canberra and Goulburn area, 3 from Riverina, and 15 from the Bathurst region.

### Government

Strong support from local councils, the ACT and NSW governments, and federal government departments continues to enable Anglicare to deliver valuable services to families and communities in need. Individual ministers from a range of political parties have also visited our services throughout the year.

Specifically, this year Anglicare was successful in securing a large Intensive Therapeutic Care (Residential Care) tender in partnership with MacKillop Family Services for the Southern NSW region.

### Business & Community

Local businesses and community organisations continue to partner with Anglicare as a way of giving back to local families. Support largely been through in-kind donations to the annual Pantry Appeal, and discounted items to assist our emergency housing services.

### Schools

Connections with local schools continue to strengthen. Almost 30 schools from across the ACT participated in Anglicare's Anti-Poverty Week Pens Against Poverty schools writing competition. Anglican schools in particular remain strong partners in the annual Pantry Appeal with nearly 20,000 items coming from school donations.

### Supporters

The generosity of our hundreds of supporters has been shown through increased financial donations, increased numbers of regular monthly givers, bequests, advocacy and prayer. This support has been vital in providing for services which fall outside of government funding such as some emergency relief, youth mentoring and chaplaincy.

# Innovation & Business Development

## Our Research and Evaluation Approach

Anglicare is committed to helping achieve the best outcomes for our clients through evidence-based, high quality practice across our services. This includes adherence to legislative and government contract requirements and continual revision of policies and procedures in line with best practice guidelines. Anglicare employs specialists in Research & Evaluation, Policy & Tenders, Quality Standards & Compliance, Informatics, and Therapeutic Services in order to achieve this aim.

Over the last year, a focus on improved trauma-informed therapeutic care has been demonstrated through the roll out of the Sanctuary Model and the offering of trauma-informed diploma courses for staff members through the Anglicare College.

Another key area for development has been improvements in dashboard reporting for our services.

Four reports have been developed from each of Anglicare's largest service portfolios: Early Childhood Education Centres, Out of Home Care, Retirement Villages and Disability services. Since October 2017, the evaluation team has provided these reports to the Board finance committee bi-monthly.

Since November 2017, the evaluation team also developed a macro-level Balanced Scorecard report for the Board focused on the organisation's five strategic goals. This improved visibility of performance allows the Board to provide more robust strategic guidance. It also allows individual teams to track their performance in relation to overall organisational performance.



Staff and clients  
GORDON COMMUNITY CENTRE

COMMENCED

APR '18

ARC Linkage proposal underway - 'Young women's voices: Improving outcomes for at-risk and offending girls' (in collaboration with Anglicare Southern Queensland and Queensland University of Technology).

COMMENCED

MAR '18

Disability Client Experience Survey, to understand how the service is performing based on the six National Quality Standards.

COMPLETED

DEC '17

School Readiness Assessment to make sure children in our care can commence school with vital school readiness skills.

COMPLETED

DEC '17

ECEC Parents/Carer Survey to understand service quality and children's most significant change as result of attending Anglicare ECEC centres.

COMPLETED

SEP '17

Family Hardship research.

COMPLETED

AUG '17

Developmental Milestone Assessment with children under the age of 5 to help the Early Childhood Education Centre (ECEC) service to know whether the development of each child in our care is on track, so intervention can be introduced as early as possible.

COMPLETED

JULY '17

Youth Voice Project used the Sense Maker tool to enable unfiltered voices of young people to inform and positively impact youth and youth justice policy and program development.



## Key Projects



Gordon Community Centre



Disaster recovery volunteer  
TATHRA FIRE



Group meeting  
GORDON COMMUNITY CENTRE



Stephanie Stevens  
ST JOHN'S PANTRY



ACT  
St John's Care  
The Junction  
Gordon Community Centre (in partnership with Lanyon Valley Anglican Church)

NSW  
Sapphire Surprises Op Shop (Eden)  
Young District Anglicare Church  
Rae Burgess Centre (Yass)  
Goulburn Anglicare office  
Ashmont Community Centre (Wagga Wagga)  
Orange Anglicare office  
Anglican Parish of Rylstone/Kandos

# Mission, Relief & Disaster Recovery

Community partnerships with parishes, schools, other agencies and volunteers are key to Anglicare's service delivery.

These relationships are extremely valued and enable Anglicare to reach our strategic goal of helping to bring positive change in communities.

## Mission & Emergency Relief

Emergency relief, mainly through food relief and referral assistance, was delivered across 10 sites including through partnerships with local parishes. Assistance was provided with funding from the Department of Social Services (DSS) as well as donations from the community, and food and toiletries donated as part of the Pantry Appeal.

## Disaster Recovery

Anglicare is a Community Partner under the NSW State Emergency Management Plan and the ACT Community Recovery Sub-Plan. We help to deliver a coordinated disaster recovery response by trained and accredited volunteers to natural and man-made disasters such as floods, fires, storms and major accidents.

During 2017/18 the Disaster Recovery (DR) team conducted two training sessions for new volunteers in Canberra. A refresher course was also held in June. And Anglicare took part in an inter-agency evacuation training exercise in Cooma. In March 2018 the Cooma team was activated to assist those affected by the Tathra bushfire.

## Tathra Bushfire

In March 2018, hundreds of Tathra residents evacuated with little warning while an out-of-control blaze destroyed dozens of family homes.

23 Anglicare disaster volunteers worked alongside community organisations and emergency services to support those who were affected by the blaze. Volunteers included clergy, such as Archdeacon Carol Wagner, parishioners from across the region, and Anglicare staff.

More than \$20,000 was raised through Anglicare's Tathra Bushfire Appeal and these funds are enabling the provision of professional counselling and long-term support as the Tathra community rebuilds.

7000+

received emergency relief assistance from Anglicare in 2017/18.

\$20,000

raised to support the Tathra community after the bushfires.



