

MATTER

MAKE IT

MATTER



Wominjeka

Kirrip-ik

My friend/s

Cabbe melemung'il biladu-njan warr?

Greetings, how are you?

Liwik bulok nugal-ik

We belong to many ancestors

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

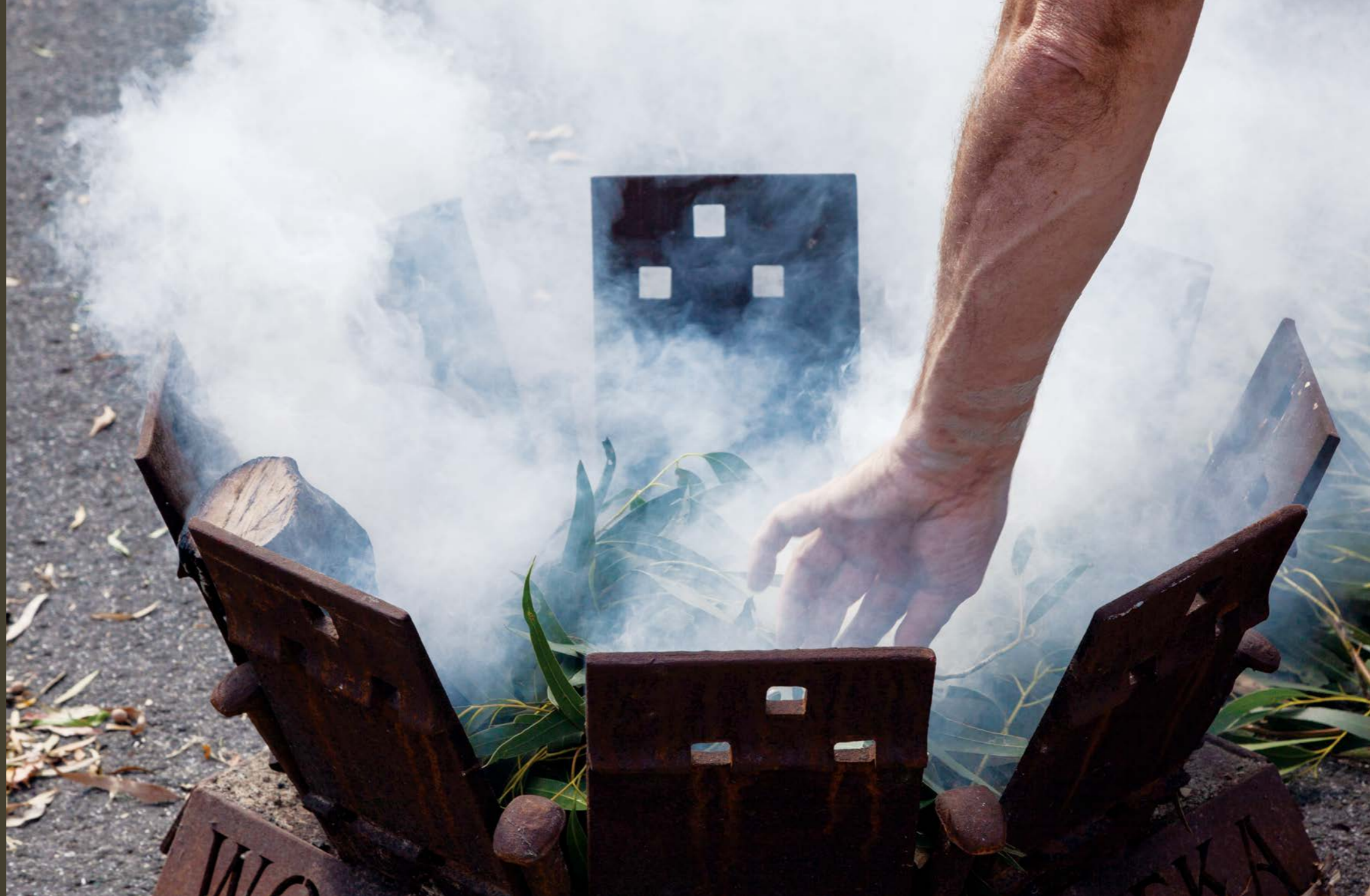
Thank you

Aunty Kellie Hunter

(Wurundjeri Woiwurrung)

Senior Cultural Operations Lead

We acknowledge the True 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.



Our Vision

AV works with children, families and young people to build better tomorrows. We work to find solutions for children in need, create opportunities for young people, and support families to stay together and stay safe. We take action today to deliver better and fairer outcomes tomorrow.

Our Promise

Every child has the right to be safe and happy. AV 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.

Make it Matter cover image (L-R): Noelene Davids, AOD Youth and Family Counsellor; Peta Speight, Program Manager Family Safety and Children; Sandra Inserra, Navigator Manager; Jack Brookes, Homelessness Team Leader; Kylie Justice, Family Services Practitioner



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About this report

This Anglicare Victoria (AV) annual report includes an overview of our strategy, operations, achievements, advocacy, finances and client outcomes for the 2023-24 financial year. Along with the reporting of data, the report includes stories and quotes from practitioners, carers and others to position the reader in the doorway to the rooms where we deliver our services. From foster care to family violence, each of our program areas comes with its own sense of purpose and unique challenges, which we have tried to capture in the following pages.

The challenges faced by our clients mean it is often not appropriate to run photos of them. For young people in our care who are involved with the child protection system, we are not able to publish their photos for safety and legal reasons. To this end we have used a combination of staff, carer and volunteer photos, along with some pictures from a recent photo shoot and children of AV employees.

A message from the CEO

The front cover of our annual report shows who we are as an organisation. It depicts strong, capable staff who are experienced and skilled at working with Victoria's most vulnerable and disadvantaged people. From back-of-house to the frontlines, the reason we have had such a strong year is because of the people who have been attracted to work for Anglicare Victoria (AV).

It is easy to find purpose when the work you are doing is so clearly needed, each and every day. With over 2000 staff operating across more than 90 locations, the diversity of what we do is growing exponentially. Our work with children, youth and families includes everything from helping those affected by family violence or family breakdown to housing foster kids and operating youth refuges.

A new strategic agenda

AV has grown our revenue for the last 14 consecutive years. In 2023-24 we won \$18 million in new government work in areas such as financial counselling, rental stress, adolescent violence in the home, and a landmark Victoria Police program to send youth workers out on the beat with uniformed officers.

This has not happened by accident. We are now in the final year of our Strategic Agenda 2020-2024, which has guided us through a remarkable period of growth. We have brought method and strategy to our operations, and are in the process of mapping out our aspirations and ambitions for the next five years.

We have been consulting widely with the Board, our Executive Group and staff across our various regions, and look forward to launching a considered strategic document early in 2025 to guide us through the next period of growth and change.

Growing our impact

AV now operates a range of programs that allow us to help more people who are struggling financially – and we have featured these towards the front of this annual report. For the first time in 2023-24 we went national, operating an Australia-wide contact centre for a major Commonwealth Government program. The School Student Broadband Initiative has connected more than 15,000 families to broadband internet through a partnership with NBN Co. This has been a transformative program for around 40,000 school kids who might have been hot-spotting off mum's phone to do their homework, or heading to the local shopping centre in search of free wifi.

Under the Victorian Government's Energy Assistance Program, we have helped financially-stressed people save more than \$700,000 through better deals on their electricity and concessions they did not realise they were eligible for. Our financial counsellors helped thousands of people rein in their runaway debt, and we have a new government program targeted at those with rental stress.

It is a testament to the hard work and dedication of AV's staff that we have had the ongoing trust and support of the Victorian and Commonwealth Governments to operate programs on their behalf. Private donors across the state also dug deep, and this generous support has helped to meet the shortfalls in government funding in areas such as emergency relief and education. We couldn't do everything we do without them.

At AV, we see a lot. Every day our frontline workers see people stressed financially and emotionally.

While we can't do anything about the rising cost of household essentials, we can relieve the symptoms. AV's 16 emergency relief centres across the state remain vital lifelines for thousands of people every month, providing food parcels, medication, vouchers and clothing.

A dedicated centre for our past clients

During 2023-24, AV purchased a property in Collingwood, Melbourne to develop as a dedicated heritage centre for our past clients, including those who grew up in the homes and orphanages run by our predecessor agencies.

For some, their childhoods were lonely and difficult years. It is important that we acknowledge this difficult past and continue to advocate for the plight of care leavers, then and now. This is why the national Home Stretch reform to extend state care to the age of 21 was so needed, along with other initiatives such as dedicated housing for those exiting care.

The heritage centre will be somewhere welcoming that past clients can be supported to access their records, as well as a place to host events and meetings to provide guests with an insight into the 125-year history of Anglicare Victoria and the organisations that combined to form it a little over 25 years ago.

Thank you to outgoing Melbourne Archbishop Dr Philip Freier

Lastly I want to take the opportunity to thank Melbourne Anglican Archbishop Dr Philip Freier, who has been President of the AV Council for the entirety of my tenure as Chief Executive. Along with the critical support he has provided across a wide range of areas, the Archbishop has provided steadfast counsel as our organisation has grown and developed into one of the state's leading providers of services to children, youth and families. He will be missed and we wish him well in the next chapter of his life.



Paul McDonald
Chief Executive Officer



Pictured: Anglicare Victoria
CEO Paul McDonald

A final message from the ARCHBISHOP

It has been a great privilege to be the President of Anglicare Victoria throughout my tenure as Archbishop of Melbourne. Joy and I have many special memories of our engagement with Anglicare Victoria, its clients and its staff over the past nearly 18 years.

Again, I want to highlight the care and commitment of Anglicare Victoria's frontline staff and volunteers. Sadly, people continue to fall through the cracks as basic costs have gone up. Rental crises, family breakdown, job losses, substance dependency, mental and physical ill-health are all impacting individuals' ability to manage the daily challenges life throws up.

Anglicare Victoria staff lean into the daily needs of their clients, helping them through their despair, on a path towards personal agency. This is what we want for all people. However, for those whose life has presented hardship at every turn, the staff and volunteers at Anglicare Victoria provide hope and practical support.

