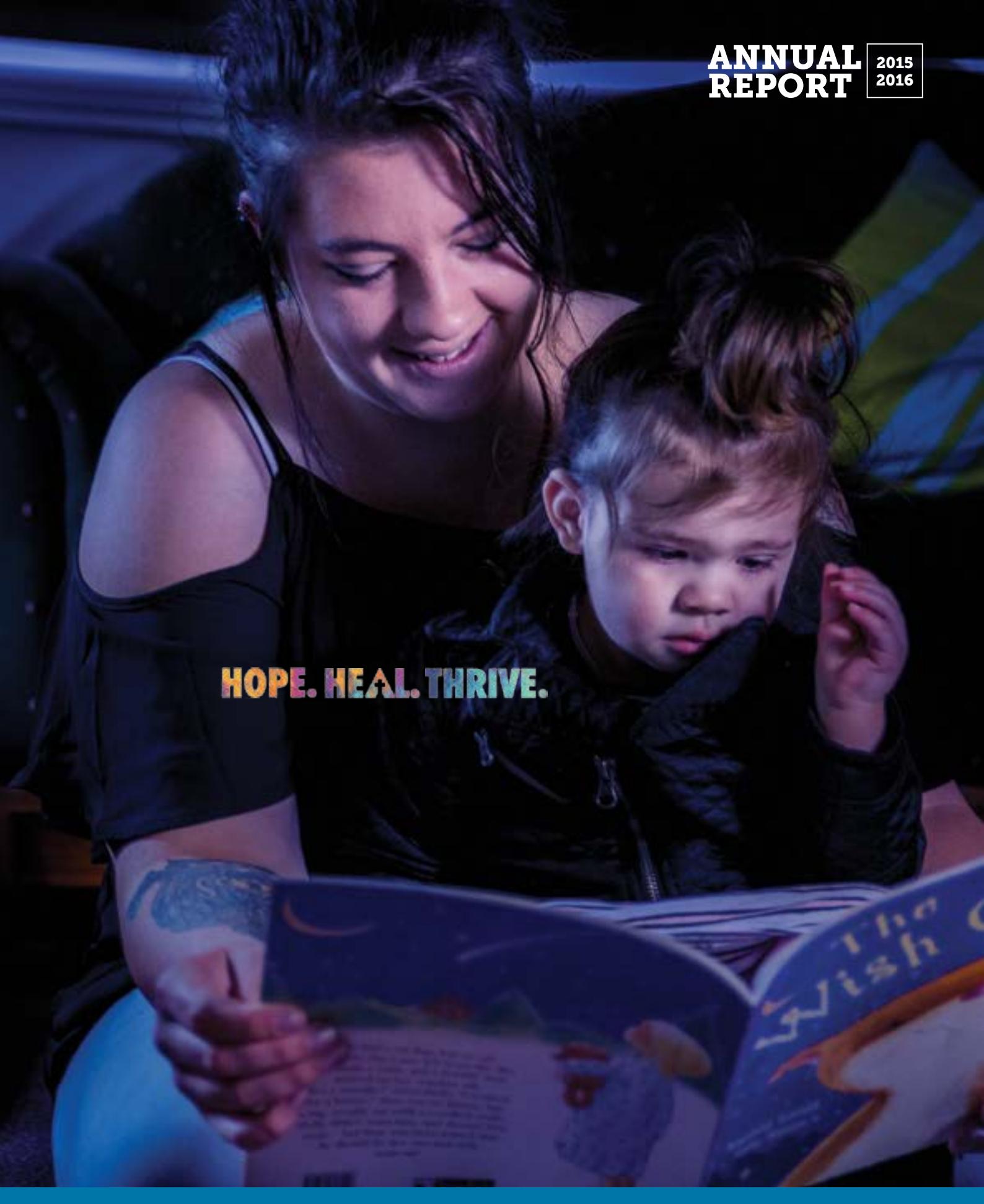


**ANNUAL
REPORT**

2015
2016



A woman with long dark hair, wearing a black tank top, is smiling and reading a colorful children's book to a young child. The child is looking intently at the book. The background is dark, suggesting an indoor setting like a library or home.

HOPE. HEAL. THRIVE.

Contents

ABOUT THIS REPORT

This report shows our activities and performance for the period 1 July 2015 to 30 June 2016. 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

Professor Ingrid Moses

Anglicare's mission is to address disadvantage and social injustice, and in partnering with the Anglican Church to provide spiritual and material support for people in need. While a few years ago Anglicare provided services virtually 'from the cradle to the grave', our focus is now on early childhood, young people and families, although we still retain three retirement villages.



BOARD COMMITTEES

Our Out of Home Care provisions for children and young people are highly regulated and regularly audited. The Board's Risk & Compliance Committee, chaired by Dr Bill Anscombe fulfils a crucial monitoring role. And the Finance and Audit Committee, which meets monthly and is chaired by Mr John Lawson, keeps a watchful eye on the sustainability of Anglicare's services.

With Government budgets under strain, there is less funding available for the long-term programs needed to break the cycle of poverty. Anglicare needs discretionary funds to bridge the gaps. It is in this context that the Board has made building our philanthropic resources a key priority. The Board formed a Philanthropy Committee in July 2015, chaired by Deputy Presiding Member Lynette Glendinning, leading to the development of a Philanthropy Plan in February 2016 as well as a Bequest Strategy. The Philanthropy Plan also articulated a vision for growing a network of retail outlets of recycled goods in Canberra. Earlier this year a new Bargain Hunter retail outlet opened in the ACT.

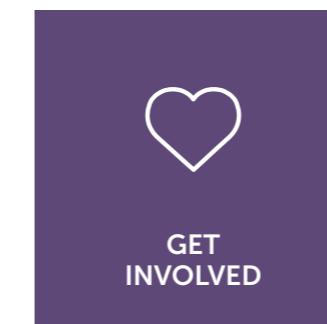
ANGLICARE COLLEGE

One of Anglicare's major internal achievements this year, in line with our Strategic Plan, has been to develop the skills of our staff and volunteers through the Anglicare College. With the transfer of the Registered Training Organisation (RTO) from Anglican Diocesan Services in July 2015, the RTO was rebranded Anglicare College to assist in marketing our training services to the wider national Anglicare network. One key goal of the College is to ensure that all of our staff and volunteers have the skills they need to assist the vulnerable people they work with in an effective and respectful way. I am very pleased to congratulate more than 25 of our staff who completed formal qualifications this year through the college in either a Diploma of Community Services or Certificate IV in Youth Work.

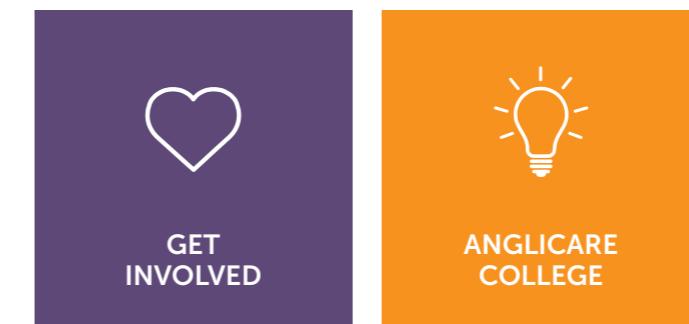
EARLY CHILDHOOD EDUCATION

Last year the Board approved a new standard operating model for our Early Childhood Education and Care services. A headline feature of Anglicare's new model is the development of

“ One of Anglicare's major internal achievements this year, in line with our Strategic Plan, has been to develop the skills of our staff and volunteers through the Anglicare College.”



GET INVOLVED



ANGLICARE COLLEGE



EARLY LEARNING



MISSION + COMMUNITY ENGAGEMENT

The Board formed a Philanthropy Committee in July 2015

25 staff completed formal qualifications this year through Anglicare College

Goulburn Early Education + Care Centre opened at Goulburn TAFE in May 2016

Renewed formal partnerships with the Dioceses of Riverina and Bathurst

larger centres in areas with bigger populations. Anglicare will use these as a hub to support mission activities to service small outlying rural communities or to serve disadvantaged populations. It was in response to this new strategy that after exactly 40 years on Cowper Street in Goulburn, Anglicare moved the St Saviours Long Day Care Centre to a larger and better equipped facility in the Goulburn TAFE precinct. The new Early Education and Care Centre in Goulburn was officially opened by the Hon. Pru Goward on May 16, 2016.

RENEWED PARTNERSHIPS

Nearly four years after the initial agreement, Anglicare renewed its formal partnership agreements with the Dioceses of Riverina and Bathurst. In the Bathurst Diocese we continue to develop our Orange Survive and Thrive hub bolstered by a combination of funds from our donors as well as the Children and Parenting Support program funded by the Commonwealth Department of Social Services. In the Riverina Diocese, the focus of our partnership will be programs for Youth at Risk in Leeton/Narranderra.

We are delivering a number of Government funded programs with a particular focus on the local Aboriginal community including Lifetime Learning and an Aboriginal-specific Out of Home Care service.

BOARD MEMBER FAREWELLS

During this year we farewelled Clive Jones from our Board following his retirement as the Registrar of the Riverina Diocese. I wish to formally thank Clive for his contribution to the Board over the previous three years, especially noting the onerous travel commitments this entailed.

This is my last report on behalf of the Anglicare Board. I will be stepping down as Presiding Member (Chair) of the Board at the end of my second three-year term towards the end of the year. Anglicare is in a far stronger position than when I joined the Board in December 2010. We have successfully addressed the structural issues in the aged care operation and refocused the organisation so it can better address child and family welfare.

“ During those six years the senior executives of Anglicare have worked tirelessly and professionally to ensure that our clients not only survive but thrive. I want to thank them and all the staff most sincerely.”

THANK YOU TO THE LEADERSHIP TEAM

During those six years the senior executives of Anglicare have worked tirelessly and professionally to ensure that our clients not only survive but thrive. I want to thank them and all the staff most sincerely. It has been humbling to witness the dedication in even the most stressful circumstances.

I particularly want to thank our CEO, Jeremy Halcrow. Under his outstanding leadership over the past three years Anglicare refocused and has become viable and an exciting place to work, and a voice in the public debate on social issues.

Board members give unstintingly of their time and expertise and Anglicare is well served by them. And we are wonderfully supported by our Board Secretary, Tina Mills. My warm thanks to all of them.

THANK YOU TO ANGLICAN DIOCESAN SERVICES

We have close relationships with the Diocese, and are the major client of the Anglican Diocesan Services (ADS) to whom we outsourced in

mid-2013 our financial, IT, and human resource functions. Many of the ADS staff are former Anglicare staff and continue to care deeply about Anglicare. I want to thank all of them and in particular the Diocesan Registrar, who is also the General Manager of ADS.

Finally I want to especially acknowledge the Bishop of Canberra & Goulburn, Stuart Robinson, for his unfaltering support and guidance during my time on the Board. He invited me to be a member of Bishop-in-Council and its Ministry Executive, as well as a lay member of Synod. It has been a most rewarding experience.

It has been a privilege to serve as Chair of the Board. Though my formal membership will cease, my attachment to Anglicare will not change. Given the support of the Bishop and wider Diocese in the direction Anglicare has taken, I am confident that Anglicare will grow in its capacity to serve vulnerable people in our community and work for social justice.

Message from the CEO

Jeremy Halcrow

It is such a privilege to lead an organisation committed to making the world a better place for children and young people who have had the odds stacked against them.

Yet, the greatest privilege is hearing the stories of lives transformed. It is so moving to hear a young person, eyes filled with tears, explain how the support of Anglicare literally saved their life. This was certainly my experience earlier this year launching the evaluation report for the Transition to Leaving Care (TLC) pilot program. Amongst the young people who were part of this pilot was Rosie Curtis, now aged 19. From the age of eight, Rosie was placed in over a dozen foster homes before entering residential care at Anglicare's St Saviours program at the age of 14.

Rosie said at the launch that, “if it wasn’t for the [TLC] program I would be one of the stereotypes of a foster child, who would be on the Dole or turn to drugs and alcohol but luckily I didn’t turn out like that”.

Nearly half of young people exiting Care experience homelessness in the first year they leave. But the TLC program has shown that a better path is available. Evaluation of the TLC program has shown that a trusted adult and mentoring figure – such as provided by the program – can make a significant difference in helping a young person successfully navigate



the transition to adulthood, and for achieving good outcomes in employment, education and housing. Rosie is proof that the program works: helping her buy her own car, rent her own home and now she is employed as a youth worker with another NGO, caring for other vulnerable young people. This is what breaking the cycle of poverty is all about. Because poverty and disadvantage is complex and can affect many areas of a person’s life, a holistic approach is required to shatter the inter-generational pattern of poverty and change a young person’s life trajectory for the better.

FINANCIALLY STRONG

To make a substantive difference in improving both the spiritual and material outcomes for people in need, we must be aligned with the mission of our owners, the Anglican Diocese of Canberra and Goulburn, and we must also be financially strong as an organisation. For the third year in a row Anglicare surpassed its budgeted surplus target in 2015/16. The result for the financial year indicates that Anglicare has achieved a net surplus margin of 8.5 percent for its non-acquittable services. Turnover continued to grow to \$65 million per annum.

