



Annual Report 2024-25

Anglicare NSW South, NSW West & ACT is a trusted community service organisation supporting vulnerable individuals, families and communities across NSW and the ACT.

The Anglicare Prayer

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

About this report

This report shows our activities and performance for the period 1 July 2024 to 30 June 2025. It has been prepared to comply with legal obligations and to support the Australian Charities and Not-For-Profit Commission (ACNC) objective to build greater accountability and trust in the Australian Not-For-Profit sector.

Charitable status

Anglicare NSW South, NSW West & ACT is a registered charity with the ACNC. It is a Public Benevolent Institution and endorsed as a Deductible Gift Recipient.

Legal name

Anglicare NSW South, NSW West & ACT
Street Address:
8/221 London Circuit, Canberra ACT 2600
GPO Box 360, Canberra ACT 2601
ABN: 69 198 255 076

Cover Photo:
Children at Anglicare's Southern Cross
Early Learning Centre in Scullin, ACT.

Opposite:
Eden Canoes



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

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

Annual Report 2024-25





Yumalundi

We acknowledge the traditional custodians of the lands on which we meet throughout our journey together. We pay our respects to Elders past and present who have cared for the mountains, rivers, seas and skies and their continuing connection to Country. We value the wisdom and contributions of Aboriginal Elders and their people and

thank them for sharing their rich cultural heritage. We celebrate First Nations people and acknowledge the unique perspectives they bring to our communities. We also acknowledge and extend our respect to non-Indigenous brothers, sisters and allies who live, play, and work alongside us. We stand together for a better future.



Wiradjuri • Ngannawal • Ngambri • Yuin • Gundungurra
Dharug • Tharawal • Ngarigo • Bidwell • Waveroo • Jaitmatang

A traditional smoking ceremony at the ACT Community Sector NAIDOC event



Contents

Introduction	7
Who We Are.....	8
Where We Work.....	11
A Message from the Board.....	12
A Message from the CEO	14
Highlights	16
Our Journey	19
Permanency Support Program	21
Community Support Services	27
Early Learning.....	28
Goulburn Family Day Care	29
Retirement Living	34
Housing, Homelessness and Domestic Family Violence.....	36
Child, Youth, Family, Health & Disability Services	39
The Junction	40
CYCLOPS	40
Youth Reference Group	41
Lifetime Learning.....	42
Reconnecting Home	42
HIPPY	42
Survive and Thrive	42
Financial Wellbeing	43
Disability Services	44
Support Operations	47
Volunteers.....	48
Retail	50
Emergency Relief	52
Workforce Development	54
Sanctuary	56
Reconciliation and Cultural Commitment.....	58
Thanking Our Partners	60
Governance	65
Executive Team.....	66
Board of Directors.....	67
Committee Meetings.....	68
Financial Statements.....	70
Independent Auditor's Report	72



Introduction

1

Anglicare NSW South, NSW West & ACT is a trusted community service organisation supporting vulnerable individuals, families and communities across NSW and the ACT. We provide integrated care tailored to local needs, helping people overcome hardship and build brighter futures.

Who We Are

Anglicare NSW South, NSW West & ACT is a trusted community service organisation committed to supporting vulnerable individuals, families and communities across NSW and the ACT. We provide integrated, innovative care tailored to local needs, helping people overcome hardship and build brighter futures.

We are the charitable arm of the Anglican Church in the Dioceses of Canberra and Goulburn and the Riverina, which established and continues to govern our organisation, ensuring that our work reflects the values of compassion, dignity, integrity and inclusion.

Anglicare NSW South, NSW West & ACT is also part of the Anglicare Australia network, a collective of independent organisations working together to deliver social services in communities across the country. Through this network, more than 35 service areas reach over 590,000 people each year.



Taylor Jackson,
Youth Team Leader,
The Junction

Vision

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

Mission

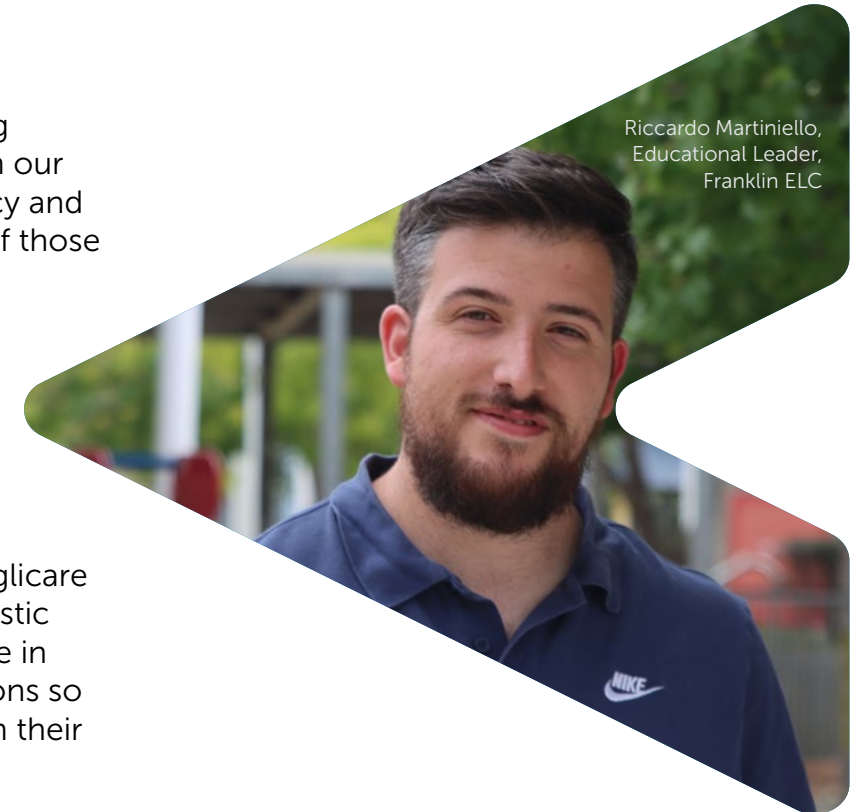
In partnership with the Anglican Church, its parishes and agencies, Anglicare will provide advocacy, holistic care and support to people in need throughout our regions so they can fully participate in their communities.

Purpose

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

Values

Compassion
Dignity
Inclusiveness
Integrity



Riccardo Martiniello,
Educational Leader,
Franklin ELC



Where We Work

Capital Region Canberra | Goulburn | Yass | Crookwell | Googong | Marulan | Bungendore

Permanency Support Program
Intensive Therapeutic Care, Queanbeyan

Community Support Services
Early Learning Centres
• Calwell Early Learning Centre
• Franklin Early Learning Centre
• Southern Cross Early Learning Centre
• Googong Early Learning Centre
• Goulburn Early Learning Centre
• Goulburn Family Day Care
• Marulan & District Preschool
• Orana Preschool

Retirement Living
• Brindabella Court, Downer
• St David's Close, Red Hill
• Wollondilly Gardens, Goulburn

Social & Affordable Housing
• Goulburn Housing & Homelessness Services
• Yass Housing & Homelessness Services
Child, Youth, Family, Health & Disability Services
Disability Services
• Holt
• Goulburn
• Crookwell

Child Youth Family Health Services
• CYCLOPS ACT
• The Junction Youth Health Service
• Youth & Family Support Services, NSW
• Intensive Family Preservation, Goulburn

Support Operations
Emergency Relief & Community Hubs
• Gordon Community Centre
• St John's Care, Reid
• Arawang Emergency Relief
• Food Fair, Queanbeyan
• Goulburn Emergency Relief
Anglicare Retail & Op Shops
• Anglicare Retail, Erindale
• Anglicare Retail, Phillip
• Anglicare Retail, Queanbeyan
• Phil's Emporium, Bungendore
• Captain's Treasure, Captains Flat
• Mary's Market, Calwell
Central Office Canberra
• Volunteers Management
• Partnerships & Philanthropy
• Workforce Development
• Anglicare College (RTO)

Riverina Wagga Wagga | Albury | Tumut | Batlow | Harden | Leeton

Permanency Support Program
• Foster Care / Kinship Care
• Intensive Therapeutic Care

Community Support Services
Social & Affordable Housing
Wagga Wagga Housing & Homelessness Services

Child, Youth, Family, Health & Disability Services
Child Youth Family Health Services
• Financial Counselling
• HIPPY
• Homeless Youth Assistance Program
• Joint Support Casework

• Lifetime Learning
• Supported Playgroup
• Ashmont Community Centre
Support Operations
Anglicare Retail & Op Shops
• New 2 U Op Shop, Tumut
• The Op Centre, Harden

South Coast Moruya | Eden | Bega | Cobargo

Permanency Support Program
• Foster Care / Kinship Care
• Intensive Therapeutic Care

Community Support Services
Social & Affordable Housing
Eurobodalla Housing & Homelessness Services

Child, Youth, Family, Health & Disability Services
Child Youth Family Health Services
• Targeted Early Intervention Program
Disability Services
Moruya

Support Operations
Emergency Relief Community Projects
• Vulcan Street Hub, Moruya
• Eden Canoes, Eden
• Supporting Spontaneous Volunteers, Cobargo
Anglicare Retail & Op Shops
• Sapphire Surprises, Eden

Western Sydney Liverpool | Campbelltown

Permanency Support Program
• Foster Care / Kinship Care
• Intensive Therapeutic Care

Child, Youth, Family, Health & Disability Services
Child Youth Family Health Services
Youth Initiative



History of Anglicare

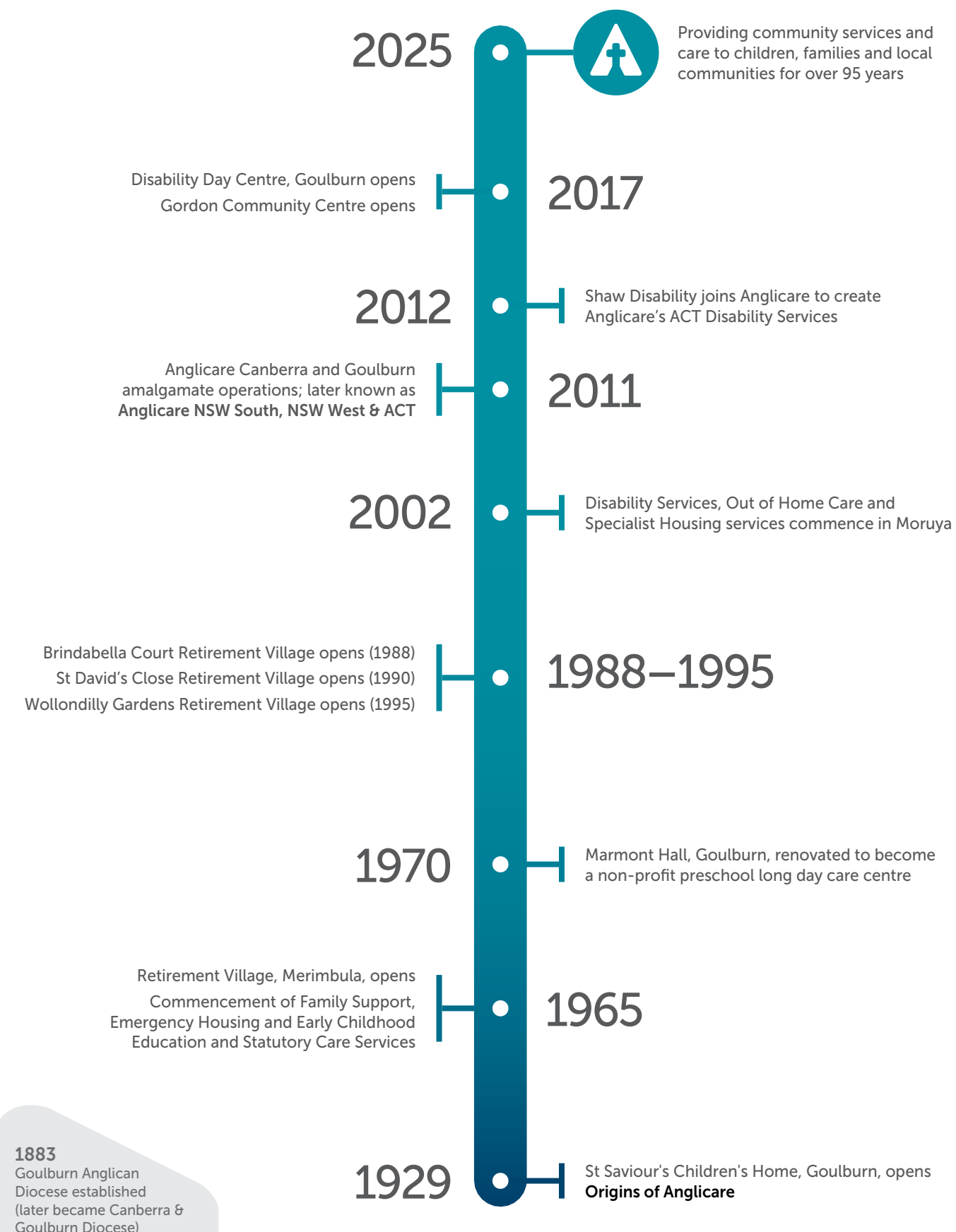
The origins of Anglicare can be traced back to the community care provided by the Anglican Church across rural NSW over 150 years ago.

