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ANGLICARE VICTORIA RESPECTFULLY ACKNOWLEDGES THE TRADITIONAL OWNERS OF COUNTRY THROUGHOUT VICTORIA AND PAYS ITS RESPECT TO THE ONGOING LIVING CULTURES OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

WE ACKNOWLEDGE AND PAY RESPECT TO THE WORK OF ABORIGINAL AND TORRES STRAIT ISLANDER EDUCATORS, PAST AND PRESENT, WHO HAVE ENSURED THE ABORIGINAL AND TORRES STRAIT ISLANDER IDENTITY AND CULTURE HAVE THRIVED. WE VALUE THE RICH CULTURE AND HISTORY OF THE FIRST PEOPLE OF THIS LAND.

\*Names in 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 Victoria



# **ABOUT US**

# ANGLICARE VICTORIA WORKS WITH CHILDREN AND FAMILIES TO BUILD BETTER TOMORROWS.

We work with them to find solutions for children in need, create opportunities and pathways for young people, provide tools and support for families to stay together. We find innovative ways to overcome challenges. And to make the system better. We help children and families reach their full potential. And improve life for everyone.

#### WE WORK FOR BETTER.

Vulnerable young people, families and individuals are more in need of help than ever as a result of the coronavirus pandemic. Your support can help make a difference.

Help our clients, move from survive to thrive.



DONATE







# LEANING IN TO MEET NEW CHALLENGES

The 2020/21 year threw everything at us - the continuing pandemic, extended lockdowns, isolation, extensive job losses and so much more. Every single one of us felt the impact, and vulnerable people more so. We saw new needs in families and young people, at a scale we'd never experienced before.

But I am proud to say Anglicare Victoria did not shrink from these challenges. When we were tested, thanks to the incredible support of people like you, we were able to lean in to the challenge, not shrink back.

Even though we are a large organisation, with you by our side we were able to adapt and respond so we could reliably be there for vulnerable people. For instance, we changed the way we worked so all of our residential units and refuges could continue to operate 24/7 at capacity.

Over the course of the year, we also grew to meet additional needs - when asked by the government, Anglicare Victoria opened a centre for homeless people with COVID-19; and when the nine towers locked down, we made a coordinated response providing vital supplies and support to people confined to their homes.

Our dedicated staff have been tested over the last year, and I'm humbled by their commitment and hard work, providing the best possible support and services day in, day out.

My heartfelt gratitude goes to you, Anglicare Victoria's supporters. You are part of our family. You are helping us to raise children in foster care and residential care. Your gifts enable us to go above and beyond to create opportunities for better futures. Across each of our programs and services – from family violence to emergency relief – you are with us telling all the people we work with 'you matter'

As I look to the future, I see similar challenges and growing needs as the longer-term effects of the pandemic become known. I sincerely hope you'll continue your generous support, because everything you do, every dollar you donate, has a tangible, meaningful impact on the lives of vulnerable people.

Please, continue to stand with us in the years ahead, and know your support truly changes lives



**Paul McDonald**CEO Anglicare Victoria

# HOW ANGLICARE VICTORIA HELPS VICTORIANS IN NEED



# **FAMILIES BACK IN CONTROL** STAYING AND GROWING TOGETHER

**30 PER CENT MORE VULNERABLE FAMILIES AT RISK WERE HELPED TO STAY** TOGETHER AND THRIVE1

4,653 PARENTS RECEIVED PRACTICAL SUPPORT FROM OUR PARENTZONE PROGRAM<sup>2</sup>

OUR FAMILY SERVICES TEAM MET WITH VULNERABLE FAMILIES MORE THAN 4,600 TIMES TO PROVIDE SUPPORT DURING THE PANDEMIC3

## CHILDREN AND YOUNG PEOPLE IN SAFE AND STABLE HOMES

77 PER CENT OF CHILDREN AND YOUNG PEOPLE IN ALTERNATIVE CARE HAD REMAINED STABLE IN THE ONE PLACEMENT FOR A YEAR OR MORE<sup>4</sup>



