

A stylized logo for 25 years. The number '25' is in a large, outlined font, with the word 'Years' written in a smaller, cursive font across the middle of the '5'.

# WE WORK FOR BETTER

2022 ANNUAL REPORT  
25TH ANNIVERSARY EDITION



## OUR PROMISE

Every child has the right to a safe and happy childhood. Anglicare Victoria works for families, children and young people. We understand their challenges and every day we see their strength. We know that with the right support, people can achieve their goals. For some this means keeping the family together in tough times. For others it's as straightforward as finding a way to pay the bills. We offer children, young people and families expert help to resolve differences, build better relationships and find a place to belong.

**Working together, for better.**

## OUR COMMITMENT TO CHILDREN AND YOUNG PEOPLE

As a child-safe organisation Anglicare Victoria is committed to supporting and providing environments where children and young people are respected, their voices are heard, their rights are upheld and their safety is paramount.

## OUR COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

We strive to be an inclusive, safe and responsive organisation which promotes diversity and actively supports inclusion for Aboriginal and Torres Strait Islander peoples, people from LGBTQIA+ communities, people with disabilities, people from diverse cultural and linguistic backgrounds, people of all ages, people with caring responsibilities and people with diverse religious beliefs or affiliations.

Being a diverse and inclusive organisation goes to the very heart of our work: transforming the future of families, children and young people.

## THIS YEAR'S THEME

This year's Annual Report *We Work For Better* theme is families. From crisis and chaos to calm, we explore how we navigate families through the services they need to reach the other side.

With client voice at the front and centre of the report, AV captures case studies from children, young people, families, and staff who have spoken with us and talked about their origins, connections, experiences, intervention, and support.

With AV celebrating its 25th anniversary, we look back at where we have been and focus on what the next 25 years look like for the agency and the client.

## OUR VISION

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.

### Privacy Statement

We're committed to protecting your privacy in accordance with state and Commonwealth privacy legislation, and other relevant laws. We only collect, use and disclose your information in ways that comply with these laws.

\*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.

### Anglican Welfare Agency Act 1997

Anglicare Victoria was created by the Anglican Welfare Agency Act 1997, an Act of the Victorian Parliament.



# WOMINJEKA

## WELCOME

**Nark kirrip-ik**  
My friend/s

**Cabbe melemung' il biladu-njan war?**  
Greetings, how are you?

**Liwik bulok nugal ik**  
We pay our respects to the Ancestors past, present and future

**Ngoon godgin kirrip-bulok nugal ik**  
Thanks my many friends

**Ngoon godgin wumen-ngat biik-dui-ik**  
Thanks and come all of you on my Country

**Ngoon godgin**  
Thank you

We acknowledge the Traditional Custodians of the land on which we work and live. We recognise their continuing connection to Country and community. We pay respect to the Elders of the past, present and future.



SCAN HERE  
To watch AV's opening of our new Box Hill office, with a Smoking Ceremony and Welcome to Country from Kellie Hunter.

Pictured holding a Smoking Ceremony, Anglicare Victoria's Senior Cultural Operations Lead, Kellie Hunter - Wurundjeri Woi-Wurrung

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# CEO MESSAGE

Often when I walk around the programs and spaces of Anglicare Victoria, I am inspired by our clients' quiet heroism and dignity as they grapple with the most difficult of circumstances and the creativity and commitment of our staff as they respond on significant issues and circumstances of our clients in a variety of settings.

Whether in a foster home, across our residential care houses, or around the kitchen table in a family home, Anglicare Victoria is with our clients, fighting the hard battles or supporting the most vulnerable or finding a way through a crisis, all informed by an organisational culture of compassion and care.

This year's annual report captures these moments, and is illustrative of the belief and skill of the agency, that has enabled us to aim high for our clients and to bring better approaches, better connections, and better outcomes regardless of whether you are a struggling family or parent, a child or a young person, or whether you are alone or within a group.

The stories of this year's report highlight our work, in often dire or challenging circumstances, such as the Homes for Families program, which helped dozens of homeless families into emergency accommodation, many the victims of family violence, and from there to more secure arrangements.

Or our new partnership with Yooralla to bring their expert care into our residential care homes to serve our young people with disabilities who reside there. And we cannot forget Fifi, Fev and Nick from 101.9 The Fox, who helped raise almost \$260,000 for Anglicare Victoria to buy presents for 4000 children in need through the Doing it for the Kids campaign.

There is always someone who needs our help. Maybe it is because they require our care and love due to being removed from their family, or are a family who has lost their home due to a catastrophic event, or are finding the pressures of home life are causing overheated emotions for everyone within the family. In all of these scenarios, you will find Anglicare Victoria, ever-present and ever-active. Together we work for better, and the drive in that pursuit is reflected in every page of this year's annual report. I hope it inspires you as much as it does me.

**Paul McDonald**



# ARCHBISHOP MESSAGE

It is now 25 years since three Anglican Missions joined forces to become Anglicare Victoria, focusing our efforts on helping those across the state who need it most.

While much has changed since the creation of the first Anglican Mission in Melbourne over 120 years ago, the shared sense of community and compassion for those less fortunate remains a driving force today.

Recognising these milestones highlights the essential services we provide to those in crisis today and into the future. While we wish it could be otherwise, it is hard to imagine a time when they will not be needed.

This year's annual report shows the dedication of Anglicare Victoria's staff, volunteers, parishes and supporters. I trust you share my gratitude for the vital work they do every day.

May God be with you.

**The Most Reverend Dr Philip Freier**  
President of the Council  
Archbishop of Melbourne



# CHAIRPERSON MESSAGE

It's my honour to welcome you to Anglicare Victoria's 2022 Annual Report, a year that marks our 25th Anniversary as an organisation.

With a legacy of care spanning more than 120 years, the amalgamation of several Anglican child and family services in 1997 was an opportunity to deliver more effective and coordinated care across the state. A quarter of a century later, we have a chance to reflect on the many thousands of children, young people and families that Anglicare Victoria has supported out of hardship.

AV's founding purpose – to serve Victoria's vulnerable children, young people and families – remains clear and strong. Yet we continue to respond and adapt to the times we find ourselves thrown into. Our 2020-2024 strategy to *Grow, Sustain, Excel, and Transform* is an ambitious blueprint for better care across the state and into the future.

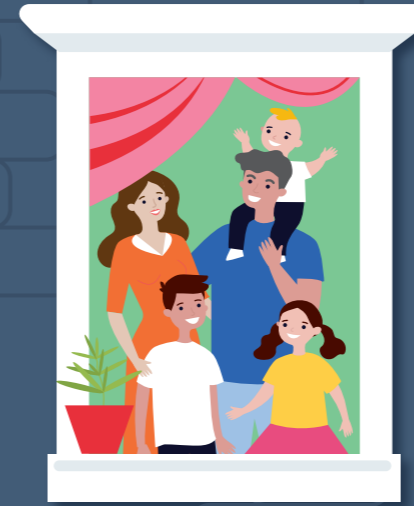
This year's annual report is our place to celebrate the achievements of our young people, volunteers and staff and the legacy of care we uphold and constantly seek to improve.

**Tony Sheumack**

# WORKING TOGETHER, FOR BETTER

Over the last year, more than **1850** staff working out of **93** locations across Victoria, committed to improving the lives of more than **30,000** Victorians

On any given night, AV has over **1000** kids in our care



## FAMILIES BACK IN CONTROL, STAYING AND GROWING TOGETHER

**955** families took part in AV's evidence-based programs, which are internationally recognised for their success in keeping families together

More than **3000** vulnerable families were provided support with parenting and early intervention programs, by our **family services** teams

More than **3600** parents were assisted and supported with parenting groups, courses and advice by AV's **ParentZone** program

AV worked to help the increasing number of victims of domestic violence throughout the pandemic, providing specialist **family violence** programs for more than **2000** people in need



## CHILDREN AND YOUNG PEOPLE LIVE IN SAFE AND STABLE HOMES

Annually, AV provided care for more than **1500** children and young people in Out-of-Home Care (OoHC)

**848** children and young people were provided **foster care** over the last year

**375** children and young people were helped to maintain connections with their families through **kinship care**

**226** children and young people were cared for in **27 residential care** homes across the state

**104** children and young people were supported across **targeted care packages, permanent care and lead tenant**

## STRONG YOUNG PEOPLE

**314** young people were supported back into schooling thanks to our **TEACHaR** program

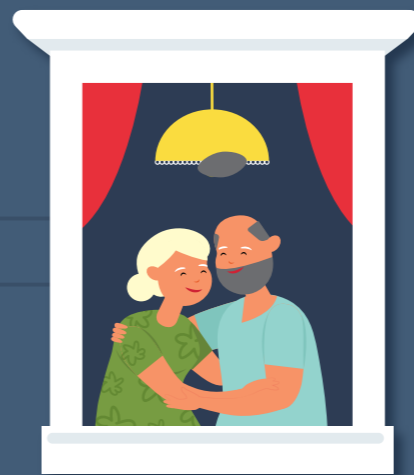
**632** young people who had disengaged from education were supported with the **Navigator** program

More than **1800** clients were provided services, including assessments and counselling through our **Alcohol and Other Drugs** programs



More than **1000** **foster carers** opened their homes and provided care to children and young people in need

More than **300** **kinship carers** looked after children and young people who are related to them



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

More than **3500** Victorians' financial situations were improved with access to **financial counselling and education**

\*Data as of June 30th 2022. Period inclusive of the 2021/2022 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. There may be a lag in public reporting of particular data due to data quality assurance activities, ongoing maintenance and updating of notification details

# OUR OUTCOMES

Every day our clients face their challenges and achieve great things. The work they do is never easy, and neither is ours. But it has never been more necessary. Together, we can meet those challenges.

This means children and young people who are safe and strong, happier and healthier homes and families, and better futures.

*For everyone.*

Together, the suite of services we provide to families, children and young people helps to address and prevent harm, delivering better outcomes for families and the community.

Work on an agency-wide outcomes framework has commenced under the 2020-2024 Strategic Agenda. AV is now able to report against the impact areas identified from this work.



## FAMILIES BACK IN CONTROL, STAYING AND GROWING TOGETHER

**Nine in ten** (91 per cent) children at risk were able to stay living safely with their family and community after their parents completed an intensive family service.

## CHILDREN AND YOUNG PEOPLE LIVE IN SAFE AND STABLE HOMES

**Three in four** (74 per cent) children and young people in care<sup>^</sup> have lived in the same home for more than a year.\*



## STRONG YOUNG PEOPLE

After one term of specialised tutoring with the TEACHaR program, the number of students learning effectively **more than doubled**.



**Four in five** (84 per cent) young people in our care were regularly attending school.\*



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

AV financial counsellors helped **nine in ten clients** get back on their feet by reducing their financial pressures.

AV provided **6,355 Victorian families** in urgent need with emergency help, including groceries, clothing, medication and financial assistance.



- Data caveat. Data as of June 30th, 2022

<sup>^</sup>Long term foster care and kinship care  
\*Data sourced from the Out-of-Home Care, Outcomes Survey, (50 per cent of the young people's experiences were surveyed)

# OUR REPORT CARD



## GROW

- AV grew core services as Victoria's largest provider of Out-of-Home Care (OoHC) and family services, and continues to be one of Australia's most innovative agencies in working with vulnerable children, youth and families.
- Developed emergency responses to housing and homelessness, including the Atrium Place and Latrobe COVID-safe facilities, the Homes for Families initiative, and the establishment of Village 21.
- Expanded our family violence services, including partnering with The Orange Door across the state, expanding our work in the men's behaviour change program, and delivering evidence-informed programs such as Caring Dads and A Better Way.
- Grew our financial wellbeing and counselling service to become one of the largest providers across the state.
- Connected more children and young people to education through TEACHaR and Navigator, and supported school communities by providing on-site access to family and parent support.



## SUSTAIN

- Provided our staff with strengthened career pathways, comprehensive learning and development opportunities and an online program of health and wellness activities to support staff through COVID-19.
- Strengthened AV's cultural awareness and capability, including collaborative work on a new Reconciliation Action Plan, and establishing the Darrango Yan-Dan cultural centre.
- Invested in learning and development tools for practitioners. Using 'Theatre of Life' video recordings in real-life scenarios, AV staff practiced and developed skills to better work with families.



## EXCEL

- Expanded and invested in developing evidence-based models, to keep families safe and together.
- Reunited families and kept them safely together by delivering new, integrated approaches to funded services such as the Loddon Care Hub and the Family Preservation and Reunification.
- Improved the future for families and the community, with work on establishing an agency-wide outcomes framework aligned with the Strategic Agenda.
- Implemented a comprehensive practice framework across family services.
- Upgraded organisation-wide IT and data capability and supported staff to transition to online working and service delivery during the pandemic.
- Provided housing and individualised support for 86 young people to date through COMPASS, one of Victoria's first social impact bonds delivering positive outcomes to care leavers, investors and government.



