



Thriving lives  
and communities



HOPE.  
HEAL.  
THRIVE.



ANGLICARE  
COLLEGE



EARLY  
LEARNING



OUT OF  
HOME CARE



RETIREMENT  
LIVING



GET  
INVOLVED



MISSION +  
COMMUNITY  
ENGAGEMENT



DISABILITY  
SERVICES



YOUTH +  
FAMILY



FINANCIAL +  
GAMBLING  
SUPPORT



HOUSING +  
CRISIS SUPPORT

## 2018/19 ANNUAL REPORT



THE ANGLICARE PRAYER

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



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Aboriginal nations of this land; its many Custodians who continue to care for Country, and the way in which Country has cared for her people. We acknowledge the history of this land and the stories of resilience and survival which make up Indigenous Australia. We give thanks for Aboriginal Elders and knowledge keepers of each generation including the many Aboriginal communities which contribute to the life of our region. May we walk gently on this land and commit ourselves to Reconciliation.

ABOUT THIS REPORT

This report shows our activities and performance for the period 1 July 2018 to 30 June 2019. 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). It is a Public Benevolent Institution and endorsed as a Deductible Gift Recipient.


LEGAL NAME

Anglicare NSW South, NSW West & ACT  
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GPO Box 360, Canberra ACT  
ABN: 69 198 255 076

CONTENTS

OVERVIEW	OUR SERVICES
Message from the Board ..... 06	Survive & Thrive .....26
Message from the CEO..... 08	Mission, Relief & Disaster Recovery.....28
About Anglicare .....10	Gambling Help & Financial Counselling.....30
Where We Work.....12	Housing & Homelessness.....32
Services Overview .....13	Child, Youth & Family Services .....34
Strategic Plan .....14	Disability Services.....38
2018/19 Highlights.....16	Out of Home Care / PSP .....40
How We Used Your Donations.....17	Early Childhood Education & Care.....42
	Retirement Living .....44
	Retail .....46
	Innovation & Development .....48
OUR PEOPLE & CULTURE	OUR GOVERNANCE
Anglicare Leadership Team .....18	Board & Governance .....50
Anglicare Organisation Chart .....19	Committees & Advisory Groups.....56
Cultural Safety & Sanctuary .....20	Financial Statements.....60
The Sanctuary Model.....21	Balance Sheet .....62
Our People .....22	Grants Funding .....63
Anglicare College .....23	Financial Audit.....64
Supporters & Partnerships.....24	



A photograph of a man with a beard and a backward cap hugging a laughing child in a field. The man is smiling and looking down at the child. The child is laughing and looking up at the man. The background is a blurred field with some trees and a fence.

In response to human need and social injustice, Anglicare aspires to be widely known for successful strategies to alleviate poverty in our regions, and as a care provider highly trusted by beneficiaries as safe, well-governed and efficient.

Compassion  
Dignity  
Inclusiveness  
Integrity



# MESSAGE FROM THE BOARD

Lynette Glendinning  
Presiding Member

Anglicare’s dedicated staff and volunteers commit themselves to assisting people who need compassion, care and respect in times of need and to strengthening the wellbeing of the communities in which we live.

Anglicare is called to respond to social injustice and to seek to alleviate poverty and hardship in our community. This mission touches on complex issues, so-called ‘wicked’ problems, that are not easily solved. This means our forward planning must be measured in decades. It also requires Anglicare to work with many community partners, not least the people and parishes of the Anglican Dioceses of Canberra-Goulburn and our partner Dioceses of Bathurst and the Riverina. Anglicare’s dedicated staff and volunteers commit themselves to assisting people who need compassion, care and respect in times of need and to strengthening the wellbeing of the communities in which we live. This vital work covers a broad range of needs and enriches our community life together.

In the 2018/19 financial year, the Anglicare Board has maintained a strong focus on driving strategy, addressing strategic risk and governing for vulnerable people. At its Retreat in August 2018, the Board reviewed its strategy, noting the emerging need for social housing and considering investment models for the future.

As Presiding Member and Chair, I am actively engaged in the ongoing sector-wide discussions around how boards can improve oversight of organisational culture. I was invited in early 2018 to contribute to the development of the Australian Institute of Company Directors’ educational program on governing for vulnerable people. In 2018 I was also asked to Co-Chair a Chairs’ Network within Anglicare Australia - our peak body of Anglican aged and community service agencies.

At its Retreat in January 2019, the Board established a Framework for Governing Vulnerable People. It will continue to assess its governance arrangements, identify areas for improvement and use this Framework

as an important focus for the Board’s work program. The Board has a strong focus on culture and safety, continuing to support its investment in the Sanctuary program for therapeutically informed care and moving towards Sanctuary accreditation. The Board is also reflecting on its own culture and setting the tone for the organisation. As part of this focus, all Board members contributed to the Annual Anglicare Leadership Forum and Awards Night held in Canberra in November 2018. A member of the Board also attended each of the five Regional Anglicare Leadership Forums in May and June 2019 where all staff were invited to participate in sessions discussing culture, safety and risk.

Last August the Board welcomed Dr David Wallace, (formerly Deputy Chair of Anglicare Sydney). David’s background in social work and his PhD in evaluation and decision making, enable him to contribute to the Care Governance Advisory Group. In October we welcomed Mr Michael Antrum to the Board. Michael is a NSW Magistrate and member of the Board of St John’s Care (one of Anglicare’s service partners). Michael serves on the Governance and Risk Committees.

With the agreement of Bishop in Council, our CEO was appointed to the Board for a further twelve month term. Ms Jo Schumann (a former senior executive in the Commonwealth Government), serves on the Risk Committee as an independent member and provides effective leadership as Chair of the Clinical Governance Advisory Group.

The Anglicare Board is highly engaged with the mission of Anglicare, with our Dioceses and with the challenges in the ‘For Purpose’ sector. As Presiding Member and

Chair, I want to acknowledge the contribution of each Board Member and that of the Independent Members of our Committees and Advisory Groups.

Our CEO, Jeremy Halcrow, is highly regarded in our sector and nationally within Anglicare Australia. Together with our Governance Officer, Ms Emily Purvis and the Executive team, he supports the Board’s work and executes our strategy, providing mission-directed leadership. Jeremy also serves as Deputy-Chair on the Board of Anglicare Australia, is Co-Chair of The Home Stretch Campaign in NSW to extend care to young people in out of home care until they turn 21, and is Co-Chair of the Canberra Gambling Reform Alliance advocating for gambling reform in the ACT.

The dedication, engagement and professionalism of our staff and volunteers are key to our success. It is immensely gratifying to see our people remain resilient and positive considering the many changes facing the sectors in which we work.

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



# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Jeremy Halcrow

It is vitally important that our work remains embedded in the life of local communities. Our core ‘Survive and Thrive’ model, delivered through community hubs, is determined in dialogue with local communities and parishes.

Anglicare NSW South, NSW West & ACT operates as part of the larger national brand of “Anglicare”, however despite this large institutional footprint, it is vitally important that our work remains embedded in the life of local communities. Our core ‘Survive and Thrive’ model, delivered through community hubs, is determined in dialogue with local communities and parishes. The growth in philanthropic giving has allowed funding to extend this core mission model, with new emergency relief outreach being established in Kambah in the ACT and Bathurst in central-west NSW.

The election of the Rev’d Dr Mark Short as Bishop of Canberra and Goulburn brings with it an opportunity to refresh Anglicare’s alignment with the objectives of our Diocesan owners. With his background as CEO of the Bush Church Aid Society, Bishop Mark has a deep understanding and passion for rural Australia. I look forward to working with him to leverage Anglicare’s capabilities to build social capital in disadvantaged communities, especially in partnership with local Anglican parishes. I would also like to thank Bishop Mark for his willingness to visit our regional sites and engage with Anglicare staff over the first months since his instalment.

A strength for Anglicare is that we are both locally controlled and nationally networked. Our mission is determined in a local context but our capabilities are developed in collaboration with our national sister agencies. This year Anglicare Australia’s Out of Home Care Strategic Collaboration group employed a national project officer to assist Anglicare agencies to source and implement new evidence-based programs. Our own General Manager Cultural Safety and Training, and a Birriipa woman, Rev’d Karen Kime has been sharing nationally her insights into a ‘wise practice’ approach to working in collaboration with local Aboriginal

communities. Improving the cultural safety of our programs is a key strategic goal with learnings shaped by journeying with two Aboriginal Medical Services (Rivmed in Wagga and OAMS in Orange) to establish Aboriginal-run foster care agencies. The transfer of the Wanggaay foster care program to Rivmed, which will occur later in 2019, is a time to celebrate what has been achieved in supporting the development of Aboriginal-controlled agencies, while not underestimating the challenges involved.

A key achievement this year has been the construction of Stage 3 at Wollondilly Gardens Retirement Village in Goulburn. Increasing scale in our retirement portfolio will enable Anglicare to better resource the property maintenance and care needs of our residents. Anglicare also has the opportunity to reshape its business model to allow greater investment in social and affordable housing. This year the Anglicare Board approved a new housing strategy that will look to explore development opportunities for seniors, families at risk of homelessness and people with a disability.

I would like to thank the Board and our Presiding Member, Lynette Glendinning, for their ongoing support. It has been a year of significant change for the Executive team. We have welcomed Brad Braithwaite to the new position of Deputy CEO with a particular remit to improve our corporate processes, business intelligence systems and social impact measurement. Sadly, we farewellled Jenny Kitchin as Executive Manager for Child, Youth and Family Services after nearly 10 years as she took up a CEO position elsewhere. Joe Cashman has been recruited as her replacement. The new agreement with our shared services provider Anglican Diocesan Services (ADS) also contributed to reshaping the Executive team. The new agreement better formalises the roles of Paul Brand as Chief Finance Officer and Andrew Guile as Director of

Risk and Compliance as part of the Anglicare Executive with clear reporting requirements into Anglicare’s Board committees.

I would also like to thank Executive Managers Ann Ponsonby and Simon Bennett for their significant ongoing contribution. Simon has led the strategic refocus of our disability services through the difficult transition to the National Disability Insurance Scheme. Not only has the service demonstrated ongoing financial sustainability, but the positive feedback and high satisfaction levels from our participants is heartening.

Ann, along with Therapeutic Services Manager Tenille Abell, has guided the roll out of Sanctuary, our organisation-wide, trauma-informed culture change program. It forms part of Anglicare’s broad scale response to the Child Abuse Royal Commission, as we aim to be a sector leader in safety for children. Ann and Tenille have also led the transition of our residential Out of Home Care services in Sydney and Wagga Wagga to the new Intensive Therapeutic Care (ITC) model and the establishment of ITC services in the Queanbeyan region. Our ITC programs are being delivered in partnership with MacKillop Family Services, and I want to especially acknowledge the support of their CEO Dr Robyn Miller. Robyn, who served as a consultant with the Royal Commission, generously made herself available as keynote speaker at our Anglicare professional development retreat in November.

What ties our diverse services together is a recognition that providing a safe and secure sanctuary is the first step in supporting people to thrive: to heal from past trauma, to build a community of relationships and find hope for a better future.

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



# ABOUT ANGLICARE

## Our Foundation

Over 150 years ago, Anglican parishes began providing care for those in need across rural NSW.

In 1888 Mother Esther, an Anglican religious sister, formed the Community of the Holy Name to help people in Melbourne’s slums. From the early 1930s sisters from the Holy Name began running children’s homes within the Canberra and Goulburn Diocese.

From the 1970s the focus of the work changed and expanded to include family support, emergency housing and early childhood education and statutory care services.

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

- 1929 Start of Anglicare’s Children’s Homes (St Saviour’s Children’s Home opens in Goulburn)
- 1933 Sisters from the Anglican Community of the Holy Name in Melbourne are invited to Goulburn to manage St Saviour’s Children’s Home
- 1977 Start of Anglicare’s Homelessness and Housing service and Early Childhood Education Centres
- 1988 Opening of Brindabella Court Retirement Village in Downer, Canberra
- 1997 Start of Anglicare’s ‘Survive and Thrive’ service - Ashmont Community Centre in Wagga Wagga
- 2001 Start of Anglicare’s Retail Stores (Anglicare retail recycling store opens in Queanbeyan)
- 2002 Start of Anglicare’s Disability Services in Moruya
- 2012 Anglicare Canberra & Goulburn becomes Anglicare NSW South, NSW West & ACT

## Our Vision


Called by Jesus’ example to respond to human need and social injustice, Anglicare aspires to be widely known for successful strategies to alleviate poverty in our regions, and as a care provider highly trusted by beneficiaries as safe, well-governed and efficient.

## Our Purpose


As part of the Mission of the Anglican Church, in partnership with our Dioceses, Anglicare is to be an agent of transformation in our communities by:



Alleviating spiritual and material poverty



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



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

## Our Values

### Compassion

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

### Integrity

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

## Our Mission

As part of the Mission of the Anglican Church, its parishes and agencies, Anglicare will be an agent of change in our communities by working to alleviate poverty, reducing disadvantage and providing integrated care, especially for vulnerable people.