#### <sup>1</sup> AV, 2021 Covid-19: Impacting a Generation Report, Nov. p4



88 PER CENT OF FAMILIES WHO ACCESSED SERVICES LIKE SAFECARE INDICATE THAT THEIR PARENTING CAPABILITIES HAVE IMPROVED

ADDITIONALLY. 94 PER CENT OF FAMILIES SUPPORTED BY FAMILY SERVICES PROGRAMS DEMONSTRATE ENHANCED CHILDREN'S SAFETY, WELLBEING AND HEALTHY DEVELOPMENT

## FAMILIES, CHILDREN AND YOUNG PEOPLE **MOVING FROM CRISIS TO RECOVERY**

81 PER CENT OF WOMEN, CHILDREN AND MEN WHO RECEIVE FAMILY VIOLENCE SERVICES ACHIEVED INTERVENTION GOALS AIMED AT KEEPING WOMEN AND CHILDREN SAFE

## STRONG YOUNG PEOPLE

93 PER CENT OF CHILDREN AND YOUNG PEOPLE WITHIN ANGLICARE VICTORIA'S ALTERNATIVE CAREI ATTENDED **SCHOOL** 

94 PER CENT WERE ACTIVELY SUPPORTED TO ENGAGE IN SPORT, PERFORMANCE ARTS, AND OTHER HOBBIES AND EXTRACURRICULAR ACTIVITIES

96 PER CENT WERE ACTIVELY SUPPORTED TO LEARN IMPORTANT LIFE SKILLS AND SELF-CARE SKILLS

## AN EFFECTIVE, FAIR AND COMPASSIONATE **SERVICE SYSTEM**

SINCE THE PANDEMIC BEGAN, MORE THAN 9,500 CLIENTS CALLED ANGLICARE VICTORIA ON 1800 809 722 SEEKING SUPPORT5

Data caveat\* Data as of June 30th 2021. Period inclusive of the 2020/2021 financial year. Every effort is made to ensure the data is accurate at the time of publication. Data is subject to change as additional information is obtained. i (non-residential care placements)

<sup>&</sup>lt;sup>2</sup> AV, 2021 Annual Report, October 2021, p40

<sup>&</sup>lt;sup>3</sup> AV, 2021 Annual Report, October 2021, p40

<sup>&</sup>lt;sup>4</sup> AV, 2021 Signature Outcomes

<sup>&</sup>lt;sup>5</sup> AV, 2021 Covid-19: Impacting a Generation Report, Nov. p4

# INVALUABLE CONNECTION FOR BETTER FUTURES

"Before this program, Amy\* didn't want to live. We now have our beautiful child back. Thank you." - Fiona\*, mum of 13 year old student Amy.

As the pandemic continued to pose new challenges in 2020/21, you were there, by our side providing practical help and invaluable hope to young people through the TEACHaR program.^

With the support of people like you, Anglicare Victoria's education specialists were able to find creative ways to keep the kids under our care engaged in school and connected with their classmates - even during extended periods of lockdown.

For some young people, the isolation of lockdowns can contribute to mental health issues, which in turn can lead to a lack of engagement with school. For 13 year old Amy TEACHaR became a crucial source of support. "This program saved my child from the darkness and saved a life," Fiona, her mum says.

"It's not just tutoring; Anglicare Victoria advocates for you with the school, supporting you 100% of the way." Your generosity also helped the TEACHaR program reach out to vulnerable families restricted to their homes during extended lockdowns. To bolster spirits and keep more kids connected to their education, we safely delivered more than 200 education packs filled with stationery and school essentials.

Margaret U'Ren, Program Manager, witnessed first-hand the uplifting impact of the education packs. "We saw children's faces smiling through the windows and waving," she says. "One child had written 'thank you' on the window."

When lockdowns eased, TEACHaR's education specialists helped young people transition back to school - which was daunting for some. Your help meant more students had the support and tools they needed to fit in and thrive at school when the doors reopened.