But the true beginnings of Anglicare were founded upon the legacy of Mother Esther who established the Community of the Holy Name in Melbourne in 1888. For more than 50 years the Community operated soup kitchens, mother's groups, children's homes and hospitals in Victoria.

In 1929, a new residential home for girls was purchased by the Anglican Church of Goulburn and run by two sisters from the Community of the Holy Name. This was the beginnings of Anglicare NSW South, NSW West & ACT.

By the 1950s, the sisters were running three neighbouring children's homes on Cowper Street in Goulburn – St Margaret's, St Saviour's and St Anne's. These three properties remain today as Anglicare's regional headquarters for much of our work across regional NSW.

Our Journey



A Message from the Board

As Chair of the Board, I am pleased to introduce Anglicare NSW South, NSW West & ACT's Annual Report for 2024–25 – a reflection of a year marked by hard work, resolve and realignment.

Twelve months ago, we faced a serious crossroads. Financial strain and operational inefficiencies had placed considerable pressure on the organisation. Today, I am heartened by the significant progress made. Anglicare has not only stabilised but is actively building momentum across key areas – strengthening safeguarding practices, investing in workforce capability, and modernising core systems. These are not just operational wins; they are the strategic underpinnings for a more agile and successful future.

This progress is especially meaningful given the broader social landscape. Across our regions, communities are grappling with intensifying hardship. For instance, Anglicare's Emergency Relief services are seeing a surge in first-time clients, with over 40% at Canberra hubs in 2024–2025 seeking help for the first time – people like grandparents suddenly caring for grandchildren, single pensioners grieving a partner, families forced to choose between rent and food, older women facing homelessness, and young people slipping through the cracks.

Anglicare's services have never been more vital, nor its reach more necessary. In the last twelve months Anglicare distributed 40,000+ essential items to over 15,500 individuals in the ACT and regional NSW.

In addition, our Housing, Homelessness, and Domestic & Family Violence services supported more than twice the number of clients they were funded to assist – a testament to the compassion and determination of our staff. Guided by our mission to serve and inspired by Christ's call to

"love your neighbour as yourself" (Mark 12:31), their ongoing commitment ensures that those facing hardship are not left without care and hope.

Our work extends beyond responding to urgent crises. Through Youth and Family Services, Early Learning Centres, and Permanency Support programs, we are helping young people shape brighter futures – walking alongside them as they heal from trauma, strengthen their community connections, and strive to overcome cycles of poverty and disadvantage. Our Disability services and Retirement Villages continue to embody dignity, independence, and inclusion. They remind us that genuine community is built when every person is valued and empowered to thrive.

None of this important work would be possible without the dedication of our 690 staff and 470 volunteers. To each of them, I extend my sincere thanks. Your efforts help change lives and importantly, provide hope.

I also want to acknowledge the steady leadership of our CEO, Trevor Ament, and his

Executive team. Their clarity and commitment have helped Anglicare navigate complexity with integrity and foresight. The path ahead is not without its hurdles but we now walk it with a shared vision and renewed confidence.

Board activity

Over the past year, we have placed strong emphasis on strengthening our Board composition to ensure comprehensive coverage across Anglicare's diverse portfolio areas. This strategic focus supports our commitment to robust governance and effective oversight.

It is a privilege to chair such a diverse and highly skilled group of professionals, each bringing deep expertise and a shared passion for Anglicare's mission. Their dedication to our work is both inspiring and instrumental to our continued success.

In June 2025, we were pleased to welcome our seventh Board member, whose extensive background in care and clinical governance adds valuable depth to our leadership. This appointment complements our existing expertise across finance, risk and compliance, health, education, legal, and front-line social work.



Board Chair,
Mark Brandon-Baker OAM
speaking at Regional Anglicare
Leadership Forum

Looking ahead, we anticipate welcoming an additional Board member with specialist knowledge in property and infrastructure within coming months. This will further ensure we are well-positioned to support Anglicare's growth and sustainability.

As we strengthen our governance and prepare for the future, the Board remains

focused on ensuring Anglicare has the leadership, resources, and vision required to meet the growing needs of our communities. In doing so, we honour nearly a century of commitment to serving others and making a meaningful difference in the lives of those most in need.

In closing, on behalf of the Board, to all who continue to support Anglicare's mission, I offer my sincere gratitude. Together we look to the future with hope, courage, and a deep commitment to those we serve.

Mark Brandon-Baker OAM
Presiding Member

A Message from the CEO



At the heart of Anglicare’s mission is a simple yet profound calling: to share the love and truth of Jesus while serving others with compassion, integrity, and humility. This guiding purpose shapes every aspect of our work – from supporting families in crisis, to empowering young people to build brighter futures, and helping older Australians live with dignity and purpose. We are deeply privileged to walk alongside people in their most vulnerable moments, offering practical support, and kindness that reflects God’s love and grace.

Over the past year we have seen growing challenges within our communities. Cost-of-living pressures continue to mount, housing affordability has deteriorated, and rates of homelessness and family violence are rising. More people are reaching out for support, not just those traditionally considered vulnerable, but working families who simply can’t make ends meet.

In my last report, I acknowledged the significant financial pressures and operational challenges, including fragmented practices, outdated systems, and gaps in workforce development. Reflecting on the past twelve months, much has been achieved. While challenges remain, we’ve charted a clear and purposeful direction for the future. I am pleased to report substantial progress – reflected in our annual Staff Survey where 89 percent of staff expressed pride in working for Anglicare. Areas for improvement have been identified and are being actioned.

It’s been encouraging to see our staff embrace the journey with confidence and a strong sense of purpose.

Executive Overview

In February 2025 we welcomed Max Oldfield into the role of Executive Director of Child, Youth, Family, Health and Disability Services. Max joins our highly experienced executive team comprising Dr Serena Mathews (Permanency Support Program), Sandra Michie (Support Operations and Communications), Tracey Walsh (Governance, Quality, Continuous Improvement, and Child Safety) and our Anglican Diocesan Services executives Michael Simon (Human Resources), Rohan Smith (IT) and Chrissy Watson (Risk and Compliance).

Our chaplain, Sue Robertson, has continued to build meaningful connections across Anglicare, offering compassionate social, emotional, and spiritual support to our staff, clients, and volunteers. Her ministry has been enriched by the addition of Rev Dr Theresa, who joined Anglicare this year to provide dedicated pastoral care across all three of our Retirement Villages.

Financial Overview

I am pleased to report the comprehensive result for 2024/25 is \$5,968,143 (2023/24: \$433,725), underpinned by improvements across portfolios. These include a net operating surplus of \$3,537,357 (2023/24: \$433,725) and a property revaluation of \$2,430,786.

The 2024/2025 financial year represented the first step in strengthening Anglicare’s financial position. Challenges – such as regional recruitment, securing suitable sites and managing service delivery risks— continue to be addressed. This work has laid the foundation for essential investment across our portfolios, advancing community engagement, partnerships, and future growth.

Investment in New Systems

This year marked the rollout of key systems to enhance service delivery and workforce capability. Integration of DCJ’s ChildStory system into our PSP Family Journey platform has unified legacy systems and streamlined case management. Open Learning LMS now provides staff with on-demand training, and AutogenAI improves tender and grant development efficiency.

Opportunities for Strategic Growth

As Anglicare looks to the future, a range of promising opportunities are emerging that align with our commitment to serving the community through continuity of care from Early Learning Centres to Retirement Villages and Housing.

Early Learning and Community Infrastructure

- **Record Street, Goulburn**
Early Learning Centre (ELC). Approved to proceed, this new ELC will accommodate 91 children across five learning areas, with thoughtfully designed outdoor play spaces. The facility will include a basement parking level, with ground and first floors above.
- **Kambah, ACT, Proposed ELC**
BIC approved seed funding to develop the Development Application (DA). The DA and draft business case has been prepared. This initiative will strengthen our ELC portfolio and Parish Partnership with Arawang.

Retirement Living and Supportive Housing

- Significant reinvestment is being undertaken across Anglicare’s existing retirement villages, alongside the expansion of Wollondilly through stages 4 and 5.
- **Red Hill – St David’s Close**
Masterplan A masterplan is currently in development to further enhance Anglicare’s footprint in retirement living.
- **ACT sites**
Reviewing possible sites and development concepts.
- The **Safer Places** project is nearing completion, and the Core and Cluster project has commenced.

Child Safety

Over the past 12 months, Anglicare maintained a strong focus on child safety through strengthened reporting and ongoing refinement of policies and procedures. Consistent collaboration across the Executive, Safeguarding team, and program areas, ensured child safety remained central.

Key outcomes included regular reviews of child safety practices, identification of improvement opportunities, and sharing learnings across the organisation to promote continuous improvement.

Looking ahead to FY2025–26, targeted child safety audits will be conducted across high-impact programs, including Early Learning Centres and the Permanency Support Program. These audits will inform strategic enhancements and guide tailored trainings in partnership with the Workforce Development Team, embedding child safety into practice and ensuring compliance with regulatory and sector standards.

Parishes

Our parish partners play a vital role in achieving our mission, through prayer, volunteering, donations, and collaboration on shops and community hubs—embodying faith in action and strengthening our capacity to serve.

Education

Education is key to breaking the cycle of poverty, and we are pleased to be partnering in a national research project—Fostering School Attendance for Students in Out-of-Home Care—with eight organisations and four universities, to address high rates of absenteeism among children in care. Funded by the Australian Research Council, this project will develop a child-centred framework to improve attendance and educational outcomes.

Thanks

I am deeply grateful to our staff for their dedication, the collective momentum we continue to build, and the strong culture of continuous improvement that underpins everything we do. Their efforts are truly making a tangible difference to those we serve.

I would like to acknowledge Bishop Mark for his support of Anglicare during the year. Bishop Mark’s focus on the hope we have in Jesus – and encouraging us all to carry that hope into the communities we serve – has been uplifting.

I would like to thank the Board and in particular the Chair, Mark Brandon-Baker, for their support and assistance over this time of great change.

We know many are facing hardship and uncertainty; however, we remain anchored in Christ’s comfort and compassion, equipping us to bring hope and healing to those in need.

Trevor Ament
CEO

“Together, we are making a difference that will be felt for generations to come.”

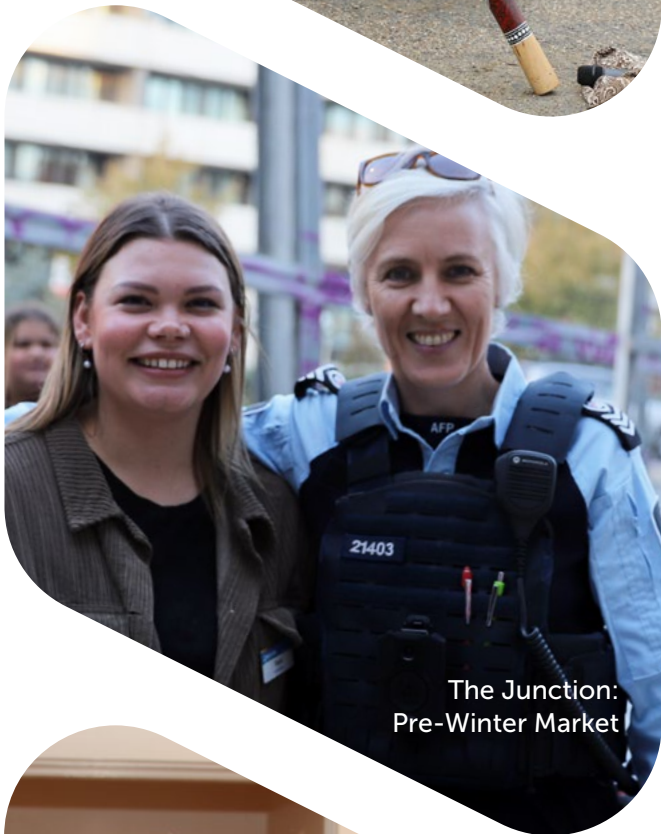
Highlights



Hon Dr Andrew Leigh MP visited students at Franklin ELC



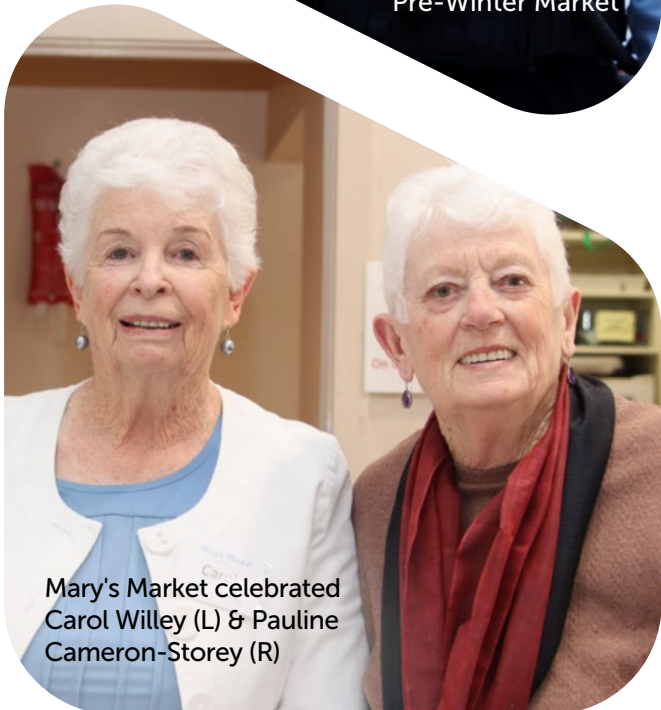
NAIDOC celebrations in Ashmont



The Junction: Pre-Winter Market



CYCLOPS school holiday program: Whittling



Mary's Market celebrated Carol Willey (L) & Pauline Cameron-Storey (R)



Niki Albury, Excellence in Family Day Care Educator of the Year 2024



Laarni Lambert won Outstanding New Talent at the Yogie Awards



480

volunteers recognised and celebrated across Volunteers Week events throughout Canberra



Tessa McPeake, Deadly Ally of the Year 2024



Hands Across Canberra's Canberra Day Fun Run



The appointment of two new board members achieved gender balance on the Board of Directors



Permanency Support Program

2

Through our Permanency Support Program we provide safe, stable, and nurturing environments for children and young people who are unable to live with their families.