### Inclusiveness

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

### Dignity

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

3,051,500

Australians live **below** the poverty line

Poverty affects nearly

900,000

people in New South Wales

35,000

people in the ACT

The rate of poverty in NSW is 14.6% which is among the highest of any state or territory, and well above the national average. In addition to the hundreds of thousands of people living in poverty in NSW, a further 7% are near, or at risk of poverty.\*

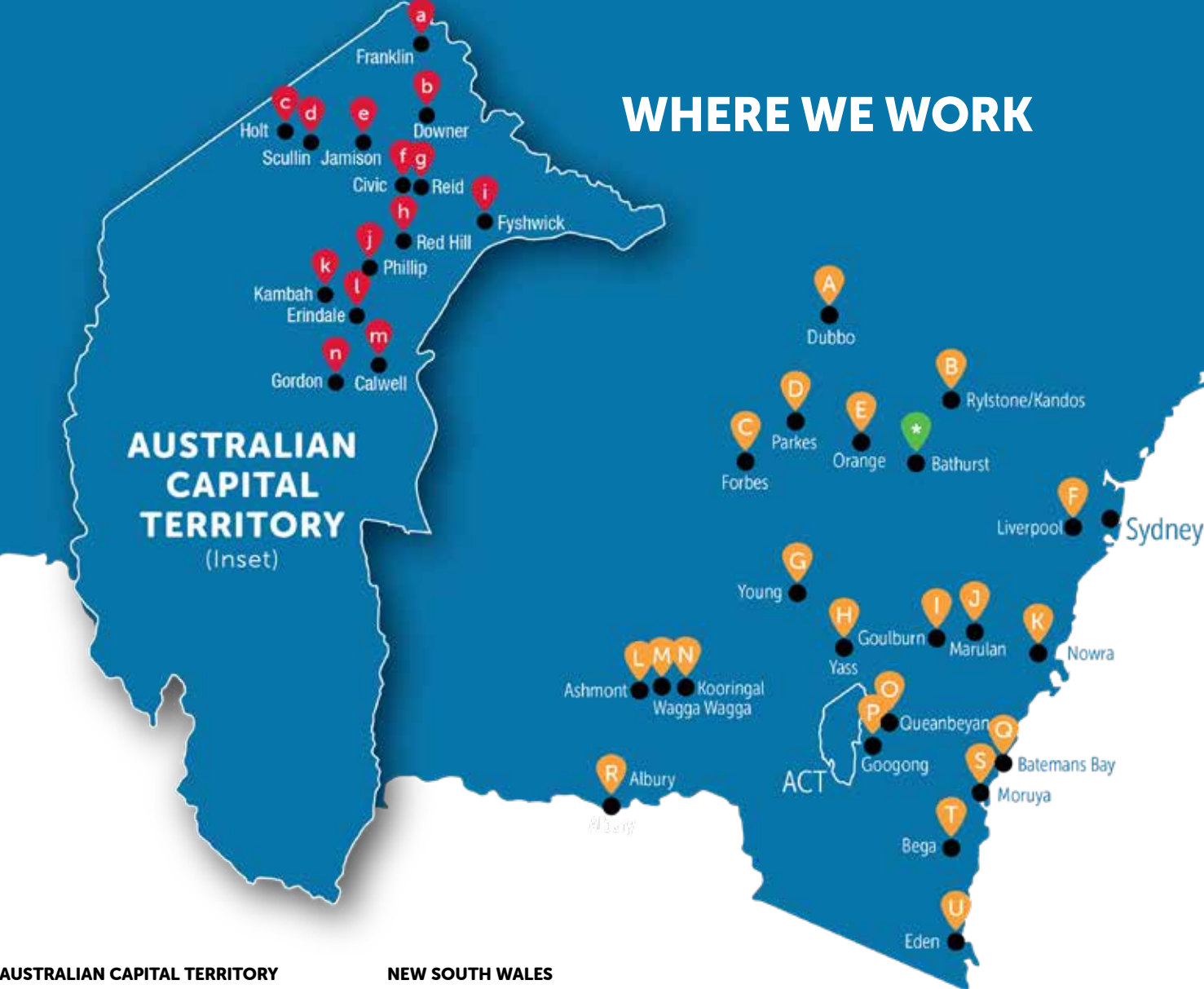
\*Source: Poverty in Australia 2018  
ACOSS Report

Almost 35,000 people are living in poverty in the ACT (9.2% of the population). 9000 children are living in poverty in the ACT.\*

Canberra cityscape



WHERE WE WORK



AUSTRALIAN CAPITAL TERRITORY

SUBURB	SERVICE
<b>a</b> Franklin	Early Childhood
<b>b</b> Downer	Retirement Living
<b>c</b> Holt	Disability Services Corporate Services
<b>d</b> Scullin	Early Childhood
<b>e</b> Jamison	Anglicare Retail
<b>f</b> Civic	Youth & Family Services Junction Youth Health Service Emergency Relief Corporate Services
<b>g</b> Reid	St John's Care (ER)
<b>h</b> Red Hill	Retirement Living
<b>i</b> Fyshwick	Anglicare Retail
<b>j</b> Phillip	Anglicare Retail
<b>k</b> Kambah	Emergency Relief
<b>l</b> Erindale	Anglicare Retail
<b>m</b> Calwell	Early Childhood
<b>n</b> Gordon	Gordon Community Centre (ER)

NEW SOUTH WALES

CITY/TOWN	SERVICE
<b>A</b> Dubbo	NILS* Emergency Relief
<b>B</b> Rylstone/ Kandos	Emergency Relief
<b>C</b> Forbes	Emergency Relief
<b>D</b> Parkes	Emergency Relief Community Development Chaplaincy/Retail
<b>E</b> Orange	OOHC/PSP* Survive & Thrive Centre Emergency Relief
<b>F</b> Liverpool	OOHC/PSP St Saviours
<b>G</b> Young	Emergency Relief
<b>H</b> Yass	Homelessness
<b>I</b> Goulburn	Early Childhood OOHC/PSP Retirement Living Disability Services Youth & Family Services Gambling Counselling Homelessness Emergency Relief Corporate Services
<b>J</b> Marulan	Early Childhood
<b>K</b> Nowra	OOHC/PSP St Saviours

<b>L</b> Ashmont	Youth & Family Services Emergency Relief
<b>M</b> Wagga Wagga CBD	OOHC/PSP Corporate Services Youth & Family Services Financial Counselling NILS
<b>N</b> Koorinal	Community Services
<b>O</b> Queanbeyan	Emergency Relief Anglicare Retail OOHC/PSP
<b>P</b> Googong	Early Childhood
<b>Q</b> Batemans Bay	Toy Library Emergency Relief
<b>R</b> Albury	OOHC/PSP Financial Counselling
<b>S</b> Moruya	OOHC/PSP Emergency Relief Youth & Family Services Disability Services Homelessness
<b>T</b> Bega	OOHC/PSP Disability Services NILS
<b>U</b> Eden	Emergency Relief Community Development Chaplaincy/Retail
<b>*</b> Bathurst	Emergency Relief (planned)

\*No Interest Loan Scheme  
" Out of Home Care / Permanency Support Program

SERVICES OVERVIEW

 EARLY LEARNING	<b>EARLY LEARNING</b> Volunteers 3   Staff 138   Children 1449
 ANGLICARE COLLEGE	<b>COMMUNITY EDUCATION</b> Staff 10   Students 651
 DISABILITY SERVICES	<b>DISABILITY SERVICES</b> Volunteers 3   Staff 73   Clients 188
 MISSION + COMMUNITY ENGAGEMENT	<b>EMERGENCY RELIEF</b> Volunteers 45   Staff 18   Clients 9,000+
 HOUSING + CRISIS SUPPORT	<b>HOMELESSNESS/HOUSING SERVICES</b> Staff 13   Clients 1000+
 GET INVOLVED	<b>RETAIL</b> Volunteers 52   Staff 15   Customers 60,400
 YOUTH + FAMILY	<b>YOUTH SERVICES</b> Staff 10+   Clients 80+
 OUT OF HOME CARE	<b>OUT OF HOME CARE / PSP</b> Carers 473   Children & Young People 434   Staff 245
 RETIREMENT LIVING	<b>RETIREMENT LIVING</b> Staff 9   Residents 166

\*Please note, Retail does not include Parish Partnerships



# STRATEGIC PLAN 2018–2021: OVERVIEW

2018-19 marks the second year of Anglicare’s 2018-2021 Strategic Plan\*. This table provides an overview of performance to date. Further details tracking the success of these measures are shown within individual service portfolios.

STRATEGIC PLAN 2018 - 2021	PILLARS	1. Our Mission	2. Client & Customer Outcomes	3. Financial Performance
	OUTCOMES BY 2021	Strengthen focus on our core purpose so that vulnerable people within our regions have the opportunity to live full, whole lives, free from poverty and harm.	Deliver safe and effective programs to ensure children, young people and their families who are experiencing adversity in our regions have the opportunity to thrive.	Develop capacity to invest in mission initiatives by growing discretionary income and reserves.
	MEASURE	Confidence demonstrated by beneficiaries, supporters and Diocesan leadership in the quality of outcomes and strength of mission partnerships and effectiveness of our advocacy to address social injustices in our regions.	Recognised by clients or participants, within the wider sector and by funders, as an innovative provider with a strong culture of safety, delivering demonstrably effective models of service and sector leadership on child-safe practices and cultural safety.	Increased investment in mission objectives.
	PROGRESS	<b>1. Wellbeing research</b> Anglicare is participating in a national project to assess wellbeing. (Details available in 'Innovation and Business Development'.) <b>2. Parish engagement</b> We exceeded targets for parish engagement this year. (Details available in 'Supporters and Partnership'.)	<b>1. Net Promoter Score (NPS)**</b> Scores taken across three of our services all exceeded industry benchmarks for beneficiary satisfaction. <b>2. Client safety</b> Of beneficiaries surveyed across three services, between 87% and 100% said they felt safe in our care.	<b>1. Fundraising</b> Fundraising has met budgeted target for the year. <b>2. Non-acquitable services</b> Non-acquitable services are tracking at or above the 5% profit margin.

4. Effective Systems	5. Our People
Improve organisational capacity to capture, understand and communicate evidence that demonstrates service effectiveness, safety and social impact.	Build a workforce that can deliver safe, effective and high-quality services to meet future needs and mission priorities.
Anglicare has the information and evidence required to ensure the highest quality decision-making at all levels as well as demonstrate positive client outcomes or program effectiveness to donors and funding entities.	Our people demonstrate the competency to deliver on strategy.
<b>1. ER data capture</b> A unified system of data collection for our emergency relief centres is being implemented. <b>2. Donor and client databases</b> Work is continuing on enhancing our service-based and donor-based systems.	<b>1. Training delivered by Anglicare College</b> 19 staff members completed Graduate Certificates in Developmental Trauma. <b>19</b> staff members completed Graduate Certificates in Developmental Trauma <b>87-100%</b> of beneficiaries surveyed said they felt safe in our care

10% increase in updates of staff qualification records

19 staff members completed Graduate Certificates in Developmental Trauma

87-100% of beneficiaries surveyed said they felt safe in our care

\*Detailed Strategic Plan available at [anglicare.com.au/about-us/strategic-plan](http://anglicare.com.au/about-us/strategic-plan)  
\*\*Net Promoter Score is a standard measure of brand strength.



## HIGHLIGHTS 2018 - 2019

Partnership with our supporters has helped achieve so much throughout the year. Some of our programs receive little or no government funding and rely on the generous – and greatly appreciated – support of our donors.

**600+**  
Volunteers

**473**  
Foster Carers

**60,000+**  
items donated to the 2019  
pantry appeal. A 20%  
increase from last year,  
representing over \$200,000

**\$170,685**  
donated to the Winter Appeal.  
(As of June 30, 2019)

**\$7000+**  
donated through Workplace Giving.  
An increase from previous year

## HOW WE USED YOUR DONATIONS

**\$119,706**

**Gordon Community Centre**  
emergency relief and community  
programs

**\$27,500**

**St John's Care**  
case management

**\$83,090**

**Ashmont Community Centre**  
emergency relief and community  
programs in Wagga

**\$21,108**

**Parkes Community Hub**  
emergency relief

**\$18,412**

**Food Fair**  
emergency food relief service  
in Queanbeyan

**\$20,847**

**Disaster Recovery**

**\$25,600**

**Ignite Mentoring**  
to assist young people in the Riverina

**\$123,075**

**Cassie's Place**  
child trauma assistance service

**\$44,579**

**Rural Ministry**

**TOTAL**

**\$483,917**



ANGLICARE  
LEADERSHIP TEAM



**Jeremy Halcrow**  
CEO

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



**Jenny Kitchen\***  
Executive Manager Child, Youth & Family Services

Jenny is a community sector services leader with significant experience both in the government and community sectors. Prior to Anglicare, Jenny was a senior executive in the ACT Community Services Directorate and the Regional Director of Barnardos Australia (ACT).

\*Jenny Kitchen resigned in January 2019. Joe Cashman was appointed in April 2019.



**Ann Ponsonby**  
Director Quality Practice

With more than thirty years in social services, Ann has extensive experience including working in the field as a social worker, project management and research, with a particular emphasis on foster care and adoption services. At Anglicare she has been heavily involved in strategic tendering, policy work, evaluation, and implementing innovative programs.