Anglicare is seeking to diversify its revenue streams in four ways:

1

growing fundraising revenue to fund programs that help children and their families escape the hardest and most entrenched poverty

2

opening new Recycled Goods Retail outlets

3

opening Early Childhood Education and Care centres with 80 to 100 places

4

building more independent living units (Retirement Living)

By diversifying revenue streams and seeking to be less reliant on any one government contract, we not only reduce financial risk but build our capacity to fund programs that fill a gap in need not met by government. So in order to further strengthen the organisation, Anglicare is seeking to diversify its revenue streams in four ways:

1. growing fundraising revenue to fund programs that help children and their families escape the hardest and most entrenched poverty
2. opening new Recycled Goods Retail outlets
3. opening Early Childhood Education and Care centres with 80 to 100 places and
4. building more independent living units (Retirement Living)

We could not do all this good work without the support from our donors and funders. This includes not only government agencies and local Anglican parishes but the wider community in Canberra and across regional NSW. Our Christmas and Winter Appeals alone generated over \$200,000. Meanwhile, our Pantry Appeal generated a 25 percent increase in non-perishable food donations from the previous year. This makes a tangible difference in the lives of families experiencing hunger and food insecurity.

Our charitable purpose is the beating heart of Anglicare, and without this life blood the spirit of agency withers and dies. From the Dickensian lanes of Melbourne in the 1880s, where Mother Esther and her Sisters of the Holy Name clothed, housed and fed single mothers and orphaned children at a time when there was no government support at all, the highest calling of our founders provides the compass by which we navigate into our future. Anglicare was established by faithful Anglicans motivated by a calling to express their faith in Jesus by caring for those who were most desperately in need in their local community. Their faith was alive with a passion to pursue justice for the poor and

oppressed. They took to heart the teachings of Jesus' brother James who said: "Religion that is pure is this: to care for orphans and widows in their distress". The self-sacrificial calling of the Sisters who dedicated their whole lives to care for "the orphans" is an increasingly alien concept in modern Australia. And yet it is the work of the Sisters at the various children's homes they ran in Goulburn which forms the core of Anglicare's DNA. Anglicare's mission now and always has been to tackle disadvantage and social injustice in partnership with the Anglican Church.

FAREWELLING OUR BOARD CHAIR

Lastly I want to thank all our Board members for their support over the past year, especially our chair Professor Ingrid Moses who is standing down in December after completing her second three-year term. Ingrid's tenure as Presiding Officer (Chair) of Anglicare's Board, has been a time of great change for Anglicare. In 2012/13 with the sudden resignation of the then CEO, Ingrid provided strong leadership of the Board as the organisation went through a one year interim leadership phase, a major strategic review of its operations, and a recruitment for a new CEO. All these significant changes and decisions required many hours of special meetings and Professor Moses exhibited an unstinting and generous commitment to Anglicare throughout this time.

Professor Moses has also taken a hands-on, active role in fundraising for the organisation, and performed an especially instrumental role during a \$600,000 capital appeal for a chapel and much needed multi-functional community space at Brindabella Gardens at Curtin which was opened in 2014. I am deeply appreciative of the guidance and wisdom Ingrid has provided me in supporting my leadership of Anglicare, and hope she will continue to play an active role in supporting the development of our philanthropy plans into the future.



About Us

OUR IDENTITY

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 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.

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 people in need.

OUR VALUES

Compassion: In the spirit of loving service we offer care and understanding to those in need.

Dignity: We respect the intrinsic worth of every person and acknowledge their capacity for self determination.

Inclusiveness: We serve all people with a spirit of openness because we share a common humanity.

Integrity: We are committed to personal and corporate honesty, fairness and transparency.

OUR HISTORY

Over 150 years ago, Anglican parishes began being established across rural NSW providing community care. In 1888, Mother Esther established the Community of the Holy Name to help people in Melbourne's slums. In the 1920s, sisters from this community were called to run the St Saviours Children's Home in Goulburn, marking the formation of Anglicare in our region.

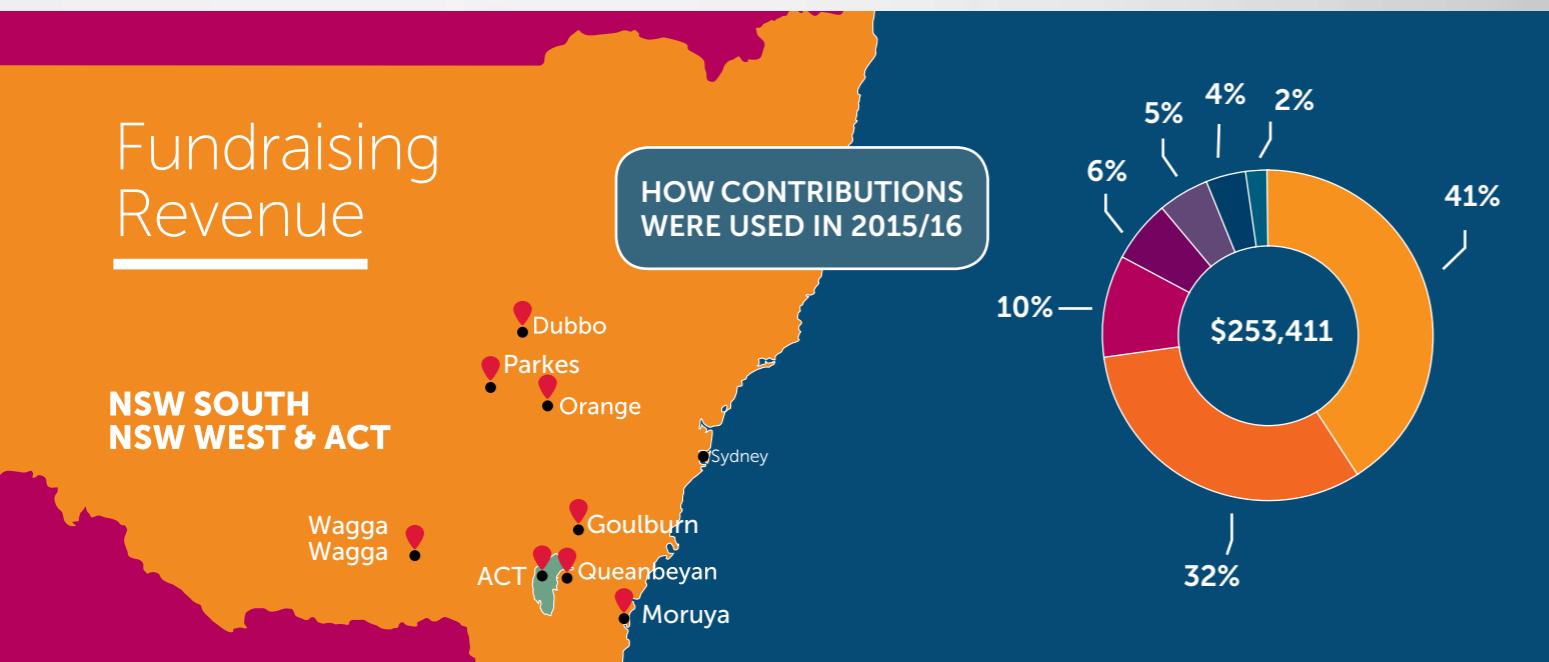
By the 1950s, the sisters were running three children's homes in Goulburn.

From the 1970s, the work expanded to include family support, emergency housing and child care services. Today Anglicare continues to assist individuals and families in need. The organisation remains committed to demonstrating Christ's love in action, giving practical support to help people thrive in life.

Highlights



Fundraising Revenue



| | | |
|---|-----------|-----|
| Emergency Relief | \$103,917 | 41% |
| Child Youth and Family Services | \$56,100 | 32% |
| Disaster Recovery Services | \$26,437 | 10% |
| Housing and Homelessness Service (including assistance for refugees) | \$15,747 | 6% |
| Retirement Living Services (for older people at risk of isolation and loneliness) | \$12,000 | 5% |
| Early Childhood Education Services | \$34,665 | 4% |
| Disability Services | \$4,545 | 2% |

Strategic Plan

01

SERVICE QUALITY

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

Resourcing our research team this year has improved our capacity to evaluate our services, identify gaps that need to be addressed, and develop strategies to improve our services.

02

FINANCIAL SUSTAINABILITY

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

To further strengthen the organisation and reduce financial risk, Anglicare is focused on growing fundraising revenue to meet community needs not addressed by Government.

03

OUR PEOPLE

Developing our staff and volunteers.

One of Anglicare's major developments during the 2015/16 financial year has been to increase our capacity to train our staff, volunteers and the broader community through the Anglicare College.

The goal of the College is to ensure that all of our staff and volunteers have the skills they need to assist the vulnerable people they work with in an effective and respectful way.

04

OUR MISSION

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

Our focus is on caring for children who would otherwise be condemned to a lifetime of disadvantage and poverty. We believe the church is strategically positioned in local communities to help achieve this.

Our core strategy to deliver on this mission is to develop our services towards a Survive and Thrive model (that can be church-based).

SURVIVE AND THRIVE APPROACH

The Survive and Thrive model will be delivered through assistance points called 'hubs' which will offer at least two types of services:

A **Survive component** meets immediate, critical needs through services like emergency food

relief and crisis accommodation.

A **Thrive component** addresses longer term needs in order to break the cycle of poverty and move people towards positive life outcomes. These services primarily focus on working with children and young people in the

context of their families, to ensure families don't return to crisis.

The Survive and Thrive model is currently being delivered in Orange and Wagga Wagga. We also commenced working with St John's Care to develop this model in Canberra.

Innovation + Business Development

OUR RESEARCH AND EVALUATION APPROACH

In response to our strategic goal of enhancing service quality to deliver better outcomes for people in need, the 2015/16 financial year was focused on strengthening the monitoring and evaluation system across our service portfolios. This work began with Early Childhood Education and Care, and Out of Home Care, with the development and delivery of the Results Based Accountability™ Framework (RBA). The framework not only focuses on measuring service delivery but also service outcomes for clients. Continual service evaluation through user-friendly data collection, reporting, and data-trend visualisation mechanisms help give transparency so results can be shared and acknowledged easily across relevant teams.

The RBA was also used to assess two pilot services that were both delivered in the last quarter of the financial year. These were the Transition to Leaving Care project that provided further assistance to young people

from foster care or residential care who had reached 18 years of age, and a Trauma Informed Therapeutic Counselling Service for children. (The following sections will highlight the impact of these projects.) Over the next two years the RBA framework will be introduced across all of Anglicare's services.

Anglicare remains committed to strong evaluation to confirm the areas in which performance is good, enhance our service offerings and ultimately to ensure best outcomes for clients. Anglicare also recognises that improving evaluation quality is an ongoing task, and for this reason increased permanent staffing investment was made within the Research and Evaluation team in October 2015.

We also continued our involvement with national Anglicare research projects including the annual Rental Affordability Snapshot in April 2016. Other research and evaluation projects are included on the next page:



CEO Jeremy Halcrow and Rosie, a recent graduate from residential care, launch the new TLC report.

Key Projects

| | |
|---|--|
| 'Our Place' Youth Homelessness Services - Service evaluation | Completed July 2015 |
| Foster carers/Youth and Family Services - Satisfaction Survey | Completed in first quarter of financial year |
| Early Childhood Education Services - New evaluation framework developed | Completed in February 2016 |
| Out of Home Care - New evaluation framework developed | Commenced April 2016 (not yet delivered) |
| Trauma-Informed Therapeutic Counselling Services - Evaluation framework for pilot service | Completed May 2016 |
| Youth at Risk - Evaluation framework developed | Completed January 2016 |
| Youth and Housing Affordability Review - Youth Housing focus for Anti-Poverty Week | Completed October 2015 |
| Transition to Leaving Care - Determine impacts of pilot program assisting 18 year olds transitioning out of Care | Completed June 2016 |
| Rental Affordability Snapshot | Completed April 2016 |



Anglicare College

Registered Training Organisation

One of Anglicare's major achievements in the 2015/16 financial year, in line with our Strategic Plan, has been to increase our capacity to train our staff, volunteers and the broader community through the Anglicare College.

With the transfer of the Registered Training Organisation (RTO) back to Anglicare from the Anglican Diocesan Services, the RTO was rebranded Anglicare College to assist in marketing our training services to the wider national Anglicare network.

One key goal of the College is to ensure that all of our staff and volunteers have the skills they need to assist the vulnerable people they work with in an effective and respectful way. In 2016 the Workforce Development Unit (WFDU) was established to specifically address the training requirements of Anglicare staff and volunteers.

Some staff members have undertaken formal qualifications through the Anglicare College, including a Diploma of Community Services and a Certificate IV in Youth Work for our staff members who work with young people within our Out of Home Care portfolio. We have also

delivered tailored training programs in other service locations for staff and volunteers, including Eden, Dubbo and Orange.

This financial year also marked the expansion of the capabilities of our student management system to a hosted system including a trainer and student access portal. It also marked the opening of a new College office in Merimbula in the St James local parish development.

452 247

enrolments between
1 July 2015 and
30 June 2016

completions between
1 July 2015 and
30 June 2016



Anglicare employee, Thomas Budden, accepts Partial Skillset Certificate of Attainment from Board Member, Sue West.

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.

ENCOURAGING WORKPLACE DIVERSITY

Anglicare's organisational values underpin our commitment to advocacy for all, including people from marginalised backgrounds or groups. We encourage, promote and support diversity through our policies and recruitment processes.

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

We acknowledge Aboriginal and Torres Strait Islander (ATSI) people as the original custodians of this country and are deeply committed to employment practices that seek to redress disadvantage and under representation. We support Aboriginal and Torres Strait Islander people to have the opportunity to obtain, sustain and advance in secure paid employment within the mainstream workforce. As part of this commitment, in 2012 Anglicare endorsed the Reconciliation Action Plan which commits Anglicare to the development of culturally inclusive recruitment policy, cultural safety and practices to increase the employment of Aboriginal and Torres Strait Islander people.