## TRANSFORM

- Fostering innovation across AV by establishing the Project Development and Innovation team and the Business Development and Innovation Fund, and supporting Seed Projects in three key areas: integration, supporting better outcomes and funding.
- Providing better care and support for young people in residential care by partnering with Yooralla to deliver expert assistance to the estimated 30 per cent of young people in residential care with a disability.
- With the support of our agency-wide PRIDE group, secured Rainbow Tick Accreditation.
- Advocating for system reform through the Home Stretch campaign, in which every state and territory across Australia (aside from NSW) now offers extended care to 21 for young people in the child protection system.
- Introduced community engagement workers into residential care to improve young people's connection, sense of belonging and long-term outcomes.



## OUR JOURNEY SO FAR

### AV's Strategic Agenda

*The Anglicare Victoria four-year Strategic Agenda was launched to AV staff in September 2020, six months after Melbourne's lockdown had begun.*

Managing the operational requirements of the pandemic while responding to strategic growth and reform opportunities has been a key challenge for the past two years.

Operational priorities have been dominated by a range of work carried out across the agency to keep clients safe, support staff and maintain a stable workforce. This included equipping people to work safely and effectively from home, and ensure compliance to the regulatory and industrial requirements relating to PPE and vaccinations. This has involved valiant efforts by all our client-facing staff and support areas.

Along with several major initiatives in the first year of the pandemic, more recently our workforce was called on to provide emergency support for struggling families who had become homeless – many because of family violence.

Meanwhile, vital sector reforms and initiatives continued. AV's long-standing investment in the development of evidence-based and evidence-informed programs positioned the agency well to become major providers of the Family Preservation and Reunification (FPR) program, delivered for the Department of Families, Fairness and Housing (DFFH).

The program aligns with our broader objective of building more family-oriented and integrated services.

We grew our footprint in The Orange Door as the program rolled out across the state, providing both family support and family violence services, and developed key partnerships in areas including mental health (through therapeutic support residential care homes), disability (Yooralla) and housing (VincentCare and Kids Under Cover).

These collaborations have allowed us to provide new models and better support for key client groups. Our Buldau Yioohgen "Big Dreams" Leadership Academy continued to thrive, supported by a new Aboriginal Cultural Safety Executive, which drafted a new Reconciliation Action Plan following extensive collaborative work across the agency.

Work is ongoing to progress our diversity and inclusion agenda, client voice and representation, along with developmental and policy work as part of the agency's Seed Projects. Adjusting to the post-pandemic "normal" of workplaces and employment expectations will be important in the next two years.

# STRONGER TOGETHER

*"I am amazed by the support I have received. I've struggled so much, and this amazing team you have pulled together takes so much of the pressure off; I can have a rest and get my pain back under control. I'm not worrying so much. Thank you." – Sami\*, a mum with two children*

Children have the best outcomes in life when they grow up with the support of a healthy family. The goal of family services – AV's largest service area – is to keep families safely together. Family services workers support parents to build the skills and awareness that will result in safer and more caring environments for their children.



*"We go out to people's homes and meet with families and children face-to-face, in an environment where they feel more relaxed and in control. We help them see what we are seeing when we walk in the door, but ultimately it comes down to them telling us what will make their lives better. Then we walk alongside the family and get them to take on the responsibility for getting there." – Kristy Reed, Program Manager, Family Services*

AV's family services teams support thousands of families across Victoria every year, offering a broad range of inclusive family and parenting services and programs.

One of the differences in what family services offers is that children are at the centre of all discussions, and great care is taken to ensure the voices of children are heard.

The families AV works with are typically dealing with factors such as multi-generational inequality, poverty and trauma. These factors can lead to negative behaviour such as substance use and family violence. Our teams address the vulnerabilities of families to prevent separation and work to ensure the needs of children are met as they navigate the welfare system.

*"We set the scene from the beginning. We're really transparent with families about any risks we're seeing in the environment and providing clear examples. For us, it's about going in and being non-judgmental and making it clear that we are there to support them and hear what they have to say." – Kristy Reed, Program Manager, Family Services*

Sometimes the support provided by family services can be fun. AV supported a family with three children to have swimming lessons. It was such a positive experience that it became a regular activity for that family.

*"They all go. Even mum loves the pool. The children were not sure at first, but now it is something that brings the family together every week. It's significant because these things can lead to a lot of other positive work with the family." – Sonia D'Urbano, Regional Director North Metro*







## RISING ABOVE THE VIOLENCE

*“Anglicare Victoria has helped me a lot. I’ve never felt judged. They helped make sure my house was safe for my son to return. They got me into mental health support to process my trauma, gave me parental support and connected me with local support programs.” – Jane\*, family services client*

Anglicare Victoria’s work covers many different aspects of family violence. Programs cover the spectrum from prevention to support for survivors and referrals to the Victorian Government through The Orange Door program, which was set up as part of its response to the Royal Commission into Family Violence.

Many of AV’s programs such as family services and financial counselling also have assisted those affected by violence in the home. As well as the essential role of supporting women and children fleeing violence, programs such as Caring Dads, A Better Way and our men’s behaviour change programs try to break the cycle of abuse by working with those responsible.

A common thread to all of these approaches is helping men realise that using violence in the home is a choice – and that choice has a profound impact on those they care about. The key to change is understanding that the responsibility for your actions is separate from anything that other people do, whether partners, children or anyone else.

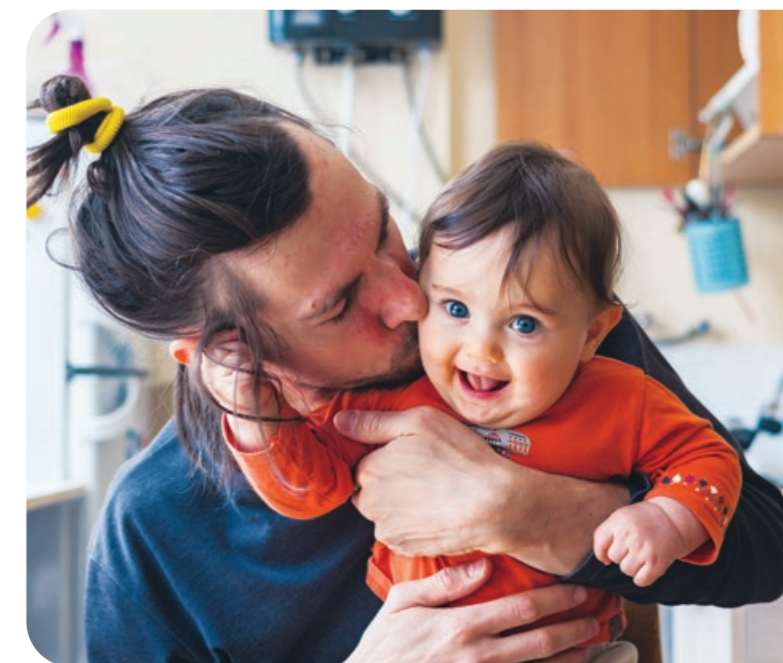
AV supported approximately 2000 people with specialist family violence programs in 2021/22, and many thousands more through other areas such as family services, The Orange Door and financial counselling. Financial counsellors regularly help women leaving relationships whose partners continue to control their finances.

“

*“All violence is about control; about someone trying to control someone else and various methods of doing that. Whether it’s physical violence, emotional abuse or limiting someone’s financial capabilities or contact with support networks and friends, it’s all connected. The program helps us to recognise what violence is and what parts of our behaviour contribute to that.” – Steve\*, Men’s Behaviour Change program participant*

The Orange Door brings together specialist staff from a range of organisations, working together to provide essential support for women, children, young people and families experiencing family violence. This includes supporting perpetrators of family violence, families in need, as well as the wellbeing of infants, children and young people.

*“When people come to The Orange Door, they are in crisis. Our role is to identify the family’s needs and ensure we can provide the most appropriate service. We work with the family by going on that journey with them.” – Vicki Levey, Regional Director Gippsland*



# THE SCIENCE OF STRONG FAMILIES

For many years, AV has been exploring models and programs with evidence of strong positive outcomes for families at risk of losing their kids to Out-of-Home Care. This includes sourcing and interrogating international models that can be used effectively in Victoria, as well as developing our own programs for specific purposes.

*“Hayden (AV practitioner) was able to relate to us. He took the time to understand my family. We worked on setting weekly goals, and he always had new suggestions when things hadn’t worked. Hayden helped me plan for certain things that might come up after his support had finished; one of these situations came up the other day, and I knew exactly how to deal with it.”*  
 – Michael\*, parent of a client in Multisystemic Therapy, one of Anglicare Victoria’s Evidence-Based Programs

Evidence-Based Models (EBMs) are programs that have been extensively researched, tested and proven successful in a wide range of countries, cultures and settings. Our research team works to ensure EBMs at AV are delivered in line with model requirements to achieve the most positive outcomes for Victorian families.

From small beginnings, AV has grown to over 100 staff involved in the specialist care provided by these program areas, with the ambition of helping children to remain living safely with their parents.



*“These models help address the feeling that things can’t change, giving families back a sense of control and confidence in making a difference and achieving better outcomes. The goal is to move families into calm and out of the system.”* – David Poynter, General Manager of Business Development and Evidence-Based Models

Below are three examples of the EBMs that Anglicare Victoria has developed and adapted.

### ACTING QUICKLY TO KEEP FAMILIES TOGETHER

Rapid Response is a home-grown EBM developed by AV. Delivered in partnership with Child Protection, Rapid Response works by delivering a short, intensive intervention when the removal of children to Out-of-Home Care is imminent.

It teaches parents skills and techniques to help them out of crisis and feel in control again. An evaluation by Monash University found that 97 per cent of families who completed the program were able to remain living safely together at home. Its success keeping families safely together has led to it being adapted for use as part of the Victorian Government’s Family Preservation and Reunification response.

### TAPPING INTO THE POWER OF FAMILY

In Functional Family Therapy (FFT), workers visit homes and sit with all family members around the kitchen table to identify how they can all contribute, feel connected and create a more positive environment. A tailored form of FFT for youth justice has proven extremely effective in preventing re-offending by improving family relationships and shows promise for more widespread use. Functional Family Therapy – Child Welfare helps to keep children safely in their home or foster home.

### BUILDING ON STRENGTHS

Multisystemic Therapy (MST) is an early intervention program based on more than three decades of applied research, designed to keep kids at home and in school. Therapists have small caseloads and work with families in the home over a four-to-six month period to reduce youth offending and other behaviour such as substance use. It is a strengths-based approach that works to build on the things that parents are doing well, encourages participation in positive social activities and provides 24/7 support to return harmony to the family home.



# A SAFE, CARING PLACE TO CALL HOME

AV residential care provided 226 children and young people, who cannot live with their families, with accommodation and support. Young people in residential care are typically teenagers who have experienced significant trauma and loss as well as having complex needs. Across 27 homes our residential staff provide stability, safety, and referrals to a range of other services to help young people heal and rebuild their lives. Staff work hard to provide the next best thing to a caring family home when young people cannot be with their own families.

## REBUILDING RELATIONSHIPS

Young people have better outcomes when their family connection is strong. For this reason, residential care staff work to find ways for young people to reconnect with their families. Working with young people and their parents, our staff empower families with the skills to reunite safely. Strengthening the family unit and opening the possibility of returning home is a key objective for all young people in residential care.



*"They may not realise it while they're an adolescent going through everything that adolescents go through, but they need to connect with their families. We try to help all family members to see each other in a different light and work on everyone's strengths."*  
– Nada Vindis, Program Manager Western Residential Care

## THE BEST CARE FOR AN INSIDE-OUT WORLD

*"The team saw the potential in me...I wouldn't be here today without them. [The tutoring] really helped me boost up my grades"* – Becky\*, residential care.

AV specialists supported Becky to explore and manage her emotions, leading to important conversations with her mother. She developed an understanding of her story of trauma and the reasons for the separation from her mother. Despite her adversity, Becky has secured a part-time job, re-engaged with education, and learned to manage her anxiety better.

## EMBRACING SUCCESS IN RESIDENTIAL CARE

AV's KEYS (Keep Embracing Your Success) program is a model of care that connects vulnerable young people to a dedicated team of specialists, including mental health, alcohol and other drugs (AOD), cultural, and family support. This holistic approach is highly effective and is showing positive outcomes, with specialist support services being a core component of the model of care.

*"I love this place and I'd really like to stay here."* – George\*, residential care

## PANDEMIC PRESSURE

The implications of the pandemic remained challenging. Remote schooling added pressure on our young people. Our residential care teams demonstrated significant commitment and care in navigating the ever-changing directions and complexities as well as keeping everyone in our homes safe.

