



# Anglicare

## ANNUAL REPORT

### 2021





## 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*

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## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Aboriginal Nations of this land; its Custodians who continue to care for Country, and the way in which Country has cared for her people. We acknowledge the history of this land and the stories of resilience and survival which make up Indigenous Australia.

We give thanks for Aboriginal Elders and knowledge keepers of each generation including the many Aboriginal communities which contribute to the life of our region. May we walk gently on this land and commit ourselves to Reconciliation.

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## ABOUT THIS REPORT

This report shows our activities and performance for the period 1 July 2020 to 30 June 2021. It has been prepared to comply with legal obligations and to support the ACNC objective to build greater accountability and trust in the Australian Not-For-Profit sector.

## CHARITABLE STATUS

Anglicare NSW South, NSW West & ACT is a registered charity with the Australian Charities and Not-For-Profit Commission (ACNC). It is a Public Benevolent Institution and endorsed as a Deductible Gift Recipient.

## LEGAL NAME

Anglicare NSW South, NSW West & ACT  
Street Address: 5/221 London Circuit, Canberra ACT 2600  
GPO Box 360, Canberra ACT 2601  
ABN: 69 198 255 076



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**Cover Photo:** Anglicare rural chaplain, Rev'd Michael Palmer (right) coordinating an Aboriginal canoe building project with students as part of a collaboration with schools in Eden on the NSW south coast. This was a community project aimed at building a greater sense of cultural identity and connection to Country in a region recovering from the Black Summer bushfires. Photo taken by Amy Lanham.





# Contents

ABOUT ANGLICARE.....	04
A YEAR TO REMEMBER.....	10
OUR STRATEGIC VISION .....	16
OUR SERVICES .....	22
OUR ANGLICARE COMMUNITY .....	44
OUR LEADERSHIP TEAM .....	54
FINANCIALS .....	60
GLOSSARY.....	66

# Anglicare's VALUES

Compassion | Dignity | Inclusiveness | Integrity

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

**DIGNITY** – We respect the intrinsic value of all people and acknowledge their capacity for self-determination.

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

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

## Our MISSION

Called by Jesus' example in responding to human suffering, Anglicare exists to support the Anglican Church's mission by addressing social injustice and providing the highest quality care to all people in need regardless of their religion. Together with our owners – the Anglican Diocese of Canberra and Goulburn – and our partner Dioceses of Riverina and Bathurst, we have a particular commitment to supporting rural communities.

Our mission is to develop innovative programs to alleviate poverty and ensure all people in our region are provided the opportunity to thrive and live a full life.



The Anglican Mission shapes how we do things in our daily actions to tackle disadvantage, helping children and their families break free from the cycle of poverty. We do this as part of the Anglican Marks of Mission: gracious and patient witness; safe and sustainable ministry; compassionate and skilled service; creative and informed advocacy; just and generous stewardship; and inspiring and empowered worship. Full Marks of Mission available here: <https://www.anglicancommunion.org/mission/marks-of-mission.aspx>



"Jesus Christ's love,  
provides hope for a full life."

Julie, participant at Anglicare's  
Disability services



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 changed and expanded to include family support, emergency housing and early childhood education and statutory care services.

**2013**

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

**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 and Goulburn and our footprint ranges from the NSW South Coast to the Western Plains and the National Capital.



# Why we care

## Yesterday:

In the early 1930s, Sisters from the Community of the Holy Name were invited to Goulburn in the NSW Southern Tablelands to set up soup kitchens, children's homes and support hospitals. The developing Anglican Diocese of Goulburn, established in 1863, was motivated by a desire to see social transformation through evangelism which operated hand-in-hand with a response to human need.

After becoming the fifth bishop of the Anglican Diocese of Goulburn in 1934, the Right Reverend Ernest Henry Burgmann wrote to congregation members about:

'...the appalling problem of poverty ... in the depths of one of the world's worst depressions. The Church must keep in touch with all the people and ever be the watchdog of the poor.'

Social dislocation and family breakdown during the Great Depression left children increasingly vulnerable. This motivated parishes within the diocese to focus on the establishment and support of children's homes.

## Today:

In Australia 3.24 million people\* (13.6%) live below the poverty line.\*\* These numbers include 774,000 children (17.7%) and 424,800 young people (13.9%).

Around 900,000 people in NSW and 38,000 people in the ACT live below the poverty line. **These statistics have increased since the COVID-19 pandemic began.**

# 3,240,000



Australians\* live **below** the poverty line\*\*

## This affects

# 774,000

children under the age of 15



1 in 8 adults & 1 in 6 children

\*Source: Australian Council of Social Services (ACOSS) Poverty in Australia 2020 Report

\*\*This is people living at below 50 percent of median income.

# OUR Locations & SERVICES

## AUSTRALIAN CAPITAL TERRITORY (Inset)

### AUSTRALIAN CAPITAL TERRITORY

SUBURB	SERVICE	PROGRAM
<b>a</b> Calwell	<b>Early Learning</b>	Calwell Early Childhood Centre
<b>b</b> Franklin	<b>Early Learning</b>	Anglicare at Franklin School
<b>c</b> Scullin	<b>Early Learning</b>	Anglicare at Southern Cross Early Childhood School
<b>d</b> Holt	<b>Disability Services</b>	Holt Disability Day Centre
<b>e</b> Civic	<b>Corporate Services Youth &amp; Family Services Mission &amp; Community</b>	Corporate Services CYCLOPS The Junction Youth Health Service Disaster Recovery
<b>f</b> Downer	<b>Retirement Living</b>	Brindabella Court
<b>g</b> Red Hill	<b>Retirement Living</b>	St David's Close
<b>h</b> Reid	<b>Emergency Relief</b>	St John's Care
<b>i</b> Kambah	<b>Emergency Relief</b>	Arawang Emergency Relief Hub
<b>j</b> Gordon	<b>Emergency Relief Youth &amp; Family Services</b>	Gordon Community Centre Survive & Thrive Hub
<b>k</b> Phillip	<b>Anglicare Retail</b>	Anglicare Retail
<b>l</b> Erindale	<b>Anglicare Retail</b>	Anglicare Retail

Anglicare NSW South, NSW West & ACT is a member of the Anglicare Australia network. Our locations fall within three Anglican dioceses: Canberra/Goulburn, Riverina and Bathurst.

### NEW SOUTH WALES

SUBURB	SERVICE	PROGRAM
<b>1</b> Dubbo	<b>Financial Services Emergency Relief</b>	No Interest Loans Scheme Food Pantry
<b>2</b> Rylstone/ Kandos	<b>Emergency Relief</b>	Emergency Relief
<b>3</b> Parkes	<b>Mission &amp; Community Emergency Relief</b>	Georgie's Boutique Georgie's Pantry
<b>4</b> Orange	<b>Permanency Support Program Emergency Relief Youth &amp; Family Services</b>	Permanency Support Program Emergency Relief Survive & Thrive Hub
<b>5</b> Bathurst	<b>Mission &amp; Community Emergency Relief</b>	Bathurst Community Development Project
<b>6</b> Forbes	<b>Emergency Relief</b>	Emergency Relief
<b>7</b> Cowra	<b>Youth &amp; Family Services</b>	Survive & Thrive Hub
<b>8</b> Liverpool	<b>Permanency Support Program</b>	Permanency Support Program Intensive Therapeutic Care
<b>9</b> Campbelltown	<b>Permanency Support Program</b>	Premier's Youth Initiative
<b>10</b> Young	<b>Mission &amp; Community</b>	St John's Op Shop
<b>11</b> Leeton	<b>Youth &amp; Family Services</b>	Lifetime Learning
<b>12</b> Murrumburrah	<b>Mission &amp; Community</b>	The OP Centre
<b>13</b> Crookwell	<b>Disability Services</b>	Crookwell Disability Day Centre
<b>14</b> Yass	<b>Homelessness &amp; Housing Emergency Relief</b>	Yass Homelessness Support Youth & Family Support Service
<b>15</b> Tumut	<b>Mission &amp; Community</b>	New 2 U Op Shop
<b>16</b> Bungendore	<b>Mission &amp; Community</b>	Phil's Emporium
<b>17</b> Batlow	<b>Mission &amp; Community</b>	Bushfire Recovery
<b>18</b> Googong	<b>Early Learning</b>	Googong Early Learning Centre





19	Captains Flat	<b>Mission &amp; Community</b>	Captain's Treasure
20	Goulburn	<b>Early Learning</b>  <b>Homelessness &amp; Housing</b> <b>Emergency Relief</b> <b>Retirement Living</b> <b>Disability Services</b> <b>Youth &amp; Family Services</b>	Orana Preschool Goulburn Early Learning Goulburn Family Day Care Goulburn Homelessness Support Emergency Relief Wollondilly Gardens Goulburn Disability Day Centre Anglicare Family Services Adolescent Program Holiday Camps Parenting Under Pressure Triple P (Positive Parenting Program) Black Box Parenting Program
21	Marulan	<b>Early Learning</b>	Marulan & District Preschool
22	Nowra	<b>Permanency Support Program</b>	Permanency Support Program
23	Wagga Wagga/ Ashmont/ Koorigal	<b>Permanency Support Program</b>  <b>Financial Support</b> <b>Homelessness &amp; Housing</b> <b>Emergency Relief</b> <b>Youth &amp; Family Services</b>	Permanency Support Program Intensive Therapeutic Care Financial Counselling Homeless Youth Assistance Program Emergency Relief Survive & Thrive Hub Supported Playgroup Lifetime Learning HIPPPY Ashmont Community Centre Starting Fresh Joint Support Casework
24	Queanbeyan	<b>Permanency Support Program</b> <b>Anglicare Retail</b> <b>Emergency Relief</b>	Intensive Therapeutic Care Anglicare Retail Anglicare Food Fair
25	Batemans Bay	<b>Youth &amp; Family</b>	Bateman's Bay Toy Library
26	Albury	<b>Permanency Support Program</b> <b>Financial Support</b>	Permanency Support Program Financial Counselling
27	Moruya	<b>Permanency Support Program</b> <b>Homelessness &amp; Housing</b> <b>Youth &amp; Family Services</b>  <b>Mission &amp; Community</b>  <b>Disability Services</b> <b>Financial Support</b>	Permanency Support Program Eurobodalla Homelessness Support Cassie's Nest Cassie's Place Bushfire Recovery Vulcan Street Community Hub Thread Together Disability Support for Older Australians No Interest Loans Scheme
28	Cobargo	<b>Mission &amp; Community</b>	Bushfire Recovery
29	Bermagui	<b>Mission &amp; Community</b>	OK Shed
30	Bega	<b>Permanency Support Program</b> <b>Mission &amp; Community</b>	Permanency Support Program Bushfire Recovery
31	Eden	<b>Mission &amp; Community</b>	Emergency Relief Chaplaincy Bushfire Recovery Sapphire Surprises

## Acknowledgement of Country

We acknowledge the Aboriginal Nations of this land; its Custodians who continue to care for Country, and the way in which Country has cared for people. We acknowledge the history of this land and the stories of resilience and survival which make up Indigenous Australia.

We give thanks for Aboriginal Elders and knowledge keepers of each generation including the many Aboriginal communities which contribute to the life of our region. May we walk gently on this land and commit ourselves to Reconciliation.

**Wiradjuri**  
**Ngunnawal**  
**Ngambri**  
**Yuin**  
**Gundungurra**  
**Dharug**  
**Tharawal**  
**Ngarigo**  
**Bidwell**  
**Waveroo**  
**Jaitmatang**



Toni Reay  
Anglicare Staff member, Goulburn





# A year to remember

## JULY 2020

ACT Health announced they would provide funding to the Junction Youth Health Service to support Canberrans who may have difficulty accessing and navigating mainstream health and social services. This allows for the recruitment of another youth worker and general practitioner, as well as the ability to invest in other essential resources such as a car for youth outreach in Canberra schools.

## SEPTEMBER 2020

Anglicare launched a partnership with Thread Together in Wagga Wagga which sees new designer clothing saved from landfill and made available for families in need.

## OCTOBER 2020

Anglicare hosted the Pens Against Poverty Children's Writing Competition awards ceremony. The initiative included nearly 700 entries from students across NSW, the ACT and WA (in conjunction with Anglicare Western Australia).

Anglicare was selected to receive \$5.2 million by the Australian Government as part of the Safe Places Emergency Accommodation program assisting victims of domestic violence in regional NSW.

## NOVEMBER 2020

Anglicare rural chaplain, Rev'd Michael Palmer, coordinated a 2-week canoe building workshop for Aboriginal high school students in Eden.

## DECEMBER 2020

Anglicare staff member, Lisa Tolhurst, was awarded the 2020 YOGIE Award for Outstanding New Talent for her hard work as a Case Manager at Anglicare's CYCLOPS program. This YOGIE Award is awarded to a worker or volunteer in the ACT youth sector who shows an outstanding commitment to improving the wellbeing of young people in Canberra and surrounding regions.

## FEBRUARY 2021

Social groups including art mindfulness sessions commenced at Scotts Crossing as part of the Junction Youth Health Service.

