

# Anglicare

## ANNUAL REPORT

### 2021/22



ANGLICARE  
COLLEGE



EARLY  
LEARNING



OUT OF  
HOME CARE



RETIREMENT  
LIVING



GET  
INVOLVED



MISSION +  
COMMUNITY  
ENGAGEMENT



DISABILITY  
SERVICES



YOUTH +  
FAMILY



FINANCIAL  
SUPPORT



HOUSING +  
CRISIS SUPPORT

Anglicare staff participating in a yarnning circle, Wagga Wagga - Wiradjuri Country.



### THE ANGLICARE PRAYER

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

### ABOUT THIS REPORT

This report shows our activities and performance for the period 1 July 2021 to 30 June 2022. It has been prepared to comply with legal obligations and to support the Australian Charities and Not-For-Profit Commission (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 ACNC. It is a Public Benevolent Institution and endorsed as a Deductible Gift Recipient.

### LEGAL NAME

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Cover Photo:  
Young people from Anglicare's Starting Fresh program in Wagga Wagga - Wiradjuri Country.

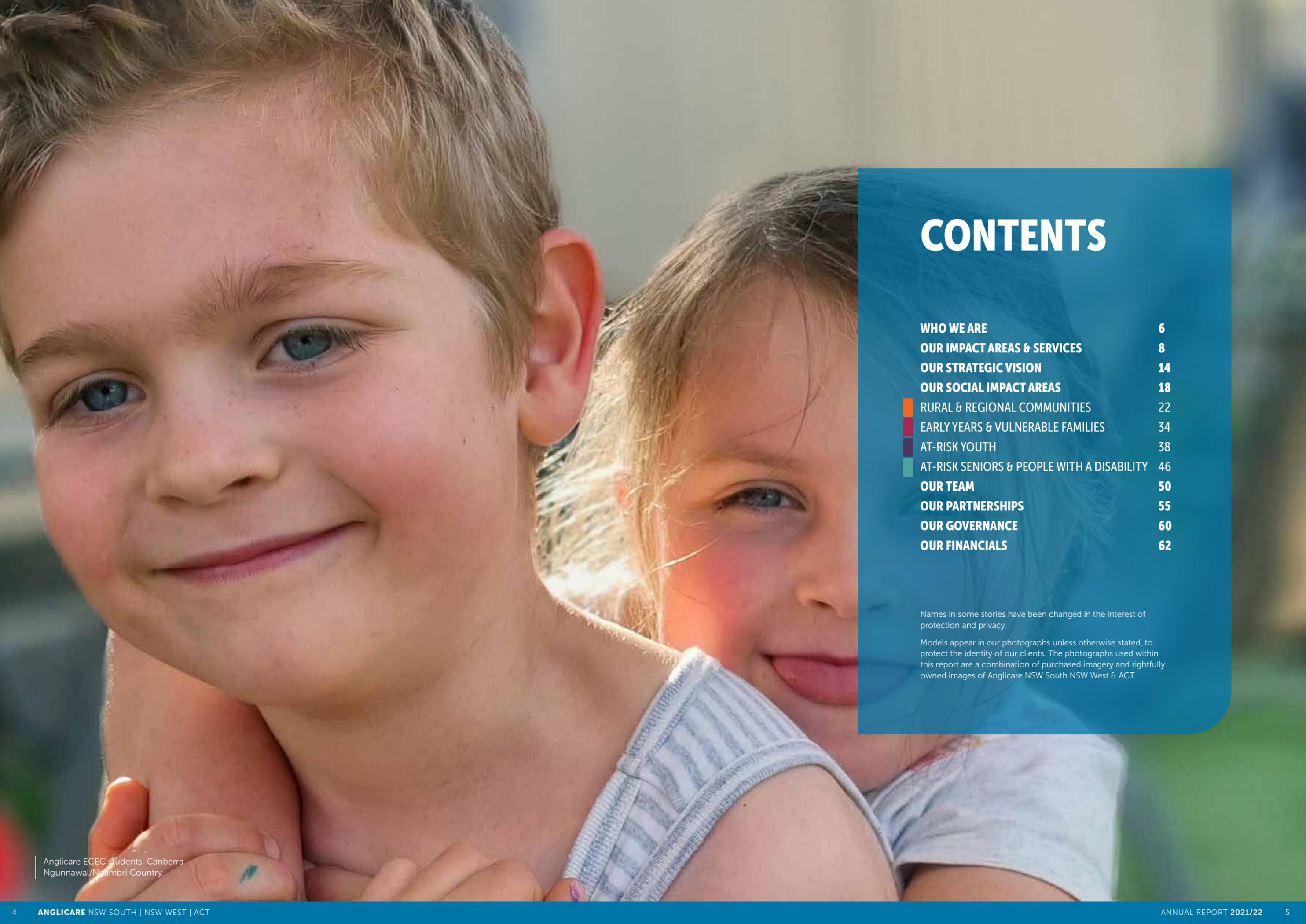


**WIRADJURI | NGUNNAWAL | NGAMBRI | YUIN  
GUNDUNGURRA | DHARUG | THARAWAL | NGARIGO  
BIDWELL | WAVEROO | JAITMATANG**

# YAMMA DUMMARUNG

Anglicare acknowledges the First Peoples of this land and recognises their continuous connection to culture, community and Country. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past, present and emerging.





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Names in some stories have been changed in the interest of protection and privacy.

Models appear in our photographs unless otherwise stated, to protect the identity of our clients. The photographs used within this report are a combination of purchased imagery and rightfully owned images of Anglicare NSW South NSW West & ACT.

## WHO WE ARE

# OUR VALUES

Compassion | Dignity | Inclusiveness | Integrity

## OUR MISSION

**Anglicare is part of the Anglican Church tasked specifically with serving people who are vulnerable and marginalised in our community.** Anglicare NSW South, NSW West & ACT seeks to alleviate poverty and suffering by providing integrated and innovative care to local and rural communities in parts of NSW and the ACT. Anglicare's aim is to reduce disadvantage amongst vulnerable and at risk children, young people, seniors and people with a disability.

Anglicare NSW South, NSW West & ACT is an agency of the Canberra/Goulburn Diocese and, in agreements with the Dioceses of Bathurst and the Riverina, is tasked with the specific role of serving and caring for vulnerable people in these communities.

## OUR VISION

**Anglicare exists to support individuals and communities through loving service and sharing hope so that all people live a full life.**

As a Christian not-for-profit organisation, the uniqueness of our care is found in response to God's love revealed in Jesus Christ. We experience God's change in the dynamic of 'becoming' and 'participating'. Becoming is about growing into greater alignment with God's design and intention. Participating is about bringing our context into greater alignment with God's design and intention.

We believe this because:

- All people are created equal and therefore have innate worth and value in God's sight.<sup>1</sup>
- God calls us to love and serve people in our world without discrimination.<sup>2</sup>
- Jesus demonstrates and models loving service as filled with compassion and dignity for all.<sup>3</sup>
- God's holistic transformation calls people to love and repent in all areas of life.<sup>4</sup>
- Flourishing is about "becoming what you have been made to be" in God, both individually and as a community.<sup>5</sup>

<sup>1</sup>Genesis 1:27

<sup>2</sup>Acts 10:1-15

<sup>3</sup>Matthew 14:14

<sup>4</sup>Jeremiah 29:4-7

<sup>5</sup>John 10:10

<sup>6</sup>Luke 4:18; Isaiah 61:2

<sup>7</sup>Psalms 98:9, Ephesians 4:24

<sup>8</sup>James 5:16

<sup>9</sup>Micah 6:8

<sup>10</sup>Genesis 1:29-30

<sup>11</sup>2 Corinthians 5:19

## OUR PURPOSE

**Anglicare's purpose is to alleviate poverty and suffering in regional and rural communities by providing integrated and innovative care; and to deliver programs and services to reduce disadvantage amongst vulnerable and at-risk children, young people, seniors and people living with a disability.**

We believe in this purpose because Australians are suffering in our current circumstances as seen in the levels of isolation, loneliness, family dysfunction, increased domestic violence, climate and environmental suffering due to fires, droughts, floods and so much more.

As a Christian organisation we believe in using our resources to care for others by empowering them and providing good social impact.

Christian organisations believe they are blessed to be a blessing. God calls people to His redeeming work and to be active in our community to challenge the effects of oppressive systems, self-centeredness and sin and to act generously.

As in the life of Jesus; being, doing and saying are at the heart of our integral service. This demonstrates God's love visibly in providing relief for people in poverty or distress, and supporting children, young people and adults who are vulnerable as they navigate the challenges of key life transitions, to reduce human disadvantage and build resilient communities.<sup>6</sup>

This includes:

- right relations with God and each other.<sup>7</sup>
- prayer with advocacy and action.<sup>8</sup>
- addressing the spiritual and material.<sup>9</sup>
- the integrity of all creation and its resources.<sup>10</sup>
- the personal and structural changes needed to reconcile all things.<sup>11</sup>

Children at St Saviour's Neighbourhood Centre Fete, 1984.

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

**1888** Mother Esther, an Anglican religious Sister, formed the Community of the Holy Name to help people from Melbourne's slums.

**1929** Anglicare's 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.

**1970's** From the 1970s the focus of the work changes and expands to include family support, emergency housing and early childhood education and statutory care services.

**2011** Anglicare Canberra and Goulburn forms a collaborative working relationship with the Anglican Dioceses of Riverina.

**2013** Anglicare Canberra and Goulburn becomes Anglicare NSW South, NSW West & ACT.

**2016** The Tri-Diocesan Agreement was formed with the Bathurst and Riverina Dioceses regarding services in their areas.

**Today** Today Anglicare NSW South, NSW West & ACT operates a broad range of programs across a large geographical area. We serve the Dioceses of Riverina, Bathurst, and Canberra Goulburn. Our footprint ranges from the NSW South Coast to the Western Plains and the National Capital.





**You are welcomed to walk on this land.  
But be mindful of where and how you step  
as others will follow.**

Wiradjuri Elder

**WIRADJURI | NGUNAWAL | NGAMBRI | YUIN | GUNDUNGURRA | DHARUG  
THARAWAL | NGARIGO | BIDWELL | WAVEROO | JAITMATANG**

**Anglicare's services operate across three Anglican Dioceses which  
include Canberra/Goulburn, Bathurst, and the Riverina.**

## OUR IMPACT AREAS & SERVICES

SOCIAL IMPACT AREA	SERVICES IN EACH REGIONAL AREA		
<b>RURAL &amp; REGIONAL COMMUNITIES</b>	<b>CANBERRA / GOULBURN REGION</b> Disaster Recovery Emergency Relief Hub - St John's Care - Arawang - Goulburn - Anglicare Food Fair Queanbeyan Survive & Thrive Hub - Gordon Community Centre Goulburn & Yass Homelessness Support Anglicare Retail / Op Shop - Phil's Emporium Bungendore - Captain's Treasure Captains Flat - Anglicare Retail Erindale - Anglicare Retail Phillip - Anglicare Retail Queanbeyan No Interest Loans Scheme	<b>RIVERINA REGION</b> Bushfire Recovery Batlow Survive & Thrive Hub Ashmont Anglicare Retail / Op Shop - New 2 U Op Shop Tumut Financial Counselling - Albury - Wagga - Batlow Thread Together  <b>SOUTH COAST REGION</b> Eurobodalla Homelessness Support Emergency Relief - Vulcan Street Community Hub Moruya - Eden Bushfire Recovery - Cobargo - Moruya - Bega No Interest Loans Scheme Anglicare Retail / Op Shop - OK Shed Bermagui - Sapphire Surprises Eden Eden Canoes	<b>WESTERN REGION</b> Bathurst Community Development Survive & Thrive Hub - Orange - Cowra Emergency Relief - Bathurst - Orange - Forbes - Cowra - Dubbo - Rylstone / Kandos - Georgie's Pantry Parkes No Interest Loans Scheme Anglicare Retail / Op Shop - Georgie's Boutique Parkes - St John's Op Shop Young - The Op Centre Murrumburrah

SOCIAL IMPACT AREA	SERVICES IN EACH REGIONAL AREA		
<b>EARLY YEARS &amp; VULNERABLE FAMILIES</b>	<b>CANBERRA / GOULBURN REGION</b> Calwell Early Childhood Centre Anglicare at Franklin School Southern Cross Early Childhood School Googong Early Learning Centre Orana Preschool Goulburn Early Childhood Centre Goulburn Family Day Care Marulan & District Preschool Parenting Under Pressure Triple P (Positive Parenting Program) Black Box Parenting Program	<b>RIVERINA REGION</b> Lifetime Learning HIPPY Supported Playgroup Joint Support Casework	
<b>AT-RISK YOUTH</b>	<b>CANBERRA / GOULBURN REGION</b> CYCLOPS ACT The Junction Youth Health Service Interview Friends Intensive Therapeutic Care Queanbeyan Youth & Family Support Service Intensive Family Preservation	<b>RIVERINA REGION</b> Permanency Support Program - Wagga - Albury Intensive Therapeutic Care Homeless Youth Assistance Program (HYAP) Starting Fresh - Wagga - Batlow  <b>WESTERN REGION</b> Permanency Support Program - Orange	<b>WESTERN SYDNEY</b> Permanency Support Program Intensive Therapeutic Care Premier's Youth Initiative  <b>SOUTH COAST REGION</b> Permanency Support Program - Nowra - Moruya - Bega Cassie's Nest Cassie's Place
<b>AT-RISK SENIORS &amp; PEOPLE LIVING WITH A DISABILITY</b>	<b>CANBERRA / GOULBURN REGION</b> Retirement Living - Brindabella Court, Downer ACT - St David's Close, Red Hill ACT - Wollondilly Gardens, Goulburn Disability Services - Holt - Goulburn - Crookwell	<b>WESTERN REGION</b> Disability Services - Orange (planned)  <b>SOUTH COAST REGION</b> Disability Services - Moruya	
<b>CORPORATE SERVICES</b>	<b>CANBERRA / GOULBURN REGION</b> Anglicare College RTO Workforce Development Unit Marketing & Communications Fundraising Business Intelligence Volunteers Management		

## THE BOARD MESSAGE

Lynette Glendinning  
Presiding Member

In the past year, the Anglicare Board clarified its Vision and Purpose and developed new statements to reflect the way we intend to take Anglicare's mission forward to meet current and future challenges.