*"I couldn't be prouder of the efforts that the staff put in, in terms of supporting and providing that consistent support to young people during a hard year."* – Nada Vindis, Program Manager Western Residential Care



SCAN HERE

To hear how our staff make an impact every day to the lives of young people in our care.



# AMANDA'S STORY

*"What attracted me to Anglicare Victoria is the value of people and relationships being at the heart of everything they do. Over the last three years, I have had about ten children come into my care as emergency and short-term placements. However long they stay, the opportunity to nurture, love, care and keep these children safe has been a privilege and honour."*  
 – Amanda, AV foster carer

Amanda has been a foster carer with Anglicare Victoria since May 2019. Together with her house mate and adult daughter, she provides care for three foster children.

*"We get so much joy from these kids. They love living in our home and we make sure we create a nurturing, family environment. The older boys help me with the toddler and treat him like a little brother,"* explains Amanda.

*"Some days are difficult, but the good certainly outweighs the bad. I can't imagine not fostering now and wish I'd started earlier."*



AV foster carer Amanda with her daughter

## STABLE HOMES IN AN EVER-CHANGING WORLD

During the pandemic, many young people felt the loss of socialising at school and extra-curricular activities more intensely – often followed by high stress and anxiety while returning to school on the other side. Foster carers have resumed meeting face-to-face with AV staff and one another in support groups, which has helped them provide much-needed stability for the young people in their care.

## ALWAYS IN HIGH DEMAND

AV recorded an increased need for foster care placements as Victoria came out of lockdown. Over the previous year, our carers opened their homes to provide 2925 placements for children in foster care. Our program in the south metro region grew significantly over the last year, with more placements needed than ever before. AV has increased our efforts in foster carer recruitment to meet demand.

*"Foster care is about giving children somewhere safe and supportive to live while they need it. We always aim to reunify children back with their families wherever possible."*  
 – Kate Badham, Project Manager, Client Services

## A LOVING HOME AWAY FROM HOME

Currently around 46,000<sup>1</sup> Australian kids are in foster care. Foster carers provide a safe and supportive environment for children and young people who are unable to live with their own families for various reasons.

Foster care can take the form of short-term care which varies from a few days to a few months, long-term care which is needed when a young person cannot return home for some time. Emergency care is usually for a night or two before a more permanent home can be found, and respite care is used to give full-time carers a break, for a weekend each month, or a week during the school holidays.

Michelle and Stephen, along with their kids, have been providing foster care to local children in Melbourne's East for around six years. In March 2019, the family welcomed a sibling group needing care into their home.

*"We thought that if we can keep these kids together, they're going to feel better about themselves, who they are and where they come from,"* Michelle said.

Michelle said her own children had really grown because of the foster care experience, having developed a sense of love and understanding for people who may not have been as fortunate as they are.

*"When the children are laughing and playing, and the stress of their situation isn't present, that's what makes our hearts feel full, and that what we're doing is worthwhile,"* she said.



SCAN HERE  
 To learn more about becoming a foster carer.

<sup>1</sup> Child Protection Australia 2020-21, Australian Institute of Health and Welfare, Commonwealth Government, Summary, accessed 10 October 2022, <https://www.aihw.gov.au/reports/child-protection/child-protection-australia-2020-21/contents/summary>

# KEEPING THEM WITHIN FAMILY

Alice has cared for her grandchildren since they were young and continues to provide a safe, stable, nurturing environment. The children are thriving, have won many swimming and karate awards, and recently started piano lessons.

AV is the largest kinship care provider in Victoria, and over the last year 319 kinship carers provided care to children and young people who are related to them.

Kinship care placements provide safe and stable homes for children and young people who cannot live with their parents. With kinship placements, children and young people stay with relatives, family members, or existing community members for short and prolonged periods, with the goal of reunification with the child's parents.



When a child is referred to kinship care it is a formal arrangement, but it can be difficult and complex work as the young person is known to the carer. The arrangement looks to ensure the child's basic needs can be met, that they are safe with the carer, and the placement is in the best interest of the child. AV teams assess the needs of the child and their carer to ensure all necessary supports are in place, such as beds, bedding, wellbeing needs and education resources. AV provides ongoing case management for long-term placements, including arranging for a child or young person to stay within their relative's care, and work with other siblings in the kinship family.

*"Kinship care allows for children to remain connected to family, while their parents seek the support required to create a safe environment for the child to return to. We are always looking at what we can do to better support kinship carers as they take on these massive roles."* – Kate Badham, Project Manager, Client Services

AV is a passionate provider of care, refining and improving existing models of care to ensure the best possible start to life for every child and young person. AV will continue to advocate strongly for Victoria's most vulnerable young people to ensure they receive regular therapeutic support as part of their living arrangements. This year AV contributed recommendations to the Victorian Auditor-General's Office audit of the kinship care system. AV has advocated for more support to be provided to kinship carers in alignment with the current support provided to foster carers.



*"AV provided what I needed for me to be able to care for my grandchildren - counselling, kinship activities and events, support groups, monthly visits with the family; just being there when we needed a boost in morale. If I have problems as a carer, I can contact AV for financial or emotional help to resolve them. I've been doing this for a long time, and I love it, but it's a good thing that AV assists people who need support; it's very important. If I ask for assistance, it's there when I need it. They made my life easier."* – Alice \*, grandmother and kinship carer



# ALEX'S STORY

Alex\* was referred to the TEACHaR program with challenging behaviours stemming from his trauma history. These experiences limited his school attendance, and on the days he did attend, he was not engaged with his learning or the school community. Despite repeated attempts to reach out to him, Alex refused to comply with school rules and was frequently suspended.

Since graduating from the TEACHaR program, Alex has increased his engagement with learning, repaired relationships with his school, made academic progress in English and maths and cultivated a growth mindset and a belief that he can achieve and reach his potential.

*"I have enjoyed the TEACHaR program. Melissa (AV education specialist) has greatly helped me with my education. She always encouraged me and reminded me about important things that were coming up. I got lots of certificates and have achieved so much. In the future, I will try to keep up with my achievements and complete my VCAL (Victorian Certificate of Applied Learning) to get a good job and help to look after my family." – Alex\*, TEACHaR participant*



## HELPING MORE YOUNG PEOPLE

This year, new funding has allowed the program to support more of AV's residential care, bushfire recovery and therapeutic care programs.

## TEACHaR INDIGENOUS EDUCATION STRATEGY

A first in Victoria, the strategy was developed by AV in consultation with Indigenous organisations. The strategy began as a grassroots initiative by staff seeking to work better with our Indigenous students.

## INAUGURAL STEPHEN NEWTON SCHOLARSHIP

Established this year to honour retired AV Chairperson Stephen Newton, the scholarship is awarded to Year 12 students in AV's Out-of-Home Care, including the TEACHaR program. Students receive access to funding for school support and an education mentor to support their final year at school.

## THE LONG SHADOW OF COVID

Since the start of 2022, teachers and students have been happy to be back working face-to-face again, though some schools faced staff shortages due to COVID and flu sickness and were forced to return to remote education. This has further underlined the need for specialised programs such as TEACHaR to help children deal with a disrupted education environment.



SCAN HERE

To watch how AV's TEACHaR program is improving educational outcomes for children and young people across Victoria.

# EDUCATION REVELATIONS

**AV's homegrown TEACHaR program now employs 31 teachers who supported more than 300 children and young people residing in our care over the last year.**

Research shows that children in Out-of-Home Care often do poorly at school compared to other children of the same age. At AV we want to reverse that trajectory and re-engage the children in our care to the great journey and gains of school and education.

TEACHaR education specialists work one-on-one with young people in a highly tailored, individualised way to help build their English, maths, social and personal capabilities in line with the Victorian curriculum.

The program also helps the young person's school (primary, secondary school or VCAL) to better understand how to support the learning and engagement of a young person who has experienced trauma. The program also supports families with communication around schooling matters.

*"It's a huge celebration for us when young people achieve their goals and begin to believe in themselves as learners. It is also a huge celebration for us when young people get to Year 12, often despite the worst adversity. With TEACHaR's support, they're breaking the cycle." – Margaret U'Ren, Program Manager*

Anglicare Victoria would like to thank the philanthropic funders of AV's TEACHaR program: Collier Charitable Fund, donors from the Anglican Diocese and Parish Partnerships, as well as all others who have generously supported the program since its inception.



# HELPING PARENTS BECOME HEROES

*“My communication is a lot better - not only between my partner and me regarding parenting matters but also in getting answers from the children about what’s wrong. We allow them to sit with their feelings, give them choices and a voice.” – Tuning in to Kids participant, 2022*

The main priority of AV’s parenting programs is strengthening the positive relationship between parents or carers and the child in their care. Whether they are proactive parents, ordered to attend by the courts, or families seeking support for a specific challenge, a broad range of people turned to ParentZone for ideas and guidance over the last year.

Regular check-ins during each session ensure all participants are heard and feel comfortable being part of the conversation, and these short courses build on parents’ existing strengths. Parents are positioned as the experts of their family, with one of the aims being to work on developing power with their kids rather than power over their kids.



More than 3600 parents were supported through AV’s ParentZone programs throughout the year. Some of these are evidence-based programs addressing issues such as raising teens or getting through a relationship separation. Others are small group courses designed to the specific needs identified by parents before the sessions begin, such as helping children manage their anxiety or getting them to listen.

“Now I know who to contact and where to find assistance, advice, reassurance and guidance in challenging moments.” – Breaking the Cycle participant, 2022

This year, AV has increased the number of single-session workshops in response to feedback from time-poor parents.

*“This year, we saw a shift in those seeking our support. People from all walks of life, not just vulnerable families: middle-class families, struggling mums, and a lot more dads.” – Jacqui Howell, Regional Development Manager, Gippsland*

ParentZone has produced a series of short podcast episodes – ParentZone Pods – for a quick refresher or some on-demand help while waiting to attend a session in person.

*“I have started asking my teenagers more questions about their feelings and taking them into account.” – Parents Building Solutions participant, 2021*



**SCAN HERE**  
To listen to AV’s ParentZone Podcast, which supports parents to make better decisions, gain independence and take control of their lives.



# TAKE THE PRESSURE DOWN

*“Thank you for a life I never knew, a sober one. Keep going with your job; you truly make miracles happen.” – Christmas Card from Ennaer\*, a LYFT (Linking Youth and Families Together) participant*

Anglicare Victoria’s Alcohol and Other Drugs (AOD) programs aim to reduce harm and prevent relapse. Our programs include counselling, case management and support for families impacted by substance use. By addressing drug-related issues and the family’s needs, the program supports safe reconnection and reunification, reducing the burden on Victoria’s Out-of-Home Care system.

We know the impact that alcohol and drugs can have on families. Our dedicated staff and effective programs empower many families to overcome their challenges. Our staff have seen an increase in drinking and substance use across vulnerable groups in the community. Over the last year our staff supported more than 1800 young people, adults and families on their journey and worked to support safety, understanding and compassion for everyone involved in the recovery process.



*“Whether it’s LYFT – the Family Reunification Program – or AOD counselling, we’re working alongside parents to increase their ability to address specific issues around drug and alcohol use while helping them to be safe and productive parents in all areas.” – Grenville Wise, Alternative Care and Support Services Program Manager*

## GREATER DEMAND DURING DEMANDING TIMES

The increased pressure on families during the pandemic resulted in higher rates of drug use and family violence. During lockdowns, care remained for these families, at their convenience. Post lockdown, in-person appointments resumed to assess the safety of the home environment.

## BUILDING STRONG TIES WITH GOVERNMENT SERVICES

To improve awareness and understanding of the family reunification program, AV was invited to present this year to state Child Protection staff. AV family reunification workers and Child Protection continue to collaborate to improve family outcomes.

## CONNECTED AND HOLISTIC CARE

For clients in our AOD programs, intersecting factors such as family violence, mental health and drug and alcohol concerns are common. The AOD program works closely with other AV services, such as family violence, to provide the most effective, integrated care.

Linking Youth and Families Together (LYFT) is a youth outreach program that works with young people and their parents to address the current and underlying issues that may be causing drug use. Jared\* was referred to the LYFT program as the 15-year-old struggled with a history of abuse that led to high-risk drug taking and removal from his family home. Jared’s parents struggled to manage his behaviour and at one point said to his support workers, “I think we’re done.”

The LYFT team worked with Jared for many weeks providing a range of dedicated medical, social, educational and practical supports. Jared improved his communication with his family, reducing the conflict in the home to the extent they could go on a holiday together. With support to build greater awareness and knowledge, he reduced his substance use and recently discovered a passion for fishing.



SCAN HERE  
To learn more about how AV’s Alcohol and Other Drugs (AOD) programs support young people who require early intervention and treatment.





