

THE FRONTLINE

2023 ANNUAL REPORT

**WHEN FAMILY
MEANS
EVERYTHING**

**FOSTER
CARE**

Why our everyday
heroes do what
they do

**FLOOD
RECOVERY**

Helping communities
back from the brink

**AUSTRALIA
EMBRACES HOME
STRETCH REFORM**



Anglicare
Victoria

Wominjeka

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 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.

ARTWORK: DATJIN BURRA - BY CHLOE JONES

(Datjin Burra translates to 'Warm Heart' in Yorta Yorta language)

Chloe Jones: dungalacreations.com
@dungalacreations

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 for young people, and support families to stay together. We find innovative ways to overcome challenges and make the system better.

Our Promise

Every child has the right to be safe and happy. Anglicare Victoria works with our clients, to understand their challenges and see their strength. We are single-minded in our mission to create positive change and support them towards a better future.

Front cover image: Andy Bowmar,
Multisystemic Therapy Supervisor, Gippsland Region



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ABOUT THIS REPORT

Anglicare Victoria (AV) has a remarkable team of frontline and corporate staff, volunteers and foster carers. They are the heroes of the organisation, and this year’s annual report shines a light on their commitment to the 30,000+ Victorians that we support. Every photo in this report is of an AV staff member and/or their family members. The profound challenges our clients face means they are often unable or reluctant to have their photos used in publications such as this one.

“

We will always be there at the frontline for those who need us, at the times they need us most.

Paul McDonald

Message from the CEO

For the first time, we have chosen to focus on our frontline workers and carers in this year's annual report. Every picture in this report is of an Anglicare Victoria employee, carer or volunteer – or one of their kids. Towards the front of this report we have highlighted a selection of our core programs. We want to put you inside the rooms where our people make a difference for so many clients – often at the most difficult point in their lives. As in previous years, you will hear the stories and voices of our clients.

In the last year, Australians faced a relentless increase in the cost of living. It's a challenge that hits the vulnerable in society more than any other. Financial stress, and the impact it has on family cohesion, violence and the use of drugs and alcohol, has led to rising demand for our services across the state. This has affected our existing clients and, more recently, families that have never needed our services before.

But working to solve problems and empower our clients to lift themselves out of crisis is at the core of what we do. We strive, we innovate, we work with our clients to understand them and

provide services that are tailored to their needs. As we did during the pandemic years, we lean in.

Between new programs and the expansion of other operations, Anglicare Victoria created 306 new positions during 2022-23. Despite the labour shortages experienced by many industries, we continue to attract staff seeking to become part of this dynamic human services organisation. Throughout the course of the year we hired almost 50 people a month.

For our organisation this is positive – the pages of this annual report are filled with the new work we have won and the new programs we will deliver in the years ahead.

Yet it points to the simple reality that the last few years have been tough for lots of people, and many more Victorians need help from organisations like ours than ever before. The positive is that much of this need will greatly benefit from additional scale. These growth areas include adolescent violence in the home, helping disengaged primary school students back into education and providing early help to families in schools before they reach crisis point.

Anglicare Victoria on the frontline

The October 2022 floods in Rochester and nearby Elmore were devastating for these communities. Engaged as part of the Victorian Government's response to the event, the strength of our organisation's family and disaster recovery work was brought into play. Hundreds of families were displaced and lived for months in the Elmore Temporary Village. Every day our staff helped people with temporary accommodation, connected them to important services and made sure their kids had access to school and support. And our financial counsellors negotiated with insurance companies on their behalf, ultimately securing more than \$743,000 in additional funds beyond their initial insurance payments.

Natural disasters aside, many of our practitioners work on another kind of frontline – the one fighting disadvantage and inequality. The work they do is often quiet work, from helping kids settle into a new foster home or supporting women who are fleeing a violent partner, to providing hot breakfasts for the

homeless or round-the-clock care in residential homes for our society's most vulnerable young people.

Delivering on our promise

In 2022-23 we continued to deliver on our promise to children, young people and families. Our family services work remains at the core of what we do, directly supporting vulnerable families through our cutting-edge family programs. AV was heavily involved in The Orange Door network operated by the Victorian Government, with over 170 staff working across seven sites helping those affected by family violence.

More than 1000 families were assisted by one of our Evidence-Based Models, which have been internationally recognised for their effectiveness in keeping families safely together. Our own Rapid Response program provides intensive support, helping families move from crisis to calm and reduce the burden on the child protection system.

Out-of-Home Care remains a huge focus, with AV caring for more than 1600 young people over the year who couldn't live at home with their biological families. Reunification is always the best outcome, but in the meantime new and innovative foster care models that we are trialling, such as Mockingbird Family, are showing great promise.

A workforce that reflects our communities

This year the Diversity Council of Australia named AV as an Inclusive Employer for 2022-2023. We were humbled to be one of just 30 organisations across the country to be recognised. AV celebrates diversity and we see it as a strength of our organisation.

A quarter of our 2060 employees were born overseas. Our employees speak 75 different languages and come from more than 60 different countries. This remarkable cultural diversity is a strength that gives us connections to the many communities in which we work.

We also have full Rainbow Tick accreditation, and about one in every 10 of our staff identify as LGBTIQ+. Our workforce is a balanced blend of youthful drive and experienced practitioners, and more than half have their own caring responsibilities.

I would like to thank Tony Sheumack for his support during his first year as Board Chair, along with Melbourne Anglican Archbishop Dr Philip Freier. Most of all I would like to recognise our diverse and wonderful team of staff, carers and volunteers who together make this organisation what it is. We will always be there at the frontline for those who need us, at the times they need us most.

Paul McDonald

Chief Executive Officer



Message from the Archbishop

As we look back over the year within the pages of this annual report, it is an opportunity to celebrate the incredible human touch that underpins all that Anglicare Victoria does. This year's theme, focusing on the organisation's remarkable frontline staff, shines a well-deserved spotlight on the true heroes who carry out the essential work of the agency, day in and day out.

This work began with Anglicare Victoria's three predecessor agencies: The Mission to the Streets and Lanes of Melbourne (founded in 1886), The Mission of St James and St John (1919) and St John's Home for Boys and Girls (1921). They were all founded with a core mission: to lift up the most vulnerable people in our community, so that everyone has the best chance of a happy and healthy life worthy of their status as children of God.

As I write this in 2023, the rising cost of living is pushing struggling Victorians to the brink. Yet, amidst this challenging landscape, the unwavering commitment of Anglicare Victoria's frontline staff and volunteers shines brightly. With humility and dedication, they work to address issues such as family violence, poverty, and substance dependency.

Through these pages, we glimpse the stories of lives transformed, futures reshaped, and communities strengthened. These narratives embody the heart and soul of Anglicare Victoria's vision – a vision that continues to demonstrate the importance of a collective effort to care for one another and create a more just and equitable society for all.

I am sure you will join me in thanking all involved for another year of service to the Victorian community.

May the peace of God be with you.



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



“
Their efforts
pave the way for
disadvantaged
children and
families to envision
and access a better
tomorrow.”

The Most Reverend Dr Philip Freier

Working together, for better

IN 2022-23:

2060 
STAFF
WORKING OUT OF
93 LOCATIONS
IMPROVED THE LIVES OF MORE
THAN **30,000 VICTORIANS**

 MORE THAN
930
CHILDREN AND
YOUNG PEOPLE
WERE IN OUR CARE
EACH NIGHT

Families back in control

1019

FAMILIES TOOK PART IN AV'S
EVIDENCE-BASED MODEL
PROGRAMS, WHICH ARE
INTERNATIONALLY RECOGNISED
FOR **KEEPING FAMILIES**
TOGETHER

6245

PARENTS ATTENDED
SESSIONS IN PERSON AND
ONLINE RUN BY AV'S
PARENTZONE PROGRAM

3470

VULNERABLE FAMILIES WERE
GIVEN **PARENTING AND EARLY**
INTERVENTION SUPPORT BY
OUR FAMILY SERVICES TEAMS

2500

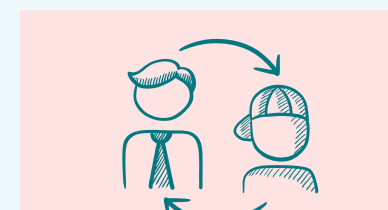
MORE THAN 2500 PEOPLE
WERE PROVIDED WITH
SPECIALIST FAMILY
VIOLENCE SUPPORT

Strong young people



327

YOUNG PEOPLE
WERE SUPPORTED BY
OUR **TEACHAR PROGRAM**
TO REGAIN THEIR
ACADEMIC
CONFIDENCE



724

YOUNG PEOPLE
WHO HAD DISENGAGED
FROM SCHOOL WERE
SUPPORTED BACK INTO
EDUCATION BY THE
NAVIGATOR PROGRAM



1200

YOUNG PEOPLE
WERE SUPPORTED
THROUGH **YOUTH**
SERVICES AND GIVEN
OPPORTUNITIES TO BUILD
A BRIGHTER FUTURE

Safe and stable homes



MORE THAN

1600

CHILDREN AND
YOUNG PEOPLE
LIVED IN
OUT-OF-HOME
CARE WITH US



454
LIVED WITH OTHER
FAMILY MEMBERS
IN KINSHIP CARE



881
LIVED WITH AV
FOSTER CARERS



85
WERE SUPPORTED ACROSS
TARGETED CARE PACKAGES,
PERMANENT CARE AND
LEAD TENANT



236
LIVED IN **RESIDENTIAL**
CARE IN 27 HOMES
ACROSS VICTORIA

From crisis to recovery



3513
PEOPLE WERE
GIVEN **FINANCIAL**
COUNSELLING
AND EDUCATION



7569 VICTORIANS IN URGENT
NEED WERE PROVIDED
EMERGENCY HELP INCLUDING
GROCERIES, CLOTHING,
MEDICATION AND FINANCIAL
ASSISTANCE AT **16 LOCATIONS**

Our outcomes

Our clients achieve great things after facing profound challenges. These results are often hard won, coming with regular support and encouragement from our practitioners. The many services we provide to children, families and young people help to prevent harm, protect the vulnerable and empower our clients towards better futures.

An agency-wide outcomes framework has been developed under the 2020-2024 Strategic Agenda. AV reports on these outcomes for the 2022-23 financial year under the impact areas below:



Families back in control, staying and growing together

19 in 20 (95 per cent) children at risk were able to stay living safely with their family after their parents completed an intensive family service with AV.



Children and young people in safe and stable homes

Three quarters (75 per cent) of children in our care[^] have lived in the same home for more than a year.



Early action: Stepping up to prevent harm

Four in five (80 per cent) clients improved parental confidence following participation in an AV ParentZone group.

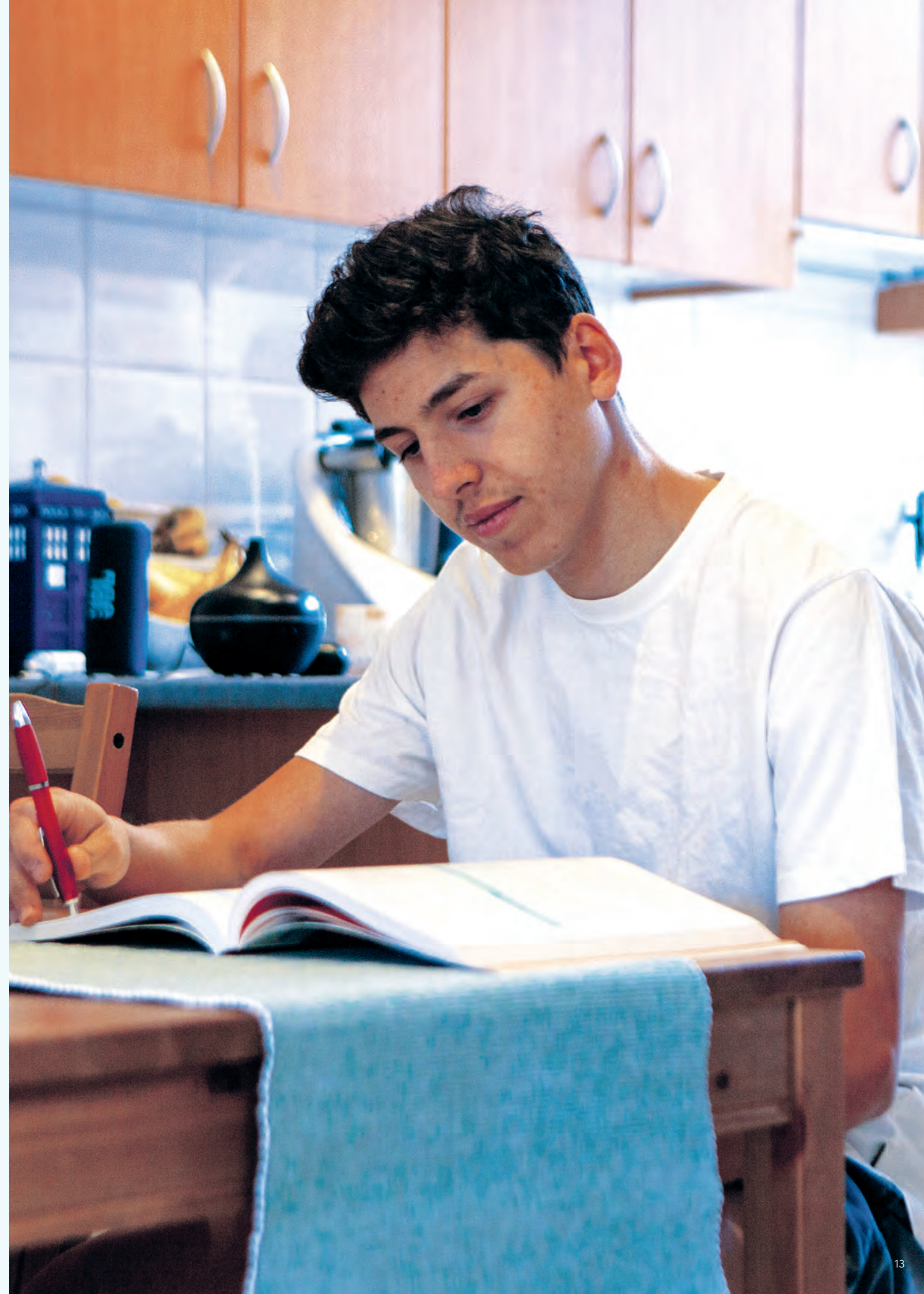


Strong young people

After one term of accelerated learning with the TEACHaR program, **three quarters** (74 per cent) of participants had high levels of learning engagement. **Seven in ten** (72 per cent) had more confidence in their ability.