Permanency Support Program

Anglicare’s Permanency Support Program (PSP) is underpinned by a trauma-informed, child-centred approach that prioritises safety, wellbeing, and positive life outcomes for children and young people in Out-of-Home Care (OOHC). The program is designed to respond to the complex needs of children and families, particularly in rural and regional areas where access to services is often limited. Anglicare’s staff are trained to deliver care that is therapeutic and culturally responsive, ensuring that each child and young person’s experience is shaped by dignity and respect.

Throughout the year, the PSP team provided services to 211 children and young people across a broad and diverse geographical footprint in New South Wales. These services span metropolitan, regional, and rural communities, reflecting Anglicare’s commitment to reaching children and families wherever they are located. The program is supported by 160 dedicated Foster Care and Kinship Carers, who play a vital role in the lives of the children and young people in our care.

Quality Assurance

Quality assurance remains a central focus of the PSP strategy, with staff operating within the ethical framework of the Anglicare Code of Conduct, and supported through structured compliance, professional development, and therapeutic care models.

A key feature of this strategy has been the integration of the Sanctuary Model, which acknowledges the widespread impact of trauma and promotes organisational practices that foster recovery and resilience for staff and clients.

Responding to Sector Changes

The broader PSP sector has faced considerable challenges due to changes in funding models and the removal of several funding packages. This has placed increased pressure on service providers to deliver within a constrained economic framework.

Despite these challenges, our PSP team has remained focused on achieving positive outcomes for children and young people by adapting its service models to maintain therapeutic integrity. We continue to advocate for funding approaches that recognise the unique needs of every child and young person.

Intensive Therapeutic Care

Delivering Intensive Therapeutic Care (ITC) services across a wide geographical area, we operate 17 ITC residential homes in southern NSW, the Riverina and western Sydney. Each home maintains a strong therapeutic focus and is staffed by Anglicare personnel trained in trauma-informed care, ensuring consistent, child-centred practice.

This year, within our ITC program, strategic workforce planning led to a significant reduction in reliance on labour hire staff—by 90 percent—enabling more stable, specialised care tailored to the individual needs of each young person. A key initiative driving this change is Anglicare’s commitment to ensuring that all therapeutic staff within each home are directly employed by the organisation. This supports a cohesive whole-of-care team model, where all roles are aligned in values, training, and therapeutic practice.

Therapeutic Supported Independent Living

Our commitment to supporting young people extends to our Therapeutic Supported Independent Living (TSIL) program. Designed to support young people transitioning from OOHC into independent adulthood, the program offers a critical bridge between supported care and individual autonomy. Staff work closely with young people to build life skills, foster resilience, and support long-term wellbeing. This transitional care model reflects Anglicare’s belief that every young person deserves the opportunity to thrive beyond their time in OOHC.

Foster Care and Kinship Care

Our Foster Care and Kinship Care services are supported by deeply committed carers who play a significant role in the lives of children and young people. These relationships are strengthened through therapeutic training, collaborative partnerships, and ongoing support from Anglicare staff. In rural communities, where external service providers are often scarce, Anglicare staff demonstrate exceptional professional agility.

Managers, Case Managers, Coordinators, and Therapeutic Specialists collaborate in implementing solution-focused strategies that fill service gaps, ensuring that children and young people continue to receive therapeutic care despite systemic limitations.

Strategic Direction

Looking forward, our focus is on investing in innovative programs that address emerging challenges faced by vulnerable populations, on fostering partnerships with government and non-government organisations, and on leveraging evidence-based practices to continuously improve service delivery. By prioritising holistic evidence-based care that encompasses physical, emotional, and social wellbeing, PSP will remain steadfast in its mission and philosophy to create meaningful and lasting impacts in the lives of children and young people.

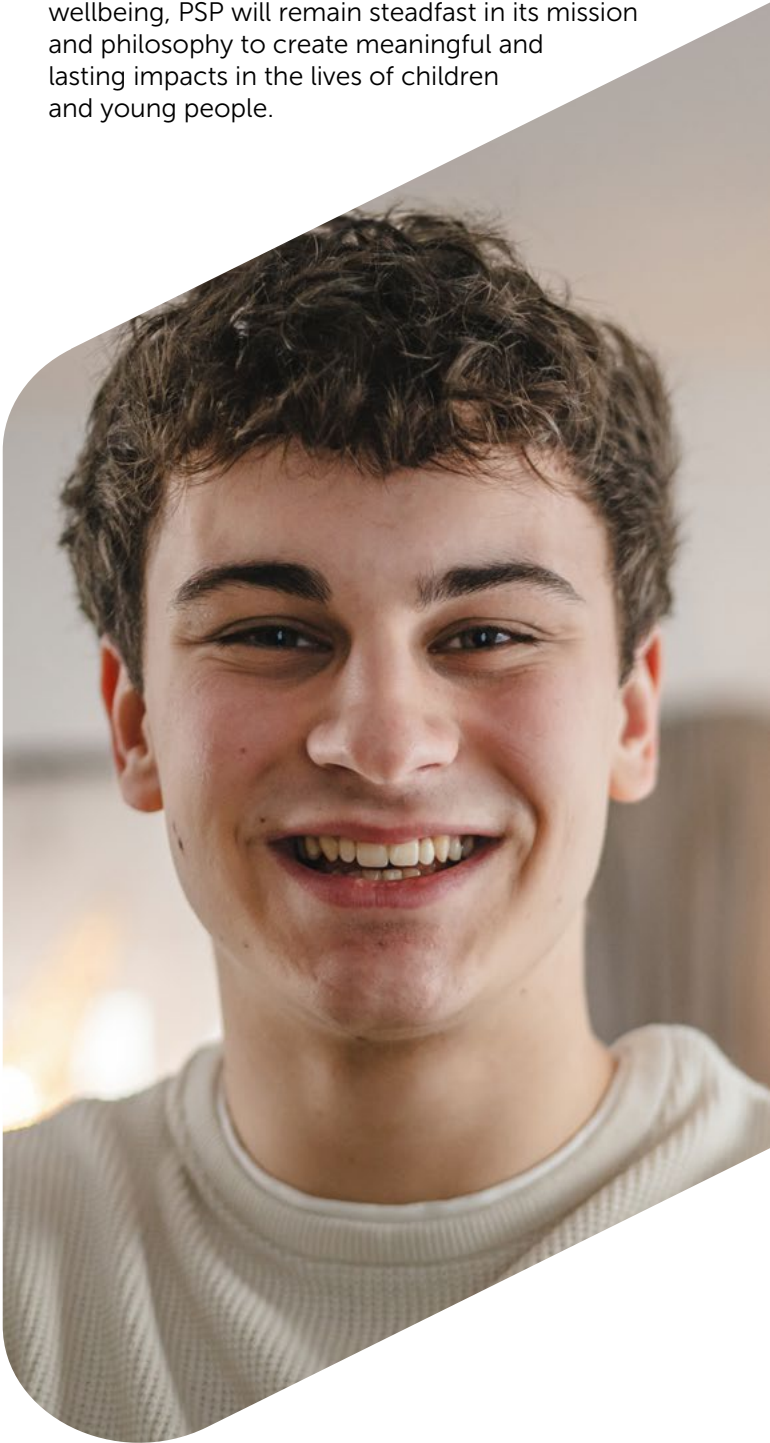
EMPOWERING CHANGE

Will's Story

Will entered the ITC program at age 16, carrying the weight of significant trauma and disadvantage. With the support of his dedicated care team, he gradually built trust, developed life skills, and set personal goals.

Over time, Will joined community programs, balanced study with full-time work, and successfully completed Year 12. At 19, he secured his own rental property, earned car and motorbike licences, and purchased his own motorbike—all while maintaining full-time employment.

Will’s journey reflects the power of perseverance and therapeutic support, and he continues to set goals for himself. His dream is to become a firefighter, and with the resilience he has shown already, we feel confident he will achieve it.





Respite carer,
Tessa McPeake

DEADLY ALLY OF THE YEAR

Anglicare Carer Recognised for Cultural Commitment

Respite carer, Tessa McPeake was honoured with the **Deadly Ally of the Year 2024** award by My Forever Family—recognising her outstanding commitment to cultural safety and support for Aboriginal children in care.

Tessa ensures that culture is not just acknowledged but actively celebrated. She works closely with Elders and cultural mentors, attends community events, and fills her home with books, language resources and art materials that reflect the children's heritage. "They see their cousins and aunties at events, and all of it helps them know who they are," she says.

Her thoughtful, culturally responsive care helps children build a strong sense of identity and belonging. A recent highlight was when a young

girl in her care won a drawing competition for Anglicare's Cultural Safety Plan Booklet—a moment that boosted the child's confidence and deepened her connection to culture.

Tessa's approach is holistic and grounded in empathy. With the help of her dog Striker, who brings comfort and routine to the children's visits, she creates a space where care is expressed through everyday acts of love, structure and connection. "How we care for Striker is how we want to be cared for," she reflects.

Anglicare is incredibly fortunate to have carers like Tessa—people who lead with heart, listen deeply, and walk alongside children in ways that honour who they are and where they come from.

STEPPING UP

Supporting Independent Living

This year, a young woman from one of Anglicare's TSIL houses became the first participant accepted into the **Foyer Central** community—a major step in her journey beyond care.

Foyer Central offers subsidised independent living alongside mentoring and coaching to help young people pursue education, employment, and personal goals. After completing interviews, workshops, and group activities, she was recognised as an ideal candidate.

Her acceptance marks more than a change in address—it's a testament to her resilience and the therapeutic support of her Anglicare care team. She is now stepping confidently into adulthood, and we are incredibly proud of her progress.



171

youth and children supported



230

dedicated staff



90%

reduction in labour hire contracts



17

ITC homes



Community Support Services

3

Our Community Support services span a diverse range of programs designed to meet practical needs and strengthen wellbeing across the regions we serve. From early childhood to older age, and across experiences of crisis, recovery and growth, our teams create safe, welcoming environments where people feel empowered and supported to grow.

Early Learning

Anglicare’s eight Early Learning Centres (ELC) continue to deliver high-quality, inclusive and community-connected education across diverse models of early childhood education and care. These include Long Day Care, Preschool, Family Day Care and Out of School Hours programs across the ACT and NSW. Over the past 12 months we have enrolled over 700 children, supported by a workforce of more than 200 educators, teachers and team members tasked with providing high quality and responsive educational programs that prioritise children’s safety and wellbeing. Our pedagogical practices remain grounded in play-based, inquiry-led, and intentional teaching strategies, ensuring that each child’s unique identity, interests, and developmental needs are nurtured in safe, engaging, and culturally responsive environments.

Community Engagement

This year, our services deepened their relationships with families, schools and local organisations, creating vibrant opportunities for children to connect with their communities. Anglicare at Franklin School developed a partnership with Woolworths, which supported several preschool events through donations of fresh produce and arranged for preschool students to perform Christmas carols outside the local shopping centre.

Googong Early Learning Centre continued its strong connection with the Anglican School Googong, participating in a range of school events such as athletics carnivals, buddy classes and chapel visits.

Goulburn Early Childhood Centre and Orana Preschool fostered local engagement through visits from emergency services and excursions to the Goulburn Performing Arts Centre and local library. They also participated in the Goulburn Show and Lilac City Festival, receiving awards and recognition from the local community.

Calwell Early Learning Centre maintained its intergenerational partnership with Warrigal Retirement Village and strengthened its ties with Tuggeranong Homestead through the MOTH program.

Anglicare at Franklin School also initiated an intergenerational program, collaborating with Anglicare’s Brindabella Court Retirement Village. Already, these sessions have seen children and residents build meaningful relationships and demonstrate improved wellbeing.

Goulburn Family Day Care demonstrated strong community engagement, with the continuation of their mini active playgroup initiative, made possible through ongoing support from Goulburn Soldier’s Club. The playgroup is facilitated by the PCYC Goulburn and is focused on increasing children’s physical activity and social connection.

“I recommend Anglicare to any family and/or friends seeking a supportive centre in which their child will gain individual attention tailored to their needs, led by educators who genuinely invest in the children in their care.”

— Parent with children attending Anglicare at Franklin School ELC

Cultural Participation and Inclusion

The promotion of cultural participation and inclusion continues across our Early Learning services. Googong Early Learning Centre continued its ‘Art in the Bush’ program at Royalla Commons, incorporating Aboriginal games from *Yulunga: Traditional Indigenous Games*, and proudly participated in the Queanbeyan Reconciliation Walk. Anglicare at Southern Cross School introduced leadership groups and yarning circles to encourage collaboration and cultural inclusion, while all our services embedded Indigenous perspectives into their curriculum and programming.