**Paul Brand**  
Chief Finance Officer

Paul has significant experience as an accountant across a range of not-for-profit and government sector entities including Health, Education, Science Research, Insurance and Community Services. As Chief Finance Officer for ADS and Anglicare he has a particular interest in building strong financially sustainable organisations that have the resources and freedom to fulfil their mission.



**Andrew Guile**  
Director Risk & Compliance

Andrew brings not-for-profit executive business leadership experience from education, local government, community services and the financial sector, with qualifications in marketing and management. As an elected Councillor and Deputy Mayor, Andrew was the foundation chair of Audit and Risk for the largest regional Council in New South Wales.



**Brad Braithwaite**  
Deputy CEO

Within the community sector, Brad has held roles as Deputy CEO at Argyle Community Housing and General Manager Marketing and Communications at IRT Retirement Living. For much of the past decade, Brad has held various Director-level and Executive Manager roles at the University of Wollongong, where he delivered a number of large-scale strategic initiatives.



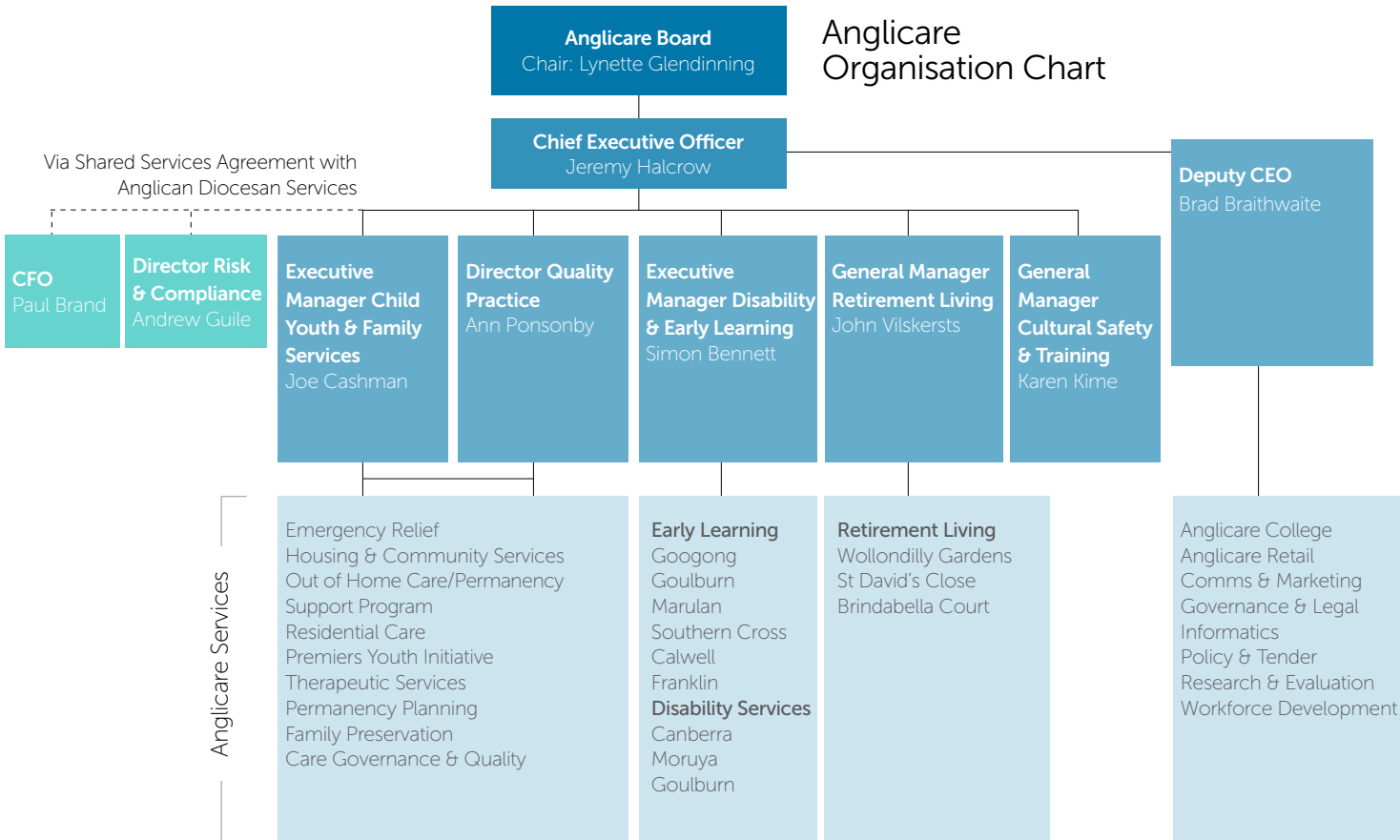
**Simon Bennett**  
Executive Manager Disability & Early Learning

Simon has more than twenty-five years of experience across a range of community services and has worked closely with vulnerable young people and families. He is a well known Goulburn figure and has developed strong relationships with government and non-government organisations as well as State and Federal Ministers.



**Karen Kime**  
General Manager Cultural Safety & Training

Rev'd Karen Kime is an Aboriginal woman from the Birripa nation on the north coast of NSW. She has lived and worked with Aboriginal people in south eastern Australia for over 25 years. She works throughout the organisation, supporting staff to embed cultural safety across Anglicare's services.





# CULTURAL SAFETY & SANCTUARY

A commitment to Cultural Safety is embedded in Anglicare’s strategic plan and ongoing mission. We aim to ensure that all staff members feel safe and included in our workplace. As well as the continued development of cultural safety policies, our General Manager of Cultural Safety has also developed Cultural Safety training for both staff and clients in preparation for the roll out of Wise Practices in 2020, which draws on Indigenous (local) knowledge. We have also recently submitted a draft of our “Innovate Reconciliation Action Plan 2019-2020” to Reconciliation Australia. Anglicare encourages the active representation of Indigenous staff from Anglicare in “Reconciliation” networks, and the further development of these networks.

Cultural Safety forms part of an overarching organisational commitment to roll out the Sanctuary Model. Sanctuary is an evidence-supported care model that assists people who work in stressful human services and care environments. The model supports staff to provide mindful, safe and therapeutic practice

to achieve positive growth and change for people in the Anglicare community. Sanctuary builds on Anglicare’s existing values and seeks to establish and enhance an environment for staff and service participants that reflects seven shared commitments: Growth and Change, Open Communication, Democracy, Non-violence, Emotional Intelligence, Social Learning and Social Responsibility.

Having commenced in 2017, this year Anglicare continued our outworking of the Sanctuary model across all services and teams. We are pleased to partner with MacKillop Family Services to assist in Sanctuary accreditation and the cultural safety of staff and clients. Anglicare has also focused on the specialist support of Permanency Support Program (Out of Home Care) partnerships assisting young people in care in connecting with their culture and country.



Sanctuary Model



263

more staff members completed Sanctuary training this financial year.

Yarning Circle  
Yiriyirimbang Orange

## STAFF RESPONSES TO SANCTUARY TRAINING

- “I’ve never worked in an organisation that provided this type of training. It will certainly enhance the work environment.”
- “The knowledge that we can help bring change in the lives of children and families we work with. It showed me that there is hope in the face of trauma.”
- “The thing I enjoyed most was learning about the impact trauma has on children, families and wider community, and how we can help to overcome the consequences of trauma.”
- “I enjoyed learning about psycho-education as I find it very interesting and important to reinforce.”



# OUR PEOPLE

Our people are the heart of our services which is why we celebrate our teams, and the talent, skills, diversity and care they bring to Anglicare and our beneficiaries across all service areas.



Anglicare Staff

# ANGLICARE COLLEGE

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

Anglicare promotes a culture of innovation, learning and continuous improvement, which is why we have embedded a Workforce Development Unit (WFDU) to assist in ongoing training and upskilling of staff.

Anglicare has increased its trauma informed practice by offering specialised courses through the WFDU.

- Juggling study with work is not easy, and we congratulate those staff who undertook further training. Specifically, by completing the Graduate Certificate in Developmental Trauma our staff have demonstrated at a postgraduate level that they can:
- » Apply a knowledge of developmental trauma to professional practice
  - » Create a developmental trauma assessment framework to guide professional practice
  - » Apply the assessment framework to create a trauma informed plan for children and young people.

» **Sector challenges:** Some of the shifts facing our RTO and WFDU include increased casualisation of the workforce, an increased demand for flexible learning arrangements, and shift towards higher occupational skill levels for staff.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Anglicare College determines nature of its Registered Training Organisation (RTO) operation and diversifies service offering to cost-effectively serve Anglicare's needs.	Anglicare has increased its trauma informed practice through the WFDU in the following ways: Graduate Certificate in Developmental Trauma - 19 graduates this financial year Diplomas of Community Services Case Management - 19 graduates this financial year Sanctuary Training - 263 participants this financial year	Anglicare will continue to offer affordable and flexible study options for staff to allow them to upskill and deliver a high quality of service to clients. We will investigate ways to implement more digital learning options.
Implement workforce development strategy to ensure Anglicare has the staff and volunteers to meet future needs.		







Special guests, including Virginia Haussegger attending National Volunteers Week morning tea.

“I’ve been supporting Anglicare for several years. Becoming a regular giver has helped me feel more connected to and informed about the work of Anglicare.”  
– Kate, Anglicare regular giver

45

churches were involved in the Anglicare Sunday Anti-Poverty Week campaign for 2018

1600+

facebook fans (40% aged between 25-44 years; 80% female)



South Sudanese Community Program, Radford College.



Radford College students participating in the Pantry Appeal.



Anglicare’s Volunteers Week morning tea.

# SUPPORTERS & PARTNERSHIPS

## Supporters

The continued generosity of our hundreds of supporters has been shown through increased financial donations, increased numbers of regular monthly givers – including staff workplace giving – advocacy and prayer. This support has been vital in providing for services which fall outside of government funding such as some emergency relief, youth mentoring and chaplaincy. We also continue to focus on increasing our online connection with supporters through social media with the promotion of appeals and advocacy, and currently have over 1600 fans engaging with us on facebook.

## Government

Support from local councils, the ACT and NSW governments, and federal government departments continues to enable Anglicare to deliver valuable services to families and communities in need. A number of government ministers visited our services throughout the year.

Anglicare continues to outwork a large Intensive Therapeutic Care (ITC) partnership with MacKillop Family Services for the Southern NSW region under contract with the NSW Department of Family and Community Services. Anglicare also runs the Premier’s Youth Initiative (PYI) which provides support for young people over 18 who have left care and are transitioning into independence.

## Business & Community

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

“We’ve been supporting Anglicare’s Pantry Appeal for years and just love that this is a simple way of giving back to our community!” – Curves, Weston, ACT.

## Schools

Our connection with local schools continues to strengthen. Twenty-seven schools from across the ACT and nearby regional NSW participated in Anglicare’s Anti-Poverty Week Pens Against Poverty competition. Anglican schools in particular remain strong partners in the annual Pantry Appeal with an estimated 25,000 items coming from school donations.

“We are delighted to support the work of Anglicare in our community! We particularly support the work being done with participants in the South Sudanese Community Program.” – Radford College, Canberra

## Volunteers

We rely on our on our incredible team of over 600 volunteers who support us across a variety of services including retail, disaster recovery and emergency relief services. This year over 90 people attended a volunteers morning tea as part of National Volunteers Week at St John’s Care, where journalist Virginia Haussegger presented as guest speaker (pictured left with Board Presiding Member, Lynette Glendinning, St John’s Care director, Sarah Murdoch and Anglicare CEO, Jeremy Halcrow).

## Churches

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

This year Anglicare engaged with 67 parishes across the region; 48 from the Canberra-Goulburn Diocese, four from Riverina, and 15 from the Bathurst region, with 45 participating in our annual Anglicare Sunday event. We are also delighted to continue our connection with churches through our parish partnerships.

“Working with Anglicare has been wonderful. We support through clothing collections and Disaster Recovery services.” Rev’d Michael Pailthorpe, minister at St Philip’s Anglican Church in Bungendore.

## List of Parish Partners

Parish	Service Name	Purpose
Arawang	Community Centre	Emergency Relief
Bungendore	Phil’s Emporium	Shop
Canberra (St John’s)	St John’s Care	Emergency Relief
Charnwood	Barney’s Boutique	Shop
Cobargo	OK Shed	Shop
Gundagai	Garments and Gifts	Shop
Lanyon Valley	Community Centre	Emergency Relief
Manuka	St David’s Close	Retirement Living
Murrumburrah-Harden	The Op Centre	Shop
Orange	Community Centre	Family Services
Parkes	Georgie’s Boutique & Pantry	Shop & Pantry
Sapphire Coast	Sapphire Surprises	Emergency Relief, Community Development, Shop
South Tuggeranong	Mary’s Market	Shop
Taralga	St Luke’s Op Shop	Shop
Turnut	New 2 U	Shop
Wagga Wagga	Community Centre	Emergency Relief
Young	St John’s Op Shop	Shop



# FROM SURVIVING TO THRIVING

Our theory of change for helping to alleviate poverty

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

The model addresses immediate critical needs as well as long-term needs with services delivered through local community centres. These services primarily focus on children and young people in the context of their families.

The Survive and Thrive model is currently being delivered in Orange, Wagga Wagga, North Canberra and South Canberra. Our goal is to expand our reach with this model into more areas, but we can only do this with the support of our donors and volunteers.