We all need hope, as God promises in Jeremiah (29:11): "For I know the plans I have for you, declares the Lord, plans for welfare and not for evil, to give you a future and a hope."

Hope for a better future is evident through the pages of this Annual Report. I urge you to pray for the more than 2000 staff and volunteers who, through their practical acts of service, are breathing hope for a better future into the tens of thousands of Victorians who are relying on Anglicare Victoria's services. Pray too for our most vulnerable citizens – children and youth – as Anglicare Victoria seeks to strengthen families and keep children and youth from sleeping rough.

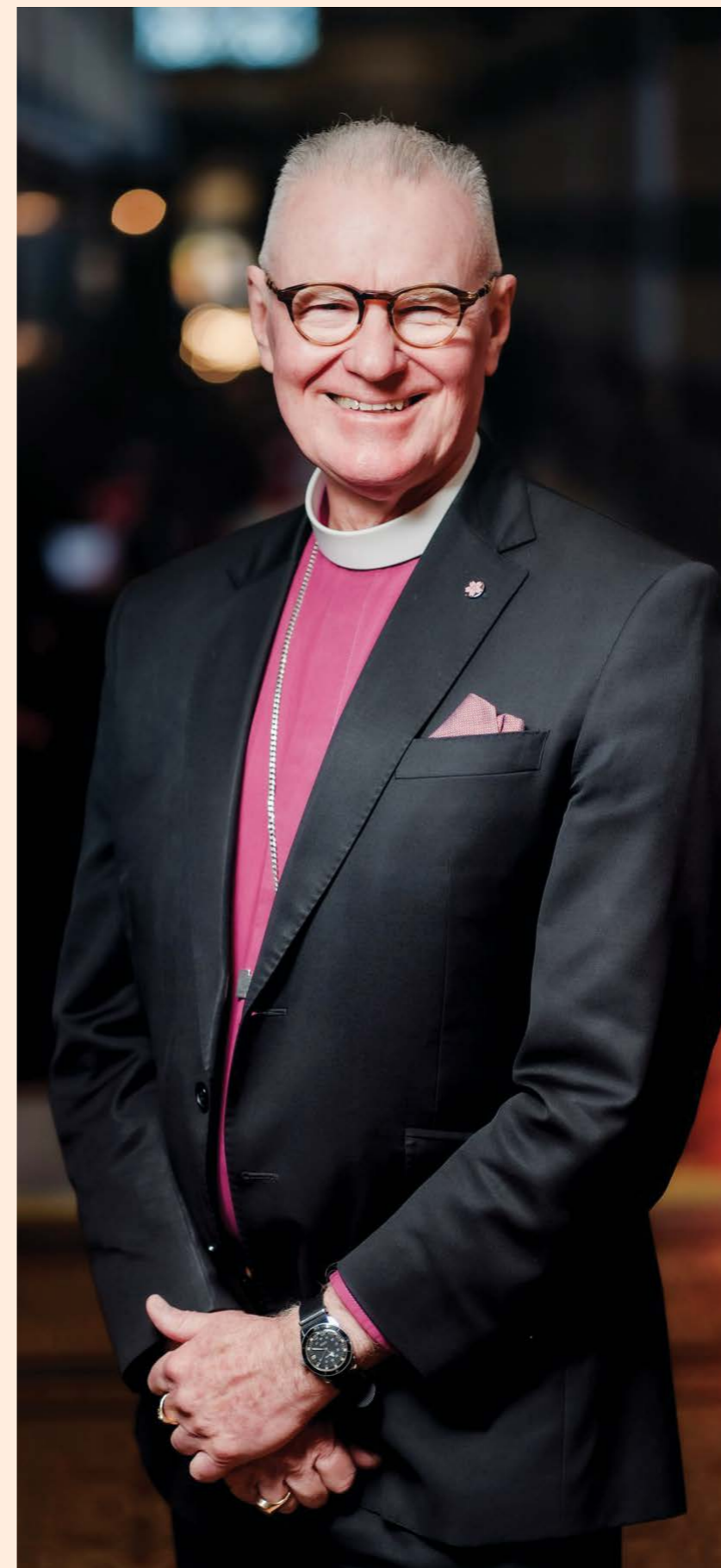
As this is my last responsibility as the President of Anglicare Victoria's Council, I would also like to thank all the members who have served on the Council over the last 18 years. It has been a privilege to be part of this increasingly important work undertaken by staff and volunteers.

In the Gospel of Matthew (18:20), we are reassured of God's presence in our midst: "For where two or three gather in my name, there am I with them."

May each of you carry that knowledge with you each and every day.



Archbishop Philip Freier



Pictured: Melbourne Anglican Archbishop Dr Philip Freier with AV CEO Paul McDonald (right middle) and AV Chair Tony Sheumack (right bottom)

Working together, FOR BETTER

In 2023-24:

MORE THAN
2090
staff worked out
of **96** locations to
improve the lives
of more than
30,000
VICTORIANS



MORE THAN
760
children and young
people were in our
CARE EACH NIGHT




**SAFE AND
STABLE
HOMES**

1643
children and young people
lived in Out-of-Home Care
with us



797

lived with AV
foster carers

509

lived with other
family members
in kinship care

215

lived in residential
care homes
across Victoria

122

were supported
through targeted care
packages, permanent
care and Lead Tenant
arrangements



Families
back in
control



3753
vulnerable families
were given
parenting and
early intervention
support from our
family services
teams



978
families took part
in our Evidence-
Based Model
programs, which
are internationally
recognised for
keeping families
together



3782
parents attended
sessions run by
AV's ParentZone
program

3029
people were given
specialist family
violence support

339

young learners regained their
academic confidence through
our **TEACHaR** program

847

young people were supported
back into education by the
Navigator program

1100

young people were supported
through **youth services** and given
opportunities to build a better future



From crisis to recovery



3275

people improved their
financial situation with
the help of our financial
counsellors



7876

Victorians in urgent need were
provided emergency help including
groceries, clothing, medication and
financial assistance at 16 locations

Our OUTCOMES

Our clients achieve extraordinary things – often after battling through a host of challenges. Our practitioners are proud to support and encourage them, whether it is helping families to stay safely together, working with vulnerable children to get back on track at school, or providing stability to the young people in our residential care homes.

Our outcomes framework measures include families getting back in control, young people’s achievements while in our care, and reduced economic stress with the help of our financial counsellors.



Families back in control, staying and growing together
17 in 20 (85 per cent) of children at risk remained living safely with their family after their parents completed an intensive family service with AV.

Data accurate as at 30 June 2024
 'Stable (6 months+) foster and kinship care placements



Early action: stepping up to prevent harm

Four in five (80 per cent) improved parental confidence after participating in an AV ParentZone group.

Three quarters (77 per cent) improved connection with their local community.



Strong young people

After a term of accelerated learning with the TEACHaR program, **seven in ten (71 per cent)** had high levels of learning engagement.

Two thirds (65 per cent) had more confidence in their academic ability.

19 in 20 (95 per cent) young people in our care regularly attended school!

Moving from crisis to recovery

19 in 20 (95 per cent) reduced their economic stress after working with AV’s financial counsellors.



Our STRATEGY

Anglicare Victoria's Strategic Agenda 2020-2024 informs all parts of our organisation's work. This strategic focus drives our growth, sustainability and innovation, ensuring the best possible care for vulnerable children, families and young people.

Strategic Agenda 2020-2024

AV's Strategic Agenda sets out what success looks like for the organisation. It drives our high quality services to be delivered when and where they are most needed, and strives towards better outcomes for our clients and community in the future.

Success means:

- **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.

Achieving these six outcomes takes coordinated efforts from frontline workers, business support and administration staff, team leaders, program managers and other leaders. Our strategy is simple: grow, sustain, excel and transform as an organisation for the benefit of our vulnerable clients.

Growth means providing the services that clients need, where they need them. Sustain means ensuring we are there for the long term, providing a reliable and steadfast presence in the community. Excel means ensuring we are doing the research and development necessary so we can provide the best and safest services possible, and transform means innovating, advocating and responding to emerging challenges to build better tomorrows.

AV reports to the Board against the strategic agenda every quarter, and a summary of achievements during the last financial year can be found on the next page.

The current strategic agenda will be retired at the end of the 2024 calendar year. Extensive planning, consultation and development of the next strategic agenda began in the second half of 2023. The new document will be launched in early 2025.

Diversity, Equity and Inclusion (DEI)

In April 2023 we launched AV's first Diversity, Equity and Inclusion (DEI) Workforce Strategy. It was designed to ensure the diverse talents, knowledge, perspectives and experience of our staff were harnessed as strengths for the organisation.

Everyone is welcome at Anglicare Victoria, and our focus on diversity and inclusion is something that resonates with our staff. In the 2023-24 employee engagement survey of staff by external provider Kincentric, diversity and inclusion was one of the top three areas of the organisation most valued by AV employees.

The continued implementation of the DEI Workforce Strategy will help to ensure that every AV workplace is an environment of respect, appreciation and support. At AV people can be themselves, whoever they are.

The current DEI Workforce Strategy identifies six priority communities:

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

Working groups have been established in each of these priority communities to drive meaningful planning, action and change.



Pictured: Therapeutic Crisis Intervention training, Collingwood office

The People and Culture team reports on the outcomes of the DEI Strategy to the Executive Group in March and September each year, and to the whole organisation in October.

After being named as one of 30 Inclusive Employers nationwide by the Diversity Council of Australia in the 2022-23 financial year, AV will take part in the Diversity Council survey again in 2024-25 and report the results in the next annual report.

See Our people on page 68 for more on diversity, equity and inclusion at AV.

Becoming culturally aware and informed: Reconciliation Action Plan (RAP)

The "Innovate" Reconciliation Plan (RAP) 2023-2025, endorsed by Reconciliation Australia, outlines how AV will work to advance reconciliation by building relationships, creating opportunities, and respecting and celebrating Culture, Country and community.