Our vision is to support individuals and communities through caring services and sharing hope, so that all people live a full life. We are a Christian not-for-profit organisation and our care is in response to God's love - we seek to alleviate poverty and suffering, particularly in regional and rural communities in southern and western New South Wales and in the ACT.

As Australians continue to suffer isolation and loneliness, family dysfunction, increased intimate partner violence, climate and environmental suffering, Anglicare is adapting to meet emerging needs. We will continue to meet the needs of individuals and communities with funding from the NSW Government, the Australian Government and the ACT Government as well as from the generous donations of individuals, churches and communities in our regions.

However it is clear that governments are unlikely to have the requisite resources to meet the needs of vulnerable people and those at risk in our communities. Our involvement in bushfire recovery on the NSW South Coast, and in our services which highlight intergenerational trauma impacting young people - including those from an Indigenous background - clearly shows the need to be a caring presence alongside others over the long-term. Offering specialised trauma-informed care moves us beyond conventional welfare and relief programs.

Moreover, the outcomes of Royal Commissions into Child Sexual Abuse, Aged Care and Disability, demonstrate that the Australian community is demanding increased scrutiny and robust governance of organisations like Anglicare. Anglicare has over 22 pieces of legislation with which it must comply - and in three jurisdictions. This increases the costs of

operating our organisation. The Board has also ensured that Anglicare meets the Governance Standards of the Australian Charities and Not For Profit Commission.

In 2021, the Board committed to a long-term strategic direction that pivots Anglicare from providing relief and support services to being able to make a stronger social impact in our regions. While continuing our current services, we are embarking on new initiatives to meet the needs of three specific groups:

- children in their early years and vulnerable families,
- at-risk youth,
- at-risk seniors and people living with a disability.

We are also mindful that in our footprint - which covers half of NSW and the ACT, there are many vulnerable rural communities. It is a particular challenge for Anglicare to remain a presence in rural communities - to source appropriately skilled staff, and provide supervision and compliant facilities. However we are committed to meeting that challenge and our strategy seeks to ensure that we can remain in the rural parts of the three Dioceses we serve - Bathurst, Riverina and Canberra Goulburn.

The Board has established a sound financial base to enable us to support new initiatives. We have been able to effectively mitigate the risk posed to our services in 2021 by the failure of the insurance market in Australia to cover the risk of physical and sexual assault. Together with others in the sector, Anglicare successfully advocated to the New South Wales Government for a state-sponsored insurance scheme to address physical and sexual abuse.

In recent years Anglicare has placed a significant emphasis on improving our governance and have contributed to national forums investigating best practice in governing the care of vulnerable people. The governance initiatives in 2021-22 include:

- Placing the oversight of Finance and Risk in a single Standing Committee to enable the Board to have comprehensive overview of all risk - strategic, business and financial. Pleasingly, our Enterprise Risk Dashboard has reduced high risks and the Finance and Risk Committee has recently undertaken a review of the effectiveness of our risk controls and treatments. The Finance and Risk Committee also reviewed the Chart of Accounts to ensure it aligns with our new strategy.

- Maintaining a COVID-safe workplace and staff engagement through the pandemic, which in 2021-22, has continued to place enormous pressure on our people. The intense and comprehensive preparation and mitigation work by the Board and particularly our Executive, as well as ongoing vigilant adherence to COVID-safe protocols has stood us in good stead.

- Developing a safe culture which is critical for Anglicare. The Board has placed a strong focus on ensuring that workplace health and safety as well as trauma-informed safety are at the forefront of our employee's minds.

- Providing a comprehensive oversight of care, by combining Clinical and Care Governance into one Committee which oversees a Clinical Governance Framework and Care Governance Framework. This Committee reports to the Board on the quality and safety of care for those whom we serve.

During this year the Bishop in Council of the Canberra Goulburn Diocese appointed Ms Jo Schumann to the Board and renewed Mr Dr David Wallace for a second term. Dr Bill Anscombe was reappointed for 12 months. Due to other responsibilities, Ms Lin Hatfield Dodds and Ms Pru Goward resigned from the Board.

Anglicare is in a sound financial position with a recognised capability in trauma-informed care. With outstanding employee engagement results and high regard in our sector, Anglicare is now ready to implement a new strategy.

I pay tribute to Jeremy Halcrow, our CEO of nine years, who leaves us in October 2022. Jeremy has been an outstanding leader of Anglicare, steering the organisation through bushfires and COVID-19, establishing business performance in all our portfolios and building a culture of safety and high engagement. Jeremy has also led the shift currently underway in our organisation to make an impact for four groups of vulnerable people.

In addition to leading our organisation through these challenges, Jeremy has provided sector leadership in gambling reform, the Home Stretch Campaign, as Deputy Chair of Anglicare Australia (our peak body) and now as Chair of ACTCOSS. Jeremy is held in high regard by funders, regulators and peers in the sector as well as by our staff, volunteers, parish partners and Diocesan leaders. We wish him all the best in the next chapter of his professional life as he continues to provide leadership in the care sector. Jeremy will remain a member of the Canberra Goulburn Diocese.

Finally on behalf of the Board I want to thank our Executive team for their contribution over the past year. I am particularly grateful to Emily Purvis, our Executive Governance Officer for the myriad ways she ensures the governance and compliance of the Board and the organisation are effectively managed.

I commend Anglicare's leaders throughout our regions and our dedicated people (both employed and volunteers) who share with the Board in the 'joy of whole-hearted, loving service'.



# THE CEO MESSAGE

Jeremy Halcrow  
Chief Executive Officer

This will be my last annual report as CEO. I have announced that after 12 years as an Executive and nine as CEO of Anglicare, I will be moving into a leadership position with another non-government organisation (NGO) in October.

Looking back over the past decade, there are three key initiatives that I am most proud of:

### 1. Strong, trauma-informed culture

The practices associated with the trauma-informed culture change model Sanctuary, including discipline of daily community meetings, provided a bedrock of robust workplace practices that held us strongly through the Black Summer bushfires of 2019/20 and then the pandemic.

This was reflected in our biannual Staff Survey finding at the height of COVID-19 with 76 percent of staff saying we are “a truly great place to work”. Meanwhile our Staff Pulse Survey earlier this year tracks the significant improvement in key measures since Sanctuary was introduced in 2018. In particular 73 percent of staff now say they “have a strong sense of being valued” by Anglicare and the same number say they “have a strong sense of being supported to address workplace conflict” compared to 61 percent in 2018.

We look forward to Sanctuary certification later in 2022.

### 2. Investing in impact

Since the residential aged care divestment commenced in 2013, Anglicare has run operational surpluses in every subsequent year. The disciplined work on financial turnaround across the past decade now means we have sufficient reserves to both treat foreseeable financial risks and invest in social impact, by funding research and development into program innovation. Last year the Anglicare Board set aside \$3 million into a Social Innovation Fund to invest in the development of new programs to make a difference to the vulnerable people we serve.

The first project funded was an independent

evaluation of the Starting Fresh program in Wagga Wagga which works with young people who may be at risk of disengaging from school, and involves a fitness program, healthy breakfast and transport to school. The independent evaluation helped provide the evidence base which has seen the program expanded to the Snowy Valleys with Commonwealth bushfire recovery funding. Meanwhile, funding from the NSW Department of Communities and Justice (DCJ) will provide short term funding to operate the program in Wagga Wagga into 2023.

### 3. Strategic plan towards impact

In the first year of our new strategy, our Strategic Leadership Groups have been established with broad cross representation from staff helping to drive integration and break down portfolio silos. These groups have identified a range of innovative projects to pilot and evaluate over the next few years, including a program for care leavers that addresses housing, education and health needs as well as a therapeutic intervention program for children in the early years and their families.

During the year Anglicare commissioned NOUS Consulting Group to review our strategy for Out of Home Care and our Youth At-Risk impact area. Based on their analysis, NOUS recommended that Anglicare build on its existing services for children in the early years to expand early intervention programs for at-risk families. Meanwhile they also recommended investment in expanding programs that provide interventions for school leavers and the care system at 18 years. Based on these findings, management developed a ‘pivot to prevention’ implementation strategy approved by the Board.

### Challenges

Looking forward there are two key external threats to delivering on our mission that need renewed energy to tackle:

a) Workforce: Post COVID-19, sourcing a values-aligned, capable and well-trained

workforce is a major challenge for all health, community and human services organisations. Anglicare is not alone. A coherent workforce strategy needs to cover recruitment, on-boarding, training, development and retention. Some aspects of the current workforce shortfall can only be addressed collaboratively at the sector level. Nonetheless, providing in-house opportunities for training, enhancement and career development is critical in retention. During FY21/22 the Board approved a new business and growth plan for Anglicare College, our Registered Training Organisation (RTO). The plan initially focuses on growing our training offer to a broader Disability and Home Care workforce whilst strengthening the provision of traineeships for our Early Childhood Education and Care (ECEC) portfolio.

b) Housing unaffordability: Over the past decade Anglicare’s annual national Rental Affordability Snapshot has shown that an already dire rental market in our region has become increasingly out of reach for vulnerable families. We are now in a situation where virtually none of the low income household types we survey can access affordable housing in Canberra and the South Coast, worsened by the slow rebuild from the Black Summer bushfires. COVID-19 lockdowns of the past two years have highlighted the importance of safe and affordable housing for people’s wellbeing, with some people left to quarantine in caravans, tents and their cars as they have no other options. Such unstable accommodation can adversely affect all aspects of a person’s life including their mental and physical health, employment, education and relationships, along with their feelings of agency and dignity.

Anglicare is seeking to play its own part, however small in a solution, through our strategic goal to grow our social and affordable housing offer, particularly in vulnerable rural communities. Our Yass Safe Places project, which is developing houses for women and their children who have experienced domestic violence has progressed to DA stage. During the year we also purchased

additional properties in Goulburn under the same DSS grant program. Meanwhile we were also successful under the NSW Community Housing Innovation Fund to further expand our properties in the Southern Tablelands.

### Thank you

Earlier in the year Ann Ponsonby, Executive Manager Permanency Support Program (PSP), announced that after a decade with Anglicare and nearly four decades in the human services sector she would step down at the end of September. Ann has been instrumental in strengthening Anglicare’s culture and building trauma-informed capability across the staff group, through a range of initiatives. It was Ann’s initial leadership and ongoing vision that has seen Anglicare build a strong therapeutic capability over successive strategic plans. Indeed, I am most thankful for the strong senior team of emerging female leaders that Ann has nurtured that will carry her legacy of quality practice forward.

I also want to thank our Board Presiding Member Lynette Glendinning and Deputy CEO Brad Braithwaite for their personal support through another challenging year shaped by COVID-19 lockdowns. Indeed, I have been personally sustained by the wisdom of our entire Board and the resilience and professionalism of the Anglicare Executive and our ADS Shared Services colleagues. In many ways this third year of COVID-19 has been the most challenging of the pandemic, with lengthy lock downs in Western Sydney and Canberra whilst support from Government was more limited than in previous years. So it is important that I thank the entire Anglicare leadership group for the hard work and dedication throughout a roller coaster of a year and what has been achieved despite the external challenges.