# COUNTING THE COST OF LIVING

*“I can’t express how mentally, emotionally and financially tough the last couple of years have been. Just knowing you are there has meant so much. Really. Thank you so much. I wouldn’t have been able to have financial conversations with the creditor and deal with everything else in my life without breaking.” –Amy\*, financial counselling client*

AV is Victoria’s largest financial counselling provider in the state, with 40 financial counsellors working to improve the financial situation and education of more than 3500 people.

During the first six months of 2022, the rising cost of essentials became a constant source of concern. The price of rent, petrol, groceries, fresh produce, heating and cooling – not to mention school fees and birthday presents – meant high demand for Anglicare Victoria’s financial counsellors.

Financial counsellors work with families and individuals to understand their financial challenges and find solutions. They also advocate for clients to help repay debts, work with utility companies and dig their way out of financial hardship.

*“This has literally given me a fresh start to life. And now I have tools to navigate the future with confidence.” – Will\*, financial counselling client*



*“This year, we’ve supported more people with complex and severe mental health challenges. There’s been a huge increase in people who otherwise would not be experiencing financial hardship but were impacted by COVID, like small business owners and those unable to work from home. There is considerable financial strain on people right now.” – Stephanie Bortignon, Program Manager of Community Services, East Metro*

## WORKING TO EASE THE PRESSURE

The extra stress of financial hardship makes achieving personal goals difficult, particularly for people with complex needs such as mental health challenges, drug and alcohol use, or are victims of family violence. When our financial counsellors can successfully work with families to resolve money issues, they are empowered to move forward in all areas of their lives.

## BUDGETING THE BASICS

Our staff work to create a simple and effective budget with their clients which allows them to manage their money better and set financial goals. The aim is to give control back to people over their spending so they make essential purchases, pay off their debts and start contributing to their savings.

## A WAY BACK FROM CRUSHING DEBT

Our financial counselling team supported thousands of clients crippled by debt to regain their lives this year. This often means advocating for our clients and negotiating with utility providers, debt collectors and banks for an outcome that is manageable for the individual financially.

## FINANCIAL EDUCATION IN SCHOOLS

In AV’s eastern metro region, additional philanthropic funding enabled AV financial capability workers to visit schools to teach young people about finances and financial wellbeing.

## ADVOCATING FOR A BETTER SYSTEM

Anglicare Victoria is a member of the Stop the Debt Trap coalition, which is working towards reform of payday lending and the regulation of Buy Now Pay Later services, which have grown substantially in recent years.



Anglicare Victoria would like to thank the philanthropic funders of the financial counselling program: The Flora and Frank Leith Charitable Trust, donors from the Anglican Diocese and Parish Partnerships, as well as all others who have generously supported the program since its inception.

# LONG-TERM RECOVERY WITH A SIDE OF GROCERIES

*“Last year, we were in isolation. Our family wasn’t available, and I wasn’t sure how to get support. Sally\* (an AV emergency relief worker) provided not just the basic needs but the emotional and empathetic care for my daughter and our pets. It was comforting to know that AV was around. It was above and beyond, and I can’t thank them enough. Sometimes it’s hard for people to ask for help, which I found, but once you do, you feel worthy.” – Angela\*, a single mother*

Emergency Relief (ER) provides immediate help to clients in crisis. This year, AV’s ER program continued to explore an evolution toward ‘community hubs’ that connect people to services that will build long-term independence, such as family violence or drug support services and financial counselling.

The demand for ER services increased during the pandemic, with some locations reporting a three fold increase in the number of new clients seeking support. A large proportion of the people AV helped had never experienced this level of hardship before, with cost of living, rent and mortgage stress common concerns.

AV has been trialling the integration of food relief and financial counselling for those in need. This financial capability model ensures clients’ basic needs are met, their dignity is preserved, and they are empowered to take greater control over their financial situation and build independence. A financial counsellor is onsite at our Preston and Mission House (Fitzroy) food relief centres. ER workers identify clients experiencing financial hardship and refer them to a financial counsellor for individual support.

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*“These people are really at the lowest ebb in their life, and if we’re not here to help them, I don’t know who’s going to.” – Chris de Paiva, Program Manager Diocese and Parish Partnerships*

Research teams conducted hundreds of client surveys at ER centres this year to better understand their needs and situation. Around 70 per cent had less than \$100 in the bank at a time when the cost of living had increased significantly. AV continues to advocate for the increase of Centrelink payments, which has been shown to reduce ER service demand, as demonstrated during Victoria’s COVID lockdowns. Over the last year, 6355 Victorians were provided urgent assistance at 16 emergency relief sites statewide.



SCAN HERE  
To hear how AV’s emergency relief centre volunteers are supporting record levels of people experiencing hardship.

*Anglicare Victoria would like to thank the philanthropic funders of our Emergency Relief program: The Danks Trust, donors from the Anglican Diocese and Parish Partnerships, as well as all others who have generously supported the program since its inception.*



# 25 YEARS OF WORKING FOR BETTER

Reflecting on yesterday's achievements empowers our work for a better tomorrow.

AV is proud to celebrate our 25th anniversary as Victoria's leading provider of foster care and community support services. Since the forming of AV in 1997 with the amalgamation of several Anglican missions, we have continued to evolve our services and lead new paradigms of care, supporting thousands of Victorians to be safer and more independent.

Walking hand in hand with our communities, parishes, partners, and friends, in our first 25 years, we have grown in many ways as an organisation, sharing the journey towards a better tomorrow with tens of thousands of families.

Together, we have made a difference and we celebrate the journey towards the best possible care for vulnerable Victorians.



Scan here to read more about AV's milestones.

<p><b>1886</b></p> <p>Mission to the Streets and Lanes of Melbourne established.</p>	<p><b>1919</b></p> <p>Mission of St James and St John commences.</p>	<p><b>1921</b></p> <p>St John's Homes for Boys and Girls set up in Melbourne.</p>	<p><b>MAY 20, 1997</b></p> <p>The Anglican Welfare Agency Act 1997 is proclaimed. Under this Act, the Mission to the Streets and Lanes of Melbourne (established 1886); Mission of St James and St John (1919); and St John's Homes for Boys and Girls (1921) were amalgamated to form AV.</p>	<p><b>JULY 1, 1997</b></p> <p>AV begins operation, with John Wilson as inaugural Chief Executive Officer and Bishop Andrew Curnow as Chairperson.</p>	<p><b>1997</b></p> <p>ParentZone resource centres are established in Frankston, Preston, Gippsland, and Ringwood, providing parents and caregivers with free information, support, and a range of referrals. This program has since expanded across all of AV's regions and after 25 years, more than 4600 people a year were using this service.</p>	<p><b>1998</b></p> <p>By its first anniversary, AV's revenue was \$25 million, with more than 100 programs, across five regions.</p>	<p><b>1999</b></p> <p>Financial counselling services are developed and AV becomes one of the state's largest providers of this service over the next two decades.</p>	<p><b>2002</b></p> <p>The Lazarus Centre begins providing meals and support for homeless people in Melbourne CBD. It is a joint initiative with St Peter's Eastern Hill, St Paul's Cathedral, The Order of St Lazarus and AV.</p>	<p><b>2004</b></p> <p>Counterpoint, AV's refuge for young women fleeing family violence, celebrates its tenth anniversary.</p>	<p><b>2006</b></p> <p>AV completes a major review of its residential care programs and with the support of a major benefactor, adds extensive wrap-around services to support children in residential care.</p>	<p><b>2007</b></p> <p>By its tenth anniversary, AV has grown to an organisation with \$40 million in revenue.</p>	<p><b>2009</b></p> <p>After the Black Saturday fires, AV provided financial counselling, emergency relief, legal aid, and parenting and community support across affected regions, collaboration with local agencies and parishes.</p>
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The Andrew Kerr Memorial Home, in Mornington, was established by the Church of England in 1921. The Mission of St James and St John took over management in 1941. In the 1950s, the Home was for boys and girls aged six to 14 years.



## 2022

AV now operates 27 residential care homes across the state, providing safe homes for young people.

AV launched Victoria's first foster care support 'constellation,' MOCKINGBIRD FAMILY™ in Bendigo, providing an improved evidence-informed support to foster carers.

## JULY 1, 2022

**On our 25th Anniversary – AV has grown to an organisation with \$200 million in revenue, more than 120 programs, and operates out of 93 locations, in six regions across Victoria.**

<p><b>2010</b></p> <p>Gippsland Community Legal Service celebrates ten years of providing free legal service to the Gippsland community.</p>	<p><b>2012</b></p> <p>AV develops TEACHaR (Transforming Educational Achievement of Children at Risk), an innovative new program designed to lift the educational outcomes of our children in care.</p>	<p><b>2014</b></p> <p>St Luke's Anglicare merges with AV. St Luke's was established in 1979 by the Anglican Diocese of Bendigo with the support of the Uniting Church, growing to become a key provider of care services in Victoria's north-west.</p>	<p><b>2015</b></p> <p>A new intensive intervention program, Rapid Response™, is trialled and is created to help families in crisis stay together safely, avoiding the need for children to be placed in Out-of-Home Care. This program goes on to become accredited as one of the first home-grown Evidence-Based Models in Australia.</p>	<p><b>2016</b></p> <p>With Chief Executive Officer Paul McDonald at the helm, AV launches the Home Stretch campaign. The goal is to extend state care to 21 years in each Australian state and territory.</p>	<p><b>2017</b></p> <p>Buldau Yioohgen "Big Dreams" Leadership Academy is created in partnership with The Long Walk. Founded on the principle that connection to culture is an essential foundation for success in life, BY provides cultural support, mentoring and opportunities to Aboriginal and Torres Strait Islander young people.</p>	<p><b>2018</b></p> <p>COMPASS Leaving Care is launched. Funded by what was then Australia's largest Social Impact Bond, this ground-breaking partnership between AV and VincentCare delivers positive outcomes for younger people transitioning from Out-of-Home Care.</p>	<p><b>2019</b></p> <p>Family violence services expand to support more families who are victims of violence. Our focus now involves growing our men's behaviour change programs, and providing services for adolescents who are violent in the home.</p>	<p><b>2020</b></p> <p>As the COVID-19 pandemic hit, AV responded to a state government request to provide a safe place for COVID positive homeless young people to self-isolate, refitting and staffing an inner-city property within six weeks.</p> <p>When nine public housing towers in Kensington are suddenly locked down during the pandemic, AV quickly steps up to provide critical support to over 200 families within days of a government request.</p> <p>Village 21 is launched by Victorian Housing Minister Richard Wynne. A \$1.2 million partnership between AV and Kids Under Cover, Village 21 is a housing and support service in Preston that aims to give care leavers a positive start to their adult lives.</p>	<p><b>2021</b></p> <p>Five years after the Home Stretch is launched, Victoria becomes the first state to adopt this life-changing reform to extend care to 21 years, as the advocacy campaign gains momentum across Australia.</p> <p>Under the new government Family Preservation and Reunification (FPR) Response is designed to provide positive interventions in families at risk of having their children removed. AV begins delivering Rapid Response™, Functional Family Therapy and Practice Elements in all regions. Multi Systemic Therapy also becomes part of the FPR Model.</p>
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# FROM EMERGENCY ACCOMMODATION TO A HOME OF THEIR OWN

*“Low housing availability can have serious impacts for vulnerable people. For most of the single parent families we’re helping, they’ve never had to find housing before – some of them made more than 80 rental applications and were still not successful in securing a property.”*

– Lisa Foley, Regional Director, Southern Region

With the pandemic still prevalent, the Victorian Government established a program in October 2021 to provide emergency accommodation for families experiencing homelessness.

Homes for Families (H4F) supports families to move out of short-term accommodation and into secure homes that best fit their needs.

Anglicare Victoria, along with three other community organisations, was asked by the government to respond swiftly to the needs of families residing in insecure and unsuitable accommodation.

Of the families AV assisted through H4F, nine in ten (88 per cent) parents were women. Three quarters were experiencing homelessness after fleeing family violence, and the majority were experiencing severe financial stress – most did not have a previous rental history as individuals, making it close to impossible for them to secure a new home.



*“These families were becoming so desperate for housing that when they did find accommodation, often it wasn’t in the same region as their communities and support networks. One family had found a home in Werribee, but it was over an hour-and-a-half away from the children’s school – this obviously caused a host of other problems.”* – Lucinda Bray, Manager of Homes for Families

A dedicated team of nine AV staff worked across the southern metro catchment region to provide families with the support they needed to get back on track. Once placed in a suitable home, families were offered subsidised rent and personalised services based on their individual needs. They were also connected to the local community. H4F has so far helped more than 40 families out of crisis.