Four in five (86 per cent) young people in our care regularly attended school*.

[^] Stable (6 months+) foster and kinship care placements
Data accurate as of 30 June 2023



Strategy and Planning

Anglicare Victoria's Strategic Agenda describes our shared goals and directions over a four-year period. This document provides the framework for real, lasting and positive impact. These goals underpin and guide us at a strategic and operational level.

Strategic Agenda 2020-2024

Every day our clients achieve amazing things for themselves, for their loved ones and their community. It is our privilege to support them, and AV's Strategic Agenda 2020-2024 ensures this happens in a considered and coordinated way. Our strategy is based on four core principles: transform, grow, sustain and excel. These work with our guiding pillars – prevent, protect and empower – reminding everyone in the organisation that our overall goal is to create better futures for as many clients as possible.

We measure our success against the following outcomes:

- Families back in control, staying and growing together
- Safe places: Children and young people in safe and stable homes
- Early action: Stepping up to prevent harm
- Fast response: Active support from crisis to recovery
- Strong young people: Supporting young people as they develop and grow
- Leadership: Working for an effective, fair and compassionate service system.

AV reports quarterly to the Board on progress against our Strategic Agenda. The last financial year was a successful one, and a summary of achievements can be found on the next page.

The Board and our Executive Group have already begun the extensive planning process towards the next Strategic Agenda.

Diversity, Equity and Inclusion (DEI) Workforce Strategy

AV aims to strengthen our workforce and relationships within our community by welcoming, supporting and celebrating diverse talents, knowledge, perspectives and experiences. We work hard to ensure there is fairness in the workplace and in the service we provide to our clients. And we strive to create an environment of respect, trust and appreciation of difference, while eliminating barriers to participation and enjoyment.

AV took part in the Inclusive Employer Index Survey and was named as one of 30 Inclusive Employers by the Diversity Council of Australia. The survey showed great diversity across our workforce, with 24 per cent born overseas, 98 different cultural backgrounds, 11 per cent identifying as LGBTIQ+ and 22 different religions represented.

Our Diversity, Equity and Inclusion (DEI) Workforce Strategy focuses on six priority communities:

- Aboriginal and Torres Strait Islander people
- People who are culturally and linguistically diverse
- People with a disability
- Women
- People who identify as LGBTIQ+
- Those with lived experiences of services delivered by Anglicare Victoria or similar organisations.

AV's People and Culture division report on the DEI Strategy and outcomes to the Executive Group in March and September each year and report progress to the whole organisation in October.

For more see Our People on page 64.



Bridget Weller, Director Strategy and
Kirsty Simpson, Director Strategic
Communications and Marketing

Reconciliation Action Plan (RAP)

As one of Victoria's largest children and family services providers, our organisation has a role to play in ensuring that every Aboriginal and Torres Strait Islander child, young person and family we work with has an opportunity to connect to Culture and community – and that our workforce is culturally aware.

In 2023-24 we launched our new Innovate Reconciliation Action Plan (RAP) 2023-2025. The RAP provides a coordinated and consistent approach to improving outcomes for those in our care. It was always designed as a plan for action with appropriate accountability to measure progress.

The document was developed by RAP groups in each of AV's regional offices, which are linked through the representatives attending the RAP Working Group on their behalf. The project was overseen by the Aboriginal Cultural Safety Executive Group, which includes AV's two cultural operations leads and executives from a range of areas, led by our Chief Executive Paul McDonald.

Lived Experience (LEAP) Project

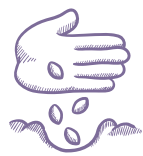
The Lived Experience taking Action and increasing Participation (LEAP) project aims to improve AV's program models and service delivery by using the expert insights of those with a lived experience of services delivered by Anglicare Victoria or similar organisations. A new project for AV in 2022-23, LEAP was developed with input from across the organisation. An employee framework is being developed, along with trials and the creation of dedicated lived experience roles to drive understanding and organisational culture.

Achievements 2022-23

Our strategic agenda captures our ambition to provide exceptional services to as many clients as possible. It is guided by four categories: Transform, Grow, Sustain and Excel. Our achievements are presented within this framework.



Transform



Successful advocacy in having the Home Stretch extended care reform adopted by all states and territories, as well as leading advocacy for residential care. See Advocacy and Sector Leadership on page 20.

Hundreds of residents of Rochester and Elmore made homeless by floods in October 2022 were provided vital services by AV at the Elmore Village temporary accommodation site. AV financial counsellors also advocated for displaced families and individuals, helping them claim more than \$743,000 in additional funds above their original insurance payments.

17 young people in Out-of-Home Care were awarded \$2000 AV scholarships at our annual Education Awards. The scholarships also included mentoring and support.

65 kids in AV's residential care homes were supported to access expert disability care through AV and Yooralla's Aspire To Be partnership. Every dollar invested has delivered a \$10 return through NDIS funding.

Grow



Won tenders to deliver six Adolescent Violence In The Home (AVITH) programs. Practitioners work with families where adolescents use violence in the home, a challenging area in which parents and carers must come to terms with strong and conflicting emotions.

Put more than \$1 million back in the pockets of hard-to-reach Victorians. AV partnered with the Victorian Government, setting up a call centre at our Collingwood office to help more than 4000 vulnerable people access multiple rounds of the \$250 Power Saving Bonus rebate. We also helped more than 1900 people reduce their utility bill costs through the Energy Assistance Program.

Awarded two new trials of the Navigator program to help disengaged primary school students enjoy learning again – the first ever trial with a younger cohort. This adds to the extensive work our family services and TEACHaR teams do in schools across the state.

Sustain



Grew total revenue for the 13th successive year. Continued strong budget performance – grew revenue by 12 per cent, created 309 new positions and achieved a budget surplus of \$4.6 million.

Second year of 101.9 The Fox Doing it for the Kids appeal raised \$183,352 in cash donations and \$170,175 of in-kind toy donations. AV provided 5439 toys and gift vouchers to families in need at Christmas. The Fundraising Institute of Australia recognised AV with a state award and a national commendation in November 2022 for the inaugural appeal.

Innovate Reconciliation Action Plan 2023-25 developed by AV and approved by Reconciliation Australia.

Successful Rainbow Tick re-accreditation.

Excel



Winner of three 2023 Victorian Protecting Children Awards. The TEACHaR accelerated learning program won the Engaging Kids in Schools Award. The Gippsland Multisystemic Therapy (MST) Team won the Robin Clark Making a Difference Award. Residential Youth Worker Sasha Naboulsi won the CREATE Positive Impacts Award, which is nominated and awarded by young people within the Out-of-Home Care system.

AV named as an Inclusive Employer 2022-23 by the Diversity Council of Australia. AV was one of just 30 organisations nationwide who made the list. See Our People on page 64.

Strengthened the quality of our practice. Established communities and networks of practice in program areas including residential care, The Orange Door, family services and more.

2021-22 Annual Report received a Silver recognition in the Australasian Reporting Awards.

Advocacy and sector leadership in 2022-23

Anglicare Victoria works in partnership with governments, peak bodies and other organisations to change systems for the better. We stand up and show up. We provide advice and expertise to governments to improve service delivery based on the observations of our practitioners, who work across more than 100 different program areas.



Pictured from left: Residential youth workers Sarah Rowan, Casey Sabell and Sasha Naboulsi with program manager Angela Porras

AV has led successful advocacy efforts in the last year, including:

All states and territories commit to Home Stretch reform

In November 2022, the New South Wales Government became the last state to commit to the Home Stretch reform to extend state care to the age of 21. AV CEO and Home Stretch chairperson Paul McDonald started the campaign in 2016 to improve the lives of young people who were forced to leave foster, kinship and residential care at the age of 18. With the help of thousands of supporters, dozens of visits to government ministers and national media stories over six years, the campaign – tirelessly championed by Paul – convinced every state and territory government to introduce this reform to the care system. Every year, hundreds of young people nationwide are now in supported extended care arrangements, which are transforming their lives for the better.

More about the Home Stretch campaign is available on page 20.

A huge step forward for residential care

In line with strong advocacy from AV CEO Paul McDonald, the 2023-24 Victorian Budget included \$548 million to improve the residential care system, the biggest single investment in care services in a decade. The money will ensure better availability of therapeutic care, as well as improved accommodation and conditions. Paul was the Chair of the residential care sub-committee of the Victorian Government's influential Roadmap Implementation Ministerial Advisory Group (RIMAG) and lobbied the government over many years to help get this result.

Housing support for vulnerable young people

The 2023 Victorian Budget allocated \$33 million to a new Housing First program to deliver housing and support for vulnerable young people with complex needs who are leaving state care. The budget papers stated the initiative is “modelled on the successful COMPASS Partnerships Addressing Disadvantage program delivered by Anglicare Victoria and VincentCare”.

Read more about COMPASS on page 48.

Advocacy priorities for 2023-24

- **Foster care.** A substantial shortfall of foster carers across the state is largely due to inadequate assistance. Victoria's foster care system is lagging behind the rest of the country, which comes with a substantial human cost.
- **Mental health.** Secure an improved mental health response for young people living in residential care.
- **Supporting families in child protection.** Working with the state government to improve the experience of families in the Victorian Child Protection Service, particularly when it comes to navigating the system and dealing with unfamiliar experiences like court appearances.
- **More housing stock for young people leaving care.** Dedicated housing stock needs to be set aside for this group of vulnerable young people so that they don't leave care into homelessness.
- **Specialist education support for young people in care.** AV's TEACHaR program has demonstrated its effectiveness in helping young people in care catch up to their peers in the classroom.

Collective action for positive change

Anglicare Victoria supports the following campaigns:

- **Everybody's Home**
- **Melbourne Zero** – Launch Housing
- **Prevent Elder Abuse** – Financial Counselling Victoria
- **Raising Expectations** – Centre for Excellence in Child and Family Welfare
- **Raise the Age** – Smart Justice for Young People
- **Rental Affordability Snapshot** – Anglicare Australia
- **Raise the Rate** – ACOSS
- **Stop the Debt Trap** – Consumer Action Law Centre.

“

When I moved out of care at 18, I had clothes, a few bags and nowhere to live. Home Stretch helped me find a house and furnish it, manage my rent and bills, and get tutoring for uni. I wouldn't be the person I am today without that support.

Sam*, 20-year-old care leaver in Victoria.

All states and territories adopt once-in-a-generation reform for care leavers

In November 2022, the New South Wales Government announced it would extend support to young people in state care from the age of 18 to 21. NSW was the last state or territory government to adopt the life-changing Home Stretch reform, meaning it had effectively been adopted in some form across the entire country from a standing start some six years earlier. For such a simple change, the effects are profound.

“When we started the Home Stretch campaign in 2016, all support stopped for young people in foster, kinship and residential care when

they turned 18. In their first year of ‘adulthood’, around half suffered unemployment or mental health issues, were unable to continue their education, had teenage pregnancies or found themselves in the justice system. This group made up two-thirds of the homeless youth population,” said Paul McDonald, Chair of the Home Stretch coalition.

“It’s fantastic that around 3000 young Australians are now receiving some form of extended state care to the age of 21 due to the Home Stretch campaign. It is already making a massive difference to so many young lives.”

Since securing the commitment of NSW, the focus of the Home Stretch campaign has turned to levelling the playing field across the different states and territories, as some offer differing levels of support. The campaign is also calling for dedicated housing stock to be made available for young people leaving residential care.

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.



Fire, floods, storms, pandemics – AV on the frontline

"In October 2022, hundreds of houses in the towns of Rochester and nearby Elmore in northern Victoria were hit by a huge flood," said Laura Powell, Financial Counselling Team Leader in Anglicare Victoria's North Central Region.

"Countless people have been displaced – they're in temporary accommodation, they're staying with friends. With so many people affected, we've seen a lot of delays with insurance claims," Laura said. "So far, I haven't heard of any house rebuilds that have been completed. Most residents don't even have a start date."

In the aftermath of the floods, the Victorian Government funded a temporary village at Elmore, providing accommodation and support for hundreds of people in caravans and modular housing. AV was one of the key partners brought in to help families, couples and individuals who were shell-shocked in the aftermath of a catastrophic life event.

Elmore Village: a temporary home for those who lost everything

"The disaster response site at Elmore Village was opened as part of a program to provide flood-affected residents from the Rochester community with

temporary housing and support," said Jemma Ketteridge, who manages AV's Recovery Support Program in northern Victoria.