The RAP includes a practical set of actions, which were developed and driven by the RAP Steering Committee chaired by AV's Strategy Director. RAP working groups in each of our regional areas play a crucial role in working with local communities and engaging staff in our organisation's reconciliation journey.

The RAP also focuses on governance and accountability. To deliver on this, we have instituted boonde-mak, which means "coming together" in Wurundjeri Woiwurrung language. Comprising a sub-committee of our Executive Group and including AV's Senior Cultural Operations Lead and Cultural Engagement Advisor, boonde-mak is chaired by Chief Executive Paul McDonald.

The group ensures there is a forum at the most senior level for our cultural leads to engage effectively about strategies to enhance cultural safety and capability across the organisation.

See Reconciliation at Anglicare Victoria on page 44 for more on our organisation's support for First Peoples clients, staff and stakeholders.

2023-24 - a year of ACHIEVEMENTS

Our ambition at Anglicare Victoria is to provide exceptional service to tens of thousands of people in need. Our strategy provides a framework for the organisation's operations and ambitions by grouping our activities into four categories: Transform, Grow, Sustain and Excel.

Transform

Continued advocacy and leadership on the Home Stretch care reform, which has now helped more than 4000 young people across the country since a national campaign led by AV CEO Paul McDonald resulted in all states and territories extending Out-of-Home Care to the age of 21. See Advocacy and Sector Leadership on page 20.

15 new teachers were hired in a significant expansion of our TEACHaR program – thanks to additional Victorian Government funding recognising the importance of boosting the education outcomes of young people in state care.

AV's Aspire To Be partnership with Yooralla has led to 108 kids in AV's care being supported to access transformative funding for previously undiagnosed disabilities. \$3.87 million in funding from the National Disability Insurance Scheme (NDIS) was secured, a further increase of \$1.66 million on what was previously available. Aspire To Be won the 2024 HESTA Award for Excellence in Disability Services.

Grow

AV grew total revenue for the 14th successive year, at an average of more than 10 per cent over the last decade. We continued to grow the size and scope of the organisation, with a revenue increase of 7.4 per cent and a budget surplus of \$2.7 million.

AV won \$18 million of new work through competitive tender processes. These tenders included work in areas such as family violence, financial counselling for those with rental stress, and embedded youth outreach with Victoria Police.

The **School Student Broadband Initiative (SSBI)** connected more than 15,000 families with school-age children to the NBN. AV operated the SSBI national referral centre, the first time we have delivered a major Australia-wide program. See Cost of Living on page 24.

We are one of the state's leading providers for The Orange Door. AV worked closely with other providers of the Victorian Government program for those affected by family violence to grow its reach and relevance across the state. We now operate seven Orange Doors.

We opened a new office in Bairnsdale, which operates an evidence-based playgroup for victim-survivors of family violence where mums and kids can play safely together.

Sustain

The 2024 Staff Engagement Survey delivered a staff engagement score of 71 per cent, a four per cent improvement on the 2019 results. This puts AV in the top quartile of Australian and New Zealand organisations and 14 points above the national benchmark for not-for-profit organisations. The strong results showed staff felt well suited to their roles, appreciated the focus on diversity and inclusion, and were positive about collaboration and teamwork. See Our People on page 64.

We delivered on the Innovate Reconciliation Action Plan 2023-25, developed by AV and approved by Reconciliation Australia, within the categories of Relationships, Respect, Opportunities and Governance.

A comprehensive review of our management practices and governance by the Department of Families, Fairness and Housing was overwhelmingly positive. Comments included: "Anglicare has robust systems and processes in place that ensure quality service provision and care, including client incident management, response, and reporting processes." See Governance and Oversight on page 78.

AV had a gender pay gap of -2.3 per cent in 2023-24, compared to the overall pay gap of 21.7 per cent as reported by the Workplace Gender Equality Agency. Almost three quarters (73 per cent) of AV's managers were women, in line with the 77.3 per cent of staff who identify as female.

Excel

Winner of two 2024 Victorian Protecting Children Awards. Our Deputy CEO Sue Sealey won the prestigious Robin Clark Leadership Award and AV kinship carers Edward and Te Tapu Tapara won the Kinship Carer Award. AV was a finalist in five categories.

We achieved an outstanding fundraising result, which allowed AV to launch and operate the new AV Aid van. The van delivers fresh and non-perishable food to where it is needed most. The support of our generous donors was enough to fill the van many times over.

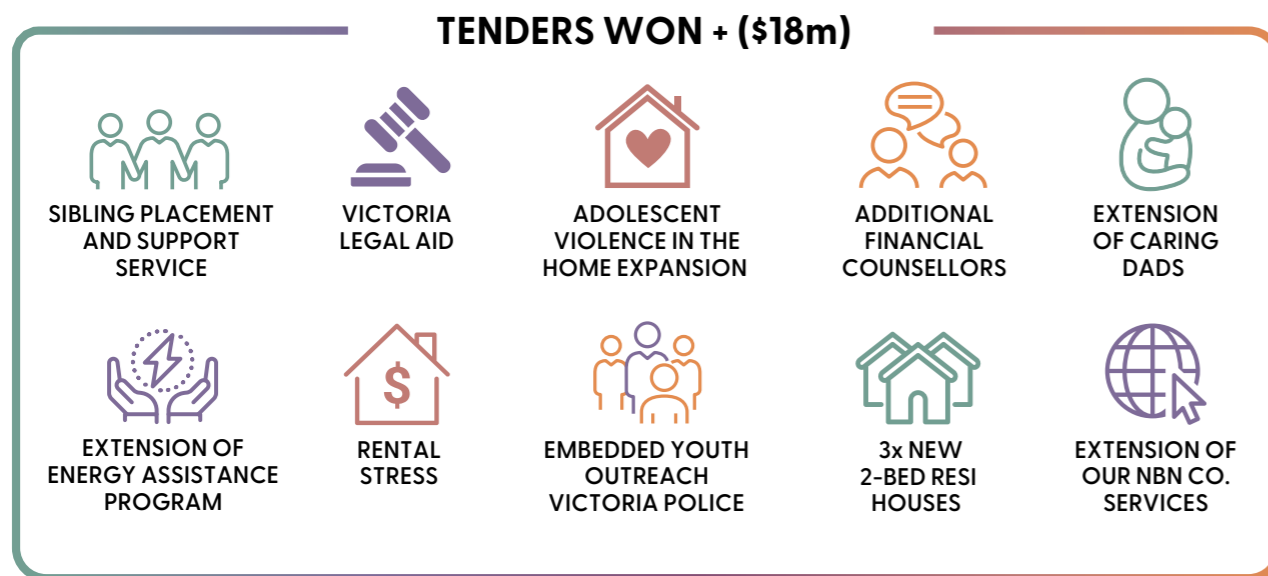
Joint winner of Jan Pentland Memorial Award in October 2023.

AV Financial Counselling Team Leader Laura Powell was recognised by Financial Counselling Victoria for her work helping those in the Rochester area recover from the 2022 floods.

AV's financial counsellors secured \$2.8 million in additional insurance payments during 2023-24 for people repairing and rebuilding their homes after the 2022 floods in northern Victoria.

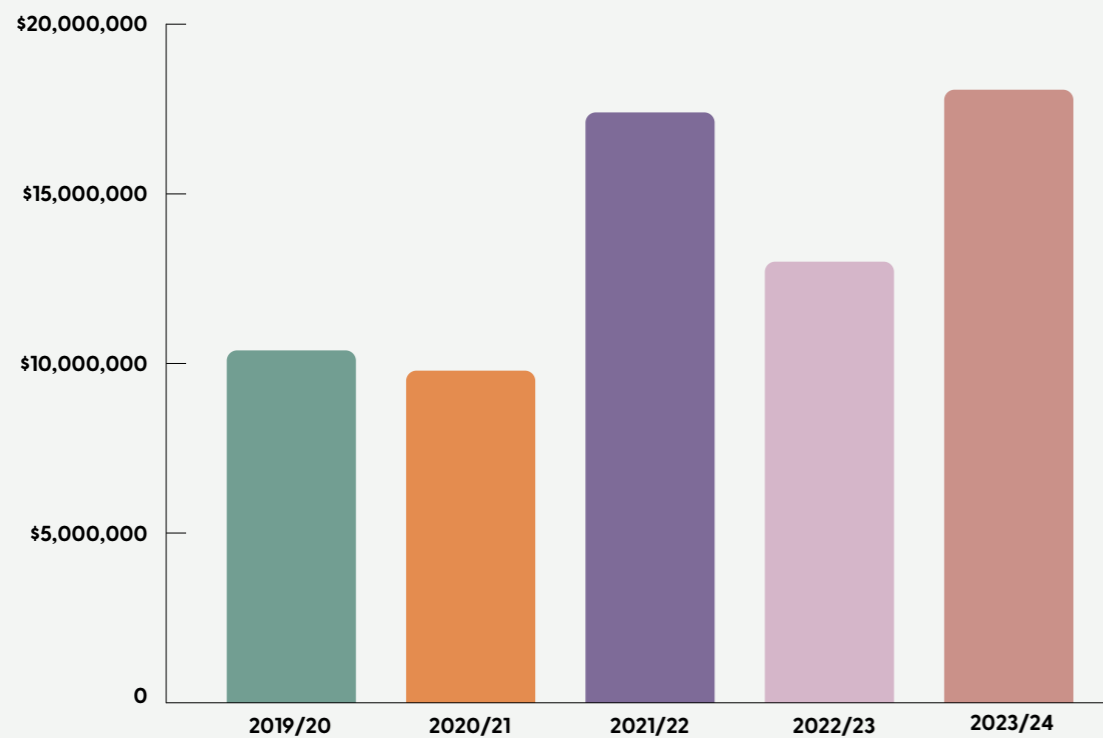
AV's 2022-23 Annual Report received a Silver recognition in the Australasian Reporting Awards.