*“Our team was able to find a stable property for a mother and her twin toddlers. Since moving in, the mum has secured a part-time job. We’ve also been able to source funding for her to have driving lessons, so she can work towards getting her full licence.”* – Lucinda Bray, Manager of Homes for Families

Homes for Families (H4F) is a partnership with the Department of Families, Fairness and Housing (DFFH), as well as EACH. The program is funded until January 2024.



# SOCIAL IMPACT INVESTING AT AV

*“I have learnt so much in the past year and look forward to living independently, knowing that I have the support of my key worker.”*

– COMPASS participant

COMPASS supports young people as they transition from Out-of-Home Care to adulthood. The program is funded through an innovative social impact bond with 55 investors.

Since its inception, the total program intake is 182 participants. Of this diverse group, 23 per cent identified as Aboriginal or Torres Strait Islander and 10 per cent live with a disability. By 30 June 2022, 86 participants had completed the program.

Anglicare Victoria provides young people participating in the COMPASS program with practical support and case management through key workers. The goal-directed case management approach links young people with education, training, and job opportunities, while also providing financial, practical, and psychosocial support, and connecting them to health and wellbeing services.



*“Without COMPASS I would have kept taking drugs...I would have continued on the path I was going down; I probably would have been in jail by now.”* – COMPASS participant

The program’s highly flexible model allows for tailored supports and referrals to address each young person’s particular needs - for example, support for young parents or linking to cultural strengthening programs for Aboriginal and Torres Strait Islander young people.

*“The flexibility of COMPASS gives us as workers a great way to engage with the young people. We talk about their goals and what they want to achieve...and can give them advice on what they can do to reach them.”* – COMPASS key worker



The COMPASS model uses the concept of shared obligations. This is where COMPASS and the young people work in partnership to achieve goals. The program has improved outcomes for participants including connection to family and culture, and engagement in education and employment.

The COMPASS program was established in 2018 as a partnership between Anglicare Victoria and VincentCare Victoria. In April 2022, the 55 investors received their first return on investment\* of 6.4 per cent, from COMPASS Leaving Care Limited.

Of the young people who have participated in the COMPASS program:

**80%** ENGAGED WITH SUPPORT SERVICES

**78%** ENGAGED IN EMPLOYMENT OR EDUCATION/TRAINING

**79%** HAD A POSITIVE RELATIONSHIP WITH FAMILY

\*Return on investment is calculated on a cohort of COMPASS clients (47) who had completed the two years and measured on their improvement of homelessness and hospital presentations, compared to a control group.



# VICTORIA'S FIRST FOSTER CARE 'CONSTELLATION' IN BENDIGO "A REAL GAME CHANGER"

*"We've just welcomed a foster care child into our home who has complex medical needs. It's fantastic to have access to other local carers who we can rely on during the transition. We've also recently done a weekend respite placement with another foster child in our constellation, which went really well." – Merryn Wilson, Mockingbird Family foster carer*

Foster carers in central Victoria have become the first in the state to benefit from a ready-made social support system that creates a 'care community' around the children who have been placed in their care.

Mockingbird Family is an evidence-informed model, which has had great success in New South Wales, South Australia and internationally. It creates a 'constellation' of six to ten local foster carer households that work together, supporting one another just like a traditional extended family. Research has shown that this approach helps to provide relief for foster carers, meaning children and young people end up staying in the same home for longer – something which is very important for those who have experienced so much disruption to their lives.

Anglicare Victoria, in partnership with Life Without Barriers, has begun trialling the innovative approach to caring in Bendigo, to further strengthen the sense of community among existing foster carers.

Michael Oerlemans, Regional Director of Anglicare Victoria North Central, said he hopes the ready-made network available to carers through the Mockingbird Family model will lead to an increase in the stability and longevity of foster care placements.

“High numbers of children have entered care over the past two years. As an organisation, we needed to find new ways to look after both children and carers. We're excited to see the impact Mockingbird Family will have in our region.” – Michael Oerlemans, Regional Director, North Central

Merryn Wilson, Bendigo-based foster carer with Anglicare Victoria, said that when Mockingbird Family was offered to her and partner Jade, she “got goose bumps.”

“My mind has exploded with the possibilities that Mockingbird Family could bring to kids and families if it becomes available in more regions across Victoria. It's a real game changer,” she said.



Photograph Courtesy of the Bendigo Advertiser April 12 2022



Pictured here BY participants at the AO 2022

## MAKING BIG DREAMS COME TRUE

With almost a third (30 per cent) of all those in Anglicare Victoria's care identifying as Indigenous, the Buldau Yioohgen (BY) "Big Dreams" Indigenous Leadership Academy has an essential role to play in helping our young people to heal on Country and discover the power of their culture.

As part of their cultural journey, BY helps to connect young people to organisations and potential jobs they may never have considered to be part of their future ambitions. An idea underpinning the program is that 'you can't be what you can't see.'

From across AV's social support programs, BY welcomes young Indigenous people into culturally immersive experiences and professional development opportunities. The results have been profound, with young people finding Culture and community to be an important grounding influence when their world is in chaos.

Co-led by AV's Senior Cultural Operations Lead and Elder Aunty Kellie Hunter (Woi Wurrung Wurundjeri) and Program Manager David Law, BY's vast network of partners provides diverse and exciting experiences for hundreds of our young Indigenous people and families each year. The program also partners closely with regional Indigenous organisations and support services, taking referrals and making connections into communities where required.

This year, Tennis Australia flew 16 young people to Darwin, providing them with accommodation for the week-long National Indigenous Tennis Carnival. They also offered over 20 job opportunities to our young people. Tennis Victoria plans to welcome 150 Indigenous people to the 2023 Australian Open to take part in culturally-grounded sporting opportunities during the event. BY participants will also have an opportunity to train as ball kids for the tournament, following on from BY's Lewis and Rhys who worked throughout the 2022 Open.

*"It goes both ways: we take their staff onto Country programs in Tassie or Lake Mungo as volunteers. They get cultural training and work with us, but they also get to sit around the fire, partake in Welcome to Countries, hear stories, and sing music and song lines. These partnerships are deeper than just measuring outcomes because we invest in the immeasurable. That's how you create a genuine partnership."* – David Law, Program Manager

*"Tennis Australia has loved working with Buldau Yioohgen this year to create meaningful opportunities for First Nations people across our major events, our workforce and within communities. Buldau Yioohgen provides immersive learning opportunities for us as much as they do for the young people they are engaging with."* – Kerry Tavrou, Head of Inclusion & Diversity, Tennis Australia

“It is important to show how musical theatre can be a viable career path where anyone can see themselves included and valued. Opera Australia is proud of our partnership with Anglicare Victoria's Buldau Yioohgen program, where they support opportunities for young Indigenous students to engage with the opera art form and with the various career aspects of music theatre.” – Retha Howard, Opera Australia



SCAN HERE  
To hear how AV's BY program partnered with the Australian Open.



Anglicare Victoria would like to thank the philanthropic funders of AV's Buldau Yioohgen program: Lyone Foundation, The William Angliss Charitable Fund, The Kimberley Foundation, donors from the Anglican Diocese and Parish Partnerships, as well as all others who have generously supported the program since its inception.

# HELPING YOUNG PEOPLE WITH A DISABILITY IN CARE REACH THEIR FULL POTENTIAL

*“Thirty-eight per cent of the children in Anglicare Victoria’s care have a recognised disability. To ensure this cohort is receiving the best possible care experience, AV has partnered with Yooralla, who are experts in the disability sector.” – Dr Anne Welfare, Principal Practitioner at AV*

An increasing number of children and young people with a disability are entering Out-of-Home Care. As a result, AV staff are seeing more kids without National Disability Insurance Scheme (NDIS) support, with an under-utilised NDIS plan, or in some cases, without a formal disability diagnosis at all.

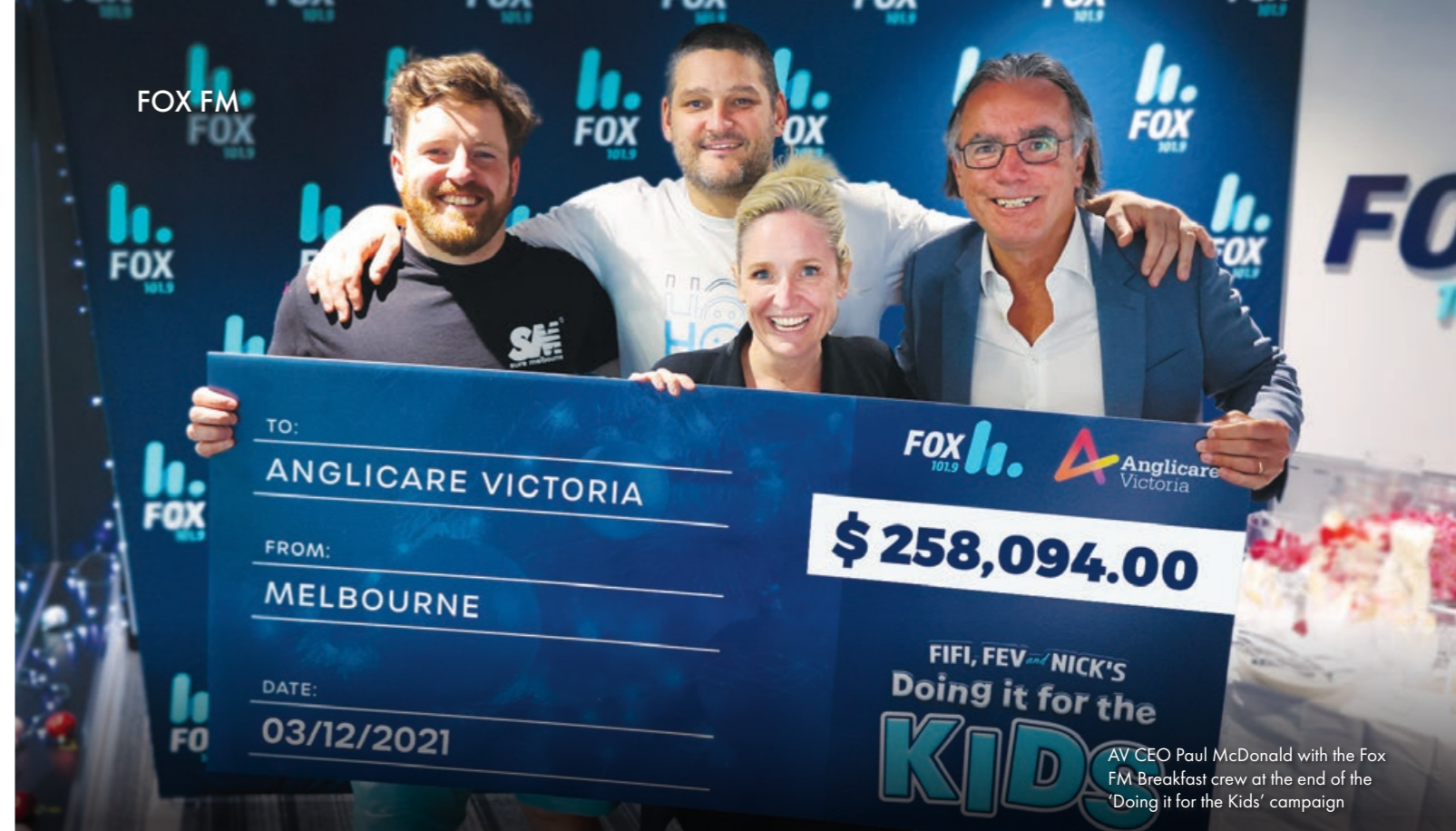
In January 2022, AV funded a support coordinator and two positive behaviour support practitioners from Yooralla to work with its staff in residential services and home-based care. The goal, with guidance from Yooralla, was to develop an agency-wide framework for working with young people with a disability in Out-of-Home Care arrangements.

Additionally, every young person with outstanding or unaddressed disability support needs should have access to the NDIS, have an appropriately funded plan, and access to service providers who could meet their individual needs while in care.

Since coming on board, the Yooralla disability support coordinators have been assisting care teams to navigate the NDIS process and to access appropriate disability supports for young people with a disability. Their specialised skills and knowledge in the disability space allow the coordinators to put a young person on the right path to receiving a formal disability diagnosis, if they are yet to get one.