Virtual tours were implemented as part of the Retirement Living portfolio.

## MARCH 2021

Anglicare's Southern Cross Early Learning Centre in Canberra introduced a nature preschool program known as Walga. The curriculum includes a dedicated nature program, making the outdoors a classroom where children can explore and create their own adventures, while also acknowledging the Ngunnawal Aboriginal people on whose land they play and learn.

## APRIL 2021

Anglicare's annual National Rental Affordability Snapshot was conducted showing an alarming lack of housing for people who are most in need.

## MAY 2021

Anglicare's newest Disability Day Centre officially opened in Crookwell.

Our Workforce Development Unit hosted five Regional Anglicare Leadership Forums for managers and leaders across the region. The forum is an opportunity for staff across services to connect with one another and to hear updates from our Executive team and Board members.

## JUNE 2021

Anglicare NSW South, NSW West & ACT became the first organisation to receive ARVAS accreditation for performance in the Retirement Village sector.

The NSW Government announced that Anglicare NSW South NSW West & ACT will receive a \$3.47 million grant to support ongoing Black Summer bushfire recovery efforts in the Snowy Mountains region and on the NSW South Coast.

Gordon Community Centre receives a grant from the Lyone Foundation to assist people escaping domestic violence.



# Message from

## THE BOARD

### Lynette Glendinning Presiding Member

Anglicare NSW South, NSW West and ACT provides a broad range of services across a large footprint in diverse locations that include metropolitan areas, regional towns and small rural communities.

Because our work is undertaken on behalf of the Anglican Church in three Dioceses - Bathurst, Riverina and Canberra-Goulburn, we have a particular role to 'respond to human need by loving service and transform unjust structures of society to challenge violence of every kind and pursue peace and reconciliation'.\*

Despite the challenges of operating services in the pandemic during the 2020-21 financial year, Anglicare continued to care for vulnerable people and communities, including navigating public health orders in three jurisdictions. A considerable number of our staff, volunteers and clients are still affected by the horrific bushfires of the summer of 2020. I would like to pay tribute to our outstanding staff and volunteers, who despite many personal challenges in negotiating the COVID-19 pandemic, continue to serve those at risk in our communities.

In August 2020, despite considerable uncertainty about the future, the Board began preparing for Anglicare's next Strategic Plan. The COVID-19 pandemic has increased vulnerability for many people, while across the sectors in which we deliver funded services, we face a rapidly changing and uncertain operating environment. Governments, who fund the bulk of our work, as well as those who generously donate, are increasingly interested in, and want to fund outcomes and choices for clients, rather than programs. This requires us to exercise greater business acumen and develop further partnerships. By 2024 we want Anglicare to be in a position to attract investment from more non-government sources. This will allow us to focus further on services to reduce vulnerability for individuals and communities, and enhance our methods for measuring impacts.



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The Board has determined to remain in rural areas, with a focus on vulnerable people in the early years, vulnerable young people (particularly those transitioning from Out of Home Care) and vulnerable older Australians.

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Over the next few years, we are likely to see consolidation in many of the service sectors and markets in which we operate; some providers will have very large scale and others will become specialists. Because Anglicare carries the legacy of the past work of parishes, we cover a wide range of services in many locations. The Board has determined to remain in rural areas, with a focus on vulnerable people in the early years, vulnerable young people (particularly those transitioning from Out of Home Care) and vulnerable older Australians.

In addition, the experience of disaster recovery from bushfires and other crises with which Anglicare has been involved over many years, strengthens our intent to build capability to support vulnerable communities in our next strategic plan.

The nature of Anglicare's mission is inherently risky. Despite these risks, the Board has confirmed its commitment to serving vulnerable people. However, we need to know our limits and manage within in them. In this last year the Board has adopted a formal Risk Appetite Statement.

Also, in its work of overseeing the financial management of Anglicare, the Finance & Audit Committee has been primarily focused on ensuring the sustainability of the operations of Anglicare during the pandemic. Our priority is to continue to deliver services to the most vulnerable in our community. COVID-19 continues to present a number of challenges

to our operations. Whilst the operating surplus recorded in Financial Year 2020-21 decreased from the prior year, the Finance Committee recognises the continued strong performance of most portfolios and notes the turnaround in performance of our retail operations.\*\*

The Board also reaffirmed its commitment to supporting the self determination of First Nations people through our second level (Innovate) Reconciliation Plan.

Finally, on behalf of the Board I want to acknowledge the outstanding leadership of our CEO, Jeremy Halcrow and his executive team. They have navigated a great deal of complexity and uncertainty through the COVID-19 pandemic and the insurance crisis, while continuing to run a complex operational business. They have supported the Board through its extraordinary meetings and changing scenarios with sound advice and strong execution. The high level of trust in their leadership, as evidenced in our staff engagement survey, are testament to their commitment, capability and resilience.

Together with Anglicare's leaders and people across our wide footprint, we the Board again commit ourselves to living our shared values - compassion, dignity, inclusiveness and integrity.

\*From the Anglican Marks of Mission: [www.anglicancommunion.org/mission/marks-of-mission.aspx](http://www.anglicancommunion.org/mission/marks-of-mission.aspx)

\*\*Further details on the Board Committees are presented in the BOARD AND GOVERNANCE section.



## Message from

**CHIEF EXECUTIVE OFFICER**

Jeremy Halcrow

### Anglicare's Commitment to Rural NSW

#### September 2020

##### Thread Together

Our mobile wardrobe van in partnership with Thread Together is now operational and 'delivering' in Wagga Wagga and the bushfire impacted Snowy Valleys region. The partnership has been possible thanks to support from our donors and the Commonwealth Bank.

#### October 2020

##### Safe Places

Anglicare won a \$5.2 million grant under the Federal Government's Safe Places program to address the risks of homelessness cause by family violence. As part of the grant Anglicare will develop new emergency accommodation on parish land in Yass and expand our units in Goulburn.

#### December 2020

##### Remote Aboriginal Communities

Short term funding will enable our staff to visit remote Aboriginal communities in far west NSW and meet with Elders and other community leaders to detail the benefits of the No Interest Loan Scheme (NILS) loans as opposed to pay-day loans.

#### May 2021

**Eden Canoe Project** – As part of the last strategic plan goals, Anglicare has been funding a pilot rural chaplaincy program to explore community development models in Eden. This has come to fruition after the NSW Bushfire Community Recovery and Resilience Fund awarded \$242,255 to the Eden Canoes project. The project is facilitated by our rural chaplain, the Rev'd Michael Palmer in partnership with local Aboriginal agencies. The funding will allow an expansion of the program with a commitment to train 18 young canoe builders and enable close to 100 school students to build, decorate and paddle tour canoes. Indigenous builders, artists, mentors and elders will assist with building and explain cultural heritage during construction and then tours.

### A Stronger Commitment to Social Innovation for the Bush

The traditional charitable model is under pressure. Issues include a decline in the traditional volunteer model and increasing costs of regulation and compliance. The sustainability of organisations highly reliant on government grants is questionable because they are unable to generate sufficient working capital to reinvest in their model. Understandably donors, and increasingly government, only want to fund direct help to people in need. However the result is insufficient margins for staff training, administration, risk management, insurance, regulatory compliance, infrastructure, evaluation and other capacity building requirements.

For this reason over the next three years Anglicare will seek to develop a social entrepreneurial business model to scale our social impact. This will be a focus of our next strategic plan period. This model will integrate financial revenue from fee-for-service market offerings, capabilities funded by government together with the material and volunteer resources provided by our supporters and partners.

### Strong Foundations

Despite the difficult economic headwinds generated by the pandemic, Anglicare enters this challenging period in the strongest financial position we have been in for more than 15 years. The good news is that we achieved the financial targets in our previous three year strategic plan, growing our reserves to cover all reasonably foreseeable financial risks. Building these reserves has taken years of financial discipline. Healthy reserves means the opportunity to take calculated risks and innovate. The Board has created a Board Strategy Fund of \$3 million to help deliver on this goal by seed-funding new models that have the potential to become self-funding.

Another reason that Anglicare is well positioned to innovate, is that we have been able to grow a very healthy organisational culture over the past ten years. In November 2020 we conducted our regular staff survey. On the headline measure that staff believes 'Anglicare is truly a great place to work', we achieved the highest result over the four surveys since 2010. This is an especially praise-worthy outcome in a year when devastating bushfires and COVID-19 impacted staff well-being. Research suggests that organisations that encourage innovation are characterised by trust, open communication, clarity around goals, and staff have a feeling of safety and don't fear failure. The survey shows that Anglicare's culture is strong in all these domains.

As we transition to a new strategy and reflect on the achievements of the last plan, the enduring legacy will be the development of a cohesive trauma-informed culture and the strengthening of our focus on child-safety. Coming out of the Royal Commission into Institutional Responses to Child Sexual Abuse, Anglicare invested heavily in developing a therapeutic capacity to lift the level of safety experienced by the children and young people in our care. Core to this commitment was a decision to roll out the Sanctuary Model across the agency. Formal certification in the Sanctuary model was delayed this year by COVID-19 border closures. Nonetheless our trial certification in March suggested our key child, youth and family services are on track for certification in 2022. I want to take this opportunity to thank our Therapeutic Services manager Tenille Abell for her outstanding leadership of the Sanctuary project over the past five years.

## The Future

In January, the Board agreed to the main impact areas for our next strategic plan. Anglicare intends to focus on alleviating hardship at the key points of vulnerability in people's life journey:

- a. Early years and at-risk families: Anglicare will particularly work with young families who are homeless, have experienced trauma, or are otherwise struggling to address their immediate needs, to build their parenting capacity and ensure their children are school ready and grow into thriving young people
- b. At-risk youth: Young people can face many challenges as they seek to establish themselves as independent adults, especially when they leave school (and the Care system) at 18. Building on our therapeutic capabilities, we will support young people who are at risk of social isolation; who have been in contact with the justice system; unemployed; or homeless to become thriving, independent adults.
- c. Vulnerable adults and seniors: We will support the independence of people with disability or entering frail age, particularly those who are at-risk of homelessness, hardship or social isolation.
- d. Rural and regional communities: This is what will make us unique. We want to build on our local knowledge and social research capacity to be the experts in the needs of rural NSW. Last year I said that 2020's unprecedented bushfires:

"...is a forewarning of worse to come. Climate change is predicted to worsen the frequency and scale of extreme weather events: including floods, heatwaves, cyclones, droughts and bushfires."

Since the summer 2020 bushfires that devastated southern NSW, Anglicare has been involved first in disaster welfare response and then recovery. A core part of the work has been distributing Commonwealth Department of Social Services grants to fire-impacted households through workers embedded in the worst affected communities: in the Eurobodalla, Cobargo, Bega, Batlow and Eden. In March, Anglicare submitted a grant application building on this 18 months of work, which secured nearly \$3.5 million over two years to provide a regional recovery program. This program supports individuals, families and communities in the Eurobodalla, Bega Valley, Snowy Valley, and Snowy Monaro LGA's in their continued recovery efforts from the 'Black Summer' bushfires.

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**Vulnerable rural communities are often the hardest hit by climate impacts and the least able to cope, adapt and recover. This insight will underpin our particular focus on regional NSW over the decades to come.**

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# Our **STRATEGIC VISION**

Anglicare's strategic approach is underpinned by our theory of change as expressed through our Survive and Thrive model.



# Theory of Change

## Survive to Thrive

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Poverty is complex, impacting many areas of a person's life. Research from the Australian Council of Social Services shows that new cohorts of people in need are increasingly emerging including single mothers and women over 55 years of age.

To address this challenge, Anglicare has developed a theory of change called 'Survive and Thrive'. The focus of this model is on caring for children who would otherwise be exposed to a lifetime of disadvantage and poverty.

In the child's early years our aim is to help families through specialist support to strengthen the parental relationship and ensure the child is school ready. As the child grows, our focus is on the mentoring and educational supports they need to thrive into adulthood.

'Survive and Thrive' takes a stepped approach to support, recognising that our vulnerable clients present with their own unique set of circumstances and levels of need. The model is designed to

provide three distinct levels of support: from services at the base level that help people with fundamental survival needs, such as food, clothing, shelter, and safety from harm; to services designed to help educate, build skills and confidence, and socially connect; to programs designed to help clients thrive.

## Surviving

**Community playgroups supported with emergency relief**

### OUTCOMES

- » Reduced social isolation
- » Reduced material deprivation

### INDICATOR

- » Increased client wellbeing (PWI\*)

## Growing

**Family Early Intervention**

### OUTCOMES

- » Improved parenting empowerment
- » Improved child attachment

### INDICATOR

- » Parent Empowerment and Efficacy Measure (PEEM)

## Thriving

**Access to quality, affordable early years education and care, and targeted school transition mentoring**

### OUTCOMES

- » Preventing disadvantage becoming entrenched
- » Improved school engagement

### INDICATOR

- » Increased client wellbeing (PWI\*)

\*Personal Wellbeing Index. A scale measuring a person's life satisfaction.