Winning new government tenders contributed to a strong financial result for AV in 2023-24. This included the consolidation of some of our existing services, along with new work such as the Rental Stress Communications Hub, new two-bedroom residential care homes, and the Embedded Youth Outreach Program with Victoria Police, which will see AV youth workers on the beat with uniformed officers.

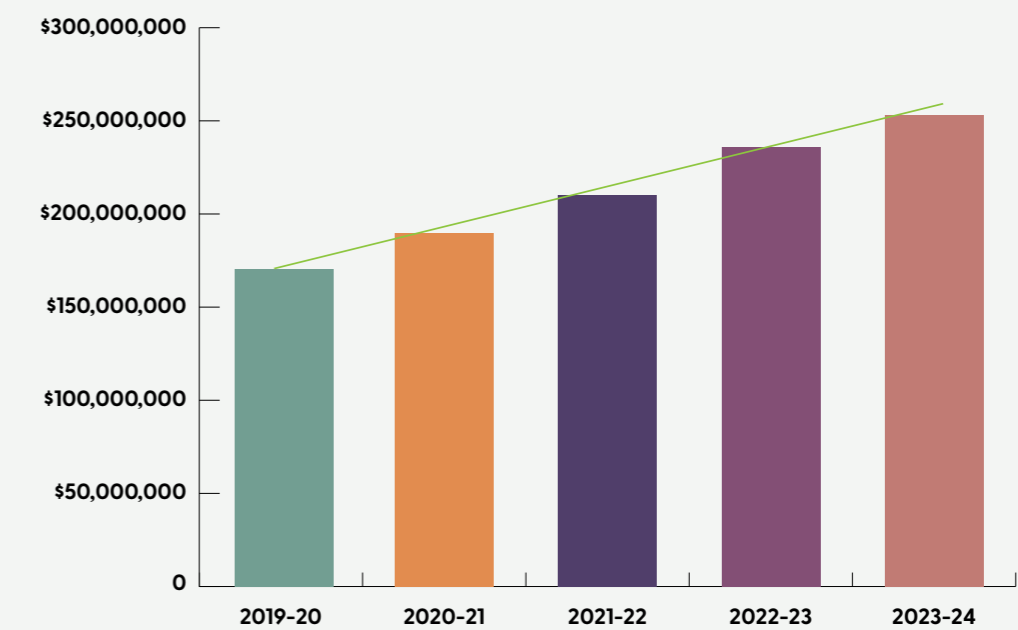


Pictured: AV staff member at Midsumma festival

Total revenue from new tenders and government grants - Five-year comparison



Anglicare Victoria total operating revenue - Five-year trend



Sector leadership and ADVOCACY

Anglicare Victoria has a responsibility to act as a system changer and influencer on behalf of our clients and communities. We harness the observations and insights of practitioners in more than 100 different program areas to inform our recommendations to state and federal governments. We meet directly with politicians and work collaboratively with public servants to highlight areas for improvement. We reach out to the media when appropriate. And we partner with and campaign alongside peak bodies and other organisations on issues that are bigger than ourselves.

AV has led advocacy efforts in the following areas over the 2023-24 financial year:

Extended care to transform young lives

Before the Home Stretch campaign, young people across the country had support for their foster, kinship or residential care arrangements terminated at the age of 18. After six years of national campaigning led by AV CEO Paul McDonald, every state and territory has extended care to 21. More than 4000 young people across the country have benefited from these three additional years of support.

The Home Stretch reform is a great start, but support is still required for the years after vulnerable young people leave state care. The next phase involves dedicated housing support for care leavers to prevent homelessness (see below) and securing government support so that care leavers are given priority access to services such as health care and education. Like the Commonwealth Government's Veteran Gold Card, AV believes this vulnerable group of young people should have access to a range of services to better equip them for the emotional and financial pressures they will face as independent adults.

You can read more about the Home Stretch campaign on page 22.

Housing support for care leavers

Australia is in the grip of a rental and property crisis. This is particularly challenging for vulnerable young people leaving state care, who are at greater risk of homelessness.

After AV's successful COMPASS social impact bond in partnership with VincentCare, the Victorian Government allocated \$33 million to a program called Housing First. Housing First for Young People Leaving State Care is aimed at young care leavers with complex needs and will provide two years of guaranteed housing and support.

More about youth housing partnerships and solutions is available on page 52.

Disaster recovery

Recovery from major natural disasters takes time and persistence. Though public interest in the 2022 floods in northern Victoria has mostly moved on, the very real battle to repair and rebuild homes continues for hundreds of people. The state government funded AV to provide case workers to assist the victims of the Rochester floods. Our financial counsellors spoke at the Commonwealth Government's Inquiry into Insurers' Responses to 2022 Major Flood Claims, and featured in media coverage of the struggles faced by those recovering from the event. The team also managed to secure \$2.8 million in additional payments during 2023-24 for residents in the Rochester region above what they were originally offered by their insurance companies.



Pictured: Victorian Treasurer Tim Pallas (left) with Anglicare Victoria CEO Paul McDonald

Advocacy priorities for 2024-25

Foster care. Victoria's foster care system continues to lag behind the rest of the country. The need for greater assistance for carers compared with other states and territories has led to a shortfall that is growing worse.

Mental health. Dedicated mental health support is needed for young people in Out-of-Home Care to help them heal and give them tools to meet the many challenges they will face throughout their lives. AV will present a critique of the mental health system for those in residential care during 2024-25.

Family violence. AV's extensive work with the Victorian Government's Orange Door program has given us unique insights on how the system can be improved. We will continue to partner with other organisations and the government to evolve and improve the program for families who use it.

Housing stock for young people leaving care. AV will continue to advocate strongly for dedicated housing stock to prevent youth homelessness in one of the state's most vulnerable groups.

Collective action for positive change

AV is a key partner in a range of other campaigns. Below is a selection of these:

Everybody's Home – A coalition of organisations aiming to end homelessness.

Home Time – Melbourne City Mission's national campaign which aims to find homes for 40,000 homeless children and young people.

Smart Justice for Young People – A coalition that aims to raise the age of criminal responsibility to at least 14 and reduce the proportion of young Aboriginal and Torres Strait Islander people in the justice system.

Foster care campaigns – A collective effort across the sector to recruit more foster carers.

Raising Expectations – A program run by the Centre for Excellence in Child and Family Welfare which aims to encourage more young people in state care to pursue tertiary education.

Rental Affordability Snapshot – A national campaign coordinated by Anglicare Australia to draw attention to the plight of people on welfare payments and the minimum wage in finding an affordable rental property.

A life-changing, life-saving reform looks TO THE FUTURE

While all state and territory governments have now adopted the Home Stretch reform to extend state care from the age of 18 to 21, the fight continues to improve the lives of these vulnerable young Australians.

From humble beginnings in 2016, the reform has already helped some 4000 young people across the country who would previously have lost state support for their foster and residential care arrangements at the age of 18.

The concept behind Home Stretch is simple: extending state care to the age of 21 reduces youth homelessness, unemployment and involvement with the justice system, as well as improving the life chances of vulnerable young people when they leave the care of the state.

“Home Stretch has well and truly changed my life for the better. It supported me through housing, employment and even taking on the care of my younger sister. And it helped guide me to the adult independence I was not ready for at 18,” said Jasmin Malham, who was a beneficiary of extended care in Bendigo.

“Home Stretch can be transformational. Young people can go from having nothing and feeling passionate about nothing, as they are focused on survival – then, by the end of Home Stretch, can find themselves delving into their passions and thriving in multiple aspects of life,” she said.

Jasmin said more housing and employment support for care leavers was crucial, along with extended support to the age of 25.

Getting the corporate parent to step up: The next chapter for care leavers

“The role of a parent doesn’t stop when a child turns 18, or even 21. It continues, just as crucially, in these young adult years,” said Paul McDonald, National Chair of the Home Stretch campaign.

“The state as a parent is no different. It must continue to promote and support those it had legal care over – like any parent does – if we are going to shift the life trajectories of young people who have endured the double whammy of family breakdown and a childhood in state care,” he said.

Internationally, some countries have already recognised the struggles of this group and moved to provide opportunity and services for them well into adulthood. In the UK more than 60 governments have given care leavers a protected status both in policy and service delivery.

“What could this look like in Australia?” Paul said. “Opportunities such as preferencing care leavers for jobs on government-funded infrastructure projects, or free tertiary education. Or, at the other end of the scale, proactive access to mental health services, drug and alcohol treatments, and social housing allocations, without being just another number in the peloton of needs in the community.”

An opinion piece by Paul calling for governments to give care leavers priority access to government services was published across media outlets nationwide in early 2024. It attracted the attention of many in the community sector and sparked a series of positive conversations with governments about the additional support needed for care leavers.



Fighting for our most vulnerable

COMPASS Leaving Care was a partnership between AV and VincentCare to support young people transitioning from Out-of-Home Care to independent living.

The program finished in October 2023, but its impact lives on. The strong results of the program and advocacy to the Victorian Government by AV CEO Paul McDonald led to a successful 2023-24 State Budget bid of \$33 million for a government initiative called Housing First.

The budget papers stated the initiative was “modelled on the successful COMPASS Partnerships Addressing Disadvantage program delivered by Anglicare Victoria and VincentCare”.

COMPASS used an innovative model, funded by 55 investors via a social impact bond. The 184 young people participating were able to access stable

housing if needed, personalised support, and access to services for two years as a way to bridge the gap between leaving care and life as an adult.

The social impact of the COMPASS Program was impressive:

- 77 per cent of participants were engaged in education during their time with COMPASS.
- 55 per cent of participants were employed for some period during their participation.
- 42 per cent of participants were both employed and engaged in education.
- Of the 16 participants who had a baby while participating, 14 babies remained in their care.

Tenders for Housing First were released in 2024 with service delivery anticipated to begin in January 2025.



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 Dioceses and Parish Partnerships, as well as all others who have generously supported the campaign since its inception.