"Since then, the AV team has supported more than 500 Rochester residents, including more than 200 at the Elmore Village site. We have helped dozens of families move into social housing, short-term modular homes at the Rochester caravan park, and new rental properties," Jemma said.

The team has also worked hard to build a sense of community at the site, giving residents something to smile about during a difficult time. "We have organised community events at the village including Mother's Day morning teas, Easter egg hunts, music lessons and talent shows," said Jemma.

"The whole team has undertaken a mammoth amount of work. We've advocated for residents, navigated unknown systems, built lasting connections in the community and most importantly provided flood-affected residents of the Rochester community with support to navigate their own recovery path."

AV's work continued even after the closure of the Elmore site in August 2023, with a new recovery hub in the region serving a caseload of more than 260 households.

Finding the strength to keep going in the darkest times

Scott and his young family had been living in their home for less than a year when the floodwaters swept through Rochester in 2022. Scott, his partner and their three young daughters were forced to flee, leaving their belongings behind. For months the family lived separately, with Scott and his daughters staying with family in NSW while his partner remained behind to be closer to her work, putting extra stress on their relationship. In January 2023 the family was reunited when accommodation became available at Elmore Village.

The uncertainty of their living arrangements has been an ongoing challenge. Scott's girls miss their old bedrooms and favourite books and toys. Their schooling and hobbies have been disrupted, and they've also missed birthdays and Christmas.

With Elmore Village closing in August, they had to move again, leaving the belongings they could salvage in storage because they don't know how long they'll be at the next place. "I'm just exhausted," said Scott.

The one constant in the family's journey has been the support they've received from AV.



“They’ve kept us updated about what’s happening. They have a big container full of clothes for the kids, which was all collected from donations. The kids can go in and grab some socks, jeans, or a shirt, whatever they need to get by,” Scott said.

“It’s nice to have that extra support. I know I can just reach out at any time to ask a question. If they can’t help, they will point me in the direction of someone who can. If that help wasn’t here things would have been a lot harder.

Scott, who lived in Elmore Village with his young family

“There are a lot of services and funding available that we didn’t know about. If Owen, our case worker, hadn’t told us about them we would have just continued struggling.”

Scott wants others to know that seeking help in times of crisis isn’t a sign of weakness. “You should accept help when you need it. Reach out to people, find out what help is available,” he said.

Helping entire communities rebuild

Disaster recovery is becoming a more common part of AV’s work on the frontline. In 2021, we played an important role in helping the recovery efforts after devastating storms in the Dandenong Ranges brought down thousands of trees. During COVID we mobilised to provide services to residents in public housing towers and ran a recovery facility in inner Melbourne for homeless youth who contracted the virus. And our financial counsellors have worked for years to help communities rebuild after the devastating bushfires at the start of 2020.

AV’s financial counsellors are often the unsung heroes who step up to help clients navigate the insurance process and advocate for their interests in the most difficult of circumstances. As of September 2023, our financial counsellors had helped secure more than \$743,000 in additional insurance payments for residents affected by the floods.

“Insurance companies aren’t really trained to talk to people who are trauma affected. Both sides find it very difficult to communicate and get answers, which is where we come in. We know how trauma can affect people,” said Laura Powell.

“That insurance money is so important for rebuilding and recovery – not just their own personal recovery but for the whole town and the community. It means people will rebuild and stay in the area rather than sell up and move away.”

Over our 25-year history, AV has developed a reputation for being there on the frontline, helping communities recover from natural disasters and other emergencies. Our flexible emergency response model can be up and running quickly when disaster strikes, ready to assist Victorians with food, housing, practical and mental health support.



More than **500** flood-affected Rochester residents supported



More than **200** people supported at Elmore Village



More than **\$743,000** in additional insurance money secured for residents



Images provided by Emergency Recovery Victoria

Elmore Village

“

“Honestly, it saved my parenting. My case worker was amazing.
She made me feel like I wasn’t alone.”

Jen*, single mum of two

Offering a hand up

“The first thing we need to do is ensure basic needs are met and build rapport and trust. For some clients their first encounter with us represents the lowest point in their life,” said Chloe Lacy, who works as an intake practitioner in our family services team in northern Victoria. “We look at how we can build their capacity to cope with the challenges they’re facing.”

Our family services teams supported 3470 vulnerable families in 2022-23. They work with parents and children in the family home where they are most comfortable, helping them to navigate profound challenges such as family violence, child protection, substance use, mental health problems and financial crisis.

“Workers help parents to see what we are seeing as we walk in the door. Once we’ve worked through things like making the home environment safe, we can address

the bigger stuff – connecting them with other services including maternal and child health, and working through issues such as family violence,” said Chloe.

Every day Anglicare Victoria's family services case workers can be found sitting around kitchen tables with clients and playing on the floor to get to know the kids, building up trust so they can support them to face difficult issues. As the cost-of-living crisis piles extra pressure onto households that are already struggling, AV's family services staff are ready to step in at a moment's notice and provide support.

“Our staff work with parents to agree on priorities that make the home happier, healthier and safer over time. This often involves supporting parents to build the skills they need for the whole family to thrive. The voice of the child is at the core of everything we do,” Chloe said.

Family case work: a growth industry

With demand for our services rising sharply over the last 18 months, AV recruited 96 new practitioners across the state to meet this need during the 2022 calendar year – almost a third of the total new positions created by the organisation during this period.

Our family services work is underpinned by a key goal – to keep families together, safely, wherever possible. And for family services staff, the best part of their job is celebrating the success stories.





“

Receiving a text or
phone call from a former
client who wants to let us
know they've got a new
job, a house or a car,
makes it all worthwhile.
I love doing this work.

Chloe Lacy, Family Services Practitioner

Dads choosing to be better

Anglicare Victoria's family violence workers support survivors and their children to rebuild their lives, as well as working with men to make them understand the profound effect of their behaviour on those they love.

AV supported more than 2500 people through specialist family violence services in 2022-23, and thousands of others through our family services teams, financial counselling and other programs. Many of our referrals come through The Orange Door, a state government initiative that brings together different services and specialists to provide the holistic support families need to thrive.

"I can't thank the facilitators enough. They really helped me change my way of thinking and taught me how to be a better person," said Brad*, a Caring Dads participant.

"People say they'd lay down their life for their kids, but instead how about laying down 17 weeks to do a course, and give your kids a better life with you?"

Family violence is a complex area, with affected families often struggling with some combination of substance abuse, mental health and financial problems. A key insight for those who use violence in the home is that violence is a choice, and that it is possible to learn healthy ways to deal with frustrations and challenges. Our staff work closely with our financial counsellors and family services case workers, to ensure women and children fleeing violent relationships are supported to heal and build a new life.

Tools to transform relationships
"Caring Dads is a 17-week journey for dads who have used family violence," said Julie Dixon, who coordinates the program in Melbourne's west. "It's not a punitive program – there's no shame or humiliation. Dads explore their own experiences of being parented, what it means to them to be a dad, and what child-centred parenting looks like. In doing so, they can join the dots between their use of violence and the impact it has on their children and current or former partner, to make positive changes."



The Orange Door team, Southern Metro Region

ADOLESCENT VIOLENCE IN THE HOME

Teens and children who use violence in the home make up close to 20 per cent of family violence in Victoria. It is a particularly difficult area for parents. They often feel shame and embarrassment at needing to seek help, combined with love and feelings of protection towards a violent child who may also be making them afraid for their own safety. AV operates programs for families with violent adolescents, such as the 8-week Breaking the Cycle program. These first build trust with the family and then work collaboratively with all family members to develop strategies that reduce the problem.



“

It's going really well. He is more understanding with me and the kids, and he has more patience. He understands the kids' frustrations and that they don't have the language to express themselves, so he's able to cope better when they have tantrums.

Melanie*, partner of Caring Dads participant

Radinka Kavedzic, Senior Practitioner,
The Orange Door, Southern Metro Region



“

Sometimes we're part of their lives for a short time, sometimes a long time. But they know that we're there for them, ready to provide guidance and support.

Dani Jeffery, Residential Care Team Leader

As a good parent would

“There's no such thing as a typical day working in residential care,” said Dani Jeffery, who supervises two residential care homes in northern Victoria. “It really depends on the young people, and the dynamic within the house. There are hectic mornings trying to get everyone up and off to school, and other times when things are very settled.”

The young people who live in Anglicare Victoria's 27 residential care houses are unable to live with their families or in foster or kinship care. Staff work hard to create a home away from home – an environment which resembles a caring family as much as possible. They support them to remain connected to their family and culture while they are in residential care, leaving the door open to family reunification – which is usually is the best possible result.

No two days are the same

The people working in our residential care homes straddle a number of roles, just as a parent does. They're coaches guiding the kids through day-to-day problems, taxi drivers transporting them to appointments and sports training, and nurses caring for them when they're unwell.

Children and teenagers in residential care have often experienced trauma and loss. They have complex needs and require safety, stability and support to rebuild their lives. In 2022-23, we provided residential care to 236 young people, with staff supporting them to heal and thrive.

As a profession, working in 'resi' is challenging but also very rewarding.

“There are small wins, like seeing a young person who had been disengaged with their education leave for school in the morning with a smile on their face. And there are big wins too, such as a former client popping in to introduce their own kids to the staff who cared for them,” said Dani.

“Young people can be very apprehensive and uncertain when they come to resi. It can take months to develop that trust, but you just have to keep going. It's worth it.”

No matter what happens, our staff are always there, cheering them on to achieve their best.

KEYS (Keep Embracing Your Success) is an innovative program that connects young people in care with a dedicated team of professionals. It means children and teenagers in residential care homes can get the mental health, cultural and family support services they need. This approach was designed and delivered in partnership with Monash Health, giving kids in care the best possible chance for a happy, healthy future. AV operates four out of the six KEYS homes in the state.

“

AV staff have supported me with education and training, and I know they will step in and advocate for me or the children if required.

Alisa, foster carer

Everyday heroes for kids in need

“Our foster carers provide so much more than just a roof over their heads – this is about family, love and safety, at a time when these kids need it most,” said Sue Sealey, Anglicare Victoria’s Deputy Chief Executive Officer.

“Many of the children in AV’s care are highly vulnerable and need the stability and predictability of a family.

“Our foster carers patiently build trusting relationships with them over time, developing bonds that often last long after the children have grown up or moved on,” Sue said.

AV’s foster carers always step up, often at short notice, to provide vulnerable children with a safe and supportive place to live when they are unable to be at home with their families.

Alisa (pictured) became a foster carer with AV because she was looking for a new way to contribute to the community after more than a decade of volunteering for several organisations. She has found it to be an incredibly rewarding experience.

“I love getting to know the children in my care and their different personalities,” said Alisa.

“I can see that my presence makes a difference in their lives, but it also makes a difference in my life too. In fact, I think they do more for me than I do for them.”

Making a difference

For Rebecca and her husband Stewart, who are foster carers in the Bendigo area, giving these vulnerable young people the stability and support they need is incredibly worthwhile.

“One of the young kids we fostered could not read or write and was displaying significant behaviour issues when he came to us. Six months later we received his school report, and it was sensational. He was reading, writing, and attending school full-time. He showed me a book he’d written, he’d dedicated it to ‘Bec, my hero’. It brought tears to my eyes,” Rebecca said.

Children come in all shapes and sizes

During the last year, AV supported more than 880 Victorian kids in foster care.

Some of our foster carers take on complex children who require

multiple therapies and extensive specialist support. Others open their homes to groups of siblings, ensuring they can stay together during a time when they can’t live at home with their biological families.

Foster care placements can be as short as a few days or for years at a time. Some carers provide respite care to give full-time carers a regular break.

In turn, AV staff care for the carers, to ensure they have the ongoing support and training, along with the opportunity to connect with an extensive network of other foster care families. One of the great moments of the year is when we celebrate our carers at our annual Chairperson’s Awards.

AV continues to lead the way in Victoria with our evidence-based work, such as the implementation of Mockingbird Family – an international evidence-based model for foster care which builds a ‘care community’ around children and carers.



When family means everything

When a young person cannot live with their parents, often the next best thing is for them to live with other members of their family. That's where kinship carers step in, opening their homes and their lives to their grandchildren, nieces and nephews, and sometimes even their own brothers and sisters.

"A lot of kinship care comes about as a result of people wanting to support their loved ones," said Spiros Drakopoulos (pictured), who leads a team of kinship care support workers in Melbourne's west. "Unlike foster carers, they haven't normally prepared for it or done any training. And it often happens without much notice."

Kinship carers play a pivotal role in Victoria's Out-of-Home Care system. Kinship care arrangements are very different from foster care, because the children are already known to the carer. As such, it can be a complex journey for everyone involved.

"There are extra challenges and complications for kinship carers, because many of them are balancing caring for these children alongside their family relationship with the parents. This can be really difficult, particularly when there are restrictions around access and contact for the parents," said Spiros.

"Working in kinship care is about building relationships. We work with carers and children who have experienced some very traumatic situations, and it's our role to listen carefully and support them."

A family re-shuffle

In 2022-23, Anglicare Victoria's 316 kinship carers provided care to 454 young people who were unable to remain in the care of their parents. Placements are managed by our kinship care support team, which links the family to services such as counselling and support groups. The team also ensures carers have everything they need to provide for the child, including educational resources and other material items.

"Janet was absolutely amazing. She helped ground me many times which I appreciated so much. She was so helpful and knowledgeable and was always there to listen and offer support when I needed it."