^Anglicare Victoria's TEACHaR (Transforming Educational Achievement of CHildren at Risk)



### YOUR GENEROUS DONATIONS WERE USED THROUGHOUT THE YEAR TO DEVELOP:



A FOUR-WEEK EDUCATION SUPPORT SERVICE, INCLUDING PHYSICAL ACTIVITY PACKS TO ACCOMPANY LEARNING



AN ONLINE RESOURCE LIBRARY FOR FAMILIES



'CARERS CONNECT', A
PLATFORM WHERE CARERS
CAN FIND ONLINE SUPPORT



#### SUPPORTER SPOTLIGHT

#### Katherine, 40s

As a teacher herself, and someone who's experienced the trauma of homelessness, Katherine understands the vital importance of keeping vulnerable young people connected to education. Over the years Katherine has been deeply impressed by the life-changing impact of TEACHaR, and has generously decided to leave a gift in her Will to support the program.

"When I was making my Will, I wanted to do something really worthwhile. It makes me so happy to think that through the TEACHAR program I'll have a positive impact on future generations," she says. "The TEACHAR Program makes so much sense to me. It's so important to give young people that extra help with education to give them the best chance for the future."

# A YEAR OF PROGRESS

"Our commitment and action towards reconciliation and championing Indigenous culture at Anglicare Victoria has never had more momentum" – Paul McDonald. CEO

Despite the challenges of the pandemic, it's been an exciting year for the Buldau Yioohgen (BY) program. With your generous support, the BY team has a new space to call home. Located in East Melbourne, the new centre is called Darrango yan-dhan, meaning "Young Walking Together" in Woi Wurrung. The centre will support young Indigenous people to have a sense of place and community, and will host many of BY's cultural activities.

During lockdowns, BY team members remained connected with young people via video check-ins and heartfelt video messages. The team also sent out 200 'Cultural Packs', with useful items and messages of support from Anglicare Victoria's Cultural Ambassador, Uncle Ian, and Senior Cultural Operations Lead, Aunty Kellie.

When restrictions eased a group of five young people had the opportunity to spend time on Country, in the spiritually significant setting of Lake Mungo, as part of BY's cultural immersion program. While later in the year, BY's 'Hike for Higher Education' saw 52 students and 22 wonderful mentors hiking the hills of Maria Island in Tasmania across two weekends.

The hike delivered inspiration, guidance, and connection to Country for young people struggling to engage with their school work.

"I used to think the world was against me now I think the world is my oyster," - Dylan, BY participant



#### SUPPORTER SPOTLIGHT

The Lyone Foundation was established to share the success of the family's business (COS) and reciprocate the support the family received after arriving from Egypt in the 1960s. For over four years The Lyone Foundation has very generously supported BY and this year purchased a mini-bus for the program, commissioning BY alumni artists to provide distinctive artwork for its exterior.

"We feel a lot of trust in how the Buldau Yioohgen program is run and managed, and we're really impressed at the deliverables each and every year. We feel really proud to be associated with it, and that it's making a very tangible impact that we can see."

– Belinda Lyone, Co-CEO of COS and Founding Member of The Lyone Foundation



# URGENT NEEDS, VITAL SUPPORTS

In these uncertain times, your generosity plays a crucial role in helping Anglicare Victoria meet the urgent needs of people doing it tough across the state. **During the year, it enabled us to support 6,200 Victorians, across our 17 Emergency Relief centres.**<sup>6</sup>

With your support, our Emergency Relief centres provide food parcels, daily breakfasts and clothing for vulnerable people and families, along with emergency grants to cover bills and living expenses. Centres like Mission House in Fitzroy also provide more comprehensive support, including case management, financial counselling and helplines.

This year, we witnessed more people reaching out for emergency relief - many for the first time. Visits to our Emergency Relief centres from new families increased, while reports of family violence also rose.