Pictured opposite page, clockwise from top left: Jasmin Malham, Home Stretch advocate; Julian Thomas, Director, URBIS at the Home Stretch Symposium in Melbourne; Anglicare Victoria CEO Paul McDonald (left) rallying the crowd for Home Stretch at the Darwin International Foster Care Conference

The rising cost of **STAYING ALIVE**

“Victoria, and Australia more broadly, is going through an unprecedented cost of living crisis. We’re seeing that every day on the front lines,” said Jack Brookes, Anglicare Victoria Homelessness Team Leader, who coordinates services in Fitzroy and East Melbourne.

From March 2020 to mid-2024, the price of food increased by 17 per cent¹. Put simply, every \$1000 we spent on food four years ago now costs us an extra \$170. Everyday Australians are forking out more than ever before not just for food, but school expenses, utility bills, rent, petrol, car registration and more.

All of these expenses have grown much faster than wages. They have certainly outpaced welfare payments, which have barely shifted in decades.

“We provide food parcels to about 100 people a week,” Jack said.

“Everyone deserves to have somewhere they can come that is welcoming, and where they are treated with dignity and respect. The more food donations we have, the more we can enrich the lives of the people that we work with – many of whom are doing it very tough.”

AV’s 16 emergency relief centres help those who are worst affected by the cost of living and struggling to afford enough to eat. Since the pandemic, this group has included many families who have never needed to access food relief and other support before.

In 2023-24, 7870 people sought urgent help from AV at 16 locations across the state, receiving food parcels, medication, vouchers, and clothing.

Money doesn’t talk, it swears

To assist with the challenges so many families and individuals are experiencing, AV employs three dozen financial counsellors relieving debt and

financial stress for over 3000 Victorians each year. AV is the largest provider of financial counselling to Victorians.

“A lot of clients come to us because they’re in mortgage or rental stress, or they’re struggling with rising energy bills,” said Kerry Ruiz, who has been a financial counsellor at AV’s Box Hill office for five years.

“They may avoid turning their heater on in winter to reduce costs, or go without medication to pay other bills. We help with payment plans, debt waivers, and having payments paused. If we can resolve these things quickly, it helps reduce stress for our clients while they get back on their feet,” she said.

Releasing the pressure

Jane and Peter, a couple in their sixties, contacted AV after one of them suffered major health issues and could no longer work. Their debts were growing, and they fell more and more behind in their rent. Some weeks they couldn’t afford to pay for their medication, and they were stressed and scared for the future.

Kerry helped Jane and Peter make a budget and a plan to get back on track. She advocated on their behalf and was able to have \$45,000 in debts waived for them. Now, they can look forward to the next stage of their lives and focus on their health without constantly worrying about debts and bills.

“The role of financial counsellors is constantly changing as more smaller lenders and ‘buy now pay later’ providers enter the market, and online services become the norm. We are seeing more people using buy now pay later services for everyday expenses such as groceries and medication,” Kerry said.

¹ K Sullivan and N Morris, Australian Broadcasting Corporation, *As food prices surge again, will this week’s supermarket review make any difference to the cost of living?*, 30 June 2024, available online at www.abc.net.au



“When people become financially stretched and are looking for fast credit to cover short-term expenses, this can lead to long-term debt problems that quickly spiral out of control. We can help, but many people don’t know where to turn”

– Kerry Ruiz, financial counsellor

AV takes its call centre capability Australia-wide

For the first time in 2023-24, AV has gone Australia-wide through operating its contact and referral centre in partnership with the Federal Government and the NBN. The School Student Broadband Initiative (SSBI) provides free access to the NBN for families with school-age children.

As of mid-2024, AV had connected more than 15,000 families to free broadband internet, transforming the education of an estimated 40,000 school children.

“From Darwin to Devonport, from Perth to Parramatta, the AV call centre in Box Hill is connecting thousands of disadvantaged families with school-aged children to broadband internet,” AV CEO Paul McDonald said.

“No area is too distant, with the team also connecting over 400 families to broadband internet who are residing in remote communities.”

Other AV-run programs making a difference in many people’s lives include two Victorian Government programs: the Rental Stress Communications Hub – specifically to help those having problems paying their rent – and the Energy Assistance Program (EAP).

AV’s EAP staff helped reduce the bills of more than 5300 vulnerable and hard-to-reach Victorians over an 18-month period from January 2023 to 30 June 2024. Some of the ways AV staff helped were through access to Utility Relief Grants and other concessions, finding the best energy deal and teaching them new ways to save energy, along with other debt and hardship supports. AV has helped EAP participants save more than \$700,000 since January 2023. The program will be staffed until June 2025.

Information is power(ful)

Ballarat single mum Kara recently lost her partner, the father of her 13-year-old son. Mother and son have been doing it tough, and Kara has had to stop work to support him and put a hold on gas and electricity payments to make ends meet.

“Having the internet connected has helped us financially and emotionally. It’s meant a lot less stress in our lives due to all the ongoing costs,” she said.

Her son found out about the SSBI while hot-spotting off her phone to use the internet.

After being connected to the NBN through the SSBI, Kara said her son was able to do his homework in the house with a lot less stress.

“Before we were connected, my son would go to the library to do his homework, or visit his grandma’s house. Now, he can just come home, do his school work and get on with his everyday life. Plus, the internet is a good distraction after losing his dad,” she said.



Pictured: AV volunteers at St Peter’s Eastern Hill breakfast program

Her son has been taking some mental health days and the pair find strength in each other. They recently got a cat for emotional support.

Kara said she had recommended the SSBI to other parents who did not have internet access at home.

AV- run programs providing cost of living relief:



Our 16 emergency relief locations helped 7876 people in urgent need with food parcels, medication, vouchers and clothing



More than 15,000 households were connected to the NBN by the end of the 2023-24 financial year thanks to the School Student Broadband Initiative



AV’s work on the Energy Assistance Program has helped reduce the power bills of more than 5300 people in the 18 months to the end of 2023-24



AV’s financial counsellors provided debt relief and education for 3275 people



The Rental Stress Communications Hub is a new program to help those struggling with making rent payments with financial counselling and legal support

From rough seas to a **SAFE HARBOUR**

“Integrated Family Services is a voluntary in-home parenting support program,” said practitioner Kylie Justice, who works in AV’s Gippsland Region. “We go into the home, discuss what’s been happening, and talk about what the family would like our help to change.”

AV is one of the largest family services providers in Victoria. In 2023-24, our family services teams helped 3753 families navigate challenges such as substance abuse, family violence and mental health problems. Some families are referred to our services by child protection, while others recognise they are struggling and choose to seek help before the situation gets out of control.

Much of the work takes place within the family home, but family services practitioners also work with schools, childcare centres, and other services to achieve the best possible outcomes for everyone involved. Their goal is to advocate for the best interests of the children and keep families together, safely, wherever possible.

Family services isn’t a ‘one size fits all’ approach – practitioners develop strong relationships with each member of the family, helping them cope

with challenges and build their skills, and work with them to determine the best way forward.

Yoga-like flexibility

“Every family has unique needs, so we’re flexible with the kind of support we provide, and it can vary in terms of how long and where we’re involved, depending on the family,” Kylie said.

“They may need support with things like improving children’s behaviour, accessing the NDIS or mental health services, improving school attendance, or getting extra support for the children at school. We can also help with things like making the home environment safe and getting the children into a good routine.

“Many of our families have experienced a lot of trauma in their lives, which has contributed to them being in the situation they are in,” said Kylie.

“People can be quick to judge disadvantaged families because they don’t understand the impact this can have, but in our service there’s no judgment.”

“I love seeing families engage with AV and other services, and watching the changes they can achieve when they implement the strategies we work on together”

– Kylie Justice, Family Services Practitioner

In 2023-24:



3753 vulnerable families were given parenting and early intervention support by our family services teams



348 family services practitioners worked to improve the lives of families across the state



Putting the pieces BACK TOGETHER

“We work with many families who have become isolated due to the violence and controlling behaviour they are experiencing at home. Relationships are lost, friends and family can fracture. Women often find leaving difficult, as they sometimes have nobody left to turn to,” said Erin Hawksworth, who works as an AV Hub Practitioner for The Orange Door in Melbourne’s east.

The Orange Door is a Victorian Government service that helps and supports families affected by violence. Anyone in the family directly affected by physical violence or controlling behaviour can contact The Orange Door for help. It also connects people who use violence with those who can help them understand and change their behaviour.

AV operates in seven Orange Doors across Victoria and is one of the largest providers of Orange Door services in the state.

“We get referrals from psychologists, maternal and child health nurses, schools, child protection and the police. People can also self-refer,” Erin said.

“We connect clients with family violence case management and counselling services, and can help them access payments so they can escape violent situations. If there are children involved, we can refer them to family services to support their wellbeing.”

A light in the darkness

“When people talk to us, it may be the first time they’re telling someone what has been happening to them. We provide a safe space for them and discuss what a respectful relationship looks like,” said Erin.

“There’s often a light bulb moment, especially with coercive control and financial abuse, because they haven’t realised that the way they were being treated was not appropriate.

“We have interpreters and specialist services for culturally and linguistically diverse clients, but there can also be issues around visas, or if the victim-survivor is unable to work in Australia or ineligible for Centrelink payments.

“The housing crisis is another challenge for our service. After we help somebody escape a situation and find them crisis accommodation, what happens next?” Erin said.



“We need to put things in place so that people are not forced to go back to the perpetrator, because sometimes that’s their only option.”

AV provided specialist family violence services to more than 3000 people during 2023-24, with many thousands more receiving assistance through other programs such as family services and The Orange Door.

“This program has been life-changing for my children and I. I feel like I can move on and allow myself to heal and be the person I want to be”

– Joanne*, family violence client

Q&A

Margarita Karamitros



How long have you worked at AV?

I’ve been at AV since 2011 and have been the Family Violence Therapeutic Team Leader for almost three years.

What do you love about your work?

I love seeing the incredible, insightful work my team delivers to vulnerable clients, using their own strengths and wisdom. It inspires me to advocate and innovate to ensure our programs meet the changing needs of clients.

What changes have you noticed over the last few years?