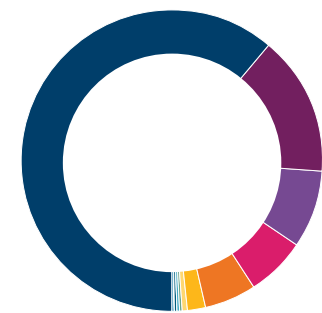
# MISSION, RELIEF & DISASTER RECOVERY

Anglicare relies on the support of parishes, community partnerships, other agencies and volunteers for service delivery of some of our key programs including emergency relief.

These relationships are extremely valued and enable Anglicare to reach our strategic goal of helping to bring positive change in communities. Food relief forms the largest part of our emergency relief services. Assistance was provided with funding from the Department of Social Services (DSS) as well as donations from the community, and food and toiletries donated as part of the Pantry Appeal.

## DISASTER RECOVERY

Anglicare's Disaster Recovery (DR) Service is run as a community partnership under the NSW State Emergency Management Plan and the ACT Community Recovery Sub-Plan. We help to deliver a coordinated disaster recovery response by trained and accredited volunteers to natural and man-made disasters such as floods, fires, storms and major accidents. DR volunteers (mainly from Anglican parishes) attended new recruit training in Moruya and Bungendore. Anglicare volunteers also assisted at the ESA Open Day held at Fairbairn, and Multi-Agency Evacuation Centre Exercises held in the ACT, Tumut and Goulburn.



- Food Parcels & Food Vouchers
- Transport Assistance
- Material Goods
- Utility Bills Assistance
- Health Care Assistance
- Material Aid
- Transport
- Rent Mortgage Assistance
- Information Advice Referral ER
- Housing
- Accommodation Assistance
- Advocacy Support ER
- Intake Assessment ER
- Accommodation
- Intensive Support

» **Sector challenges:** Services for vulnerable people in rural NSW continue to be stretched thin.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Develop an 'Anglicare rural model' to engage parishes in poverty alleviation. Development of community centres underpinned by parish engagement.	Emergency relief, mainly through food relief and referral assistance, was delivered at 11 sites including with local parishes and community centres. Over 4770 people were directly assisted through our food relief services. We estimate over 9000 people were indirectly assisted.  Led by our South Coast Chaplain Michael Palmer, Anglicare was successful in receiving funding for the "One Book, One Community" initiative in Eden, which is a community development partnership between Anglicare, Bega Valley Shire Council, Rural Adversity Mental Health, Candelo Books, and the South Eastern NSW PHN.	We will continue to expand parish relationships with a focus on services in the Bathurst CBD.  Arawang Emergency Relief to commence in 2019 in partnership with Arawang Anglican Church, Canberra.

## PRAYER & OUR PARISH PARTNERSHIPS

We are grateful to our parishes for their continued involvement and encourage them to pray for the families affected by severe drought conditions across NSW, and for those still recovering from natural disasters including last year's Tathra bushfires. We also thank our parishes for their prayer support for children, young people and families who are struggling:

- » With emergency food needs
- » With housing risk or homelessness
- » To cope with a domestic violence situation
- » With financial hardship and stress
- » With relationship/family breakdown
- » With loneliness, depression, anxiety, isolation
- » With job insecurity or unemployment
- » With health issues
- » To live a connected and fulfilled life due to disability.

## OUR SERVICES

**ACT**  
St John's Care  
30 Scotts Crossing (in partnership with YMCA)  
Gordon Community Centre (in partnership with Lanyon Valley Anglican Church)  
Arawang Emergency Relief (in partnership with Arawang Anglican Church)

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

9,000+

people\* received emergency relief assistance in 2018/19  
(\*this includes indirect beneficiaries such as children)

Brooke

"Finding money to pay the rent was difficult... and for the first time in my life, I wasn't able to pay a bill"

After making the brave decision to leave a difficult home environment with her young children, Brooke faced the challenge of trying to build a new life. "Finding money to pay the rent was difficult... and for the first time in my life, I wasn't able to pay a bill," says Brooke. She approached Anglicare partner service, St John's Care, for help. As well as food assistance, she received help with bills and support in navigating other community services. "I feel more in control now," says Brooke. "I don't know what I would have done without the help from everyone at St John's."

Brooke  
Anglicare client



# GAMBLING HELP & FINANCIAL COUNSELLING

Anglicare provides financial counselling and support to people in financial stress, usually as a consequence of issues such as unemployment, health problems including mental illness, disability, and family violence.

Our financial counselling service assists people who are struggling financially by providing information, support and advocacy. We aim to equip people with the skills and knowledge to manage their finances and overcome their financial problems.

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

173

NILS loans provided

4,751

financial counselling client sessions conducted

53

people were assisted and 409 sessions were conducted through the Gambling Help Counselling service

» **Sector challenges:** Rising costs of living, particularly rental costs and power bills, are seeing an increase in demand for financial support services. However, proposed legislative reform to strengthen control on pay day loans/short term credit contracts are a much needed support for some families who are struggling. Commonwealth government proposals to increase supports for people in financial crisis will help to assist some families currently accessing or in need of our financial help services.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Build partnerships and alliances to deliver services to marginalised communities.	In partnership with Good Shepherd Microfinance, Anglicare delivered the NILS service to over 173 people with 846 enquiries received.  This service participated in consultation sessions with the NSW Office of Responsible Gambling.  Anglicare along with Relationships Australia also partnered with ANU Centre For Gambling Research for their Gambling Support study.	Anglicare will continue to promote and deliver these services to support people struggling financially, particularly in less supported regional areas. With the development of a new service in the Bathurst region, we expect further uptake from people in this area.

## OUR SERVICES

- Financial Counselling  
Albury  
Wagga Wagga
- No Interest Loans Scheme (NILS)  
Dubbo & regional NSW
- Gambling Help Counselling  
Goulburn



“Our farm is our life and if that’s not working it’s very hard... we’ve been praying for rain... The only reason our family life hasn’t been affected is because God’s providing for us.”

– Emma, farmer living in rural NSW

Our NILS program operates across parts of regional NSW, and this year we’ve seen families and communities struggling due to the drought. NILS means that families can receive help quickly, and find encouragement from team members who walk with them through the loan approvals and repayment process.

Emma  
Anglicare client



OUR SERVICES

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

1,238

Clients throughout NSW (this includes children and young people in family groups)

Sally

“Now I feel like I have so much freedom... and I’m not behind in my bills all the time.”

Last year Sally was issued a 90 day termination notice on her rental unit. “I was facing homelessness. I didn’t know what to do until the team from Anglicare helped me,” says Sally. Health problems, including osteo-arthritis, meant that she couldn’t work and relied on government assistance which left her with \$130 a fortnight after rent. Anglicare, in partnership with Argyle Housing, were able to find a one bedroom unit for Sally that also gave her a little more left over after rent to pay her bills and groceries. “Now I feel like I have so much freedom... and I’m not behind in my bills all the time. I don’t have to plead to get extra food and I have so much independence,” says Sally.

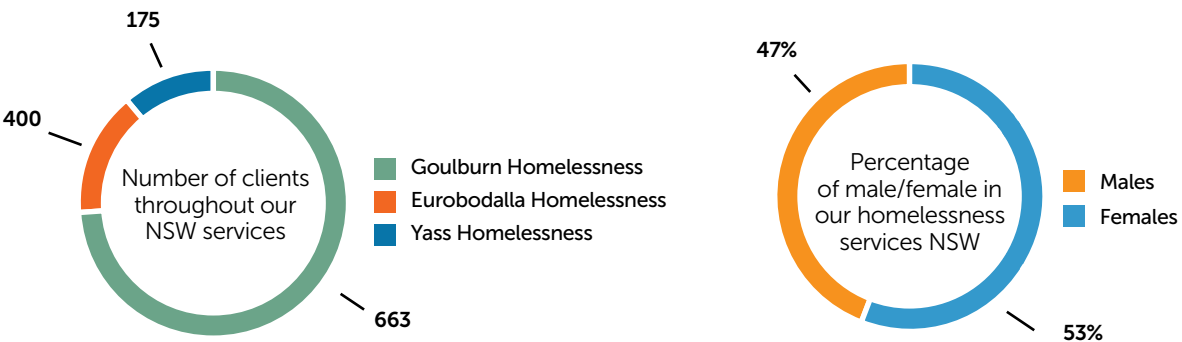
Sally  
Anglicare client

HOUSING & HOMELESSNESS

Housing costs in the ACT and many parts of regional NSW are one of the greatest stressors on family budgets. Anglicare’s annual Rental Affordability Snapshot showed a lack of affordable housing, especially for low income earners, across the region.

Anglicare seeks to address this by providing crucial emergency support for people at risk of homelessness through our Homelessness Support Services. Services to address housing risk are often an early intervention support with many clients requiring additional wraparound support such as domestic

violence or employment services to provide longer term assistance. In partnership with Southern Cross Housing and Argyle Housing, Anglicare offers access to emergency accommodation units and transitional housing as well as case management support.



» **Sector challenges:** The national housing affordability crisis and increased pressure on state and federal governments to act means that housing services will remain an important focus for Anglicare.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Build partnerships and alliances to deliver services to marginalised communities or within 'thin' markets especially in rural NSW.	<p>A partnership with the Goulburn CWA delivered a cooking program for clients over six weeks.</p> <p>The EHSS continues to support children at risk through referral to Family Case Management and with our close relationship with Family and Community Services.</p> <p>They also continue to build support with Aboriginal services and other community organisations</p>	<p>We will continue to seek local community partnerships and support, and strengthen existing relationships, specifically with Argyle Housing and Southern Cross Housing.</p>
Expand homelessness service footprint especially in regional NSW, including by exploring community housing model in collaboration with sister Anglicare agencies.	<p>Growth occurred in Anglicare’s housing/homelessness footprint across all regions.</p> <p>Teams are operating at above funding capacity with some support from fundraising and other corporate services.</p> <p>Some minor renovation work on a couple of units and main outdoor foyer at Goulburn refuge</p>	<p>The board approved a new housing strategic plan to support disability, homelessness and retirement living.</p> <p>We will continue to renovate emergency and transitional housing units in Goulburn.</p> <p>Anglicare is committed to the development of a Strategic Intent for Housing, which sets a direction for the increased role of Anglicare in meeting the housing needs of the elderly, the vulnerable and those living with disability. As an early step down this path, during the year Anglicare applied for accreditation as a Community Housing Provider.</p>



# CHILD, YOUTH & FAMILY SERVICES

Anglicare provides a range of services for young people and families in need. Assisting young people and families, particularly through key life transition points such as moving into school or into the workforce, can have a lasting impact on their lives.

348

home visits were conducted by HIPPY coordinators

2,375

GP consultations took place at the Junction Youth Health Centre

106

children and young people participated in the Cassie's Place program from January to June 2019

## Family Services

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

The Home Interaction Program for Parents and Youngsters (HIPPY) at Ashmont is one of these services and has been incredibly successful as a 2-year program for parents of 4 to 5 year old children in the Wagga Wagga region. A significant strength of HIPPY is the trusted, attuned and responsive parent-tutor relationships fostered during the extensive home visiting program. The attuned relationship that tutors develop with parents as part of HIPPY lays the necessary foundation to build parental capacity and confidence, including nurturing the skills of parents to plan for and reflect on their child's learning, and to develop responsive parent-child relationships.