"A young woman drove up to an Emergency Relief centre. It was a newish car. She had a baby in the back. I could see she was new to asking for help. She was living with her parents (who were on a pension) after escaping domestic violence. She had no money," recalls Chris de Paiva Program Manager, Diocesan and Parish Partnerships.

"We filled up the car with nappies, groceries and baby formula. She was overwhelmed."

Thanks to your compassionate gifts and the help of thousands of volunteers, our Emergency Relief centres were able to meet the changing and expanding needs of people in our communities. Reacting quickly and comprehensively, we coordinated complex logistics including food transport, storage and distribution to ensure we were there for the people who needed it most. During lockdowns over 100 food parcels were delivered each week to vulnerable people and families, with thousands more distributed throughout the year.



#### SUPPORTER SPOTLIGHT

Our generous partner Newcrest Mining has helped ease the burden for vulnerable people and families in this challenging year. Newcrest's support meant the homeless breakfast program at St Peter's Eastern Hill continued to provide a nutritious breakfast for people in need every day of the year. And through its Community Support Fund, Newcrest invested in an important upgrade of Mission House. Now, Mission House offers more holistic support to people in need.

"Mission House has provided me with food parcels and essentials for my baby, which I am very grateful for," - Client, emergency relief



# CELEBRATING BETTER TOMORROWS

Every vulnerable young person needs caring support to thrive. Through the Better Tomorrows program, kindly funded by people like you, we're able to give more young people in our care tailored support that helps them build the skills and confidence they need to flourish.

This year your generosity helped fund activities including music and singing lessons, sports activities and art therapy. These opportunities gave vulnerable kids a chance to express themselves, improve self-esteem and explore their potential.

For Jordan\*, 11, this has been transformative. In his young life, Jordan has witnessed family violence, perpetrated by his father towards his mother. His parents now live separately, but Jordan's mum experiences daily anxiety and Post Traumatic Stress Disorder (PTSD). Recently, Jordan's brother cut off all contact with the family.

All of this has had a huge impact on Jordan, and Anglicare Victoria's family services staff have been working with him to help him overcome the trauma of his experiences. Through the Better Tomorrows program Jordan has been able to attend weekly karate classes that are helping him develop new skills and self-confidence. Jordan now looks forward to his karate classes each week and is regularly attending school and doing his best.

Around the state, the Better Tomorrows program also supported over one hundred children and young people to cope with the impact of the COVID-19 pandemic. With your help, Better Tomorrows funded vital social support, access to independent living skills and provided resources including laptops, tutoring and educational support.

### YOUR GENEROUS DONATIONS HELPED FUND:



MUSIC AND SINGING LESSONS



SPORTING LESSONS AND EQUIPMENT



ACCESS TO TRANSPORT



SOCIAL SUPPORT



#### SUPPORTER SPOTLIGHT

#### **Mary Harris**

A proud Anglican, Mary is a long-time supporter of Anglicare Victoria and has been supporting the Better Tomorrows program since its inception in 2017.

Mary views her regular donations as a way to express her faith and provide meaningful support to vulnerable young people in her home state of Victoria.

"There's a wonderful immediacy about supporting the Better Tomorrows program as part of Anglicare Victoria," she says. "It gives disadvantaged children a more equal chance in life, because it focuses on the particular needs and interests of each child and gives them an opportunity to succeed."

# CRITICAL SUPPORT IN CHALLENGING TIMES

"Thank you for advocating for my rights when you were concerned with how the energy company was treating me. It was extremely important knowing I had someone sticking up for me." – Ray\*, Financial Counselling client

Managing finances can be difficult at the best of times. This year, the pandemic added an extra layer of complexity, impacting the livelihoods of people across the state and pushing many into financial hardship.

Thanks to your generous donations, Anglicare Victoria's Financial Counselling services have been there to provide critical support, education and advocacy when it has been needed most.

The temporary JobSeeker and JobKeeper payments of 2020 restored dignity to many whose job and employment prospects were hit hard by lockdowns. However, when these payments ended in 2021, many vulnerable Victorians needed support as they faced the burden of large utility debts, along with other bills and rent.