ACT  
'Our Place' youth housing service

NSW  
Goulburn Homelessness Support Service  
Goulburn Community Housing Program  
Yass Homelessness Support Service  
Eurobodalla Homelessness Support Service (EHSS)  
Youth Assistance Program (HYAP) in Riverina/Murrumbidgee

# Homelessness & Housing

Anglicare's Rental Affordability Snapshot research report showed increased housing stress for people on low incomes right across Canberra and regional NSW.

Anglicare's Homelessness Support Services provide crucial emergency support for people at risk of homelessness. This is often an 'entry level' service in which people can be referred to other assistance, such as domestic violence or employment services to provide longer term assistance. Anglicare specifically provides case support, access to emergency accommodation units and transitional housing in partnership with Southern Cross Housing and Argyle Housing.

This year's annual Anglicare Rental Affordability Snapshot research report showed increased housing stress for people on low incomes right across Canberra and regional NSW with on average less than 1 percent of private rentals affordable for people relying on government benefits.

# 37

young people assisted through the 'Our Place' service in Canberra.

# 40

young people in the Riverina received help through the Homeless Youth Assistance Program (HYAP).

## Key Achievements

Safety Action Meetings (SAM) commenced in Goulburn where not-for-profit services and government departments work together to help identify domestic violence cases and provide high level resolution and support for victims.

Donations from local charities allowed for partial renovation of an emergency accommodation unit in Goulburn.

Anglicare's South Coast team, in partnership with the Eurobodalla Domestic Violence Committee, SEWACS and Campbell Page, received a NSW government grant to deliver the "Sing, Laugh, Respect" early intervention program which focuses on encouraging storytelling, healing stories, and respectful relationships to communities in need.

The South Coast team gave an educational presentation to students at St Peters College, Broulee on homelessness and housing issues.

Several in-house cooking programs were conducted to educate and assist vulnerable families.

Anglicare's "Cook, Laugh, Learn" program is continuing with SAGE (Sustainable Agriculture and Gardening Eurobodalla) community group to help provide fresh fruit and vegetables for families in the Eurobodalla region.

# 618

clients (including children) assisted through Goulburn Homelessness Support Service.

# 282

clients assisted through Eurobodalla Homelessness Support Service.

# 18

clients assisted through Goulburn Community Housing Program.

# 152

clients assisted through Yass Homelessness Support Service.



## Wayne's story

"I approached Anglicare for help... They got us in to emergency accommodation, at first in a motel and then in one of their transitional units. Without Anglicare's help, I don't know where my son and I would be."

Wayne and his four-year-old son moved to Goulburn from Sydney after a relationship breakdown. Despite moving to a regional area, rental prices were still too high and they were facing homelessness.



416

children and young people are currently in care through our services.

491

foster carers worked with Anglicare this year.

## Rachael's story

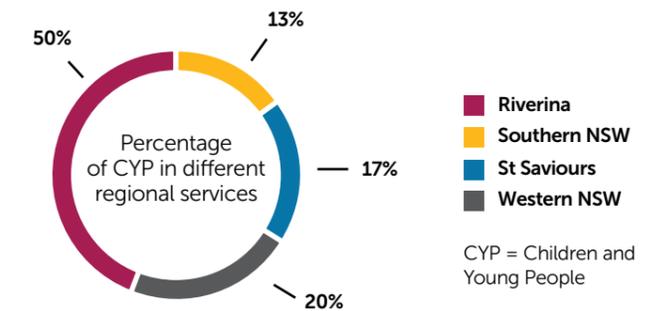
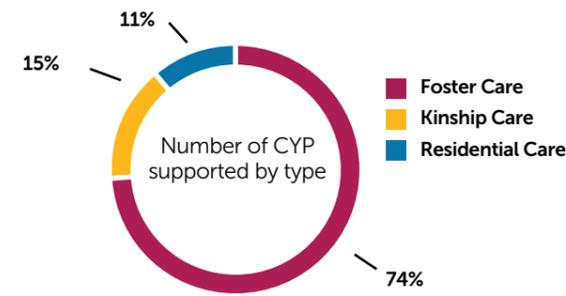
**"Without [my foster carers] I would be very far from where I am now. I'm so grateful they opened their home to me."**

Rachael was placed in to care when she was three months old. Throughout her childhood she was moved between 13 different foster families. Now 19 years old with a stable income and housing, Rachael reflects that once her foster care management was transferred to Anglicare she found the stability she craved.

Rachael  
OOHC CLIENT



Orange  
Wagga Wagga  
Wanggaay Koori Aboriginal Services  
Leeton  
Albury  
Goulburn  
Moruya  
Bega  
Nowra (St Saviours)  
Liverpool (St Saviours)



## Out of Home Care

Out of Home Care (OOHC) supports children and young people up to 18 years who can no longer live at home with their parents.

The needs of children in care vary greatly from low-support needs to children with complex needs due to a history of trauma and abuse.

Anglicare (which includes St Saviours in Liverpool and Nowra) rely on a team of trained and dedicated foster carers who provide emergency, respite and long-term care to assist children and their families. Residential homes located in South Sydney and Wagga Wagga provide intensive therapeutic care for young people who do not live in a foster family.

This year an increased focus on providing greater permanency of care for children and young people resulted in the recruitment of a Senior Practitioner of Permanency Care and a Manager for Preservation and Restoration Services. These staff members help to assess and facilitate restoration with family or kinship carers, or long-term guardianship with the aim of creating more stability and better life outcomes for children.

Anglicare continues to be involved with the national Home Stretch advocacy campaign which seeks extra support for young people up until the age of 21.

### Key Achievements

St Saviours OOHC team, in partnership with Argyle Housing, won the tender to operate the Premier's Youth Initiative Program in south-west Sydney which provides ongoing support to young people who are 18 and are transitioning out of care. The initiative is funded until June 2020.