Finally thank you to our remarkable and wonderful staff and volunteers who have persisted in pursuing our mission and making a positive difference in the lives of some of the most vulnerable members of our community.

## STRATEGIC VISION

# ORGANISATIONAL STRATEGIES

Harmony Day celebrations at Southern Cross ECEC Canberra - Ngunnawal/Ngambri Country.



### CULTURE

Mission-driven, trauma-informed and inclusive. Anglicare is committed to maintaining a culture that supports the delivery of trauma-informed care, values our regions' Indigenous culture, the diversity of our staff and our roots as an agency of the Anglican Church.



### JUST & SUSTAINABLE

Anglicare recognises that as a social services organisation it must demonstrate a commitment to socially just and environmentally responsible activities across the organisation.



### EMPOWER CLIENT VOICE

Anglicare will embark on a strategy to transition its client management systems to be client-centric and better enablers of client agency in co-design of evidence based programs.



### GOVERNANCE: PRIORITISE SAFEGUARDING

Anglicare is committed to the ongoing improvement of its governance systems and the full integration of safeguarding principles, including ensuring that the client perspectives inform decision making.

After completing the first year of our current Strategic Plan (2021 - 2024), Anglicare has identified three priority areas from our organisational strategies to focus on in the coming financial year.

#### Workforce Development

As our services develop, we continue to recruit for key staff and invest in our current teams. This is being achieved through our Anglicare College which includes a workforce development unit along with accredited courses through our RTO.

#### Safeguarding Clients and their Quality of Care

A key part of ensuring quality of care is building on mechanisms and relationships to collect and embed the client voice throughout our services.

#### Environmental, Social and Governance (ESG)

This refers to the environmental sustainability and social impact of our services, and our ability to measure and enhance these. It also means identifying and addressing potential areas of risk.



**FIND OUT MORE**  
[anglicare.com.au/strategicplan](https://anglicare.com.au/strategicplan)

## INVESTMENT PRIORITIES

### SOCIAL INNOVATION

Deliver effective, high quality programs to ensure all people across our regions have the opportunity to thrive.

### GROWTH + LEARNING

Develop capacity to invest in mission initiatives by growing discretionary income and by deepening leadership competencies in staff to be catalysts for social impact.

### SYSTEM + CAPABILITY

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

## STRATEGIC THEMES

### SAFEGUARDING

Deliver safe services for children and all other vulnerable people in our care, overseen by robust governance.

### EFFECTIVE

Anglicare is highly regarded for its high quality care services that deliver social impact on behalf of the Dioceses.

### SUSTAINABILITY

Scale impact sustainability - financially viable, socially just and environmentally responsible.

### LOCAL & REGIONAL

Sustain a social research capability that can ensure program development and advocacy on the social needs of regional and rural communities and in support of parish community outreach.



**Anglicare exists to support individuals and communities through loving service and sharing hope so that all people live a full life.**

Peter and Viv from Eden, NSW - Yuin Country.

## STRATEGIC VISION

# SOCIAL IMPACT AREAS

### RURAL & REGIONAL COMMUNITIES

Anglicare is known as a local provider in each region working in partnership with parishes to support people who are homeless, experiencing disaster or in financial crisis to address their immediate needs, build financial capability and strengthen the community networks that support them, especially in rural NSW.

### EARLY YEARS & AT-RISK FAMILIES

Anglicare works with at-risk families to ensure their children have healthy attachments and transition to school successfully so they grow into thriving young people. Anglicare will develop integrated programs to support and develop healthy families who are safely housed and connected with each other and their communities.

### AT-RISK YOUTH

As a leading therapeutic provider, develop and grow early intervention and prevention models to support young people who are at risk of social isolation build resilience and positive wellbeing and to see them become thriving, independent adults who have healthy, supportive relationships with their kith and kin.

### AT-RISK SENIORS & PEOPLE LIVING WITH A DISABILITY

Supporting the independence of people as they become frailer and experience co-morbidities, including seniors at risk of homelessness and hardship due to disability, social isolation or poverty.

# SOCIAL IMPACT AREAS

## THEORY OF CHANGE

### RURAL COMMUNITIES

We help rural and regional communities address social and economic vulnerability, in partnership with our parishes, by addressing the following drivers of poverty and social exclusion:

- Immediate financial and housing insecurity
- Trauma and broken relationships
- Social isolation

Through the following strategies and initiatives:

- Strategic parish engagement model
- Parish-led 'Survive and Thrive' pilot projects
- Emergency Relief and Crisis Support
- Indigenous community engagement initiatives

Which will result in:

- Stronger parish engagement
- Reduced financial housing and insecurity
- Greater social and community connection
- Stronger Indigenous ties

And lead to:

- Improved personal wellbeing
- Stronger community ties
- Increased inter-cultural acceptance
- Increased social confidence
- Improved quality of life

And more vibrant, empowered, socially connected, inclusive and caring regional and rural communities.

### IMPACT

Our desire is to see more vibrant, empowered, socially connected and caring rural communities.

### SUSTAINABILITY

'Rural chaplain' community development model established in all regions and has generated social enterprise start-ups.

Stronger parish engagement.

Clients have reduced financial and housing insecurity; improved wellbeing and greater social connection.

Stronger local Indigenous community ties.

### PERFORMANCE

Eden Canoes social enterprise business model established.

Parish community support directory and parish engagement strategy commenced.

Increased volunteer capacity via recruitment, induction and retention strategy.

### EARLY YEARS & VULNERABLE FAMILIES

In identified high-needs communities, integrating ECEC services with therapeutic early intervention child and family programs across a continuum of need; so that children aged 0-12 years that were at-risk of intergenerational harm experience improved equity and well being; so that we have prevented entries into Statutory Care and supported children and families to grow and thrive.

### IMPACT

We desire to help prevent entries into Statutory Care; support children's successful transition to school, and strengthen families to thrive.

### SUSTAINABILITY

Evidence-based integrated therapeutic model operating successfully in multiple Early Years Hubs demonstrating the following outcomes:

For children at-risk: physically thriving, healthy attachments, successful transition to school.

Outcomes for parents/families: safely housed; healthy relationships within family; prevention of contact with Statutory Care system.

### PERFORMANCE

An Early Years Hub developed and operational in regional NSW, along with DA for another early learning centre.

Successful pilot of integrated child and parent therapeutic program with inclusion team business model to support early learning educators.

Fully implement 'Pivot to Prevention' plan for Foster Care.

#### EARLY YEARS & VULNERABLE FAMILIES WORKING GROUP

Brad Braithwaite - Impact Lead  
Jeremy Halcrow - Impact Advisor

#### RURAL COMMUNITIES WORKING GROUP

Sarah Plummer - Impact Lead  
Brad Braithwaite - Impact Advisor

The organisation has established four working groups around the social impact areas also outlined in our Strategic Plan. These groups are designed to encourage social learning and innovation to improve service delivery for the people we work with.

### AT-RISK YOUTH

To support young people who are either leaving the care system or at-risk of homelessness and social isolation; to be safely housed, engaged in education or training, supported in building resilience and positive well being and to negotiate stable and safe connections to family, peers, community and culture.

This means that the cohort of young people who have had contact with the Specialist Homelessness Services and Out of Home Care systems experience stable housing, improved mental health, reduced isolation; leading to increased and continued engagement in education and training as well as increased ability to participate in and benefit from the social and economic aspects of their community which will support lifetime connections and wellbeing.

This is so they become thriving, independent adults who have a variety of sustained, healthy and supportive relationships across their lifespan.

### IMPACT

We want to see young people who are in contact with Specialist Homelessness Services and Out of Home Care in stable housing with improved mental health; engaged in education or otherwise benefitting from the social and economic aspects of our community to support lifetime wellbeing.

### SUSTAINABILITY

Leaving care pilot completed with evaluation demonstrating young people (18-21) in the program who have contact with Intensive Therapeutic Care (ITC) and Specialist Homelessness Services (SHS) have improved wellbeing; increased engagement in education and training; increased positive connections to family, peers, community and culture; reduced homelessness.

### PERFORMANCE

Develop approved program model and budget to fund an externally evaluated pilot of PYI-like 'transition for ITC residential care' program in Wagga Wagga.

Complete needs analysis on a rural tele-health pilot of The Junction Youth Health Service 'Healthy Relationships Support Program' on the NSW South Coast.

Secure recurrent funding for Starting Fresh program.

#### AT-RISK YOUTH WORKING GROUP

Ann Ponsonby - Impact Lead  
Jeremy Halcrow - Impact Advisor

### AT-RISK SENIORS & PEOPLE LIVING WITH A DISABILITY

Anglicare walks alongside vulnerable seniors and people living with a disability, particularly in underserved areas of regional NSW, to ensure they can live safe, secure, healthy, connected and fulfilling lives. To support this goal, we will seek evidence-informed solutions to key economic and social issues – in particular housing insecurity, social isolation, loneliness and economic exclusion – that can significantly impact the wellbeing of these highly vulnerable groups.

### IMPACT

We want to see vulnerable seniors and people living with a disability living safe, secure, healthy, connected and fulfilling lives.

### SUSTAINABILITY

Affordable housing model operating in multiple sites can demonstrate improved rental affordability in target community.

Effectively integrated Home Support and NDIS program sees improved financial performance, program growth and participant satisfaction with a service more suitable for rural communities.

### PERFORMANCE

Business care approved for Wollondilly Gardens stage four to incorporate 20-30 assisted living units and affordable rentals.

Integrated Anglicare disability and seniors program established to support people in their homes with competence and compliance to safeguarding standards.

Orange Disability Day Centre established.

#### AT-RISK SENIORS & PEOPLE LIVING WITH A DISABILITY WORKING GROUP

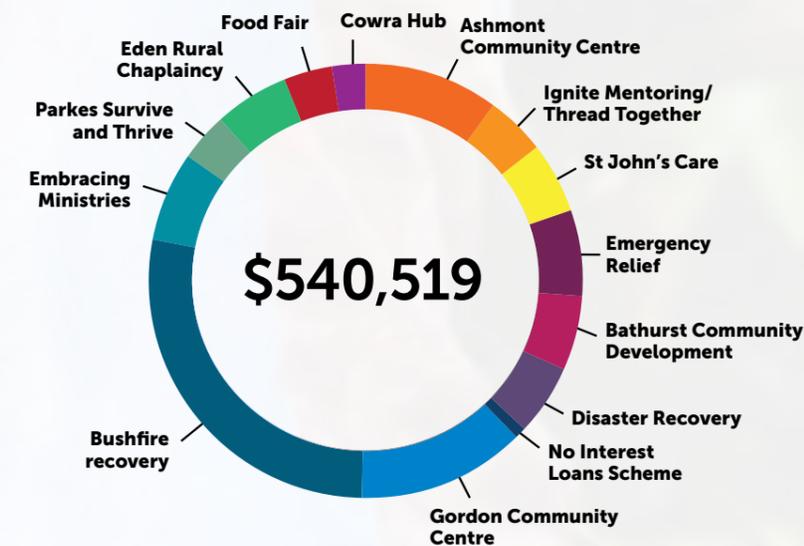
Simon Bennett - Impact Lead  
Brad Braithwaite - Impact Advisor

# SUPPORTING OUR SERVICES

Because poverty and disadvantage are complex and can affect many areas of a person's life, a holistic approach is required to break the cycle of poverty. Through our range of services across regional NSW and the ACT, we strive to meet critical needs and help our clients move towards positive long-term outcomes.

Tree climbing at an Early Learning Service, Canberra - Ngunnawal/ Ngambri Country

## HOW YOUR GIVING HAS MADE A DIFFERENCE IN 2021-2022



● Ashmont Community Resource Centre   emergency relief and programs*	\$61,400
● Thread Together / Ignite Mentoring   assisting young people in the Riverina	\$35,610
● St John's Care   case management support*	\$27,500
● Emergency Relief disbursed across service regions	\$35,000
● Bathurst Community Development emergency relief + programs	\$33,795
● Disaster Recovery not including additional bushfire funds	\$10,819
● No Interest Loans Scheme NILS	\$3,872
● Gordon Community Centre   emergency relief + community programs*	\$77,249
● Bushfire Recovery   fundraising disbursement only	\$169,245
● Embracing Ministries   children with disabilities + their families	\$40,100
● Parkes Survive and Thrive   emergency relief + community programs*	\$22,502
● Eden Rural Chaplaincy	\$30,267
● Food Fair   emergency food relief to the Queanbeyan community	\$12,714
● Cowra Hub	\$15,446
<b>TOTAL</b>	<b>\$540,519</b>

\*These services are part of Anglicare's Survive and Thrive model.

Anglicare relies on the generosity of donors to help us fund our programs which receive little or no government funding. These services meet critical needs in vulnerable communities, and we are extremely grateful for the continued support of our donors.