A large number of people also sought help when they found themselves unable to make mortgage repayments.

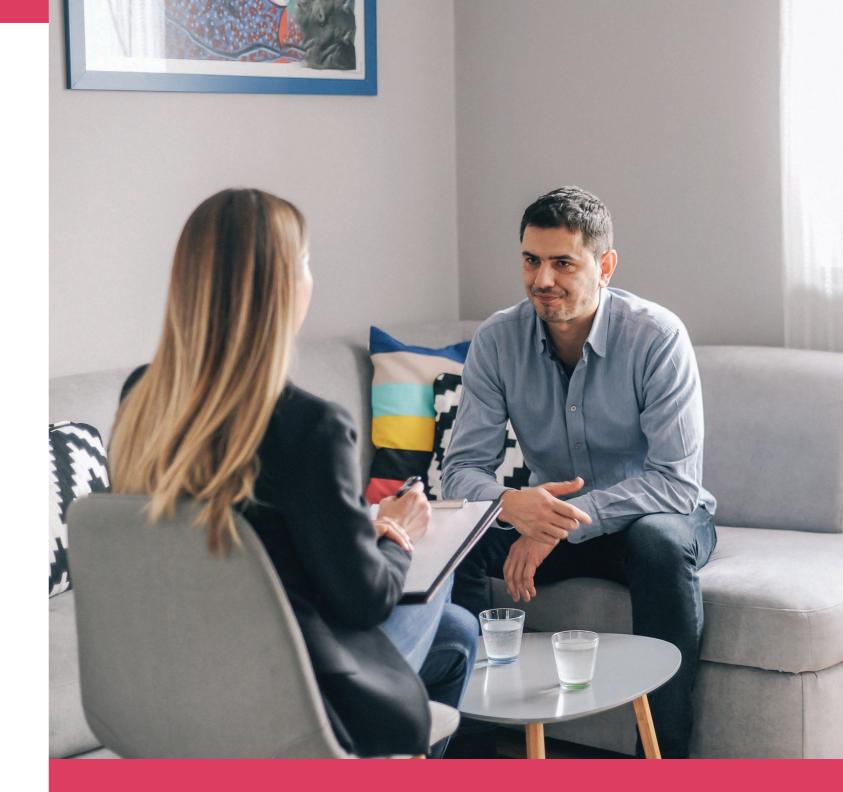
With your kind support, Anglicare Victoria's financial counsellors provided over a thousand individuals and families with confidential advice, budget planning and advocacy – including contacting utility companies and banks – to help them regain control of their finances.

We also have financial counsellors in our team who specialise in helping survivors of family violence to make a fresh start. With your help, our financial counsellors stand with survivors, advocating on their behalf when they have outstanding debt. They also connect survivors with additional support services as they rebuild their lives.

"What you've done for me is truly amazing and I'm holding back tears at the sense of relief you have given me," says Tracy\* a survivor of family violence who accessed our financial counselling services. "I could not have done this without your help."



18 NEW FINANCIAL WELLNESS WORKERS WERE ADDED TO OUR TEAM THANKS TO A WORKING FOR VICTORIA GRANT



#### SUPPORTER SPOTLIGHT

#### **Dr Andrew Prentice**

A long-time Anglicare Victoria supporter, Andrew is a semi-retired university lecturer who's ever-grateful for his 'lucky' upbringing. A regular churchgoer and Warden of his parish, Andrew strongly believes in putting his faith into practice to help others. Last year, through the Gippsland Financial Counselling team, Andrew generously donated his second car to a family badly affected by local bushfires.

"I'm in a position to assist with charities like Anglicare Victoria and I feel I have a responsibility to do so," says Andrew. "Knowing other people need help, I'm very glad to do that."

# A HISTORY-MAKING CAMPAIGN

"The single most significant reform to child welfare in a generation" - Paul McDonald, Chair of the Home Stretch campaign

Join with us as we celebrate a landmark for the Home Stretch campaign.