Anglicare has been successful in the Intensive Therapeutic Care (ITC) tender, enabling us to operate Intensive Therapeutic Care Homes (ITCH) across the regions. This is in partnership with MacKillop Family Services and will also include transitional care, therapeutic home-based care, therapeutic sibling option placement, and therapeutic supported independent living.

A partnership has been established between our Western region OOHC service and Orange Aboriginal Medical Service (OAMS). This partnership allows Anglicare case managers to be co-located on the OAMS site.



32

young people were assisted through the Youth Education Program (YEP) this year.

617

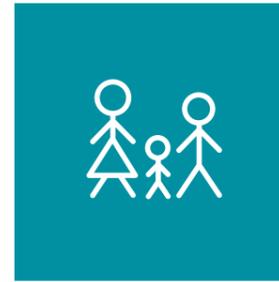
children and young people were assisted through the CYCLOPS program this year.

## Zane's story

**"People like me are just going through a hard time... We're actually trying to change our situation."**

Eighteen year old Zane hopes to complete his Year 12 studies through Anglicare's Youth Education Program (YEP) and move into a business or management course with the aim of one day working in construction or engineering. Unable to live at home due to family conflict, Zane is couch surfing and struggling to make ends meet. Anglicare assists him with study and also food hampers when needed.

Zane  
ANGLICARE NSW SOUTH, NSW WEST & ACT CLIENT



ACT  
Child, Youth & Family Support Program – South/Weston  
Case Management Team  
Youth Education Program  
Junction Youth Health Program  
CYCLOPS ACT

NSW  
Anglicare Family Services  
Goulburn Adolescent Program  
Yass Youth Support Services  
Family Ties – Yass  
Cassie's Place  
Cassie's Nest  
Home Interaction Program for Parents and Youngsters (HIPPY)  
Survive and Thrive (DSS funded)  
Lifetime Learning  
Emergency Relief  
Ashmont Community Centre  
Indigenous Youth at Risk  
Joint Support Program Casework  
Joint Support Program Mentoring  
Ignite Mentoring

# Child, Youth & Family Services

Anglicare provides a range of services for young people and families in need.

Assisting young people and families, particularly during key life transition points such as moving into school or into the workforce, can have a lasting impact in their lives.

### Youth Education & Mentoring

The Youth Education Program (YEP) is a flexible learning option for young people aged 14-19 who have disengaged from mainstream education. YEP provides structured, individualised case management to assist young people towards further education or preparation for work.

As changes to government funding mean that YEP will finish at the end of the 2018 calendar year, plans have commenced to help transition young people into other avenues of education or employment.

Ignite mentoring is a community based service that provides guidance and encouragement to young people in Wagga Wagga and the South West region of New South Wales. The service assists young people from vulnerable backgrounds who are at risk of entering the juvenile justice system. Our mentoring teams recruit and train volunteer mentors from the community so they can guide and champion a young person within the safety of our programs. The results of the program have been outstanding with almost a zero re-offence rate.

### Key Achievements

The YEP program developed a partnership with CIT to offer students additional support and opportunity to complete a Certificate II in Education for Adults.

Ten students completed a robotics workshop at Questacon.

Four Ignite mentors assisted at a local public school several times a week.

Regular new client referrals and intakes took place throughout the year.

### Young Carers

Anglicare operates a young carers program called CYCLOPS ACT. The program supports young people aged between 10-25 years who provide primary care for someone like a parent or family member who may suffer from mental illness, physical limitations, the effects of drugs or alcohol, or other difficulties. Young people are connected to personal support and life opportunities through case management, advocacy, support groups, information, support accessing other services, skills development, and social and respite activities.

### Key Achievements

Six hundred and seventeen children and young people were assisted through the CYCLOPS program this year.

Three young carers received scholarships from the Country Women's Association.

## Youth Health

The Junction Youth Health Service provides free primary health care and support services to young people from the ages of 12 to 25, along with their dependent children. Services include GPs, nurses, antenatal care, drug and alcohol counselling, case management, youth work support in addition to outreach to schools. While the service assists young people at risk of homelessness, a significant number of clients are presenting from non-disadvantaged backgrounds seeking discreet and comprehensive support.

We also continue to support community advocacy for mental health services, one of which was Anglicare's involvement in R U OK? Day activities in Goulburn.

### Key Achievements

Eighty-one sessions with a midwife were accessed.

Around 1500 support sessions were conducted by a case worker.

# 14

children and their parents graduated from the HIPPY program this year.

# 4000

sessions were conducted with a GP and/or nurse.

# 30

Cassie's Nest clients (approx) received time-limited counselling under Mental Health Plans or Brokerage via other non-government agencies.

# 777

counselling sessions took place.



Hippy Graduates  
WAGGA WAGGA



Ignite Mentor and staff member  
WAGGA WAGGA



Client  
THE JUNCTION

## Family Services

Anglicare offers targeted family services programs and emergency relief services from our Goulburn, Ashmont and Orange sites as well as specialist Child and Sexual Assault services in Moruya. These services focus on a range of community activities aimed at enhancing the capacity of parents to care for their children particularly during key life transition points like commencing school.

The Home Interaction Program for Parents and Youngsters (HIPPY) at Ashmont has been incredibly successful as a 2-year program for parents with 4-5 year olds. The completion rate for the program is almost 100 percent and assists in transition to school.

Cassie's Place is a funded program providing counselling and support to children and adolescents who have experienced or been affected by sexual assault. The program works closely with the NSW Police and NSW Health and is constantly in high demand. Cassie's Place also supports Out Of Home Care (OOHC) clients for the Moruya and Bega offices.

Cassie's Place has been run by a solo counsellor for over 14 years; this is a confronting and often heart-breaking role in supporting clients and families through their most difficult times. Cassie's Place has an excellent reputation through the Eurobodalla and Bega districts for its collaborative approach with other agencies in supporting children and young people.