Each of our services has lodged an updated Strategic Inclusion Plan through the Inclusion Support Portal to facilitate and support families and children with diverse needs to attend our services. We continue our partnership with the NSW/ACT Inclusion Agency and have established a goal to collaborate with Anglicare’s Child, Youth, Family, Health and Disability Services portfolio to develop a partnership and support each other in service delivery to vulnerable groups.

EXCELLENCE AND DEDICATION

Goulburn Family Day Care

The team at Goulburn Family Day Care had another exceptional year—earning well-deserved recognition for their commitment to excellence. A special congratulations goes to long-standing educator Niki Albury, who celebrated an incredible 30 years of service with Anglicare. Since 1995, Niki has provided nurturing education and care from her home, becoming a beloved figure in the Goulburn community and positively impacting generations of families.

Further signifying the strength of the program, all eight Family Day Care Educators were nominated for **Educator of the Year in Family Day Care Australia’s Excellence Awards**. The

Goulburn Coordination Unit was also recognised with a nomination for **Coordination Unit of the Year**, and Katie Beelen-Smith, Anglicare’s Early Years Operations Manager, received a nomination for **Coordinator/Director of the Year**.

These recognitions reflect the dedication of the Goulburn Family Day Care team, acknowledging the vital role they play in supporting children, families and the broader community.

Continuous Improvement and Quality Planning

Our commitment to continuous improvement remained evident across all services, with a strong focus on compliance, leadership development and working collaboratively with families. Multiple services used surveys to collect feedback to inform service developments, while Calwell Early Learning Centre established a feedback station in the classroom for on-the-spot observations.

This year, some of our services restructured their age groups and staffing models to better meet community needs and manage waitlists. Our Directors facilitated regular team meetings at all levels, with agendas prioritising children's wellbeing and safety, educational programs, reflective practices and professional development.

The Educational Leaders from across our services met frequently to collaborate, share ideas and discuss quality improvement plans and self-assessment processes. As they guide and support educational program and practice, these opportunities contribute greatly to our reflective practice and enable our Educational Leaders to learn from each other and take this learning back to their services.

Across all services, we continue to meet or exceed the National Quality Standard, with several locations preparing for reassessment in 2026. As part of this preparation, services are focused on Quality Improvement Plans and Self-Assessments, an ongoing process that requires our services to identify strengths and areas for improvement, and confirm they are meeting the minimum legislative requirements and standards as outlined in the National Quality Framework.

Throughout the year, our Early Learning and Out of School Hours programs performed exceptionally well during unannounced monitoring and compliance visits from regulatory authorities, welcoming the opportunity to share our practices and receive feedback.



930

children enrolled



732

families



201

staff

Staff Education

Staff education and professional development were prioritised, with team members engaged in targeted training to ensure compliance, child safety, wellbeing and educational programs.

Our teams completed over a thousand hours of training centred around child safety and wellbeing. They proactively engaged in learning modules from the Office of the Children's Guardian and the Australian Human Rights Commission, and embedded protective behaviours into the curriculum to empower children with voice and understanding.

Anglicare at Southern Cross School worked with training provider *In Safe Hands* to implement additional child safety measures, going above and beyond minimum requirements.

Our Early Learning Centres remain dedicated to creating safe, nurturing, and inspiring environments where children, families, and educators thrive together.



Children from Googong ELC visit the Australian Mint for the release of the green sheep coin



Hon Dr Andrew Leigh MP
visits students at Franklin ELC

AUSTRALIA DAY AT FRANKLIN ELS

Honouring Diversity with Special Guests

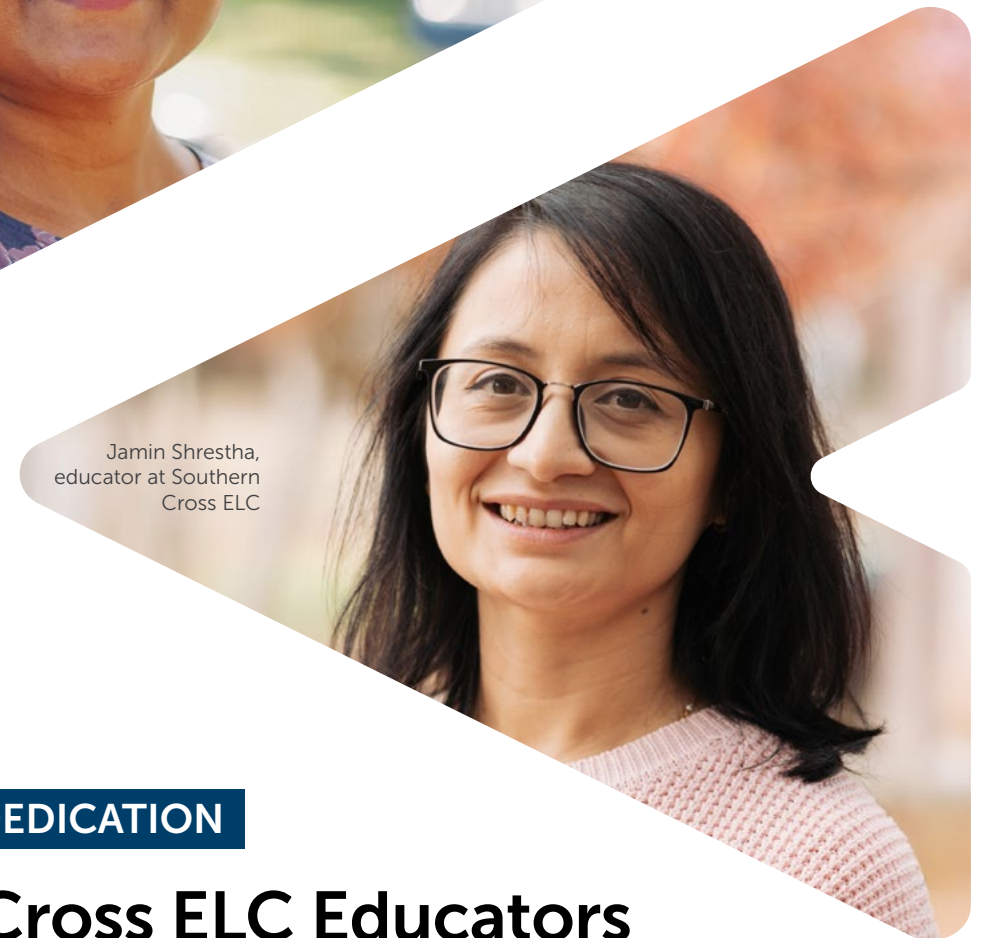
Children at Anglicare at Franklin School ELC eagerly welcomed Hon Dr Andrew Leigh MP and two members of the local police to their Australia Day celebration. The children sang lively songs for their guests and performed a flag raising ceremony.

With a richly diverse community of children and staff, Anglicare at Franklin School ELC uses Australia Day as an opportunity to celebrate the diverse countries and cultures that make up Australia.

Dr Leigh praised the Franklin service for championing multiculturalism, saying: "I love the way your centre celebrates those differences and those strengths that make up modern Australia".



Snehal Christian,
educator at Southern
Cross ELC



Jamin Shrestha,
educator at Southern
Cross ELC

A DECADE OF DEDICATION

Southern Cross ELC Educators

This year, we proudly celebrated two exceptional educators from Southern Cross ELC. Since joining Anglicare in 2014, Jamin Shrestha and Snehal Christian have both built lasting relationships with children and families, contributing to the centre's reputation for consistent, high-quality care.

Jamin began her journey at Southern Cross through a student placement and quickly became a valued full-time staff member. Her warmth and professionalism continue to shine through

in every interaction. Snehal, whose background includes 13 years as a music teacher in India, found her calling in early childhood education after moving to Australia. Her dedication and heartfelt care have made a lasting impact.

Centre Director, Shannon Barker praised both educators for their nurturing presence and meaningful contributions. Their longevity and passion exemplify the values at the heart of Anglicare's Early Learning Centres.

Retirement Living

Reflecting a strategic commitment to long-term sustainability, we continued our emphasis on future planning and asset enhancement this year, while allowing resident wellbeing to guide our priorities and initiatives.

Ongoing infrastructure development across all three retirement village locations included the significant refurbishment of multiple units, contributing to higher-than-expected sales revenue. Additional enhancements included roof maintenance, irrigation system improvements and updates to shared outdoor spaces—such as garden revitalisations at Brindabella Court and Wollondilly Gardens, and the creation of a new community terrace at St David's Close.

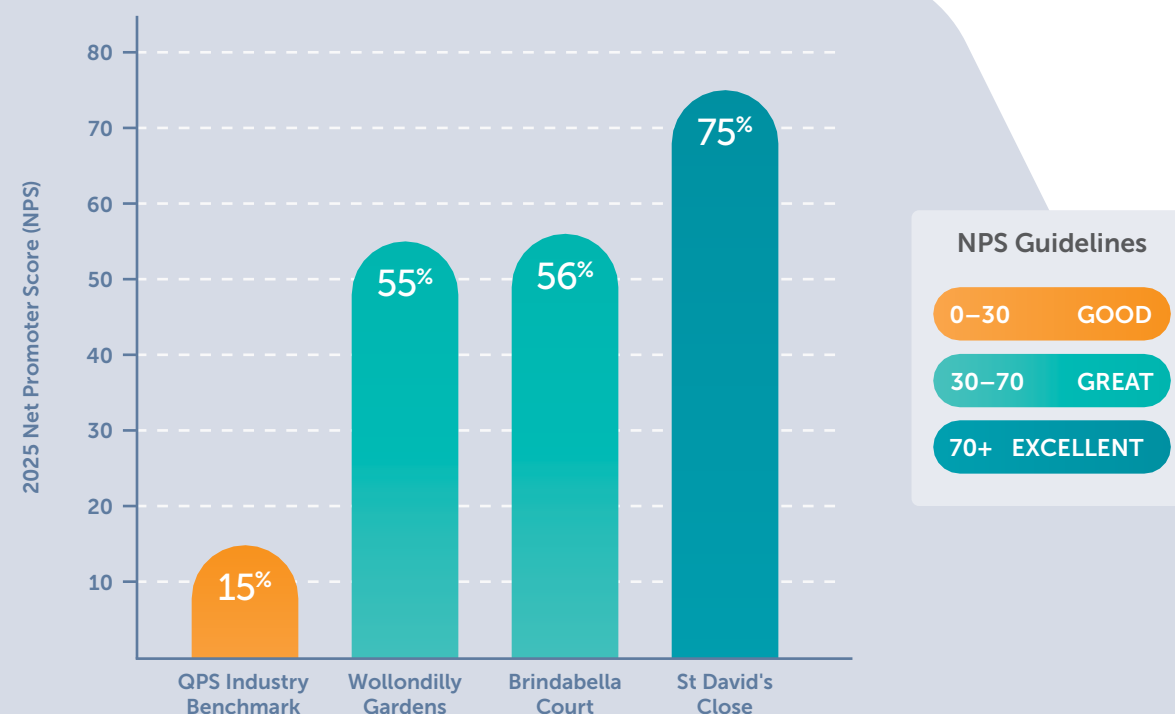
To enhance resident safety in our more central locations, twice-nightly security patrols were introduced at both Canberra-based villages.

Results from a **Resident Satisfaction Survey** conducted by QPS benchmarking in January revealed that our retirement villages perform well above the industry standard in every domain. Results also showed marked improvement compared to the survey conducted two years prior.

These outcomes reflect our commitment to continual improvement and are supported by ongoing additions to our residential support programs. This year, we continued our quarterly meetings, providing residents with opportunities to review financial reports, raise maintenance and safety concerns and receive updates directly from village managers. We also launched Chaplaincy Services, with a dedicated Retirement Village Chaplain making weekly visits and hosting monthly services at each of the villages.

In line with research highlighting the benefits of intergenerational playgroups, we have begun developing a program that connects village residents with children from Anglicare's Early Learning Centres. Initial sessions have been met with positive feedback (see next page).

Opportunities for growth in the retirement village portfolio are being carefully considered. Potential new sites in Canberra, Wagga Wagga and on the South Coast of New South Wales are currently being assessed for viability, while plans to develop owned land adjacent to Wollondilly Gardens in Goulburn are undergoing strategic review.



Students and residents enjoying and Intergenerational Playgroup

INTERGENERATIONAL PLAYGROUPS

Enhancing Wellbeing Across Our Services

The common room at Brindabella Court filled with the sounds of music, laughter and little voices singing during an initial session of our Intergenerational Playgroup program.

The morning of music and art was aimed at connecting retirement village residents with preschoolers from our Early Learning Centres. Both children and adults prepared

and performed songs for the occasion before pairing off to draw portraits of their new friends.

More than just heartwarming, intergenerational programs are proven to improve wellbeing, reduce isolation and increase empathy for all involved. In the coming year our retirement village and ELC teams will continue building on this success, working together to expand intergenerational programs across their services.

Housing, Homelessness and Domestic Family Violence

Safe & Affordable Housing and Domestic Family Violence Support

Our housing and homelessness services continued to respond to sustained high demand in the Goulburn, Moruya, Yass, and Wagga Wagga regions. A persistent trend over recent years has been the consistent exceeding of funding allocations, with most services supporting more than double the number of clients for which they are resourced. In Yass, this pattern was particularly pronounced with the service assisting more than triple its funding capacity.