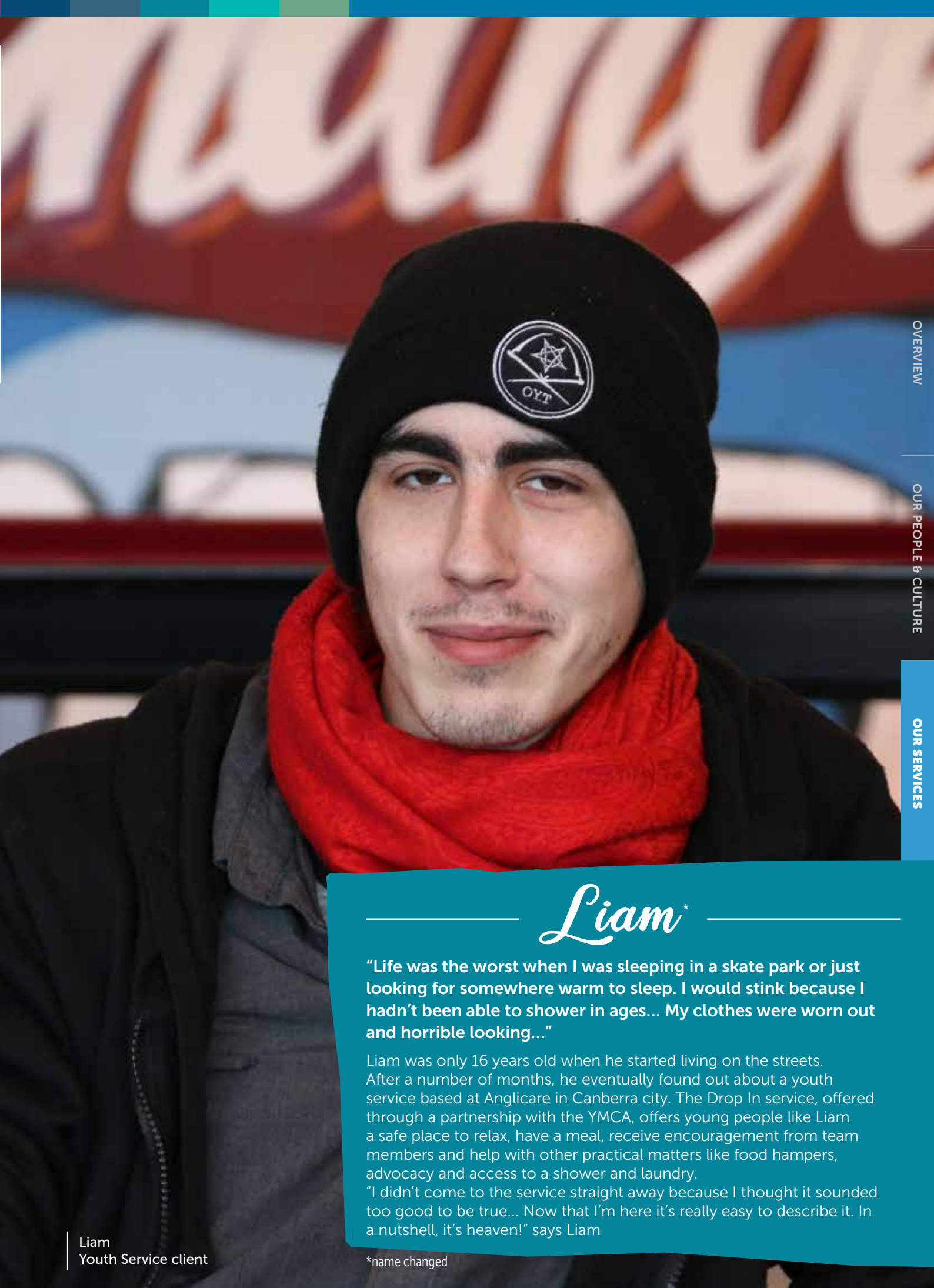
Cassie's Place is a funded program providing counselling and support to children and adolescents who have experienced or been affected by sexual assault. The program works closely with the NSW Police and NSW Health. Cassie's Place also supports Out of Home Care (OOHC/PSP) clients in the Moruya and Bega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

Cassie's Nest is a fee-for-service program offering trauma-informed counselling to children, young people and their families; training for staff and carers within Anglicare and other agencies; and professional assessments relating to children and young people who have been impacted by trauma.

Anglicare also offers the Goulburn Adolescent Program and the Yass Youth and Family Services Program aimed at providing additional support to young people and strengthening families.

» **Sector challenges:** Rising costs of living, including rent and heating costs, are putting additional pressure on families. Anglicare's holistic services mean that families can receive practical immediate support, like food, as well as longer term support to strengthen those families into the future.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Shift the focus of the Child, Youth and Family portfolio to early intervention.	Services offered at our Survive and Thrive centres are focused on younger children and families with an aim to help transition children in to school.  HIPPY program, 348 home visits were conducted and 90 home tutor and professional development activities took place.	In Wagga Wagga, our HIPPY service will transfer to Ashmont Community Resource Centre to assist in retaining families within the service. This program has also entered an Expression of Interest in being part of an Age 3 Demonstration Project to help families of children in this specific age group.



Liam\*

"Life was the worst when I was sleeping in a skate park or just looking for somewhere warm to sleep. I would stink because I hadn't been able to shower in ages... My clothes were worn out and horrible looking..."

Liam was only 16 years old when he started living on the streets. After a number of months, he eventually found out about a youth service based at Anglicare in Canberra city. The Drop In service, offered through a partnership with the YMCA, offers young people like Liam a safe place to relax, have a meal, receive encouragement from team members and help with other practical matters like food hampers, advocacy and access to a shower and laundry.  
"I didn't come to the service straight away because I thought it sounded too good to be true... Now that I'm here it's really easy to describe it. In a nutshell, it's heaven!" says Liam

Liam  
Youth Service client

\*name changed





Gordon Community Centre

839

youth worker consultations  
took place at the Junction  
youth health centre

Ashmont Community Centre

1,183

young carers and their family  
members were assisted  
through the CYCLOPS service

CWA & CYCLOPS  
young carers awards



## Youth Health

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

The Junction Youth Health services continued to build partnerships this year with the following organisations:

- » Street Law, offering free legal aid to young people
- » CatholicCare and Capital Health Network, offering NextStep high and low intensity psychology services
- » Drug & Alcohol counselling
- » 'Youth Space' YMCA Youth Drop In service
- » ANU Tax Clinic

The Junction nurse practitioner gained gold accreditation in Eating Disorder patient management through ACFED.

## Young carers

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

## Mentoring

Mentoring and youth engagement activities are offered in the Riverina area with a focus on potentially vulnerable children and young people. These activities provide additional support and life skills to young people, particularly those at risk of entering the criminal justice system.

## OUR SERVICES

### ACT

Youth Services Weston  
Junction Youth Health Program  
CYCLOPS ACT  
Youth Space – YMCA partnership  
Interview Friends  
Gordon Community Centre

### NSW

Anglicare Family Services  
Goulburn Adolescent Program  
Yass Youth and Family Services  
Cassie's Place  
Cassie's Nest  
Home Interaction Program for  
Parents and Youngsters (HIPPY)

Survive and Thrive (DSS Funded)  
Lifetime Learning  
Emergency Relief  
Ashmont Community Centre  
Joint Support Program - casework  
Anglicare Mentoring  
Starting Fresh youth engagement

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Build partnerships and alliances to deliver services to marginalised communities, especially in rural NSW.	Cassie's Place service works collaboratively with other agencies in the Eurobodalla region to support children and young people. From January to June 2019 over 106 children and young people were supported through the service.  Cassie's Nest offered counselling sessions to clients through FACS (now the Department of Communities and Justice), MacKillop Family Services and CareSouth in the previous financial year.	Anglicare will continue to engage with parishes and other local services to enhance current service offerings for clients where needed.  We hope to build on these partnerships in the coming year.
Development of community centres underpinned by active Diocesan and parish engagement strategy in order to grow and sustain support.	Demand for services continues to grow at our current community centres.  Our newest centre at Gordon, established with Lanyon Valley Anglican Church, already offers a variety of services including English conversation practice and food pantry.  Our Ashmont Community Resource Centre based at Ashmont Anglican Church in Wagga Wagga saw 3470 people assisted through the Drop-In service and 410 receiving emergency relief assistance.	Anglicare plans to extend our community centre model into the Bathurst region.  We look to strengthen our existing services, allowing them the flexibility to offer programs tailored to the particular needs of their local community.



# DISABILITY SERVICES

Helping people to live safely and as independently as possible while participating in their community through meaningful relationships, employment, recreation, educational activities and volunteering is our aim.

In line with wider sector developments and in keeping with the mission and values of Anglicare, we seek to give participants greater involvement and authority in determining their goals and service needs.

184

NDIS clients assisted during the year including Goulburn/Upper Lachlan Shire areas, ACT and Eurobodalla Shire areas

20

new clients joined the Goulburn service this financial year

1752

hours of group activities offered this financial year

» **Sector challenges:** The current operational environment poses challenges for disability services. The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with a Disability will see increased scrutiny of the sector. Combined with the continued complexity of the National Disability Insurance Scheme (NDIS) including compliance to the National Quality and Safeguarding Framework and adherence to changes to the NDIS pricing system, there are also some skills shortages for disability roles, an aging population of people living with a disability, widening gap between demand for and availability of services, and the need to comply with Child Safe Standards.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Embed Disability chaplaincy into Day Centre model to provide additional emotional and spiritual support	Chaplaincy has been embedded in Canberra Day Centre.	We will work towards confirming our chaplaincy model at our Goulburn Day Centre.
Determine viable Disability Day Centre model and replicate.	Anglicare has established a viable Day Centre model in Canberra and Goulburn.	We will look for opportunities to roll this model out in other regions with a focus on group activities.
Implement workforce development strategy to ensure Anglicare has the staff to meet future needs.	Disability staff members have undertaken courses through Anglicare College including Certificate III in Individual Support, Diploma of Community Services and Graduate Certificate of Developmental Trauma.	Improved management of staff recruitment and continued training of existing staff to meet service demand.

Various activities run by Anglicare Disability Services Canberra



## OUR SERVICES

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



Zoe

“Zoe talks now and even reads books with a team member helping her. She’s become a confident young woman”

When Zoe began attending Anglicare’s Day Centre in Canberra over four years ago her autism meant that communication was a struggle. Zoe would often have difficulty participating in activities at the centre. However over the years Zoe has been able to access intensive speech therapy through her NDIS plan which, along with the care she receives from the team at the centre, has resulted in incredible improvements in her resilience, communication and wellbeing. “It’s so encouraging for our staff and for Zoe’s family to see the changes in her life – it’s transformational!” says Margaret, Anglicare’s Senior Coordinator at the Day Centre.

Zoe  
Anglicare client



## OUR LOCATIONS

Orange  
Wagga Wagga  
Leeton  
Albury  
Goulburn

Moruya  
Bega  
Nowra (St Saviours)  
Liverpool (St Saviours)

# Candece

"I was fostered by the same people my whole life. Their family is my family. I was really lucky with that."

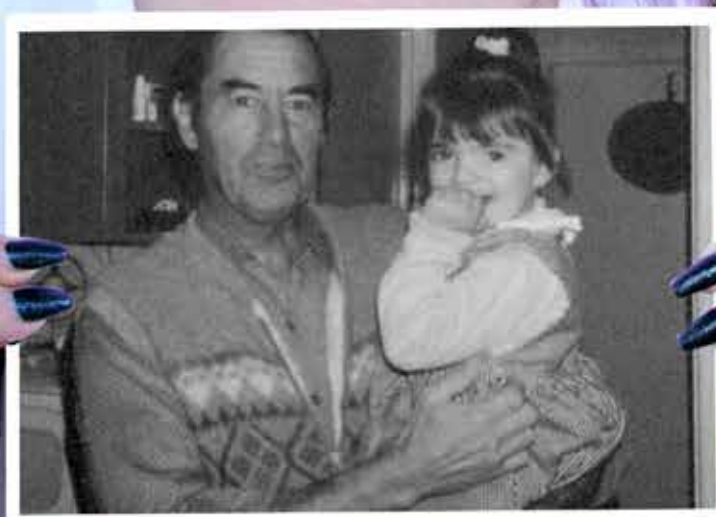
As a toddler Candece developed problems with muscle movement due to foetal trauma, and at the age of four she was diagnosed with autism. "I had to have a lot of therapy to help me walk and talk. If I didn't have my foster parents putting in all that time and money into caring for me and helping me with therapy, I'd be a lot worse off. I certainly wouldn't be independent."

## 473

foster carers worked with Anglicare this year.

## 434

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



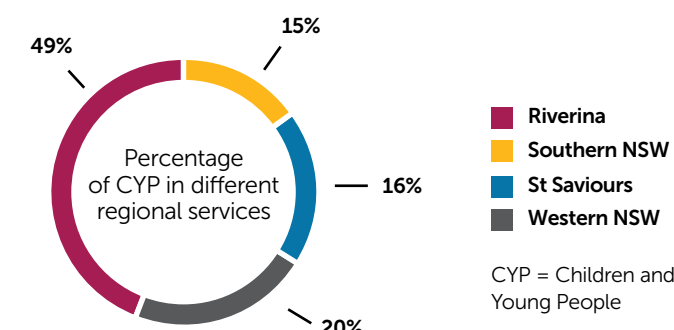
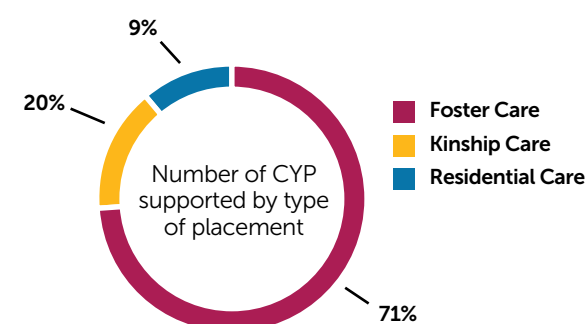
Candece  
OOHC/PSP client

## OUT OF HOME CARE / PERMANENCY SUPPORT PROGRAM

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

Anglicare (including St Saviours in Nowra and Liverpool) and our foster carers and kinship carers work with children, young people and their families by providing Permanency Support Programs (PSP) support to help strengthen relationships and improve life outcomes.

Our team assist children and young people who have a range of needs by offering emergency, respite, long-term care and kinship care. Anglicare is also moving from a residential care model to an Intensive Therapeutic Care (ITC) approach to assist young people over 12 years of age who need additional assistance beyond a traditional foster home setting.