# Strategic Plan

## 2018 - 2021

Anglicare completed our outgoing strategy and began implementation of a new strategic plan. This table provides an overview of performance this year with further details shown in Our Services section.

### 1. Our Mission

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

Anglicare received a \$3.47 million NSW Government grant to support ongoing Black Summer bushfire recovery efforts in the Snowy Mountains region and on the NSW South Coast. Anglicare also won a \$5.2 million grant under the Federal Government's Safe Places program to address the risks of homelessness caused by family violence. This will enable Anglicare to develop new emergency accommodation on parish land in Yass and expand our units in Goulburn.

### 2. Client & Customer Outcomes

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

During this strategic plan period, all service portfolios have developed and piloted their own client voice surveys. Early Learning, Disability and Retirement Living clients are highly satisfied with the services they have received. More than 90 percent of Out of Home Care, Emergency Relief and Disability clients reported a great sense of safety when receiving Anglicare services.

### 3. Financial Performance

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

Financial performance is healthy with government financial provisions assisting services which were adversely affected by the ongoing COVID-19 pandemic. Fundraising significantly exceeded its budgeted income surplus target for this strategic plan period. In the past two years, new donors and increased donations were the result of appeals centered on Bushfire Relief and COVID-19 Relief.

### Sanctuary Pulse Survey results from staff 2020



92%

I have a strong sense of being competent to work with vulnerable people.



70%

I have a strong sense of being supported to address workplace conflicts.



70%

I have a strong sense of being valued by my organisation.



80%

I have a strong sense of being supported to look after myself.

## 4. Effective Systems

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

Significant investment in business intelligence and project management has allowed a number of key systems projects to commence. These include a new supporter relationship management system, a new system to help with our foster care programs, and new disability and early learning databases. An updated organisational intranet was also completed.

## 5. Our People

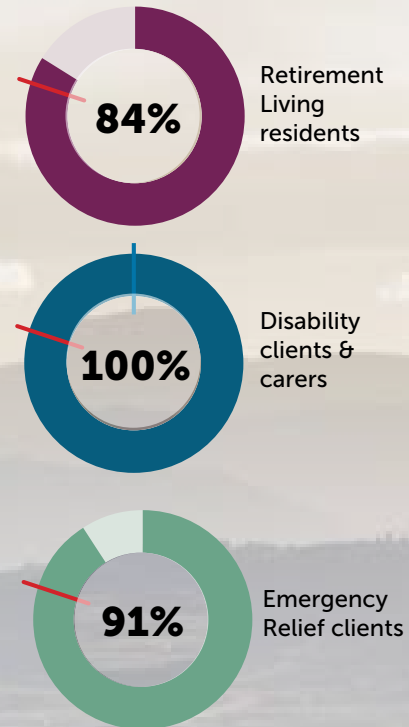
Build a workforce that can deliver safe, effective and high-quality services to meet future needs and mission priorities.

In the past 3 years, Anglicare College has supported a total of 137 staff in obtaining Cert III or above qualifications. (Further details available in Our Community section) Also, staff satisfaction mostly rated at or above industry standard criteria in our Sanctuary Pulse Survey. Staff turnover was higher than the industry benchmark, however this was also affected as a number of staff members left following the end of JobKeeper payments in September.

## Client Outcomes Survey

Over 80% of beneficiaries in our key services are satisfied with our care.

— 80% benchmark



## Client Sense of Safety Survey

Over 80% of beneficiaries in our key services are satisfied with our care.

— 80% benchmark



# Strategic Plan 2021 - 2024

This year, Anglicare moved to a new strategic plan outlining our approach moving forward as a multifaceted organisation in an increasingly complex landscape. The COVID-19 pandemic, lingering impacts of the Black Summer bushfires, and ongoing social challenges such as rising housing costs and job insecurity, have revealed a growing cohort of vulnerable groups within our geographic footprint. Many aspects of the new strategy are designed to help address these issues and further support people most in need.

## Social Impact Areas

### 1. Early Years + At-Risk Families

INTENT

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.

### 2. Rural + Regional Communities

INTENT

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.

### 3. At-Risk Youth

INTENT

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 well-being and to see them become thriving, independent adults who have healthy supportive relationships with their kith and kin.

### 4. At-Risk Seniors + People Living with a Disability

INTENT

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.

## 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.

## 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 Diocese.

## Organisational Strategies

### 1. Culture: Mission-Driven, Trauma-Informed & Inclusive

INTENT

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.

### 2. Just + Sustainable

INTENT

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

### 3. Empower Client Voice

INTENT

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.

### 4. Governance: Prioritise Safeguarding

INTENT

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

## SYSTEM + CAPABILITY

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

### FIND OUT MORE

[anglicare.com.au/aboutus/strategic-plan](http://anglicare.com.au/aboutus/strategic-plan)

## 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.

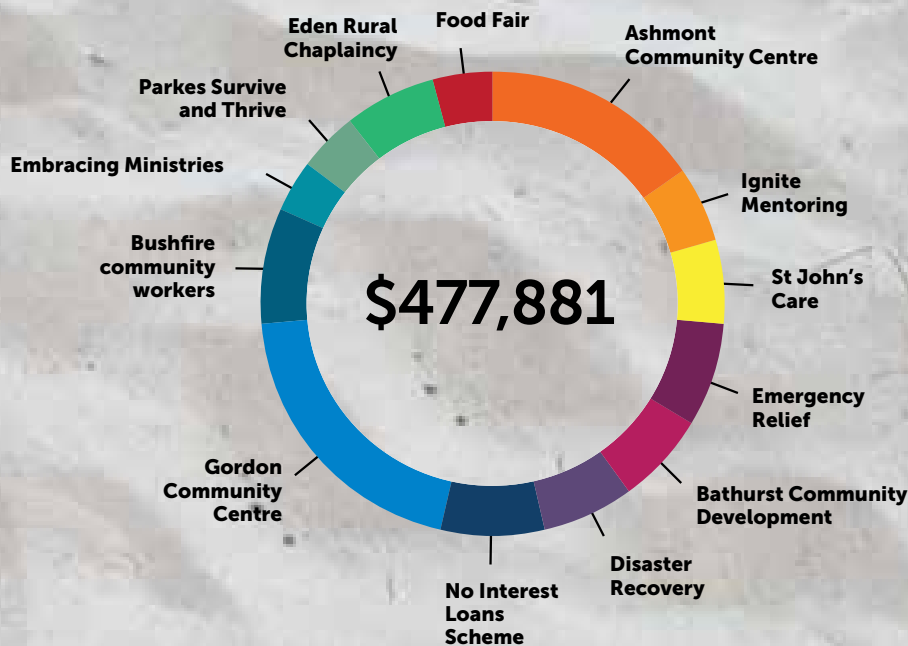
# OUR SERVICES

Because poverty and disadvantage is 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 the critical needs and help our clients move towards positive long-term outcomes.



Sand play at Gordon Community Centre Playgroup

# How your *Giving* has made a difference in 2020-2021



● Ashmont Community Resource Centre   emergency relief and programs*	\$73,081
● Ignite Mentoring   assisting young people in the Riverina	\$25,000
● St John's Care   case management support*	\$27,500
● Emergency Relief   disbursed across service regions	\$35,000
● Bathurst Community Development   emergency relief + programs	\$30,000
● Disaster Recovery   not including additional bushfire funds	\$30,000
● No Interest Loans Scheme   NILS	\$35,539
● Gordon Community Centre   emergency relief + community programs*	\$95,000
● Bushfire community workers   fundraising disbursement only	\$37,806
● Embracing Ministries   children with disabilities + their families	\$18,000
● Parkes Survive and Thrive   emergency relief + community programs*	\$20,688
● Eden Rural Chaplaincy	\$30,267
● Food Fair   emergency food relief to the Queanbeyan community	\$20,000
<b>TOTAL</b>	<b>477,881</b>

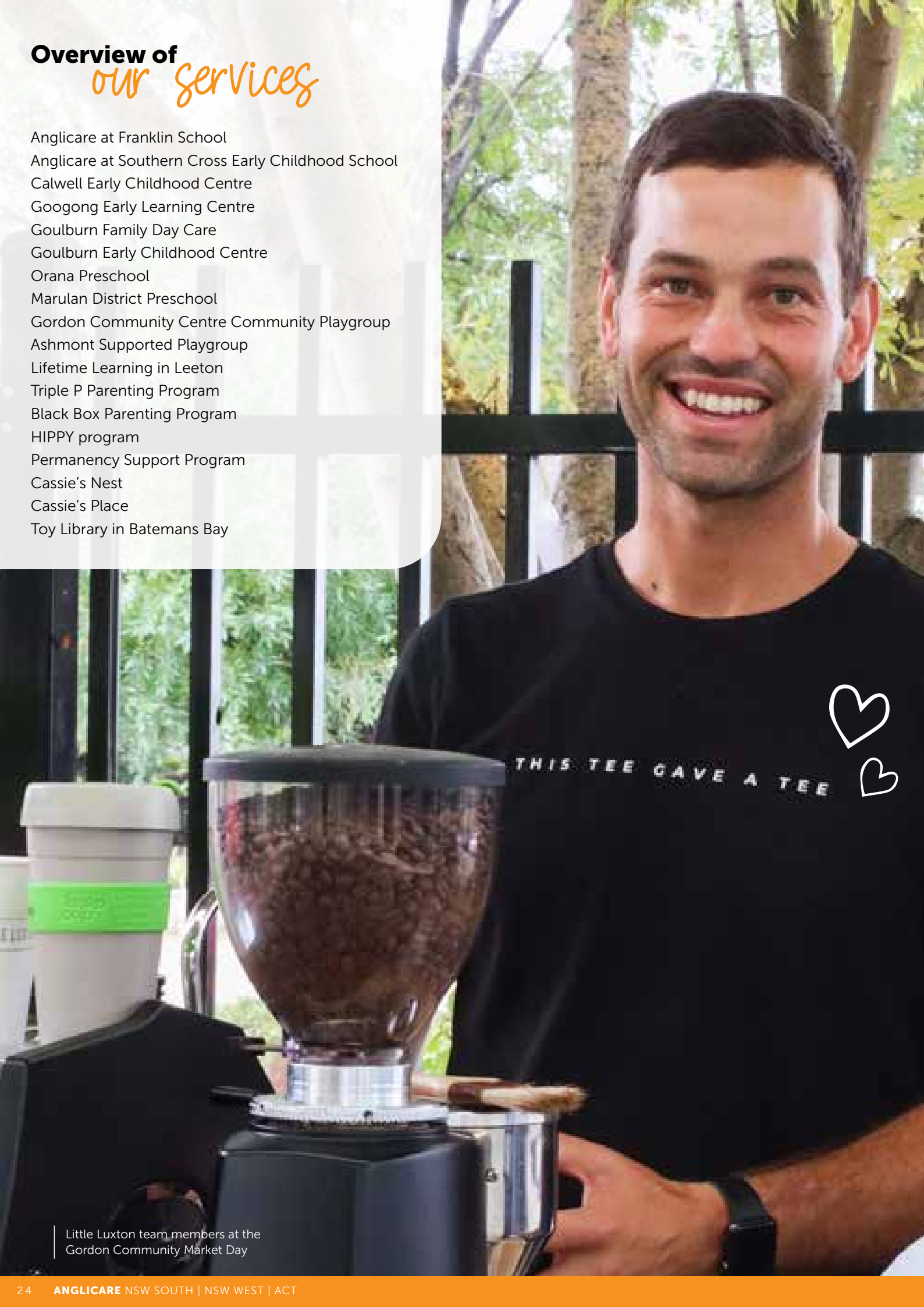
\*These services are part of Anglicare's Survive and Thrive model.

Anglicare relies on the generosity of donors to help us fund our programs which receive little or no government funding. These services meet the critical needs of 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.

## Overview of *our services*

Anglicare at Franklin School  
Anglicare at Southern Cross Early Childhood School  
Calwell Early Childhood Centre  
Googong Early Learning Centre  
Goulburn Family Day Care  
Goulburn Early Childhood Centre  
Orana Preschool  
Marulan District Preschool  
Gordon Community Centre Community Playgroup  
Ashmont Supported Playgroup  
Lifetime Learning in Leeton  
Triple P Parenting Program  
Black Box Parenting Program  
HIPPY program  
Permanency Support Program  
Cassie's Nest  
Cassie's Place  
Toy Library in Batemans Bay



Little Luxton team members at the  
Gordon Community Market Day






LITTLE LUXTON

## EARLY YEARS + AT-RISK FAMILIES

Investing in the early, foundational years of a child's life is crucial in setting them up for the future. Anglicare's programs are designed to assist children and their families, helping them to build strong relationships, reach development milestones and transition into school. For children in care and their foster carers and kinship carers, our service is guided by an Applied Practice Framework of therapeutic care through a team of therapeutic support specialists who provide trauma-informed support, training and intervention.



A child from one of Anglicare's Early Learning services



Our Early Learning programs are based on developing foundations for the well-being of children through play-based teaching, outdoor learning and project-based learning.