Tanya*, kinship carer

"We connect families to other specialists and support services, and help them develop the skills and tools they need to be able to care for the young people effectively," said Spiros.

Financial, practical and emotional support is important for long-term kinship care placements. AV staff also sit with the family and advocate for them in appointments with other services and government departments, so they're not facing the stress alone.

"What's great is that many of our kinship care arrangements become permanent, which means the children have stability and security for the long term. It's really heartwarming," said Spiros.

When a placement is first made, the carers don't necessarily have all the things they need for the children, so we organise things like car seats, beds and clothes.

Spiros Drakopoulos, Placement and Support Manager



Ready to take on the world

From one-off sessions to short programs, ParentZone equips parents with positive parenting strategies, allowing them to respond confidently to day-to-day challenges, from toddler tantrums to teen angst and tough problems like bullying and social media abuse. The programs help parents and carers understand the meaning behind their kids' behaviour, so they can support their children through difficult times.

"Parents are the experts when it comes to their child," said ParentZone's Tamara Dixon. "We're not teachers, we're facilitators – we tap into the wisdom of the group and, ultimately, they build their own solutions. It's very much a strengths-based approach."

Anglicare Victoria staff are highly skilled in this area, with extensive training in child development and behaviour, as well as parenting, trauma and family violence. They deliver in-person and online programs that give parents the guidance and skills to navigate difficult times and move forward together with their children. AV has run ParentZone programs for more than 25 years, giving facilitators a wealth of knowledge and experience to draw from.

Staff focus on strengthening relationships and communication between children and their parents or carers.

In 2022-23, 6245 parents took part in our parenting programs. Four in five (79 per cent) people improved parental confidence after participation in an AV ParentZone group. The programs are free but the information is invaluable.

"Parents come together to address their concerns, learn new parenting strategies and often have a bit of a laugh."

Michelle Brown, Parent Resource Coordinator, Southern Metro Region

"It helps them realise they're not alone, and meet other people who are struggling too. Each program is evidenced-based and runs for six weeks – long enough for parents to practice the skills they've learned and see some great results," Michelle said.

Online, on-demand advice for stressed parents and carers

In-person sessions don't suit everyone, so AV has embraced new technology and online platforms to ensure this valuable knowledge reaches more families. We offer regular online sessions that are available for parents to attend free of charge from the convenience of their home.

"The sessions are interactive, and we are able to make them inclusive for different cultures and language groups," said Michelle.

For those waiting to attend a session or get some quick parenting support, AV's podcast series, ParentZone Pods, cover a range of topics, in an accessible, digestible format that meets the needs of modern parents. From tantrums and meltdowns to helping older kids deal with the stress of exams, the short-form podcasts feature AV's parenting specialists working through the tough topics.

"Each ParentZone Pods episode is less than 20 minutes long, perfect for parents to listen to while they're driving or hanging out the washing," Michelle said.

"Some of our family services staff even use the podcasts as a resource in their own practice. They'll listen to an episode with a family they're working with, to help them understand topics or strategies."

The facilitator did such a good job of imparting valuable information and very practical strategies. She was understanding and non-judgemental, as if she was not an expert but a friend walking with the parents. I was very impressed and grateful to have a couple of strategies to try straight away. Jessie*, ParentZone participant

Helping underdogs get back on top

Senior Alcohol and Other Drugs (AOD) Clinician Joel Morrison and his therapy dog Zuri support young people struggling with substance use and trauma through Anglicare Victoria's LYFT (Linking Youth and Families Together) program. Therapy dogs like Zuri help people reduce feelings of stress and increase connectedness, engagement and trust.

"One of the young people we work with joined a boxing gym and has now been given the opportunity to travel overseas to compete," Joel said. "He has stopped his criminal activity and substance use."

LYFT practitioners work with young people and their parents to address the issues that are influencing their substance use. They offer practical medical, social and educational support to improve communication, reduce conflict and get their lives back on track.

The team partnered with youth mental health foundation headspace throughout the last year to deliver weekly sessions at their offices, and developed connections with local community sporting organisations who are prepared to give the young people a chance. They also work closely with the youth justice sector, which includes work within youth detention centres and prisons.

"I was in a bad place and my life revolved around substances. I had no one I could talk to about my feelings except my counsellor, and they helped me so much. The improvement in my life and my mental health has been epic!"

Lee*, LYFT client

Young people, new tricks

Joel said the LYFT team are always looking for ways to expand their therapeutic services and improve outcomes for young people and are excited to have added animal assisted therapy into the space.

"We are already observing the interactions between clients and Zuri to be profound," said Joel. "Typically, there's been a disconnect somewhere and Zuri helps us rebuild that connection."

From intake and assessment through to counselling and recovery, AV's AOD workers stand with families grappling with the impacts of substance use. Their aim is to reduce harm and prevent relapses, while also safely reconnecting and reunifying families who have been seriously affected by related problems.

"On an average day, you'll find our clinicians attending detox admissions with young people, conducting family sessions in the home, and meeting with people in outdoor spaces where they feel safe on their terms," said Joel. "We also run groups within schools and provide secondary consults with other professionals."

In 2022-23 our 37 AOD practitioners and other support workers helped 2123 clients and their families.

AOD can be a complex area, and our staff work to identify clients who need a more tailored approach to treatment. Dedicated dual diagnosis clinicians work closely with clients who have both substance use and mental health concerns, as well as family violence teams where appropriate.

I have observed countless times in which Zuri has been able to provide comfort to people experiencing grief and distress.

Joel Morrison, Senior AOD Clinician, Eastern Metro Region
(pictured here with therapy dog Zuri)



Dollars and sense – from budgets to bushfires

"In a time of crisis, a financial counsellor acts like an anchor for the client. We help them stabilise their situation and find a way out when they don't know where to start or what to do," said Leonie Cooke, Financial Counselling Team Leader (pictured) in Anglicare Victoria's Gippsland Region.

As the largest provider of financial counselling in the state, AV employs 46 financial counsellors providing services across 26 local government areas. Our team includes specialists in bushfire and flood recovery, as well as family violence.

In 2022-23 our financial counsellors were able to help more than 3500 people, saving millions of dollars in debts and getting them back on their feet.

"Clients coming into financial counselling may have never needed to access community services before, so it can be really confronting," said Laura Powell, who leads a team of financial counsellors in the north of the state. "It's stressful to be in financial difficulty, and it's not something you tend to tell your family or friends about. So you can also feel very alone."

Financial counsellors are specialists who engage directly with clients in financial difficulty to provide them with the information, advice and advocacy they need to alleviate their financial stress.

They work closely with clients to determine their financial position and provide options for the client to work towards financial sustainability and stability.

AV's financial counsellors also play a role in the aftermath of natural disasters such as fires and floods (see Disaster Recovery section on page 22). They talk with those affected about everything from emergency fire management and sourcing fresh water to negotiating with insurance companies after disaster strikes.

Financial counsellors perform an important advocacy role, both in advocating for individual clients and pushing for system change to make the finance landscape fairer for vulnerable individuals and families. Our advocacy as part of the Stop the Debt Trap coalition has led to the Australian Government announcing it will impose stronger regulations on Buy Now, Pay Later (BNPL) services in 2023.



Laura Powell, Financial Counselling Team Leader, North Central Region

Clients come to us feeling overwhelmed, and we make sure they know their rights and are aware of all their options. It's a safe space with no judgement. Leonie Cooke, Financial Counselling Team Leader, Gippsland Region

“

I was pretty much at zero, that's why I needed to access the service. It really helped us out, and not just financially. It was a tremendous relief.

Kelly*, AV emergency relief client

Bridging the gaps in the cost of living

It's 9am on a Friday morning, and Mona (pictured) is wheeling a trolley full of fresh vegetables into Anglicare Victoria's Mission House in Fitzroy, ready for another busy day. She has volunteered at the centre every weekday morning for the last 10 years, arriving before it opens to make sure everything is ready. Throughout the day she stocks the shelves and serves clients. Her dedication has been pivotal in allowing Mission House to continue operating efficiently post-pandemic.

"Every day is different," Mona said, "I count donations and restock the shelves. Then I stay after we close to make sure things are organised for the next day."

In the last year our emergency relief (ER) sites assisted 7569 Victorians with food, medication and other relief items, a growth of almost 20 per cent compared to the year before.

"It's not just food. Many of our clients can't afford their medication, so we can help with that. We also have our financial counsellor who can help with bills," said Mona.

The rising cost of almost everything meant many new families visited our ER sites for assistance in 2022-23. Some clients needed help just the once, while others popped in monthly or weekly for a bag of groceries, a cup of tea and a chat, to break up the social isolation that is often part of life below the poverty line.

"In a cost-of-living crisis, the people most affected are those who are already struggling," said Sam Horsburgh, who runs Mission House.

AV's 16 ER centres are mostly staffed by volunteers like Mona, who give up their time each week to help those in need access groceries, nappies, and vouchers for petrol and medication.

They also provide gifts for children whose parents and carers can't afford birthday and Christmas presents. Around 300 volunteers helped out at our ER centres and in other parish activities during the 2022-23 financial year.

"There are so many hoops our clients have to jump through when they are accessing other services, so we try to make their visits to us as easy as possible. When the pantry is full and they know they can put food on the table, then they can focus their time and energy on all the other things they have going on in their lives," said Sam.

Mona says she enjoys chatting to clients and seeing the huge smiles on their faces when she's able to help with the supplies they need.

"There's one client, an older lady, and every time she comes in, she brings me a flower from her garden," Mona said.



“

**I love helping people.
It makes me so happy.**

Mona, AV volunteer, Mission House, Fitzroy

Giving young people the confidence to dream bigger

It has been another huge year for Anglicare Victoria's Buldau Yioohgen "Big Dreams" Youth Leadership Academy.

Almost a third of the children and teenagers in AV's care identify as Aboriginal or Torres Strait Islander. Buldau Yioohgen gives young people the opportunity to connect with their Culture through life-changing on-Country camps, learn from Elders, and access job opportunities and mentorships through the program's partner organisations. As well as Culture on Court tennis events in 2022-23, Buldau Yioohgen led camps to Maria Island off Tasmania, the ancient lands of Lake Mungo in NSW, the National Indigenous Tennis Carnival in Darwin and others.

The program is based on the principles of Aboriginal Lore, passed on through dance, art, songlines and age-old customs. Nine young people were part of the regular academy intake in 2023, with some events attracting up to 150 people. Buldau Yioohgen partners with Aboriginal Community Controlled Organisations including VACCA (Victorian Aboriginal Child Care Agency) and BDAC (Bendigo and District Aboriginal Cooperative),

drawing on their cultural knowledge and experience to provide a deeper and respectful cultural experience.

"The Buldau Yioohgen crew are here to support every Aboriginal and Torres Strait Islander young person who is part of Anglicare Victoria. The program is supportive and culturally safe, and can immerse the young people in a beautiful, strong and proud Culture."

Aunty Kellie Hunter (Wurundjeri Woiwurrung), AV Senior Cultural Operations Lead.

Young people on centre court

Buldau Yioohgen's partnerships with Tennis Australia and Tennis Victoria have led to many opportunities for young people to take centre stage

in major events.

These included being part of First Nations Day at the Australian Open in January 2023, along with opportunities to train up as a ballkids and paid work opportunities at the event. Artist Kahlea Spiby (Wurundjeri), a leadership academy participant in 2022, was invited to design racquets for the winners of the women's competition in 2023. AV has purchased several of her paintings for display in our offices.

In 2022 Buldau Yioohgen welcomed a new Cultural Operations Lead, Uncle Les Corlett (Gunditjmara and Wiradjuri man). Uncle Les has extensive experience working with young people through his prior roles at VACCA, Berry Street and the Children's Court of Victoria.

Buldau Yioohgen is run from a dedicated cultural centre in East Melbourne, Darrango yhan-dan, which means 'young walking together' in the Woiwurrung language. "This year Darrango yhan-dan has been updated, building on previous efforts to make it a culturally safe space for our young people, families and staff," said Aunty Kellie.



Buldau Yioohgen would like to thank the many funders and partners who make this program so inspiring for the young people we work with, including Victoria Police, ANZ, Fire Rescue Victoria, The Lyone Foundation, the William Angliss Charitable Fund, the Kennedy Foundation, funders from the Anglicare Diocese and Parish Partnerships, and others who have generously supported the program since its inception.



Buldau Yioohgen Youth Leadership Academy on Country at Lake Mungo

At Anglicare Victoria we are always looking for ways to do things better. We have dedicated teams for innovation, evidence-based models and practice development which work with frontline staff and leaders across the organisation. We pride ourselves on our culture of innovation and our ambition to deliver ground-breaking programs for children, young people and families across Victoria.

The following pages provide examples of innovation we have led in funding for care leavers, education models for kids in our care, a care hub to reunite families faster, and our growing expertise in evidence-based models.

Innovative support on the road to adulthood

In 2018, AV partnered with VincentCare Victoria to establish COMPASS Leaving Care Limited. The innovative COMPASS program, funded through a social impact bond with 55 investors, was developed to support young people as they transition from Out-of-Home Care to adulthood. By providing participants with stable housing when needed, personalised support and access to relevant services for two years, the program helps care leavers to achieve their personalised goals and live independently once they turn 18.

“Housing is one of the greatest positives of the COMPASS program because it’s such a scarce resource,” said one COMPASS worker.