Responding to Local Housing Challenges

Anglicare's **Homelessness Support Services** in Goulburn, Yass and the Eurobodalla Shire continued to assist individuals aged 25 and over, couples, families, and women escaping domestic and family violence, with or without children. Support included assertive outreach, crisis and transitional accommodation, early intervention, and case management tailored to each client's situation. There are no time limits on service provision, allowing for flexible, needs-based support.

In Goulburn, crisis accommodation is available at the Cowper Street hub, which includes seven self-contained units. These are linked to longer-term housing options such as Safer Places and the **Community Housing Project**—which features five Anglicare-managed transitional housing units.

In Yass, the service exceeded its funded allowance of 41 clients, supporting 128 individuals. Similarly, in the Eurobodalla, the service supported more clients than funded, despite limited housing availability. Many individuals reported giving up on private rentals due to affordability and instability, instead relying on social housing waitlists or informal arrangements such as couch-surfing, sleeping rough, or camping. Our Emergency Relief Hub in Moruya provided essential support including food, clothing, and camping gear to meet immediate needs.

Supporting Families Escaping Violence

Our **Safer Places** program in Goulburn and Yass provided transitional housing for women and children escaping domestic and family violence. In Goulburn, six properties offered safe, subsidised accommodation with flexible leases to help women build rental histories and work towards short, medium and long-term goals for recovery and empowerment. Construction of seven units in Yass progressed despite delays, with completion finalised at the end of June 2025.

Through the **Community Housing Innovation Fund**, Anglicare continued to manage properties in Goulburn and Wagga Wagga for women leaving violence. Leases of up to five years offered stability, with referrals drawn from the NSW Housing priority list. Rental income supported property maintenance and operations.

FINDING HOME AGAIN

Jennifer's Story

After nearly two months without a home, Jennifer and her son—who is autistic—found safety and stability again, thanks to the support of our Housing and Homelessness team.

Their housing crisis began when the private rental they had lived in for years was suddenly put up for sale. Despite a strong rental history and careful budgeting on a Carer's Pension and Disability Pension, Jennifer was unable to secure a new property in a highly competitive market. "I thought paying rent on time would be enough," she said. "It actually shocked me."

Without a car and with savings quickly running out, Jennifer struggled to attend inspections and meet daily needs. Anglicare stepped in to help. Her case manager, Melinda, arranged temporary motel accommodation, assisted with paperwork, and drove her to viewings.

After applying for hundreds of rentals, Jennifer finally secured a private duplex with Melinda's support and a bond subsidy from Anglicare. Her son settled quickly, and the two enjoyed a warm winter in their new home—with a fireplace of their own.

"Even though it was really hard, I felt lucky for the help I received," Jennifer said.



Disability participant at
community garden in Crookwell

Child, Youth, Family, Health & Disability Services

4

Dedicated to supporting individuals and families through holistic, trauma-informed care across all life stages, our Child, Youth, Family, Health and Disability services empower people facing complex challenges. Guided by compassion, cultural safety and community collaboration, we are committed to fostering resilience, wellbeing, and long-term positive outcomes.

The Junction

Our specialised youth health and wellbeing service, The Junction, continued to support young people aged 12-25 in the Canberra region this year. The multi-disciplinary team—comprising GPs, nurses, youth workers, and receptionists—delivered primary healthcare, mental health support, sexual health services, youth advocacy, and social engagement opportunities through a holistic approach.

This year saw the start of a collaboration with *Canberra Health Services CAMHS*, providing young people with access to a visiting Psychiatry Registrar for assessments and consultations, and strengthening The Junction's capacity to address complex mental health needs.

Throughout the year, the team fostered community connection through regular activities such as a fortnightly art group, clothing swap events, drop-in sessions, and school holiday programs. Onsite sessions with community and health organisations helped familiarise prospective clients with the service, while outreach efforts included school expos, Youth Week events, and broader community engagement.



61

young carers



2,208

GP appointments



74

van outreach appointments



896

youth worker appointments

A standout moment was the *Pre-Winter Market Day*, which welcomed nearly 100 attendees, including young people, their families, and the Australian Federal Police Youth Liaison Team. The event provided warm clothing and essential items ahead of the colder months, while also offering an afternoon of connection, support, and practical resources.

Demand for emergency relief continued, with staff providing food and other essentials to those experiencing hardship. The Junction Youth Health Van also continued to expand the service's delivery, regularly reaching young people in Canberra's north and south.

CYCLOPS

The CYCLOPS (Connecting Young Carers to Life Opportunities and Personalised Support) program continued to support young people up to 25 years old who care for a family member experiencing disability, mental health challenges, chronic illness, or alcohol and other drug-related issues. The program offers case management, educational support, advocacy, social connection, and skill-building opportunities.

A key focus this year was improving client engagement tracking, with updates to the record management system allowing the inclusion of participants who attend only group or casual activities. This has helped the team better understand engagement patterns and tailor support accordingly.

Social groups were offered across age categories, with growing interest in over-18s activities. These groups provide peer connection and a pathway into case management, helping young carers build rapport with staff and access further support. School holiday excursions remained a highlight, with activities including Jamberoo Action Park, bouldering, zoo and aquarium visits, and a wood carving workshop.

The Making Education Work (MEW) program continued to support high school students through five-session programs co-facilitated with school staff. Work is underway to adapt MEW for primary school students, including curriculum and resource development.

CYCLOPS maintained strong sector collaboration—particularly with *Carers ACT* and *St Vincent de Paul's* young carer program—and continued to engage in youth sector events and school expos. Increasing access to opportunities and essentials remained a key feature, providing young carers with access to driving lessons, educational resources, clothing for employment, and essentials including food and transport.

In June, a new consultation space was introduced to enhance the onsite experience for young carers, providing a calm and therapeutic environment to support meaningful engagement with case managers. Further enhancements are planned to ensure the space continues to meet the evolving needs of young carers.

Youth Reference Group

Our Youth Reference Group (YRG) continued to play a vital role in shaping youth services through lived experiences, insight and advocacy. Comprising young people aged 12-25 who access Anglicare's programs, the group met regularly to provide feedback, consult on initiatives, and co-design activities that reflect the needs of young people.

This year, YRG members made significant contributions to the broader community. They participated in a panel at the *Child Inclusive Practice Forum* hosted by *Family & Relationship Services Australia* and held a dialogue with the *ACT Children and Young People Commissioner* on issues affecting youth. The group also supported The Junction in delivering a successful *Pre-Winter Market Day* for young clients.

CHILD INCLUSIVE PRACTICE FORUM

Amplifying Young Voices

Members of Anglicare's Youth Reference Group were invited to speak at the 2025 Child Inclusive Practice Forum, hosted by Family & Relationship Services Australia. Sharing their lived experiences with social services, justice, and health systems, the young speakers received strong praise from professionals for their insight and honesty.

The panel, aligned with the forum's theme *Putting Children at the Centre*, highlighted the importance of youth perspectives in shaping inclusive, responsive services. For YRG members, the experience reinforced the value of being heard—and the power of advocacy in driving meaningful change.

"They spoke with a powerful voice and their message was incredibly impactful," said Anglicare Youth Worker Kayla Wowk. "They shared opinions of policies and practices that work well, those in need of improvement, and the barriers they've faced in feeling heard by services and adults."



Youth Reference Group participant at Child Inclusive Practice Forum

Lifetime Learning

Our Lifetime Learning program continued to empower First Nations families with children aged 0-5 through culturally safe, child-centred support. With guidance from our First Nations staff, we developed a culturally informed assessment tool to strengthen case management and ensure family voices and needs remained central to our practice.

Partnerships with TAFE and local services supported early education and health outcomes, including the successful delivery of the **Our Story Time** course, completed by 12 parents. The course promoted specific learning outcomes and strengthened parent-child engagement. Families increasingly accessed developmental screenings, hearing checks, paediatric referrals, and NDIS support—with many expressing gratitude for help navigating diagnoses and services.

Reconnecting Home

The Reconnecting Home program in Wagga Wagga provided early intervention and brokerage support to young people aged 12–15 across the Murrumbidgee region. With a target of 72 clients annually, the program focused on keeping young people safely housed—ideally within their family network—and offered counselling and case management across a wide geographical footprint.

HIPPY

This year, our Ashmont-based HIPPY (Home Interaction Program for Parents and Youngsters) program saw strong retention and participation, with 28 families completing the full program cycle. Increased referrals from early childhood services and schools reflected growing community trust, while participation from families who arrived in Australia within the last five years continued to rise. We expanded our tutor team to better reflect the diversity of the community, enhancing engagement and connection. The team also strengthened local visibility by hosting community events and maintained strong relationships with local service providers to ensure wraparound support for families.

Survive and Thrive

The Survive and Thrive program continued to support families with children aged 0–12 through holistic, child-centred care. Referrals were streamlined this year through the introduction of QR codes and a centralised mailbox, improving access for both families and service providers. A new assessment tool was also developed to help case managers better identify and respond to family needs.

Families engaging with the program experienced positive outcomes, including increased access to early childhood education, successful NDIS connections, and completion of the Circle of Security parenting program. Tailored support was provided to families transitioning from domestic and family violence situations, with wraparound services supporting their healing and recovery.

More than 60 individuals were supported, and feedback from our funding body highlighted strong engagement and outcomes that exceeded expectations.



HIPPY graduates

Financial Wellbeing

2025 Financial Wellbeing

Our Financial Counselling and Financial Capability teams continue to empower families and individuals, by enhancing financial resilience through a trauma-informed approach. As cost-of-living pressures intensified this year, we saw a noticeable shift in our participant base, with more fully employed individuals and homeowners seeking support—highlighting a growth in financial stress across income levels.

To strengthen local awareness and referral pathways, the team actively collaborated with community services and participated in events and expos across the Riverina, Murray, South Western Slopes and Goulburn-Mulwaree regions. These outreach efforts allowed us to engage directly with families, share resources, and build trust within the community.

Despite ongoing challenges due to limited government funding for social services, we were pleased to receive a five-year extension from the Department Social Services for our Generalist and Problem Gambling and Financial Counselling programs.

Key Priorities

This year our team focused on:

- Supporting participants with no fixed incomes to manage rising living costs.
- Facilitating access to energy assistance programs, including NSW Electircy Account Payment Assistance (EAPA) vouchers.
- Sponsoring Work and Development Orders (WDOs) to help clients reduce fines through program participation.
- Negotiating hardship arrangements with credit providers.
- Assisting individuals facing mortgage stress.
- Securing debt waivers for victim-survivors of domestic and family violence.

Above all, we prioritised building trust and imparting financial knowledge and skills that empower clients to manage their finances confidently and seek help when needed.

FINANCIAL COUNSELLING SERVICES

Jane's Story

When Jane approached our Financial Counselling team she was facing a significant mobile phone debt that had escalated rapidly.

After identifying that Jane has a mild intellectual disability, the team recognised that she had not fully understood the nature of the contract she had signed. The team advocated on her behalf, submitting a formal request for a full waiver of Jane's debt on the basis of her limited capacity and the retailer's failure to ensure consent.

Although the initial request was denied and further penalties were added, the team escalated the matter to the Ombudsman, who agreed to pursue the issue further. Shortly after, the retailer agreed to grant a complete waiver of the debt owed, including all fees and charges—a positive outcome that highlights the impact of our Financial Counselling services.

Disability Services

Anglicare’s Disability Services deliver high-quality, person-centred care that empowers people living with disability to lead full and meaningful lives. Through our Disability Day Centres, Supported Independent Living (SIL) residences, and In-Home Care, we provide tailored support that fosters independence, inclusion, and community connection.

With the appointment of a new Executive Director, Anglicare’s Disability Services began positioning itself for strategic growth and service enhancement this financial year, aiming to strengthen our regional presence and sector leadership.

Under the direction of Max Oldfield, who assumed the role of Executive Director of Child, Youth and Families Services and Disability Services in February, the Disability Services team initiated a comprehensive review of internal and external needs, current capabilities, and growth opportunities that align with Anglicare’s long-term priorities.

As part of this strategy, the Disability team expanded its presence in the Eurobodalla region by partnering with Council Community Care to assume responsibility for services previously managed by the council. This transition allowed us to grow the capacity of our existing South Coast services and integrate new programs into our operations.

Notably, we enhanced our services tailored specifically for older Australians and commenced operation of a SIL residence in Moruya, which provides around-the-clock care and support to up to four participants

Community-Based Support and Engagement

Anglicare’s Disability Services in Holt continued to play a vital role in ACT Health’s Community Assistance and Temporary Supports (CATS) program, providing temporary assistance to vulnerable community members as they discharge from hospital and/or recover at home from an illness, injury or other health issue.

Across our three regions—Canberra, Goulburn and the South Coast—the Disability team provided 75,000 hours of care to 146 participants. Group-based activities remained essential to our approach, fostering social interaction, life skill development, and opportunities for meaningful community contribution. A standout example is the **Meals on Wheels** program at our Crookwell centre (see next page).

Professional Development, Quality Care and Integrated Support

Underpinning our commitment to high-quality, person-centred care is a skilled and knowledgeable workforce. Throughout the year, staff engaged in targeted professional development to stay aligned with current practice standards and role expectations.

All relevant team members completed mandatory induction and refresher training, while First Aid, Manual Handling and Person-Centred Supports trainings were facilitated through Anglicare’s Workforce Development team or via online modules.