## Early Childhood Education Centres

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Anglicare's Early Childhood Education Centres (ECEC) are committed to enhancing the wellbeing of children through play-based teaching, outdoor learning and project-based learning.

Our ECEC teams are investigating ways to further incorporate the organisation's Sanctuary Model through the creation of Safety Plans with children to help them to understand and regulate their emotions.

Calwell ECEC has renovated parts of their centre and the outside play environment. New and returning families have provided encouraging feedback about the learning spaces and the team with one parent commenting, "I love the family vibe and I feel like my child is loved!"

The Southern Cross Early Learning Centre in Canberra introduced a nature preschool program known as Walga – a 'Ngunnawal' word for hawk. The program was developed to help children to remain at the centre of their own learning. The curriculum includes a dedicated nature program, making the outdoors a classroom where children can jump in puddles, feel frost on the grass, run, skip and get dirty as they explore and create their own adventures, while also acknowledging the Ngunnawal Aboriginal people on whose land they play and learn.

Behind the scenes, work has also been completed on migrating our client management system from QikKids to Storypark, delivering significant efficiencies for our administrative teams and empowering communication, via an app, to families and carers.

## Family Services

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HIPPY (Home Interaction Program for Parents and Youngsters) in the Riverina is specifically aimed at helping parents improve their child's school readiness. Other key initiatives in the Riverina include playgroups, counselling support and some youth mentoring services.

Programs are also offered from our Goulburn office which include family services, Adolescent Programs, Holiday Camps, and the Parenting Under Pressure (Triple P) positive parenting program.

Cassie's Place and Cassie's Nest are services on the NSW South Coast. Cassie's Place provides support to children and young people who have been victims of sexual assault. Cassie's Nest is a related service providing clinical services for children and young people who require a Therapeutic Response Plan to help them move through pain and into healing.

# Out of Home Care/ Permanency Support Program

For children in our Out of Home Care/Permanency Support Program, developing safe and healthy connections with carers, kinship carers, friends and family remains a key focus. The introduction of innovative initiatives such as Sanctuary art therapy, have been helpful in assisting children with their healing and resilience. As well as assisting children through loss and trauma, we want to see them able to transition successfully into school and high school. Key statistics about the work of the program over the year includes the following:

Children receiving care as of June 2021 = 322

Authorised carers = 413 from 263 households

Total number of children placed during the year= 357

Anglicare reached the end of the year having supported a number of successful outcomes for children including restoration to birth families, permanent guardianship arrangements, and adoption.

Recruitment of foster carers remains a challenge. In response to this, online information sessions for prospective carers were implemented, which could be run by teams in any region in spite of COVID-19 restrictions.

Work is also underway to replace the current client management system, and to enable a child's record to be captured to ensure that children have a better understanding of their story.

We are grateful for our partnerships with Aboriginal organisations in Orange and on the South Coast. Their expertise means that as we work with children in our care who are from an Aboriginal or Torres Strait Islander background, our teams can benefit from collaboration with local Aboriginal-led agencies.

## 322

322 children receiving care as of June 2021.

## 413

Authorised carers from 263 households.

"It was a really difficult year. I think continuing to foster in the aftermath of the bushfires helped life feel more normal."



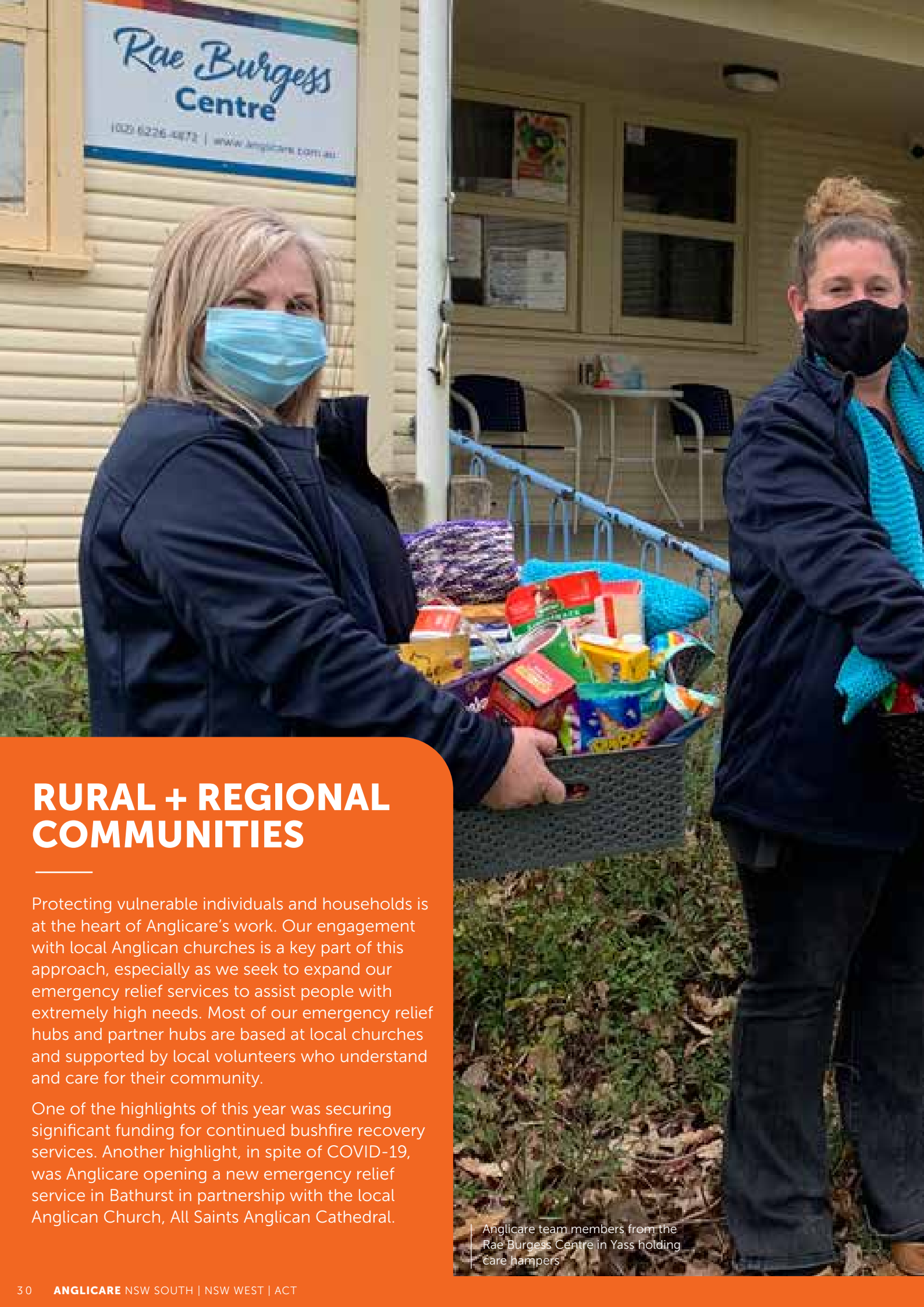
## Barb & Dave

Anglicare foster carers, Barb and Dave have fostered more than 400 children over three decades. They currently care for a 14-year-old and an 18-year-old, as well as their adopted 8-year-old daughter, Sarah, and they regularly provide respite care to toddler twins.

Sadly, they lost their home and all of their belongings during the ferocious bushfire that ripped through Cobargo on New Year's Eve 2019. But even losing everything they had didn't stop them from fostering. "It was a really difficult year. I think continuing to foster in the aftermath of the bushfires helped life feel more normal," says Barb.

For the first few months after the fires, the family lived in four tents and a caravan before moving into a refurbished shed donated by Barb's nephew. Barb said caring for three children in temporary accommodation was challenging during the last year, but she wouldn't have it any other way. "Barb and Dave are remarkable people and we would be lost without them" says Sue Cullen, Anglicare's Permanency Support Program (Foster Care) Manager on the NSW South Coast. "What they've offered to children over the years is incredible. They are simply amazing people," says Sue.

One week before Christmas 2020, almost one year since the loss of their house, Barb, Dave, their foster children and daughter Sarah, moved into their newly rebuilt home.



## RURAL + REGIONAL COMMUNITIES

Protecting vulnerable individuals and households is at the heart of Anglicare’s work. Our engagement with local Anglican churches is a key part of this approach, especially as we seek to expand our emergency relief services to assist people with extremely high needs. Most of our emergency relief hubs and partner hubs are based at local churches and supported by local volunteers who understand and care for their community.

One of the highlights of this year was securing significant funding for continued bushfire recovery services. Another highlight, in spite of COVID-19, was Anglicare opening a new emergency relief service in Bathurst in partnership with the local Anglican Church, All Saints Anglican Cathedral.

Anglicare team members from the Rae Burgess Centre in Yass holding care hampers



## Overview of *our services*

- Arawang Emergency Relief
- Ashmont Community Resource Centre
- Thread Together Riverina
- Bathurst Emergency Relief
- Gordon Community Centre Emergency Relief
- St John's Care Emergency Relief and Case Management
- Scotts Crossing Emergency Relief
- No Interest Loans Scheme (NILS) for NSW region
- Dubbo Emergency Relief food pantry
- Georgie's Pantry in Parkes
- Goulburn Emergency Relief
- Financial Counselling
- Anglicare Retail Phillip
- Anglicare Retail Erindale
- Anglicare Retail Jamison (closed mid-year)
- Anglicare Retail and Food Fair Queanbeyan
- Bushfire Recovery
- Homelessness and Housing Services Goulburn + Yass
- Eurobodalla Homelessness Support Service
- Vulcan Street Community Hub, Moruya
- Emergency Relief (Sapphire Surprises Op Shop, Eden)
- Rural Chaplaincy (Eden)
- Disaster Recovery

## Emergency Relief

15,592

Anglicare assisted an estimated 15,592 people through our emergency relief services this financial year.

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Our main emergency relief services operate in Canberra, Wagga Wagga, Orange and Moruya, with a new service commencing in Bathurst this year. All these services are based at a local Anglican parish and are designed to meet specific community needs. Along with food and material aid, these services also offer other supports such as referrals and case management. In the NSW regions, access to Anglicare's free No Interest Loans Scheme (NILS) and financial counselling services are also available.

Support during the ongoing impacts of COVID-19 have continued through check-in calls to regular clients and alternative food and aid delivery arrangements. While in some areas need has decreased during lockdowns, we are seeing emerging cohorts of people seeking aid who have never done so before. Meeting these needs remains at the forefront of our services. At our newest ER service in Bathurst, up to 20 people per day are approaching our teams for help. We are thankful to our staff and volunteers who are integral to the operating of these services, showing care to people during challenging times.

Anglicare also offers Food Fair assistance in Queanbeyan through our Anglicare Retail store. This allows people to access low cost food and to connect with teams at the store. This has also continued during COVID-19 lockdowns.

A partnership with Thread Together, which was established in the previous financial year, has provided another avenue of emergency relief support to people in the Riverina region. Thread Together provides new clothing, which would have been destined for landfill, to individuals and families to access for free. Delivery is through a Thread Together van which runs with support from both staff and volunteers, and travels to where people live. Over this year, that has included regions in the bushfire affected Batlow region in the Snowy Mountains. The service currently assists around 100 people per month.

We are also grateful to our Disaster Recovery teams who rallied during a difficult previous year. While this year hasn't resulted in the same level of activations, local teams continue to partner with our service with dedication and drive.

The effects of the NSW Bushfires and COVID-19 have presented challenges in this past year, with teams adapting to different ways of delivering essential services within communities

## Homelessness Services

Goulburn Homelessness Support Service assists individuals aged 25 years and older, couples and families. The service also supports women with or without children escaping domestic violence. The service has a family and domestic violence refuge and a community housing complex.

Eurobodalla Homelessness Support Service (EHSS) supports adults and families who are homeless or at risk of homelessness with housing applications and referrals to other services.

In September 2020, our service was notified that we had been successful in receiving Safer Places funding to build or purchase medium-term housing for women escaping domestic violence in the Goulburn and Yass areas. We gained over \$6 million dollars in funding to complete this over the two areas.

The effects of the NSW bushfires and COVID-19 have presented challenges in this past year, with teams adapting to different ways of delivering essential services within communities. Fewer housing options are available in the Goulburn region, with the dramatic increase in house prices over the past 12 months reducing supply of affordable housing further.

Our housing support service in Moruya has supported clients who have been impacted by significant shortages of accommodation, with a reduction in available housing due to the destruction of homes by the bushfires, and an influx of workers and 'sea changers' which has resulted in a reduction of rental and motel availability. With the end of rental protections for renters, landlords have been evicting tenants at end of lease to capitalise on potential higher income. Ongoing community trauma following Black Summer fires, flooding and COVID-19 restrictions, remains a challenge for families who are vulnerable and experiencing even higher levels of anxiety and stress.

Affordable social housing and refuge accommodation is very limited with virtually no options for adult males and people with pets. Anglicare's EHSS has extended support to over 383 clients (either single people or families) this year representing over 7300 contacts over the financial year. This is more than double contracted numbers. In Goulburn, over 600 people were supported over the year which also far exceeds contracted numbers.