Over a five-year period, 184 young people from Melbourne and Central Victoria received comprehensive and individualised support to assist them into unsupported living. Almost a quarter (23 per cent) of COMPASS participants were from an Aboriginal or Torres Strait Islander background. The COMPASS team helped those in the program improve their skills in financial, household and health management; increase their engagement in employment and education; and access primary, mental, and specialised health services (such as drug and alcohol support).

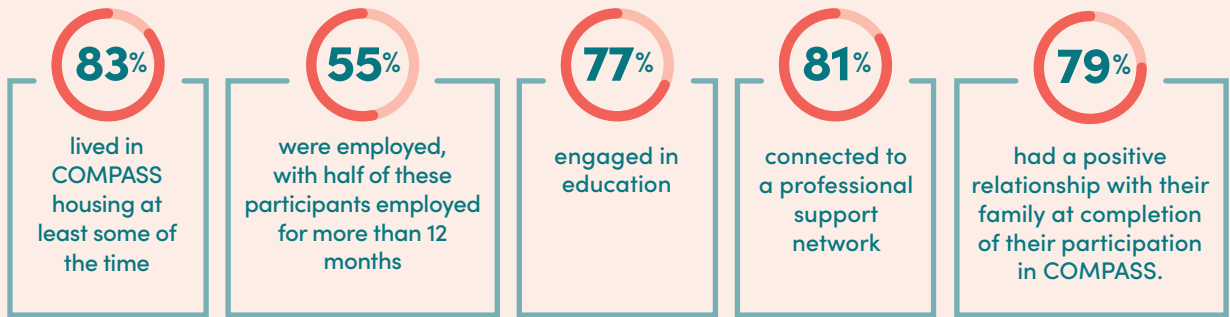
“COMPASS came just in time and helped me move into my first home

two days before my birthday,” said Angelica*, a COMPASS participant. “I was able to continue going to school and not worry each night about where I was going to be living. I had been so stressed about not having anywhere to go.”

The strength of the COMPASS model was recognised by Victorian Government, which committed \$32 million to a similar initiative in the Victorian 2023-24 State Budget. Housing First incorporates key features from COMPASS into a state-wide program for young people leaving residential care.

The COMPASS program will conclude in October 2023.

Of the 184 young people in the program:



COMPASS has given me somewhere to call home. I’ve been able to keep my son and myself safe. If we didn’t have COMPASS, we would have been on the streets, and I probably wouldn’t have my son in my care.

Juno*, COMPASS participant

Where science hits home

Anglicare Victoria has long championed programs with proven effectiveness of keeping at-risk families safely together in a range of cultures and settings. The evidence-based models (EBMs) we use are either international models adapted by our team for local use or designed by us specifically to meet the needs of Victorian families.

AV worked with 1019 families in 2022-23 using models which have been internationally recognised for their success in keeping families together. Following the requirements of each model is important for the best possible chance of success, and AV has introduced robust processes to ensure this happens.

Below are several examples of EBMs developed or adapted by AV.

High-speed success

Rapid Response was developed by AV and has been internationally recognised for its effectiveness in helping families navigate their way out of crisis and stay safely together.

“We begin working with families straight away,” said Sam Mellor, who is the Lead Practitioner for Rapid Response in Melbourne’s west. “It’s a short, sharp intervention for four to six weeks. The practitioners visit the family at least three times a week to address protective concerns and work towards achieving their goals.”

In 2022-23, AV staff worked with 139 families using the Rapid Response model, with 88.8 per cent of these families able to remain living together safely after completing the program. The program is part of the Victorian Government’s Family Preservation and Reunification Response.

Drawing on the strength of families

Multisystemic Therapy (MST) is a strengths-based model based on more than three decades of applied research. Therapists work with families two to three times a week over four to six months, to reduce

youth offending and associated behaviours. The program is designed to keep kids at home and in school, and bring peace and stability to the family home.

“Practitioners analyse the five ‘ecosystems’ of the young person’s life – themselves, their family, their peer group, their school and their community – and look for ways to influence these to shape positive behaviours,” said Andy Bowmar, who supervises a team of MST practitioners in AV’s Gippsland Region.

“Parents need to be willing to give it a go and persevere through some really difficult situations,” he said.

The Gippsland MST team won the Robin Clark Making a Difference Award at the 2023 Victorian Protecting Children Awards.

THEATRE OF LIFE

Theatre of Life is a professional training tool designed and developed by AV. It uses strengths-based coaching to reinforce good practice and ensure families get the highest benefit from our Rapid Response and Future Pathways programs.

“Theatre of Life is a collaboration between AV and Deakin University, which uses professional actors to simulate the family environment and real-life situations,” said Leanne Waite, one of the Practice and Performance Leads in the program. “The actors are given a character to develop, and practitioners engage with the actor using their skills and experience to respond to the situation. The interactions are recorded and used to coach the practitioners and celebrate their strengths.”



Before MST we had tried everything. Sabrina’s* behaviour was so out of control, I was worried I’d have to relinquish care of her. Kansas, our therapist, changed our lives. I don’t think we would have gotten through it all without her. – Jackie*, MST client

Pictured from left, Gippsland Region, Multisystemic Therapy Team: Andy Bowmar, Penelope Nugent, Kansas Martens, and Hayden Kraan

Turbo-charged teaching

“Our goal is to harness the strengths and interests of our students to get them excited about learning. By developing a trusting and respectful relationship, we create learning opportunities so they can increase their confidence and success,” said Kelli Green, who works as a TEACHaR Education Specialist in the northern suburbs of Melbourne.

It is a sobering statistic that just one in three (35 per cent) children in care will complete Year 12.

TEACHaR (Transforming Educational Achievement of Children at Risk) is a program Anglicare Victoria developed to help children who have fallen behind their peers in particular subjects, accelerating learning in the areas of greatest need. The unique approach helps level the playing field and give kids in Out-of-Home Care the best possible chance of success.

“All our work is aligned to the Victorian Curriculum and informed by trauma-responsive best practice. Many of our students have experienced significant trauma and other mental health challenges, so it’s a great source of satisfaction for us when we see them making small, positive steps forward in their education.”

Kelli Green, TEACHaR Education Specialist

In 2022-23 AV employed 35 qualified and experienced teachers to deliver the TEACHaR program to

327 young people across Victoria. These education specialists help the children and teenagers in our care re-engage with their education, through one-on-one sessions lasting between six and 12 months. Our specialists meet young people where they are, develop relationships based on trust and advocate for them when required.

Kids’ education taking off

It’s no surprise that children in state care often have poorer educational outcomes compared to their peers, given the disruption to their lives that comes with being separated from their families. Studies have reported an average achievement gap of two to three years by the time kids from disadvantaged backgrounds reach Year 9, even before factoring in any additional challenges caused by COVID¹.

Outcomes data from 2022-23 shows TEACHaR is effective at transforming young people’s experience of learning.

After working with a TEACHaR education specialist:



72 per cent had higher levels of confidence in their learning ability



74 per cent had high levels of learning engagement



80 per cent improved reading and writing



82 per cent improved at maths

TEACHaR won the Engaging Kids in Schools Award at the 2023 Victorian Protecting Children Awards.

¹ J Sonnemmann and P Goss, Grattan Institute, COVID catch-up: Helping disadvantaged students close the equity gap, June 2020, page 18.



Kelli Green, TEACHaR Education Specialist, North Metro Region

“

Because of the Care Hub approach, fewer kids in Bendigo are needing to stay in care, their parents are feeling empowered, and more families are getting their lives back on track.

Jackie Threlfall, Team Leader, Loddon Care Hub

Innovative new model reunites families faster

“In the Care Hub, the child has a support worker, the parent has a support worker, and the foster carers have a support worker. Things happen quickly because there’s a team of people working towards the same goal of getting kids back home,” said Lauren Gould, a foster carer with Care Hub.

It is not unusual for a child to be in the foster care system for years at a time, but Care Hub aims to have children reunited with their families in eight weeks.

The Loddon Care Hub pilot aims to reduce the time children spend in the child protection system by assigning support workers and a tailored team of experts to the child, parent, and foster carer in every family it works with.

The goal is to address the issues a family is facing before they become bigger problems requiring more support.

Developed in October 2021 in Bendigo and funded by the Department of Families, Fairness and Housing (DFFH), the Care Hub is led by Anglicare Victoria in conjunction with local services including Bendigo and District Aboriginal Cooperative, Njernda Aboriginal Corporation, Berry Street’s Take Two program, The Salvation Army, Bendigo Community Health and Youth Support and Advocacy Service.

“Because of lengthy referrals and limited support, parents traditionally haven’t had ready access to the services they need to meet the

requirements to have their children returned home. Care Hub has its own Alcohol and Other Drug specialists, therapeutic specialists and mental health clinicians on staff, meaning work can start with the family immediately and kids can often return home within a shorter timeframe,” said Jackie Threlfall, Team Leader of the Care Hub.

Since commencement, the Care Hub has provided support to more than 100 local children, young people, their families, and foster carers. The pilot is currently funded until June 2024.



Easing bill pressure for hard-to-reach Victorians

With the cost of utilities and everyday essentials increasing, the Department of Energy, Environment and Climate Action (DEECA) engaged Anglicare Victoria to assist in the delivery of two Victorian Government initiatives to help people reduce their power bills:

- Supporting delivery of the Power Saving Bonus (PSB) Community Outreach Program to assist vulnerable and hard-to-reach households to apply for the Victorian Government's \$250 Bonus
- Supporting delivery of the state-wide Energy Assistance Program (EAP), delivering an accessible phone service and outreach program to help vulnerable and hard-to-reach groups with their energy bills.

To ensure successful delivery of the initiative, AV employed and trained 12 staff members, implemented new technology and developed case management guidelines specifically for the program. With just 10 weeks between signing contracts with DEECA and launching AV's first functioning call centre, the new PSB and EAP teams began assisting clients in January 2023.

Once operational, the team encouraged staff across AV to refer their clients to the program, as many met the hard-to-reach criteria, including those experiencing financial stress, or hardship, culturally and linguistically diverse, significantly disadvantaged or without internet access. Public-facing collateral advertised the service and aimed to reach people

who needed help to understand their energy bills, address billing errors, enter a retailer's hardship program, apply for grants and concessions, or be referred to another support service. The PSB and EAP team also attended 62 in-person community events and assisted over 1800 people.

As of June 2023, under the PSB program AV had helped more than 4000 households access the Power Saving Bonus. This meant a total of over \$1 million went into the pockets of the most vulnerable people in our community.

Through the EAP AV also assisted more than 1900 households to take control of their utility bills, with clients able to access some form of energy affordability support, such

as savings through Victorian Energy Compare or the Utility Relief Grant Scheme.

The PSB program is due to close on the 31 August 2023, and the Energy Assistance Program is expected to run until 30 June 2024.

"Implementing this unique program was an example of true collaboration and commitment across all AV's functions. Staff embraced the challenges of new content, technology and relationships with remarkable optimism and persistence to meet the needs of severely disadvantaged people in our community," said Jan Noblett, Director Quality and Outcomes.

“

I'm a 71-year-old female and speaking with Mariana today was an absolute joy. I was really worried about applying for the Power Saving Bonus, but she made the experience much easier. It was done in five minutes, and I am so thankful.

Power Saving Bonus client



Pictured: EAP Call Centre, Central Office

This program is supported by the Victorian State Government



Mobile youth mental health service a vital link for northern Victoria

"For many young people it's the first time they've had a conversation about their mental health. I feel like I can really help people in my area by providing detail of where to get more support or with techniques that I find helpful," said Vicki, one of our KIT youth champions.

Recognising how hard it can be for young people to find mental health support in rural and regional areas, mining company Agnico Eagle decided to fund an innovative youth mental health project serving central Victoria.

Keep in Touch, or KIT, is a mobile mental health service for teens between the ages of 14 and 18 in the Loddon Campaspe region. KIT travels to areas where dedicated mental health support is often not available.

A youth worker and four KIT youth champions bring care and optimism to where it is most needed. From July 2022 to August 2023, the KIT van supported more than 12,500 young people.

"We're excited to be able to reach more young people, to talk about their mental health more often over the coming year," said Tim McCormick, Anglicare Victoria Program Manager, North Central Region.

With the demand for mental health support services in Victorian communities still at critical levels, the Agnico Eagle Community Partnership Program will invest in KIT until mid-2024.



From left: Tim McCormick, Program Manager, North Central Region; Brooke Warren, Youth Worker; Stella and Vicki, KIT youth champions; and Felicia Banks, Director of Environment and Government Relations, Agnico Eagle Australia.



Andrew Macdonald, Specialist LGBTQIA+ Therapist, North Central Region

A safe space for rainbow families

"QSpace service is a therapeutic counselling partnership between Anglicare Victoria and Drummond Street Services. We provide brief, short- and medium-term interventions for the rainbow community, their families and carers," said Andrew Macdonald, one of Anglicare Victoria's specialist LGBTQIA+ therapists in northern Victoria.

"We know the rainbow communities often feel misunderstood or even discriminated against when trying to access health support, especially mental health support.

So it's great to have a specialist service, particularly in regional Victoria where access to services can be limited," Andrew said.

QSpace employs an affirmative care model around gender and sexuality underpinned by the ethos of 'you tell me who you are or who you think you might be, and that's the person I see'. Practitioners also facilitate workshops for schools to help them provide inclusive education and care for students.

Andrew said it's easy for clients to get support from QSpace. "We have five partnerships across the state of Victoria and clients don't need a referral. They can jump online and fill in our form, and somebody will be in touch with them as soon as possible, additionally, clients may be referred from local services such as community health organisations, schools and mental health agencies."