*“We set up a referral system so AV staff could access our assistance in reviewing NDIS Plans, Behaviour Support Plans and strategies, and developing NDIS applications for the young people they were working with. We’ve received an avalanche of requests and currently have more than 30 active referrals. We expect this number to increase going forward.” – Tanya Matthews, Senior Support Coordinator, Yooralla*

*“Our goal is to see more kids in care get a formal disability diagnosis and individualised NDIS support earlier. Particularly in a residential care setting, if appropriate assessments have been carried out, a lot of conflict and unrest in homes can be avoided. If we’re able to make placement suggestions based on individual needs, each young person can have the best care experience possible.” – Tanya Matthews, Senior Support Coordinator, Yooralla*



AV CEO Paul McDonald with the Fox FM Breakfast crew at the end of the 'Doing it for the Kids' campaign

# SHARING THE MAGIC OF CHRISTMAS WITH FAMILIES IN NEED

*“Are you kidding me?! I so didn’t expect this. When I asked for help, I wasn’t sure about it, but you are helping me and my daughter, and now these presents! I was worried as I lost a lot of work due to Covid-19, and that’s hard to explain to a teen when they’ve already missed out on so much this year. Thank you so much.” – Dad of one, receiving Christmas gifts*

The pandemic was tough, but most of us could be thankful we had warm, safe homes and enough food to get by. Not everyone was so lucky.

In October 2021, 101.9 The Fox approached Anglicare Victoria with a partnership opportunity called 'Doing it for the Kids'. The aim was to ensure that the most vulnerable kids in Melbourne did not go without a gift at Christmas.

A dedicated team from 101.9 The Fox and Anglicare Victoria ran a fundraising campaign to generate donations from Fox listeners. Led by Breakfast trio Fifi Box, Brendan Fevola and Nick Cody, an enormous amount of work went in to encouraging audience participation and promoting the needs of the kids and families that Anglicare Victoria works with.

The end result exceeded all expectations, with cash donations of \$258,094 generously raised by 101.9 The Fox and their listeners. With that amount, Anglicare Victoria was able to buy more than 8000 gifts for almost 4000 kids. The funds were also used to run Christmas and school holiday program activities for 105 kids in 32 residential care homes. On top of this, in-kind gifts valued at \$73,875 were donated and distributed to additional kids and families supported by AV.

Anglicare Victoria and 101.9 The Fox are working to replicate the 'Doing it for the Kids' campaign again in 2022.

*“I took some photos of the presents and have now wrapped them. The mum of three I am working with is staying in a hotel and does not have room to wrap the gifts... I am dropping them to her on Friday afternoon. I really feel like Santa!” – Anglicare Victoria family services worker*



SCAN HERE  
To see how your donations allowed AV to put presents in the hands of more children and their families for Christmas in 2021.

# LIFE-CHANGING, LIFE-SAVING REFORM SECURED FOR CARE LEAVERS IN ALL BUT ONE JURISDICTION

*“Turning 18, my money stops and everything changes. It’s worrying to me. I feel I am not ready to take on new challenges yet. Staying with a carer until 21 would be good. I would have time to further explore my options and give me more flexibility to choose further study or work.”*  
 – 17 year-old male, New South Wales

In 2021/22, Queensland committed to supporting young people in Out-of-Home Care to the age of 21, leaving New South Wales as the only state or territory not to implement some version of the Home Stretch reform. The Palaszczuk Government, led by Children and Youth Justice Minister Leanne Linard, announced the state would extend funding and case worker support to all care leavers in Queensland from 2023/24 onwards.

This most recent commitment from the Queensland Government means that seven of Australia’s state and territory governments have now implemented formal extended care policies to 21 years in some form. New South Wales is the only remaining state refusing to adopt the initiative to benefit young people in Out-of-Home Care.

Despite having the largest number of children and young people in care nationally, the Perrottet Government in New South Wales is still resisting calls to implement this reform that will impact around 1200 young people in foster, kinship, and residential care in the state.

*“As the responsible parent for young people in the child protection system, extending care is the simplest and most effective reform the New South Wales Government can make to transform these young lives for the better,”* Paul McDonald.

Home Stretch will focus its campaign efforts in New South Wales ahead of the state election in March 2023.

*“This legacy decision made by the Queensland government will see demonstrable reductions in homelessness and offending, and equivalent increases in mental wellbeing, as well as employment and education engagement. Everyone wins with this reform.”* – Paul McDonald, Chair of the Home Stretch campaign



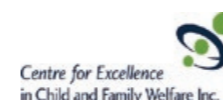
Anglicare Victoria would like to thank the philanthropic funders of the Home Stretch campaign: The Ian Potter Foundation, Vincent Fairfax Family Foundation, Beverley Jackson Foundation, Alan Leslie Clark (Equity Trustees), donors from the Anglican Diocese and Parish Partnerships, as well as all others who have generously supported the campaign since its inception.

## PARTNERING FOR IMPACT

Thank you to all those who share our vision, federal and state government departments, local government authorities, individual donors, philanthropic and corporate partners, community service organisations, and our friends at peak body associations and Aboriginal Controlled Community Organisations.



Anglicare Victoria acknowledges the support of the Victorian Government.



# OUR FANTASTIC STAFF PREVENT, PROTECT AND EMPOWER

Over the last year, more than **1850** staff working out of 93 locations across the state committed to improving the lives of more than **30,000** Victorians

At AV, our people are an important part of how we work for better. They draw on the best evidence available, offer understanding, expertise and hands on experience.

Their dedication, resilience and care ensure we delivered against our Strategic Agenda and provided optimal outcomes for clients.

### KEY HIGHLIGHTS

- Kept our people safe through the pandemic by embedding safety protocols, implementing COVID-19 leave and enhancing systems that enabled hybrid working.
- Helped our people stay well and engaged at work through our *Well Worth It!* program.
- Launched our new service recognition program, which recognises employee service milestones.

**273** NEW POSITIONS CREATED AT AV, DEMONSTRATING SIGNIFICANT ORGANISATIONAL GROWTH

**113** EXISTING EMPLOYEES WERE SUPPORTED TO PROGRESS THEIR CAREERS AT AV

**505** NEW EMPLOYEES WELCOMED TO AV IN PERMANENT POSITIONS

**93** NEW EMPLOYEES WELCOMED INTO AV IN CASUAL POSITIONS

**92** STUDENTS IN PLACEMENTS THROUGH OUR EARLY CAREERS PATHWAYS PROGRAM



## MEET OUR TEAM: ANDREW GAI, SOUTH METRO REGION

Andrew Gai, who works as a Team Leader for AV with The Orange Door, arrived in Melbourne from South Sudan via Uganda in 2006.

He says that the experience of arriving in Australia and his early impressions were akin to being dropped into the middle of the ocean. "I came with just a suitcase, so I literally started my new life in Australia from scratch. Some of the challenges I faced early on were exacerbated by language barriers; lack of qualification; lack of a social network and lack of knowledge about the support services system," says Andrew.

Alongside his role as a social worker with AV, Andrew is also an active and respected member of his local community. During Melbourne's pandemic lockdowns, Andrew worked tirelessly to seek out government funding to deliver food relief to multicultural and refugee communities.

"I felt a responsibility to use my early life experience of crisis and food shortages to ensure that our multicultural and refugee communities were being considered and cared for," says Andrew.

Andrew is very grateful for the support and advice he has received along the way from both individuals and organisations. "AV has been a great support to me. It was my first employer out of university and I'm still working here today. Coming to a new country and starting from scratch, not knowing anyone, and not knowing what to do wasn't easy, but through the support of many individuals and organisations such as AV, I have always felt encouraged to pursue my passion to work with families and children who are experiencing family violence. My parents raised me to be the person I am today and AV raised me to be the professional I am today."

"AV is an organisation where if you want to challenge yourself or explore opportunities, you don't have to leave to do that. There are so many great people, programs and services, so it's an organisation where you have great conditions for growth and development."

## SUPPORTING OUR PEOPLE TO EXCEL

AV supports a range of professional growth and development opportunities to ensure that our people are equipped with the skills necessary to meet the needs of our clients and communities.

Our organisational learning and development program encompasses a range of elements:

- An annual learning calendar
- E-learning
- An on-boarding program
- Residential services induction program
- Management and Leadership Pop Up Courses and Frontline Leaders program
- Lunch and Learn sessions
- Seminars and training courses
- Study leave for further study
- An early careers pathways program.



AV staff learning together

**1665**  
EMPLOYEES COMPLETED 13,946 ELEARN MODULES

**258**  
WEBINAR/VIRTUAL TRAINING SESSIONS HELD

**768**  
EMPLOYEES ATTENDED ONE OR MORE WEBINARS/VIRTUAL TRAINING





## SUSTAINING THE HEALTH AND WELLBEING OF OUR PEOPLE

At AV, the health and wellbeing of our employees is important to us. By supporting employee and organisational wellbeing, we can maintain a healthy, safe, and well supported workforce that creates a better tomorrow for children, young people, and families.

### WELL WORTH IT! PROGRAM

Our Well Worth It! program focus is on creating an environment where all employees can be safe and well at work.

Over the last year, as part of our Well Worth It! program, AV:

- Delivered 24 “Looking after your wellbeing during COVID” wellbeing webinars, reaching over 300 employees
- Ran an online AV Trivia competition for over 100 employees
- Offered more than 40 sessions of yoga/mindful movement virtual classes
- Ran an Active April Walking Competition which involved 130 participants across 28 teams
- Delivered AV Flu program.



Well Worth It! Online team trivia event

### EARLY INTERVENTION PROGRAM (EIP)

AV's EIP aims to promote employee wellbeing through individual and group support services. This includes critical incident support for individuals or teams.

During the 2021-2022 year we expanded our offerings to include group debriefs and self-care education sessions. This year under the Early Intervention program our Health, Safety and Wellbeing team reviewed over 200 employee incident reports and checked in with individual employees who reported stressors in the workplace.

### EMPLOYEE ASSISTANCE PROGRAM (EAP)

AV provides short-term free and confidential counselling services for a broad range of personal or work-related issues. Over the last year more than 13 per cent of staff used EAP, over nine percentage points higher than the industry average. Of those who used the program 89 per cent were satisfied or very satisfied with their experience, indicating that our people are very aware of the program and conscious of the need to seek support to stay well.



AV's TEACHaR team



National Reconciliation Week in Gippsland



IDAHOBIT celebrations in May 2022 in North Central region

## GROWING A DIVERSE AND INCLUSIVE WORKPLACE CULTURE

Our focus at AV is to create a more just society, which includes eliminating discrimination in our services and workplaces.

We welcome and support diverse talents, knowledge, perspectives and experiences that strengthen our workforce and community relationships.

AV strives to be an inclusive, safe and responsive organisation that promotes diversity and actively supports inclusion for all employees, volunteers and clients.

### DURING 2021-2022 AV CONTINUED OUR DIVERSITY, EQUITY AND INCLUSION JOURNEY

- We joined Diversity Council Australia (DCA) to support the work we are doing in the diversity, equity and inclusion space.
- To acknowledge International Women's Day, AV provided access for all employees to a week-long series of virtual events designed to challenge thinking and encourage action on gender bias.
- In consultation with our Aboriginal and Torres Strait Islander Staff Network, AV introduced additional leave for both Sorry Business and Ceremonial Leave for Aboriginal and Torres Strait Islander employees to participate in significant cultural events and fulfil their cultural obligations.
- Regional Reconciliation Committees created cultural spaces at each AV site. These spaces are a safe place to learn about Aboriginal and Torres Strait Islander peoples' experiences, identities and the intimate relationships Aboriginal people have with kinship, culture, connection and Country.
- To acknowledge National Reconciliation Week, AV facilitated a week-long series of activities to support employees to walk together with our Aboriginal and Torres Strait Islander peoples, through Country, history and culture.
- Began developing our next Reconciliation Action Plan.
- Increased the amount of concurrent parental leave available to both members of an employee couple.

# AV CHAIRPERSON'S AWARDS

*"Greatness is our ability to overcome challenges. These awards celebrate the inspiring achievements of our young people, volunteers and staff this year. It's our moment to acknowledge the efforts young people have made and the remarkable family of support services that we provide."*  
 - Tony Sheumack, Chairperson, Anglicare Victoria

At Anglicare Victoria, our focus is on transforming the futures of children and young people, families, and adults. The Chairperson's Awards provides an opportunity to recognise and celebrate the extraordinary efforts and achievements of clients, volunteers and staff towards this goal over the previous 12 month period.

This occasion allows us to step back from the day-to-day work that we undertake and pause for reflection. It is about recognising the wonderful work being carried out day in, day out by our dedicated staff and volunteers who continue to do amazing work and continually prove their commitment to the organisation and to the community

This year, 140 nominations were received across the seven award categories:

## CLIENT AWARDS

Clients were nominated across two categories.\*

### INSPIRATIONAL OUTCOME

Awarded to an individual, family or parent that has demonstrated resilience, perseverance and a commitment to achieve better outcomes and a stronger future.

### RISING STAR YOUTH

Awarded to an individual that has demonstrated a positive attitude and commitment towards an element of their personal growth and dedication in actively pursuing progress towards this ultimate goal.

## VOLUNTEER AWARDS

### FOSTERING FUTURES

Awarded to an individual carer or family that has provided a nurturing environment and exceptional levels of care, which has assisted a client in developing their pathway for a positive future.