## Chaplaincy

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Anglicare is strengthening our organisational-wide chaplaincy strategy, providing spiritual care to our staff and clients as needed. Current chaplaincy services are provided at Retirement Living and through some of our Disability services. Anglicare is also looking to expand our rural chaplaincy model as part of our bushfire recovery initiatives.

Our current rural chaplain, Rev'd Michael Palmer, is based in Eden on the NSW South Coast. Michael's work in the community has been particularly important as people work through the lingering effects of the Black Summer bushfires which threatened their town in 2020.

A particular highlight for the year was Michael's innovative canoe building initiative which allowed Aboriginal students from Eden Marine High School to join a two-week program to build and decorate their own canoes. The activity was supported by a number of local organisations who provided cultural engagement, and materials and expertise in boat building. The outcome of this project was to see young people gain a greater understanding of their cultural background and an improved sense of self-worth. Plans are underway to run this program annually and to expand to include a larger number of students and schools in the coming years.

## Anglicare Retail

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Anglicare Retail recycled clothing stores offer more affordable and sustainable clothing options. This is especially helpful for people who are struggling financially, and for those lacking social interaction, it provides them a connection point with staff and volunteers. Our Food Fair discounted food service also operates from our Queanbeyan store, and has continued to offer assistance throughout lockdowns in compliance with COVID-19 measures with over 400 people assisted over the year. Funds raised through our stores and food services are directed back into Anglicare's services.



## Luke

Luke Murphy is a single father with three children. After a work accident and subsequent unsuccessful surgeries, he is now largely confined to a wheelchair and is unable to work. He and his family also lost their home in Batlow due to the Black Summer bushfires.

Since then, Luke has been receiving help from Anglicare's local Bushfire Recovery coordinator, Jo Murrell. In early 2021, Jo was able to secure a cabin with wheelchair access at the local caravan park.

"Without Jo, I wouldn't have the cabin I'm in now [at the local caravan park]. All the clothing that's here is because of her. She provided food hampers and the new clothing from Thread Together clothing company. Jo is even organising a meeting with someone from Anglicare to advise on how I can apply for Disability Support Payments," explains Luke. "My three children live with me, and I wasn't even sure how I'd afford Easter eggs for them a few weeks ago. Things are pretty desperate for me. But Jo helped me there too."

"Jo is like a second mum. She just cares and that's incredibly important. There's plenty of people to talk to but they're outsiders who don't understand, or they're going through their own problems. With Jo she's local, she understands, and I don't feel bad telling her what's going on," says Luke.

"Jo is like a second mum. She just cares and that's incredibly important. There's plenty of people to talk to but they're outsiders who don't understand, or they're going through their own problems. With Jo she's local, she understands..."

# Bushfire Recovery

Since the Black Summer bushfires, our emergency relief has expanded to include regional communities on the NSW South Coast and the Snowy Mountains region. Anglicare was one of the first major not-for-profit organisations to be involved in the bushfire response, supporting residents immediately during the fires. More than 60 Anglicare Disaster Recovery volunteers were deployed and contributed to over 4500 volunteer hours across 15 evacuation centres during a two month period. During April 2021, Anglicare sought feedback from recipients, and they reported having significant ongoing needs including financial and material aid.

Anglicare's successful application to the NSW Government for Bushfire Local Economic Recovery Funding (BLER Fund) this year is a reflection of the success of this work. The \$3.475 million funding ensures that people in Bega, Eden, Moruya, Cobargo and Batlow still impacted by the bushfires are supported until at least June 2023.

Our Bushfire Recovery coordinators continue to build strong relationships with all sectors of the communities to enhance recovery outcomes. Over the past financial year, these coordinators provided one on one support to the most vulnerable, and participated in strategic workshops and planning events to improve future disaster response and build resilience. The Anglicare Bushfire Recovery Program is part of the Bushfire Recovery Network.

# Bushfire Recovery Network

The program is linked into wider recovery activities through participation with the following organisations:

- Bega Valley Shire Council Health and Wellbeing Network
- Eurobodalla Health and Wellbeing Network
- Snowy Monaro Regional Council
- Snowy Valley Council Recovery Group
- Community Recovery and Engagement Working group (CREW)
- Anglicare also participates in numerous committees for social recovery which extend our reach at a strategic level.

Continual service mapping, including event diary management occurs within Local Government Area (LGA) planning groups and ensures that duplication is minimised. Our Recovery Coordinators are a trusted source of community sentiment, and are continually working with other organisations to create programs and strengthen connection.

The need for continued support is reflected in the need for housing solutions, with data showing that only a third of destroyed homes have been rebuilt, equating to over 700 homes in the Anglicare Bushfire Recovery Program footprint.

**2000+**

Anglicare has provided support to over 2000 residents over an area of 33,829km<sup>2</sup> across regional, rural & remote NSW.

**\$1.5M**

Over \$1.5 of direct financial assistance has been provided to over 700 impacted households over the 19/21 and 20/21 financial years.

Bushfire impacted households receiving financial assistance during the current financial year:

Bega Valley Shire	94
Eurobodalla Shire	86
Snowy Valleys	46
Queanbeyan–Palerang	10
Snowy Monaro	1



# AT-RISK YOUTH

Our youth programs are designed to help young people overcome challenges; transition into secondary schooling, further education and the workforce, and develop healthy relationships with themselves and others. Overcoming social isolation and building resilience are important factors which our teams address by building rapport and genuine relationships with young people and their families.





## Overview of *our services*

- The Junction Youth Health Service
- CYCLOPS
- Intensive Therapeutic Care (ITC)
- Cowra Youth and Family Services
- Yass Youth and Family Support Service
- Goulburn Adolescent Program
- Starting FRESH Wagga Wagga
- Ignite Youth Mentoring
- Homeless Youth Assistance Program (HYAP)
- Premier's Youth Initiative

## Services for Young People

One of our largest services dedicated to assisting young people is the Junction Youth Health service in Canberra which helps hundreds of young people each year. This service provides free primary health care to young people aged 12 to 25 years of age and their dependent children. Youth workers also assist young people with other wrap-around supports and referrals. Strategies were developed during the year to ensure the service could continue to operate in a safe manner and to mitigate risks posed by COVID-19. This is reflected in slightly fewer numbers of people accessing the service compared to the previous 12 months.

Funding received in the previous financial year has allowed for the recruitment of additional youth worker staff to extend the capacity of the team, which also includes running community outreach programs to local schools and other groups. Afternoon social groups and art activities also commenced this year giving young people an opportunity to socialise together and with staff, and a space for creative expression.

**1959**

Appointments with General Practitioner or Nurse Practitioner

**531**

Appointments with Youth Workers

**40**

Young people currently engaged with PYI (capacity level)

**76**

Students successfully completed Starting FRESH

Our team in Riverina have continued developing the Starting FRESH program. This initiative was developed for 12 to 17 year olds with the aim of giving each young person the opportunity to develop the skills needed to establish positive routines and take ownership of their daily choices. The initiative runs over a school term and uses physical exercise and fitness as a tool to look at goal setting and developing a positive mindset. Current results show a greater interaction and attendance at school, and improved relationships.

The program is working in partnership with three local High Schools in Wagga Wagga and the Indie school (alternate education), who identify young people who may benefit from additional support.

Over the past year, 76 students have successfully completed the program.

## Intensive Therapeutic Care

Intensive Therapeutic Care (ITC) services provide residential homes to young people aged 12 to 18 in greater metropolitan Sydney, Queanbeyan and Wagga Wagga. For young people aging out of these services, Anglicare also offers the Premier's Youth Initiative (PYI) which is a service providing accommodation, personal advice, education and training, mentoring and transitional housing support to young people aged 17 to 21 years of age living in South West Sydney. This service is currently at capacity with 40 young people supported, and a waiting list of those waiting to join.

Two ITC managers were appointed this year to oversee programs in Sydney and Queanbeyan (including Wagga Wagga). Therapeutic Crisis Intervention training was provided to all current ITC staff by internal trainers with all staff achieving certification. The majority of staff completed 12 online modules with the Australian Childhood Foundation. A significant achievement for the year was all our ITC homes across our region becoming operational in what has been a difficult environment.

The year has been challenging for ITC services and PYI program in Sydney due to lockdown restrictions impacting staff and young people. Team members have developed innovative ways to keep young people physically and emotionally safe by creating activities for them during lockdowns. ITC services are also held against contracted expectations of minimum training requirements which has been difficult to coordinate across the programs and placement vacancies, due to risks, have resulted in some financial deficits.

The ITC service sector has united under the Association of Children's Welfare Agencies (ACWA) across NSW to raise issues to Government regarding limited funding and to advocate for improved support for young people. Anglicare is also a proud supporter of the Home Stretch initiative which seeks options for extending care for young people until the age of 21.

"It's helped me to socialise with kids that I wouldn't normally talk to. It's the best thing I've done."



## Indiana

Indiana began attending the Starting FRESH program in 2021. "Going to Starting FRESH has changed me a lot. I've become more of a morning person. It's given me a routine to get up at a certain time in the morning and get out of the house. It's helped me to socialise with kids that I wouldn't normally talk to. It's the best thing I've done. I'd like to thank [the team] for picking us up [to go to the gym] every morning. They never complain about how early it is and they always try to get us to push through the activities...especially when we want to give up," says Indiana.



## Overview of *our services*

Holt Disability Day Centre  
Goulburn Disability Day Centre  
Crookwell Disability Day Centre  
Community Assistance Support Programs (CASP)  
Disability Support for Older Australians (DSOA)  
St David's Close Retirement Village  
Brindabella Court Retirement Village  
Wollondilly Gardens Retirement Village

Participants from Anglicare's  
Disability Day Centre in Canberra.





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

Anglicare recognises that older people and those living with a disability face increased risk of social isolation, unemployment, homelessness and poverty. As well as addressing these potential risks, Anglicare's services support people to live in ways that are independent, socially connected and thriving.



# Disability Services

Helping people to thrive, realise their gifts and move toward their goals is what motivates us in our disability work.

We operate NDIS based services in Goulburn, Canberra, Moruya and Crookwell, as well as three day centres located in Canberra, Goulburn and Crookwell. Our disability day centres provide opportunities for group recreational activities, social connections, employment and volunteering.

The opening of our newest centre in Crookwell in May this year was a highlight, and was made possible through partnership with the local Anglican Parish with their provision of their church hall facilities. This allows local residents to access support in their own region, and is an example of Anglicare's continuing commitment to regional communities. Research is being conducted to investigate other areas in which we can expand our disability services into the future.

Other developments that have taken place this year include a review of support coordination practices, and the provision of refresher training for all staff during what has been a challenging year. The disability leadership team also reviewed plan management practices and claiming processes in line with NDIS requirements.

We also provide Commonwealth Home Support program in the Eurobodalla Shire where we operate Community Assistance Support Programs (CASP).

COVID-19 lockdowns have impacted clients and some of our face to face activities. Our Disability Day Centre activities temporarily ceased to ensure the safety of clients and staff. Teams created alternative arrangements to remain connected to individual clients to help them through the changes.

# Retirement Living

Anglicare operates three Retirement Living Communities offering residents an independent and comfortable lifestyle.

As of 30 June, there were 171 residents across the three villages.

One of the biggest highlights for this year was Anglicare NSW South, NSW West & ACT being the first organisation in Australia to be awarded with the Australian Retirement Village Accreditation Scheme (ARVAS) Standards. The ARVAS accreditation guarantees the provision of reliable and quality services for our retirement living residents and was awarded to all three of Anglicare's Retirement Living Services.

The Code of Conduct and ARVAS accreditation provides assurance to residents that retirement villages are age-friendly, safe and purpose-built to provide the best quality accommodation for senior Australians.

COVID-19 has impacted the amount of face to face interactions and service delivery our staff have been able to have with residents. To ensure the physical, emotional and psychological safety of residents while remaining compliant with our COVID-19 Safe Plans has been a challenge. The Retirement Living team has responded to this by employing strategies to remain connected to residents without putting them at risk, which included well-being phone calls along with our 24/7 emergency support number.

Julie (second from left), pictured with a friend and local Mayor, John Stafford (L), and State Member for Goulburn, Wendy Tuckerman (R) at the opening of the Crookwell Disability Day Centre.





## Julie

This year, Anglicare celebrated the opening of its new Disability Day Centre in Crookwell.

The Centre provides participants with service planning, individual support, group-based activities and social connection within the local community, and means that residents living with a disability won't have to travel to other areas to access similar services.

Local resident, Julie, attends the centre as a participant and enjoys the variety of activities offered.

"We do so many different things here like bowling, cooking, painting, going shopping and talking. The staff here are very helpful and caring. I'm really happy and wouldn't want to go anywhere else. I live by myself and if the centre wasn't here I'd probably just be sitting at home watching TV," she said.

The centre began operations at the end of 2020 as a result of a partnership with the congregation of St Bartholomew's Anglican Church and was officially launched by NSW State Member for Goulburn, Wendy Tuckerman and Upper Lachlan Shire Mayor, John Stafford.