Helping kids in care access life-changing disability support

"We were floundering trying to get things happening... nothing was working effectively. Since Yooralla came onboard the difference has been tremendous – and very, very positive," said one Anglicare Victoria Team Leader working in the Southern Metro Region.

In the 2022-23 period, 65 kids in AV's residential care homes were supported to access expert disability care through AV and Yooralla's Aspire To Be partnership. After life-changing results in its first year of operation, the pilot secured further funding until June 2024. The Victorian Government has agreed to finance half of the operational costs.

Aspire To Be aims to ensure all children and young people entering Out-of-Home Care with a disability receive a diagnosis, gain access to the National Disability Insurance Scheme (NDIS), and receive support tailored to their individual needs. The partnership was a direct response to concerns that rates of disability were significantly under-reported among this group, meaning young people were not getting the expert support they needed to realise their potential.

Every dollar invested in the partnership to date has delivered a \$10 return in NDIS plan funding for vulnerable young people in care.

A merrier Christmas for kids in need

"The past year has been really difficult for us, so I was overwhelmed to receive such thoughtful Christmas gifts thanks to Fox – it helped to restore my faith in people. My four-year-old grandson was completely spoilt!" said Helen*, an Anglicare Victoria client and recipient of Christmas presents from the 'Doing It For The Kids!' appeal.

Following the success of the 2021 Doing It For The Kids! appeal, 101.9 and AV teamed up for a second year to deliver another magical Christmas for the most vulnerable children in Melbourne. The first partnership gave 4000 kids in need a very special Christmas, thanks to the incredible support of Fifi, Fev and Nick on The Fox.

The renewed high-profile partnership led to a media, marketing and fundraising campaign across radio, digital and paid media channels leading up to Christmas 2022. The resulting \$183,352 in cash donations and \$170,175 of in-kind toy donations allowed AV to deliver 5439 toys and gift vouchers to ensure a happy Christmas for those most in need. The organisation also benefited from major positive brand awareness, thanks to a Melbourne-based listenership of 1.13 million people a week.



AV CEO Paul McDonald with 101.9 The Fox breakfast hosts Nick Cody, Fifi Box and Brendan Fevola

The Fundraising Institute of Australia recognised AV with a state award and a national commendation in the Best Strategic Partnership category in November 2022 for the inaugural 2021 appeal.

"Our partnership with 101.9 The Fox showed that corporate Melbourne is an active ambassador in doing good, and listeners were moved to donate much-needed funds for kids in care. Plus, those who supported Fox campaign have continued to engage with AV programs by making subsequent donations and volunteering," said Paula Gething, Senior Manager Fundraising and Philanthropy at AV.

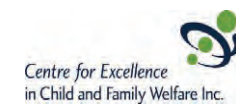


Partnering For Impact

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 Community Controlled Organisations



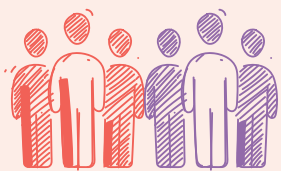
Anglicare Victoria acknowledges the support of the Victorian Government.





Belinda Musgrove, Integrated Family Services Team Leader, Gippsland Region

Our greatest strength



Over **2060** employees at **93 locations** across the state worked to improve the lives of more than **30,000** Victorians in 2022-23.

We are proud of our employees, carers and volunteers at Anglicare Victoria. Their dedication to the most vulnerable children and families in our state never wavers and they always rise to the next challenge, no matter how big the task may seem. Our people are our greatest strength – they are resilient and reliable, compassionate and innovative.

They draw on the latest evidence to get the best possible results for our clients and are always quick to respond to new challenges, such as natural disasters and the cost-of-living crisis.

In the last financial year 582 new employees joined us at AV, of which 306 were newly-created positions to meet the ever-changing needs of our clients. Our People and Culture team supported our managers to hire an average of 48 people per month, welcoming them into the AV family with onboarding activities and comprehensive training.

Approximately 300 volunteers helped our emergency relief centres and parish activities run smoothly.

Staying at the top of their game

Continuous improvement is an integral part of how AV operates. As the needs of our clients and their communities change, it's important that our staff keep their professional skills up to date so they can support clients effectively. From in-person seminars to flexible online learning modules, staff across the agency regularly engage in professional development to enhance and expand on their knowledge.

In 2022-23 organisational learning and development opportunities for AV employees included:

- An annual learning calendar
- An onboarding program for new employees
- A residential services induction program
- An early careers pathways program
- Pop-up courses for leaders, managers and frontline staff
- Lunch and Learn sessions
- Seminars and training courses
- E-learning
- Study leave for employees wishing to undertake further education.



1546 employees (74%) took up at least one live training opportunity



We conducted **97 live webinars and face-to-face sessions** with **3286 attendees**



1954 employees completed **19,938 E-learn modules**



We added **20 new courses** to our training program



Therapeutic Crisis Intervention training session 2023



A workplace with a diversity of experiences and perspectives, where everyone is valued and engaged, will continue to deliver the best outcomes for our clients and our communities.

Gaye Crichton, Director People and Culture

From places near and far

Everyone is welcome at Anglicare Victoria. AV wants our services and employment practices to reflect the diversity of the communities we support. This means all clients, volunteers and employees can enjoy full access and participation, and feel that they belong.

Being recognised as an Inclusive Employer by the Diversity Council of Australia and launching our first Diversity, Equity and Inclusion (DEI) Workforce Strategy were key highlights for the organisation during 2022-23. The strategy was born out of an acknowledgement that historical, structural and cultural barriers can create and reinforce disadvantage.

"We hope our strategy will help us continue to build a diverse and inclusive workplace which enables everyone to achieve their best," said Gaye Crichton, Director People and Culture.

"This goes to the very heart of AV's efforts to prevent, protect, and empower our clients and their families and communities."

Almost half of the organisation (956 staff) took part in the Inclusive Employer Index Survey. Approximately a quarter of our employees who responded were born overseas, with almost 100 different cultures represented across our workforce. About three quarters (73 per cent) of our employees feel AV has an inclusive culture, the same proportion feel they have an inclusive manager, while 76 per cent feel they belong to an inclusive team. This is a good start, but our goal is to continue to improve in these areas across the organisation, so that we understand and respond to the needs of our diverse Victorian community.

Our DEI Workforce Strategy has identified six priority communities for the organisation:

- Aboriginal and Torres Strait Islander people
- People who are culturally and linguistically diverse
- People with a disability
- Women
- People who identify as LGBTIQ+
- Those with lived experiences of services similar to those delivered by AV or similar organisations.

Steering groups have been formed to guide work in these areas.



Jan Noblett, Director Quality and Outcomes, Central Office (centre) at the Midsumma Pride March

Inclusive Employer Index survey results

41 Median age **24%** People born overseas **98** Cultural backgrounds **75** Number of languages



956 Staff

62 Countries

22 Religions

Gender Balance



78.14%
female



19.14%
male



2.72%
other gender identity or prefer not to say

Feelgood workplaces

At Anglicare Victoria, the health, safety and wellbeing of our employees is important to us. While working on the frontline of the social sector is rewarding, it can be challenging and confronting too. We are committed to supporting employees through a range of targeted programs focused on organisational health and safety and wellbeing. Our goal is to maintain a healthy, safe and well-supported workforce so our people can achieve their goals, flourish, thrive, and have long-term careers at AV.



Well Worth It!

Our Well Worth It! program focuses on creating an environment where all employees can be safe and well at work. AV offers a range of activities throughout the year to encourage people to be vigilant when it comes to health and safety at work, including prevention and early intervention for themselves and others.

AV delivered a flu vaccine program to employees as in previous years, giving them the choice of onsite vaccinations or a voucher for a free vaccine at a location of their choosing. Almost 500 (496) employees participated in the program. We introduced a series of events for National Safe Work Month in October 2022, including webinars on topics such as psychosocial hazards and PRIDE in health and safety, fun challenges around self-care and health and safety-themed trivia activities. In 2023, we introduced a Spotlight Series of online webinars to highlight health and safety issues relevant to our sector, such as risk assessment.



Active April

This year 109 employees across 23 teams competed in our annual Active April

Walking Competition, achieving 16,191,564 steps between them. Active April is about maintaining strong connections with teams and getting people up and moving. Participants linked their smartphone or wearable fitness device to an app and worked together in teams to maximise their step count for the month of April. The winners received e-gift cards, and everyone enjoyed getting out and about in the autumn weather to improve their fitness.



Employee Assistance Program (EAP)

AV provides short-term, confidential counselling services for a broad range of personal or work-related issues to employees and their immediate families. Over the last year 16.5 per cent of staff used our EAP, compared to an industry average of 4.1 per cent. There has been an increase in employees accessing other support provided by the program such as assistance with finances, lifestyle and nutrition. Of those who responded to the customer satisfaction survey, 77 per cent said they were satisfied with their experience. The program is promoted regularly via our online staff hub, and our Health, Safety, and Wellbeing team have run a series of awareness sessions to ensure all staff know the different types of assistance on offer.



Simson Jeyakumar,
Jasper Cohen-Hunter and
Penny Mitchell at Run Melbourne



Occupational Health and Safety

Health, safety and wellbeing are important shared responsibilities across the whole of the organisation. Some areas such as residential care and emergency relief have special health and safety considerations due to the nature of the work. AV aims to reduce or eliminate risk as far as practicable, with the help of our health and safety representatives in our workplaces across the state.

The below elements contribute to our continuous improvement approach:

- Site inspections to proactively identify hazards
- Oversight through governance committees and constant monitoring
- Investigations and practice improvement
- Dedicated roles, functions and expertise
- A comprehensive schedule of training and supervision
- Comprehensive wellbeing programs to encourage a mentally healthy, inclusive and safe workplace.

Chairperson's Report

I reflect with honour upon my first year as Chair, and extend my thanks to all those who serve Anglicare Victoria. I have witnessed firsthand the collective journey the organisation has undertaken to create positive change in the lives of vulnerable young people and families in Victoria. In an environment characterised by challenges, the combined efforts of our dedicated team, effective governance, prudent risk management, and strategic financial stewardship have enabled us to continue our important work within the community.

Governance and oversight: guiding excellence

Our dedication and commitment to strong governance has played a pivotal role in shaping Anglicare Victoria's achievements and positioning the organisation for the future. The Board and its committees have been devoted to overseeing the organisation's strategic direction, ensuring alignment with our values, and maintaining transparency and accountability. Our Board Directors have volunteered their time and expertise to provide invaluable guidance that has enabled us to adapt to the changing landscape of community services while staying true to our mission.

I also extend my gratitude to Bishop Genieve Blackwell who retired from the Board in October 2022 after four years of steadfast commitment and dedicated service.

Risk and finance: navigating challenges with resilience

Over the past year, we have continued to fortify our risk management framework, identifying potential vulnerabilities and taking proactive steps to mitigate them. Our organisation cares for some of the most vulnerable children, young people and families in the state. This carries with it inevitable risks, which are managed through a series of board committees, appropriate systems for reporting and follow-up, as well as constant vigilance and scrutiny.

The past year has also posed its share of financial challenges, given the unprecedented global circumstances and an increasingly tight government funding environment. Yet, under our capable leadership, we have navigated these challenges while maintaining our commitment to fiscal responsibility. Our financial stewardship ensures that we can continue to allocate resources efficiently, maximise our impact, and remain sustainable for the long term.

Strategic planning: future readiness

As we enter the final year of our current strategic plan, its success can be viewed through the last few years of the organisation's growth and development. We look forward to continuing the momentum through our revised Strategic Agenda going forward.

A heartfelt thanks to Anglicare Victoria's staff

Our achievements are a testament to the visionary leadership, strategic insights, and expertise of our Chief Executive Officer and Executive Team. However, these accomplishments extend far beyond strategic leadership alone. They are also a direct result of the tireless dedication of our frontline staff who work diligently to deliver our services. These individuals are the backbone of our organisation, the ones who directly touch and transform the lives of those in need through their dedication, compassion, and unwavering commitment.



Tony Sheumack



Tony Sheumack, Chairperson

Chairperson's Awards

Each year, Anglicare Victoria celebrates the achievements of our staff, clients and volunteers with the Chairperson's Awards. It's an opportunity to recognise the contributions these individuals, families and teams have made to the lives of young people and their parents and carers, right across Victoria. In 2023, 150 nominations were received across the 10 awards categories.

CLIENT AWARDS

INSPIRATIONAL OUTCOME*

This award is presented to an individual, parent or family that has demonstrated resilience, perseverance and a commitment to achieve better outcomes and a stronger future. This year there were four categories: youth, adult, residential care and family.

RISING STAR YOUTH*

This award is presented to an individual that has demonstrated a positive attitude and commitment towards an element of their personal growth and shown dedication in actively pursuing progress towards their goal. There were two categories this year: care and community services.

*The winners of the client awards are involved with the child protection system. Their names have been omitted here to protect their safety and privacy.

VOLUNTEER AWARDS

FOSTERING FUTURES

Winner: Sally and Peter Cardamone

This award is presented to an individual carer or family that has provided a nurturing environment and exceptional levels of care, which has assisted a client on their path to a positive future.

OUTSTANDING VOLUNTEER

Winner: Rebecca Barker

Rebecca volunteers as a Lead Tenant in the eastern suburbs and is a wonderful role model who has provided a safe space for young people to develop their identities and learn life skills. Her warmth and calmness help young people de-escalate during periods of high stress or crisis.