» **Sector challenges:** Government reforms in NSW around children in care call for a greater focus on permanency in care, and a strengthening Intensive Therapeutic Care (ITC) service for young people with particularly complex needs.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Implement Family Restoration and Preservation Programs	Key staff members have been recruited including Senior Practitioner of Permanency of Care and Manager for Preservation and Restoration Services.	In line with government reforms, Anglicare will continue to work towards having a higher percentage of children and young people move into more stable, long-term arrangements such as family restoration, guardianship or adoption.
Develop ongoing partnerships with Aboriginal controlled entities and the successful transfer of OOHC/PSP placements to them	A partnership continues with our Western region OOHC/PSP service and Orange Aboriginal Medical Service (OAMS). The Wanggaay partnership in Wagga Wagga will become independent from Anglicare in the next financial year.	In the past two years, Anglicare has been consistently providing OOHC/PSP services to between 145 – 160 ATSI children and young people every month. We expect this number will reduce following Wanggaay transition. We will continue to work with Yiriyirimbang and Orange Aboriginal Medical Service (OAMS).
Transition to Intensive Therapeutic Care (ITC) model	Therapeutic Care Managers recruited as service transitions to new model.	Anglicare will continue to work in partnership with MacKillop Family Services to provide ITC in Queanbeyan and South Sydney.
Ensure our staff are equipped to meet current and future needs. Improve staff commitment to, and understanding of client safety.	Our first cohort of 8 OOHC/PSP staff members completed Graduate Certificate and Diploma Level Training with modules focused on trauma-informed care. Many staff members have completed Sanctuary* training.	Continued work will be required to recruit and train staff and carers, and keep them up to date with sector requirements. A new cohort of OOHC/PSP staff will begin Graduate Certificate training this year.

\*Sanctuary is an evidence-supported care model that assists people who work in stressful human services and care environments.



# Family

Two children attending one of our centres were placed in foster care this year. The early learning team played a key part in assisting the birth mother with supervised visits with her children. To minimise trauma and disruption for the children, the team advocated for the visits to take place in a familiar environment at the centre. They prepared the community room with toys so the mother and children could spend time together in a safe and familiar place. At the end of the visit, the eldest child struggled saying goodbye to her mother, but she was able to be comforted by the teachers she knows well, making the difficult transition a little easier.

1,028

families served this year

1,449

children enrolled in Anglicare early childhood centres throughout NSW & ACT

## OUR SERVICES

**ACT**  
Franklin Early Childhood School  
Southern Cross Early Childhood School  
Calwell Early Childhood Centre  
Gordon Supported Playgroup

**NSW**  
Googong Early Learning Centre  
Goulburn Family Day Care  
Marulan & District Preschool  
Orana Preschool  
Goulburn Early Childhood Centre  
Batemans Bay Toy Library  
Bradfordville Supported Playgroup

Water play  
Anglicare ECEC

## EARLY CHILDHOOD EDUCATION & CARE

Our programs are based on developing the foundations for the wellbeing of children through play-based teaching, outdoor learning and project-based learning. This supports children in the development of important skills, knowledge and attitudes prior to starting school.

Our centres across the Canberra and Goulburn region include preschool, long day care (full-time, part-time and casual), after-school care, vacation care, family day care and playgroups. Anglicare’s Toy Library in Batemans Bay is a service allowing families access to children’s toys and other resources, as well as an opportunity to socialise.

» **Sector challenges:** A rise in Child Safe Standards including higher staff to child ratios, higher qualifications of educators and an increased cost of doing business are some of the biggest challenges facing the ECEC service. Other issues to be addressed include rising maternal workforce participation and changing work patterns for parents, increased government expenditure in the ACT on child care services, and the growing need for technology in education.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Develop an Early Childhood Education and Care (ECEC) chaplaincy model that helps alleviate material poverty and meet the spiritual needs of families and can be viably funded within the business model of new and current Anglicare-owned ECEC services.	Hampers of food and goods were distributed to families in need through Southern Cross ECEC in collaboration with Gordon Community Centre.  Assistance is being provided through our early learning centres for children in foster care and their families.  We currently support 20 at risk children to access our Early Childhood programs in ACT centres through Children’s Services Program (CSP) funding.  Supported playgroup is offered at Gordon Community Centre along with the Minnows Music program for children.	We will continue to work on developing a chaplaincy model to assist families.  Existing staff members will continue to work across all centres to identify and assist families in need.
Recognised as a best-practice Child Safe Agency with effective care governance.	Our 2018 survey showed 77% of ECEC parents/carers expressed high levels of satisfaction with key aspects of our learning services.  Our Calwell Early Childhood Centre and Goulburn Early Childhood Centre are rated as ‘Exceeding National Quality Standards’, while our Southern Cross Early Childhood School, Franklin Early Learning School and Orana Preschool are rated as ‘Meeting National Quality Standards’.	An improvement strategy based on recommendations from an early learning review conducted by Hydon consultants will see our services continue to work towards ‘Meeting’ and ‘Exceeding’ National Quality Standards.

Children at various Anglicare Early Learning & Education Centres







Wednesday 3 April 2019 marked the official launch of the newest stage (Stage 3) of Anglicare's Wollondilly Gardens in Goulburn. Staff, residents and representatives from partner organisations gathered at the site of the six new villas for the official 'turning of the sod'. The new villas adjoin the current community of 69 villas. The community's newest residents, Stephen Rigby and his wife Pam, moved to Wollondilly Gardens in February. "I was taken in by the rural aspect of the village and the delightful views to the south and west taking in the Wollondilly River and surrounding ridges. My wife and I enjoy connecting with people through common interests and activities," says Stephen.

Turning of the sod, Wollondilly Gardens



Brindabella Court resident at morning tea



Brindabella Court morning tea



## RETIREMENT LIVING

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

Anglicare operates three Retirement Communities which offer residents a comfortable and independent lifestyle. Each community has a resident staff member, and there is always a staff member on call 24/7 for emergencies. There are three separate community options; two located in Canberra and one in Goulburn.



### OUR SERVICES

- ACT  
St David's Close Retirement Living  
Brindabella Gardens Retirement Living
- NSW  
Wollondilly Gardens Retirement Living

99%

occupancy/under contract for existing houses/units

» **Sector challenges:** Due to reputational damage from for-profit providers, the NSW government has introduced a new code of conduct which will bring about heightened standards for retirement community operators. Growth in the population of those over 70 years of age along with rising health standards and increased demand for 'aging-in-place' will impact plans for current and future developments. The national housing affordability crisis is also affecting older Australians, particularly single older women.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Embed chaplaincy into all current and future Retirement Village business models to improve spiritual care of residents.	Chaplaincy is available at all sites. Additional support is given to particularly vulnerable residents, and 24/7 assistance is available to everyone across our retirement communities.	This goal has been achieved.
Develop affordable and other rental models within the Retirement portfolio to address homelessness facing single older people.	Anglicare has identified a preferred site for future development.	Plans will be created for development of the identified site.
Implement supported living model to meet requirements of the Diocese's Canberra developments and support increasing care need of Retirement Living residents.	New villas at Wollondilly have been designed to adapt to people's changing needs to enable residents to remain in their own homes as they age.	Opportunities will be explored to partner with our existing agencies to help deliver a supported living model.
Increase scale and diversity offerings in Retirement Villages to improve financial performance and enhance service to residents.	Upgrades were completed at Brindabella Court. Construction of Stage 3 villas is underway at Wollondilly Gardens in Goulburn. A manager of Quality Standards and Business Support has been appointed to conduct an internal audit and gaps analysis.	Stage 3 at Wollondilly Gardens to be completed. Master planning of the St David's Close site will commence.



RETAIL

Anglicare relies on the support of parishes, community partnerships, other agencies and volunteers for service delivery of some of our key programs including emergency relief.

Anglicare’s retail and recycling shops provide additional income support to Anglicare’s other services. Some stores also function as an emergency relief service to people needing help with clothing, some furniture items and food. They also connect Anglicare with people in the communities we serve. Anglicare’s stores depend on the valuable assistance of volunteers and we are always looking to recruit further help.

60,400

Anglicare retail customers during 2018

92

individuals and families access Food Fair\* at the Queanbeyan store on average each week

52

volunteers across Anglicare’s Retail stores

» **Sector challenges:** Increased awareness around fashion waste and household trends towards ‘decluttering’ have positively impacted the service both in terms of sourcing and selling stock. One of the biggest challenges is the trends in volunteering with fewer people opting for long-term volunteering commitments.

GOAL	PERFORMANCE (Financial Year 18/19)	PLANNED ACTIVITIES (Financial Year 19/20)
Build partnerships and alliances to deliver services to marginalised communities	Anglicare continued to partner with churches, including Phil’s Emporium in Bungendore and Georgie’s Pantry in Parkes, to deliver food relief and other additional support for clients through their stores.	Anglicare will continue to offer food relief at Queanbeyan store and through parish partnerships to meet increasing demand. Engagement will continue with local churches to promote volunteering opportunities.
Grow net surplus to help meet mission priorities	Anglicare Retail underwent a major review during the year, resulting in a significant restructure and a strategic pivot to improve financial sustainability and enhance future development of community development and mission opportunities. A new store was opened in the Canberra suburb of Erindale.	Promotion of the Retail stores and their services will continue through community engagement events in the Canberra and Queanbeyan areas.

\*Food Fair is a low cost option for people in financial difficulty, allowing them to buy groceries, including some fresh food, at more affordable prices.

OUR SERVICES

NSW  
Anglicare Retail Queanbeyan  
Various Parish stores supported by Anglicare

ACT  
Anglicare Retail Fyshwick  
Anglicare Retail Jamison  
Anglicare Retail Erindale  
Various Parish stores supported by Anglicare



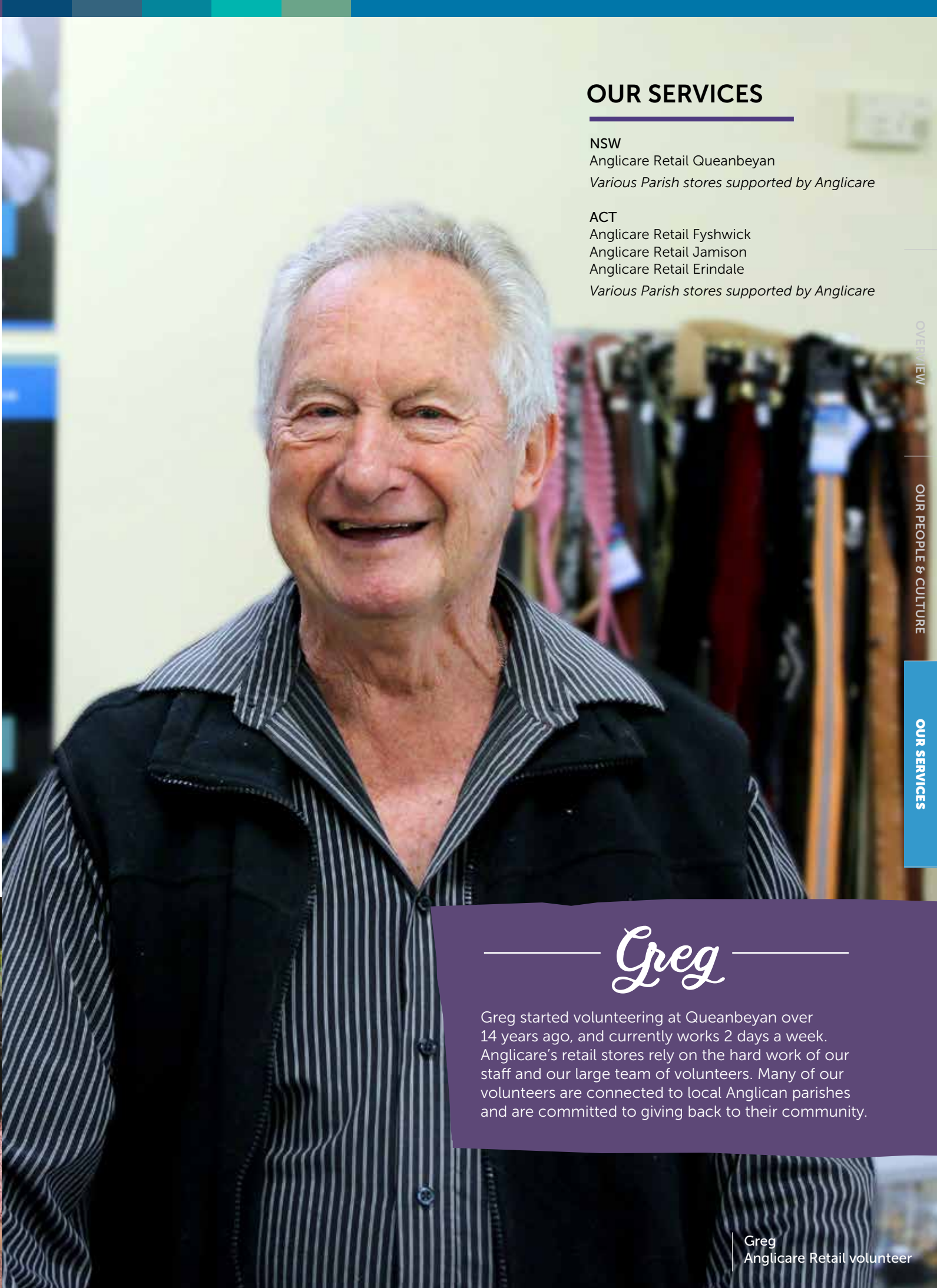
Bev, Anglicare Retail Queanbeyan



Fashion model, Anglicare Retail fashion parade



Staff at the opening of Anglicare Retail Erindale



Greg

Greg started volunteering at Queanbeyan over 14 years ago, and currently works 2 days a week. Anglicare’s retail stores rely on the hard work of our staff and our large team of volunteers. Many of our volunteers are connected to local Anglican parishes and are committed to giving back to their community.