Currently, 4.2% of Anglicare's workforce identifies as ATSI.

PEOPLE LIVING WITH A DISABILITY

Anglicare also encourages the employment of people living with disabilities. As a Christian organisation we believe all people are made in the image of God so Anglicare celebrates the diversity amongst the human family by valuing individual differences in background, experience and perspective. We appreciate how those differences contribute to our mission by generating new ideas, enhancing the quality of the communities we serve, and improving our services by ensuring a deep understanding of the needs of vulnerable people.



Anglicare staff at the Regional Anglicare Leadership Forum in Orange, NSW.

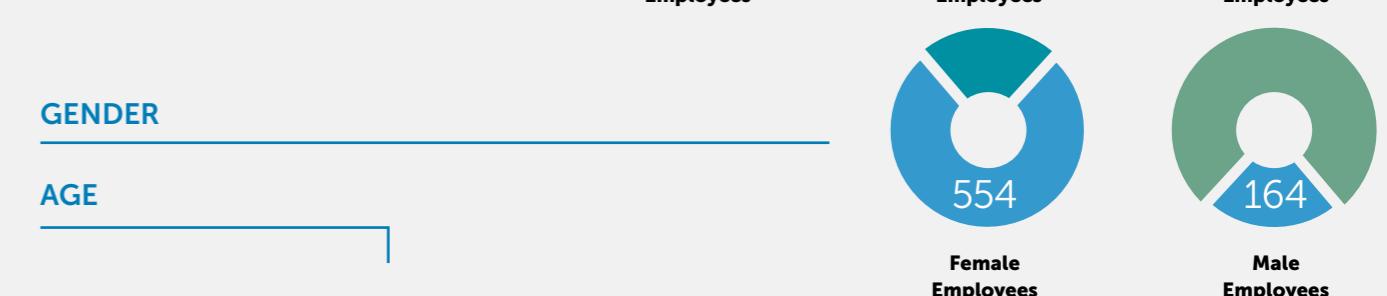
OUR PEOPLE



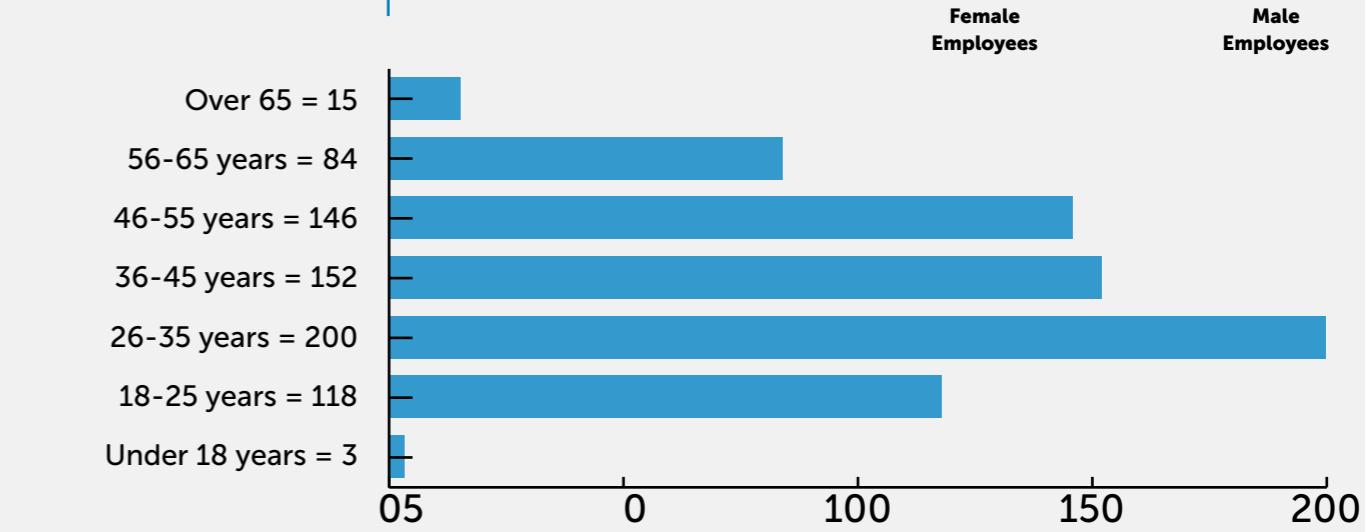
EMPLOYMENT TYPE



GENDER



AGE



Supporters + Partnerships

Anglicare is delighted to partner with many community organisations that have a heart for helping those in their local area.

CHURCHES

Partnerships with churches enable us to work together in our common mission to help those in need.

Anglicare's partnerships extend to local parishes in nearly every community across our region, enabling us to deliver volunteer-led programs into rural and remote areas and work together for the benefit of individuals, families and communities.

In 2016, Anglicare renewed our formal partnership agreements through signed Memorandums of Understanding with the Dioceses of Riverina and Bathurst.

DONORS

Hundreds of supporters and donors across regional NSW and the ACT partner with us through appeals, regular donations, advocacy and prayer, and are vital in the achievement of the Anglicare's vision to support those in need.

Key supporters are acknowledged on page 62.

COMMUNITY

Anglicare is delighted to partner with many community organisations that have a heart for helping those in their local area. One such partnership is with youth ministry, Soul Survivor ACT. In 2016 they coordinated a camp for young people to explore what it means to follow Jesus in word, spirit and action. During the camp, more than 200 young people expressed their God's love in action by volunteering time to assist Anglicare.

BUSINESSES

Local businesses across Canberra and regional NSW have continued to show their heart for vulnerable members of the community through their support of Anglicare. Much of this support has been through the Annual Pantry Appeal food drive where over a dozen Canberra businesses, like Curves at Weston, generously donated items to supply local emergency relief centres.



The team from Curves at Weston offer their support for Anglicare's annual Pantry Appeal.

GOVERNMENT

Government funding helps us to deliver services to people in need across our region. This year Anglicare successfully tendered to expand our services to youth at risk in the Riverina. Under a three year contract with the NSW Justice Department we will provide casework services and mentoring for young people as they transition into the community from the Riverina Juvenile Justice Centre (RJJC).

In a separate four year contract with the NSW Department of Family and Community Services, Anglicare will deliver support and accommodation assistance for unaccompanied children and young people aged 12 to 15 years who are homeless or at risk of homelessness. The Homeless Youth Assistance Program (HYAP) aims to reconnect unaccompanied children and young people with their families or wider support networks, or facilitate transitions to more appropriate long-term supported accommodation.



Stuart from St John's Care accepts a donation for Anglicare's annual food appeal from Eastlake Football Club.



MISSION + COMMUNITY ENGAGEMENT

SURVIVE + THRIVE HUBS

- › Wagga Wagga
- › Orange

EMERGENCY RELIEF

- › St John's Care, Reid
- › Sapphire Surprises, Eden
- › St John's Anglican Church, Young
- › Club 12/25, Canberra
- › Anglicare in Goulburn
- › Rae Burgess Centre, Yass
- › Anglican Parish of Rylstone/Kandos

SURVIVE + THRIVE HUBS

At the heart of our two innovative Survive and Thrive initiatives in Orange and Wagga Wagga are two Child and Parenting Support (CAPS) services. These provide weekly supported playgroups, home visits, counselling and parent training help to vulnerable families. Their aim is to enhance parent-child interaction and prevent children entering Out of Home Care. The Department of Social Services (DSS) help to fund these projects which now have around 1.5 staff each. The Wagga Wagga service started in October 2015 and now assists 14 families through over 240 interactions in the last financial year. The Wagga Wagga service is currently funded until July 2017 and the service in Orange until July 2020.

EMERGENCY RELIEF

During the past year, over 7000 people received emergency relief services including food, clothing, rent assistance and other bills. These services were funded with the assistance of the DSS and thanks to the generosity of our donors.

Mission, Relief + Disaster Recovery



Youth + Family services client, Corey, accessed Emergency Relief through Club 12/25.

Anglicare's vision is to see more Survive and Thrive hubs established to help people in need across the region.

7,154

people received emergency relief assistance across all regions in the past year.

Corey's Story Case Study:

After leaving home at a young age to escape a childhood affected by instability and trauma, Corey found himself living on the streets and in youth refuges.

"I felt vulnerable, like anyone could take advantage of me. I had been eating two minute noodles every day for three months because I couldn't afford other food," says Corey.

After walking past Anglicare's Club 12/25 Youth Services building one day, in desperation, he decided to go in. "I didn't have money for food and so the staff there gave me some food packages... It changed me. It made me feel human for once," says Corey.

With the practical support and emotional care provided by the Club 12/25 team, Corey now has a bright future, including a growing network of friends and an apprenticeship at the local butcher's.

"Anglicare changed my life brilliantly. If I had no one, I know I've got them. They are like family to me. [They connected me with the Woden Youth Centre where] one of the guys even wrote a support letter for my housing application and that's how I got my place to live," says Corey.

“ As a refugee, I had no family connections, limited income through government support, and I was living with post traumatic stress. With Anglicare’s help I now have a safe and affordable place to live. I’ve also enrolled in a formal CIT course to improve my English skills so I can eventually find a job.” – Refugee now living in Canberra

REFUGEES

Throughout this year, Anglicare has worked to better understand the difficulties faced by refugees and asylum seekers living in our community. Our particular focus has been on a group of asylum seekers in the late stages of visa application who, depending on the outcome of assessment processes carried out by the federal Department of Immigration and Border Protection, may find themselves without access to any income or other government services (e.g. Medicare) and without any right to work or to remain in Australia. For these people, meeting life’s most basic and immediate needs of food and shelter can be particularly challenging.

Anglicare has put in place special arrangements through our emergency relief providers to give additional food assistance to asylum seekers without income. We are also providing subsidised accommodation and education to support asylum seekers who arrived in Australia as unaccompanied minors and were at high risk of homelessness. In partnership with a network of not-for-profit organisations in the Canberra region, Anglicare has lobbied the ACT Government to increase the housing assistance available to people who find themselves in this situation.



MISSION + COMMUNITY ENGAGEMENT

220

Disaster Recovery volunteers

DISASTER RECOVERY

- › Bega Valley
- › Eurobodalla
- › Snowy/Monaro
- › Riverina (Wagga)
- › Southern Tablelands (Goulburn)
- › Queanbeyan-Palerang

23

Disaster Recovery teams

DISASTER RECOVERY

Our Disaster Recovery team had no activations this year although we were put on standby on 7 June in response to the east coast low with potential evacuation centres in Bega, Merimbula and Eden.

We finished the financial year with 220 Disaster Recovery volunteers listed in 23 teams.

The following Disaster Recovery Training Sessions took place in the last 12 months.

| Location | Number of participants | Month |
|--------------|--|--------------|
| Bungendore | 11 new recruits, 1 refresher | October 2015 |
| Wagga Wagga | 8 new recruits, 8 refresher | March 2016 |
| Batemans Bay | 30 – approx 50/50 refresher and new recruits | June 2016 |

“ I moved to Crookwell about 8 years ago and I was keen to see the church connecting with the community. I decided to book in a Disaster Recovery training day. It seemed like a perfect opportunity to help our neighbours.” - Margaret, Disaster Recovery volunteer



FINANCIAL + GAMBLING SUPPORT

No Interest Loans Scheme (NILS)

- > Eurobodalla
- > Bega Valley
- > Wagga Wagga
- > Orange
- > Mudgee
- > Forbes
- > Gilgandra
- > Lake Cargelligo
- > West Wyalong

Gambling Help Service

- > Goulburn

Financial + Gambling Support

“In February this year, I needed help from Anglicare for a low interest loan to pay for surgery. Without this loan, my only option would have been to go on a long public waiting list, which would have decreased my life expectancy. I’m so grateful for the help and I’m not having any problems paying back the loan repayments.” – NILS client

NILS

Anglicare’s NILS services are based in nine communities throughout regional NSW. Over the last financial year Anglicare issued 265 No Interest Loans to people struggling with financial difficulty. Of these 39% were Indigenous and 42% were on a disability pension.

FINANCIAL COUNSELLING

Anglicare’s financial counselling services made a combined total of 419 new contacts this financial year. Demand for this service continues to be strong with waiting lists for services. Clients come to the service struggling with a variety of complex needs including domestic violence and mental health issues. This service has also provided financial counselling support for refugees from various countries including Afghanistan, Sudan and Burma.



“Thank you to Anglicare for the counselling service you provided to myself. It has been very useful in helping me with my financial problems.”
– Financial Counselling client

“My gambling had reached crisis point and was threatening my marriage. But because of Anglicare’s Gambling Help Counselling Service, I’ve quit gambling for over 12 months and I also have a job now. My self-esteem and my marriage have both improved thanks to Anglicare.” – Anglicare Gambling Help client

GAMBLING HELP

Anglicare’s Gambling Help Counselling Service provides a confidential, professional counselling service.

The service also conducted 334 hours of community engagement activities throughout the South Coast area that included stakeholder meetings, gambling awareness and education sessions, attending community events, and other promotional activities.

Key highlights for the year included working with the Responsible Gambling Fund to launch the Justice and Corrections project in Goulburn and throughout the region, being involved in Responsible Gambling Awareness Week and the promotion of a statewide youth strategy to address problematic gambling for young people.