**Winner:** Khiara, Kinship First Supports, West Metro

## OUTSTANDING VOLUNTEER

Awarded to an individual volunteer or volunteer team to recognise an outstanding contribution or significant change/improvement to the quality of services or the work environment of Anglicare Victoria.

**Winner:** Village 21, Mentors, North Metro

**Winner:** Carol Willis, Emergency Relief, West Metro

## STAFF AWARDS

### INNOVATION

Awarded to an individual or team who has introduced a new idea or approach in their area of focus, which has improved client or agency outcomes.

**Winner:** Marg U'Ren and Anthony Pilkington, TEACHaR, Central

**Highly Commended:** MST Team, Family Preservation and Reunification, Gippsland

### EXCELLENCE IN SERVICE

Awarded to an individual or staff team that has demonstrated exceptional performance standards and a commitment to excellence in service towards their clients and colleagues

#### Individual

**Winner:** Jordan Stevens, Residential Services, South Metro

**Highly Commended:** Brie Weaver, Residential Services, East Metro

#### Team

**Winner:** COMPASS Team, Central

### STEVE WATKINSON MANAGER AWARD

Awarded to an individual manager who through drive, leadership and innovation has demonstrated their absolute passion and commitment both to best program outcomes and staff development.

**Winner:** Paul Rigg, North Metro



Pictured here Jordan Stevens receiving the Excellence in Service Award from AV Chairperson Tony Sheumack

## MEET OUR TEAM: JORDAN STEVENS, RESIDENTIAL SERVICES, SOUTH METRO REGION

Jordan Stevens, winner of the Excellence in Service Award, is highly respected and regarded within the residential services team.

During the year Jordan has been focused on reviewing and transforming systems and processes used within the KEYS (Keep Embracing Your Success) program.

The KEYS program is one of AV's most innovative programs offering more attentive and long-term residential support to the most vulnerable in AV's care. Jordan says: "Young people, aged 12-16, typically enter into the program with a complex background of trauma, mental health challenges, substance use, or dealings with youth justice. I have been looking at ways to enhance outcomes for them by increasing the time our practitioners can spend offering direct service delivery."

"Given that there are a number of stakeholders, relationships and communication are very important in ensuring that we can navigate case direction for young people."

Our team works really hard to make sure that everyone involved keeps the young person at the centre of what we are trying to achieve," Jordan says.

Lisa Foley, Regional Director in the South Metro Region says, "Jordan is an amazingly talented individual who we are privileged to have working for Anglicare Victoria. Her skills and knowledge of the service system and expertise with case management and partnership management and engagement is exceptional. Her peers all look up to her and look to her for guidance. Jordan's professionalism and dedication to both our clients and the sector has helped ensure the KEYS program is achieving great outcomes for young people."



SCAN HERE

To hear how our committed residential services teams worked hard to keep the children and young people in our residential care programs safe and happy during the pandemic.

The KEYS program is delivered in partnership with Monash Health, MIND Australia and the Department of Families, Fairness and Housing (DFFH).

# GOVERNANCE AND OVERSIGHT

AV is committed to best practice in governance and undertakes regular external assessments and audits to ensure adherence to this commitment is evident throughout our operations. Effective governance and risk management is essential for AV to maintain the confidence of public and private funders in our role providing essential care and services.

Governance is informed by the Anglicare Victoria Constitution, which was last updated as part of the 20 Year Review – Governance and Related Matters in 2017.

AV operations and service delivery is overseen by the Board, whose role is to exercise independent leadership, strategic direction, integrity and judgement in ensuring the organisation meets all of its legal and moral responsibilities. The Board is informed by a governing Council and a range of committees, along with a series of connected systems and processes to carefully manage risk. CEO Paul McDonald is responsible for implementing AV's Strategic Agenda 2020-2024, which aims to help the organisation grow, sustain, excel and transform across a range of areas and benchmarks.

## MANAGING RISK

Along with the usual suite of legal, regulatory and financial risks, AV manages a broad range of risks in its various operating environments. These include the risk to staff and clients from COVID-19, the safety and wellbeing of both vulnerable young people and staff in residential care. AV employs dedicated risk management software to record incidents and ensure prompt action to resolve them.

### Child Safety

Updated Victorian Child Safe Standards took effect from 1 July 2022. The AV Child Safe Working Group meets regularly to review compliance with the standards and implements changes that strengthen AV's ability to embed a child safe culture across the organisation. A statement of commitment to child safety and wellbeing is published on the AV website and an internal intranet page provides staff with a range of information and resources they can utilise when working with clients.

### Modern Slavery

AV has published a Modern Slavery Statement in accordance with the legislative obligations under the Modern Slavery Act (2018). An external audit was undertaken of AV's practices and procedures in relation to Modern Slavery and AV is currently working through an action plan to enhance protections in key policy areas including procurement and investments.

### Cyber Security

Anglicare Victoria takes security of our systems and data very seriously and invests regularly in best practice IT security controls. These controls are not just from a technology perspective, but through an all of organisation, people and process approach.

On a bi-annual basis we engage 'best of breed' IT security organisations to conduct detailed IT external audit(s) across cybersecurity, penetration testing and general governance and controls. This ensures that all appropriate controls are in place to mitigate risk. All end user devices are fully encrypted, use Multi-Factor-Authentication (MFA) and applications use Single Sign On (SSO) for effective offboarding purposes.



### ACCREDITATION

AV is accredited under the DFFH Human Services Standards, in accordance with the Quality Improvement Council Health and Community Services Standards. A mid-cycle assessment was undertaken in relation to these standards in late June 2022. A full accreditation assessment was also undertaken for the Rainbow Tick Standards in June and AV is awaiting final reports from these assessments.

### REDRESS

AV is a participating agency in the National Redress Scheme and also responds to claims of historical abuse outside the scheme. A direct personal apology, either written or in person, is always offered and AV aims to ensure that the impact on our past clients is minimised, with the process providing an outcome that assists with their healing whenever possible. The Heritage Services team supports past clients with access to their records and assists with referrals to further support services if required.

### STEERING GROUPS

#### AV PRIDE

The AV PRIDE (Promoting Respect Inclusion Diversity and Equality) Steering Group includes representatives from across AV and works to strengthen LGBTQIA+ inclusion and the embedding of a culturally safe environment for employees, volunteers and clients. The focus of the group is to play a leading role in raising awareness of LGBTQIA+ experiences and challenges, to support the maintenance of AV's Rainbow Tick Accreditation and drive the development and implementation of strategies and activities which enhance capability and embed an inclusive and diverse culture to ensure that at AV, #everyoneiswelcome.

#### AV Environment and Sustainability Advisory Committee (Green Team)

The AV Green Team is a group of passionate employees who are committed to ensuring AV is pursuing sustainable practices across the organisation. AV's Green Team provides input, guidance and support on environmental and sustainability issues and champion sustainability initiatives and activities throughout the year. Key actions AV has taken to reduce the environmental impact of operations include using 100 per cent carbon offset power, selecting 'green-friendly' stationery and office supplies, ensuring all new and re-furnished offices have low energy LED lighting installed and movement-activated sensors to minimise power usage and introducing hybrid vehicles to the fleet.

#### Cultural Safety Executive Committee

AV is committed to cultural safety and the committee provides a forum for Aboriginal and Torres Strait Islander Cultural Advisors to engage directly with the executive leadership. The aim is to continue strengthening cultural safety and capability across AV. This group will play a key role, alongside the Reconciliation Action Plan (RAP) Steering Committee, in implementing our new innovative RAP. Together, these groups are accountable for improving AV's organisation-wide cultural competency and supporting self-determination and better outcomes for Aboriginal and Torres Strait Islander people and communities.



# OUR BOARD MEMBERS

In fulfilling its obligations to its various stakeholders, the Board of Anglicare Victoria is a strong advocate of best practice in corporate governance.

Andrew Asten BOARD MEMBER  
 Joanna Fazio BOARD MEMBER  
 Matthew Pringle BOARD CHAIR  
 Tony Sheumack BOARD MEMBER  
 Claire Sime BOARD MEMBER  
 Daryl Williams AM QC BOARD MEMBER



Not Pictured: Bishop Genieve Blackwell, Dr David Mackay and Shawana Andrews

## OUR COMMITTEES

### CLIENT SERVICES COMMITTEE

Bishop Genieve Blackwell	Committee Chair
Claire Sime	Board Member
Shawana Andrews	Board Member
Matthew Pringle	Board Chair (ex officio)
Susan Halliday AM	External Member
Paul McDonald	CEO
Sue Sealey	Deputy CEO
Jan Noblett	Director Quality & Outcomes
Meaghan Courtney	General Manager Quality & Review
Dr Anne Welfare	Principal Practitioner

### WORKPLACE CULTURE AND CAPABILITY COMMITTEE

Dr David Mackay	Committee Chair
Joanna Fazio	Board Member
Matthew Pringle	Board Chair (ex officio)
Damian Neylon	External Member
Virginia McLaughlan	External Member
Paul McDonald	CEO
Gaye Crichton	Director People & Culture
Vincent Bucci	Director Finance & Business Services
Matt Brain	External Member

### FINANCE, AUDIT AND INVESTMENT COMMITTEE

Andrew Asten	Committee Chair
Matthew Pringle	Board Chair (ex officio)
Tony Sheumack	Board Member
Andrew Dix	External Member
Peter Horsburgh	External Member
Paul McDonald	CEO
Vincent Bucci	Director Finance & Business Services
Russell Jansen	External Member

### PROPERTY COMMITTEE

Matthew Pringle	Committee Chair
Daryl Williams AM QC	Board Member
Ron Courtney	External Member
Peter Dempsey	External Member
Paul McDonald	CEO
Vincent Bucci	Director Finance & Business Services
Garry Dalton	General Manager Infrastructure

### RISK ADVISORY GROUP

Andrew Asten	Finance, Audit & Investment Committee Chair
Matthew Pringle	Board Chair & Property Committee Chair
Bishop Genieve Blackwell	Client Services Committee Chair
Dr David Mackay	Workplace Culture & Capability Committee Chair
Andrew Dix	External Member
Susan Halliday AM	External Member
Paul McDonald	CEO
Vincent Bucci	Director – Finance & Business Services
Gaye Crichton	Director People & Culture
Jan Noblett	Director Quality & Outcomes

## OUR LEADERSHIP

### EXECUTIVE GROUP

Paul McDonald	CEO
Sue Sealey	Deputy CEO
Vincent Bucci	Director – Finance & Business Services
Gaye Crichton	Director – People & Culture
Andrea Dwyer	Director – Project Development & Innovation
Jan Noblett	Director – Quality & Outcomes
Kirsty Simpson	Director – Strategic Communications & Marketing
Marianne Watson	Director – Operations
Bridget Weller	Director – Strategy
Shaye Chalmers	Regional Director Eastern
Sonia D'Urbano	Regional Director North Metro
Lisa Foley	Regional Director Southern
Michael Oerlemans	Regional Director North Central
Claire Nyblom	Regional Director Western
Vicki Levey	Regional Director Gippsland
David Poynter	General Manager – Business Development & Evidence-Based Models



# FINANCIALS

Vincent Bucci - Director Finance and Business Services

For the first time Anglicare Victoria's total operating revenue, which includes direct government allocations, new tenders and net fundraising and investment income, passed the \$200 million mark, up \$20.7 million from the previous year. This milestone is significant given we operate only in Victoria and within our mission focus of vulnerable children, young people and families.

I am pleased to advise that Anglicare Victoria's financial position remains robust. We have achieved a positive result against budget despite another year of continuing demand growth, reforms and the evolving challenges of the pandemic and its impact on our community.

AV's programs continued to respond to client demand and direct requests from government, cementing the agency's position as Victoria's leading provider of family, youth and children's services.

### Operating Revenue – \$210.2 million, up 11 per cent due to:

- Increased state government funding. In particular, growth for The Orange Door family services programs and an expansion of Out-of-Home Care services, plus additional funding for residential care services of \$3.1 million. This additional financial contribution was very much valued, and AV appreciates the government's decision to provide similar support in 2022-2023.
- Higher total net fundraising income. Revenue for the year reached \$6.1 million, up \$0.5 million compared to last year, due to higher than anticipated bequests received and donation income from our Christmas and winter appeals. Again, AV extends its gratitude to the ongoing generosity of our many supporters.
- Improved net investment revenue of \$3.4 million. This result was pleasing and reflects the favourable investment returns achieved in the first half of the financial year, driven by stronger economic conditions, which outweighed the softening of financial markets in the second half of 2022.