While Anglicare is able to disburse some funds, such as crisis funding or program-specific funding in the same year in which they are received, often funds are disbursed in the following financial year.

## SOCIAL IMPACT AREA

# RURAL & REGIONAL COMMUNITIES

Our desire is to see more vibrant, empowered, socially connected and caring rural communities.

## EMERGENCY RELIEF

This year approximately 13,000 people were directly assisted through our emergency relief (ER) services. Issues such as rising costs of food, fuel, housing costs, and the ongoing effects of COVID-19 and bushfires are disproportionately affecting vulnerable people across all our regions.

Our emergency relief services are funded through a combination of donor gifts and Department of Social Services (DSS) support and consist of food hampers, vouchers, material aid, referrals and advocacy. This influx of need has meant further reliance on the generosity of local communities, and we are extremely grateful for financial donations and goods-in-kind given by local individuals and businesses. We have seen a particular growth in community engagement in our Moruya area, where local staff members have been given significant opportunities to advocate for people in need in their region. Ongoing connections with local businesses have hugely supplemented the ER offerings at our local hub. We also continue to be thankful to local churches who provide sites for us to operate from, and who contribute generously to our services through donations and volunteering.

Bathurst is our newest emergency relief hub and was established in partnership with All Saints Anglican Church in Bathurst. The service has seen a significant increase in need over the last couple of years, with a number of clients connected with the justice system and the proximity of a local prison facility. Teams have deliberately created a tailored approach to meet the needs of a large cohort of single men who are disconnected from family and friends, and often have significant emotional, as well as financial needs. One of our rural chaplains, based at the Bathurst service, is able to provide individualised spiritual support and connection.

*"In the midst of much growth, our service has helped enable some incredible life transformations".*

-Barry, ER Coordinator,  
Bathurst - Wiradjuri Country.

Anglicare chaplain, Barry, with church volunteer at the emergency relief hub in Bathurst - Wiradjuri Country. Barry has since passed away, this photo is shared with permission of his family.



**13,000**

approximately 13,000 people were directly assisted through our emergency relief services.



**1000+**

clients assisted through Bathurst Emergency Relief hub.

## BUSHFIRE RECOVERY

The Anglicare Bushfire Recovery (BR) program began in January 2020, with staff recruited directly from the community across three local government areas; Eurobodalla, Bega Valley and Snowy Valleys. After a successful bid for further funds via the Bushfire Local Economic Fund in July 2021, the program was able to expand to include the Snowy Monaro Region via a sub-contracting arrangement with already embedded NFP, Monaro Family Support Services. The program totals \$3.75 million and employs 7.5 fulltime equivalent (FTE) staff.

Key to the success of the program has been employing people directly from the community. This was unique to the recovery effort as many other recovery workers were fly in/fly out from their primary organisations. The ability for staff to develop relationships with community and support services has enabled a database of over 730 clients to be built up.

Strong relationships in the community and across the recovery landscape enabled the identification of key opportunities and gaps in service provision. The Bushfire Recovery team were able to clearly identify key areas which require an innovative approach to recovery.

In March 2022, Anglicare was awarded a Black Summer Bushfire Recovery grant funded by the Department of Industry, Science, Energy and Resources. The grant of \$1,589,675 will allow further recovery activities from the Snowy Valleys to the NSW South Coast. This funding will expand the Starting Fresh program into Batlow Technology School, increase our financial counselling capabilities and expand our post-disaster therapeutic services in preschools across the far south coast.

The Bushfire Recovery program has been recognised by NSW Government recovery agencies as successfully demonstrating recovery capabilities and discussions have been held to partner with state agencies to expand our program further north in response to the floods in northern NSW. Our Rebuilding Advisory service in particular has been analysed and this area in recovery given high priority. The service is the only one of its kind in NSW.

### REBUILDING ADVISORS

Across the four Local Government Areas covered by the program, more than 1200 homes have been completely destroyed. Rebuilding has been identified as one of the biggest challenges for a still traumatised community. Evidence shows that people recovering from disaster are impacted by extreme levels of cortisol, making strategic thinking, planning, organising and creative thought very difficult. This especially impedes families looking to rebuild. The Anglicare BR program put forward a case to enhance the initial grant proposal, which included the employment of two qualified tradespeople to provide rebuilding advice for families who had lost their homes. This is particularly challenging for some locations which are on difficult terrain with no water, sewerage or waste disposal. Many people who lost their homes were also not insured, or were grossly under-insured. Rebuilding Advisors are required to be sensitive, highly mobile, and construction experts. They must also have good knowledge of development regulations of bushfire attack levels. Rebuilding Advisors work closely with the Bushfire Recovery Coordinators and chaplains to ensure that people are supported practically and emotionally.

### ADVOCACY

Our work also focuses on working closely with families impacted by the predatory behaviour of some groups who have been operating in the south east of NSW identifying as building companies. Families have been left without homes, despite paying large sums of money to unscrupulous companies. Local Members, Ministers, and state and federal agencies have been consulted and continue to receive updates and communication to continue to drive support to these impacted families. We have been able to provide intensive case management, financial and emotional support, building, planning and construction advice, and referral services where necessary.

Bushfire Response teams at the Batemans Bay Evacuation Centre during the 2020 Bushfires. Sourced from Facebook.



730

people assisted through Bushfire Recovery.



\$500m

has been distributed to aid Bushfire Recovery via grants.



72

families were assisted, and managed intensively across the south east of NSW during the 2021/22 FY.

## COMMUNITY GRANTS COORDINATOR

In the Bega Valley alone, over \$500 million has been distributed via grants, often to small community groups. Community groups were actively encouraged to apply for funds via several local, state and federal grant rounds. As the recovery has progressed many support services have ceased in the area, leaving community groups to manage their grant projects often with no prior experience in such matters. The impact of COVID-19 has also added enormous stress to groups aiming to bring community together. This situation led to the creation of the role of Community Grants Coordinator, whose primary skill set is excellent administrative skills, and an excellent understanding of disaster impacted community. The Community Grants Coordinator will relieve stress amongst grant recipients and work alongside community groups so that they can build and enhance their projects, and promote community cohesion to ensure genuine community led development.

### Sub Standard Temporary Accommodation Grant- Intensive case management of the most vulnerable

The final area identified as critical in recovery was assisting people living in sub-standard temporary accommodation 18 months after disaster, with little prospect of improving their situation. This accommodation is in the form of sheds, caravans, tents, camper trailers, shipping containers and donated 'pods'. The impact of COVID-19 and world events on the ability to rebuild has resulted in less than 15 percent of impacted people at the 18 months mark having rebuilt. The physical health of those impacted is also significantly lower than their non-impacted peers. The Anglicare Bushfire Recovery (BR) program was able to identify this as a key issue and created the Sub-Standard Temporary Accommodation Grant (SS TAG). Changes to the grant proposal were negotiated with the funding body in order to direct further funds to this form of brokerage. This grant allowed a further \$5000 to be paid directly to impacted clients who could use that money to improve their dwelling. These funds at 18 months post disaster have allowed people to improve their temporary dwelling or put the funds towards their final rebuild. During the 2021/22 FY, 72 families were assisted, and managed intensively across the south east of NSW. The response from those supported via this grant has been overwhelming, with results in improved living conditions extreme.

## ENGAGEMENT OF STAFF COMPLETE

- Bushfire Recovery Program Manager
- Bushfire Recovery Coordinator Snowy Valleys
- Bushfire Recovery Coordinator Eurobodalla
- Bushfire Recovery Coordinator Bega Valley
- Bushfire Recovery Case Manager Chaplain- North
- Bushfire Recovery Case Manager Chaplain – South
- Bushfire Recovery Case Manager Chaplain- Snowy Valley's
- Disaster Recovery Volunteer Coordinator
- Disaster Recovery Volunteer Training
- Bushfire Recovery Rebuilding Advisor
- Bushfire Recovery Rebuilding Advisor
- Bushfire Recovery Client Assessment Officer
- Bushfire Recovery Administrator
- Traineeship Role

## PARTNERSHIPS AND SUB-CONTRACT

- Memorandum of Understanding (MOU) entered into with Monaro Family Support Service for provision of 1 x 1 FTE to provide bushfire recovery case management across the Snowy Monaro Region. MFSS are a well-established NFP operating out of Cooma.
- MOU entered into with the Snowy Monaro Regional Council for provision of funds to support community-led bushfire recovery initiatives in the Snowy Monaro Shire. The grants scheme will be administered by the SMRC and will total \$60,000.
- MOU entered into with Communities at Work for provision of \$200,000 to go to bushfire recovery activities. Communities at Work had received funding from Department of Social Services (DSS) for recovery activities yet had difficulties spending the grant. The funds were negotiated and received early 2022, and distributed to the most vulnerable via our Sub-standard temporary accommodation grant.

## GOVERNANCE

Anglicare Bushfire Recovery Program Oversight Committee formed, meeting monthly to provide oversight and governance across the program.

## COLLABORATION WITH COMMUNITY

- Support to community gardening days via catering supplies and coordination.
- Bus Stop Breakfast at Batlow to support vulnerable young people with food before school
- Narooma Men's Breakfast
- Quaama Owner Builder group
- Coordination and support to the Eden Services and Social Club (ESSCI) rebuilding a home
- '50 Sheds' collaboration with Vinnies and the Cobargo Tool Library
- Coordination of plants donated to bushfire impacted communities via Bushfire Relief Hub
- Collaboration with Nerrigundah community with People Helping People for several community-led projects
- Support to community groups navigating grant execution
- Collaboration with Quaama Renewal Centre with varied projects and activities
- Support and collaboration with Batlow Night Markets
- Support to community volunteers via Oz Harvest initiatives
- Support to Community garden initiatives such as 10 x 10 via referrals, catering and attendance
- Support to Cobargo Men's Yoga group
- St Mary's School support for garden project
- Cobargo Pre-School support and supply reverse cycle air conditioning to replace substandard system
- Batlow Technology School provision of formal wear for year 12 students
- Establishment of a Community Grants Scheme - \$2000 to community groups for social cohesion and recovery activities

*\*See our Community Partners section for a list of other local partner organisations.*

## PREPAREDNESS ACTIVITIES

The Resilient Towns Project is a collaboration between Anglicare, UNSW, RMIT, Red Cross, NRRRA and the SVC, focused on community - owned disaster preparedness. The project aims to promote knowledge, connection and planning for future disasters. The Resilient Towns Project team will continue to consult widely with community including emergency management agencies to better prepare towns such as Batlow and create a more resilient and better prepared community.

## DISASTER RECOVERY VOLUNTEER ENGAGEMENT AND ACTIVITIES

- Two online workshops were held for new Disaster Recovery (DR) volunteers and refresher training for existing DR volunteers in September and October 2021. These workshops used the newly developed online training modules. The workshops included 29 new recruits, spread across our region of operations and 11 volunteer reaccreditations.
- Engagement with DR Team Leaders and ongoing professional development.
- Disaster Recovery Volunteer Strategic Plan completed.
- Coordinated DR Team Leader discussions, providing an opportunity to discuss issues, learnings and update on policy and procedure. Liaised with NSW/ACT Disaster Recovery Manager for training, including previewing the latest learning videos which are likely to become pre-training material for all new DR volunteers
- Successful migration and transition of volunteer records to a cloud-based database. The transition represents a significant service enhancement to our existing volunteer management system, seeing a considerable reduction of time involved in volunteer administration as well as an improvement in Anglicare's ability to capture key volunteer data, and recognise and reward the efforts of volunteers.
- Consultation with key DR Team Leaders to progress disaster activation mobile app and the types of functionality required. App is progressing well and agreements being drawn for how the partnership with Anglicare Sydney for the app will work.

Garry, Jo from Anglicare, and Victoria in front of the rebuilt home.

*"Without Jo [Anglicare's Bushfire Recovery Coordinator] we don't know what we would have done. Jo is an angel in disguise."*

*-Victoria, supported through Bushfire Recovery, Batlow - Wiradjuri Country*



## CASE STUDY: BUSHFIRE RECOVERY

### VICTORIA AND GARRY

Victoria and Garry lost their home in the Black Summer bushfires of 2020. The rebuilding process has not been easy, and they have relied on support from Anglicare's Bushfire Recovery team in Batlow.

*"It's been really hard to organise insurance and government support," says Victoria. "Without Jo [Anglicare's Bushfire Recovery Coordinator] we don't know what we would have done. Jo is an angel in disguise."*

For Garry, the trauma has been particularly hard as he struggles to recover from previous surgeries as well as ongoing health complications that have left him in pain, unable to work and on disability support. "Jo helped with Centrelink and getting my NDIS package organised. She also helped Victoria to receive a carer's allowance. I don't know what we would have done without Jo."