551

counselling sessions

76

clients



Homelessness + Housing

ACT

- › Our Place – Youth Services

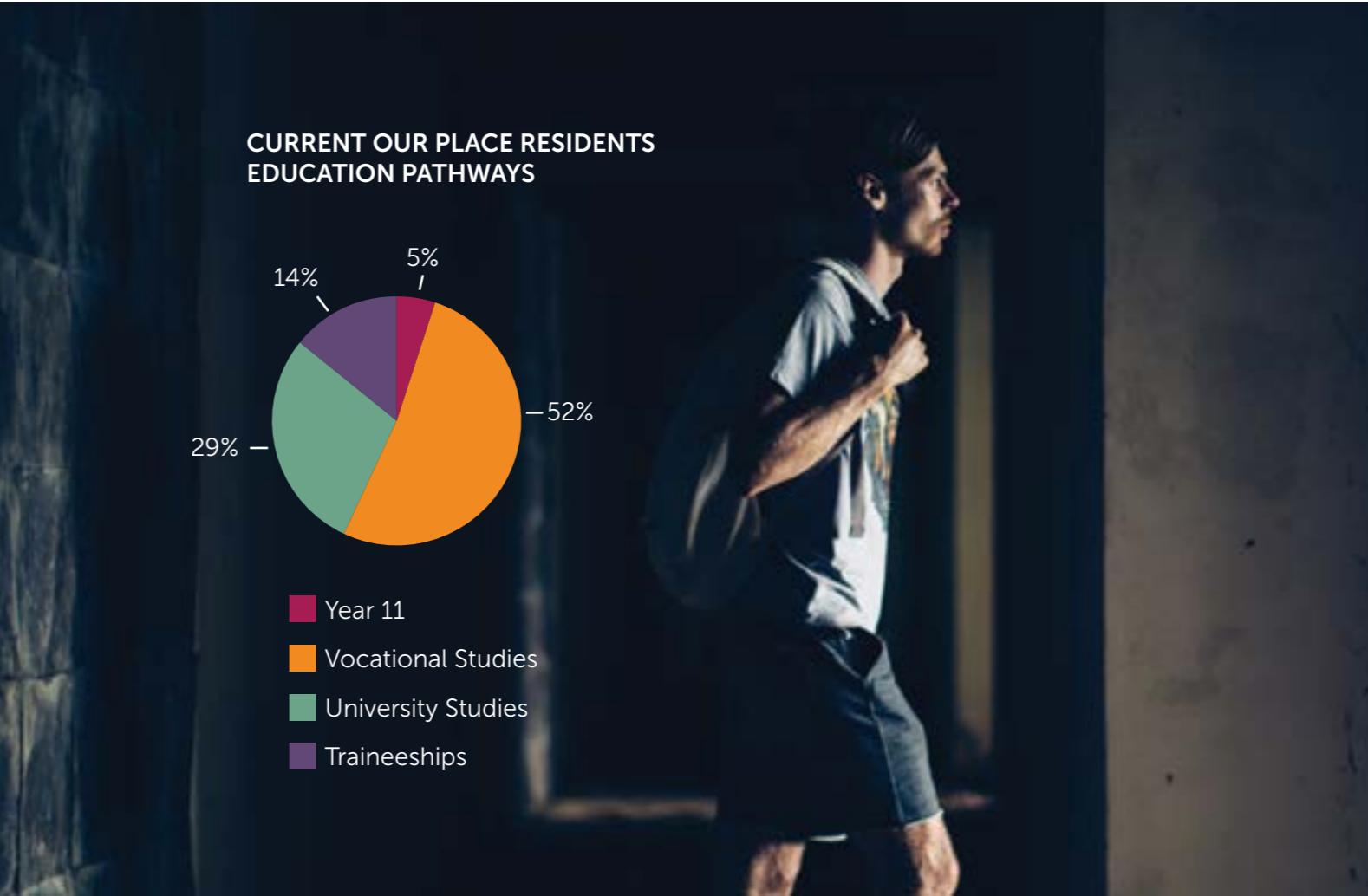
NSW

- › Rae Burgess Centre - Yass
- › Community Housing Project - Goulburn
- › Goulburn Homelessness Support Service
- › Homeless Youth Assistance Program – Southern NSW
- › Eurobodalla Homelessness Support Service

Anglicare's Housing and Crisis Support services are an integral part of our strategy to help people hope, heal and thrive. This approach aims to address the immediate critical needs but also helps to tackle long-term needs and move people towards positive life outcomes.

Anglicare's annual Rental Affordability Snapshot survey released in April showed an alarming lack of affordable and appropriate housing for people in need in our region. With long waiting lists for people needing government supported housing, and with private rental options unavailable or unaffordable, people are left to seek out other accommodation options like 'couch-surfing' or face homelessness. This has meant that demand for Anglicare's crisis housing services has been strong across Southern NSW and the ACT.

Our Goulburn Homelessness Support Service covers the Goulburn Mulwaree Local Government Area and Upper Lachlan Local Government Area and includes short-term crisis housing as well as longer term supported housing options. In the 2015/16 financial year 303 people were assisted through the service



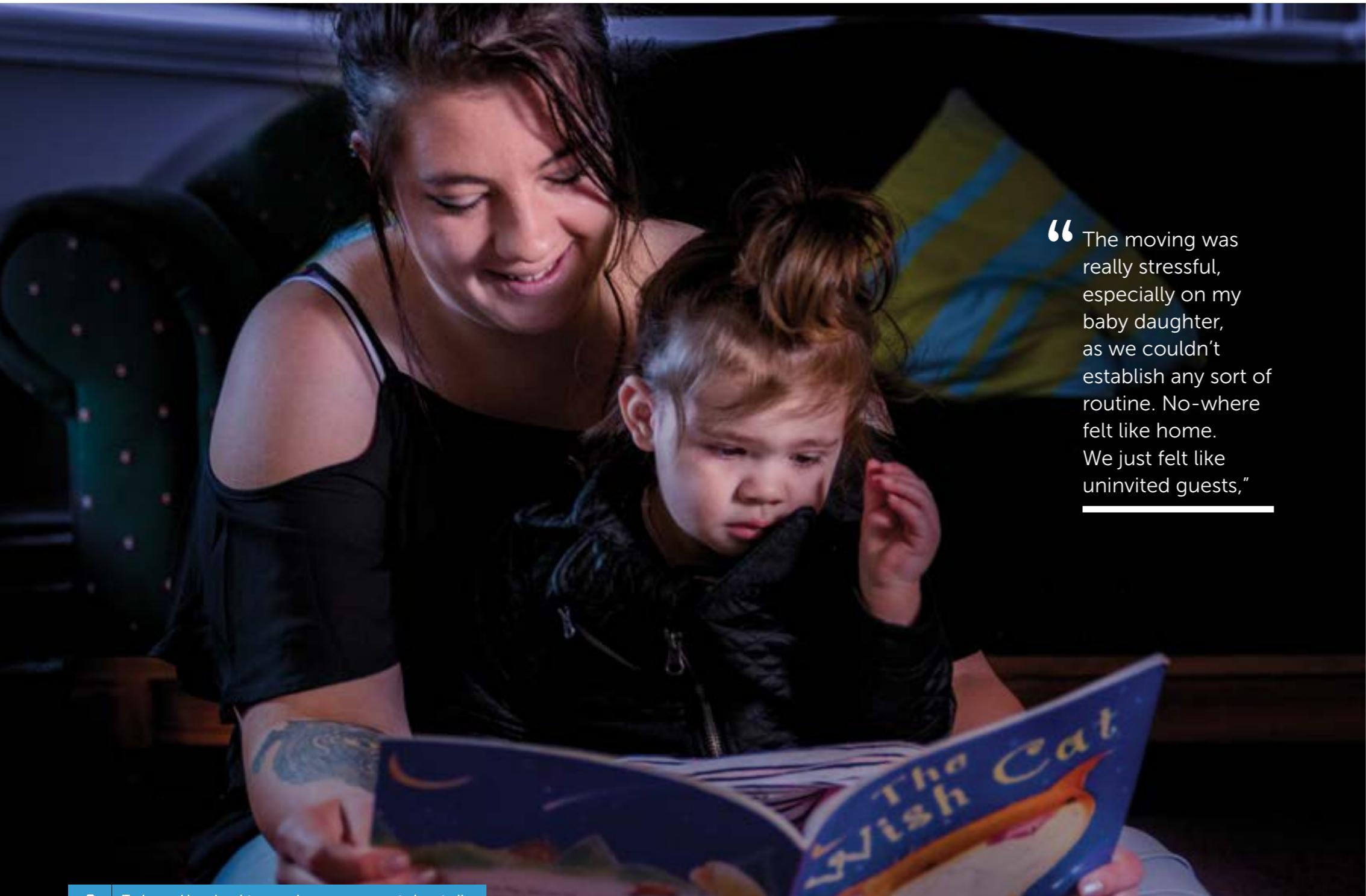
with 3354 phone and face-to-face interactions recorded. Discussions also began between the NSW Department of Family and Community Services (FACS), Anglicare and the NSW Police Hume Local Area Command to enhance the existing service response for women and children who are at risk of homelessness as a result of domestic and family violence. This agreement is expected to be finalised in the first quarter of next financial year.

Our Yass Homelessness Support Service covers the Yass Valley Local Government Area and during the financial year, 66 people were assisted through 347 interactions. In the Eurobodalla Local Government Area, our Eurobodalla Homelessness Support Service provided assistance to 320 clients with 3035 interactions recorded.

In the ACT, Anglicare provides an accommodation service for young people aged between 16 and 21 years of age called Our Place. The young people assisted through this service are homeless or at risk of homelessness, have low to medium support needs and are

participating in education, training, or training-related employment like apprenticeships. The service can accommodate up to 24 young people at one time in shared accommodation facilities. We offer ongoing support through case management for young people (including for single parent families and young parents) who transition from Our Place into the private rental market or ACT Housing. Funding for Our Place has been extended into 2019.

This year also saw the highest number of participants engaged in tertiary education since the establishment of the program, with young people enrolled in degree courses such as nursing, physiotherapy, building construction, international relations and foreign affairs, and education.



Taylor and her daughter now have a permanent place to live because of the help they received through Anglicare.

689

people were assisted across
the Goulburn, Yass and
Eurobodalla services

6,736

phone and face-to-face
interactions with clients this year

24

young people can be
assisted through the Our
Place service at any one time

OUR ACHIEVEMENTS 2015/16

› January 2016

Discussions commenced between NSW FACS, Anglicare and the NSW Police Hume Local Area Command to enhance the existing service response for women and children at risk of homelessness because of domestic violence

› April 2016

Rental Affordability Snapshot released

Taylor's Story

Case Study:

Taylor was 19 when she became pregnant. At the time she was living with her mother and three siblings in a small 3-bedroom unit in Goulburn that was already bursting at the seams. Then Taylor's mother lost her job.

Three months after giving birth to her daughter, the difficult situation deteriorated further for Taylor when, unable to pay the increasing rental rates, the entire family was evicted with one weekend to move their furniture into storage and find another place.

"The moving was really stressful, especially on my baby daughter, as we couldn't establish any sort of routine. No-where felt like home. We just felt like uninvited guests," says Taylor.

Eventually Taylor heard about Anglicare. "The people at Anglicare were really nice about our situation. They helped with everything. They found me and my daughter emergency accommodation. They helped me pack up my stuff, they helped me move my stuff and even move in. They even gave me furniture and brought it to my house, and food for the kitchen. I don't know what I would have done without Anglicare."

Taylor moved in to crisis housing with Anglicare in September 2015 and stayed in crisis accommodation until March 2016.

Finally with the help of Anglicare, in March 2016 Taylor and her daughter moved in to permanent accommodation. "I finally have a place to call home for my daughter. Even though she's too young to remember all this, I hope my daughter never has to go through this again. I want the best for her."



OUT OF HOME CARE

Western NSW

- › Orange

Riverina

(Murrumbidgee Region)

- › Wagga Wagga – including Wanggaay Indigenous Services
- › Leeton
- › Albury

Southern NSW

- › Goulburn
- › Moruya
- › Bega

St Saviours (Metro West and South West)

- › Liverpool
- › Nowra

Out of Home Care

Out of Home Care (OOHC) is Anglicare's largest service portfolio in terms of turnover, receiving approximately \$30 million in funding from the NSW Government. In 2016, Anglicare supported 548 children and young people across regional NSW and St Saviours in southern and western Sydney.

Specific services include long-term and short-term foster care, kinship care, respite care and residential care delivered by a committed and caring team of staff and foster and kinship carers. Children and young people in our OOHC programs have complex needs that require committed and highly-individualised care arrangements.

In response, Anglicare continued to focus on developing our staff in OOHC to deliver quality services to support carers to assist the children and young people placed with them to thrive and achieve to the best of their potential. This development included regular staff support and supervision, opportunities for specialised professional development as well as accredited training opportunities through the Anglicare College. We are pleased to congratulate more than 25 front line staff members who commenced or completed formal qualifications in the Diploma of Community Services or the Certificate IV in Youth Work.

We are also delighted by the ongoing positive development of the mentoring partnership Anglicare commenced in 2013 to support Aboriginal children in care through the Waanggay Koori Foster Care service operating in Wagga Wagga. We are now working together over the coming year to support Waanggay to achieve their independent

accreditation and to transfer their service to the auspice of the Aboriginal led medical service RivMed - that operates within the Riverina region.