Collaboration between the Disability Services team and the Permanency Support Program (PSP) remained a priority, particularly in improving outcomes for young people with disabilities in care. The Disability Support Coordinator worked closely with PSP Case Managers to address individual needs, advocate for appropriate NDIS plan access, and support transitions into independent living.



75,000
hours of care provided
to 146 participants.

HIGHLIGHT ON GOULBURN

Group-Based Support Activities

Group-based support activities are designed to empower participants through meaningful engagement, peer connection and engagement in the wider community.

In Goulburn, each day of the week offers something unique, with activities shaped by participant choice:

- **Mondays:** Scenic bus trips to BBQ spots or the local club.
- **Tuesdays:** Communal cooking group where participants plan, prepare, and enjoy a shared meal.
- **Wednesdays:** Creative craft sessions supported by two talented staff members.
- **Thursdays:** Outings for op shopping and swimming.
- **Fridays:** Rotating bus outings, often including joint activities with the Canberra service to encourage social connection across regions.

In addition to weekly programming, participants enjoy regular outings to the movies, tenpin bowling, and library visits, as well as occasional adventures to the coast, Wombeyan Caves and Bungonia Gorge.

These activities not only support skill development and independence, but reinforce participants’ roles as active, valued members of their communities.

MEALS ON WHEELS

Crookwell Participants Deliver Warm Meals with a Smile

For the past three years, participants from our Disability Day Centre in Crookwell have proudly supported the local Meals on Wheels program, hand delivering hot meals to community members in need.

This ongoing partnership began with a simple conversation between Anglicare staff and local Meals on Wheels volunteer, Ellen Seaman, and has grown into a valued community connection. Each month, participants join volunteers at the Crookwell District Hospital to collect the cooked meals, then

deliver them with warmth and a smile.

The program has fostered a strong sense of belonging and purpose among participants, while also bringing joy to those receiving the delivery. A highlight each year is the Christmas delivery, when a special guest in a red suit joins the team to spread festive cheer.





Canberra Grammar School student
delivering Pantry Appeal donations

Support Operations 5

The interconnected efforts of our Support Operations teams are vital in sustaining and amplifying our mission. Their work is instrumental in strengthening frontline services, nurturing strategic partnerships, deepening cultural commitment, and embedding trauma-informed practices via the Sanctuary Model.



Volunteers

Volunteers continue to contribute significantly to Anglicare’s mission—expanding our reach, enhancing our impact and sustaining many of our front-line services. Their generous efforts this year helped maintain the operation of our retail and Op Shops, Emergency Relief services and Disaster Recovery teams.

While overall volunteer numbers are fewer than in previous years—a result of transitioning services in western NSW to Anglicare Central West—we’ve added 71 new volunteers to the existing team. Some of these have assisted behind the scenes as part of a new, head office volunteer initiative focused on administrative support and data entry, helping improve our operational efficiency.

A temporary Volunteer Coordinator, Sarah Banning, was welcomed in March to support the volunteer team during Senior Volunteer Manager Laura Dawson’s parental leave. Sarah brings valuable experience managing volunteers from her role as Retail Supervisor at our Phillip op shop.

During her tenure, a comprehensive review and update of volunteering policies and procedures was initiated. This ongoing process will ensure our compliance with National Standards for Volunteer Involvement and enhance the clarity and consistency of our communication with volunteers.

In May, our annual **National Volunteer Week** morning tea was a cherished opportunity to thank our volunteers for their dedication and commitment. This year’s celebration took place at St John’s Hall in Canberra, with over 100 volunteers in attendance. Guest speaker, Angela Mollard—renowned columnist, journalist, commentator, and podcaster—spoke with warmth and humour about the power of stories and the quiet strength of those that serve others.

Volunteer milestones were celebrated during the morning tea, and at Regional Anglicare Leadership Forums held in Canberra, Liverpool and Wagga Wagga. Volunteers received certificates commemorating their years of service. Notable highlights included Michael Tabart, honoured for 30 years of service with Anglicare’s Interview Friends program, and Sue Ford, recognised for 25 years of dedicated contribution across various Anglicare services.

Disaster Recovery volunteer, Reverend Peter Rose with CEO, Trevor Ament

30 YEARS HELPING CANBERRA'S YOUTH

Michael Tabart

For 30 years, Michael Tabart has been supporting young people through their most difficult moments. As a volunteer with Anglicare’s Interview Friends, Michael supports young people during police interviews—often in the early hours of the morning.

Michael emphasises the need for empathy in this type of role. “These kids have had really tough lives. They may not be supported by their families. That’s why I am there...”

Careful not to do this work for personal gratification, Michael still hopes his presence makes a difference. “I like that I am helping someone and possibly making a difference in their life. I take it as an opportunity to talk with the young person, help them to understand the seriousness of what is happening. I ask about what else they want to do with their lives, and I hope the message gets through.”

Michael’s unwavering dedication is a testament to the power of showing up. We’re incredibly grateful for his service and the difference he continues to make in the lives of Canberra’s youth.



Interview Friends volunteer, Michael Tabart

Disaster Recovery

As a designated community recovery agency, Anglicare’s Disaster Recovery team remains prepared for activation in the event of a natural or man-made disaster. This year, our primary focus was on maintaining volunteer accreditation through the delivery of both new recruit and refresher training sessions—ensuring our teams are equipped and prepared for activation when needed.

We continue to work closely with government agencies across the ACT and NSW, underpinned by Memorandums of Understanding that support coordinated disaster response efforts. In the ACT, our role includes providing support within Evacuation and Recovery Centres, as well as through in-home outreach to individuals and families affected by disaster. In NSW, we also assist with the distribution of essential material aid, ensuring timely and compassionate support reaches those most in need during emergency events.

Throughout the year, volunteers engaged in online training modules and team meetings, complemented by in-person sessions held in Canberra and on the South Coast of NSW. These sessions were co-facilitated by Anglicare’s Regional Disaster Recovery Coordinator, Helen Bennett, and NSW Disaster Recovery Manager, Magnus Linder, who shared insights into emerging trends in disaster recovery and offered practical guidance on using the DR volunteer app (VAPP). Many volunteers also took part in multi-agency preparedness exercises and external training opportunities, further strengthening their readiness.

The Disaster Recovery team’s continued commitment to training and preparedness ensures communities are more resilient when disaster strikes, strengthening our collective capacity to recover and rebuild.

Supporting Spontaneous Volunteers

Launched in February with funding from the NSW Reconstruction Authority, the Supporting Spontaneous Volunteers (SVV) program is designed to empower communities in the Eurobodalla and Bega Valley Shires to better prepare for future emergencies.

The SVV program embraces a “from community, for community” philosophy—working directly with residents and local stakeholders to identify interests, needs and knowledge gaps. These insights share tailored initiatives that reflect local priorities and build on existing skills.

To date, the SVV Program Coordinator Von Hutcheson, has conducted 52 consultation meetings, resulting in a diverse range of community-led workshops. Topics have included:

- Parenting in emergencies
- Fire-retardant landscaping
- Women’s chainsaw usage
- One-pot emergency cooking
- Be Ready Tech Training

These workshops mark a vital first step in upskilling local communities with practical, life-saving knowledge. By equipping residents with the tools and confidence to respond effectively during natural disasters, the SVV program is fostering a culture of preparedness, self-reliance and collective resilience.

Early evaluation and participant feedback has been overwhelmingly positive, with many expressing increased confidence and a renewed sense of connection and purpose. It’s a clear signal that this kind of grassroots capacity-building is both needed and deeply valued.

Retail

Anglicare Retail stores generate income to support vital programs and services, while also providing affordable clothing and household goods to those in need. These stores serve as valuable community resources, contributing to the circular economy and helping reduce landfill waste through the reuse and upcycling of donated items.

This year, customer visits remained high across our three retail locations—Erindale, Phillip, and Queanbeyan—driven by ongoing cost-of-living pressures and a growing cultural shift toward sustainable shopping.

The team is especially grateful for its ongoing partnership with Canberra-based, high-end consignment retailer, **Material Pleasures**, whose weekly donations of excess goods provide valuable stock across all stores. We also remain deeply thankful to our dedicated volunteers and generous community donors who make our retail operations possible.

Food Fair

Located within our Queanbeyan Retail Shop, Food Fair is a community pantry initiative designed to support low-income families by offering groceries at significantly reduced prices. This year, the program saw continued growth, with membership surpassing 600 families and individuals from Queanbeyan and surrounding areas.

A highlight of the year for the Food Fair team was the generous donation of a commercial fridge/freezer by **Beever Galleries** in Deakin, ACT. This valuable

contribution has expanded our capacity to store and distribute meat and other perishable food items, allowing us to better meet the nutritional needs of families experiencing hardship.



Food Fair volunteer,
Jennifer Crossley



Mary's Market volunteers
Carol Willey and Pauline
Cameron-Storey

PARISH PARTNERSHIP

16 Years of Service at Mary's Market

Alongside our three Anglicare Retail stores, we continue to partner with local parishes to run community op shops. One standout example is **Mary's Market** in Calwell, run by volunteers from **St Mary in the Valley Anglican Church**. This year, the shop experienced a significant transition as two long-serving leaders stepped down after years of extraordinary dedication.

After 16 years, founding coordinator **Carol Willey** and long-time assistant coordinator **Pauline Cameron-Storey** concluded their leadership roles—a tenure marked by resilience, creativity, and an unwavering commitment to community.

From humble beginnings in a back room at the church to a thriving presence in the Calwell Shopping Centre, Mary's Market has grown into a community fixture. Under Carol and Pauline's guidance, the shop not only provided quality clothing and goods but extended its impact through donations to Anglicare and other local charities, including St John's Care, Roundabout, RSPCA, and Living with Dignity.

We are deeply grateful for Carol and Pauline's extraordinary contribution and are delighted that, despite handing over the reins, they will continue volunteering. Their legacy reflects the heart of our Parish Partnerships—building stronger communities through compassion and collaboration.

Emergency Relief

Demand for Emergency Relief (ER) services remained high throughout 2024–25, driven by the continued rise in food, energy, and housing costs. Across all sites, we witnessed a significant increase in client numbers—an indicator not only of growing hardship in our communities but also of the trust people place in our services. Over the past year, we distributed more than 40,000 essential items to individuals and families across the ACT and regional NSW.

The Anglicare Australia Cost-of-Living Index continues to reflect what our teams see daily: financial stress is no longer confined to those on government supports. We regularly assist minimum wage earners, single parents on standard incomes, and even essential workers—aged care staff, disability support workers, etc.—who are struggling to make ends meet in today’s economic climate.

One of the most concerning trends is the rise in first-time clients. In the 2024–25 financial year, over 40 percent of those seeking help at our Canberra-based hubs were new to our services. These are individuals and families who have never needed support before but now find themselves unable to cover basic expenses.

One group we’re particularly concerned about is single pensioners who have recently lost a partner. The emotional toll of grief is compounded by the financial strain of living on a reduced, fixed income. Many have managed independently their whole lives and find it difficult to ask for help. Without timely support, their situation can deteriorate rapidly.

Anglicare sees this reality every day. We support families forced to choose between rent and groceries, older women facing homelessness, grandparents unexpectedly raising grandchildren, and young people who’ve fallen through the cracks. The need is growing, and it’s more complex than ever. That’s why we’ve had to evolve—not just to meet community need, but to navigate our own financial challenges. We’ve become more streamlined, more innovative, and more collaborative.

While economic pressures remain a key driver of demand, we know that word-of-mouth plays a powerful role in bringing people to our doors. Many clients report that they come not just for food or essentials, but for the warmth, dignity, and conversation they experience with our volunteers.

Our community hubs—in Gordon and Ashmont—remain vital points of connection. Through partnerships with Anglican parishes and local services, these hubs offer community lunches, playgroups, exercise and cooking classes, Centrelink access, and financial counselling referrals. This wrap-around model reduces stigma and improves outcomes for those seeking support.

In the ACT region alone, our teams responded to over 7,599 requests for emergency relief, with **St John’s Care** and **Gordon Community Centre** among the busiest sites. In the Eurobodalla, where housing instability has reached crisis levels, our team continues to provide not only food and hygiene packs, but also starter kits for newly housed clients and tents and sleeping bags for those without shelter.

Our work is relational, not transactional. We build trust, listen with empathy, and respond to the whole person—guided by the belief that everyone deserves dignity, respect, and compassion. It’s a privilege to walk alongside those we serve.

We give thanks for the faithful service of our 70 volunteers who help us deliver our ER programs. We simply could not do what we do without them. Many are drawn to this ministry because they believe in Christ’s mission—to care for the vulnerable, uphold the dignity of every person, and be His hands and feet in the world.



7,599+

responses to those facing food insecurity or other financial needs in the ACT alone

“For individuals living rough, or struggling with housing instability, isolation is a huge concern. Their pet may be their only companion, and is intrinsic to their wellbeing, which is why supporting clients to look after their pets is so important.”

— Rose Flintoft,
Gordon Community Centre Coordinator

FURRY FRIENDS

Supporting families & their pets through Emergency Relief

Recognising the vital role pets play in emotional wellbeing, our emergency relief teams have sought to ensure pet food is available alongside groceries and other essentials.

In 2024, our Arawang Emergency Relief team alone provided food for 351 cats and 474 dogs, while supporting 1601 adults, and 627 children. Thanks to partnerships with Queanbeyan Veterinary Hospital, OzHarvest, and ACT Pet Crisis Support’s Tiny Vet Clinic, the team were also able to offer access to free veterinary care for the pets of clients in need.