Greg  
Anglicare Retail volunteer



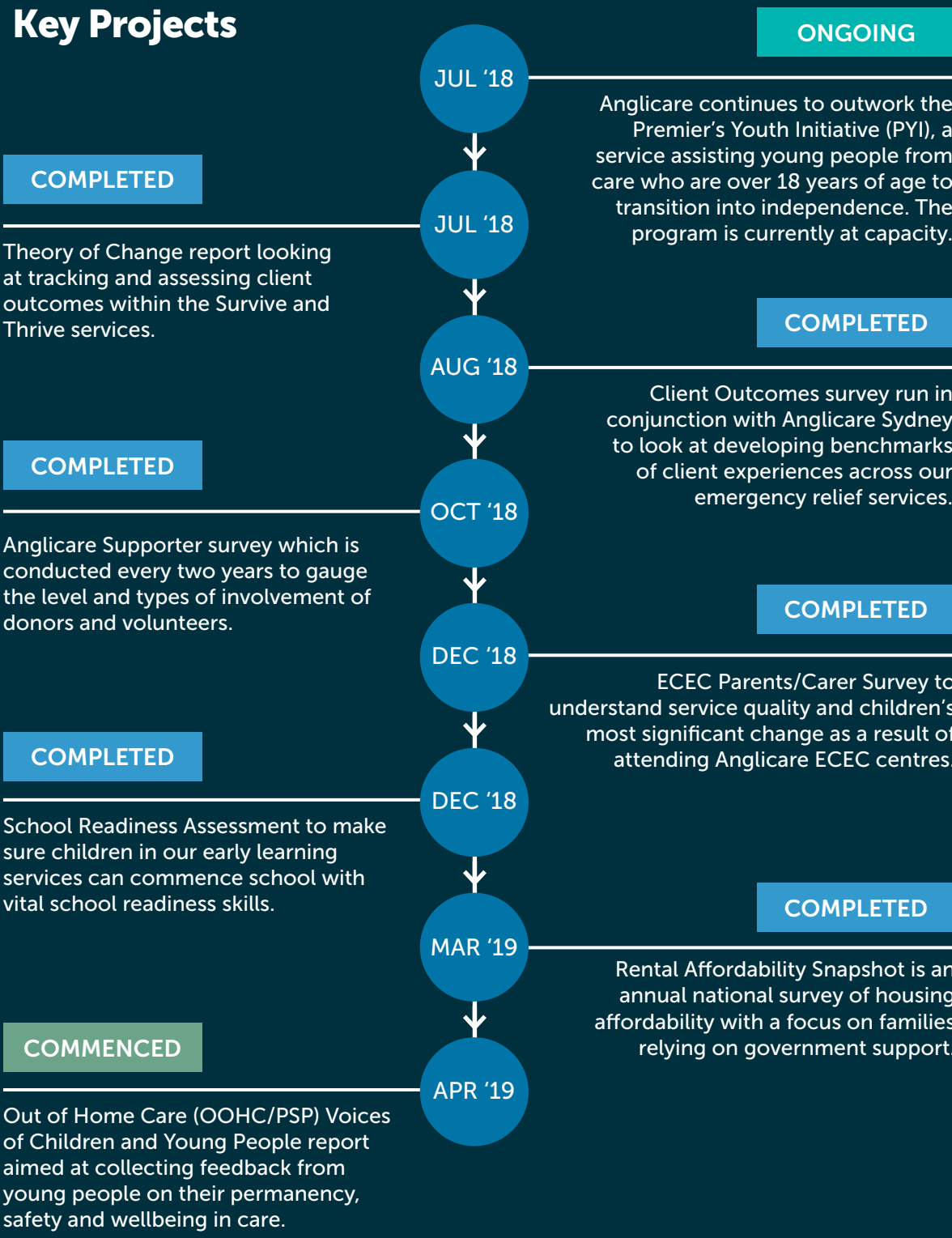


As teenagers, Rosie and Lily (pictured) were supported by Anglicare's Out of Home Care (OOHC) team. They both completed Year 12 and continued on to further studies. Today, they are staff members in Anglicare's OOHC/PSP team and are advocates for the Home Stretch campaign.

# INNOVATION & BUSINESS DEVELOPMENT

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

## Key Projects





# ANGLICARE BOARD & GOVERNANCE

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

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



**Lynette Glendinning**

BA (Psych), Dip Ed Usyd

**Presiding Member**

Director since April 2015

Presiding Member since December 2016

Lynette is founding Director of Tempo Strategies, a national consultancy in organisational and executive development.

She has consulted with CEOs, boards and executives of more than 200 Australian organisations in strategy and executive development including to the Anglican Bishops Conference and to many not-for-profits and church organisations. Lynette attends church in Canberra and is a member of Synod. She is a former Chair of the Menzies Centre for Health Policy at Sydney University/ANU and Board member of the Australian Centre for Christianity and Culture at CSU.

She is a Life Fellow of the Australian Institute of Company Directors. Formerly a counsellor in residential rehabilitation and lecturer in tertiary education, Lynette is committed to social justice and supporting vulnerable people.



**Greg Mills**

**Deputy Presiding Member**

Director since August 2017

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



**Michael Antrum**

BA (Communications), LLB, Grad Dip (Leg Prac), Grad Dip (CoSecPrac), Grad Dip (Mil Law)

Director since October 2018

Michael is a Magistrate with the Local Court of NSW. He brings considerable legal skills and a strong understanding of legal issues affecting children and young people and is an accredited specialist in Children's Law. He has qualifications in corporate governance, and has previously been employed as Legal Counsel for the University of Western Sydney, and General Counsel for the NSW Police Force. He is a Legal Officer (Reserve) with the Australian Army.

He is currently a member of the St John's Care Management Committee, bringing an understanding of the work that Anglicare does with its parish partners.



**Jocelyn Martin**

B (Commerce), Masters (Bus Man/Acct), Grad Dip (Corp Gov)

Director since August 2014

Jocelyn is Chief of Executive Operations for the Housing Industry Association (HIA). She was previously the Business Manager of Radford College in Canberra and now sits on the College Board and is Chair of the Radford College Development Foundation. Jocelyn has a background in accountancy with a Master of Professional Accountancy and Graduate Diploma in Applied Corporate Governance.



**The Rev'd Canon Margaret Emil**

B (Theology) Dip (AngOrd)

Director since April 2015

Margaret is a Cathedral Canon of St Saviour's, Goulburn. She is also the Children and Family Minister at St John's Canberra. Margaret was previously Rector of Jamison and Crookwell Parishes, and also Deacon and Associate Priest of St John's Canberra. Margaret is especially interested in rural ministry and inclusion.





### Dr Bill Anscombe

B (Soc Stud), ThA, Th.Dip, Grad Dip (Man), M. (Soc Wel & Soc Plan), PhD (CSU)

Director since April 2014

Dr Bill Anscombe is an Adjunct Associate Professor in the Institute of Land Water and Society (ILWS) at Charles Sturt University.

Bill has twenty years' experience in community and institutional corrections within the NSW Department of Corrective Services working Probation and Parole Programs. He was selected for the Department's Senior Executive Development Program. He joined Charles Sturt University as a Lecturer in Social Work in 1993 and retired in 2014 after 4 years as the Course Director for Social Work and Human Service programs.

Bill is Chair and President of St Martin's College at Wagga Wagga, serves as a Director of two Wagga Wagga charitable organisations and is a member of the National Executive of the Bush Church Aid Society of Australia. He serves as a member of the National Accreditation Panel of the Australian Association of Social Workers. He worships and takes services at South Wagga Wagga Anglican Church.



### Alexandra (Sandy) Spark

FCA, BComm

Director since December 2016

A partner with a large professional services firm, Sandy provides governance and risk management advice to Australian public sector and non-profit organisations. The first 20 years of her career were spent providing financial statement assurance and advisory services to Australian and international clients. She has a deep knowledge of the government and not-for-profit sectors, and in particular the policy environment, funding arrangements and governance structures and frameworks of those sectors.

Sandy is currently an ACT Area Committee Member for CMS (Church Mission Society).

Sandy and her family currently attend Stromlo Christian Church.



### Jeremy Halcrow

BA, Grad Dip IM, GAICD

Director since April 2018

Jeremy has nearly two decades of management experience in the not-for-profit sector. He has been CEO of Anglicare since 2013, revitalising Anglicare's core purpose of alleviating poverty in partnership with the Anglican Church and successfully implementing a three year strategy to improve program outcomes, financial performance and staff engagement. He is also a leader in the wider community sector, currently serving as Chair of the Home Stretch Campaign in NSW, Co-Chair of the Canberra Gambling Reform Alliance (CGRA) and Deputy Chair of Anglicare Australia. He was also a director of national sector peak body, the Australian Council of Social Services (ACOSS) from 2013-2018, including terms as Treasurer and Deputy President. Jeremy's research interests are diverse. He has authored essays, papers and research reports on a range of social justice issues. He is currently studying for an MBA at the UNSW Business School specialising in Social Impact.



### Dr David Wallace

PhD, BA (Hons), MSW, B Soc Stud

Director since August 2018

David has extensive experience serving on the Board of Anglicare Sydney (from 2009 – July 2016), and experience as Chair of the Mamre Anglican School Council in Sydney, and member of the Sydney Local Health District Ethics Review Committee. David started his career as a social worker in local governments in Sydney. He went on to teach a range of welfare programs at TAFE before moving to the NSW Department of Education and Training where he worked on Vocational Education and Training policy. He worships at St Clements, Lalor Park in Sydney.



Board Achievements

The Board has continued to maintain a strong strategic focus during 2018-19. Performance against the strategic plan has been monitored by adopting the Balanced Scorecard methodology to report on performance against goals, as well as continuing with dashboard reporting (using Results Based Accountability methodology), and regular financial reporting. A Director Induction Program was developed for all new Board members, and a modified program has been delivered to all new appointments to the Board Advisory Groups.

The Finance and Audit Committee conducted a mid-year budget review in December 2018, and this will now occur on an annual basis, as it enables the accuracy of budget forecasts and enrolments in the Early Childhood Education and Care portfolio to be reviewed.

The Risk Committee continued its focus on developing a more rigorous risk management framework that accurately captures business, care and strategic risks across the organisation.

Governing for Vulnerable People was the focus of the Governance Committee and it established a working group to distil the governance obligations that apply across all business lines and to undertake an analysis of areas for improvement. This work will continue to be a focus over the coming year.

The Remuneration Committee met several times during the year to oversight the performance of the CEO.

The Clinical Governance Advisory Group, chaired by Ms Jo Schumann, has continued its oversight of The Junction Youth Health Medical Service, and supported by external members, Assoc Prof Dr Christine Phillips, and Dr Chris Helms, has provided advice on improvements to deliver high quality care to those aged between 12 and 25 who access this service.

The Care Governance Advisory Group has benefited greatly from the skills and expertise of its external members, Ms Carolyn Quinn, Ms Rebecca Vassarotti, Ms Liz Summers and Ms Sarah Collett. The Terms of Reference for the Advisory Group have expanded to provide for an additional external member, with expertise in the area of Early Childhood Education and Care. These Advisory Groups report to the Board through the Risk Committee and provide for expert skills and knowledge to be available to the Board.

Board Retreats

24 – 25 August 2018  
A two-day retreat was held in August 2018. The first day provided members of the Board and Executive with an opportunity to review Anglicare’s strategy, as outlined in the strategic plan, including reviewing progress against each goal, changes in the external environment and emerging challenges. The Board had the opportunity to hear from Ms Anne Hywood, General Secretary, General Synod, Anglican Church of Australia, regarding the National Redress Scheme. Day two provided the Board with an opportunity to review its culture and performance.

29 January 2019  
The Board was joined for the first half of the retreat by members of the Executive for discussions on Governing for Vulnerable People, Risk, and Housing. The second half of the Retreat was an opportunity for the Board to undertake a review of the Committee structure, functions and membership, to ensure that they were appropriate to meet the needs of the Board. A number of changes were considered including expanding the role of the Care Governance Advisory Group to include the early childhood education and care portfolio, and expanding the focus of the Governance Committee on governing for vulnerable people. The Board was joined by Bishop-Elect Rev’d Dr Mark Short for dinner following the retreat.