In July 2015, we appointed a Community Services Quality Standards Manager allowing Anglicare to continually review, develop and enhance practices across a number of service areas as well as ensuring program compliance with various standards and legislations. This financial year, the Quality Standards Manager was majorly focused on preparing Anglicare for our OOHC Accreditation that occurs every five years with the current accreditation valid until November 2016. This work also included, in collaboration with the Policy Team, a major review and redrafting of the Out of Home Care Policy and Procedure framework. The Quality Standards Manager also introduced a new initiative with the development of practice guides which have proven to be invaluable to the front line staff in OOHC.

The Research and Evaluation Team also worked in collaboration with OOHC on two major projects this year. The first project was the Transition to Leaving Care (TLC) research. TLC is a pilot program that commenced last financial year to provide continued support to a group of young people after they had turned 18 years of age and no longer received government support. This pilot was created in response to statistics showing that many young people who transition out of care are left with little or no support networks, putting them at higher risk of homelessness, unemployment and poverty. Research feedback indicates that the program made a significant difference in the lives of participants.

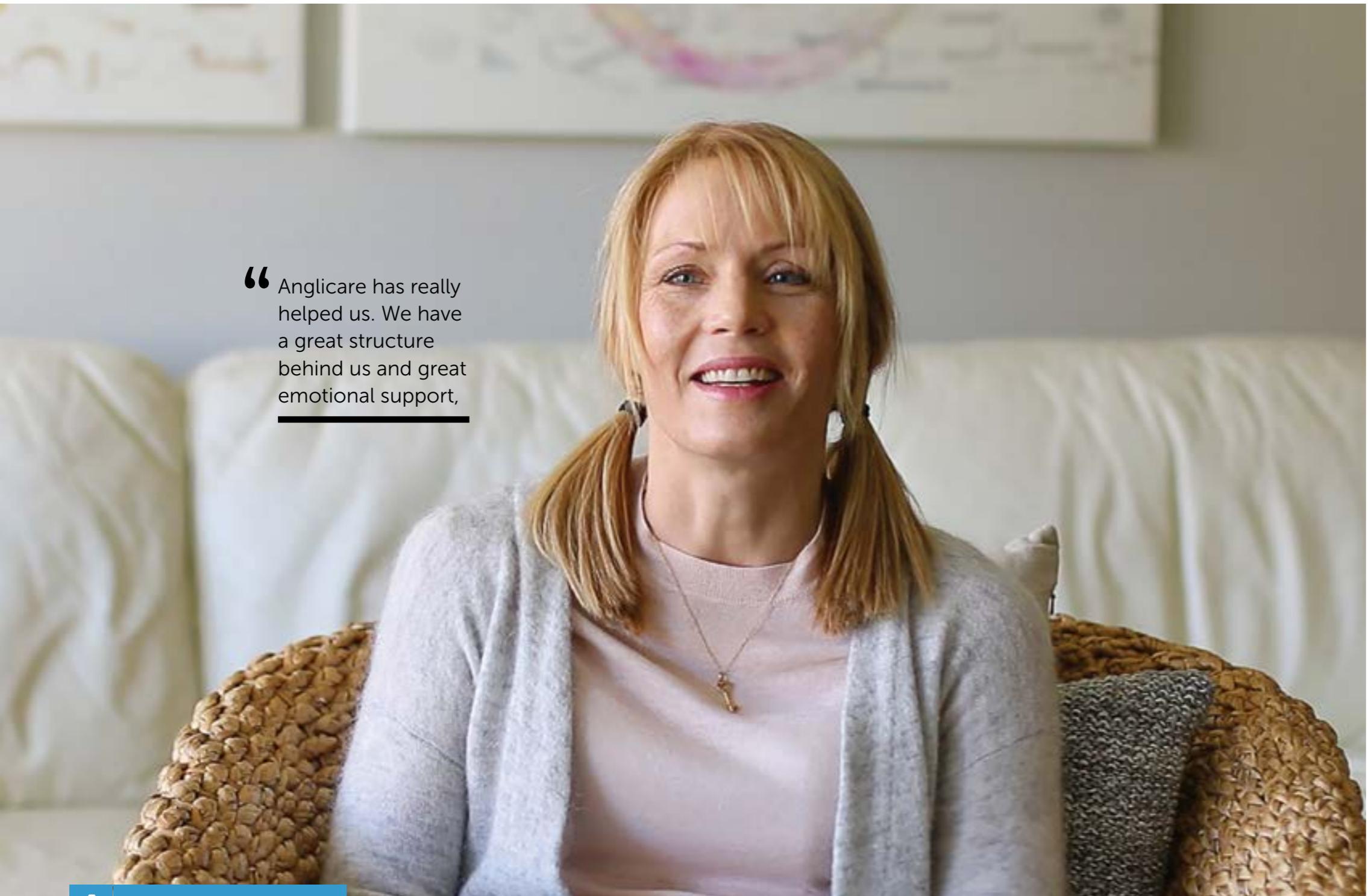
The second major project was the development of an evaluation framework for the OOHC programs using the Results-Based Accountability™ model. The evaluation framework will enable monitoring of the quality of services across OOHC as well as reporting on the actual outcomes for young people placed in Anglicare's programs. The evaluation project has commenced implementation with phase one to report data in the early weeks of the 2016/17 financial year and phase two and three to follow shortly thereafter.

Anglicare recognises that children and young people who enter the statutory care system have most often experienced high levels of trauma and harm which has a significant impact on their capacity to trust in relationships as well as affecting many aspects of their development. In response to this, Anglicare appointed a Therapeutic Services Manager in May 2016. The focus of this role is to create a comprehensive therapeutic practice framework to provide trauma informed and attachment based services to assist children to heal from past traumas and thrive into the future.

Anglicare continues to be amazed by the resilience of children and young people in our care as they move past obstacles to maintain hope and pursue their dreams for the future. We believe that seeking feedback from young people and giving them a voice in the provision of service is an important step in evaluating and improving our quality of care. This will be an important focus as part of the OOHC evaluation framework to ensure an annual comprehensive, age appropriate survey to hear the voice and feedback from the children and young people in our programs.

We also understand that the commitment, care, perseverance, flexibility and hopefulness that our carers evidence day in and day out in caring for the children and young people in our programs is the vital relationship that makes the difference. We remain very grateful to the families that see the need and commit to caring for some of the most vulnerable children within our community.

Our OOHC teams also remain very respectful of the birth families whose children are placed in care with Anglicare. We recognise that many have experiences of extreme vulnerability including unstable housing, limited work force opportunities, poor health or mental health and difficult family relationships - often across generations. We are committed to supporting birth families to remain in relationships with their children and where possible, to be supported to build their skills and capacities to see their children return to their care safely and permanently.



“ Anglicare has really helped us. We have a great structure behind us and great emotional support,



Kristen, an Anglicare foster carer

548

children and young people were supported through Anglicare's Out of Home Care services.

440

foster carers provided care and support to children and young people this year.

28%

increase in the number of children and young people supported through Anglicare's Out of Home Care service in the last 12 months

OUR ACHIEVEMENTS 2015/16

- › **July 2015**
Transition to Leaving Care research continued through the year
- › **July 2015**
Out of Home Care forum
- › **April 2016**
Out of Home Care accreditation commenced

Kristen's Story

Case Study:

Kristen knows first-hand the importance of a family. Having been adopted herself, Kristen was determined to help other children in need.

"I have children of my own, and I've loved being a mother," says Kristen. "My twin daughters are now 19 years old and it's really lovely to have younger children back in the home again."

For Kristen, the decision to become a foster carer meant firstly having discussions with her husband and daughters. After reaching an agreement to become a foster family, Kristen contacted Anglicare.

"Anglicare has really helped us. We have a great structure behind us and great emotional support," says Kristen. "Anglicare staff are very experienced, confident and professional and they are constantly available. All my questions and problems are always listened to and validated."

In the last 12 months, Kristen and her husband have provided short-term and respite care to a number of children, some of whom have been restored to their birth families.

"My family and I love seeing the changes in the lives of the children who come through our doors and into our hearts," says Kristen. "I also love that we're helping to support birth parents who may be struggling in their lives, perhaps with issues beyond their control, and they just need someone to help care for their child."

"We've met some beautiful children," she says. "I love the diversity the children bring into our family. My own children have learnt and grown so much from it. I think they're better people for having that experience. The positives far outweigh the negatives for our family. Our home has a really good energy and purpose now."



YOUTH + FAMILY

ACT

- › Child, Youth and Family Support Program North
- › Child, Youth and Family Support Program South/Weston
- › Case Management Team
- › Youth Education Program
- › Junction Youth Health Service

Southern Tablelands

- › REACH Program
- › Adolescent Program

Riverina

- › HIPPY
- › Survive and Thrive
- › Lifetime Learning
- › Links to Learning (Step Up)
- › Indigenous Youth at Risk Support Program
- › Ignite Mentoring
- › Indigenous Sport and Recreation

400

young people and families were supported in the Riverina in the past year

63

case management cases were provided in the ACT this year.

91.6%

of young people in the Indigenous Youth at Risk program in the Riverina did not reoffend

OUR ACHIEVEMENTS 2015/16

- › **October 2015**
Commencement of Wagga Wagga 'Survive and Thrive' program
- › **January 2016**
Commencement of a Community Engagement and Development Officer at the Ashmont Community Resource Centre (ACRC)
- › **April 2016**
Youth and Family Services Riverina secured the Joint Support Program (JSP) for Riverina, funded by the Department of Justice to assist with youth mentoring.



Young Carers learning to cook healthier meals during the Cooking With Care Program at Club 12/25.

YOUNG CARERS

Young carers provide care and support to a family member who may suffer from mental illness, physical limitations, the effects of drugs or alcohol, terminal illness or other difficulties. CYCLOPS ACT, is an ACT initiative connecting young carers to life opportunities and personalised supports, providing case management and casual support, and facilitating support groups for young people between the ages of 10 and 25 years. The program works holistically with the entire family including the person who is receiving care. This may include children who are under 10 years of age and the parents or guardians within the family unit. Specifically, Anglicare ran cooking classes in Canberra for young carers, teaching them how to cook healthy meals on a budget. The classes, which were supported by volunteers, were well received by the young people and will continue next year. This year over 400 clients were assisted through CYCLOPS.

Helen* is an 18 year old client who lives at home with her 11 year old sister. When Helen's mother was hospitalised with a blood disorder, Helen temporarily became the primary carer for her sister. Both girls had been abused by their father who had been arrested.

The situation was extremely stressful as Helen tried to complete studies, hold down a part time job, grocery shop, complete household chores and care for her sister. She tried to cope by drinking excessive amounts of alcohol which led to her sister being removed from her care.

Helen was then referred to CYCLOPS. The case worker helped address issues in Helen's life looking at self-esteem, budgeting, diet and minimising alcohol consumption. Helen's drinking and stress levels have reduced, she is more focused on her career. She can now be there for her family as well as prepare for independent living.

*not real name



Anita and her son, Bailey, play at the Ashmont Community Resource Centre in Wagga Wagga. The support Anita has received through the service has helped her better engage with her son and enable him to transition well in to school.

FAMILY SERVICES

We're striving to break inter-generational disadvantage and poverty by supporting families in our community, enhancing parents' capacity to care for their children and preventing the need for statutory intervention.

The Riverina Youth and Family services supported over 400 young people and families across the region in the last financial year. This included the October 2015 commencement of Anglicare's Survive and Thrive program in Wagga Wagga.

Already, 14 families have been assisted through a total of 240 interactions including home visits and phone support calls. Staff have also helped parents to strengthen their relationships with their children by engaging families in parenting programs, counselling, financial counselling and weekly supported playgroups.

HIPPY Ashmont graduated over 93% of families that enrolled in our two year program in 2014. This fantastic result was recognised with a \$5000 Performance Payment to honour coordinators' and tutors' successful engagement with families and their ability to support children to engage at

school with the program.

Thanks to the generous support of our donors, Anglicare has been able to continue operating at the Ashmont Community Resource Centre (ACRC). The centre has seen an overall increase in assistance provided with approximately 150 people accessing the centre each month. Strong working relationships have been developed with other local service providers which has seen the introduction of new programs/activities, including two accredited certificate courses.

Lifetime Learning, an Indigenous Parenting Support Services Program running in Wagga Wagga, Leeton and Griffith, builds family knowledge of early learning through active engagement in quality early childhood education programs. The program works to strengthen positive relationships in families, promote positive behaviour in children and build confidence in parenting.

Through working with Lifetime Learning, and specialists from some other services, we have seen a major change in the lives of participants including parents pursuing additional education

and children prepared to make the transition into school.

In the ACT, a Case Management Program is provided in the southern region in partnership with Woden Community Service. Case management provides a variety of supports to vulnerable families who live in the South Canberra/Weston Region (Duffy to Oaks Estate). These supports include strengthening family relationships, advocating and supporting the family to help them achieve goals and improve their current circumstances.

In the 2015/16 financial year, the Case Management team supported a total of 63 families at varying times. During the year, the Case Management team developed a partnership with Narrabundah Early Childhood School and this relationship has been very successful. The Case Management team also supported many families by working closely with the Children's Services at Woden Community Services. At the start of 2016, the Case Management team also started a multicultural playgroup.