Cassie's Nest is a fee-for-service program offering trauma-informed counselling to children, young people and their families; training for staff and carers within Anglicare/other agencies; and professional assessments relating to children and young people who have been impacted by trauma. Cassie's Nest also provides clinical oversight to the OOHC (Out Of Home Care) program in Moruya and Bega. Cassie's Nest services are in high demand from other agencies and the public for client counselling – while this has evidenced the strong need for trauma-informed counselling services in the local area, this has also raised difficulties in allowing time to promote the other arms of the service.

Demand for services in Yass continues to grow, particularly for Anglicare's Youth Support Service.

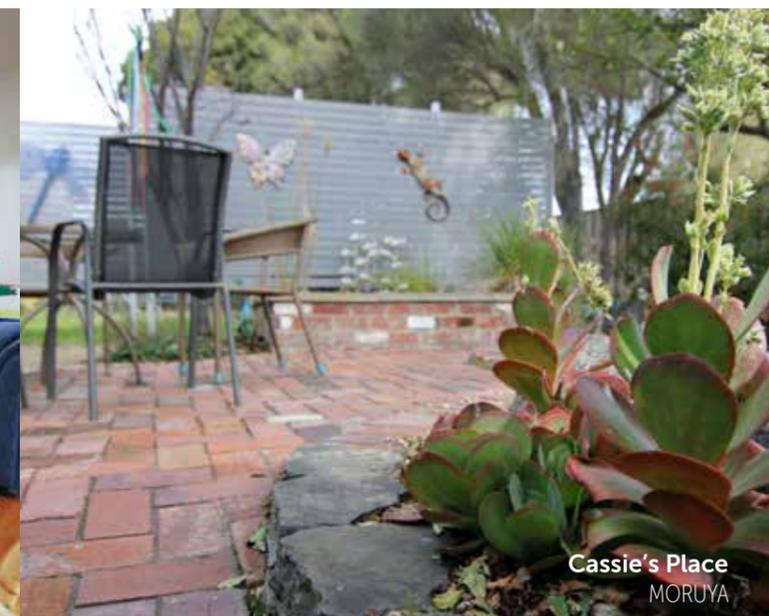
### Key Achievements

Thirteen families were supported through the Survive and Thrive program in the Riverina this year.

Twenty families in the Riverina were supported through the Lifetime Learning program.

Ashmont Community Centre offered 4958 incidences of support covering a range of needs.

Cassie's Place has 40 current clients, a total of 75 clients listed, and on average receives one new referral each week.



Cassie's Place  
MORUYA



ACT + NSW  
 Flexible respite services  
 Case management and brokerage  
 Supported independent living  
 NDIS plan management and support coordination  
 Social and community participation service  
 Community home support  
 Community assistance support program  
 Fee-for-Services

## Disability Services

Our aim is to see people living safely and as independently as possible while participating in community through meaningful relationships, employment, recreation, educational activities and volunteering.

Giving participants greater involvement and authority in determining their goals and their service needs is an important step towards this.

The service achieved Third Party Verification against the Disability Standards. The standards included Clients Rights, Participation and Inclusion, Individual Outcomes, Feedback and Complaints, Service Access and Service Management. The service was assessed and audited against 83 elements and met the 83 elements required. The service continues to adapt to the ever changing world of NDIS with all of our eligible clients transitioned to the NDIS.

14

NDIS participants who were not previous clients transitioned into our services.

90,000

NDIS hours were provided to clients.

### Key Achievements

Anglicare provided services for 185 clients living in the Goulburn/Upper Lachlan shire areas, ACT and Eurobodalla shire areas.

Approximately 4,308 hours of block funded support which included respite care, personal care, domestic assistance, social support, assistance to appointments and case management support were provided.

Approximately 2,314 hours of Fee-for-Service assistance was provided to clients.

Goulburn Disability Services opened a new day centre in August 2017. The day centre provides services to NDIS participants which include activities, cooking, social interaction and access to community activities.

A number of Disability Services staff have undertaken study through the Anglicare College. The courses include Certificate III in Individual Support, Diploma of Community Services and Graduate Diploma in Developmental Trauma.



## Naomi's story

**"I feel so excited about my new job, I want to work five days a week but I'm not working on weekends."**

For Naomi Williamson, 43, a participant at Anglicare's Disability Services, the opening of Anglicare's new recycled clothing retail store at Jamison Centre in Macquarie in February 2017, meant more than a new shopping experience. Naomi is one of two Disability Services participants who have found employment with the opening of the new store. The opportunity to work at the new Anglicare Retail store provides another avenue for her to meet people and be connected with the community.

Naomi  
 Disability Services



**ACT**  
 Franklin Early Learning Centre  
 Southern Cross Early Childhood School  
 Calwell Early Learning Centre

**NSW**  
 Googong Early Learning Centre  
 Goulburn Family Day Care  
 Marulan Preschool  
 Orana Preschool  
 Goulburn Early Learning Centre  
 Batemans Bay Toy Library

# Early Childhood Education & Care

Our programs are based on foundations of play-based teaching, outdoor learning, project-based learning, children’s wellbeing and school readiness.

Anglicare’s Early Childhood Education and Care (ECEC) centres give children a valuable start to life by providing high-quality education and care across a range of flexible programs. Our centres across the Canberra and Goulburn region include preschool, long day care (full-time, part-time and casual), after-school care, vacation care, family day care and playgroup.

As part of Anglicare’s mission to assist vulnerable families in the communities in which our services are based, a number of subsidised placements were made available for families in need.

Anglicare’s Toy Library is a service offered in Batemans Bay and is an opportunity for families to socialise and receive access to toys and other resources for their children.

### Key Achievements

Anglicare’s Early Childhood Centre at Southern Cross and Orana Preschool were both assessed and rated as meeting all seven National Quality Areas. Franklin Early Childhood Centre was assessed as meeting five quality areas and exceeding in two quality areas.