Board membership & attendance as at 30 June 2019

<b>Ms Lynette Glendinning</b> First appointed April 2015 Appointed Presiding Member December 2016  Presiding Member Member: Risk Committee Member & Chair: Governance Committee Member & Chair: Remuneration Committee Member: Finance & Audit Committee	<b>The Rev’d Canon Margaret Emil</b> First appointed April 2015 Member: Governance Committee
<b>Mr Greg Mills</b> First appointed August 2017 Appointed Deputy Presiding Member February 2018  Deputy Presiding Member Member & Chair: Risk Committee Member: Governance Committee	<b>Ms Alexandra (Sandy) Spark</b> First appointed December 2016 Member & Chair: Finance & Audit Committee
<b>Dr Bill Anscombe</b> First Appointed April 2014 Member & Chair: Care Governance Advisory Group	<b>Mr Jeremy Halcrow</b> First appointed April 2018 Anglicare CEO
<b>Ms Jocelyn Martin</b> First appointed August 2014 Member: Finance & Audit Committee	<b>Dr David Wallace</b> First appointed August 2018 Member: Care Governance Advisory Group
	<b>Mr Michael Antrum</b> First Appointed 19 October 2018 Member: Governance Committee Member: Risk Committee

Board attendance & meeting dates

	28/8/18	30/9/18	4/12/18	5/3/19	15/4/19	30/4/19	25/6/19
Ms Lynette Glendinning	●	●	●	●	●	●	●
Mr Greg Mills	●	●	●	●	●	●	●
Dr Bill Anscombe	●	●	●	●	●	●	●
Ms Jocelyn Martin	●	●	●	●	●	●	●
The Rev’d Canon Margaret Emil	●	●	○	●	●	●	●
Ms Alexandra Spark	●	●	○	●	●	●	●
Mr Jeremy Halcrow	●	●	●	●	●	●	●
Dr David Wallace	○	●	●	●	●	○	●
Mr Michael Antrum	~	●	●	●	●	●	○

- meeting attended
- meeting not attended
- ~ ineligible



# ANGLICARE

## COMMITTEES & ADVISORY GROUPS

Committees and Advisory Groups include external members with professional expertise providing Anglicare with the opportunity to receive advice from independent expert, and gain a better understanding of broader changes which may impact on the care provided by Anglicare.

### FINANCE & AUDIT COMMITTEE

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

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

### RISK COMMITTEE

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

**Chair:** Mr Greg Mills  
**Members:** Ms Lynette Glendinning, Mr Jeremy Halcrow, Ms Jo Schumann (independent member), Mr Michael Antrum, The Rev’d Canon Margaret Emil  
**Executive Officer:** Mr Andrew Guile

### GOVERNANCE COMMITTEE

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

**Chair:** Ms Lynette Glendinning  
**Members:** The Rev’d Canon Margaret Emil, Mr Greg Mills, Mr Jeremy Halcrow, Mr Michael Antrum

### REMUNERATION COMMITTEE

This Committee is an ad hoc committee that provides advice to the Board on the appointment and remuneration of a CEO if required.  
**Chair:** Ms Lynette Glendinning  
**Executive Officer:** Ms Emily Purvis

The Anglicare Board is supported in its work by four committees and three advisory groups. This allows the Board to draw on the specific skills of its members and external experts.

- meeting attended
- meeting not attended
- ~ ineligible

Committee attendance & meeting dates

	22/8	23/9	27/11	19/2	16/4	22/5	18/6
Lynette Glendinning	●	●	●	●	●	●	●
Jocelyn Martin	●	●	●	○	●	●	●
Alexandra Spark	●	●	●	●	●	●	●
Jeremy Halcrow	●	●	●	●	●	●	●

Committee attendance & meeting dates

	25/9	20/11	2/4	11/6
Lynette Glendinning	●	●	●	○
Greg Mills	●	●	●	●
Margaret Emil	●	●	~	~
Jeremy Halcrow	●	●	●	●
Jo Schumann	○	●	●	●
Michael Antrum	~	~	~	●

Committee attendance & meeting dates

	7/8	16/10	24/10	12/2	14/5
Lynette Glendinning	●	●	●	●	●
Margaret Emil	○	●	●	●	○
Michael Antrum	~	~	~	●	●
Jeremy Halcrow	●	●	○	●	●
Greg Mills	●	●	●	●	○

### CARE GOVERNANCE ADVISORY GROUP

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

**Chair:** Dr Bill Anscombe  
**Members:** Dr David Wallace, Mr Jeremy Halcrow  
**External Experts:** Ms Liz Summers, Ms Rebecca Vassarotti, Ms Sarah Collett, Ms Carolyn Quinn

### CLINICAL GOVERNANCE ADVISORY GROUP

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

**Chair:** Ms Jo Schumann  
**Members:** Mr Jeremy Halcrow  
**External Experts:** Dr Chris Helms, Assoc Prof Dr Christine Phillips, Annie Byrne

Advisory group attendance & meeting dates

	4/9	4/11	26/3	29/5
Bill Anscombe	●	●	●	●
David Wallace	~	●	●	●
Rebecca Vassarotti	●	●	●	●
Liz Summers	●	●	●	○
Sarah Collett	●	○	○	●
Carolyn Quinn	●	●	●	●
Jeremy Halcrow	●	●	●	●

Advisory group attendance & meeting dates

	31/7	6/11	25/3
Lynette Glendinning	●	~	~
Jeremy Halcrow	●	●	●
Jo Schumann	●	●	●
Dr Chris Helms	●	○	●
Dr Christine Phillips	●	●	○
Annie Byrne	~	●	~



RISK COMMITTEE

Jo Schumann

Jo has over 30 years’ experience in the public sector and is an expert in complex policy, corporate functions and operational management. She has held senior executive roles in the Murray Darling Basin Authority, Australian Competition and Consumer Commission, Department of Veterans’ Affairs and the ACT Government. Jo has strong skills and expertise in financial, risk and government management including corporate reporting and audit. She holds a Master of Arts (Urban Geography) and Bachelor of Arts (First Class Honours).

CLINICAL GOVERNANCE ADVISORY GROUP

Dr Chris Helms

Chris is a Healthcare Nurse Practitioner with extensive experience serving the diverse healthcare needs of populations ranging from children to the aged. Chris is course coordinator for Masters’ level students through Curtin University’s Nurse Practitioner Programme and has Ministerial appointment to the National Nursing and Midwifery Board of Australia from the ACT. Chris holds a Doctor of Philosophy (PhD) Nursing and nursing qualifications from the United States.

Associate Professor Dr Christine Phillips

Christine is a highly experienced academic and General Practitioner. Since 2001, she has worked at the medical service associated with Companion House, Canberra’s torture and trauma counselling and support service for refugees. Christine has also worked in medical research on Indigenous health in Alice Springs, and in Zambia and Gambia, Africa. She is currently a Senior Lecturer in Social Foundations of Medicine at the ANU’s Academic Unit of General Practice and Community Health. Christine holds a Doctor of Medicine, Master of Public Health, Master of Arts (Medical Anthropology) and Bachelor of Medical Science.

Annie Byrne – resigned March 2019

Annie is a NSW Registered Nurse with over 35 years clinical experience in a diverse range of practice settings. She has been highly trained in wound care, problem-solving and clinical reasoning. Annie is currently the Senior Registered Nurse and Acting Practice Manager for the Australian National University Health Service in Canberra. Annie is also a Registered Nurse Immuniser.

CARE GOVERNANCE ADVISORY GROUP

Carolyn Quinn

Carolyn has extensive consultancy experience with a range of government and non-government organisations. She specialises in the areas of evaluation, research, stakeholder engagement and consultation, building results focused organisations, performance measurement, and organisational development and review. Carolyn has been a Member of the Ministerial Reference Group on Person Centred Approaches and a Member of the NSW Carers Advisory Council.

Rebecca Vassarotti

Rebecca is a highly experienced community leader, who has worked across a wide range of social policy areas. Her contributions to community advocacy were recognised when she was a finalist for the 2019 ACT Australian of the Year. Rebecca has expertise in the areas of governance, strategic planning, organisational development, policy development, advocacy and evaluation. She holds a Masters Environmental Law and Bachelor of Arts (Anthropology).

Liz Summers

Liz is a Director of SAL Consulting, a trans-disciplinary consulting firm that works with vulnerability and complexity across health, education, and human services. She has over 18 years’ experience delivering practice improvement and training, clinical support, organisational development, and program review/ design services to government and non-government organisations. Liz holds a Bachelor of Arts Psychology, Cert IV Training and Assessment and AICD Company Directors course.

Sarah Collett

Since 2000, Sarah has worked in statutory child protection services in NSW, the ACT and the United Kingdom. She is a Contracted Adoption Assessor and Registered Counsellor within NSW. Sarah is also a NSW Children’s Court Clinician responsible for conducting independent assessments of the needs of children, young people and families involved in the NSW statutory child protection system. Sarah holds a Bachelor of Social Work (Honours) and a Masters of Development Studies (with Merit).



# 2018 | 2019 FINANCIAL STATEMENTS

The financial report for Anglicare NSW South, NSW West & ACT for the year ended 30 June 2019 disclosed a surplus of \$706,288. Total income increased by \$3.2 million, reflecting an increase in funding of \$3.1 million. Employee expenses increased by \$2.9 million in order to deliver the services required by this additional funding while maintaining Anglicare’s commitment to developing a workforce able to deliver high-quality services.

Anglicare’s surplus strengthens the organisations liquidity and allows investment in line with the organisation’s Strategic Plan to develop early intervention and prevention strategies for vulnerable children, young people and their families with the aim to break the cycle of inter-generational poverty. During the 2018/2019 financial year Anglicare supported \$483,917 in unfunded programs with a particular focus on disadvantaged local communities in regional areas.

# INCOME & EXPENDITURE STATEMENT

for the Year Ended 30 June 2019

	2019 \$	2018 \$
Revenues	68,861,572	65,559,483
Gain on revaluation of investment property	1,162,896	1,302,123
Total revenue	70,024,468	66,861,606
Employee expenses	38,033,044	35,155,969
Loss on revaluation of licences to occupy	1,051,914	1,122,088
Depreciation expenses	433,702	432,751
Other operating expenses	29,799,520	29,394,756
Total expenses	69,318,180	66,105,564
Surplus	706,288	756,042
Other comprehensive income	-	-
Net surplus/(deficit)	706,288	756,042

Anglicare’s surplus strengthens the organisations liquidity and allows investment in line with the organisation’s Strategic Plan to develop early intervention and prevention strategies for vulnerable children, young people and their families with the aim to break the cycle of inter-generational poverty.



## BALANCE SHEET

Balance Sheet as at 30 June 2019

	2019 \$	2018 \$
<b>Assets</b>		
Cash assets	585,451	257,961
Trade and other receivables	1,373,534	2,072,090
Other financial assets	8,248,248	7,165,079
Other assets	242,946	204,234
Property, plant and equipment	3,672,785	3,618,842
Investment property	62,532,340	59,827,247
<b>Total assets</b>	<b>76,655,304</b>	<b>73,145,453</b>
<b>Liabilities</b>		
Trade and other payables	48,716,150	47,177,161
Interest bearing liabilities	984,645	-
Provisions	3,820,118	3,540,189
<b>Total liabilities</b>	<b>53,520,913</b>	<b>50,717,350</b>
<b>Net assets</b>	<b>23,134,391</b>	<b>22,428,103</b>
<b>Equity</b>		
Accumulated funds	20,215,655	19,845,000
Reserves	2,918,736	2,583,103
<b>Total equity</b>	<b>23,134,391</b>	<b>22,428,103</b>

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

## GRANTS FUNDING

Grants Funding for the Year Ended 30 June 2019

	2019 \$	2018 \$
<b>ACT Government Grants</b>		
Community Services Directorate	554,100	533,463
Health Directorate	1,452,928	1,434,683
Education Directorate	364,762	396,237
<b>Total ACT Government Grants</b>	<b>2,371,790</b>	<b>2,364,383</b>
<b>NSW State Government Grants</b>		
Ageing, Disability & Home Care	-	97,787
Family & Community Services	39,011,240	37,568,196
Education	859,020	689,014
Greater Southern Area Health Service	-	20,982
Juvenile Justice	311,122	259,558
Office of Liquor, Gaming & Racing	247,813	243,192
Office of Fair Trading	252,242	267,582
<b>Total NSW State Government Grants</b>	<b>40,681,437</b>	<b>39,146,311</b>
<b>Commonwealth Government Grants</b>		
Department of Education & Training	377,316	352,076
Department of Social Services	509,915	469,314
Attorney General's Department	217,467	230,092
Department of Health	178,023	187,561
Department of Human Services	5,150,542	3,648,678
<b>Total Commonwealth Government Grants</b>	<b>6,433,263</b>	<b>4,887,721</b>
<b>Total Grant Funding</b>	<b>49,486,490</b>	<b>46,398,415</b>



# 2018 | 2019 FINANCIAL AUDIT

Independent Auditor's Report to the Members  
of Anglicare NSW South, NSW West & ACT

## Report on the Financial Report

### Opinion

We have audited the financial report of Anglicare NSW South, NSW West & ACT (the "Entity"), which comprises the statement of financial position as at 30 June 2019, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the statement by members of the board.

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

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

- a. giving a true and fair view of the Entity's financial position as at 30 June 2019 and of its financial performance for the year ended on that date; and
- b. complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-Profits Commission Regulation 2013*.

### Basis for Opinion

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

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

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

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

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

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

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

## Responsibilities of the Board for the Financial Report

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

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

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

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

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

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

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

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

Ernst & Young

Ben Tansley  
Partner  
Canberra  
31 October 2019



# Thank you

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

We are so blessed by your involvement.





## 2018/19 ANNUAL REPORT

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### **CANBERRA ACT**

CENTRAL OFFICE	02 6245 7100
SCOTTS CROSSING	02 6278 8400

### **SOUTHERN NSW**

GOULBURN	02 4823 4000
MORUYA	02 4474 7900

### **ST SAVIOURS (SYDNEY NSW)**

LIVERPOOL	02 9612 3900
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### **RIVERINA NSW**

WAGGA WAGGA	02 6937 1555
ALBURY	02 6075 9300

### **WESTERN NSW**

ORANGE	02 6369 9500
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