5,352

young people received clinical appointments through the Junction youth services

YOUTH HEALTH

Ensuring vulnerable young people have necessary health support is a crucial part of Anglicare's Youth Services. The Junction Youth Health Service in the ACT is a 'one-stop' model of care and helped deliver clinical based services to 5352 young people. This year there has been an increasing number of referrals from other agencies. With a fully staffed clinic of three GPs, mental health counsellor, registered nurse, four youth workers and two experienced medical receptionists, our clients receive comprehensive care ranging from medical management and intensive health therapy to housing assistance. A highlight has been the dramatic reduction in the number of unintended pregnancies among our clientele due to the provision of education and the Implanon contraceptive device.

A team of four case workers also delivered programs in over 20 public schools in Canberra about sexual health and positive wellbeing. Issues addressed included positive body image, STIs, contraception and healthy relationships.



Joe loves the support he receives from the team at Club 12/25.

YOUTH EDUCATION + ENGAGEMENT

Through our Youth and Family Services we encourage young people to remain engaged in school and post-school training to help them achieve their potential and prevent lifelong disadvantage.

The Youth Education Program (YEP) provides an opportunity for young people aged 15 – 19 years who have been disengaged from education to gain literacy and numeracy skills before transitioning into mainstream education, vocational training or employment and to gain their Certificate in General Education for Adults. YEP has capacity for 12 enrolments at any one time, reducing barriers to education through intensive case management support. The program has been extended until December 2016.

We provide youth engagement activities in the ACT and parts of regional NSW. In the northern and the southern regions of the ACT we work in partnership with Northside Community Services and Woden Community Service respectively. Youth engagement utilises a range of strategies to engage vulnerable young people who are

unlikely to be strongly engaged with their family or other primary and secondary services. This is likely to be short to medium term involvement and will actively engage and transition the young people to support networks depending on their individual needs. Both sites operate Youth Drop-in Centres where staff work closely with local youth and assist them through education, training and employment programs, with the provision of emergency relief, and with initiatives to build self-confidence and personal relationships skills.

The Youth Engagement Team has successfully worked with a Network Coordinator to build a relationship with the PCYC, Harrison School, MYS (Multicultural Youth Service) and Barnardos Australia. This led to the development and implementation of a Drop-In space in Gungahlin where young people in Canberra's northern area can engage in a range of sporting activities and other services.

In the Riverina area, our Youth at Risk Support program supported over 35 young people this year, providing intensive wrap around case management to individuals who are at high risk of being caught up in an offending cycle. We saw

“ The youth workers have always been there for me through all of my ups and downs. I always have a yarn to everyone in the building and they make me feel at home.”

Joe's Story

Case Study:

Joe has attended Anglicare's Club 12/25 youth service in Canberra for about three years. He also accesses The Junction youth health services. Joe currently receives the NDIS and lives independently. He's an extremely social person and is active within the community, volunteering with the Canberra Raiders and at Floriade. But sometimes he feels lonely and isolated and finds that making friends can be a challenge. In response, the team at Club 12/25 work hard to make sure he has a strong support network and is involved in activities that allow him to meet other people.

The staff also helped Joe during his NDIS meetings, advocating on his behalf. Joe remains extremely grateful for the support he has received. “The youth workers have always been there for me through all of my ups and downs. I always have a yarn to everyone in the building and they make me feel at home. I am excited to meet new people and learn new things. Anglicare has helped me in so many ways in my life.”



DISABILITY SERVICES

ACT

- › Life in the Home
- › Life in the Community
- › Home and Community Care (HACC)

Goulburn

- › Ageing Parent Carers
- › Case Management
- › Disability Holidays
- › Extended Family Support
- › Flexible Respite Options
- › Flexible Packages
- › Goulburn Family Interchange
- › Intensive Family Support
- › Supported Living Fund

Moruya

- › Case Management
- › Supported Living Fund
- › Life Choices Packages
- › Dementia Case Management
- › Fee For Service
- › Leaving Care Program
- › Extended Family Support

Bega

- › Case Management
- › Dementia Case Management

Disability Services

Anglicare is committed to providing caring and personalised services for people living with a disability. In line with our organisational values of dignity and inclusiveness, our aim is to see people with a disability involved in their communities and living fulfilled independent lives.

The creation of a disability-specific portfolio from September 2015 means that we can better track our service delivery to see if client outcomes are being met through high levels of accountability and transparency. The addition of 12 disability-specific policies and procedures under broader organisational policies aligned Anglicare's services with the Disability Inclusion Act 2014 (NSW) and also met the requirements of becoming an NDIS provider.

Much of our strategic direction with Disability Services has been shaped by the further rollout of the National Disability Insurance Scheme (NDIS). This also led the agency to contract an NDIS Manager to assist with implementing these changes. The manager has helped

All existing disability clients in the ACT have either entered the scheme or are awaiting their planning appointment.

prepare and train staff members for the NDIS transition. The service has also kept clients informed and updated through information sessions, letters, phone calls and emails. Around 80 clients also had individual meetings. This communication has helped to ensure client confidence in Anglicare's services.

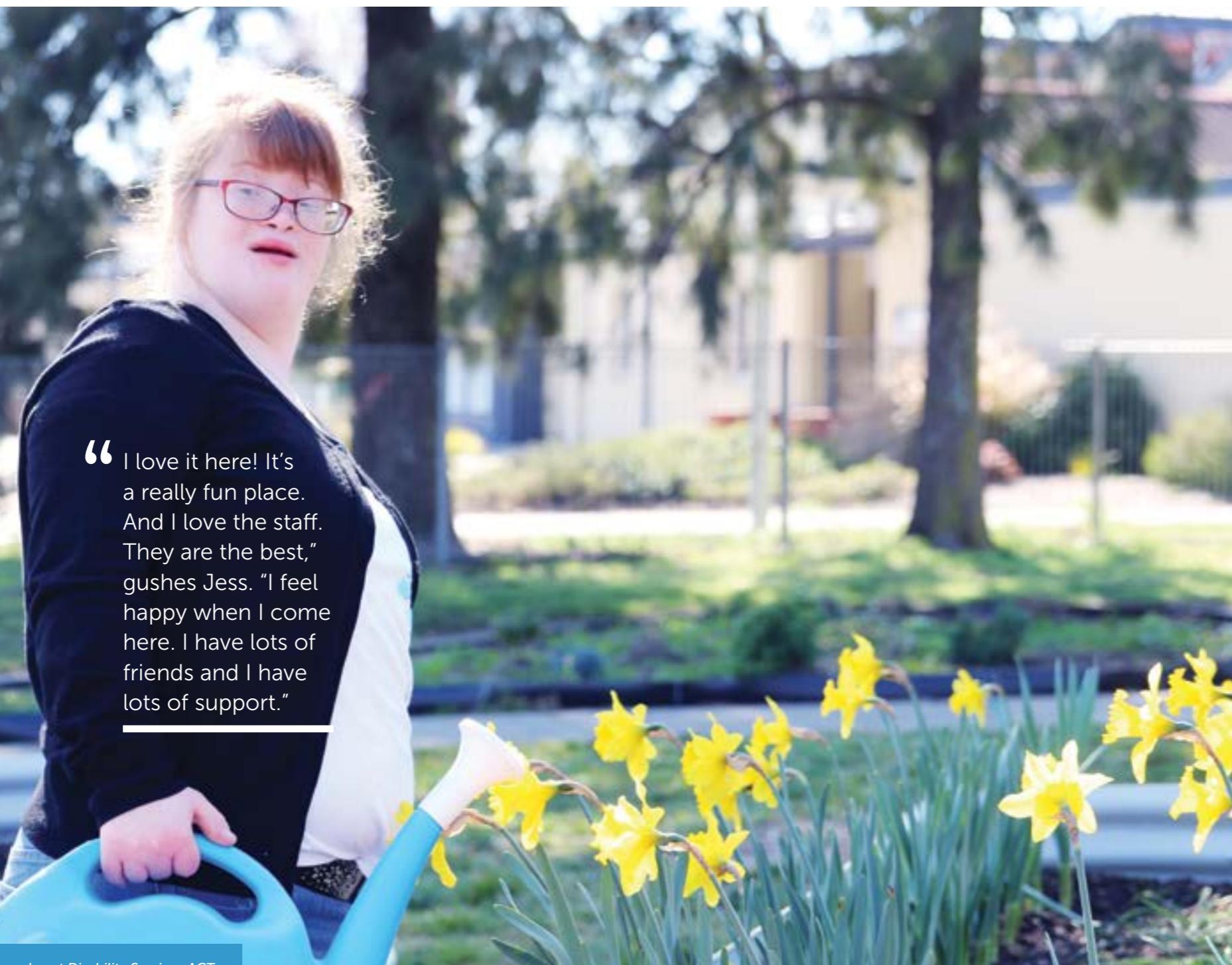
Since 1 July 2015, the ACT has been a trial site for the NDIS. The individualised NDIS support packages provide participants with choice and control in order to plan for their future and has meant a transition from traditional block funded programs. All existing disability clients in the ACT have either entered the scheme or are awaiting their planning appointment. It is expected that all ACT clients will have plans and funding by the end of 2016. The challenge for the next financial year will be the continued rollout of the NDIS across services in NSW.

Clients in the ACT also participated in a project with National Disability Services called the Community Inclusion project. Four clients and their families participated in the 12 month project. The aim was to support participants with exploring community connections, the relationships between participants and their communities, and the role of service agencies in enabling community inclusion.

The ACT service also benefited from a partnership with youth initiative, Soul Survivor. Young people from Soul Survivor visited the Disability Services Centre at Holt and completed a sensory garden renovation, improving the atmosphere and usefulness of the gardens for clients.



Disability Services client at Anglicare's Disability Services ACT.



“I love it here! It's a really fun place. And I love the staff. They are the best,” gushes Jess. “I feel happy when I come here. I have lots of friends and I have lots of support.”



Jess, tending to the garden at Disability Services ACT.

22,200

hours of respite care was provided for families

8,423

hours of case management support was provided for clients

218

clients assisted in Goulburn, Moruya and the ACT

OUR ACHIEVEMENTS 2015/16

- › **July 2015**
Anglicare participated in the national Community Inclusion Disability Services project
- › **July 2015**
Transition of ACT Disability Services clients from block funding to NDIS funding
- › **October 2015**
Anglicare developed a Disability-specific portfolio
- › **April 2016**
Sensory garden renovations at ACT Disability Services by Soul Survivor team

Jess' Story

Case Study:

On any one day the busy Anglicare Disability Services Centre at Holt buzzes with activity. The centre is a meeting place for around 30 young people aged between 18 and 25 years who all regularly use the centre as a place to connect with others and work on skill development.

For 18 year old Jess, the centre has made a significant difference in her life. “I love it here! It's a really fun place. And I love the staff. They are the best,” gushes Jess. “I feel happy when I come here. I have lots of friends and I have lots of support.”

For Anglicare’s Coordinator of Disability Services, Margaret Hennessey, Jess’ story encapsulates the aim of the centre which is to provide skill development for clients like Jess as well as opportunities for social connection. “Most of our clients are young people, so giving them the opportunity to learn things like cooking, catering and other skills will help set them up for life, especially in finding employment and moving towards independent living,” she says. “The workers here are committed to seeing each person leading a successful and fulfilled life. We do this by creating personalised plans with each client that are regularly reviewed and updated based on their individual needs and interests.”

For Jess, who has Down Syndrome, her individual plan includes gym lessons and swimming classes to assist in the recovery of an old knee injury. The centre also offers her the chance to develop her skills in catering, which she applies in her volunteer role as a caterer at her local church. She hopes one day to work in hospitality.



EARLY LEARNING

ACT

- › Franklin Early Childhood School
- › Southern Cross Early Childhood School
- › Calwell Early Childhood Centre
- › Gordon Early Childhood Centre

NSW

- › Googong Early Learning Centre
- › Goulburn Family Day Care
- › Marulan Preschool
- › Orana Preschool
- › Goulburn Early Learning Centre

Early Childhood Education + Care

In the 2015/16 financial year, Anglicare provided Early Childhood Education and Care for 1426 children representing 1074 families across nine locations. Anglicare recognises the critical importance of investing in the early years of a child's development, which is why we place emphasis on delivering high quality early learning programs.

In line with this aim, this year Anglicare's Research and Evaluation team implemented a Results Based Accountability™ (RBA) framework to give valuable information on how well we are supporting children and their families. A monthly reporting dashboard allows transparency across all service locations to identify trends, needs and ultimately help with improved planning.

Service highlights over the last 12 months have included Calwell Early Learning Centre gaining an 'Exceeding National Quality Standard' in their assessment rating in all seven quality areas.



A mother and child engage in learning activities at a Paint and Play playgroup.