For many, pets are more than companions—they are family. By helping clients care for their animals, we support dignity, connection, and emotional resilience during times of crisis.

In 2024 alone, the Arawang emergency relief team provided food for:



627
children



1,601
adults



825
pets



Arawang Emergency Relief participant’s family dog

Workforce Development

2025 Workforce Development

At Anglicare we continue to invest in a skilled and supported workforce, aligning training with strategic priorities and regulatory frameworks to develop a culture of continuous improvement, accountability, and care. This year, particular emphasis was placed on our commitment to child safety. The Workforce Development team also focused on increasing training completion rates, enhancing learner satisfaction, and delivering both accredited and non-accredited programs to support compliance, career growth, and professional development.

Child Safe Culture

Our commitment to being a child safe organisation is guided by national and regional standards. This year, over 300 staff completed targeted training programs designed to embed child safety into all aspects of our work. These programs ensure all staff—from frontline workers to senior leaders—clearly understand their responsibilities in identifying, reporting, and responding to risks of harm. They also support ethical recruitment, risk management, and culturally safe service delivery.

Core Capability Framework

A major milestone was the launch of the Core Capability Framework. Developed collaboratively and grounded in the Sanctuary Model, the framework defines four core capabilities—Wellbeing; Safeguarding, Protection & Healing; Culture; and Structure & Systems—across progressive levels tailored to staff roles. This framework is now embedded into policies and development pathways, guiding leadership and growth across the organisation.

Strengthening Capability

This financial year, Anglicare delivered over 150 distinct training modules aligned with strategic priorities such as Aboriginal cultural competence, mental health, disability services, leadership, and compliance. These programs ranged from foundational inductions to advanced qualifications, supporting staff across all levels.

Key highlights include:

- **Cultural Capability and Inclusion**
Aboriginal Cultural Awareness, Cultural Safety, and the use of Aboriginal Knowledge Systems.
- **Trauma Informed Practice**
Sanctuary Training, Developmental Trauma, Therapeutic Life Story Work, and Safe and Together.
- **Mental Health and Wellbeing**
Mental Health First Aid, Applied Suicide Intervention Training, and DV-Alert.
- **Disability Services**
NDIS Worker Orientation and Supporting People to Stay Infection-Free.
- **Leadership Development**
We invested in leadership capability through initiatives like Impact Leadership, Minds on Tap, Dare to Lead, Coaching Skills, and Reflective Practice Communities.
- **Compliance and Safety**
Chief Warden training, Fire Awareness, CPR, Manual Handling, Infection Control, WHS Legislation, and Incident Reporting. Staff Satisfaction Survey

Leadership Development and Staff Recognition

Our annual Anglicare Leadership Forum (ALF) provided a dynamic platform for professional growth, strategic insight, and cross-portfolio collaboration. Featuring engaging sessions from external speakers—including Donna Richards (Australian Childhood Foundation) and Jason Clarke (Minds on Tap)—the event highlighted our commitment to cultivating capable, connected, and inspired leaders.

We also celebrated the dedication and longevity of our staff and volunteers through **Staff Recognition Awards** and **Staff Anniversary Awards**. These acknowledgements honoured excellence and long-term service across the organisation, reinforcing the importance of retaining experienced staff and fostering a culture of appreciation and belonging—key pillars in building a resilient workforce.

Anglicare College

Our commitment to ensuring exceptional educational experiences and expanding opportunities for students studying early childhood education and community services led to the establishment of a strategic partnership with Bedford College during the year.

While the full transition of our Registered Training Organisation (RTO) operations to Bedford College was completed in July 2025, our collaboration continues. We are proud to support current students by offering placement opportunities within our Early Learning Centres. With Bedford College's strong reputation for quality education and shared commitment to community values, we are confident this partnership will continue to deliver positive outcomes for students.

Staff Satisfaction Survey

This year, we conducted an internally developed Staff Satisfaction Survey. Engaging over 310 staff members, the survey gathered insights across ten key domains, including leadership, wellbeing, professional development, and organisational values, and established a benchmark for future progress.

Results highlighted strong staff pride and engagement, with 90 percent of staff actively contributing to a positive work environment and 89 percent expressing pride in working at Anglicare. Areas for improvement included communication, psychological safety, and leadership support. These findings provide a clear roadmap for strengthening workplace culture and enhancing the overall staff experience.




90%
staff actively contributing to a
positive work environment

89%
staff expressing pride
in working at Anglicare

“I've enjoyed my time here and all the support I've had. Everyone is very hard working, and they offer support whenever I need it. It has been wonderful, and that is why I am still here at Anglicare.”

— Jamin Shrestha, Southern Cross Early Learning Service

Sanctuary

Guided by the Sanctuary Model, we continued to embed trauma-informed, democratic, and culturally responsive practices across the organisation—with a particular focus on the Permanency Support Program (PSP) and Disability Services.

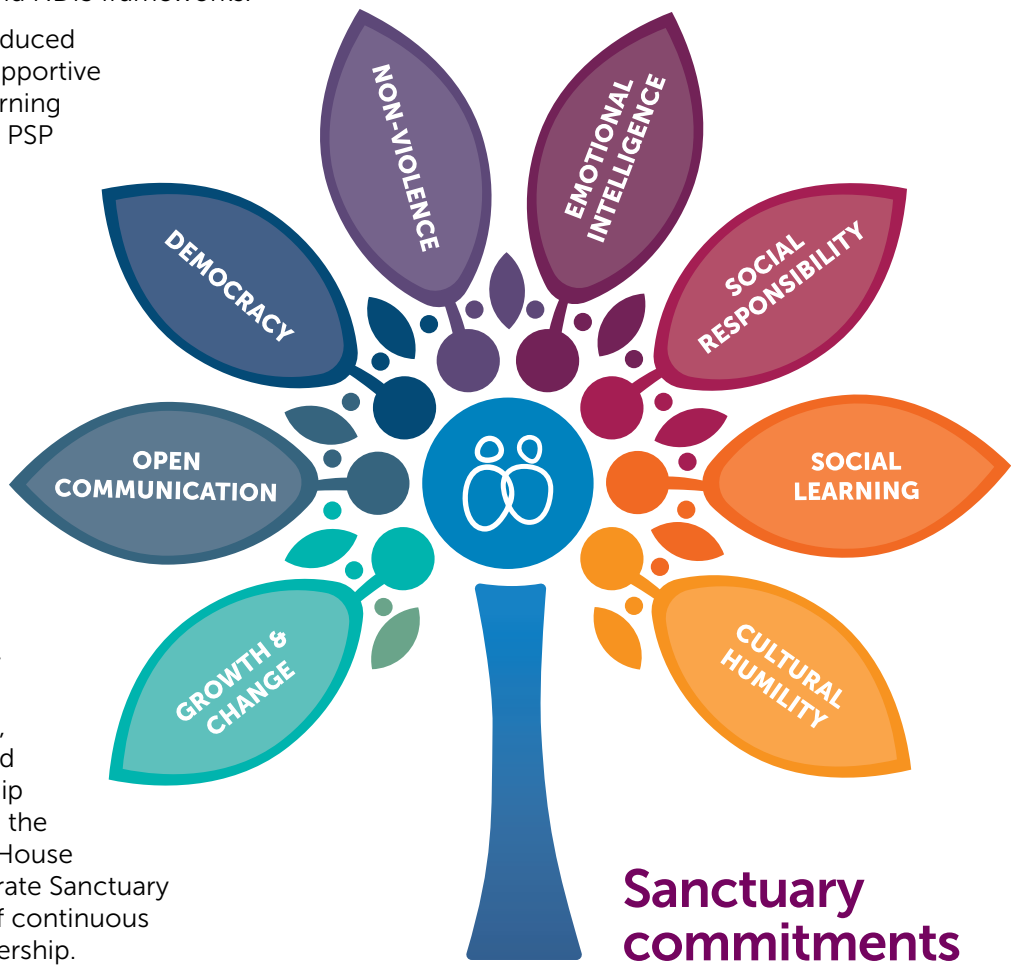


Foundational Sanctuary and refresher training sessions were delivered to new and existing staff, with completions tracked through the Learning Management System. These efforts were complemented by the development of Sanctuary-aligned supervision templates and reflective practice tools, supporting leaders and teams to integrate trauma-informed principles into everyday work. Sanctuary principles were also embedded in documentation and practice standards to support audit readiness under both PSP and NDIS frameworks.

Within the PSP portfolio, we introduced peer-to-peer audits to foster a supportive environment for collaborative learning and quality improvement. Weekly PSP Town Halls, chaired by executive and senior leaders, provided a psychologically safe space for staff to celebrate achievements, share ideas, and engage in open dialogue. Principal Officer newsletters further strengthened communication and reinforced Sanctuary principles across the program.

A newly consolidated **Sanctuary Core Team** was also established, with updated terms of reference to guide its work. The Executive Team adopted Sanctuary community meetings as a regular practice—modelling the values of emotional safety, transparency, and shared responsibility expected across the organisation. Leadership development initiatives, including the Anglicare Leadership Forum and House Manager programs, now incorporate Sanctuary principles, reinforcing a culture of continuous learning and compassionate leadership.

We remain committed to the Sanctuary Model as an evidence-based, trauma-informed framework for therapeutic care. This model continues to shape our organisational culture and strengthen our capacity to support healing, resilience, and recovery from adversity—both within our organisation and in the lives of the clients we serve.



REFLECT, SHARE, CONNECT

Community Meetings

Daily Community Meetings are a cornerstone of team culture across Anglicare. These brief check-ins create space for staff to reflect on their emotional state, share their capacity for the day, and connect with one another—fostering safer, more supportive work environments.

For the HIPPY Ashmont team, Community Meetings have been especially impactful. Many team members are new to the workforce or returning after time away, and the meetings offer a gentle, professional way to engage and share.

Coordinator Melissa Crawford describes them as "uplifting, grounding, and uniting," helping staff feel seen as whole people—not just workers.

By encouraging open dialogue and shared reflection, Community Meetings strengthen relationships, build trust, and model emotional intelligence—core to our trauma-informed approach.

“For me, community meetings are so important as they set you, your team, and the day ahead up for success. They help you get tuned in and centred in yourself and connect and link with your team, which in return creates a workspace of belonging and understanding.”
— HIPPY Tutor, Anglicare's Ashmont Community Resource Centre

Reconciliation and Cultural Commitment

We remain deeply committed to honouring and celebrating the cultures, histories, and contributions of Aboriginal and Torres Strait Islander peoples. We continue to embed culturally safe practices across our organisation—shaping our workplace culture, policies, and service delivery.

We recognise the emotional and cultural impact of national conversations and decisions, and we remain dedicated to taking meaningful, respectful action.

Our approach centres on amplifying Aboriginal and Torres Strait Islander voices, investing in cultural competency, supporting community-led initiatives, and advocating for equity and justice. We believe that culture is central to healing, especially for children and families impacted by trauma, displacement, or systemic disadvantage.

Cultural Support Plans

This year, the Permanency Support Program team strengthened its commitment to Cultural Humility, with **Cultural Support Plans** now actively integrated into case planning. The Appreciative Inquiry Group played a pivotal role in refining these practices, and their recommendations were embedded across the program. This work is driven by staff who have championed cultural safety, ensuring that identity, connection, and belonging are prioritised for every child and young person.

NAIDOC Celebrations

This year's NAIDOC Week theme—"Keep the Fire Burning! Blak, Loud and Proud"—was celebrated with warmth, pride and community spirit across our region.

At the Ashmont Community Resource Centre, our annual NAIDOC event once again brought together local Elders, families, and community members for a day of cultural celebration. A yarning fire, smoking ceremony, and a vibrant talent quest created a welcoming space where young people proudly shared their talents—from traditional dance to music and performance. The event was a testament to the deep relationships our staff have built within the community, with many guests attending year after year.

In Moruya, our teams joined the Mogo Big Day Out, offering soup packs, craft activities, and giveaways. The event was a collaborative effort across multiple Anglicare programs and a wonderful opportunity to engage with other local services and celebrate culture together.

In Canberra, NAIDOC celebrations were held in October to take advantage of the spring weather. Anglicare staff joined the broader community sector at the annual NAIDOC event at Canberra College. The day featured powerful performances from Indigenous musicians and dancers, cultural workshops, and activities for children and young people. It was a joyful and inclusive celebration of Aboriginal and Torres Strait Islander culture, history, and resilience.



NAIDOC celebrations in Ashmont



Thanking Our Partners

Our partnerships with churches, community groups, businesses, schools, and individuals continue to be central to our work. These relationships help us build trust and foster shared understanding in the communities we serve, enhancing our ability to support those facing hardship. We are deeply grateful to everyone who partnered with us this year in our shared mission to alleviate poverty and reduce disadvantage.

Supporters and Donors

Through their generous contributions—whether financial, material or through prayer—our supporters and donors have significantly strengthened our services. Their generosity enables us to respond to the complex and changing needs of our communities with compassion and innovation. We sincerely thank all who have supported us this year.

Community Partners

Delivering services in regional and rural areas requires deep local insight. We are thankful to the community partners who share their knowledge and experience, helping us tailor our programs to meet local needs. These relationships ensure our services are relevant, respectful, and transformative for families and individuals across our footprint.

Government

We acknowledge the continued support of the Commonwealth, NSW, and ACT governments, whose funding and recognition of our work enable us to deliver high-quality services. Their support allows us to make a meaningful difference in the lives of more families and individuals across our regions.