# Our ANGLICARE COMMUNITY

Anglicare is committed to the communities in which we work. Being embedded in these communities through strong partnerships is essential for the continued and successful running of our services. These networks also help us to tailor our approaches to address needs that are specific to these areas.



Staff and guests at the Thread Together launch in Wagga Wagga.



## Supporters

Anglicare's base of supporters have shown incredible generosity over the past year, with average donations per person continuing to increase. This has been a trend over the past three years with overall donations increasing by more than 80 percent. We have also seen an increase in the number of supporters from outside the Canberra region. These donations supplement existing services and support the operation of those which receive little or no government funding. We are overwhelmed, thankful and humbled as an organisation, to have the support of so many people who connect with the heart of our ministry in such a practical and generous way.

## Government + Corporate Partners

Anglicare is extremely grateful for the support of local businesses, local councils, the ACT and NSW governments, and Federal Government departments in helping us provide beneficial and essential services to communities. This is especially true for communities on the NSW South Coast and in the Snowy Mountains region as they continue to recover from the trauma of the Black Summer bushfires. Significant additional government funding ensures that Anglicare can remain in these communities for the next two to three years. We have also seen an increase in corporate support for our emergency relief services of food vouchers, financial donations and goods in kind.



## Our Parish Partnerships

All Saints - Tumut  
Anglican Parish of Cobargo Burmagui  
Anglican Parish Murrumburrah Harden  
Anglican Parish of Tumut  
Arawang Anglican Church  
Christ Church - Hawker  
Good Shepherd - Curtin  
Gungahlin Anglican Church  
Holy Trinity Anglican Church  
Lanyon Valley Anglican Church  
Mosaic Baptist Church  
Parish of All Saints  
RENEW Church  
Sapphire Coast Anglican Parish  
South Wagga Anglican Church  
St David's - Red Hill  
St George's - Pearce  
St John's - Reid  
St John's - Eden  
St John's - Young  
St Mary in the Valley - Calwell  
St Matthew's - Wanniasa  
St Philip's - Bungendore  
St Saviours - Goulburn  
St Simon's - Kaleen  
Grenfell Anglican Parish  
Rylestone Kandos Anglican Parish



## Church Partnerships

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Anglicare has its origins in the early work of the Anglican Church congregations in the area. Connection to the Church remains an integral part of Anglicare's work and is reflected in our mission and in our strategic approach to Church Partnerships.

A partnership process has been designed with pathways for churches to engage with Anglicare in ways which complement their vision as a parish. Engagement can range from hosting a training event to operating emergency relief hubs for community outreach.

We also work closely with parish partner op shops. These shops provide connection points in local communities with some also offering emergency relief.

Churches that do not run specific programs connected to Anglicare have engaged in other ways, such as through fundraising, pantry appeal collections or hosting an Anglicare Sunday event.

## Volunteers

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We view our team of dedicated volunteers as an extension of our staff, and we welcome the local connection, passion and expertise they bring. Without their willingness to assist, Anglicare would be unable to support the breadth of services that we currently run.

The majority of our volunteers serve in our Disaster Recovery teams, retail stores and emergency relief services. We are incredibly grateful for this team, and as we move forward with our new strategic plan, we will prioritise the strengthening of our volunteer cohort in more communities across our regional footprint. Many of our volunteers are part of Anglican parishes and we thank these individuals and parishes for their additional support.

### 611

People assisted in 628 volunteer roles.

# Thank You



**To all the individuals, churches, schools and other organisations who partnered with us this year - thank you. Your kindness makes a difference.**

## Corporate Supporters

ActewAGL  
ALDI Parkes  
Anytime Fitness Lanyon  
Aston Financial  
Australian Medical Association  
Backpack Bed for the Homeless  
Baker's Delight Conder  
Beta Electrical Narooma  
Big W Canberra City  
Bunnings Batemans Bay  
Bunnings Tuggeranong  
Bunnings Wagga Wagga  
Campbell Page Youth Refuge Moruya  
Canberra Relief Network  
Carers ACT  
CEA Technologies Pty Limited  
Citi Café Albury  
Country Women's Association Canberra  
Country Women's Association Junee  
Country Women's Association Nashdale  
Department of Communities and Justice  
Housing – Batemans Bay, Bega and Queanbeyan  
Dominos Lanyon  
Donut King Tuggeranong  
Dream Admin Services Goulburn  
ESC Bushfire Recovery  
Food Bank  
FoodWorks Turvey Park Wagga  
Fortem Australia  
Givit  
GJ Gardner Homes Wagga Wagga  
Good360  
Goulburn First National Real Estate  
Goulburn Soroptimist Club  
Hands Across Canberra  
Hesta  
Hope House – Batemans Bay  
Impact Moruya  
Jordo's Chop Shop Canberra  
Kaleen Scouts  
Kelloggs Australia  
Lanyon Market Place  
Lanyon Vikings Club  
Lions Tuggeranong  
Little Luxton Canberra  
Lyone Foundation  
Master Builders Australia  
Monty's Place – Narooma  
MURA Youth and Community Centre  
Murrumbateman Rural Supplies  
National Homeless Collective  
National Mailing & Marketing Canberra  
Next Step  
No Lights No Lycra Canberra South  
Oz Harvest

Child from one of Anglicare's Early Learning services



Pantry Club Moruya  
Parkes Ministers Association  
Parkes Neighborhood Central  
Parkes Shire Council  
Parkes Show Society  
PCYC Moruya  
Pinnacle Driving School Canberra  
Rally for Recovery Tomakin  
Rotary Club of Belconnen  
Rotary Club of Moruya  
Rotary Club of Yass  
Salvation Army Batemans Bay  
SDN Lady McKell Goulburn  
Second Bite  
Share the Dignity  
South City Wagga Quality Meats  
South Coast Medical Service Aboriginal Corporation  
South East Women and Children's Services – Moruya  
South Wagga Apex  
Southern Cross Community Housing – Batemans Bay and Nowra  
St Peter's Anglican College Broulee  
St Vincent de Paul Batemans Bay  
St Vincent de Paul Canberra  
St Vincent de Paul Moruya  
Street Law Canberra  
Teradata  
The Pharmacy on Petrie  
Thread Together  
Three Mills Bakery Canberra  
Uniting Amala Gordon  
Volunteering ACT  
Wonderschool Conder  
Woolworths Kambah  
Woolworths Lanyon  
Woolworths Queanbeyan  
Woolworths, Parkes  
Wrap with Love Canberra  
Youth Drug and Alcohol Program  
Cardia Mines Orange  
Orange City Council  
IGA Orange

#### **Bushfire Recovery Supporters**

Bega Valley Shire Council  
Department of Primary Industries  
All Hands and Hearts  
Eurobodalla Council  
National Recovery & Resilience Agency  
MFFS  
Snowy Valleys Council  
Catholic Care  
Headspace  
Snowy Monaro Regional Council  
Catholic Services

GIVIT  
Good360  
Murrumbidgee Primary Health Network  
Red Cross  
Blaze Aid  
Primary Heath Network - Coordinaire  
Vinnies  
Oz Harvest  
NSW Health  
The Salvos  
Local Business Chambers  
Thread Together  
Ausweet Seeds  
CSIRO  
Eden Access Centre  
Minderoo Foundation  
POWMAN  
Rural Financial Counsellors  
Family Place FC  
Business Volunteers Australia

#### **School Supporters**

Burgmann Anglican School  
Calwell Primary School  
Canberra Girls Grammar School  
Canberra Grammar School  
Charles Conder Primary School  
Covenant Christian School  
Googong Anglican School  
Gordon Preschool  
Gordon Primary School  
Lake Ginninderra UC Senior Secondary College  
Lake Tuggeranong College  
Lanyon High School  
Lyneham High School  
Narrabundah College  
Orana Steiner School  
Radford College  
Southern Cross Early Childhood School  
Telopea Park School  
The Riverina Anglicare College  
Theodore Primary School  
Trinity Christian School

#### **Pens Against Poverty School Supporters**

Abbotsleigh School  
Alfred Deakin High School  
All Saints Bermagui  
Arndell Anglican College  
Belconnen High School  
Campbell High School  
Campbell Primary School  
Communities@Work Galilee School  
Daramalan College  
Emmaus Christian School

Gundagai South Public School  
Holy Trinity Primary School  
Maribyrnong Primary School  
Marist College  
Pymble Ladies' College  
Sacred Heart Centre School Cootamundra  
St Bede's Primary School  
St George's Parkes  
St Matthews Primary School  
St Patricks Catholic Primary School Gundagai  
St Paul's Grammar School  
St Thomas More's Primary School  
St Peter and Paul Primary School  
Tarago Public School

#### **Parish Partnerships**

All Saints Tumut  
Anglican Parish of Cobargo Bermagui  
Anglican Parish Murrumburrah Harden  
Anglican Parish of Tumut  
Arawang Anglican Church  
Christ Church Hawker  
Good Shepherd Curtin  
Gungahlin Anglican Church  
Holy Trinity Anglican Church  
Lanyon Valley Anglican Church  
Mosaic Baptist Church  
Parish of All Saints  
RENEW Church  
Sapphire Coast Anglican Parish  
South Wagga Anglican Church  
St David's Red Hill  
St George's Pearce  
St John's Reid  
St John's Eden  
St John's Young  
St Mary in the Valley  
St Matthew's Wanniasa  
St Philip's Bungendore  
St Saviours Goulburn  
St Simon's Kaleen  
Grenfell Anglican Parish  
Rylestone Kandos Anglican Parish

# Our People

Our staff members are the backbone of our work, bringing care and expertise to assist those we serve. This is why caring for our staff members is a crucial part in caring for our clients.

As many of our services are designed for people who are vulnerable, some of our teams are exposed to highly stressful circumstances and are at risk of experiencing vicarious trauma. The continuing COVID-19 pandemic has compounded this risk as teams have worked hard to adapt services – especially essential services which needed to keep operating during lockdowns – while abiding by changing government directives and keeping clients safe.

Our Board and Executive team remain committed to ensuring the mental, emotional and physical safety of our staff and volunteers. They have ensured that a number of measures are in place to care for our workforce. One of these is our Employee Assistance Program (EAP), provided by Acacia, which is available to all staff members, foster carers and volunteers. The lingering trauma of the Black Summer bushfires, as well as the current uncertainty of the COVID-19 pandemic has seen more intentional promotion of this service to staff over the year.

# Sanctuary

In 2017 Anglicare commenced implementation of the Sanctuary Model which is an evidence-supported care model that assists people who work in stressful human services and care environments. The Sanctuary Model supports staff to provide mindful, safe and therapeutic practices to achieve positive growth and change for people in the Anglicare community. Sanctuary builds on Anglicare's existing values and seeks to establish and enhance an environment for staff and service participants that reflects seven shared commitments: Growth and Change, Open Communication, Democracy, Non-Violence, Emotional Intelligence, Social Learning, and Social Responsibility.

A Sanctuary survey which took place in 2020 showed a strong organisational culture with almost all points exceeding industry benchmarks.

To be certified as having successfully implemented the Sanctuary Model, an organisation must demonstrate that key milestones have been achieved. Anglicare's working groups include a steering committee and a core team which help to shape and embed Sanctuary principles and practices across the organisation. A mock certification which took place during the year showed that Anglicare is on track for certification in the coming year.





The Sanctuary Core team inspires and motivates me to utilise better Sanctuary practices. As I am recently new to Core team, it has given me resources and ideas on how to embed practices within my program and team. It is a place of continuous learning and resources. It is a forum where I can learn about other Anglicare programs, challenges and celebrations.

- Cassie, staff member from St Saviours.

Core team is the driving force behind implementing Sanctuary. Being on Core team has allowed the opportunity to collaborate, and share ideas and knowledge to improve our workplaces for the benefit of Anglicare staff and the clients and community we serve. It has helped build connections across regions and an underpinning positive culture for the organisation.

- Kira, staff member from Goulburn.

# Cultural Safety

Anglicare's Reconciliation Action Plan (RAP) outlines our organisational commitments to cultural safety and reconciliation. A 'Wise Practices' Communities of Practice (COP) approach from Reconciliation Australia forms an important part of our decision making including greater, more intentional participation of Aboriginal representatives and Elders.

In spite of a challenging year with most training unable to take place face to face, 57 people completed Anglicare's Cultural Safety training. Phase two of this training is being developed. We also marked key Indigenous calendar events such as NAIDOC Week, Reconciliation Day and Sorry Day.

New members joined our RAP Committee including Indigenous community leaders from the NSW South Coast and the Riverina. Our partnerships with Aboriginal-led agencies on the NSW South Coast and in Orange are vital in helping to address the wider challenges of Aboriginal children and young people being over-represented in care. Their knowledge is particularly important as we seek to keep Aboriginal and Torres Strait Islander children connected to their Country and kin where possible.

Our General manager of Cultural Safety, Karen Kime, resigned during the year which meant that some key deliverables of our RAP have been postponed until a new manager can be recruited into the role.