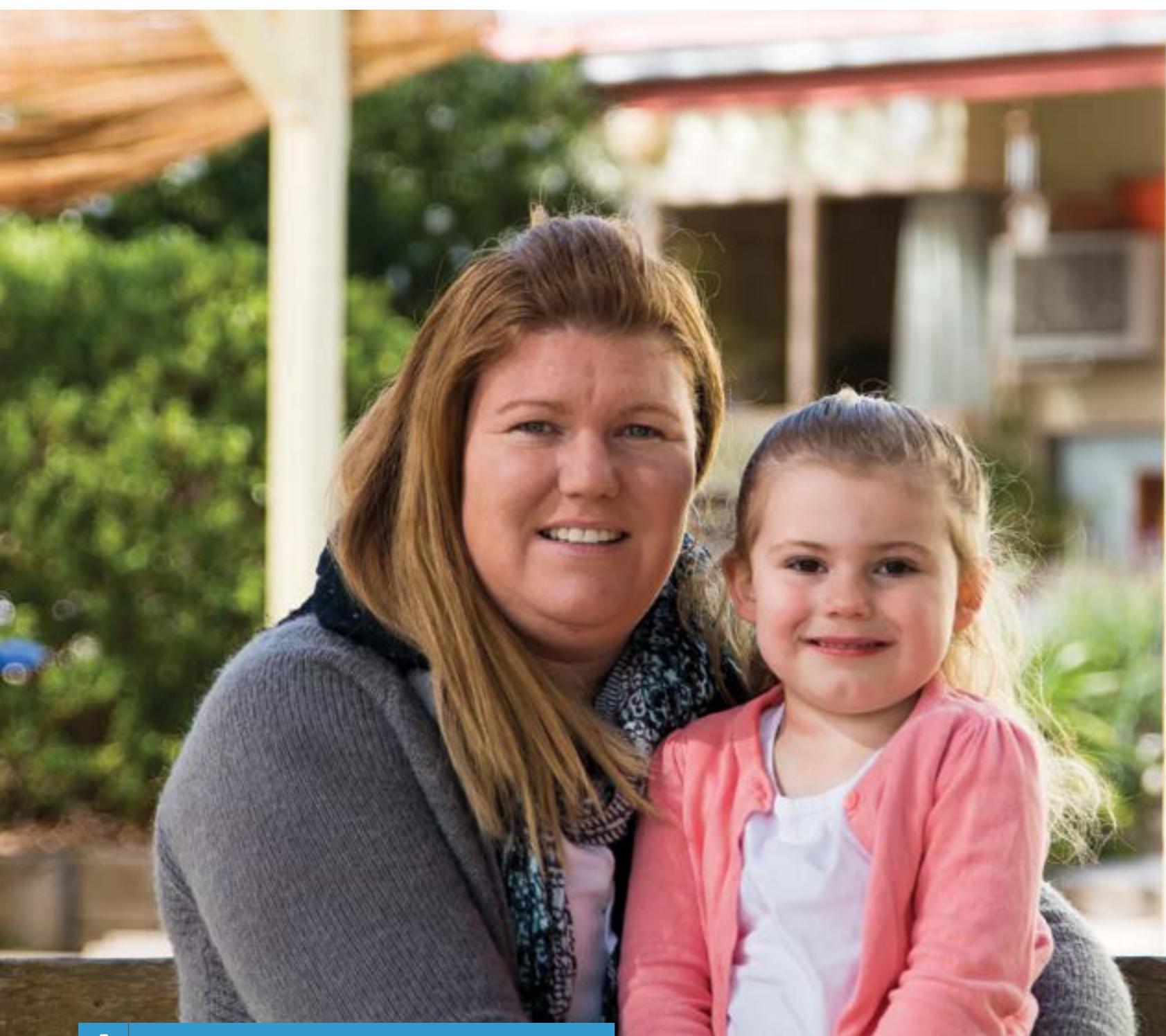
Service highlights over the last 12 months have included Calwell Early Learning Centre gaining an 'Exceeding National Quality Standard' in their assessment rating in all seven quality areas. Googong Early Learning Centre also gained an 'Exceeding National Quality Standards' rating in five of the seven quality areas.

Another highlight has been the opening of the Goulburn Early Childhood Centre located at the Illawarra TAFE campus. This service replaces St Saviours Long Day Care service, and has resulted in a doubling of our Goulburn childcare placements.

We also continued to support the community through the provision of Paint and Play community playgroups at Kambah, Ngunnawal, Holt, Franklin and the Boundless Playground. These programs allow parents to meet with Anglicare staff members and learn parenting skills. The programs allow parents to also meet with early learning and health care specialists. Developmental delays can be diagnosed early and referrals for additional help can be made.

Anglicare is also committed to helping parents and caregivers who may be from vulnerable backgrounds or have children requiring additional support. Two staff members were employed specifically to assist with children with physical or behavioural needs, and 12 families benefited from this specialised support. We will continue to work closely with our disability services to offer the support that children and families need.

Major developments impacting our Early Learning services included regulatory changes. One key policy change that came into effect in January 2016 ensures that educators who are on leave are replaced by someone with the same qualifications. Our Early Childhood Education and Care managers are working with Anglicare College to increase the level of qualifications for the Early Learning workforce. While these developments have meant increased staffing costs, it also means improved quality of care for children at our centres and ensures we are compliant and meet best practice standards.



Linda and her daughter Abby at the Goulburn Early Learning Centre.

1,426

children supported through
Anglicare Early Childhood
Education

1,074

families accessing Early
Childhood Education for
their children

12

vulnerable families
received special
assistance to help with
childcare needs

“ My daughter looks forward to going to school. She can read a book from memory which shows me how much time the teachers are spending with each child.”

Linda's Story

Case Study:

Finding the right child care centre for her daughter was a challenge for Linda, and when she was told that the centre she was happy in was closing down this presented her with a further challenge. However when Linda discovered that Anglicare was taking on the running of the centre, she decided to keep her daughter enrolled. Linda appreciates the continued high level of care offered to her child.

“Goulburn Early Childhood Centre is a little further away for me to travel, but I don't mind because the high standard of care is what I want for my child,” says Linda.

Abby has successfully transitioned into the preschool aged group and is making progress in leaps and bounds. She is learning life skills like how to brush her teeth, days of the week and the weather. Linda is encouraged by the positive growth in her daughter and rates the staff and facilities, including the large outdoor play area, as a 10 out of 10.

“My daughter looks forward to going to school,” says Linda. “She can read a book from memory which shows me how much time the teachers are spending with each child. She's struggling with toilet training and the staff members are working with me on a reward system to help her overcome this. The teachers and staff are doing a wonderful job.”

OUR ACHIEVEMENTS 2015/16

- › **July 2015**
Development of results based framework commenced
- › **May 2016**
Opening of the Goulburn Early Learning Centre



RETIREMENT LIVING

ACT

- › St David's Close Retirement Village
- › Brindabella Court Retirement Village

NSW

- › Wollondilly Gardens Retirement Village

RETIREMENT LIVING

Social isolation is a growing problem in our communities, particularly for older people. This is why social inclusion and developing a sense of community amongst our 170 residents across three villages remains our focus. Anglicare's vision is to develop smaller, more intimate villages to help enhance the relational wellbeing of residents through the provision of pastoral care and other supports.

During the past year we have further grown and developed our Retirement Village chaplaincy model helping to provide for the social needs of residents along with their spiritual needs. Archdeacon John Barnes delivers chaplaincy services at Wollondilly Gardens in Goulburn. The new chapel service at the Gardens has been followed by a "Sit 'n Chat" session that is proving popular with residents. In the ACT, the Rev'd Peter Malone serves residents at Brindabella Court, Downer, and the Rev'd John Campbell serves at St David's Close, Red Hill. Other initiatives that have taken place in the Villages over the past year include Christmas and Easter services and Hymnfest.

The bus used by Retirement Living residents in the ACT was replaced with a new, larger and more comfortable vehicle. This affectionately named 'disco bus' has allowed more people to travel and engage in social activities outside the villages.

The gardens at Brindabella Court and St David's Close Retirement Villages also received a makeover thanks to volunteer teams of young people from the youth initiative, Soul Survivor. They completed garden landscaping and renovation projects, improving the overall look of the



St David's Close Retirement Village

villages. The work completed by the young people made a significant difference, and their attitudes and motivation brought a lot of cheer to residents.

The residents at Wollondilly Gardens in Goulburn also enjoyed further investment in their retirement living space with the creation of a new communal outdoor area. The space includes the addition of a new BBQ and an outdoor pergola. The Wollondilly Gardens social committee are delighted by what this means for people craving more outdoor places for socialising.

In response to trends that reveal the needs of an aging population, work commenced in 2016 to investigate possible expansion of services in the next financial year. Older citizens are an important part of our community and Anglicare is committed to living out our values of inclusiveness and dignity through the provision of a Retirement Living offering that promotes social connectedness.

...social inclusion and developing a sense of community remains a focus of Anglicare's Retirement Living services across all locations.



ST DAVID'S CLOSE



BRINDABELLA COURT



WOLLONDILLY GARDENS



The Royal Military College Band honour St David's Close resident, Jim (pictured right).

173

100%

x2

people reside in retirement villages operated by Anglicare NSW South, NSW West & ACT

occupancy reached by July 2016

The population over 65 years of age will almost double in the next 40 years



OUR ACHIEVEMENTS 2015/16

- › **July 2015**
Archdeacon, John Barnes, continued in his position as village chaplain, with strong attendance and support at weekly services
- › **July 2015**
Appointment of Peter Malone as Warden and Chaplain at Brindabella Court
- › **April 2016**
Young people from Soul Survivor youth initiative completed a garden landscaping project at St David's Close

Jim's Story

Case Study:

Jim and his wife, Caroline have been residents of St David's Close Retirement Village in Canberra since 2009.

2016 marked Jim's 90th birthday, and to celebrate the occasion staff and residents at St David's arranged a surprise. On a chilly but sunny June morning, the Royal Military College band arrived and marched up the lane in the village delivering a spectacular musical performance. Jim, a much-loved resident of St David's who served for many years as an Brigadier in the Australian Army, followed by a 14-year appointment as Honorary Colonel of the Australian Army Band Corps, was moved to tears as he watched from the vantage point of his balcony.

The brigadiers were then welcomed in to Jim and Caroline's home to celebrate further over cake and tea. For Anglicare, this moving celebration highlights the aim of our Retirement Villages which is to honour residents with high quality, compassionate service that promotes inclusion and dignity.



GET INVOLVED

ACT

- > Chapman
- > Charnwood
- > Hawker
- > Calwell
- > Phillip

NSW

- > Queanbeyan
- > Cootamundra
- > Young
- > Coolah
- > Eden
- > Murrumburrah
- > Harden
- > Taralga
- > Junee
- > Gundagai
- > Cobargo
- > Bindo
- > Tumut
- > Parkes
- > Bombala

Get Involved

RETAIL

Our Retail Recycling Shops often function as both an Emergency Relief service for people needing help with clothing, some furniture items and food, and as a source of additional income to support Anglicare's other services. Developments over the last financial year include the August 2015 opening of Food Fair, a low cost shopping alternative to help people with limited incomes, based at the Bargain Hunter Queanbeyan store. This is proving invaluable in meeting a real need in the local community.

In May 2016, Anglicare opened a new Bargain Hunter store in Phillip marking the first expansion of the Retail Recycling service. In the next 12 months Anglicare plans to move the Bargain Hunter distribution and sorting centre to separate premises to prepare for further expansion.

Anglicare also continues to provide support to local parish partnership shops.



Laine has been volunteering with Anglicare for 5 years.

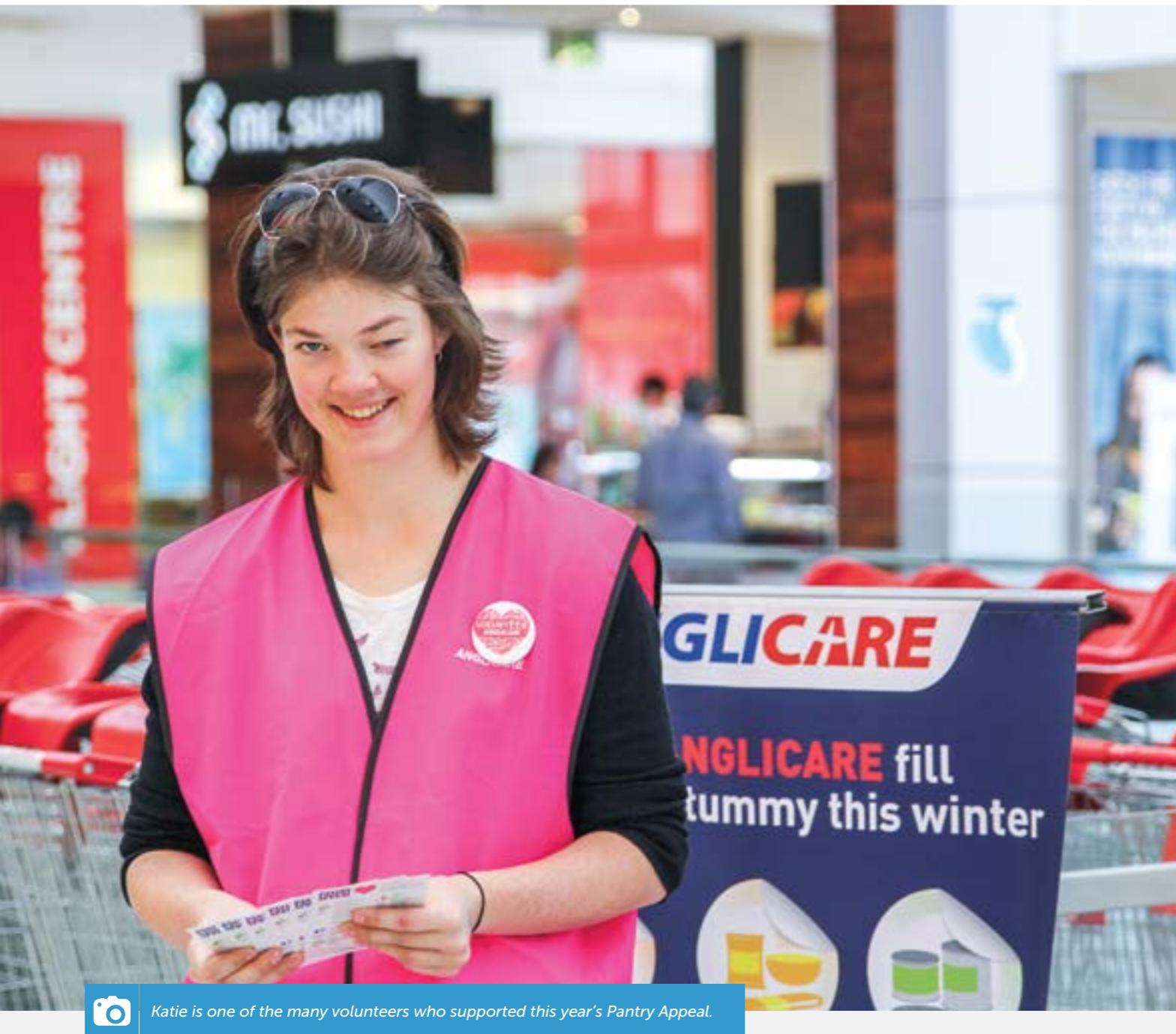
“Once you start volunteering it becomes a bit addictive. I don't do nearly as much as I'd like to, but you do what you can,” says Laine

Laine's Story

Case Study

Five years ago, Laine began working as an Anglicare volunteer managing the New 2 U Retail Recycling Shop in Tumut. Today Laine leads a team of 40 volunteers and donates store profit to community projects including school breakfasts and helping children with disabilities.