STAFF AWARDS

EXCELLENCE IN SERVICE

This award is presented to an individual or team that has demonstrated exceptional performance standards and a commitment to excellence in service towards their clients and colleagues.

Joint Individual Winner: Kate Badham, Projects and Developments Manager, Central Office

Kate Badham led the implementation of the international Mockingbird Family Evidence-Based Model at AV. She showed an outstanding commitment to positive outcomes for children and young people in foster care, and a focus on support for carers and her colleagues.

Joint Individual Winner: Sarah Rush, Placement and Support Worker, Eastern Metro Region

Sarah is an exceptional worker who is passionate about providing varied and quality support to all foster carers in the East. She is always looking for opportunities to build and strengthen connections between carers, to build their sense of community as well as their connection to the agency.

Team Winner: Care Team, North Central Region

A multidisciplinary team of professionals from across AV collaborated with other agencies to manage the complex case of a mother and her young baby fleeing family violence. Their support has enabled the mother to become more independent in caring for her child, and they are both now thriving.

STEVE WATKINSON MANAGER AWARD

Winner: David Law, Program Manager Buldau Yioohgen 'Big Dreams' Leadership Academy

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



DREAMING BIG TO LEAVE A LASTING LEGACY

David Law was recognised at the 2023 Chairperson's Awards for his work as Program Manager of AV's Buldau Yioohgen 'Big Dreams' Leadership Academy. Buldau Yioohgen offers a yearly program designed to help Aboriginal and Torres Strait Islander young people connect with their Culture on Country and provide them with a wide range of mentoring and development experiences.

"I believe that designing a great program means understanding the community you'll be working with, and what they need. We spent time with kids in Out-of-Home Care to understand why they hadn't been able to connect with their Culture. With the lived experience of our Cultural Operations Leads we were able to design a meaningful and effective

program that gives our young people the confidence to dream big," David said.

"In Aboriginal Culture there's an obligation to look after the land for the next generation, and we are embedding this principle into the way we do things in Buldau Yioohgen.

We're designing rock-solid programs that AV can implement into the future and this will be our legacy – the footprint we leave behind when we all move on."



Pictured: David Law

Governance and oversight

Anglicare Victoria's role in providing essential care and services to Victoria's most vulnerable children, young people and families requires best practice governance, oversight and risk management. This ensures we continue to provide the best possible care to our clients in complex operating environments, as well as retaining the confidence of our public and private funders.

Our governance framework provides an effective way to manage the many risks associated with service delivery, as well as ensuring efficiency, transparency, consistency and effectiveness. It is guided by the Anglicare Victoria Constitution, which was updated in 2017 under the 20 Year Review – Governance and Related Matters.

AV's Board provides independent leadership, strategic direction and integrity. It is informed by a governing Council and a range of committees, as well as an interconnected series of systems and processes for risk management, including dedicated risk management software. CEO Paul McDonald is responsible for implementing AV's Strategic Agenda 2020-2024, which aims to help the

organisation grow, sustain, excel and transform, measured against a range of success areas.

Risk management

The AV Board and its committees have oversight of managing AV's risk management and continuous improvement system. It does this through:

- Quality and governance policy and procedures
- The Risk Register, Risk Management Policy and continuous monitoring and review
- Internal and external audit processes
- Critical reporting to all AV governance groups – including the AV Board, AV Board Committees, AV Executive Group, Central Office Directors, Client Services Executive, Pillars of Practice and People and Culture committees.

Each board committee has responsibility for overseeing a different set of risks. These are reported back to the AV Board

and continuously monitored and reviewed by the Executive Group. Ongoing risk management across AV is supported by a team of quality managers, who undertake key activities such as investigations into child safety allegations, incident reporting quality assurance, client file auditing, feedback and complaints response, and management of continuous quality improvement activities.

Alongside many of the usual risks that most businesses must manage, such as financial and reputational risks, AV has a series of additional considerations. These include factors such as child safety and client care, the safety of staff, carers and volunteers, as well as compliance with a suite of legislation, regulation, industry codes, standards and the specific requirements of individual funding agreements. Privacy, data protection and cybersecurity are of particular importance, given the sensitivity of information for vulnerable clients that is gathered.

AV's risk register is reviewed bi-annually.



AV Executive Group (not all members pictured). Back row from left: Chris Jones, Kirsty Simpson, Lisa Foley, Vincent Bucci, Bridget Weller, Sue Sealey, Claire Nyblom and Vicki Levey. Front row: Jan Noblett, Sonia D'Urbano, Gaye Crichton.

Accreditation

In October 2023 AV will undertake an external accreditation assessment against the Department of Families, Fairness and Housing (DFFH) Human Services Standards and the QIC Health and Community Service Standards. These standards ensure AV demonstrates good governance and management systems as well as consistent high levels of service delivery to all clients, with a focus on continuous improvement.

New Social Services Standards will be introduced under the new Social Services Regulator from 1 July 2024. These standards focus on safety and ensuring all elements of service delivery – including people, systems and facilities – are focused on the wellbeing of service users.

Other audit and review processes

AV is subject to both voluntary and mandatory assessment processes. We maintain compliance against requirements including Victorian Child Safe Standards and the National Principles for Child Safe Organisations, occupational health and safety legislation, anti-discrimination laws and equal employment opportunity, as well as requirements set out in service agreements with funding bodies.

AV engages external auditors to review key areas including finance, cyber security, modern slavery, and other identified areas where specialised expertise is required. The Compliance and Quality Team from DFFH undertakes regular monitoring of our residential care houses and foster care programs.

The Commission for Children and Young People operates a residential care monitoring program which includes visits to children and young people to interview them and assess compliance with the Charter for Children in Out-of-Home Care.

Our internal audit team conducted 26 separate audits under the Annual Audit Plan, developed in line with the 11 risk themes identified in the AV Risk Register. The results were reported to the relevant board committees for review and action. Approximately 1500 client files were audited by quality managers across the organisation, focusing on practice elements and the quality of records. Findings are reported to the Executive Group each quarter. These activities are supported by continuous monitoring and reporting across the organisation, including live dashboards of performance data available to program managers and executives.

Child safety

Child safety is of paramount importance to the work AV does, and there are many checks and balances to ensure it is consistently given the highest priority. The Child Safe Working Group meets regularly to review compliance against the Victorian Child Safe Standards and implement necessary changes to ensure a child safe culture across the organisation. Staff have access to a range of resources and information they can use when working with clients. Updated mandatory child safe training was implemented in early 2023 to ensure all staff are well informed about prevention identification and reporting of any child safety concerns.

Aboriginal and Torres Strait Islander Cultural Safety Executive Group

This group was formed to provide guidance and oversight for organisational activities that contribute to reconciliation and better outcomes for Aboriginal and Torres Strait Islander peoples and communities across the organisation. The nine-person group includes AV's two Senior Cultural Operations Leads and executives from a range of areas, led by our Chief Executive Paul McDonald. Two of the members identify as Aboriginal people.

Cyber Security

Anglicare Victoria takes the protection of our data and systems very seriously, with regular investment in the implementation of best practice IT security controls. Our holistic approach to the protection of the organisation's digital assets uses a framework that incorporates people, process and technology. All end-user devices are fully encrypted, use Multi-Factor-Authentication (MFA) and Single Sign-On (SSO) for system access.

Agency smartphones are enrolled in a Mobile Device Management (MDM) platform.

On a bi-annual basis we go to market and engage a 'best of breed' IT security organisation to conduct detailed external audits across cybersecurity, penetration testing and general governance and controls. This ensures that all appropriate controls are in place to mitigate risk.

Sustainability and the environment

AV's work helping communities recover from severe bushfires, storms and floods means we are acutely aware of the risks of climate change to our operations and the communities in which we work. The Environment and Sustainability Advisory Committee includes representatives from across the organisation, who are committed to ensuring the organisation plays its part in responding to a global problem.

In 2022-23 we:

- Replaced lighting with low-emission LEDs in approximately half our sites, with the rest to be completed in 2023-24
- Progressively rolled out automated light sensors to our locations
- Purchased enough renewable energy to offset all power used by the organisation
- Partnered with Ewastec to recycle our used IT hardware. Ewastec employs a zero waste-to-landfill policy
- Sourced sustainable products whenever possible. All toilet paper is now 100 per cent recycled
- Established a library of environmental resources, with regular communication about initiatives and events.

All future major projects will include solar panels, double glazing, facilities for charging electric vehicles, rainwater tanks, live indoor plants, and commercial heating and cooling that incorporates an energy recovery system. Building waste will be recycled whenever possible.

Redress

AV is a participating organisation in the Commonwealth Government's National Redress Scheme. We recognise that it is important to acknowledge historical institutional abuse in organisations such as our own and our founding agencies. Our organisation is committed to supporting those who have experienced abuse and responding to claims of past abuse in a trauma-informed manner. The Heritage Services team provides past clients with access to their records and referrals to other support services if needed. A direct personal apology, either written or in person, is always offered, and always given with the wellbeing and healing of the client in mind.

Modern slavery

AV's Modern Slavery Statement is in the process of being updated following a review of our action plan. Our Preferred Supplier Policy and application form have been updated to include requirements to prevent modern slavery, and the organisation is in the process of introducing changes to our contracts to include collection of modern slavery information where applicable.

Legislative changes

AV is informed about relevant legislative changes through Health Legal, which provides a quarterly update through the RiskMan database. Any new legislative obligations are allocated to relevant directors and managers for review and potential revisions to policies or procedures.



Danielle March, Community Worker, North Central Region

“

Through my voice,
I want to reflect
community needs,
wants and desires,
which are really all
around family.

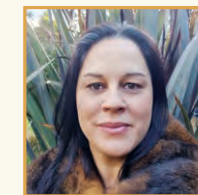
Shawana Andrews, palawa/Trawlwoolway woman
and AV's first Aboriginal Board member

Our Board Members

All Anglicare Victoria Board Directors are strong advocates of best practice in corporate governance.



Tony Sheumack
Board Chair



Shawana Andrews
Board Member



Andrew Asten
Board Member



Bishop Matthew Brain
Board Member



Joanna Fazio
Board Member



Dr David Mackay
Board Member



Matthew Pringle
Board Member



Claire Sime
Board Member



Daryl Williams AM KC
Board Member

Committees

CLIENT SERVICES COMMITTEE (CSC)

The CSC meets bi-monthly to monitor the quality and safety of services delivered, and ensure the voices of clients are heard.

Claire Sime	Chair	Paul McDonald	CEO
Shawana Andrews	Board member	Jan Noble	Director Quality and Outcomes
Tony Sheumack	Board Chair (ex-officio)	Sue Sealey	Deputy CEO
Susan Halliday AM	External member	Dr Anne Welfare	Principal Practitioner
Meaghan Courtney	General Manager Quality and Review		

FINANCE, AUDIT AND INVESTMENT COMMITTEE (FAIC)

The FAIC meets monthly to monitor and review financial reporting, auditing and risk management practices.

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

PROPERTY COMMITTEE (PC)

The PC meets bi-monthly to provide advice on all matters related to the governance and management of AV's property portfolio.

Matthew Pringle	Committee Chair	Vincent Bucci	Director Finance and Business Services
Tony Sheumack	Board Chair (ex-officio)	Garry Dalton	General Manager Property and Infrastructure
Daryl Williams AM KC	Board member	Paul McDonald	CEO
Ron Courtney	External member		
Peter Dempsey	External member		





RISK ADVISORY COMMITTEE (RAC)

The RAC meets twice a year to provide oversight and governance of AV's risk management framework, control audits and reporting.

Matthew Pringle	Committee Chair	Vincent Bucci	Director Finance and Business Services
Dr David Mackay	Board member	Gaye Crichton	Director People and Culture
Tony Sheumack	Board Chair (ex-officio)	Paul McDonald	CEO
Claire Sime	Board member	Jan Noblett	Director Quality and Outcomes
Andrew Dix	External member		
Susan Halliday AM	External member		

WORKFORCE CULTURE AND CAPABILITY COMMITTEE (WCCC)

The WCCC meets quarterly to review and advise on workforce issues including safety, diversity and inclusion, employee engagement, wellbeing, development, leadership, risk and compliance.

Dr David Mackay	Chair	Damian Neylon	External member
Bishop Matthew Brain	Board member	Vincent Bucci	Director Finance and Business Services
Joanna Fazio	Board member	Gaye Crichton	Director People and Culture
Tony Sheumack	Board Chair (ex-officio)	Paul McDonald	CEO

OUR LEADERSHIP

AV's Executive Group provides strategic and operational leadership for the organisation. It is responsible for driving our Strategic Agenda which describes the organisation's shared goals and direction.

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



From left to right:
Derek Xu, Alex Lourovski,
Vincent Bucci, Bama Ravindraraj,
Amila Hettiarachchi

Financially strong

Anglicare Victoria achieved another robust financial performance in 2022-23, reporting a total net surplus of \$4.6 million. This result was primarily driven by the continued growth in program services, improved investment returns and an increase in the market valuation of AV's investment portfolio as at 30 June 2023.

Accordingly, AV's current financial position continues to grow and remain strong, with a healthy net equity balance of \$45.8m (in 2021-22 it was \$41.2m). This significant net equity position further enhances AV's sustainability into the future and ensures its ability to invest in service innovation and associated infrastructure resources to effectively support the growth of new and existing programs.

Operating Revenue - \$236 million, an increase of 12 per cent.