Volunteers

Volunteers are integral to our organisation, generously offering their time, skills, and care to help others. Their contributions are especially vital in emergency relief, disaster recovery, and the daily operations of our retail stores. We also acknowledge our board members, whose voluntary leadership provides strategic vision and guidance. We are profoundly thankful for the dedication of each volunteer, for their invaluable role in amplifying our impact and living out our purpose.

Parish Partners

Across the regions we serve, parish partners play a vital role in our mission. They support us through prayer, volunteering, donations, and collaboration in parish-based op shops and community hubs. These partnerships reflect our shared values and strong connection to the Anglican Church.

We are especially grateful for our ongoing collaboration with **St John's Anglican Church** and **Arawang Anglican Church** in Canberra, which support our emergency relief efforts, and with **Lanyon Valley Anglican Church** in Gordon, ACT, and the **Anglican Community of the Redeemer** in Ashmont, NSW, who continue to partner with us in operating community hubs that offer emergency relief, playgroups, and early intervention opportunities.

CANBERRA GRAMMAR SCHOOL

Fostering Compassion Through Service

For over a decade, Canberra Grammar School (CGS) has been a valued partner in our Pantry Appeal, regularly collecting food and essential items to support individuals and families experiencing hardship. This long-standing collaboration not only provides immediate relief to those in need but also fosters a culture of compassion and social responsibility among students through meaningful service learning.

Students take on a range of leadership and support roles during the bi-annual appeal—from a Year 12 Chairperson who oversees the initiative, to Chief Service Representatives coordinating efforts within their houses, and students assisting with the delivery of donations to Anglicare's emergency relief warehouse.

This year, participation grew significantly among younger students, with a notable increase in Year 7 involvement. The Pantry Appeal continues to offer students across year levels a practical way to engage with the school's spiritual and ethical values, while contributing to real-world community impact.

As an independent Anglican school, CGS remains committed to nurturing students who are active, empathetic citizens. We deeply value this ongoing partnership and our shared mission to address poverty and support vulnerable communities.

Canberra Grammar School students with Christmas Pantry Appeal donations



“I think it is really important because there are so many people that are less well off than us and don't have the same opportunities as us and it's a great way to give back to those that struggle.”

— Year Ten student,
Canberra Grammar School

Thank you!

To all who have partnered with us

COMMUNITY PARTNERS

1WayFM	Horizon Bank, Moruya	Rotary Club of Tuggeranong
Andrew Barr, MLA	Intereach, Wagga Wagga	Rotary Club of Wagga Wagga
ACT Human Rights Commission	Isabella Gardens Retirement Village - Craft Group	Rotary Club of Wollundry
Alivio Group Pty Ltd	Kitson Property Wagga Wagga	Rotary Club of Yass
AMH Auto Group Moruya	Lake Tuggeranong Lions Club	Second Bite
Armstrong Op Shop	Little Luxton	Share the Dignity
Baker's Delight, Gordon	Material Pleasures	Soroptimist International of Goulburn
BCF Moruya	Moruya Bowling & Recreation Club	Southcoast Health & Sustainability Alliance
Beyond Bank	Moruya Clontarf Academy	SupaExpress, Banks
Bidfood	MTP Services Pty Ltd	Sutton Village Country Markets
Cleanaway, Wagga Wagga	Oz Harvest	Thread Together
Colliers	Presentation Sisters	Three Mills Bakery
Country Women's Association, Moruya	Probus Club of Conder Lanyon	Tango Social Club of Canberra
Eurobodalla Shire Council	Queanbeyan Veterinary Hospital	Victoria Shakespeare Trust
Good2Give	Rainbow Paws	Vikings Group
Gordon IGA	Relationships Australia, Wagga Wagga	Wollondilly Gardens Chapel Community
Gundagai Neighbourhood Centre	Riverina Fresh Milk	
Hands Across Canberra	Rotary Club of Queanbeyan	

CHURCH PARTNERS

All Saints Anglican Women, Berridale	Christ Church, West Goulburn	St David's Anglican Church, Red Hill
All Saints' Anglican Church, Tumut	Cootamundra Anglican Christ Church	St John's Anglican Church, Boorowa
Anglican Community of the Redeemer, Ashmont	Good Shepherd Anglican Church, Curtin	St John's Anglican Church, Reid
Anglican Parish of Berridale & Snowy Mountains	Holy Covenant Anglican Church, Cook	St John's Anglican Parish, Young
Anglican Parish of the Southern Monaro	Lanyon Valley Anglican Church	St Mary's in the Valley, Calwell
Anglican Parish of Wagga Wagga	Parish of Murrumburrah-Harden	St Matthew's Anglican Church, Wanniasa
Arawang Anglican, Kambah	Sapphire Coast Anglican Parish, Eden	St Paul's Anglican Church, Adelong
Bolong Anglican Church Women's Union	Southgate Christian Community, Calwell	St Paul's Anglican Church, Cooma
Christ Church, Hawker	St Bartholomew's Anglican Church, Crookwell	St Paul's Anglican Church, Temora
		St Philip's Anglican Church
		St Saviour's Cathedral, Goulburn
		Yass Valley Anglican

SCHOOL PARTNERS

Bunyip Preschool, Harden	Charnwood-Dunlop School	St Luke's Childcare, Chapman
Burgmann Anglican School	Covenant Christian School & Early Learning Centre	St Luke's Preschool, Wagga Wagga
Calwell Primary School	Harrison School	St Peters Anglican School, Broulee
Canberra Girls Grammar School	Lanyon High School	Telopea Park School
Canberra Grammar School	LillyPilly Earling Learning Centre	The Riverina Anglican College
Charles Conder Primary School	Rainbow Preschool, Wagga Wagga	Trinity Christian School, Wanniasa

How Your Giving Made a Difference



St John's Care	\$27,500	Thread Together	\$29,656
Parkes Survive and Thrive	\$20,379	Safe Places Goulburn	\$82,087
Ashmont Community Resource Centre	\$138,924	Disaster Recovery	\$17,767
Gordon Community Centre	\$84,484	Food Fair	\$2,194
Eden Chaplaincy	\$46,384	Community Housing Project Goulburn	\$89,030
Bathurst Community Development	\$27,163	Community Housing Project Wagga	\$44,043
HYAP Starting Fresh	\$35,364	Emergency Relief	\$31,582



Governance

6

Our Board of Directors and Executive Team ensure the organisation's wellbeing and sustainability by providing corporate guidance, overseeing risk and financial management, and upholding our mission—safeguarding our future and enabling impactful service delivery.

Executive Team



Trevor Ament
Chief Executive Officer



Tracey Walsh
Executive Director of Governance, Compliance, Continuous Improvement and Child Safety



Sandra Michie
Executive Director of Support Operations and Communications



Dr Serena Mathews
Executive Director Permanency Support Program



Max Oldfield
Executive Director of Child, Youth and Families Services and Disability Services



Susan Robertson
Anglicare Chaplain



Jane Ungerer
Acting Chief Finance Officer



Rohan Smith
Chief Information Officer



Michael Simon
Director of Human Resources



Chrissy Watson
Director of Risk and Compliance

PREVIOUS EXECUTIVES OF 2024/25
Paul Brand CFO / John Wills Executive Director of Community Support Services

Board of Directors

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



Mark Brandon-Baker OAM
Presiding Member



Jane Bacot-Kilpatrick
Director



Richard Refshauge
Director



Dr Justin Garrick
Director



Melinda Swane
Director



Dr Eliana Sarmiento
Director



Prof. Sally Hall Dykgraaf
Director

PREVIOUS BOARD OF 2024/25
Moazam Shah Director / Archdeacon Dr Grant Bell Director

Committee Meetings

Board Meeting Attendance

	Appointment	Resignation	8/7	14/10	2/12	3/2	11/4	3/6
Mark Brandon-Baker	1/6/24		●	●	●	●	●	●
Jane Bacot-Kilpatrick	8/3/24		●	●	○	~	~	○
Dr Grant Bell	8/3/24	31/3/25	●	●	●	●	~	~
Richard Refshauge	8/3/24		●	●	●	●	●	●
Dr Justin Garrick	14/6/24		~	●	●	●	●	●
Moazam Shah	12/4/24	28/8/24	●	~	~	~	~	~
Dr Eliana Sarmiento	18/10/24		~	OB	~	●	●	○
Melinda Swane	18/10/24		~	OB	●	●	●	●
Prof. Sally Hall Dykgraaf	20/6/25		~	~	~	~	~	~

Finance Committee Meeting Attendance

	27/1	24/3	19/5
Melinda Swane	●	●	●
Mark Brandon-Baker	●	○	●
Trevor Ament	●	●	●
Jane Ungerer	●	●	●
Tracey Walsh	○	●	○

Risk Committee Meeting Attendance

	25/2	24/3	20/5
Jane Bacot-Kilpatrick	●	●	●
Mark Brandon-Baker	●	●	●
Dr Eliana Sarmiento	○	○	○
Trevor Ament	●	●	●
Tracey Walsh	●	●	○
Chrissy Watson	●	●	●

KEY

Attended	●
Apology	○
N/A	~
Observer	OB



Financial Statements

The financial statements represent the individual entity of Anglicare NSW South, NSW West & ACT (Anglicare) for the financial year 1 July 2024 to 30 June 2025. The address of its registered office is Level 8, 221 London Circuit, Canberra, ACT.

Income and Expenditure Statement for the Year Ended 30 June 2025

	2025	2024
	\$	\$
Revenue from contracts with customers	76,831,924	80,607,120
Gain on revaluation of investment property	4,661,237	6,732,794
Other income	3,918,453	3,370,921
Capital grants	3,711,471	2,652,096
Total income	89,123,085	93,362,931
Operating expenses	(31,781,434)	(33,345,639)
Loss on remeasurement of licences to occupy	(3,147,657)	(4,739,320)
Employee expenses	(50,569,404)	(55,046,766)
Finance income	145,023	379,545
Finance costs	(232,256)	(167,024)
Total expenditure	(85,875,764)	(93,678,294)
Surplus for the year	3,537,357	443,727
Other comprehensive income	-	-
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods:		
Revaluation of property, plant and equipment	2,430,786	-
Total other comprehensive income that will not be reclassified to profit or loss in subsequent periods	2,430,786	-
Other comprehensive income for the period	2,430,786	-
Total comprehensive income for the year	5,968,143	443,727

Statement of Financial Position for the Year Ended 30 June 2025

	2025	2024
	\$	\$
Current Assets		
Cash and cash equivalents	2,103,936	1,713,548
Trade and other receivables	3,473,089	2,169,613
Financial assets at fair value through profit or loss	4,427,452	4,173,980
Other financial assets	66,829	4,213,228
Prepayments	952,681	797,500
Total Current Assets	11,023,987	13,067,869
Non-Current Assets		
Property, plant and equipment	18,930,678	12,554,063
Right of use asset	585,091	646,588
Financial assets at fair value through profit or loss	135,907	130,104
Investment property	99,381,779	91,825,000
Total Non-Current Assets	119,033,455	105,155,755
Total Assets	130,057,442	118,223,624
Current Liabilities		
Trade and other payables	2,943,421	4,482,681
Interest-bearing liability	3,424,719	6,030,416
Grants income in advance	1,999,115	280,704
Liability to grant provider	1,841,354	927,631
Licences to occupy	64,545,358	60,321,155
Lease liabilities	248,666	429,086
Provisions and employee benefit liabilities	3,760,082	3,786,791
Total Current Liabilities	78,762,715	76,258,464
Non-Current Liabilities		
Trade and other payables	400,732	392,298
Interest-bearing liabilities	5,287,418	2,008,540
Lease liabilities	346,835	260,929
Provisions and employee benefit liabilities	809,191	820,985
Total Non-Current Liabilities	6,844,176	3,482,752
Total Liabilities	85,606,891	79,741,216
Net Assets	44,450,551	38,482,408
Equity		
Reserves	4,016,194	1,236,020
Accumulated funds	40,434,357	37,246,388
Total Equity	44,450,551	38,482,408

To obtain a full copy of the financial statements visit anglicare.com.au/annualreport

Independent Auditor's Report

Independent auditor's report to the members of Anglicare NSW South, NSW West and ACT

Opinion

We have audited the financial report of Anglicare NSW South, NSW West and ACT (the Entity), which comprises the statement of financial position as at 30 June 2025, 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 material accounting policy information, 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 2025 and of its financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards – Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for opinion

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

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

Information other than the financial report and auditor's report thereon

The members of the Board are responsible for the other information. The other information is the Report by Members of the Board accompanying the financial report.

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

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

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

Responsibilities of the members of the Board for the financial report

The members of the Board of the Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the 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 Boards' 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


Andrew Webber
Partner
Canberra
24 November 2025



“We are all visitors to this time,
this place. We are just passing
through. Our purpose here is
to observe, to learn, to grow, to
love... and then we return home.”

— Australian Aboriginal Proverb

Annual Report 2024-25



CANBERRA ACT

CENTRAL OFFICE	02 6245 7100
SCOTTS CROSSING	02 6278 8400

SOUTHERN NSW

GOULBURN	02 4823 4000
MORUYA	02 4474 7900

ST SAVIOURS (SYDNEY NSW)

LIVERPOOL	02 9612 3900
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RIVERINA NSW

WAGGA WAGGA	02 6937 1555
ALBURY	02 6075 9300

Anglicare NSW South, NSW West & ACT

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