Anglicare staff members on a cultural walk



# Staff Training

Another key part of caring for our teams is our Workforce Development Unit (WDU) and our Anglicare College. As a registered training organisation (RTO) our College courses can give staff the opportunity to hone and enhance their existing skills. Anglicare College specialises in courses for the Human Service Sector or Social Assistance Industry and specialises in impacting the industry with holistic care models. The College is well regarded by the student cohort for its supportive culture and commitment to assisting students to make graduation. A survey of 240 students ahead of our Australian Skills Quality Authority (ASQA) audit in September 2020 found a very high level of satisfaction, of 98 percent.

Our Workforce Development Unit assists staff members to attain training qualifications to meet changing industry standards, and remain informed of developments which might impact their roles. Ongoing COVID-19 safety training and booster

training for all staff has been an important WDU deliverable this year. Some training courses have also been included to provide practical assistance to staff members working at home or in isolation due to COVID-19.

One of the most exciting advancements for our teams this year has been the ongoing development of a Core Competencies Framework. This comprehensive framework will assist in identifying areas in which to train and upskill existing staff members. It will also form the basis of a robust staff induction package to ensure new staff receive a strong introduction to and understanding of the Anglicare workplace and their role in it. This will be launched in the coming year.

**1328**

Total number of people training through the Workforce Development Unit.

**433**

Staff attended the Regional Anglicare Leadership Forum.



# Our 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 having served as a Director of the Australian Council of Social Services (ACOSS) and currently serving as Deputy Chair of Anglicare Australia. Jeremy has a background as a journalist and managing editor of a newspaper along with nearly two decades of management experience in the not-for-profit sector.



**Brad Braithwaite**  
Deputy CEO

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



**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, with responsibility for volunteers across the organisation and the management of key volunteer run programs. In 2017, she assumed the role of Governance and Legal manager with responsibility for internal governance and support for the Board. March 2020 saw Emily join the Executive team in her role as Executive Governance Officer.



**Rev'd Sarah Plummer**  
Executive Manager, Mission  
& Culture

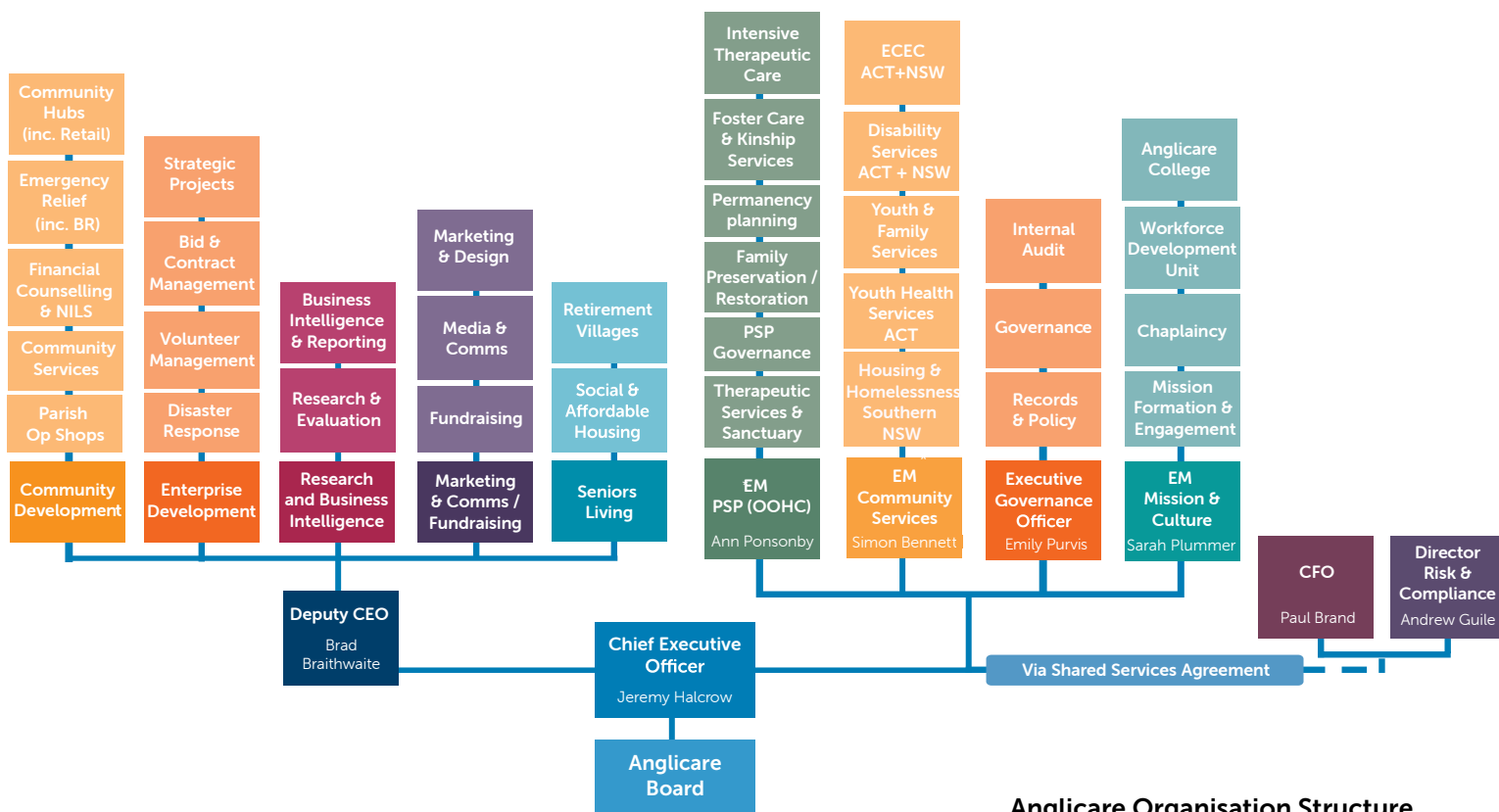
The Rev'd Sarah Plummer was the first woman appointed as a Senior Chaplain with the NSW Police Force in 2016. Sarah has also worked as a chaplain within Anglicare's residential aged care services. Prior to this work, Sarah was World Vision International's Director of Prayer Ministries.

As Anglicare's Director Mission and Culture, Sarah will be working with churches and teams across the region, and will also oversee 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.



**Anglicare Organisation Structure**



**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 Guile**  
Director Risk & Legal

Andrew brings not-for-profit executive business leadership experience with qualifications in marketing and management. As an elected Councillor and Deputy Mayor, Andrew was the foundation chair of Audit and Risk for the largest regional Council in NSW.

Anglicare’s Human Resources, 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.

# BOARD + GOVERNANCE

The Anglicare Board provides strategic leadership and direction to the organisation, and consists of voluntary members who meet six times per year. Members also serve on committees and groups, and are encouraged to be involved in other Anglicare activities throughout the year. The Board is accountable to the Bishop of Canberra and Goulburn for the performance of Anglicare with the responsibility of ensuring that the organisation is appropriately governed and performs in accordance with the expectations of the Bishops and their Councils.

## Board Developments

Workplace Health and Safety continues to be an area of focus for the Risk Committee. It is important that the provision of care for clients isn't at the expense of staff well-being. Risks from ageing build infrastructure or from staff working alone have also been monitored to ensure workplace safety is not compromised. Some consolidation of work sites over time may be needed to address these concerns.

## Environmental Strategy

Anglicare's Board and Executive team is committed to the development and implementation of an environmental strategy focusing on the key elements of greenhouse gas emissions, sustainability and energy efficiency, waste management, and water management. While progress has focused on reducing emissions from Anglicare's fleet, with a limit of CO2 emissions of 200 gram per km introduced for all new fleet vehicles, policies have also been introduced to reduce the use of single-use plastics and staff have been encouraged to consider a range of alternative options to reduce their environmental footprint. An initial survey of Anglicare's ACT based emergency relief service was undertaken in October 2020 and shows that there is a strong commitment to recycling and reducing waste going to landfill across emergency relief and op shop services.



**Lynette Glendinning**  
Presiding Member  
Director since April 2015  
Governance Committee Chair  
Remuneration Committee Chair  
Finance & Audit Committee member  
Risk Committee member



**Greg Mills**  
Deputy Presiding Member  
Director since August 2017  
Risk Committee Chair  
Governance Committee member  
Remuneration Committee member



**The Ven Tom Henderson Brooks**  
Director since June 2021



**Jocelyn Martin**  
Director since August 2014  
Finance & Audit Committee member  
Governance Committee member  
Remuneration Committee member

## Farewelled Members



**The Rev'd Canon Margaret Emil\***  
Director since April 2015  
Governance Committee member  
\*resigned Dec 2020



**Lin Hatfield-Dodds\***  
Director since 2021  
Governance Committee member  
\*resigned July 2021





**Dr David Wallace**  
 Director since August 2018  
 Care Governance Advisory Group Chair  
 Risk Committee member



**Dr Bill Anscombe**  
 Director since April 2014  
 Care Governance Advisory Group

The Anglicare Board has continued to hone its oversight committees and working groups to ensure safe and effective service delivery for clients, and a safe and innovative work environment for staff.



**Alexandra (Sandy) Spark**  
 Director since December 2016  
 Finance & Audit Committee Chair

### Board Member Responsibilities

In October 2020 the Board welcomed Ms Lin Hatfield Dodds- former CEO of Uniting Care Australia and Deputy Secretary for Social Policy in the Department of Prime Minister and Cabinet. Lin serves on the Governance Committee of the Board.

At our December meeting, we farewelled the Rev'd Canon Margaret Emil, who served Anglicare as a Board member for two terms. As an Anglicare volunteer and the former rector of Crookwell, Margaret brought important insights to our Board.

In April 2021, the Board welcomed Rev'd Tom Henderson Brooks, Archdeacon of the Diocese of Canberra Goulburn and formerly chair of Anglicare in the Diocese of Rockhampton. Tom has joined the Governance Committee.

In May 2020 Mr Bill Anscombe handed the role of Chair of the Care Governance Committee to Dr David Wallace. Bill has done an excellent job in establishing this Committee for which we are grateful. The Board is also indebted to Ms Jo Schuman who continues as an independent member of the Risk Committee and Chair of the Clinical Governance Sub Committee.

Our thanks also to Ms Jocelyn Martin who has agreed to Chair an Anglicare Property and Housing Working Group and to Mr Anthony Howatson who retired in May as independent member of the Finance and Audit Committee.

The Governance Committee established a Care Governance Framework and a Clinical Governance Framework and these form a critical part of the Board's Safeguarding Framework.



**The Hon. Prof. Pru Goward\***  
 Director since 2020  
 Risk Committee member  
 Care Governance Advisory Group  
 \*resigned October 2021

**FIND OUT MORE ABOUT  
 OUR DEDICATED BOARD AT**  
[www.anglicare.com.au](http://www.anglicare.com.au)

## Committees + Advisory Groups Members

### Finance & Audit Committee

Alexandra Spark (Chair)  
Jocelyn Martin  
Lynette Glendinning  
Anthony Howatson

### Risk Committee

Greg Mills (Chair)  
Pru Goward  
Lynette Glendinning  
Jo Schumann  
David Wallace

### Governance Committee

Lynette Glendinning (Chair)  
Margaret Emil  
Greg Mills  
Lin Hatfield Dodds

### Remuneration Committee

Lynette Glendinning (Chair)  
Greg Mills

### Housing & Property Working Group

Jocelyn Martin (Chair)  
Bruce Glendinning  
Rob Burnelek

### Care Governance Advisory Group

David Wallace (Chair)  
Bill Anscombe  
Liz Summers  
Rebecca Varssarotti  
Sarah Collett  
Carolyn Quinn  
Gilda Howard  
Mary O'Neil  
Pru Goward

### Clinical Governance Advisory Group

Jo Schumann (Chair)  
Dr Chris Helms  
Dr Christine Phillips  
Joanna Webber  
Karen Crouch

Committees and Advisory Groups include external members with professional expertise providing Anglicare with the opportunity to receive advice from independent experts, and gain a better understanding of broader changes which may impact on the care provided by Anglicare. The Anglicare Board is supported in its work by four committees and three advisory groups. This allows the Board to draw on the specific skills of its members and external experts.

### CARE GOVERNANCE ADVISORY GROUP

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

	2/9	28/10	4/2	18/5
David Wallace (C)	●	●	●	●
Bill Anscombe	●	●	●	●
Liz Summers	●	○	●	●
Rebecca Vassarotti	●	○	~	~
Sarah Collett	●	~	~	~
Carolyn Quinn	●	○	●	~
Gilda Howard	●	○	●	○
Mary O'Neil	ob	●	●	○
Pru Goward	~	~	~	~

### HOUSING AND PROPERTY WORKING GROUP

This working group is responsible for assessing housing and property investment for the improvement of services to Anglicare beneficiaries in line with goals outlined in the strategic plan.