This was primarily due to increased state government funding, relating to:

- the continued expansion of the The Orange Door family services programs
- additional community services funding to support a range of emergency recovery and financial counselling services for Victorians impacted by floods and cost-of-living pressures
- success in winning six of the eight tenders AV applied for to provide specific services addressing "Adolescent Violence in the Home" across key regions of Victoria
- increased funding to support client and caregiver expenses.

Improved net investment revenue of \$5.6 million was also a factor. The lift in investment returns was very pleasing and reflected better than expected rising cash deposit rates and managed fund distributions during a year where economic conditions were heavily impacted by inflationary and cost-of-living pressures.

Operating Expenditure - \$233 million

Total operating expenditure increased by \$27.0 million compared to last year. This was largely due to increased staff costs and direct client expenses associated with the growth in service demand for existing and new programs.

Non-Operating Items/Activities - \$1.7 million

This result largely reflects the favourable 'mark to market' valuation adjustment of AV's investment portfolio of \$1.3 million, as at 30 June 2023.

Financial Position - Total Assets \$119.7 million and Total Liabilities \$73.9 million

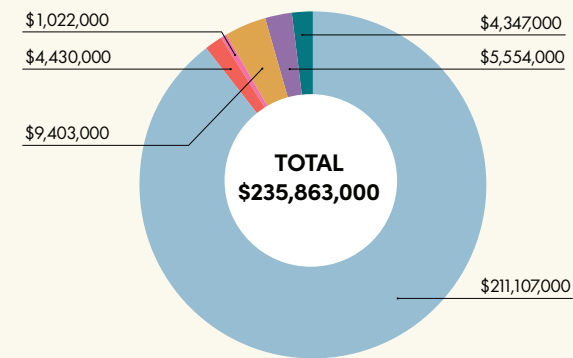
AV's financial position continues to strengthen on the back of its solid operating performance achieved for the year, which was ahead of budget expectations, and an overall increase in the valuation of its investment portfolio. As well as the net equity increase to \$45.8m noted earlier, AV also produced a healthy net working capital balance (current assets less current liabilities) of \$18.9m.

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

Vincent Bucci

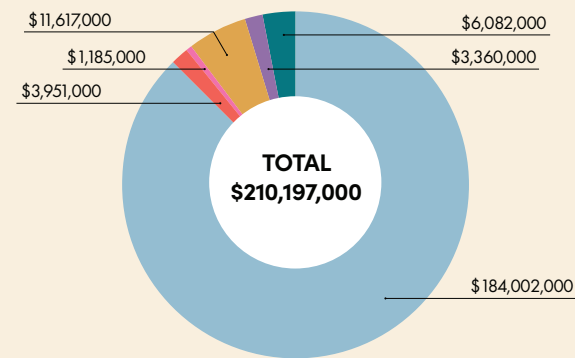
Director Finance and Business Services

REVENUE SOURCE 2022-23



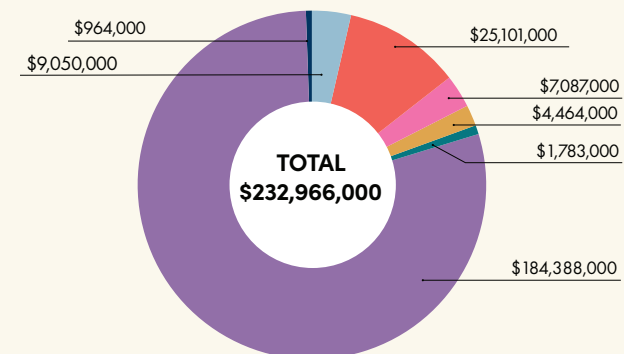
STATE GOVERNMENT FUNDING
FEDERAL GOVERNMENT FUNDING
SUNDRY INCOME
FUNDING FROM OTHER AGENCIES
INVESTMENT AND RENTAL INCOME
FUNDRAISING, DONATIONS AND BEQUESTS

REVENUE SOURCE 2021-22



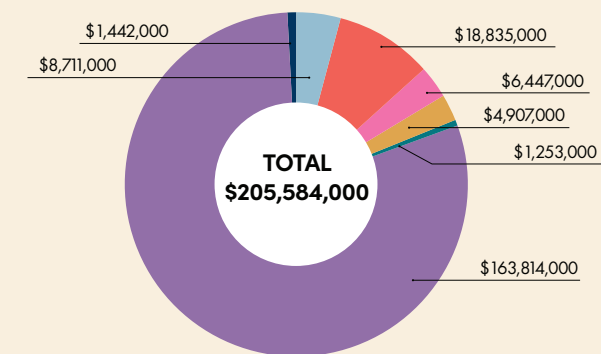
STATE GOVERNMENT FUNDING
FEDERAL GOVERNMENT FUNDING
SUNDRY INCOME
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EXPENDITURE BREAKDOWN - 2022-23



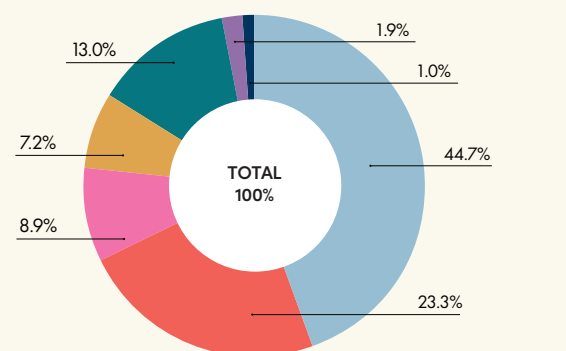
OFFICE/ADMINISTRATION
CLIENT/PROGRAM COSTS
DEPRECIATION AND AMORTISATION
INFRASTRUCTURE SUPPORT
MOTOR VEHICLES AND TRAVEL
STAFF
LEASING COSTS
OTHER \$129,000

EXPENDITURE BREAKDOWN - 2021-22



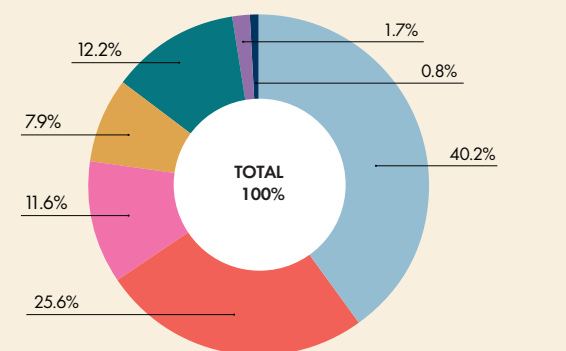
OFFICE/ADMINISTRATION
CLIENT/PROGRAM COSTS
DEPRECIATION AND AMORTISATION
INFRASTRUCTURE SUPPORT
MOTOR VEHICLES AND TRAVEL
STAFF
LEASING COSTS
OTHER \$175,000

REVENUE % BY SERVICE STREAM TYPE - 2022-23



FAMILY SERVICES
RESIDENTIAL CARE SERVICES
COMMUNITY SERVICES
YOUTH SERVICES
OUT-OF-HOME CARE SERVICES
TARGETED CARE PACKAGES
PARISH AND EMERGENCY RELIEF SERVICES

REVENUE % BY SERVICE STREAM TYPE - 2021-22



FAMILY SERVICES
RESIDENTIAL CARE SERVICES
COMMUNITY SERVICES
YOUTH SERVICES
OUT-OF-HOME CARE SERVICES
TARGETED CARE PACKAGES
PARISH AND EMERGENCY RELIEF SERVICES



STATEMENT OF SURPLUS AND DEFICIT AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2023

	2023 \$'000's	2022 \$'000's
Service Delivery - Operating Revenue		
Government funds / grants - State	211,107	184,002
- Federal	4,430	3,951
- Local	101	89
Funding from other agencies	9,403	11,617
Other	921	1,096
Total Operating Revenue	225,962	200,755
Service Delivery - Operating Expenditure		
Employee benefits expenses	184,388	163,814
Client and caregiver costs	25,101	18,835
Property, maintenance and equipment expenses	4,464	4,907
Travel and motor vehicle expenses	1,783	1,253
Administration expenses	9,050	8,711
Depreciation and amortisation expenses	7,087	6,447
Leasing expenses	646	1,140
Financing costs - interest on lease liabilities	318	302
Other expenses	129	175
Total Operating Expenditure	232,966	205,584
OPERATING DEFICIT	(7,004)	(4,829)
Net investment income	5,554	3,360
Net fundraising, donations and bequests	4,347	6,082
SURPLUS BEFORE NON-OPERATING ACTIVITIES	2,897	4,613
Non-operating activities		
Net gain on sale of plant and equipment and investments	407	7,490
Financial assets - net change in fair value through profit and loss	1,270	(4,950)
Total Non-Operating Activities	1,677	2,540
NET SURPLUS FOR THE YEAR	4,574	7,153
Other comprehensive income/(loss) for the year	-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	4,574	7,153

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2023

	2023 \$'000's	2022 \$'000's
ASSETS		
Cash and cash equivalents	16,590	20,834
Trade and other receivables	5,077	6,278
Inventories	144	84
Investments	56,392	47,090
Total Current Assets	78,203	74,286
Investments	4,233	4,347
Property, plant and equipment	25,627	25,390
Intangible assets	3,968	3,646
Lease - right of use assets	7,636	7,104
Total Non-Current Assets	41,464	40,487
TOTAL ASSETS	119,667	114,773
LIABILITIES		
Trade and other payables	5,643	5,177
Provision for Redress claims	1,653	2,501
Employee benefits	23,395	22,054
Deferred income	25,157	26,439
Lease liabilities	3,418	3,204
Total Current Liabilities	59,266	59,375
Provision for Redress claims	8,575	8,497
Employee benefits	968	1,023
Deferred income	400	400
Lease liabilities	4,655	4,249
Provision for make good	25	25
Total Non-Current Liabilities	14,623	14,194
TOTAL LIABILITIES	73,889	73,569
NET ASSETS	45,778	41,204
EQUITY		
Establishment corpus	23,767	23,767
Reserves - Property	15,618	15,618
Accumulated Profits	6,393	1,819
TOTAL EQUITY	45,778	41,204

Glossary

Aspire to Be – AV partnership with Yooralla that aims to ensure all young people with a disability living in Out-of-Home Care receive a diagnosis, are able to access the National Disability Insurance Scheme and receive support appropriate for their needs.

Buldau Yioohgen – 'Big Dreams' Leadership Academy for Aboriginal and Torres Strait Islander young people. Buldau Yioohgen takes young people through a 12-month program to reconnect with their Culture on Country, as well as introducing them to partner organisations and opportunities.

COMPASS – Innovative investor-funded program to provide accommodation and other support to young people transitioning from state care to independent living. An AV partnership with VincentCare.

Emergency relief – Centres which provide food and other support for people in urgent need. Can include medication, clothes and petrol vouchers.

Family services – Child-centred therapeutic intervention for vulnerable families that are often dealing with a range of challenges. Practitioners partner with families to set goals for improvement.

Financial counselling – A free service which helps clients who are struggling with debt and associated problems such as job loss and gambling problems. Financial counsellors advocate for clients with creditors and insurance companies and negotiate debt repayment plans.

Foster care – A form of care where children live in a home with adults who are not their biological parents or family members. Also known as home-based care.

Home Stretch – A successful campaign that encouraged all states and territories to extend state care for vulnerable young people from the age of 18 to the age of 21.

Out-of-Home Care/State care – Umbrella term that covers all forms of alternative care for children who are unable to live with their parents. Includes foster care, kinship care and residential care.

Kinship care – When children live with family members who are not their parents.

Lead Tenant – Involves a youth mentor living in a household with young people to provide positive role modelling and help them learn the skills to start living independently.

Navigator – An education program designed to help children who have disengaged from school find their way back into the classroom.

The Orange Door – Victorian Government family violence service. Both survivors and those who use violence can refer themselves via phone, online or in person.

ParentZone – Long-running AV program area designed to equip parents with positive strategies and techniques to restore a sense of calm and control to their families. The main ParentZone program is Parents Building Solutions.

Rapid Response – Evidence-Based Model developed by AV to prevent removal of children from families at risk. Involves intensive support by practitioners at the point of crisis and frequent contact.

Residential Care – A form of care where young people live together in groups in a residential house, cared for round-the-clock by staff members. Young people in residential care often have complex needs which makes foster care placements unsuitable.

TEACHaR – Transforming Educational Achievement of Children at Risk. Education program designed by AV to help kids in state care catch up to their peers in particular academic areas. The program uses trained teachers and is tailored to the needs of individual children.

Targeted Care Packages – Funding for therapeutic and other services provided to individual children in state care with specific needs.

Our Commitment to Children and Young People

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

Privacy Statement

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

*Client names have been changed to protect their privacy.

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

Thank you to everyone who supports our work

Anglicare Victoria would like to sincerely thank the Anglican dioceses 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 years.



**DONATE
NOW**



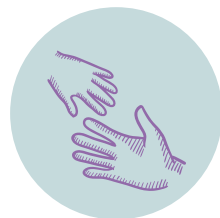
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FOSTER CARER**



**COMMIT TO A
REGULAR GIFT**



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IN YOUR WILL**



**BECOME A
VOLUNTEER**



**JOIN OUR
TEAM**



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Volunteer Beata Sicut (left) with Jane McLean on student placement (right) at AV's Williamstown emergency relief service

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AnglicareVic

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please telephone **1800 809 722** or email **info@anglicarevic.org.au**

Anglicare Victoria's Annual Report is available on our website: **anglicarevic.org.au**



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