A free playgroup has commenced at Gordon Community Centre with trained staff who volunteer their time to help local parents, caregivers and their children.

Orana and Marulan District Preschools both were awarded funding grants which will be used to upgrade and improve the environments at both centres.

Louise Hill from Goulburn won the Family Day Care Australia Perpetual Star Award for her dedication to Family Day Care of more than 15 years.



1200

children assisted through our programs.

Staff and children  
 EARLY CHILDHOOD SCHOOL



ACT  
St David's Close Retirement Village  
Brindabella Court Retirement Village

NSW  
Wollondilly Gardens Retirement Village



## Retirement Living

Our aim is to see people living safely and as independently as possible while participating in community through meaningful relationships, employment, recreation, educational activities and volunteering.

Anglicare operates three Retirement Villages which offer residents a comfortable and independent lifestyle. Each village has a resident staff member, and there is always a staff member on call 24/7 for emergencies. There are three separate village options, two located in Canberra and one in Goulburn. They offer a range of units, apartments and villas with diverse facilities to appeal to residents' varied interests.

Wollondilly Gardens is at full capacity with a waiting list for new residents. St David's Close is close to capacity with 97 percent occupancy and regular enquiries. Flexible financial arrangements have been implemented at Brindabella Court to provide options for potential new residents at that village.

### Key Achievements

In response to growing trends in aged care which will see increased demands on the services in coming years, a Development Application has been obtained and the tender is progressing for six additional villas at Wollondilly Retirement Village.

An architect has been engaged to look at potential renovation plans for Brindabella Court Retirement Village.

Board approval has been given, and budget provision has been made to implement increased supports to residents through a Supported Living Program at all villages in the new financial year.

# 150

people reside in Anglicare's three retirement villages.

# 100%

occupancy at Wollondilly Gardens.



## Jane's story

**"This is the right spot for me... I love sitting in the sun here. It's a little paradise."**

Jane's life changed dramatically four years ago. Her mother, whom she'd lived with as a carer for 12 years, passed away. Jane needed a place to live that not only suited her active lifestyle but also allowed pets and was affordable. "I was worried about what I could afford," says Jane. "Then a friend told me that Brindabella Court allowed people to bring pets with them. I immediately visited here and registered my interest. I didn't even look anywhere else. Shortly after, I moved in with my two dogs." Since moving to Brindabella Court, Jane has established a new routine and enjoys an exciting new life.

Jane  
BRINDABELLA COURT RESIDENT



## Paris' story

"NILS has been a godsend and I'm so thankful to the staff who helped me with every aspect of the application process"

Paris has worked as a carer in Batemans Bay for over eight years. Despite her love for her work, her low income and reliance on the disability pension meant there were seasons in her life where she was under considerable financial stress.

Fortunately, when her situation got desperate, Paris heard about NILS operated by Anglicare. She was overwhelmingly grateful to access the loans on three occasions to purchase a vacuum cleaner and pay for heating bills.

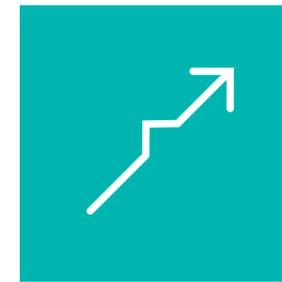
Paris - Batemans Bay  
ANGLICARE NSW SOUTH, NSW WEST & ACT

329

new financial counselling cases  
(includes returning clients).

257

new financial counselling clients.



NSW  
Financial Counselling  
Albury  
Wagga Wagga

No Interest Loans Scheme  
Dubbo & regional NSW

Gambling Help Counselling  
Goulburn

# Financial & Gambling Support

Anglicare provides financial counselling and support to people who are dealing with financial stress from issues such as unemployment, mental illness, disability, and family violence.

## Financial Counselling

Anglicare provides financial counselling and support to people who are dealing with financial stress from issues such as unemployment, mental illness, disability, and family violence. Our financial counsellors provide information, support and advocacy. We aim to equip people with the skills and knowledge to manage their finances and overcome their financial problems.

5228

clients sessions held.

360

cases completed.

## No Interest Loans Scheme

The No Interest Loans Scheme (NILS) is a service provided by Anglicare to support people through financial hardship. NILS loans help those living on low incomes to purchase necessary household items without any interest or fees.

686

The number of enquiries  
for 2017-2018.

162

The number of actual  
loans for 2017-2018.

## Gambling Help Counselling

Anglicare's Gambling Help Counselling service provides support for people with problem gambling. Demand for this service continues to be high with people from across the region accessing the support.

66

people were assisted this year.

474

client sessions were  
conducted.



**ACT**  
 Anglicare Retail Jamison  
 Anglicare Retail Woden  
 Anglicare Retail Fyshwick

**NSW**  
 Anglicare Retail Queanbeyan  
 Parish stores supported by Anglicare  
 also operate across the region

# Retail

Anglicare’s retail and recycling shops provide additional income support to Anglicare’s other services.

Some of the stores also function as an emergency relief service for people needing help with clothing, some furniture items and food. They also connect Anglicare with people in the communities we serve.

Anglicare’s retail stores depend on the valuable assistance of volunteers and are always looking to recruit further help. This year the Bargain Hunter stores were rebranded to ‘Anglicare Retail’ stores.

## Key Achievements

Anglicare now operates four shops follow the opening of a store in Jamison, ACT this year.

The Anglicare Queanbeyan store was relocated to a smaller premises with an attached Food Fair program that is now open 7 days a week providing low cost and emergency food relief.

This year marked the second year of successful trading at Anglicare Fyshwick warehouse-style shop which is now open 6 days a week.

# 40

volunteers across Anglicare’s Retail stores.