	13/10	22/2	28/4
Jocelyn Martin (C)	●	●	●
Bruce Glendinning	●	●	●
Rob Burnelek	●	●	●

### CLINICAL GOVERNANCE ADVISORY GROUP

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

	17/9	24/9	5/11	4/2	13/5
Jo Schumann (C)	●	●	●	●	●
Dr Chris Helms	●	●	●	~	~
Dr Christine Phillips	●	●	●	●	●
Joanna Webber	●	●	●	●	●
Karen Crouch	~	~	~	●	●

#### KEY

Attended	●	N/A	~
Apology	○	Observer	ob

### RISK COMMITTEE

This committee is responsible for providing assurance to the Board that risks to Anglicare's strategy as an enterprise are properly controlled. The Care Governance Advisory Group and the Clinical Governance Advisory Group both report to this committee.

	11/8	17/11	16/2	01/6
Greg Mills (C)	●	●	●	●
Pru Goward	●	●	●	~
Lynette Glendinning	●	●	●	●
Jo Schumann	●	●	●	●
David Wallace	~	~	~	●

### GOVERNANCE COMMITTEE

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

	18/8	10/11	16/11	23/11	10/2	20/4	7/6	15/6
Lynette Glendinning (C)	●	●	●	●	●	●	●	●
Margaret Emil	●	●	●	●	●	●	~	~
Greg Mills	●	●	●	●	ob	●	●	●
Lin Hatfield Dodds	~	~	~	~	●	●	●	●

### FINANCE & AUDIT COMMITTEE

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

	25/8	20/10	24/11	23/2	27/4	25/5	21/6
Alexandra Spark (C)	●	●	●	●	●	●	●
Jocelyn Martin	●	●	●	●	●	●	●
Lynette Glendinning	●	●	●	●	●	●	●
Anthony Howatson	~	●	●	○	○	○	~

### REMUNERATION COMMITTEE

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

	4/8	16/2	2/6
Lynette Glendinning (C)	●	●	●
Greg Mills	●	●	●

# FINANCIAL STATEMENTS

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The financial statements represent the individual entity of Anglicare NSW South, NSW West & ACT (Anglicare) for the financial year 1 July 2020 to 30 June 2021. The address of its registered office is 221 London Circuit, Canberra, ACT.

During the financial year Anglicare derecognised certain trust funds and associated properties. The total comprehensive loss for the year is (\$1,061,186), inclusive of the loss on derecognition of these assets (\$5,048,560), JobKeeper subsidies (\$2,987,571) and Net Gain on Revaluation of investment property (\$1,925,917). The Commonwealth Government JobKeeper subsidy was received until September 2020 and without this assistance Anglicare's cash balances at year end would have been significantly decreased.

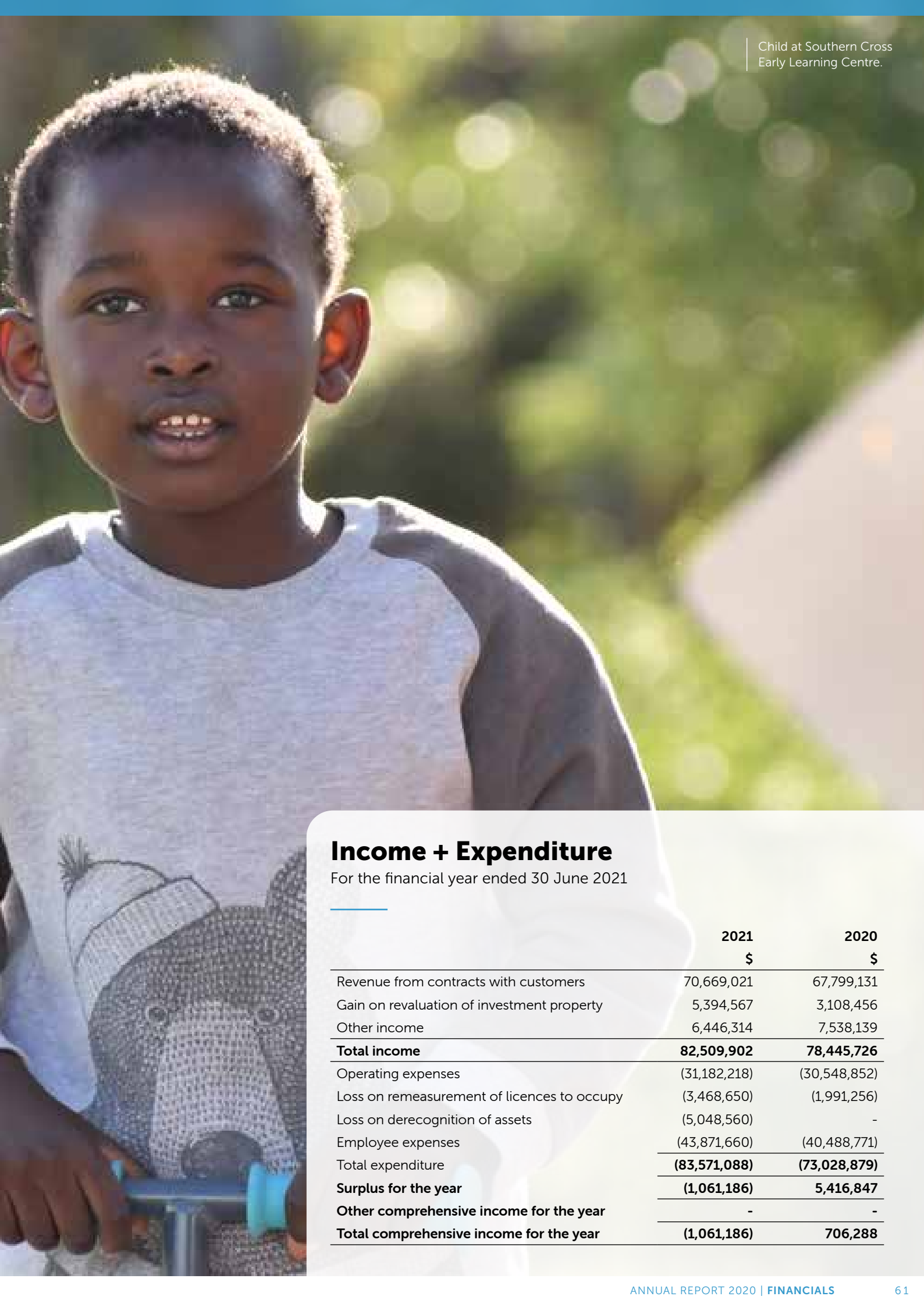
## Message from the Chair, Finance & Audit Committee

In its work of overseeing the financial management of Anglicare, the Finance & Audit Committee primarily focused on ensuring the sustainability of the operations of Anglicare during the pandemic. Our priority is to continue to deliver services to the most vulnerable in our community.

COVID-19 continues to present a number of challenges to our operations. Whilst the operating surplus recorded in financial year 2020-21 decreased from the prior year, the Committee recognises the continued strong performance of most portfolios and notes the turnaround in performance of our retail operations.

The financial management practices and controls established by the Board and Executive have given Anglicare a strong financial foundation with which to confront these challenges. We continue to work closely with key funding agencies to ensure that the funding we receive for our services is appropriate, enabling us to provide services that are best practice and meet local needs. The Committee has a strong focus on building a robust financial foundation to support the implementation of our next strategic plan.

To obtain a full copy of the financial statements please contact the registered office.



## Income + Expenditure

For the financial year ended 30 June 2021

	2021	2020
	\$	\$
Revenue from contracts with customers	70,669,021	67,799,131
Gain on revaluation of investment property	5,394,567	3,108,456
Other income	6,446,314	7,538,139
<b>Total income</b>	<b>82,509,902</b>	<b>78,445,726</b>
Operating expenses	(31,182,218)	(30,548,852)
Loss on remeasurement of licences to occupy	(3,468,650)	(1,991,256)
Loss on derecognition of assets	(5,048,560)	-
Employee expenses	(43,871,660)	(40,488,771)
Total expenditure	<b>(83,571,088)</b>	<b>(73,028,879)</b>
<b>Surplus for the year</b>	<b>(1,061,186)</b>	<b>5,416,847</b>
<b>Other comprehensive income for the year</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>(1,061,186)</b>	<b>706,288</b>

# Balance Sheet

For the financial year ended 30 June 2021

	2021	2020
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	2,884,091	6,224,042
Trade and other receivables	594,244	2,287,338
Financial instruments at fair-value	4,943,776	4,319,151
Term deposits	4,986,867	1,692,045
Right of use asset	810,358	900,220
Prepayments	249,539	127,293
<b>Total Current Assets</b>	<b>14,468,875</b>	<b>15,550,089</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	1,064,917	3,597,886
Right of use asset	809,936	1,504,568
Financial instruments at fair-value	1,752	2,552,521
Investment property	73,605,000	67,725,000
<b>Total Non Current Assets</b>	<b>75,481,605</b>	<b>75,379,975</b>
<b>Total Assets</b>	<b>89,950,480</b>	<b>90,930,064</b>
<b>Current Liabilities</b>		
Trade and other payables	2,718,783	4,088,913
Grants income in advance	1,365,173	3,246,477
Liability to grant provider	1,243,309	2,000,019
Licences to occupy	50,857,663	46,187,987
Interest bearing liabilities	822,153	895,411
Provisions	3,676,455	4,154,520
<b>Total Current Liabilities</b>	<b>60,683,536</b>	<b>60,573,327</b>
<b>Non-Current Liabilities</b>		
Trade and other payables	106,738	100,210
Interest bearing liabilities	1,024,805	1,732,170
Provisions	828,092	155,862
<b>Total Non-Current Liabilities</b>	<b>1,959,635</b>	<b>1,988,242</b>
<b>Total Liabilities</b>	<b>62,643,171</b>	<b>62,561,569</b>
<b>Net Assets</b>	<b>27,307,309</b>	<b>28,368,495</b>
<b>Equity</b>		
Reserves	580,007	2,958,354
Accumulated funds	26,727,302	25,410,141
<b>Total Equity</b>	<b>27,307,309</b>	<b>28,368,495</b>



## Grants Funding

For the financial year ended 30 June 2021

	2021	2020
	\$	\$
<b>ACT Government Grants</b>		
Community Services Directorate	515,950	746,382
Health Directorate	2,133,935	1,806,525
Education Directorate	9,567	313,170
<b>Total ACT Government Grants</b>	<b>2,659,451</b>	<b>2,866,077</b>
<b>NSW State Government Grants</b>		
Department of Communities & Justice	40,649,180	36,744,547
Education	610,598	559,736
Youth Justice	147,600	303,216
Office of Liquor & Gaming	257,824	252,769
Office of Fair Trading	264,886	258,483
<b>Total NSW State Government Grants</b>	<b>41,930,088</b>	<b>38,118,751</b>
<b>Commonwealth Government Grants</b>		
Department of Education & Training	369,914	368,412
Department of Social Services	1,043,632	2,700,285
Attorney General	-	57,805
Department of Health	176,547	175,858
Human Services	5,923,525	5,977,980
<b>Total Commonwealth Government Grants</b>	<b>7,513,618</b>	<b>9,280,340</b>
<b>Total Grant Funding</b>	<b>52,103,157</b>	<b>50,265,168</b>



# Audit Papers

## Report on the Financial Report

### Opinion

We have audited the financial report of Anglicare NSW South, NSW West & ACT (the "Entity"), which comprises the statement of financial position as at 30 June 2021, 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 2021 and of its financial performance for the year ended on that date; and
- b) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-Profits Commission Regulation 2013.

### Basis for Opinion

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

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

### Emphasis of Matter: COVID-19 impact on Investment Property and Licence to Occupy Liability Fair Value

We draw attention to Note 1(k) of the financial report which describes the impact of the COVID-19 pandemic on the determination of fair value of investment properties and the carrying amount of licence to occupy liabilities and how this has been considered by the members of the Board in the

preparation of the financial report. Due to the heightened degree of estimation uncertainty, property values and in-turn licence to occupy liabilities may change significantly and unexpectedly over a relatively short period of time. Our opinion is not modified in respect of this matter.

### Information other than the Financial Report and Auditor's Report thereon

The members of the Board of Anglicare are responsible for the other information. The other information is the Report by the 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 Members of the Board for the Financial Report

The members of the Board of Anglicare are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-Profits Commission Act 2012 and for such internal control as the members of the Board 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 members of the Board 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 members of the Board either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.





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

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

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

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

based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

Ernst & Young

Ben Tansley  
Partner  
28 October 2021



Child at one of our  
Early Learning Centres.

# Glossary

**ABSEC** – Aboriginal Child, Safety, Family and Community Care State Secretariat (NSW)

**CFO** – Chief Finance Officer

**COP** – Communities of Practice

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

**CYP** – Children and Young People

**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

**NDIS** – National Disability Insurance Scheme

**OOHC** – Out of Home Care (Foster Care)

**PSP** – Permanency Support Program

**PYI** – Premier's Youth Initiative

**RAP** – Reconciliation Action Plan

**RV** – Retirement Village

**SHS** – Specialist Homelessness Services

**TSIL** – Therapeutic Supported Independent Living

**WDU** – Workforce Development Unit



## ANNUAL REPORT 2020/21

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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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