### CASE MANAGEMENT AND PRESENTATIONS FOR SUPPORT

Type	Intensive case management	Emergency / Material aid	Financial assistance- brokerage	Mental health referral	Emotional support/ pastoral care
Client numbers	107	670 *	89	102	1,656 #

*\*Includes support via OzHarvest*

*# Includes repeat presentations*

*The Batlow office will have on average 10 people visit each work day*

### EXPENDITURE

Total program expenditure 2021/2022 FY \$1,135,301

**Total client brokerage:**

Client number	Total brokerage	Funding source
14	\$40,500	Original Bushfire Recovery grant
40	\$200,000	Communities at Work MOU
35	\$157,500	Bushfire Local Economic Recovery Fund (BLERF)
<b>Total 89</b>	<b>\$398,000</b>	

Delay with the funding body and release of funds challenged the program to deliver with minimal staff and limited funds in the first and second quarter of the financial year. In December 2021, the funding deed for the BLERF was signed and funds received by Anglicare in February 2022.

## FINANCIAL COUNSELLING

This year Anglicare invested in the employment of additional financial counselling staff members. This has been especially important as families on the NSW South Coast region and in the Snowy Valleys continue to recover from the Black Summer bushfires. Phone counselling options provide ease of access for people who may be unable to meet face-to-face.

### NO INTEREST LOANS (NILS)

Our No Interest Loans (NILS) team also saw considerable demand for assistance this year. Based out of Dubbo, the phone-based service is available to assist people across our NSW geographic footprint.



**220**

NILS loans were approved over the past 12 months.



*"Volunteers are the life of this store. Not only do they help in the retail section, but also with our Food Fair service which makes a real difference for people living in this community."*

*-Julie, store supervisor, Queanbeyan - Ngunnawal/Ngambri Country.*

## ANGLICARE RETAIL

Anglicare operates three retail op-shops in the Canberra region. As well as offering environmentally ethical clothing recycling and vintage shopping options, the stores also provide affordable shopping options for people on lower incomes. Our Queanbeyan store runs Food Fair four days a week supplying groceries at reduced

rates for people relying on government supports. Emergency food relief is also available from this location. Profits generated by the stores are redirected back into our community support services. We are very thankful for the generous support of volunteers at all our stores.



**3,600**

average monthly customer numbers for all retail stores.



**54**

volunteers throughout all Anglicare Retail stores..



**187**

people received food and clothing emergency relief through our Queanbeyan store this year.



Anglicare Retail volunteers at the Queanbeyan store - Ngunnawal/Ngambri Country



367

people received direct housing assistance this year.



93

families and couples and 104 individuals.



8612

people received emergency food relief.



20%

percent of those we assisted through our housing services were children under 11 years of age.

## HOMELESSNESS AND HOUSING

Anglicare's national Rental Affordability Snapshot, released in April, revealed that on average less than 1 percent of private rentals were available, suitable and affordable for vulnerable families relying on government supports across Australia. This nationwide housing crisis combined with natural disasters, has seen increasing pressure on our housing services in the Goulburn, Yass and Eurobodalla regions. While the number of people presenting for help over the past several years has tended to be steady, there is an increase in the incidences of complex needs.

People aged between 26 to 55 form our largest client base. Clients in this group, even with good rental histories and comparatively good financial resources, are struggling to find accommodation or afford increases in rental prices. Emerging cohorts of those in need also include older people, and women and children escaping domestic violence.

A number of older clients aged between 56 and 65, and 65+, who have been in long-term rental accommodation are facing no-fault evictions. Many have faced the loss of a partner and are unable to maintain rental payments. Some are also living in sub-standard housing with complaints not being actioned, or not being made for fear of eviction. For some, aged care assessments and referrals to doctors and other specialists also need to be arranged, placing additional responsibility on our teams.

This year, we were able to secure new premises in Goulburn dedicated to assisting people experiencing homelessness due to domestic violence. This was made possible through a Commonwealth Safe Places Emergency Accommodation grant received in the previous financial year. These new houses provide emergency and transitional accommodation and are much-needed safe havens.

Around 20 percent of those we assisted through our housing services were children under 11 years of age. 37 percent of housing assistance clients, and 56 percent of clients overall, also identified as Aboriginal or Torres Strait Islander showing that further supports are needed to address social inequality. Such supports could include access to financial literacy training which is limited in regional areas.

The location of the Goulburn Housing service also means that people leaving the local jail need specialised supports to reintegrate into the community. As well as housing support, this includes emergency relief, referrals to mental health services, and case management.

Our Goulburn service has also received requests for assistance from as far away as Lismore in Northern NSW as affected locals struggle to find accommodation following the February floods. On the NSW South Coast, recovery efforts following the Black Summer bushfires are continuing with some of the biggest obstacles facing communities being a lack of housing, and difficulties in rebuilding due to spiralling costs and enhanced regulations.

### ADVOCACY

A lack of social housing, and long wait lists for government help are putting additional pressures on our housing support services. Since the protections for tenants put in place during COVID-19 lockdowns have lifted and rents have increased there are growing needs, especially in regional areas where our work is focused. These areas were traditionally more affordable but are now facing dire shortages. Our housing support teams in Moruya regularly visit local camp sites to assist people who have no other options but to live long-term in tents.

Anglicare NSW South, NSW West & ACT is part of a nation-wide Anglicare network seeking to address systemic issues of housing stress. Anglicare Australia has released "Homes for All: Roadmap for Affordable Housing" which is a national 20-year plan to end the housing crisis.

It calls for:

- A 10-year regime of tax and policy reform
- A 20-year program to expand social and affordable housing
- All new developments to include affordable housing
- A trial of secure leasing models for mainstream tenancies
- Reforms and increases to Commonwealth Rent Assistance
- National consistent protections for renters.

## CASE STUDY: HOUSING ASSISTANCE

### SAMANTHA AND IAN

NSW South Coast couple, Samantha and Ian, were both in fulltime jobs before their daughter's birth but were unable to secure a private rental. The couple, now living in a caravan with their daughter, are working with Anglicare to secure appropriate and affordable housing. "We looked for more than 12 months and put in heaps of applications but we got nothing," said Samantha.

"For Aboriginal families there are a lot of barriers to getting into the rental market. But my partner grew up here and has family here so we don't want to have to move away... Anglicare have been wonderful in helping us get on priority lists for government housing."



Samantha and Ian with their daughter from South Coast - Yuin Country.

## SOCIAL IMPACT AREA

# EARLY YEARS & VULNERABLE FAMILIES

We desire to help prevent entries into Statutory Care; support children's successful transition to school, and strengthen families to thrive.

Smoking Ceremony during Harmony Day at Southern Cross ECEC - Ngunnawal/Ngambri Country

## EARLY LEARNING SERVICES

Our early learning teams have continued to embed Sanctuary principles and cultural safety practices across our services in both the ACT and regional NSW. Educators are working with children to help them develop safety plans to promote emotional wellbeing. Some teams have shown creativity by setting up a "breakout" room to help children to regulate. This is particularly helpful for children with sensory needs. Some centres are preparing to introduce a holistic music education program which incorporates dance, music and storytelling. Anglicare at Franklin School also commenced after hours Sanctuary training for parents, allowing parents and caregivers to be more informed and involved in the outworking of the model.

Cultural safety is being enhanced through a number of initiatives including the displaying of flags at centres, respecting culture in play, embedding Acknowledgement of Country in practice and inviting Aboriginal and Torres Strait Islander leaders to speak with children about cultural awareness. Some centres have also offered walks on Country to help deepen children's connection to land. Centres at Franklin and Orana have completed their service-specific Reconciliation Action Plans.

One of the biggest challenges facing our early learning services is staffing. All ACT centres temporarily closed due to COVID-19 requirements over the past year. Team members being unwell and unable to attend work also heightened the complexity around staffing. Significant staffing shortages were also caused by a smaller pool of people applying for vacant positions, which will be further exacerbated as we move to upskill staff over the coming months to meet new industry standards. ECEC teams are working with Anglicare College to make this as easy as possible.

Long wait lists for ECEC centres are another challenge which is linked to reduced staffing levels and meeting educator to child ratios. A positive outcome of COVID-19 is that robust communication channels were developed between educators and parents/caregivers over the lockdown periods. Families who may have been isolated or vulnerable were contacted by our teams, and relationships were strengthened. This was especially important for some of our centres based in or near areas of disadvantage. Anglicare's focus on trauma-informed care means that educators and centre leaders are better equipped to respond to more complex needs of children and their families.



Cassandra and daughter attending Anglicare's 'Survive and Thrive' supported playgroup in Orange - Wiradjuri Country.

*"The Anglicare staff helped to get me on priority housing lists."*

*-Cassandra, supported playgroup mother, Orange - Wiradjuri Country.*

### FAMILY DAY CARE

There are also significant wait lists for our Family Day Care programs. Potential changes in the sector will require Family Day Care operators to have obtained a full qualification before they commence. This is likely to be a further barrier for recruitment, and changes will come into effect in 2024.

### HOME INTERACTION PROGRAM FOR PARENTS AND YOUNGSTERS (HIPPI) PROGRAM

Our HIPPI program continues to operate in the Riverina with 50 families participating in the program during the financial year. This program helps parents and children, equipping them to assist children to transition into school.

### EARLY LEARNING 2020/21 STATS

	FAMILIES	CHILDREN
Family Day Care	34	46
Southern Cross ECS	184	246
Franklin School	219	303
Calwell	80	90
Googong ELC	117	163
Goulburn ECC	52	61
Marulan Preschool	25	25
Orana Preschool	45	48
<b>TOTALS</b>	<b>756</b>	<b>982</b>

### CASE STUDY: SUPPORTED PLAYGROUP

## CASSANDRA

Cassandra is a single mother who regularly attends Anglicare's 'Survive and Thrive' supported playgroup in Orange with her two-year-old daughter. Her connection to workers at the service meant she had people to support her when the lease on her private rental ran out.

*"I applied everywhere but just got nowhere. The Anglicare staff helped to get me on priority housing lists. I'm in a private rental now and it's wonderful. My daughter and I still attend the playgroup and we receive additional food assistance when we need it," says Cassandra.*



**756**

families were part of Anglicare's Early Learning Service.



**982**

children were enrolled at Anglicare's Early Learning Service.



**50**

families were assisted through HIPPI program.

SOCIAL IMPACT AREA

# AT-RISK YOUTH

We want to see young people who are in contact with Specialist Homelessness Services and Out of Home Care in stable housing with improved mental health; engaged in education or otherwise benefitting from the social and economic aspects of our community to support lifetime wellbeing.

Rebecca, Anglicare Foster Carer from Albury - Wiradjuri Country.

*"It's not always easy, and you have to work hard to build relationships, but it's worth it."*

*-Rebecca, foster carer, Albury - Wiradjuri Country*

## OUT OF HOME CARE (OOHC)/ PERMANENCY SUPPORT PROGRAM (PSP)

Number of children and young people cared for through Anglicare/St Saviours PSP



- 36 Bega/Moruya
- 21 Nowra (St Saviours)
- 44 Liverpool (St Saviours)
- 26 Orange
- 79 Riverina
- 41 Albury



**385**

385 Authorised Carers\* (This includes kinship carers.)



**17**

children in Kinship care throughout the region.



**9**

children assisted and case management moved to Aboriginal provider.

\*As of 30 June 2022

### CASE STUDY: FOSTER CARE

## REBECCA

Rebecca has been a foster carer with Anglicare for over six years, starting as a respite carer. Today, she provides long-term care for three children and a young person. "I always knew I wanted to be a foster carer," says Rebecca. "I feel like I'm not just caring for and advocating for the children, I'm advocating for their families as well."

Anglicare supports Rebecca and the children she cares for, and encourages and facilitates connection with their families.

*"Caring for children in foster care is very different from raising your own biological family. Many people*

*are involved, and we have to continually check our perspectives. We want each child's personal story to be of healing, agency and belonging,"* says Rebecca. "I chose to become a foster carer, but no child chooses to be in care. I have to remember that. Taking the time to listen to and work with the children and those in their lives is so important for healing."

Rebecca's commitment is even more apparent when she explains that she took on the responsibility as a single carer while also working fulltime as a secondary school teacher. "It's not always easy, and you have to work hard to build relationships, but it's worth it."



Riley, young person assisted through The Premier's Youth Initiative, Sydney - Tharawal Country.

*"I'd feel lost without the PYI team,"*

*-Riley, St.Saviours client, Sydney - Tharawal Country.*

## CASE STUDY: PREMIER'S YOUTH INITIATIVE

### RILEY

Riley was placed in care at around 10 years of age. He turned 18 in 2019 and moved out of his foster home into independent living in 2020. *"I hadn't lived alone before but the COVID-19 lockdowns were happening in Sydney and I couldn't go anywhere. I felt so anxious and depressed,"* says Riley.