## Parish Shops

Anglicare Retail continues to support a network of parish partnership shops across the Canberra-Goulburn, Riverina and Bathurst Dioceses. Many of these shops rely on the income to support the parish. They are often the shopfront for the parish and are a huge part of ministering to the communities. Some of these parish shops include:

**ACT**  
 Barney’s Boutique, Charnwood offers great bargains for people in the local community and also supports Anglicare’s annual food appeal.

**NSW SOUTH & NSW WEST**  
 Phil’s Emporium at Bungendore Parish has moved to a larger premises in the church hall and is involved with community events including weekend markets.

St John’s Op Shop in Young is now open five days a week with a Monday ‘sorting and rag’ business.

CC’s at Cootamundra serves coffee and light lunches and has expanded to include the Heart Centre Emergency Relief service.

**BATHURST DIOCESE**  
 Georgie’s Pantry and Boutique in Parkes is currently preparing for relocation of the Pantry service which will also mean increased space for the Boutique store sorting and processing operation.



**Laura**  
 ANGLICARE RETAIL STAFF MEMBER

# Anglicare Retail

Anglicare Retail continues to support a network of parish partnership shops across the Canberra/Goulburn, Riverina and Bathurst Dioceses. They are often the shopfront for the parish and are a huge part of ministering to the communities.

# The Board & Governance

The Anglicare Board provides strategic leadership and direction to the work of Anglicare.

It is accountable to the Bishop of Canberra and Goulburn for the performance of Anglicare. Ensuring that the organisation is appropriately governed and is delivering on the expectations of the Diocesan Bishops is a key responsibility.



## Lynette Glendinning

Presiding Member (Board Chair) Appointed August 2015

Lynette is the founding director of Tempo Strategies, a national consultancy business. Her background is as a trained psychologist who formerly worked in residential rehabilitation for young offenders and addicts. She is a parishioner of St Paul's Anglican Church, Manuka and a fellow of the Australian Institute of Company Directors.



## Greg Mills

Deputy Presiding Member  
Appointed August 2017

Greg is a management consultant and joint founder of Ascent Consulting, a business and technology consulting firm based in Canberra. Greg has a background in managing major change programs driven by government policies. He also serves as Chair of Burgmann College (ANU) Board and Council, Chair of Committees of the Diocesan Synod and is a parishioner of St Paul's Anglican Church, Manuka.



## Jocelyn Martin

Appointed April 2014

Jocelyn is the Chief Executive-Operations for the Housing Industry Association (HIA). She has held former roles as the Principal and Academic Dean of the Australian International Hotel School, Business Manager of Radford College in Canberra, and Secretary to the Board of Anglican Independent Schools. Jocelyn has a background in accountancy with a Master of Professional Accountancy and Graduate Diploma in Applied Corporate Governance.



## The Rev'd Canon Margaret Campbell

Appointed April 2015

Margaret is the family minister at St John's Anglican Church in Reid, ACT. She was formerly the Rector of Crookwell, NSW and Holy Covenant Jamison in the ACT and previously a member of Bishop in Council of Canberra and Goulburn.



## Dr Bill Anscombe

Appointed April 2014

Bill is an Adjunct Associate Professor in social work and human services at Charles Sturt University. He is also the Chair and President of St Martin's College, Charles Sturt University. Bill has also operated in a joint appointment between Charles Sturt University and the NSW Department of Community Services and subsequently as Director Child and Family Services (Western).



## Alexandra Spark

Appointed December 2016

Alexandra is Partner at Deloitte Touche Tohmatsu, Canberra. She has a background in commerce and is a member of Chartered Accountants in Australia and New Zealand as well as a registered company auditor.



## Jeremy Halcrow

Appointed April 2018

Jeremy was appointed CEO of Anglicare in 2013. He is also a leader in the wider community sector currently serving as a Director and Treasurer of the Australian Council of Social Services (ACOSS) and Deputy Chair of Anglicare Australia. Jeremy has a background as a journalist and managing editor of a newspaper along with nearly two decades of management experience in the not-for-profit sector.

# Board Operation

## Board Recruitment

Board members are appointed by Bishop-in-Council. Bishop-in-Council also appoints the Presiding Member of the Board and the Deputy Presiding Member. The Board approves appointments to its Committees and Advisory Groups.

## Board Membership

2017-18 was a year of transition, with the Board welcoming the appointment of Mr Greg Mills and Mr Jeremy Halcrow; and the reappointment of Rev'd Canon Margaret Campbell and Ms Jocelyn Martin.

The Right Rev'd Dr Matt Brain was appointed to the Board as Deputy Presiding Member in October 2017, but resigned in January 2018 following his election to the position of Bishop of Bendigo, Victoria.

Greg Mills was appointed Deputy Presiding Member in February 2018.

Dr Dawn Casey AO resigned from the Board in December 2017 and Ms Sue West completed six years' of service to the Board, with her term of appointment expiring at the end of September 2017.

All Board members are volunteers and they bring significant skills and expertise to the Board.

## Work of the Board

The Board meets bi-monthly. The work of the Board is supported by a number of Committees and Advisory Groups. These allow the Board to operate more effectively and efficiently, and provide an avenue to draw on additional independent and professional expertise.

The key areas of focus of the Board in 2017-18 included the development of Anglicare's 2018-2021 Strategic Plan; and strengthening the governance of the Board to ensure that issues such as conflicts of interest, and strategic risks were appropriately managed.

Board members were also invited to attend Anglicare events such as the opening of Anglicare Retail stores in Canberra, and the Presiding Member attended the Night of the Stars Celebration at St Saviour's. Members of the Board also attended the Anglicare Leadership Forum in November 2017. Dr Bill Anscombe presented to the forum on supervision skills, and Ms Lynette Glendinning spoke on the role of the Board and the priorities for the Board going forward. Members of the Board also presented the annual Anglicare Leadership Forum awards.

The Board met together with the Executive in July 2017 and January 2018 to focus on strategic issues, changes to the environment and funding arrangements, and the performance of the Board.