The pandemic had a significant impact on mental health and brought the prevalence of family violence to light. Together with the housing crisis and rising cost of living, this has made things increasingly difficult for victim-survivors and their children.



AV supported **882** women and children affected by violence



290 young people supported through Adolescent Family Violence in the Home services



466 support packages were delivered



1391 men attended programs to help change their behaviour



Q&A
Peta Speight

How long have you been working at AV?

I started with AV back in July 2020, and began my current role in September 2020.

What do you enjoy about your work?

I love my work! I enjoy the variety of working with both perpetrators and victim-survivors, as well as child wellbeing. I also really value and appreciate our highly-skilled workforce.

What challenges have you noticed over the last few years?

The rising cost of living is having a significant impact on our clients. While our program is free, some clients are struggling with the costs associated with travelling to attend the group. We've also seen an increase in clients who need mental health, drug and alcohol, and housing support.

Pictured: Peta Speight (middle), Program Manager Family Safety and Children

Calming the STORM WITHIN

When men realise the impact their violence is having on their kids, it can be a powerful catalyst for change. That's the key principle behind the Caring Dads program, one of the Evidence-Based Models (EBMs) delivered by Anglicare Victoria.

Caring Dads is an internationally acclaimed Canadian model that teaches men about the impact of family violence on their kids and the importance of a respectful relationship with the mother of their children. Studies have shown high levels of engagement and satisfaction among the men who participate in the 17-week program.

Participants connect with other men and complete work that makes them more aware of their controlling behaviour and gives them tools to be better fathers and partners.

They learn how to cope with frustrating situations in healthier ways and to repair their relationships with their kids.

Where the head meets the heart

In 2023-24, AV supported 978 families to stay together safely through our internationally renowned Evidence-Based Models. These models are recognised for their effectiveness in keeping families together by helping them navigate the pressures and issues they are experiencing.

“Caring Dads focuses on the role of fathers and the importance of child-centred parenting,” said Peta Speight, who manages AV’s family violence programs in the Gippsland region.



“The facilitator encourages fathers to hold themselves – and each other – to account. The goal is to help dads become positive influences in their kids’ lives, because we know this leads to better outcomes for their academic, personal, and social development.”

AV was selected by the Victorian Government to run a Caring Dads pilot in 2017 and now operates the program at three locations across the state. Places are limited and there is often a waiting period.

Jake* completed the program in 2023 and says he has not been violent or coercive since.

“The violence towards my partners, it just wasn’t who I wanted to be. I didn’t want my daughter to grow up in that environment,” he said. “I’d like to hope that sort of behaviour isn’t who I am anymore.”

“The men we work with in Caring Dads have the capacity to change. They can learn new behaviours and ways of parenting that are healthier for themselves, their partners, and their children”

– Peta Speight, Program Manager Family Safety and Children

Lessons from the SCHOOL OF LIFE

For siblings Maya and Gabe, who live with their parents in Melbourne’s north-eastern suburbs, welcoming new children into their home is a regular occurrence. Since they were five and seven years old, their family has provided emergency and respite care for some of the state’s most vulnerable children, as foster carers with Anglicare Victoria.

“We set their room up all nice for them,” said Gabe. “Sometimes we get information about foods they like, or hobbies they have, and we can put things in their room for that. Younger kids get soft toys, if they’re older we put in books they might like.”

In 2023-24, families like Gabe and Maya’s welcomed 797 foster children into their homes – some for just a few days, others for months or even years.

Compassion in action

Foster carers come in all shapes and sizes and the responsibilities of caring can be tailored to a huge variety of different lifestyles and schedules.

Growing up with foster siblings has given Gabe a unique perspective, and he said he looks forward to one day fostering children in his own home. Maya agreed and said the many ‘firsts’ their family had witnessed as foster carers never ceased to amaze her.

“One of the kids we had about a year ago, when we got the little report they come with, it said they had no words. They weren’t talking. But after being here a couple of days they said their first word,” she said.



915 foster carers opened their homes and hearts to **797** children and young people

“It’s rewarding, it’s fun ... It has given me a perspective on how hard parenting can be”

– Gabe, foster brother

From babies to teenagers, children with disabilities and complex needs, and even sibling groups, AV’s dedicated foster carers step up to provide a warm bed, nourishing food, and a loving home when these children are unable to live with their families. Along the way, AV offers training, support, and the opportunity to connect with an extensive network of like-minded families.

“When they come in they’re really nervous, sometimes they don’t even want to get out of the car. Two days later they’ve chilled out. It’s fun,” Gabe said.

Both Maya and Gabe said they would encourage anyone who’s been thinking about becoming a foster carer to give it a go.

“I think having foster kids when you have your own children, it’s a good idea. It’s just a part of our lives now. A really fun part,” Maya said.

Q&A

Jana, AV foster carer

Why did you become foster carers?

We were inspired by our family and friends who are foster carers and wanted to do the same thing. Matt and I are both teachers and we often see children at school who are in care and need a bit of extra TLC. That’s what we hope to provide.

Can you tell us about the process?

We attended an information session, then completed a course about what to expect and the trauma the children may have experienced. After that we had five sessions with a psychologist, and our three children were also interviewed. Finally, our references were checked, and we were approved as foster carers!

What advice would you give someone thinking about becoming a foster carer?

It’s a long journey, but it’s important that foster carers meet the criteria because you’re dealing with the most vulnerable children in society who need love and protection. Anglicare Victoria will support you in every way possible.

Pictured: AV foster carers Jana, Matt and their family



A place to CALL HOME

“Working with young people can be pretty chaotic!” said Sasha Naboulsi, who works as a Senior Case Manager in one of AV’s residential care homes. “You’ve got to be in it for the right reasons, but the more work you put in, the better outcomes you’ll see from them. I love working with these young people.”

Sasha is one of over 540 AV staff members working in residential care, or “resi” – a home away from home for young Victorians who are unable to live with their families. In 2023-2024, AV housed 215 young people across the state in 27 resi homes.

Staff like Sasha bring home-like environments and routines to our young people, something AV prides itself on. Whether getting ready for school, cooking the evening meal, encouraging interests or connecting to family, these are busy homes full of genuine care for their young residents.

“A lot of the kids coming into residential care have experienced broken relationships and neglect. Being consistent helps us build trust, and patience is important,” said Sasha. “We take all the young person’s views into consideration.”

Young people in resi live in homes of two, three or four unique individuals with different personalities and needs, with each young person requiring a tailored response from our staff.

The KEYS to success

KEYS (Keep Embracing Your Success) is an innovative model of residential care that helps young people access a range of different support, from family and cultural support, to alcohol and other drug counselling and mental health services. Designed and delivered in partnership with Monash Health, KEYS gives kids in care the best possible chance of a happy, healthy future while maintaining a positive connection with their families.

A unique feature of the KEYS houses is the sensory room, which is an important part of the therapeutic approach, especially for young people living with neurodivergence or disability.

“The sensory room started when we opened, and it changes with the kids. We accommodate new kids and their needs, adding the sensory items that make them comfortable,” Sasha said.

“KEYS should be offered to every single child in state care. This model is so important for young people to help them to succeed. It works!”

– Sasha Naboulsi, KEYS Senior Case Manager



Pictured: Sasha Naboulsi, KEYS Senior Case Manager



Q&A

Sasha Naboulsi

What was it that made you want to work in resi care/KEYS?

I have a passion for giving back to the community and love making a positive difference to the lives of some of the most vulnerable young people around.

What is the best thing about your job?

Seeing the impossible become possible. Helping families reunify and finding their way through to what could have been very different without a system like KEYS.

Could you tell us something rewarding from your work with KEYS?

One young person comes to mind. They had transitioned into KEYS and had been quite unstable. We got them into rehab for their substance use and they were reunified into mum’s care. That was a fantastic result.

Tales of the UNEXPECTED

“The kinship care team coordinate and provide support to children who are placed in the care of relatives or close family friends, rather than in traditional foster care,” said Phillip Haddad, who works as one of Anglicare Victoria’s kinship case managers.

“Many of these children have been exposed to family violence, abuse, and neglect. We support both them and their carers.

“Kinship caregivers often face challenges such as additional costs related to caregiving, or trying to navigate the child welfare system, which can be very complex,” he said.

AV’s kinship case managers need to be adaptable, empathetic, and responsive. They also need to be able to tap into a large network of experts across the agency to make placements as successful as possible.

Settling in to a new reality

“Being a kinship carer can have its challenges, and many kinship caregivers can experience stress in taking on this role, at the same time children in their care are dealing with trauma and adjustment difficulties. And carers may also be managing the complex family emotions that can arise after a child being placed in their care,” Phillip said.

“Recently we’ve seen an increase in requests for financial assistance, food programs, and housing support, due to the rising cost of living.

Last year, AV’s teams supported kinship care arrangements for 509 young people who were unable to live with their parents.

“Working in the kinship program is special because it’s all about making a tangible, positive impact on young people’s lives,” said Phillip.

“I get to connect with people from different backgrounds and help them build stronger families. It’s rewarding to see the difference I can make.”

“Kinship carers are often stepping up in challenging circumstances, and their ability to provide a stable home for children, despite these difficulties, is a testament to their strength and commitment”

– Phillip Haddad, Kinship Case Manager



Pictured above and opposite: Phillip Haddad, Kinship Care Case Manager



Q&A

Phillip Haddad

How long have you been at AV?

I have been with AV for three years, and in my current role for just over two years.

What do you love about your job?

Knowing that my work directly contributes to the wellbeing of young people who usually fall through the cracks. It can be challenging work, but the sense that I’m making a difference outweighs these difficulties.

Can you tell us a story that makes you smile?

One of our young clients is passionate about emergency services and can even identify the different trucks by their sirens. He was keen to join the CFA, so his case manager helped him with his application and he’s now a junior CFA volunteer!

The hardest and most rewarding job you will **EVER HAVE**

Parenting can be a journey of highs and lows. “Our sessions are designed to help parents notice and celebrate the good times, while supporting them to survive the tricky ones,” said Tamara Dixon, Team Leader of the ParentZone program in Anglicare Victoria’s Eastern Region.