Fortunately Riley's PYI support workers were able to assist him with the transition.

*"I'd feel lost without the PYI team,"* says Riley. *"The staff provided a lot of support, and found me an apartment near my foster parent's home. It's in walking distance to everywhere. They also helped me enrol in TAFE. I enjoy maths and technical skills, so I hope to work for a gaming company one day. Even though living on my own can be hard, the PYI team really help me in working out what path to take."*



39

children and young people in Intensive Therapeutic Care as at 30 June 2022 (both Anglicare and MacKillop contracts).

## OUT OF HOME CARE

### PERMANENCY SUPPORT PROGRAM (PSP)

Anglicare is part of a regional implementation group with the NSW Department of Communities and Justice (DCJ) to address the over-representation of children in care from Aboriginal and Torres Strait Islander backgrounds. This group will especially concentrate on families in the Western NSW area. Part of responding to this inequality is the continued emphasis on the Sanctuary model of trauma-informed care. We celebrate cultural identity and look for opportunities to help children and young people stay connected to Country, people and culture.

We are grateful for partnerships with local Aboriginal controlled agencies, such as Orange Aboriginal Medical Service, and to local Elders who advise and work with us. Case management for nine young people was successfully transitioned to Orange Aboriginal Medical Service, and one was transferred to South Coast Medical Centre.

Work is also underway to introduce a canoe building initiative for children in the PSP in the Riverina. The project was piloted two years ago with Aboriginal high school students from Eden Marine High on the NSW South Coast. It will be introduced as the Wagga Beach Canoes project, and will offer a further way of supporting young people to connect to culture, instilling a greater sense of identity and self-worth.

Anglicare has also developed a Sanctuary School in the Riverina area which guides children, young people and their case workers through positive emotional and relational activities. The initiative is designed to help children heal and grow, and to have improved relationships with themselves and those in their lives. The Sanctuary School will be rolled out to other regions over the coming months.

A focus on foster carer recruitment continued this year, with 87 people signing up for online monthly information sessions. These sessions were developed during the increased recruitment challenges felt during the COVID-19 lockdowns, and offer 'soft' introductions to the foster carer journey. There is also renewed focus on family finding measures to increase kinship care for children and young people. Our St Saviours teams have seen an increase in the number of kinship carer assessments due to transfers received from the Department of Communities and Justice (DCJ).

Staff recruitment and retention remain priority areas, and a partnership with Talent Propeller is helping to generate new employment leads. We are also mindful of the strain put on teams during COVID-19 lockdowns due to increased health and safety risks, and staff sick leave. Over the

year, support was provided for teams through our Workforce Development Unit which offered online wellbeing courses, and through our Employee Assistance Program (EAP).

Further plans for the next year include the formation of local working groups which will involve other Out of Home Care agencies. These groups will provide a platform for social learning and a combined advocacy approach. Anglicare remains part of the Home Stretch campaign which seeks to increase government supports for young people in care from 18 to 21 years of age. We are encouraged by reforms happening within individual states and territories, and hope to see such changes reflected nationwide. We also anticipate significant internal restructure due to management changes and new upcoming contracts, however client-focused care will remain at the forefront of our decision-making and structural changes. Reaccreditation is planned for the end of calendar year 2022.

### INTENSIVE THERAPEUTIC CARE

The number of children and young people supported through our Intensive Therapeutic Care service has grown. In partnership with provider, MacKillop Family Services, around 40 young people are being assisted through this approach. Designed to help meet specialised needs, staff members and carers are required to complete high levels of trauma-informed training in order to provide the best support. This one-to-one approach allows children and young people to have greater levels of individual attention and care, giving them enhanced opportunities to heal and thrive.

### PREMIER'S YOUTH INITIATIVE (PYI)

The Premier's Youth Initiative is a NSW government-funded program to assist young people 18 years of age and over who have exited care. Funding is currently available until June 2024. The service provides continued case management and support allowing young people better opportunities such as securing safe and affordable accommodation, ongoing education, and moving into the workforce.

The program is currently at capacity with a number of young people set to graduate in the coming months. Staff shortages have been a challenge and limited the number of young people we have been able to admit into the program. We have an extensive waiting list of applicants through community referrals and our South West Sydney Eligibility List provided by the NSW Department of Communities and Justice.



## ACT YOUTH AND FAMILY SERVICES

### THE JUNCTION YOUTH HEALTH SERVICE

The Junction Youth Health Service is a specialist youth health service providing multidisciplinary, primary healthcare to young people in the ACT. The Junction focuses on engaging young people by delivering a flexible and unique service in a relaxed and comfortable youth-friendly environment. The service works in partnership with the ACT Government and non-government services to integrate primary healthcare, mental health support, community and social services under one roof.

The Junction maintained opening hours for face-to-face appointments in a COVID-safe way during the lockdowns, and ensured young people could navigate the sometimes complex health services.

The Junction promotes a wrap-around approach to young people's health and psycho-social needs to ensure that young people have improved access to integrated

primary care services that is tailored and responsive to their individual needs.

Recent ACT Government funding will allow the purchase of a mobile medical van in the coming year. This will make healthcare and support even more accessible for vulnerable young people. Social groups, which recommenced this financial year, will also continue. These include an art group and book club to help young people connect with each other and develop their artistic expression.

The service also offered Pre-Learner Licence training and The Junction Clothing Swaps, which will become regular ongoing events. Junction youth workers noted that a number of young people needed assistance in obtaining their Learner Drivers Licences. The first training session was in June 2022 with all seven participants passing. Two clothing swaps took place this year in collaboration with other local youth services. These events are safe spaces where young people can connect in a gender-affirming way and find clothing that makes them feel comfortable.



**1,986**

health appointments (between 1 January 2022 to 30 June 2022) (Up 30% from previous year).



**532**

young people engaged in outreach.



**1083**

current total patients at the Junction Youth Health Service.

### CYCLOPS (CONNECTING YOUNG CARERS TO LIFE OPPORTUNITIES AND PERSONALISED SUPPORT)

CYCLOPS ACT is a program supporting young people up to 25 years old who care for a family member experiencing a physical or intellectual disability, mental health issues or other issues and/or chronic illness. The programs supports young carers through family case management, personalised support/ advice advocacy, organising recreational activities, educational support and skills development.

### JOINT CASE REVIEWS

Joint Case Reviews (JCR) are structured group learning activities providing opportunities for problem solving, sharing knowledge and collaboration. The JCR process was established in mid-2021 by Families ACT with the aim of promoting opportunities for reflective discussion on casework practice. Since then the JCRs have become a regular feature of sector development for Family Case Management services and youth engagement programs within the Child, Youth and Family Services sector in the ACT. Anglicare has played a crucial leadership role in the development of Joint Case Reviews, facilitating discussions and opening up opportunities for staff participation.

## RIVERINA YOUTH SERVICES

### STARTING FRESH

The Starting Fresh program provides a healthy and supportive environment for high school-aged young people between Year 7 and Year 10, allowing them to start their day with exercise and a healthy breakfast. The program is specifically designed to help those at risk of disengaging from school, giving them the skills to see improvement in their physical, mental and emotional wellbeing. Starting Fresh offers a variety of exercise options which range from gym workouts to bike rides, swimming, yoga and boxing. Healthy breakfast options and transportation are provided.

This year the program moved from a one term intensive to a two-term period which has proven to be a more effective approach for developing routine, accountability and long-term change. Currently seven schools in the Wagga Wagga area are part of the program, and has seen student friendships develop between schools. A Starting Fresh leadership group has also been initiated which sees the students themselves running some of the wellbeing sessions

and discussing the types of activities the groups will conduct.

In the new year, plans are to offer a program option for primary school students, and to allow previous students who have completed the program to be involved in a mentoring capacity.

### HOMELESSNESS YOUTH ASSISTANCE PROGRAM (HYAP)

HYAP helps young people who are experiencing housing risk to transition into independent living arrangements, return home, or move in with extended family or friends. The program is currently supported by two case managers who offer advocacy, brokerage support, parenting skills and referrals to local housing providers. Most referrals for this service are from the NSW Department of Communities and Justice and from the Family Referral Service in Wagga Wagga which also offers in-school support. No young people who have been part of this service have needed to enter into care arrangements.



116

young carers and family members supported through CYCLOPS from July 2021 to June 2022.



110

young people completed the full Starting Fresh program.



68

young people supported over the year through Homelessness Youth Assistance Program.

*"Starting Fresh has helped me start to wake up early and helped me in lots of other areas."*

*-Dominic, Starting Fresh participant, Wagga - Wiradjuri Country.*



EIERLA

## SOCIAL IMPACT AREA

# AT-RISK SENIORS AND PEOPLE LIVING WITH A DISABILITY

We want to see vulnerable seniors and people living with a disability living safe, secure, healthy, connected and fulfilling lives.

## DISABILITY SERVICES

Empowering the voices of our service participants is at the centre of Anglicare's current Strategic Plan. In November 2021 Anglicare's Disability Service launched a Client Voice Survey to enable Anglicare participants and stakeholders to have a say on the quality of the service, enhance client's sense of safety and empowerment, and ensure the voices of the people we serve are heard and used to help the service to make continuous improvements. Questions were developed or adopted to assess each of the six standards of the Australian Government's National Standards for Disability services. 44 percent of respondents were clients completing the survey themselves, while 56 percent were carers completing the survey on behalf of an Anglicare client.

The results were extremely positive and showed that our disability services had the following positive impacts in the lives of participants:

- 87%** positive on their life as a whole
- 83%** positive on their personal wellbeing
- 80%** positive on their ability to look after themselves
- 67%** positive on their participation in community activities

Recruitment of staff remains a challenge in a competitive marketplace. Competing rates of pay in other service sectors, combined with increased sick leave of the existing workforce has placed additional pressure on management.

In order to upskill our existing teams, this financial year we purchased a comprehensive online disability and complex care training package for staff which will help our services remain up to date on sector changes and requirements. We also moved to a new client management system which is cloud-based and allows more flexible access for staff. Our clinical care team have also engaged in partnership with Highlands Care Services to assist with complex care requirements for our clients.

A Disability Services audit occurred in May 2022 meeting all requirements for ongoing NDIS registration, with the next review to occur in August 2023.

In the coming year we are investigating opportunities for expanding our disability services into rural and regional areas, leveraging on our existing client bases. Work has already commenced in Orange in Western NSW.

Anglicare Support Worker, Judie with Joan, assisted through Goulburn Homelessness support - Gundungurra/Wiradjuri Country.



**225**

total participants in Disability Services with 1032 total support coordination hours.



**50**

children and young people in our Permanency Support Program were able to benefit from support offered by our Disability Services teams.



**94%**

total combined retirement village occupancy rate\*.

\*As of 30 June 2022



**58,421**

total direct service delivery hours for Disability Services.

## CASE STUDY: BRINDABELLA COURT

### DIANA

Diana is a resident at Anglicare's Brindabella Court Retirement Village. She enjoys the pet friendly facility as it allows her space to keep her beloved roosters and hens. Diana is a grandmother and retired nurse, and appreciates keeping the chickens as they are a reminder of the ones she often had in the garden of her home before moving to the village.

Diana is careful to take precautions to ensure the roosters don't crow too loudly and upset her neighbours. "I always had in the back of my mind that I wanted to have my own chickens," says Diana. "It's really relaxing watching them."

*"I always had in the back of my mind that I wanted to have my own chickens, "It's really relaxing watching them."*

*-Diana, resident of Brindabella Court - Ngunnawal/Ngambri Country.*

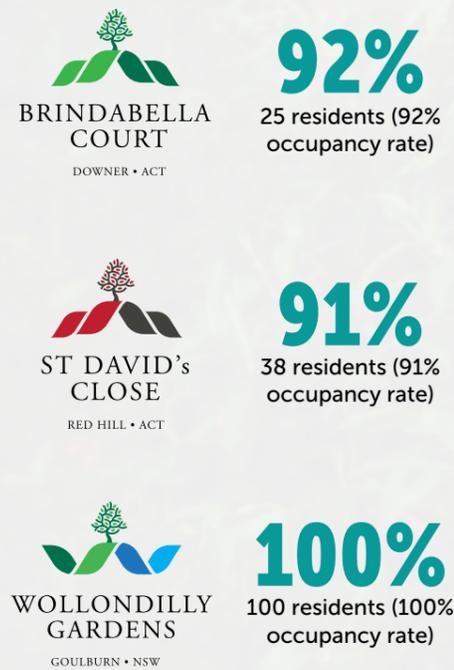
## RETIREMENT LIVING

Keeping residents safe and connected has been a continued focus this year. The ongoing challenges brought about by COVID-19 lockdowns have meant that staff have worked hard to remain available to residents, particularly those feeling vulnerable or isolated. COVID-safe face-to-face meetings were reinstated this year with residents able to communicate directly with Anglicare teams.