# Board Governance

## Governance

Anglicare operates in a 'networked governance' arrangement under the broader governance arrangements of the Diocese of Canberra and Goulburn. The Board provides regular reports on Strategy and Risk to our key Diocesan partners. The Board is also grateful for the new Governance Officer role. In the past year, the Board has undertaken a review of its effectiveness as well as Board development in understanding culturally safe care for Aboriginal and Torres Strait Islander people, recognising trends in the retirement sector and better appreciating the implications of the national Redress Scheme.

The results of recent Royal Commissions have emphasised the importance of good governance in mitigating the risk of harm. Boards of organisations working with vulnerable people must ensure the quality and safety of care not only of the vulnerable people in their care, but also of their staff.

For Anglicare, the oversight of quality and safety for children and family services is under the Care Governance Advisory Group comprising external expert members as well as staff expertise and is chaired by Board member Dr Bill Anscombe. A recently established Clinical Governance Advisory Group for The Junction Youth Health Service also engages both external and staff expertise, including medical and nursing practitioners and is chaired by Ms Jo Schumann, an independent member of the Board's Risk Committee. The Risk Committee has a current focus on Workplace Health and Safety amongst other things.

Anglicare is very grateful to all those who work with us in these roles to ensure that we provide high quality, culturally and clinically safe care. The Board is now focused on culture - ensuring that we set the tone, live the values and nurture a board culture that is missional, relational and engaged.



# Board Committees & Advisory Groups

The Board established two Advisory Groups to advise the Risk Committee in relation to the quality and safety of care, including clinical care, provided to clients. These Advisory Groups include external members with professional expertise, providing

Anglicare with the opportunity to not only seek advice from independent experts, but to gain a better understanding of broader changes which may impact on the care provided by Anglicare.

The roles of the Board Committees and Advisory Groups are outlined below, with membership shown as at 30 June 2018.

## Finance and Audit Committee

This Committee is responsible for providing assurance to the Board that financial risk is properly treated and that Anglicare as a business is performing effectively.

**Chair:** Ms Jocelyn Martin  
**Members:** Ms Alexandra Spark, Ms Lynette Glendinning, Mr Jeremy Halcrow  
**Executive Officer:** Mr Paul Brand (Chief Financial Officer)

## Risk Committee

This Committee is responsible for providing assurance to the Board that risks to Anglicare's strategy as an enterprise are properly controlled. It has two advisory groups that report to it, the Care Governance Advisory Group and the Clinical Governance Advisory Group.

**Chair:** Ms Lynette Glendinning  
**Members:** The Rev'd Margaret Campbell, Mr Greg Mills, Mr Jeremy Halcrow, Ms Jo Schumann (independent member)  
**Executive Officer:** Mr Andrew Guile, Director of Risk and Legal, Anglican Diocesan Services

## Governance Committee

This Committee is responsible for the governance arrangements of the Board, particularly focusing on ensuring that the arrangements for the Board and its operations are effective. It is also responsible for the selection and oversight of the CEO position.

**Chair:** Ms Lynette Glendinning  
**Members:** The Rev'd Margaret Campbell, Mr Greg Mills, Mr Jeremy Halcrow,  
**Executive Officer:** Mr Jeremy Halcrow

## Mission Advisory Group

This Group only operated until December 2017 when it was suspended due to the resignation of Bishop Matt Brain. This group provided advice to the CEO in relation to Anglicare's Mission and to ensuring alignment with the needs of the Diocese.

**Chair:** Ms Lynette Glendinning  
**Members:** The Rt Rev'd Dr Matt Brain, The Rev'd Canon Margaret Campbell, Ms Sue West (until September 2017), Rev'd Dr Ian Coutts, Mr Jeremy Halcrow

## Care Governance Advisory Group

This Advisory Group provides advice to the CEO regarding arrangements to improve the safety and quality of care provided to all Anglicare beneficiaries and to provide assurance to the Board that care governance arrangements are robust and meet current and emerging needs.

**Chair:** Dr Bill Anscombe  
**External experts:** Ms Liz Summers, Ms Rebecca Vassarotti, Ms Sarah Collett, Ms Carolyn Quinn  
**Members (Staff):** Mr Jeremy Halcrow, Ms Ann Ponsonby and Ms Tenille Abell

## Clinical Governance Advisory Group

This Advisory Group is to provide advice to the CEO regarding arrangements to improve the safety and quality of primary health care services provided at The Junction Youth Health Service and to provide assurance to the Board, through the Risk Committee, that clinical governance arrangements are robust and meet current and emerging needs.

**Chair:** Ms Jo Schumann (Independent Member)  
**External experts:** Dr Christopher Helms, Assoc Prof Dr Christine Phillips  
**Members (Staff):** Mr Jeremy Halcrow, Dr Trina Gregory, Mr Anthony Egeland

While the Clinical Governance Advisory Group was established by the Board in 2017-2018, it did not meet until July 2018.

## Remuneration Committee

This Committee is an ad hoc committee that provides advice to the Board on the appointment and remuneration of a CEO if required.

(It did not meet in 2017-18)

**Chair:** Ms Lynette Glendinning  
**Executive Officer:** Director HR (Anglican Diocesan Services)

# Executive Team

Our Executive Team welcomed the appointment of Paul Brand from Anglican Diocesan Services in the role of Chief Financial Officer. Additional roles will be appointed to the Executive Team in the next financial year.



**Jeremy Halcrow**  
Chief Executive Officer



**Paul Brand**  
Chief Financial Officer  
(Anglican Diocesan Services)



**Simon Bennett**  
Executive Manager  
Disability and Early Learning



**Jenny Kitchin**  
Executive Manager  
Child, Youth & Family Services



**Ann Ponsonby**  
Executive Manager  
Business Development & Innovation

\*Membership as at 30 June 2018

# 2017 | 2018

## Financial Statements

The financial report for Anglicare NSW South, NSW West & ACT for the year ended 30 June 2018 disclosed a surplus of \$756,042. Anglicare remains committed to its strategic goal of growing financial capacity to enable investment in mission initiatives.