AV sees supporting and coaching parents as the most effective method of keeping families together. That is why we are one of the few child, youth and family welfare organisations with such a strong focus on parenting.

ParentZone is a program that supports all parents and carers. It offers group programs and one-on-one parenting support on a wide range of topics, from raising resilient kids to sibling rivalry – each underpinned by the philosophy that the parent is the expert in their own lives, and the facilitator is there to guide them on their way.

“All parents need support at times in their parenting journey,” Tamara said. “We can all benefit from learning new parenting strategies, and connecting and debriefing with other parents as our children move through different ages and stages.”

Like all AV’s programs and services, the ParentZone teams are constantly re-evaluating their approach, topics and types of sessions they offer, to ensure they’re meeting the changing needs of clients, including Aboriginal and Torres Strait Islander and culturally and linguistically diverse families. A series of ParentZone podcasts have also been developed to provide parents with access to valuable information and tips on the go.

“In 2024, ParentZone launched our first digital newsletter, with support from the AV marketing team,” said Tamara. “The newsletter provides information about upcoming programs and parenting resources. It also offers parenting tips and activities based on ParentZone’s own Parents Building Solutions parenting package.”

“I have more meaningful chats with my son and I’m not afraid to help him solve emotional problems. I understand him more than ever,” said Matt, a ParentZone participant.

AV ParentZone teams worked with 3782 parents during 2023-24.



Pictured: AV Pakenham ParentZone team



“When a family has two working parents, their ability to participate in face-to-face programs during the day is limited. Thankfully, ParentZone has the flexibility to offer evening groups and online sessions, so our programs are accessible to everyone”

– Tamara Dixon, ParentZone Team Leader

During 2023-24:



80 per cent of ParentZone participants felt more confident with their parenting



77 per cent felt more connected to their community

The gift of a second CHANCE

“Sometimes parents expect that practitioners will be able to ‘fix’ their young person, but the healing process involves the entire family,” said Reece Fay, who works as a clinician in Anglicare Victoria’s LYFT (Linking Youth and Families Together) program in Melbourne’s south.

LYFT practitioners at AV work with young people who are struggling with substance use. They provide a holistic service that offers social and educational support, and places a high priority on the role of the young person’s family for the recovery process to have the best chance of success. LYFT practitioners aim to reduce harm for the young person, while also helping families reconnect and repair relationships safely.

“Working in the alcohol and other drug (AOD) space involves education on substance use, how to stay safe, and strategies to reduce use and implement change,” said Reece.

“We offer social and educational support to help families move past conflict and improve their communication with each other.”

A big team effort

LYFT practitioners work closely with mental health professionals, the youth justice sector and community organisations, such as sporting clubs, to create a supportive environment around the young person and remove barriers to their recovery.

“Our clients often have complex needs, and it takes time to explore this and support them while also looking at strategies to improve safety and reduce harm associated with their substance use,” Reece said.

“I love building trust and rapport with young people and their families and seeing the difference this can make to their lives.”

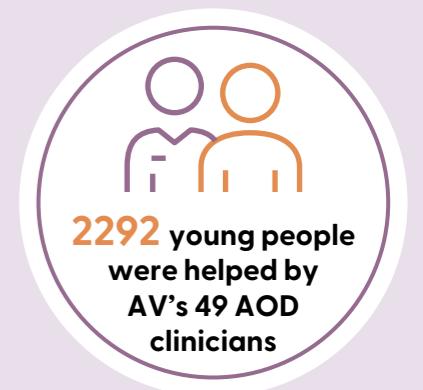
LYFT practitioners are always looking for innovative ways to create trust and connection, such as animal-assisted therapy, and they work closely with other AV services including our family violence programs and family services.

In 2023-24, AV’s AOD clinicians provided assessment, counselling, and support services to 2292 clients and their families, helping them rebuild their relationships and get their lives back on track.



We often conduct sessions outdoors or at places the young people feel comfortable, to encourage them to open up and trust the process.

– Reece Fay, LYFT Clinician



2292 young people
were helped by
AV's 49 AOD
clinicians

Walking together towards RECONCILIATION

As a leading provider of child and family services, in which Aboriginal and Torres Strait Islander peoples are over-represented, reconciliation is a high priority for AV. With that in mind, we established our first Aboriginal Cultural Safety Executive Committee – also known as boonde-mak – to oversee all AV’s activities which contribute towards reconciliation. We have also established a Reconciliation Action Plan (RAP) Working Group and regional RAP Groups.

Our vision of reconciliation is for every Aboriginal and Torres Strait Islander person who uses our services, works with us, or supports us, to feel culturally safe and respected.

Our Innovate RAP 2023–25 maps out an ambitious and meaningful program designed to strengthen the organisation’s cultural capacity. It also demonstrates our support for Aboriginal and Torres Strait Islander peoples’ right to self-determination.

As we implement our Innovate RAP, we have seen steady improvement in the proportion of staff who feel that their knowledge on key aspects of Culture and community is “strong” or “highly developed”. Our new Diversity, Equity and Inclusion Workforce Strategy and Inclusion Policy, the Public Holiday Substitution Procedure, and our Ceremonial Leave Procedure align with and reflect our RAP commitments.

Meaningful action for positive change

AV continues to drive change at all levels, under the leadership of our Senior Cultural Operations Lead Aunty Kellie Hunter (Wurundjeri Woiwurrung) and Cultural Engagement Lead Uncle Les Corlett (Wiradjuri and Gunditjmara). We hold quarterly boonde-mak (“coming together” in Woiwurrung language) meetings, chaired by our CEO, to discuss

embedding language and Culture in our daily communications, and auditing and strengthening Cultural Support Plans for our clients. Our First Peoples Staff Network meets regularly at our Darrango yan-dhan cultural centre, with CEO Paul McDonald attending as a guest.

Program staff across the agency work with Aboriginal Community Controlled Organisations (ACCOs) to support culturally safe service delivery. We maintain online resources on key issues, policies, and events through our intranet, and have embedded Acknowledgement of Country in our daily work practices.

In 2023–24 we celebrated National Reconciliation Week with a range of events, including a panel discussion led by Aunty Kellie, Uncle Les and representatives from the Victorian Child and Community Agency (VACCA). AV also attended NAIDOC marches in Narm (Melbourne) and regional cities and hosted a book swap to raise money for the Indigenous Literacy Foundation.

AV supported the “Yes” campaign in the 2023 Voice to Parliament referendum. Our CEO Paul McDonald took a strong position, addressing employees in all regions about the issue, sending messages articulating the case for Yes, displaying signage outside AV’s Collingwood office on Hoddle Street and advocating the case to our peak body Anglicare Australia. A facilitated discussion was organised by our Southern RAP team with Uncle Peter Aldenhoven, CEO of Willum Warrain Aboriginal Association.

We are honoured to have Associate Professor Shawana Andrews, a proud Trawlwoolway palawa woman, as a member of the AV Board, ensuring there is a First Peoples voice at AV’s highest level of governance.



AV partners with the following Aboriginal Community Controlled Organisations

Victorian Aboriginal Child and Community Organisation, Bendigo and District Aboriginal Co-operative, Njernda, Ramahyuck District Aboriginal Corporation, Boorndawan Willam Aboriginal Healing Services

You can't be what YOU CAN'T SEE

Our Buldau Yioohgen “Big Dreams” Youth Leadership Academy was developed for young Aboriginal or Torres Strait Islander people to connect – or re-connect – with their Culture. The program operates out of a cultural centre in East Melbourne, Darrango yhan-dan, meaning ‘young walking together’ in the Woivurrung language.

Each year, the academy takes a new group of young people on a transformative journey of discovery. Led by Senior Cultural Operations Lead Aunty Kellie Hunter (Wurundjeri Woivurrung) and Cultural Engagement Lead Uncle Les Corlett (Wiradjuri and Gunditjmara), the adventurous program includes on-Country camps to places like Lake Mungo and the Northern Territory, workshops and deep learning with Elders.

The program operates on the principle of ‘You can't be what you can't see’, introducing young people to its partner organisations, and providing them with work experience, employment and mentorship opportunities.

“Buldau Yioohgen is a unique program in that we spend time on Country with our young people teaching cultural practices, learning Lore, respect, and sharing knowledge,” said Aunty Kellie. “Through this, we address their trauma and support the healing of our young ones. It is a privilege to be able to walk their Cultural journey with them throughout their time in Buldau Yioohgen.”

In November last year, Buldau Yioohgen held its first graduation ceremony at Melbourne Museum, to celebrate the achievements of the 2023 intake.

The nine graduates designed and crafted their own possum skin shawls throughout the year, which were sewn together the traditional way and presented to them at the ceremony with a sash made up of the Aboriginal and Torres Strait Islander colours.

Something Deadly around every corner

Throughout the year the Buldau Yioohgen Mob participated in First Nations Day at the Australian Open and hosted workshops and conferences facilitated by Uncle Ray Thomas and Kim Mulholland. They also braved the elements to hike around Maria Island, visiting ancient sacred sites and practicing cultural business under the guidance of palawa Elders, with the help of Buldau Yioohgen alumni who volunteered as part of the Nyarrn-gak-go ngulu-ik (Hear My Voice) stage of the academy.

Buldau Yioohgen works closely with Aboriginal Community Controlled Organisations including the Victorian Aboriginal Child and Community Agency (VACCA) and Bendigo and District Aboriginal Corporation (BDAC), to ensure participants enjoy a rich and respectful cultural experience.



Pictured: Tahlia, Buldau Yioohgen graduate.

“This year, we travelled the state, setting up cultural spaces in the AV offices at Bendigo, Echuca, Morwell, Box Hill, Lilydale, Preston and Broadmeadows, to enhance cultural awareness and encourage staff to refer suitable young people to the Buldau Yioohgen program,” said Aunty Kellie.