With the generous help of our funding partners and supporters across Australia, Anglicare Victoria along with a coalition of 200 organisations have been campaigning diligently to ensure young people living in alternative care receive ongoing care support, beyond their 18th birthday.

We're delighted to report in January 2021, Victoria became the first jurisdiction to introduce the Home Stretch reform in full.

This means all young people in foster, kinship, residential and permanent care arrangements will have the option of continuing that care to the age of 21. Now, like 85 per cent of young people living in other family settings across Australia, young people in alternative care will be able to receive the support they deserve as they transition into adulthood.

Kiera, a former foster child, experienced firsthand what it was like to leave care too soon. "When you turn 18, among foster kids it's called D Day, you're pretty much stepping into oblivion," she told us.<sup>7</sup>

Thankfully, around 700 young people each year will now be eligible for extended care, which will significantly reduce homelessness and double their chances of employment and further education.

Another landmark came in June when the Northern Territory also adopted Home Stretch reform. Six out of eight jurisdictions have now implemented the reform (with the exception of NSW and Qld). Campaigning continues to ensure full Home Stretch reform is adopted nationally.





### **SUPPORTER SPOTLIGHT**

Equity Trustees manages over 650 charitable trusts, around 50 of which are focused on supporting children and young people. Through these trusts Equity Trustees made a significant investment that has been critical to the success of the Home Stretch Campaign.

"Research showed us the trajectory that young people were on when they left care at 18. We asked, 'How can we have an impact that will change that?" says Equity Trustees Grant Program Manager, Emily Cormack. "So, we made the investment into the Home Stretch campaign. For us, this was about changing the future of young people and giving them every opportunity to have a better life."



# THE POWER OF PARISHES

Parishes play a vital role in our Anglican community. Across the state over 90 parishes generously partner with Anglicare Victoria, and several participate in our Anglicare Victoria Partnership Groups (AVPG).

The work of our partner parishes is invaluable and their impact is far-reaching. With fellowship and compassion, each parish generously supports us in its own unique way. Many parishes collect items including clothes and food, that are sincerely appreciated by our Mission House and homeless support services. Other parishes, kindly donate funds that are directed to specific Anglicare Victoria programs or put to use where they're needed most.

Resourceful and endlessly creative, our parish community never ceases to humble us with their spirit of giving, tirelessly raising funds through events, functions, auctions, sausage sizzles - and more - to support vulnerable people across Victoria.

Even during the testing year of 2020/21, when in-person church services and gatherings were suspended for extended periods, the support of our parish communities remained strong.

Without the usual fundraising events, our parish partners generously continued to show their faith and commitment, raising much needed funds in support of Anglicare Victoria. These funds helped to support our Better Tomorrows program that provided vulnerable children and young people with vital support during an incredibly challenging time; along with other initiatives including our emergency relief program.

#### SUPPORTER SPOTLIGHT

#### **Cheryl Buckland**

Cheryl Buckland is part of the wonderfully creative and extremely supportive Vermont AVPG. The committee of twelve do extraordinary work to fundraise and collect in-kind donations of food and furniture in support of Anglicare Victoria. The parish has a long tradition of support, and Cheryl views the work they do as part of the parish's Christian duty.

"When you're OK, you can't just sit and watch other people who are not OK, without doing something to help," says Cheryl. "Fundraising with the AVPG is a very practical way to help - and honestly, you feel great when you read the stories of how people are being helped, and how some have been able to change their lives around."

If you'd like to find out more about starting an AVPG in your parish, please contact Anglicare Victoria on 1800 809 722 for more information.



# CORPORATE PARTNERSHIPS IMPACT

We are deeply grateful to our corporate partners whose generosity and commitment is helping to transform the lives of vulnerable people and families. Their impact ripples across every one of Anglicare Victoria's programs and touches the lives of countless people each year.

For over seven years, FleetPartners has been an incredible partner to Anglicare Victoria. Extraordinarily generous, FleetPartners has donated over \$165,000, and has sponsored numerous Anglicare Victoria events as a key fundraising partner.