Total grant income remained stable, however funding for Out of Home Care services continued to grow reflecting Anglicare's commitment to young people in need. Grant funding for disability services decreased as clients continued to transition to the NDIS in NSW and income from disability services became increasingly incorporated in client fees. This significant reform of the disability sector has seen some providers exit the sector however Anglicare has been able to continue providing choice for clients while developing a financially viable model.

The financial year ended with a reduction in cash and other financial assets of \$2 million. This is primarily a result of an unusually high number of independent living units becoming vacant at one village during the year. Renovations of this village are anticipated to increase sales and Anglicare has also commenced development of additional independent living units in Goulburn where demand is high.

In line with Anglicare's strategic intent to invest in missional goals to free vulnerable people from poverty and harm, thanks to the generosity of our donors Anglicare was able to support \$466,500 in unfunded programs during the financial year particularly through our community hubs in Wagga Wagga and Canberra. Employee expenses increased by \$1.2 million reflective of investment in governance capabilities and a strong commitment to the strategic goal of developing a workforce that can deliver high-quality services.

### Income statement for the Year Ended 30 June 2018

	2018	2017
	\$	\$
Revenues	65,559,483	64,158,042
Gain on revaluation of investment property	1,302,123	2,560,978
<b>Total revenue</b>	<b>66,861,606</b>	<b>66,719,020</b>
Employee expenses	35,155,969	33,925,743
Loss on revaluation of licences to occupy	1,122,088	2,007,065
Depreciation expenses	432,751	508,203
Transfer of proceeds from aged care divestment	-	500,000
Other operating expenses	29,394,756	28,070,132
<b>Total expenses</b>	<b>66,105,564</b>	<b>65,011,143</b>
<b>Surplus</b>	<b>756,042</b>	<b>1,707,877</b>
Other comprehensive income	-	-
<b>Net surplus/(deficit)</b>	<b>756,042</b>	<b>1,707,877</b>

# Balance Sheet

Balance Sheet as at 30 June 2018

	2018	2017
	\$	\$
<b>Assets</b>		
Cash assets	257,961	1,185,605
Trade and other receivables	2,072,090	1,314,706
Other financial assets	7,165,079	8,233,260
Other assets	204,234	232,064
Property, plant and equipment	3,618,842	3,666,316
Investment property	59,827,247	58,105,214
<b>Total assets</b>	<b>73,145,453</b>	<b>72,737,165</b>
<b>Liabilities</b>		
Trade and other payables	47,177,161	47,878,518
Provisions	3,540,189	3,186,586
<b>Total liabilities</b>	<b>50,717,350</b>	<b>51,065,104</b>
<b>Net assets</b>	<b>22,428,103</b>	<b>21,672,061</b>
<b>Equity</b>		
Accumulated funds	19,845,000	19,154,165
Reserves	2,583,103	2,517,896
<b>Total equity</b>	<b>22,428,103</b>	<b>21,672,061</b>

Ernst & Young has conducted a full, independent audit of the financial reports of the organisation in accordance with Australian Auditing Standards. The full financial statements are available online at [www.anglicare.com.au](http://www.anglicare.com.au) or on request by phoning (02) 6245 7100.

# Grants Funding

Grants Funding for the Year Ended 30 June 2018

	2018	2017
	\$	\$
<b>ACT Government Grants</b>		
Community Services Directorate	533,463	536,551
Health Directorate	1,434,683	1,385,648
Education Directorate	396,237	301,984
<b>Total ACT Government Grants</b>	<b>2,364,383</b>	<b>2,224,183</b>
<b>NSW State Government Grants</b>		
Ageing, Disability & Home Care	97,787	1,595,988
Family & Community Services	37,568,196	34,428,097
Education	689,014	1,038,029
Greater Southern Area Health Service	20,982	20,968
Juvenile Justice	259,558	314,812
Office of Liquor, Gaming & Racing	243,192	238,540
Office of Fair Trading	267,582	384,998
<b>Total NSW State Government Grants</b>	<b>39,146,311</b>	<b>38,021,432</b>
<b>Commonwealth Government Grants</b>		
Department of Education & Training	352,076	352,590
Department of Social Services	469,314	514,557
Attorney General	230,092	278,564
Department of Health	187,561	180,426
Human Services	3,648,678	3,887,064
<b>Total Commonwealth Government Grants</b>	<b>4,887,721</b>	<b>5,213,201</b>
<b>Total Grant Funding</b>	<b>46,398,415</b>	<b>45,458,816</b>

# 2017 | 2018 Financial Audit

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ANGLICARE NSW SOUTH, NSW WEST & ACT

## Report on the Financial Report

### Opinion

We have audited the financial report of Anglicare NSW South, NSW West & ACT (the "Entity"), which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the statement by members of the board.

In our opinion, the accompanying financial report of the Entity is in accordance with the

Australian Charities and Not-for-Profits Commission Act 2012, including:

- a. giving a true and fair view of the Entity's financial position as at 30 June 2018 and of its financial performance for the year ended on that date; and
- b. complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Australian Charities and Not-for-Profits Commission Regulation 2013.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the Report by the Members of the Board, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Board for the Financial Report

The Board of the Entity is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the Australian Charities and Not-for-Profits Commission Act 2012 and for such internal control as the Board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young

Ben Tansley Partner Canberra  
31 October 2018

# Thanking Our Partners

Thank you to all the parishes, schools, businesses, trusts and community donors who have supported Anglicare this year in so many innovative and enthusiastic ways.

We are so blessed by your involvement.



**HOPE.**  
**HEAL.**  
**THRIVE.**

[www.anglicare.com.au](http://www.anglicare.com.au)