As with many of Anglicare's service, recruitment and staffing levels for the retirement living team has been a challenge. A new team structure, designed to leverage skills across locations, has been developed and recruitment of key positions is underway.

A review has commenced to evaluate current sites and inform master planning and strategic growth in the coming months and years. Redevelopment priorities for villages, including renovations to vacated units and design options that allow for greater 'ageing in place', are already happening. The organisation is also investigating affordable housing options to meet the growing cohort of older Australians who find themselves in housing risk.

### RESIDENT NUMBERS BY VILLAGE\*:



\*As of 30 June 2022



TEAM

# OUR PEOPLE AND CULTURE

Our staff members, volunteers and carers are the embodiment of our culture, and we are extremely grateful for the way in which our teams have worked through the challenges of COVID-19 restrictions and bushfire recovery over the past two to three years. Our board and leadership are committed to ensuring that teams are supported, equipped and safe as we know this will flow on to our beneficiaries, giving them the best service and care.



Team members from The Junction Youth Health Centre, Canberra - Ngunnawal/Ngambri Country.

Total staff throughout Anglicare's services and programs



- 171 Full-time staff members
- 245 Part-time staff members
- 163 Casual staff members



**89**

students completed training this year.



**37**

courses completed through Anglicare College.



**600+**

active volunteers throughout Anglicare.

## STAFF TRAINING

Anglicare College consists of a Workforce Development Unit (WDU) and is also a registered training organisation (RTO) offering accredited courses. The college allows Anglicare to invest in the professional development and personal wellbeing of staff, and also keep our workforce up-to-date with industry qualifications.

An organisational online induction module was launched through Anglicare College this financial year. This provides a comprehensive introduction to the organisation, and includes a focus on cultural safety and trauma-informed training. Investment in online

technology has also allowed service specific training such as disability services to be offered in a flexible way giving more team members, especially those who may work part time or casual hours, greater ease of access. We thank Dr Rev Andrew Cameron from St Mark's Theological Centre in Canberra for his contributions to this training.

Investment in staffing of the College will continue into the next financial year with the intention of expanding training options to be more widely available for other organisations to access.



Cassandra, client in front of the Sanctuary tree in the Anglicare office, Orange - Wiradjuri Country.

## TEAM MEMBER RESPONSES TO SANCTUARY TRAINING AND IMPLEMENTATION

*"I feel so much more invested in the Sanctuary Model following the training. I have a better understanding of how it contributes to safety for staff and for participants who are impacted by trauma."*

*"I now have trauma-informed language at the forefront of my practice."*

*"I want to ensure we are supporting our clients at Anglicare efficiently using the Sanctuary Model approach."*

*"Before I applied for my role at Anglicare I researched to understand if Anglicare would be a good fit for me. I was really pleased to read about Sanctuary and how this was implemented. I could see that the framework aligned nicely with my own and social work professional values. Two years in to working for the organisation and I'm pleased to see that what I read about Sanctuary is indeed evident and practiced on a day to day basis."*

*"I'm mindful of the power that my role holds."*



**76%**

of staff said Anglicare is "a truly great place to work".

*"I have a greater sense of community, and I really appreciate the quality of the Sanctuary resources."*

*-Staff response to Sanctuary training*

## SANCTUARY

The Sanctuary Model is a trauma-informed care model that supports people who work in stressful human services and care delivery environments. Anglicare commenced implementation of the model in 2017 as an entire organisational approach. The model has a clear and structured methodology for building safe culture, and provides a set of interactive tools to assist people to work together, use a common language and act in ways that support traumatised clients to heal.

Staff across all frontline services as well as supporting services, corporate teams, volunteers and foster carers are given access to training with a suite of resources publicly available online. Face-to-face and online training options have been developed to make understanding of and participation in the outworking of the model as easy and flexible as possible.

Service participants, ranging from children

in early learning services to disability service clients and young people in care, are also encouraged to take part in Sanctuary initiatives such as community meetings and the development and use of personal safety plans.

In June, a survey was conducted to determine the impact of Sanctuary implementation on workplace culture. This was the fifth organisational wide Sanctuary survey conducted since 2017, and it had a 43 percent response rate with 278 people responding. Results were especially important to gauge given the additional stress experienced by teams during COVID-19 restrictions and ongoing bushfire recovery efforts. Results in all five areas of measurement had increased compared to the previous year.

Official Sanctuary certification is expected to occur later in the calendar year.



## CULTURAL SAFETY

Under the guidance of the Reconciliation Action Plan (RAP) team, cultural safety has continued to be enhanced and embedded across the organisation. This has ranged from the purchasing of cultural safety online training, incorporating cultural safety as part of the wider organisational induction and services, involvement in significant events such as NAIDOC and Reconciliation Week and enhanced

recruitment measures. This year we also welcomed Brian DeVries into the role of Senior Advisor Cultural Safety. In the coming months, Brian will lead the development of an updated organisation-wide Reconciliation Action Plan, as well as developing and implementing the new cultural care plans and cultural care planning training.

Anglicare's RAP team on a cultural walk along the Wagga Wagga beach - Wiradjuri Country.

## THANKING OUR PARTNERS

We recognise that we couldn't continue to offer some of our services without our church, community, business, school and individual partners. Such partnerships are essential to the ministry of Anglicare and we are thankful for the ongoing support. Support through donations of food, material aid, finances, volunteering and prayer make a real difference.

### Supporters and Donors

This year, results from our Supporter Survey were very encouraging and showed a significant increase in our Net Promoter Score from our last survey in 2018 which measures the likelihood that someone would recommend Anglicare as a charitable organisation to support.

### Volunteers

Our volunteer team has also benefitted from the development of an overarching strategy which looks at value-adding for our existing volunteers with greater communication and training opportunities. The strategy also looks at further recruitment opportunities which need to be reinvigorated following the COVID-19 lockdowns. We thank all of our 600+ volunteers who have helped in our retail stores, our disaster recovery, emergency relief and other services.

### Parish Partners

Our parish partners continue to be an incredible source of assistance across our region. Support includes volunteering, donating, prayer and op-shop partnerships. Given Anglicare's origins within the Anglican Church, such enduring connections are encouraging and are a reflection of the heart of parishes within the Dioceses

in which we work to be influential in pursuing positive change for people in their communities. We are extremely grateful to Chloe Pailthorpe from St Phillips Anglican Church Bungendore for her work in the role of parish support officer.

### Community Partners

We thank our community partners who help us to enhance our work, advise us and strengthen our knowledge, and allow us to stretch our resources further so that greater support can be given to those we serve.

### Government

We are also grateful for government support which has been essential for the continuation of some ongoing services, and allowed significant growth in other service areas. Most importantly, investment in emergency housing and bushfire recovery have allowed our services to expand to provide greater levels of assistance to people who are in extreme financial and emotional stress.

## NET PROMOTER SCORE

This measures how likely people are to recommend Anglicare to others.



**+49.3**

which is an extremely positive result and an improvement on the previous survey in 2018.

Thank You



## SUPPORTERS AND PARTNERS

### COMMUNITY PARTNERS

ACT Health  
 Citi Café Albury  
 ALDI Moruya  
 Argyle Housing  
 Barnardos  
 Batlow Uniting Chamber of Commerce (BUCC)  
 Blue Wheelers Bank  
 Bunnings Warehouse Batemans Bay  
 BCF, Batemans Bay  
 Canberra PCYC  
 Capital Region Community Services  
 Carers ACT  
 CatholicCare  
 Domino's Pizza Conder  
 Families ACT  
 Feros Care  
 Foodbank  
 First National Real Estate Goulburn  
 GIVIT  
 Good2Give  
 Good360  
 Goulburn Soroptimists  
 Horizon Credit Union  
 Lugton's Catering Wagga Wagga  
 Manildra Flour Mill  
 Marymead  
 Mission Australia  
 Moruya Bowling Club  
 Multicultural Hub Canberra  
 Newcrest Mining Ltd  
 Northside Community Care  
 Nissan Moruya  
 NSW Police Goulburn  
 Orange Aboriginal Medical Service  
 OzHarvest  
 Red Cross Wagga Wagga  
 Resilient Towns Project  
 RivMed  
 Rotary Club Bega  
 Rotary Club Goulburn  
 Rotary Club Moruya  
 Rotary Club Narooma

Rotary Club Wollundry  
 Rotary Club Yass  
 South Coast Aboriginal Medical Service  
 St Mark's National Theological College Canberra  
 St Saviour's Patchwork Ladies  
 Thread Together  
 Toora Women Inc  
 Tumut Families Regional Services  
 Wanniasa Dental Surgery  
 Wellways Cooking Group  
 Williga Park Equestrian Centre  
 Woden Community Services  
 Woolworths Batemans Bay  
 Woolworths Wagga Wagga  
 Wrapped with Love (Sydney)  
 Uniting Care Kippax  
 Vinnies ACT  
 Vinnies Wagga Wagga  
 Youth Coalition of the ACT

### CHURCH PARTNERS

All Saints Anglican Church Bathurst  
 Anglican Parish of Batlow  
 Anglican Parish of Berridale and Snowy Mountains  
 Anglicare Parish of Charnwood  
 Anglican Parish of Cooma  
 Anglican Parish of Hawker  
 Anglican Parish of Murrumburrah-Harden  
 Anglican Parish of Southern Monaro  
 Anglican Parish of Temora  
 Anglican Parish of Wagga Wagga  
 Arawang Anglican Church Kambah  
 F5 Church Goulburn  
 Generosity Church Wagga Wagga  
 Good Shepherd Anglican Church Curtin  
 Holy Trinity Anglican Church  
 Lanyon Valley Anglican Church  
 Narromine-Trangie Anglican Church  
 St Ambrose Anglican Parish Gilgandra  
 St John's Anglican Church Reid  
 St Mark's Anglican Church West Wollongong

St Nicholas Anglican Church  
 St Philip's Anglican Church Bungendore

### PARISH OP-SHOP PARTNERS

Phil's Emporium + Captain's Treasures supported by St Philips Anglican Church Bungendore\*  
 Mary's Market supported by Calwell Parish in South Tuggeranong  
 OK Shed supported by Cobargo Parish  
 The Op Centre supported by Murrumburrah-Harden Parish  
 Sapphire Surprises supported by Sapphire Coast Parish\*  
 New 2 U supported by Tumut Anglican Parish  
 St John's Op Shop supported by Young District Anglican Ministry\*

Holy Trinity Op Shop supported by Dubbo Anglican Parish  
 Georgie's Pantry + Georgie's Boutique supported by Parkes Anglican Parish\*

*\*Include emergency relief/food services*

### SCHOOL PARTNERS

Burgmann Anglican School  
 Calwell High School  
 Canberra College  
 Canberra Grammar School  
 Canberra Girls Grammar School  
 Lake Tuggeranong College  
 Radford College  
 The Riverina Anglican School  
 Sapphire Coast Anglican School  
 Stromlo High School

*We also thank all the schools that participated in our annual Pens Against Poverty schools writing competition, and to schools in the Riverina who have participated in the Starting Fresh program.*

## LEADERSHIP TEAM



**JEREMY HALCROW**

Chief Executive Officer

Jeremy was appointed CEO of Anglicare in 2013. He is also a leader in the wider community sector serving as Chair of the Australian Council of Social Services (ACOSS) and Deputy Chair of Anglicare Australia. Jeremy has a background as a journalist and managing editor of a newspaper. *\*Jeremy Halcrow will resign as CEO in October 2022 after over a decade of service with the organisation.*



**BRAD BRAITHWAITE**

Deputy CEO

Within the community sector Brad has held roles as Deputy CEO at Argyle 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.



**ANN PONSONBY**

Executive Manager PSP & Principal Officer

With more than 30 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.



**EMILY PURVIS**

Executive Governance Officer

Prior to joining Anglicare, Emily spent over 17 years in the Commonwealth Public Service. Emily joined Anglicare in 2015 as the Volunteers Manager. In 2017, she assumed the role of Governance and Legal Manager with responsibility for internal governance and support for the Board. 2020 saw Emily join the Executive team in her role as Executive Governance Officer.



**REV'D SARAH PLUMMER**

Executive Manager, Mission & Culture

The Rev'd Sarah Plummer was the first woman appointed as a Senior Chaplain with the NSW Police Force in 2016. Sarah also worked as an International Director with World Vision International in the Christian Commitments team. As Anglicare's Director Mission and Culture, Sarah works with churches and teams across the region, and oversees Anglicare College and workforce development.