### Operating Expenditure – \$205.6 million

Total operating expenditure increased by \$20.0 million compared to last year. This was primarily due to increased staff costs associated with service programs' growth and structural reform. Overall, AV's ability to control total expenses, while ensuring the provision of quality service delivery, demonstrates how well AV transformed and adapted operations during this post COVID-19 transition period.

### Non-Operating Items/Activities – \$2.5 million

This result largely reflects the profit made from the sale of investments and redundant property of \$7.5 million, offset by an unfavourable market valuation adjustment of AV's investment portfolio of \$4.9 million, due to weakening economic conditions.

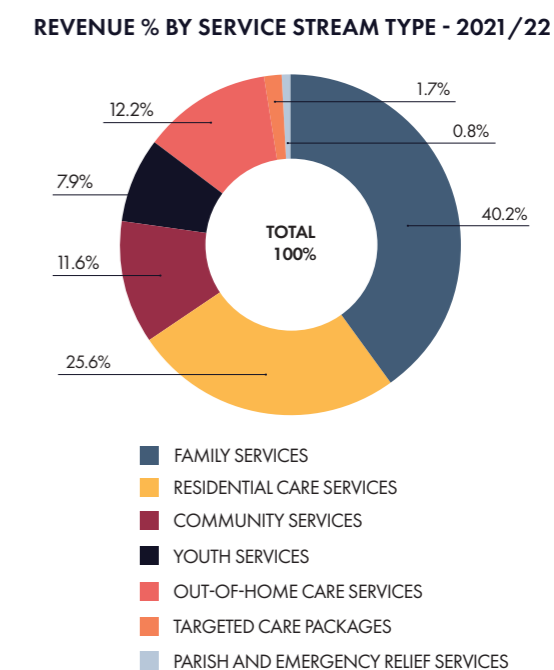
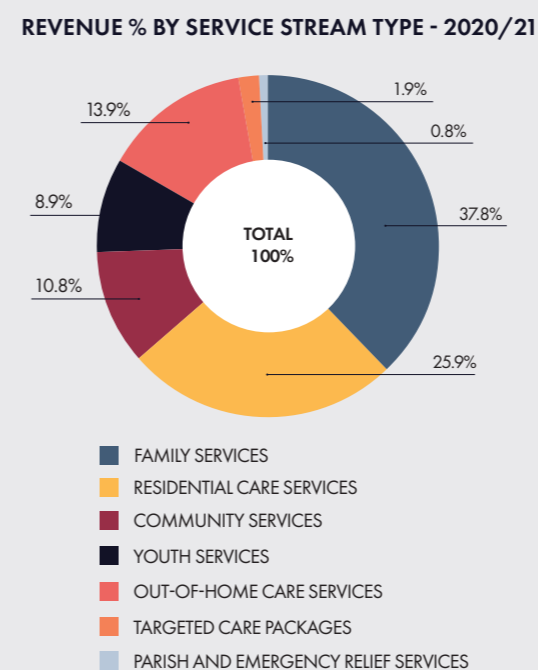
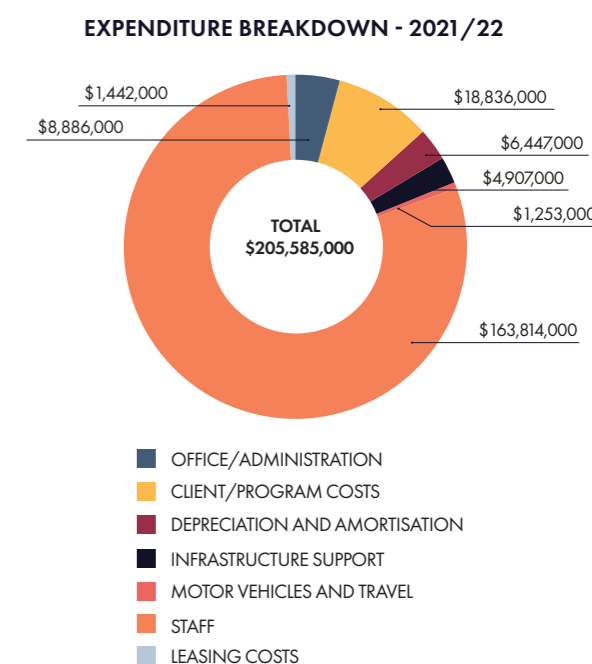
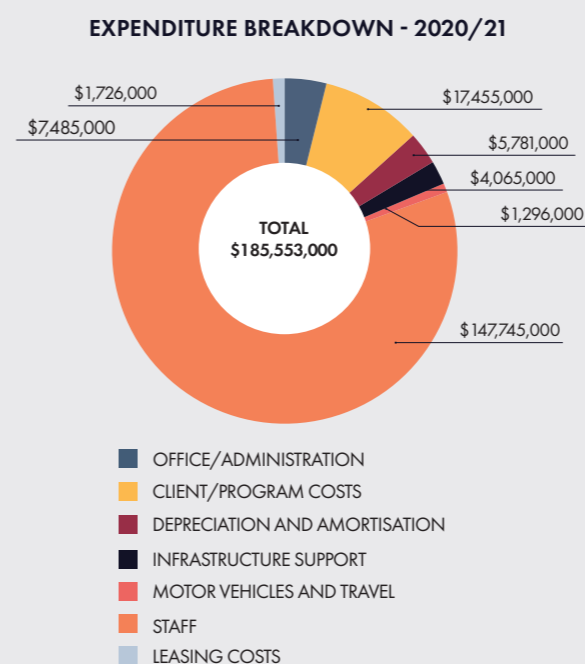
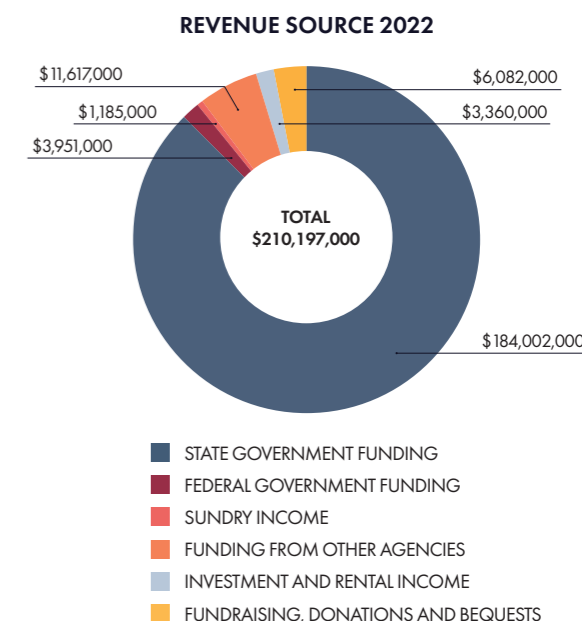
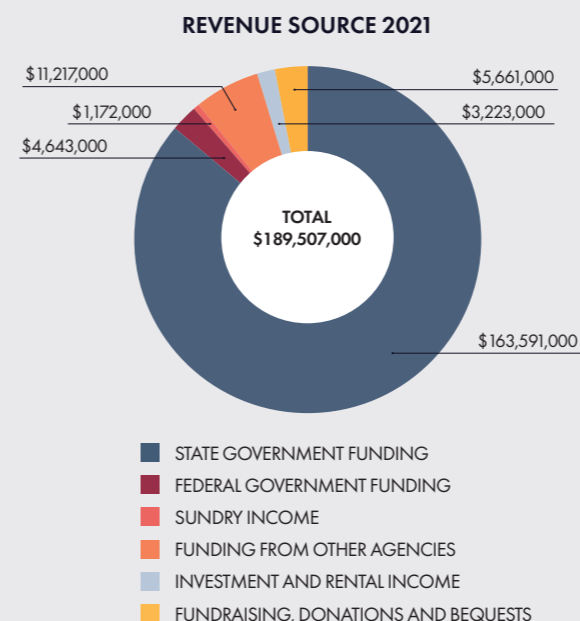
### Financial Position – Total Assets \$114.8 million and Total Liabilities \$73.6 million

AV's financial position remains strong as a result of achieving a net surplus of \$7.2 million for the year, which was driven by a solid operating performance and a significant net profit made from the sale of excess property. This resulted in net equity increasing to \$41.2 million (2020/21 - \$34 million) and an overall net working capital balance of \$14.9 million.

Total assets increased by \$18.5 million, primarily cash and investments offset by an increase in total liabilities of \$11.3 million, due to the growth in employee benefits and deferred income.

The rise in AV's net equity underpins and facilitates AV's ability to effectively maintain and upgrade its property and information technology infrastructure essential for supporting the ongoing provision of quality services and achievement of AV's overall strategic goals and mission.

Finally, I take this opportunity to personally thank all our staff, volunteers, board and committee members and external advisors for their valuable contribution during the year to support the achievement of this financial result.



## STATEMENT OF SURPLUS AND DEFICIT AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2022

	2022 \$'000's	2021 \$'000's
<b>Service Delivery - Operating Revenue</b>		
Government funds / grants		
- State	184,002	163,591
- Federal	3,951	4,643
- Local	89	98
Funding from other agencies	11,617	11,217
Other	1,096	1,074
<b>Total Operating Revenue</b>	<b>200,755</b>	<b>180,623</b>
<b>Service Delivery - Operating Expenditure</b>		
Employee benefits expenses	163,814	147,745
Client and caregiver costs	18,835	17,455
Property, maintenance and equipment expenses	4,907	4,065
Travel and motor vehicle expenses	1,253	1,296
Administration expenses	8,711	7,214
Depreciation and amortisation expenses	6,447	5,781
Leasing expenses	1,159	1,419
Financing costs - interest on lease liabilities	283	307
Other expenses	175	271
<b>Total Operating Expenditure</b>	<b>205,584</b>	<b>185,553</b>
<b>OPERATING DEFICIT</b>	<b>(4,829)</b>	<b>(4,930)</b>
Net investment income	3,360	3,223
Net fundraising, donations and bequests	6,082	5,661
<b>SURPLUS BEFORE NON-OPERATING ACTIVITIES</b>	<b>4,612</b>	<b>3,954</b>
<b>Non-operating activities</b>		
Net gain / (loss) on sale of plant and equipment and investments	7,490	2,200
Financial assets - net change in fair value through profit and loss	(4,950)	4,967
Redress claims and provisioning costs	-	(12,478)
<b>Total Non-Operating Activities</b>	<b>2,540</b>	<b>(5,311)</b>
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>7,153</b>	<b>(1,357)</b>
<b>Other comprehensive income/(loss) for the year</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME / (LOSS) FOR THE YEAR</b>	<b>7,153</b>	<b>(1,357)</b>

## STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2022

	2022 \$'000's	2021 \$'000's
<b>ASSETS</b>		
Cash and cash equivalents	20,834	14,718
Trade and other receivables	6,278	5,444
Inventories	84	429
Investments	47,090	38,445
<b>Total Current Assets</b>	<b>74,286</b>	<b>59,036</b>
Investments	4,347	4,347
Property, plant and equipment	25,390	22,802
Intangible assets	3,646	3,704
Lease - right of use assets	7,104	6,412
<b>Total Non-Current Assets</b>	<b>40,487</b>	<b>37,265</b>
<b>TOTAL ASSETS</b>	<b>114,773</b>	<b>96,301</b>
<b>LIABILITIES</b>		
Trade and other payables	5,177	4,187
Provision for Redress claims	2,501	2,501
Employee benefits	22,054	19,191
Deferred income	26,439	18,064
Lease liabilities	3,204	2,748
<b>Total Current Liabilities</b>	<b>59,375</b>	<b>46,691</b>
Provision for Redress claims	8,497	10,199
Employee benefits	1,023	1,025
Deferred income	400	400
Lease liabilities	4,249	3,910
Provision for make good	25	25
<b>Total Non-Current Liabilities</b>	<b>14,194</b>	<b>15,559</b>
<b>TOTAL LIABILITIES</b>	<b>73,569</b>	<b>62,250</b>
<b>NET ASSETS</b>	<b>41,204</b>	<b>34,051</b>
<b>EQUITY</b>		
Establishment corpus	23,767	23,767
Reserves - Property	15,618	15,618
Accumulated (losses)	1,819	(5,334)
<b>TOTAL EQUITY</b>	<b>41,204</b>	<b>34,051</b>

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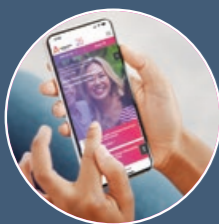
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## THANK YOU TO ALL WHO SUPPORT OUR WORK

Anglicare Victoria would like to sincerely thank the Anglican Diocese across Victoria and the many Anglican parishes and parish partnerships for their generous support. Our thanks also go to the many donors, trusts and foundations, corporations and schools that have supported us over the last 25 years.



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

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Anglicare Victoria's Annual Report is available on our website: [anglicarevic.org.au](http://anglicarevic.org.au)



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