Laine's story also appeared in the edition of her local paper, encouraging other people to become involved with helping their community.



Katie is one of the many volunteers who supported this year's Pantry Appeal.

VOLUNTEERS

Volunteers continue to significantly enhance the capacity of Anglicare to provide quality services for vulnerable people in communities across the region. This year we were supported by over 650 volunteers who contributed in a variety of roles including assisting in retail shops, helping with cooking programs to assist vulnerable families and young carers, mentoring for young people, policy assistance in emergency relief and supporting refugees, and other administrative assistance.

We were also assisted by young people who completed work experience and student placements for Certificates and Diplomas.

Highlights were seeing volunteer, Bronnie Cooper (see story), win Anglicare Australia's 2015 National Volunteer Achievement Award for her work at the Goulburn Early Learning centre, and seeing another local volunteer, Joshua Waugh, also recognised with a Highly Commended award for his extraordinary commitment to fundraising and material aid collection.

NSW Government funding also enabled us to provide training for volunteers who support our Eden Emergency Relief service.

Continued growth of the volunteer team through recruitment, upskilling and support remains a focus for the 2016/17 financial year.



Volunteer award winner, Bronwyn Cooper.

650

people volunteer
with Anglicare

Bronwyn's Story

Case Study:

St Saviour's Long Day Care Centre's* longest standing volunteer, Bronwyn Cooper, has notched up more than 31 years of volunteer service. Run by Anglicare, the centre welcomed Bronwyn and her twin sister after they finished Year 10 at Goulburn High School (NSW).

Bronwyn, or Bronnie, as the staff and children call her, has remained devoted to the centre for the past three decades and shows no signs of retiring. Her commitment and dedication, volunteering four mornings a week, has earned her respect among the staff and the community.

Bronnie supports the staff in the centre by preparing morning tea and lunch for the children. She takes time to sit with the children and educates them in appropriate table manners and the importance of healthy eating.

* now Goulburn Early Learning Centre from March 2016

THE BOARD + GOVERNANCE

Anglicare's Board is comprised of eight highly qualified people who have a passion to see individuals, families and communities receive the support they need to thrive.

This year the Board also farewelled member Clive Jones. We wish to thank him for his contribution to the work of Anglicare.



**Professor
Ingrid Moses**

Presiding Member,
appointed December 2010



John Lawson

Chair, Finance Committee,
appointed February 2011



Dr Bill Anscombe

Chair, Risk Compliance
Committee, appointed
April 2014



Lynette Glendenning

Chair, Philanthropy Committee,
appointed July 2015. Deputy
Presiding Member, appointed
August 2015

- › MA in Sociology, PhD in Higher Education
- › Former Vice-Chancellor, University of New England and Chancellor, University of Canberra
- › Former Chair of the All Saints College Board
- › Rector's Warden, St Paul's Manuka
- › Member of Diocesan Bishop-in-Council, Ministry Executive and Anglican Diocesan Services

- › Certified Practicing Marketer and Accountant with Bachelor of Economics Degree from Sydney University and an MBA from the University of NSW
- › Senior marketing and management roles with Johnson and Johnson, Haminex/Fiji, and PwC
- › Sessional staff member teaching business strategy at the University of Canberra
- › Treasurer and Rector's Warden of St John the Baptist Church, Canberra

- › Senior Lecturer in Social Work and Human Services at Charles Sturt University
- › Operated in a joint appointment between the University and the NSW Government as Director of Child and Family Services (Western NSW)
- › Chair and President of St Martin's College, Charles Sturt University

- › Founding Director of Tempo Strategies, a national consultancy
- › Board member of the Australian Centre for Christianity and Culture
- › Trained psychologist working in residential rehabilitation for young offenders and addicts
- › Member of St Paul's Church, Manuka



Sue West

Appointed October 2011.
Chair of Anglicare Western
NSW and Bathurst Diocese's
representative on the Board.



Stephen Jaggers

Appointed December 2013



Jocelyn Martin

Appointed August 2014



**The Rev'd Canon
Margaret Campbell**

Appointed April 2015

- › ALP Senator for NSW between 1987 and 2002, and Deputy President of the Senate 1997-2002.
- › Former member of the Greater Western Health Advisory Health Council, the Ministerial Advisory Committee on Hearing, and the Regional Communities Consultative Council
- › Member of the Bathurst Diocese's Bishop in Council and the Anglican Provincial Community Services Commission (NSW)

- › Partner of King & Wood Mallesons, Canberra
- › Board member of Canberra Grammar School
- › 1992: Bachelor of Laws (Hons), Australian National University
- › 1991: Bachelor of Science, Australian National University
- › Member of St Matthew's Church, Wanniassa

- › Chief of Executive Corporate Services for the Housing Industry Association (HIA)
- › Former 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
- › Graduate Diploma in Applied Corporate Governance
- › Masters in Professional Accounting

- › Rector of the Holy Covenant Parish in Jamison, ACT
- › Former Rector of the Parish in Crookwell, NSW
- › Former Deacon and Associate Priest at St John's parish in Reid, ACT from 2008 to 2013
- › Member of Bishop in Council of the Diocese of Canberra and Goulburn

More detailed profiles can be found at anglicare.com.au

BOARD COMMITTEES

The Board is supported by the following committees:

- **Finance and Audit Committee** – responsible for the transparent and effective financial management of the organisation
- **Philanthropy Committee** – responsible for overseeing and guiding philanthropic and fundraising strategy
- **Risk and Compliance Committee** – monitors and ensures legal and regulatory compliance, and management of organisational risk

Executive Team



COMMITMENT TO RECONCILIATION

Anglicare acknowledges Aboriginal Australians as the First People and traditional Custodians of this land. We acknowledge the injustices experienced by Aboriginal and Torres Strait Islander people as a result of colonisation, Government Policies and the Church. We also recognise the continued inequalities experienced by Australia's First People on all of the socio economic life indicators.

Anglicare is committed to working in partnership with Aboriginal people in ways that celebrate and affirm the culture and heritage of Indigenous Australians; assists in 'Closing the Gap' between Aboriginal and Torres Strait Islander people and other Australians in areas of health and wellbeing; and contributes to the capacity of Indigenous people and their communities.

EXECUTIVE TEAM

Our Executive Leadership Team welcomed the permanent appointment of Ann Ponsonby as Executive Manager of Business Development and Innovation. The team also went through a redistribution of service portfolio responsibilities to better align with organisational strategy.

Jeremy Halcrow

Chief Executive Officer

Simon Bennett

Executive Manager Disability + Early Learning

Jenny Kitchin

Executive Manager Child Youth + Family Services

Ann Ponsonby

Executive Manager Business Development + Innovation

Financial Statements

| | 2016 | 2015 |
|--|------------------|----------------|
| | \$ | \$ |
| Revenues | 57,989,557 | 50,836,005 |
| Gain on revaluation of investment property | 3,825,091 | 384,202 |
| Total revenue | 61,814,648 | 51,220,207 |
| Employee expenses | 31,694,959 | 27,546,868 |
| Loss on revaluation of licences to occupy | 2,444,410 | 566,374 |
| Depreciation expenses | 484,409 | 374,928 |
| Transfer of proceeds from aged care divestment | 500,000 | - |
| Other operating expenses | 25,254,169 | 21,912,945 |
| Total expenses | 60,377,947 | 50,401,115 |
| Surplus | 1,436,701 | 819,092 |
| Other comprehensive income | - | - |
| Net surplus/(deficit) | 1,436,701 | 819,092 |

ANALYSIS OF FINANCIAL RESULTS

The financial report for Anglicare NSW South, NSW West & ACT for the year ended 30 June 2016 disclosed a surplus of \$1,436,701.

Total grant funding increased by \$6 million during the financial year reflecting increased services provided by Anglicare in Out of Home Care.

| Balance Sheet as at 30 June 2016 | 2016 | 2015 | Grants Funding for the Year Ended 30 June 2016 | 2016 | 2015 |
|---|-------------------|-------------------|---|-------------------|-------------------|
| | \$ | \$ | | \$ | \$ |
| Assets | | | ACT Government Grants | | |
| Cash assets | 1,431,904 | 1,225,323 | Community Services Directorate | 1,202,635 | 1,521,399 |
| Trade and other receivables | 2,502,290 | 1,322,130 | Health Directorate | 1,404,505 | 1,456,448 |
| Other financial assets | 7,015,131 | 7,180,393 | Education and Training Directorate | 254,611 | 214,837 |
| Other assets | 324,992 | 175,631 | Total ACT Government Grants | 2,861,751 | 3,192,684 |
| Property, plant and equipment | 3,900,633 | 4,019,847 | NSW State Government Grants | | |
| Investment property | 55,090,000 | 50,995,000 | Ageing, Disability & Home Care | 2,315,064 | 2,014,665 |
| Total assets | 70,264,950 | 64,918,324 | Family & Community Services | 32,893,028 | 26,663,477 |
| Liabilities | | | Education & Training | 793,349 | 653,405 |
| Trade and other payables | 47,086,996 | 43,522,750 | Greater Southern Area Health Service | 20,000 | 20,000 |
| Provisions | 3,213,770 | 2,868,091 | Office of Liquor, Gaming & Racing | 234,265 | 229,559 |
| Total liabilities | 50,300,766 | 46,390,841 | Office of Fair Trading | 329,269 | 320,282 |
| Net assets | 19,964,184 | 18,527,483 | Total NSW State Government Grants | 36,584,975 | 29,901,388 |
| Equity | | | Commonwealth Government Grants | | |
| Accumulated funds | 17,785,553 | 16,112,183 | Department of Education & Training | 434,741 | 1,217,739 |
| Reserves | 2,178,631 | 2,415,300 | Department of Social Services | 659,256 | 806,265 |
| Total equity | 19,964,184 | 18,527,483 | Attorney General | 283,674 | 382,440 |
| | | | Department of Health | 454,534 | 268,128 |
| | | | Human Services | 3,572,163 | 3,121,003 |
| | | | Total Commonwealth Government Grants | 5,404,368 | 5,795,575 |
| | | | Total Grant Funding | 44,851,094 | 38,889,647 |



Thanking Our Partners

PARISHES AND SCHOOLS

Thank you to all Parishes and Schools who have supported Anglicare this year in so many creative and energetic ways. We are so blessed by your involvement.

TRUSTS + COMMUNITY DONORS

- › St Paul's Fork and Talk
- › Rotary Club of Wollundry
- › Goulburn Soldiers Club
- › Trustee of CW & KM Memorial Trust
- › Victoria Shakespeare Trust

MAJOR DONORS

- | | | | |
|------------------------|------------------------------|-------------------------|----------------------|
| › Dr Garo Artinian | › Mrs Dianna Colman | › Mrs Heather Henderson | › Mrs Shirley Parks |
| › Mr Bruce Barnes | › Mr John Cooper | › Mr Stephen Jagger | › Mr John Perry |
| › Mr Roger Beale | › Mr J Divall | › Mr Graham Jones | › Mr David Rainey |
| › Mrs Rosemary Binet | › Mr Daryl Dixon | › Mrs Judith Langfield | › Mrs Lynette Swift |
| › Ms J Blackman AO | › Mr B Dockrill | › Mr Jeremy Layman | › Mrs Anna Tam |
| › Mr John Body | › The Rt Revd Trevor Edwards | › Mrs Hellyne Leane | › Mr Geoffrey Taylor |
| › Mr T Bruhn | | › Dr Sameh Malek | › Mrs Helen Todd |
| › Mr John Brummell | › Messrs G M & S Frawley | › Mr Alfred McCarthy | › Mr James Ward |
| › Mr W Bush | › Dr Patrick Giltrap | › Mr Scott Mileto | › Mr Nick Ware |
| › Mrs Helen Cameron | › Ms Lynette Glendinning | › Prof Ingrid Moses | › Mr John Wells |
| › Ms Caroline Campbell | › Mr Wayne Grant | › Mr John Nevile | › Mr Peter Wheeler |
| › Mr Clive Cawthorne | › Ms Aileen Haywood | › Mrs Kim Ng | |
| › Dr C Childs | › Mrs Joy Heape | › Mr T Palethorpe | |

HOPE.
HEAL.
THRIVE.