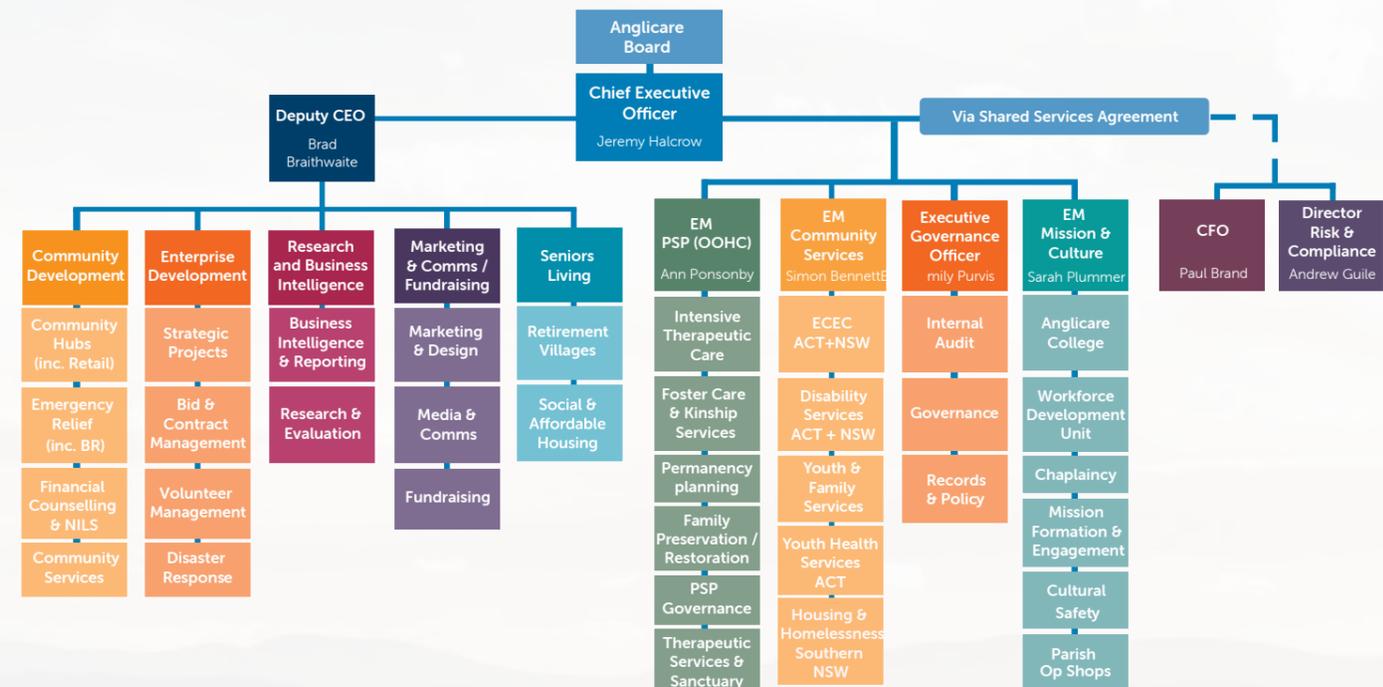


**SIMON BENNETT**

Executive Manager, Community Services

Simon has more than 25 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.

## ORGANISATION STRUCTURE



## LEADERSHIP TEAM - SHARED SERVICES

Anglicare's Human Resources, Risk and Legal, Finance, and Information Technology services are provided by the Anglican Diocesan Services (ADS) of Canberra and Goulburn. For this reason, two ADS managers are also part of Anglicare's Leadership team.



**PAUL BRAND**

Chief Finance Officer

Paul has significant experience as an accountant across a range of not-for profit and government sectors. As CFO for ADS and Anglicare he has a particular interest in building strong financially sustainable organisations.



**ANDREW GUILLE**

Director Risk & Legal

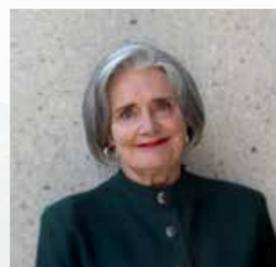
Andrew brings not-for-profit executive business leadership experience with qualifications in marketing and management. With more than 13 years in local government, Andrew was the foundation chair of the Audit and Risk Committee for the largest regional Council in NSW.

## GOVERNANCE

# BOARD AND GOVERNANCE

The Anglicare Board provides strategic leadership and direction to the organisation, and includes voluntary members who meet six times per year. Members are encouraged to be involved in other Anglicare activities throughout the year, and are accountable to the Bishop of Canberra and Goulburn for the performance of Anglicare.

## ANGLICARE BOARD



**LYNETTE GLENDINNING**

Presiding Member  
Director since April 2015



**GREG MILLS**

Deputy Presiding Member  
Director since August 2017



**ALEXANDRA (SANDY) SPARK**

Director since December 2016



**DR DAVID WALLACE**

Director since August 2018



**DR BILL ANSCOMBE**

Director since April 2014



**JOCELYN MARTIN**

Director since August 2014



**THE VEN TOM HENDERSON BROOKS**

Director since June 2021



**JO SCHUMANN**

Director since February 2022

## COMMITTEES AND ADVISORY GROUPS

### CLINICAL GOVERNANCE SUB-COMMITTEE

	5/8	11/11
Jo Schumann (Chair)	•	•
Dr Christine Phillips	o	•
Joanna Webber	•	•
Karen Crouch	•	•
Lynette Glendinning	ob	~

### CARE GOVERNANCE SUB-COMMITTEE

	5/8	11/11
Dr David Wallace (Chair)	•	•
Dr Bill Anscombe	•	~
Liz Summers	•	•
Sarah Collett	•	o
Gilda Howard	•	o
Mary O'Neil	•	•
Lynette Glendinning	ob	~

### CARE AND CLINICAL GOVERNANCE COMMITTEE

	10/2	31/3	26/5
Dr David Wallace (Chair)	•	•	•
Jo Schumann	•	•	•
Dr Christine Phillips	•	o	o
Karen Crouch	•	•	•
Liz Summers	•	o	•
Gilda Howard	•	o	o
Mary O'Neil	•	o	o
Heather Barton	~	~	ob

The Care Governance Sub-Committee and Clinical Governance Sub-Committee were merged in December 2021 to become the Care and Clinical Governance Sub-Committee and became a standing Committee of the Board in March 2022.

### FINANCE AND RISK COMMITTEE

	26/8	31/8	21/9	19/10	30/11	22/2
Greg Mills (Chair)	•	•	•	•	•	•
Alexandra Spark	•	•	•	•	•	•
Jocelyn Martin	•	•	•	•	•	•
Lynette Glendinning	•	o	o	•	•	o
Dr David Wallace	•	•	•	•	•	•
Jo Schumann	•	•	•	•	•	•

### GOVERNANCE AND REMUNERATION COMMITTEE

	17/8	23/9	23/11	15/2	15/3	19/4	7/6
Lynette Glendinning (Chair)	•	•	•	•	•	•	•
Archdeacon the Ven Tom Henderson Brooks	•	•	•	•	•	•	•
Greg Mills	ob	•	•	•	•	•	•
Dr David Wallace	ob	~	ob	~	~	~	~

### HOUSING AND PROPERTY COMMITTEE

	29/7	12/10	24/3	12/5
Jocelyn Martin (Chair)	•	•	•	•
Bruce Glendinning	•	•	•	•
Rob Burnelek	•	•	•	•

#### KEY

Attended •

Apology o

N/A ~

Observer ob

## FINANCIALS

# FINANCIAL STATEMENTS

The financial statements represent the individual entity of Anglicare NSW South, NSW West & ACT (Anglicare) for the financial year 1 July 2021 to 30 June 2022. The address of its registered office is Level 5, 221 London Circuit, Canberra, ACT.

## INCOME & EXPENDITURE STATEMENT

for the Year Ended 30 June 2022

	2022	2021
	\$	\$
Revenue from contracts with customers	72,820,889	71,038,463
Gain on revaluation of investment property	7,424,828	5,394,567
Other income	2,453,213	6,076,872
Safe Places capital grant	2,600,000	-
<b>Total income</b>	<b>85,298,930</b>	<b>82,509,902</b>
Operating expenses	(31,661,632)	(31,182,218)
Loss on remeasurement of licences to occupy	(4,447,256)	(3,468,650)
Loss on derecognition of assets	-	(5,048,560)
Employee expenses	(43,516,203)	(43,871,660)
<b>Total expenditure</b>	<b>(79,625,091)</b>	<b>(83,572,088)</b>
<b>Surplus for the year</b>	<b>5,673,839</b>	<b>1,062,186</b>
<b>Other comprehensive income for the year</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>5,673,839</b>	<b>1,062,186</b>

## BALANCE SHEET

for the Year Ended 30 June 2022

	2022	2021
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	4,024,615	2,884,091
Trade and other receivables	1,585,893	594,244
Financial instruments at fair-value	4,386,772	4,943,776
Term deposits	5,034,508	4,986,867
Prepayments	621,830	249,539
<b>Total Current Assets</b>	<b>15,653,618</b>	<b>13,658,517</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	3,854,582	1,064,917
Right of use asset	1,579,764	1,620,294
Financial instruments at fair-value	1,752	1,752
Investment property	81,573,662	73,605,000
<b>Total Non Current Assets</b>	<b>87,009,760</b>	<b>76,291,963</b>
<b>Total Assets</b>	<b>102,663,378</b>	<b>89,950,480</b>
<b>Current Liabilities</b>		
Trade and other payables	4,132,108	2,718,783
Grants income in advance	1,834,132	1,365,173
Liability to grant provider	1,303,932	1,243,309
Licences to occupy	55,395,910	50,857,663
Lease liabilities	837,044	822,153
Provisions	3,756,408	3,676,455
<b>Total Current Liabilities</b>	<b>67,259,534</b>	<b>60,683,536</b>
<b>Non-Current Liabilities</b>		
Trade and other payables	195,377	106,738
Interest bearing liabilities	500,000	-
Lease liabilities	937,166	1,024,805
Provisions	790,153	828,092
<b>Total Non-Current Liabilities</b>	<b>2,422,696</b>	<b>1,959,635</b>
<b>Total Liabilities</b>	<b>69,682,230</b>	<b>62,643,171</b>
<b>Net Assets</b>	<b>32,981,148</b>	<b>27,307,309</b>
<b>Equity</b>		
Reserves	756,139	580,007
Accumulated funds	32,225,009	26,727,302
<b>Total Equity</b>	<b>32,981,148</b>	<b>27,307,309</b>

To obtain a full copy of the financial statements visit: [www.anglicare.com.au/annualreport](http://www.anglicare.com.au/annualreport)

# AUDIT PAPERS

## Independent Auditor's Report to the members of Anglicare NSW South, NSW West and ACT

### Report on the Financial Report

#### Opinion

We have audited the financial report of Anglicare NSW South, NSW West and ACT (the Entity), which comprises the statement of financial position as at 30 June 2022, 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 2022 and of its financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards – Simplified Disclosures 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 (including Independence Standards) (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 members are responsible for the other information. The other information is the Report by Members of the Board accompanying the financial report.

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 directors for the financial report

The directors of the Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine 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 directors are 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 directors 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 directors.
- Conclude on the appropriateness of the directors' 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 directors 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  
2 November 2022



## GLOSSARY

**ALF** - Anglicare Leadership Forum

**BR** - Bushfire Recovery

**COP** - Communities of Practice

**CYCLOPS** - Connecting Young Carers to Life Opportunities and Personalised Support in the ACT

**CYP** - Children and Young People

**DSS** - Department of Social Services

**DR** - Disaster Recovery

**EAP** - Employee Assistance Program

**ECEC** - Early Childhood Education Centre

**EM** - Executive Manager

**ER** - Emergency Relief

**GM** - General Manager

**HIPPY** - Home Instruction for Parents of Preschool Youngsters

**HYAP** - Homeless Youth Assistance Program

**ITC** - Intensive Therapeutic Care

**LGA** - Local Government Area

**LDC** - Long Day Care

**NDIS** - National Disability Insurance Scheme

**OOHC** - Out of Home Care

**PSP** - Permanency Support Program

**PYI** - Premier's Youth Initiative

**RALF** - Regional Anglicare Leadership Forum

**RAP** - Reconciliation Action Plan

**RTO** - Registered Training Organisation

**RV** - Retirement Villages

**SHS** - Specialist Homelessness Services

**TSIL** - Therapeutic Supported Independent Living

**WDU** - Workforce Development Unit

Beryl pictured with her son at the Anglicare office in Wagga - Wiradjuri Country.



## ANNUAL REPORT 2021/22

### 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

### RIVERINA NSW

WAGGA WAGGA 02 6937 1555

ALBURY 02 6075 9300

### WESTERN NSW

ORANGE 02 6369 9500

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

follow us on:



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