Year after year, FleetPartners has supported our Toy and Food Boost Appeals, and their wonderful staff regularly give up their time to volunteer where and whenever they're needed. FleetPartners also manages our fleet, helping maximise savings in this important area.

It's a privilege to partner with FleetPartners and steward their contributions with the utmost care to ensure every dollar and every hour volunteered has the greatest possible impact for vulnerable people in Victoria.

"Anglicare Victoria's unwavering commitment and support of children, young people and families in need is truly inspirational, which is why we're so proud to partner with them.

FleetPartners is also committed to supporting the communities in which we live and work - this is another reason why we support Anglicare Victoria beyond the delivery of our core fleet management services.

Over a number of years, we've donated and supported Anglicare Victoria to assist with all the good work they do. Recently, we were pleased to donate a bus to the Broadmeadows Women's Community House (BWCH). It was wonderful to learn how it's helped open up a new world for the women at the house, enabling them to attend weekly programs and go on day trips.

FleetPartners team members have long been committed to contributing as volunteers, helping Anglicare Victoria deliver services deeper into the community. Our team volunteer with Christmas hamper packing, homeless breakfast - and anytime Anglicare Victoria needs 'people power'.

We are humbled to call Anglicare Victoria a customer and so proud that we can make contributions which support the wonderful initiatives they deliver." - Dina Halkic, Director Relationship Management, FleetPartners







## THANK YOU TO THOSE WHO GIVE



### TRUSTS AND FOUNDATIONS

- · Equity Trustees Limited
- · The Kimberley Foundation
- The William Angliss (Victoria) Charitable Fund
- Helen Macpherson Smith Trust
- Danks Trust
- · Collier Charitable Fund

- · Flora & Frank Leith Charitable Trust
- Brian and Virginia McNamee Foundation
- Yarra City Council
- Lyone Foundation
- · Financial Counselling Foundation Ltd
- Beverley Jackson Foundation
- The Vera Moore Foundation



### **CORPORATE PARTNERS**

- · Newcrest Mining
- · Latrobe Health Services
- · Coliban Water
- FleetPartners
- HESTA

- Better Living Maintenance
- · Kirkland Lake Gold
- Future Generation Global Investment Company
- Access Pay (Smart Group)



### **INDIVIDUALS**

- · Mrs R Homewood
- · Dr N Fary and Dr B Fary OAM
- Mr A Mackay
- The Bruce Parncutt Family Foundation
- · MR Collis
- The Will and Dorothy Bailey Charitable Fund
- Mrs J Thomson

- · Prescott Family Foundation
- Mrs M Harper
- The HMA Foundation
- Ward-Ambler Foundation
- Give 52 Foundation
- Military and Hospitaller Order of Saint Lazarus of Jerusalem



### **ESTATES**

- Estate of the late Margaret Mary Bowman •
- · Estate of the late Brian Pott
- Estate of the late Loise Eileen Frances Dale
- · Estate of the late Marian Jean Dunstall
- · Estate of the late Robert R S Good
- Estate of the late Marion Isabel Jennings
- Estate of the late Allan George Lorraine OAM
- · Estate of the late Peggy Valerie Luker
- · Estate of the late Alan John Matheson
- Estate of the late Rae Nanette Matthews

- Estate of the late Clara Julia Ursula Oostergetel
- Estate of the late June Margaret Parrott
- Estate of the late Marjorie Arbuthnot Saranovac
- · Estate of the late Gwyneth Smith
- Estate of the late Estelle Penelope Rose Stott
- Estate of the late Helen Margaret Taylor
- Estate of the late Elizabeth Noelle Turner
- · Estate of the late Elizabeth Joan West
- Estate of the late Delina V Shembri-Hardy

Anglicare Victoria would like to sincerely thank the Anglican Diocese across Victoria and the many Anglican parishes and parish partnerships for their generous support, as well as all others who have supported our programs over the last year.

## CENTRAL OFFICE

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