Pictured: Aunty Kellie Hunter, Senior Cultural Operations Lead

“It’s a once-in-a-lifetime opportunity. I was just so grateful to be able to join the program. I’ve learned so much and I can take that now and share it with others”

– Tahlia, 2023 Buldau Yioohgen Youth Leadership Academy graduate



Thank you to the Buldau Yioohgen partners

ANZ, North Melbourne Football Club, Victoria Police, Fire Rescue Victoria, Tennis Australia, Tennis Victoria and Darley/Godolphin

Finding the way back to the **CLASSROOM**

When 16-year-old Susie* was referred to the Navigator program, she was rarely attending school and struggling with her mental health. The school had tried to help but nothing seemed to work, and the family didn't know where to turn.

"Navigator is a program for young people who have become disengaged from education," said Sebastian Taranto, a case manager at AV who specialises in working with young people who identify as LGBTQIA+. "We work with them for about a year to try to get them back into education."

Rather than setting up face-to-face meetings, Sebastian offered to text Susie so she could build a relationship with him at her own pace.

He also helped the family arrange flexible online learning that prioritised her health and wellbeing, so she could get back to school without feeling overwhelmed.

"It felt like nobody understood that every day was a struggle," said Susie. "Seb made me feel heard and welcomed, and I got my life back on track."

In her first term working with Sebastian, Susie achieved 70 per cent attendance in the new learning environment. She's now thriving at school and has big dreams for her future.

In 2023-24, 847 young people were supported to re-engage with their education through the Navigator program.

"This program has made my future just that little bit brighter, and that's what I so desperately needed"

– Susie, Navigator participant



Pictured: Sebastian Taranto, Navigator Case Manager

Ready for **LIFT OFF**

18-year-old Nassou spent her high school years living in foster care and moved into independent housing halfway through Year 12. Because she moved to Australia as a teenager, and English was not her first language, Nassou needed additional support to finish school – which she found in AV's TEACHaR program (Transforming Educational Achievement of CHildren at Risk).

With support from her TEACHaR education specialist, Julia, Nassou excelled at school despite the challenges she faced. In October 2023, she was recognised at AV's Education Awards for her achievements in Year 12 and her agriculture studies.

She's now studying mechanics at TAFE, so that in the future she'll be able to repair equipment on the farm she hopes to run one day.

Last year, AV's TEACHaR education specialists worked with 339 remarkable young people in Out-of-Home Care, helping them catch up to their peers and putting them on the path to a bright and successful future. The program uses an innovative trauma-informed approach to work effectively with young people – many of whom live in state care – who have slipped behind their peers in the classroom.

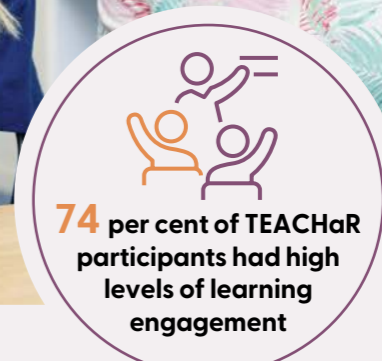
In 2023-24, 32 young people studying Year 12 lived in Out-of-Home Care with AV.

"As a teenager you go through a lot of stuff and it's easy to give up. I wish more kids could get support from a program like TEACHaR"

– Nassou, TEACHaR participant



Pictured: Julia Dove, Educational Specialist (left) with TEACHaR participant Nassou



A one-stop shop for families IN CRISIS

“The best way to describe Care Hub is like a one-stop shop,” said Penny Neall, who works as a key practitioner in the program. “When families come to us, they get workers for every member of the family. We have family services workers, but we also have therapeutic specialists, alcohol and other drugs practitioners, and mental health clinicians. Families have access to all these services straight away, without the wait lists.

“We start work immediately, with the goal of reunifying the children with their parents or primary carer. If that isn’t possible, we work to strengthen their current care arrangements,” Penny said.

Launched in October 2021, the Loddon Care Hub is an innovative approach developed by AV that brings together experts of different disciplines and partners with other organisations to achieve the best possible results for clients. By responding rapidly and directly to the needs of families, it allows parents to be reunited with their kids sooner.

“Families come in at the most difficult period of their lives. They’re stressed, they’re scared, they’re very angry – which is totally understandable,” Penny said. “Our goal is to get them on board, get their children returned to their care, and reduce the chance of them re-entering care later.”

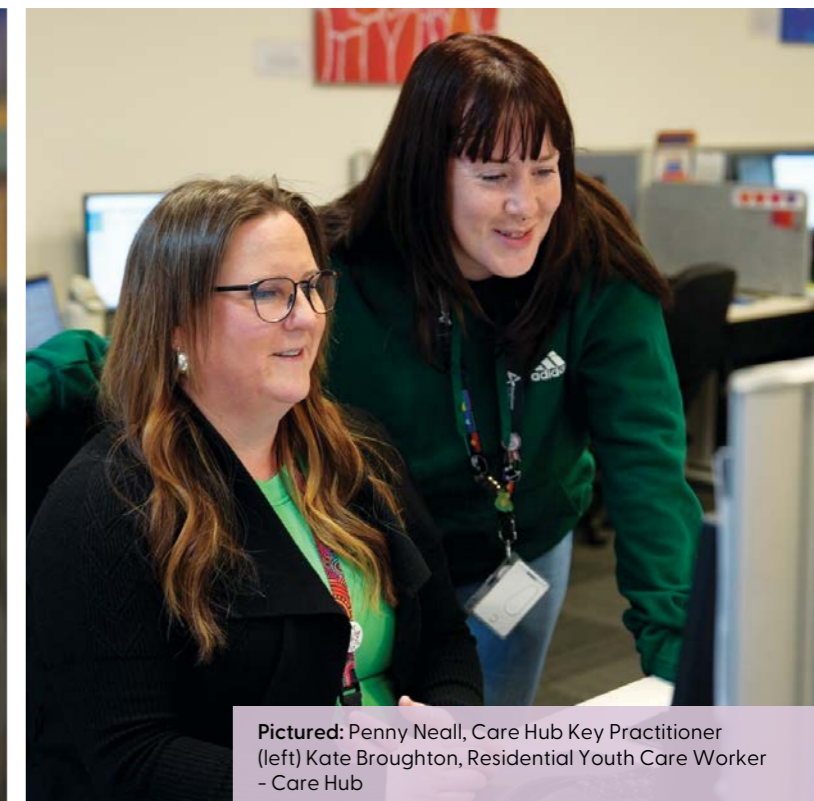
“Prior to Care Hub stepping in, we felt misunderstood,” said Gillian*, a Care Hub participant and mum of two. “The Care Hub team made us feel very comfortable. They were caring and non-judgmental, and very open to listening to our voices and making sure that we felt heard. We were able to step forward and get our children back.”

In 2023-24, 145 children and young people took part in the Care Hub model. With intensive, tailored intervention the team was able to support them to either return to their parent’s care or stabilise their care arrangements.



Pictured: Jara Markey-Godden, Care Hub Therapeutic Specialist

“A lot of the families we work with have been in care themselves. Having the opportunity to stop that cycle is really important,” said Penny. “We try to set families up so they’re not afraid to access support moving forward.”



Pictured: Penny Neall, Care Hub Key Practitioner (left) Kate Broughton, Residential Youth Care Worker - Care Hub



“I am forever grateful for what Care Hub did. It was the saving grace for our family”

– Gillian, Care Hub participant

Thank you to the Loddon Care Hub partners:

Bendigo and District Aboriginal Cooperative, Njernda Aboriginal Corporation, Berry Street Take Two, The Salvation Army, Bendigo Community Health

Shelter from the **STORM**

For young people leaving Out-of-Home Care (OoHC), finding a place to live can be incredibly stressful. More than a third of care leavers end up homeless at some point within three years. Seven in every 10 live below the poverty line².

As one of the largest providers of foster, kinship and residential care in the state, Anglicare Victoria continues to explore innovative solutions to give young people leaving care the support they need to find safe and affordable housing.

The Home Stretch reform (see page 22) to extend care to the age of 21, coming off the back of a national campaign started by AV CEO Paul McDonald, has now been adopted in some form by every state and territory in the country. It has already transformed the lives of more than 4000 young people in care. But dedicated housing for this group at the necessary scale is the missing piece to vastly improve their life chances when leaving the care of the state.

While AV continues to advocate with other organisations towards change, below are some partnerships which are helping care leavers to make the transition to independent living.

Better futures for vulnerable young Victorians

“The Better Futures Housing Alliance (BFHA) supports young people aged 16-21 who have been in OoHC, and helps them transition into independent living,” said Scott Hopkin, who leads a youth services team in AV’s North Central Region.

“We provide assistance with housing, education, employment, health and wellbeing, and building connections within the community.

“For the young people we work with, one of the biggest challenges they face is finding affordable housing, or sometimes, finding housing at all,” Scott said.

While many young people face barriers to accessing private rentals due to their age, low income, and lack of rental history, for the young people who are part of BFHA these challenges are exacerbated by their experience of growing up in care.

The AV team has built strong relationships with five local real estate agents in Greater Bendigo, and these property managers advocate for the young people to landlords, helping them get their foot in the door and secure homes in the private rental market.

The young people also receive support from a life coach to help them make informed life choices and be responsible for them.

“BFHA has really impacted my life,” said Reon, who joined the program with his partner when they were expecting their first child. “We were living in a boarding house, and BFHA helped us find a house and sort out the lease. They also helped me get on my feet financially and get furniture for the house.”

For Reon and his partner, the best thing about being part of BFHA was something money can’t buy. “We were able to bring our son home to our own place,” he said.

“By focusing on their strengths, rather than their circumstances, we can address challenges more effectively and empower young people to thrive,” said Scott.



A lifeline for young people leaving care

Many young people leave care without an ongoing support system in place, making them particularly vulnerable to the negative impacts of homelessness or insecure housing. Village 21 aims to address this gap in the transition process and improve outcomes for care leavers.

The first Village 21, a partnership between Kids Under Cover and AV, was opened in the northern suburbs of Melbourne in 2020. There are six separate buildings on the site, providing accommodation for six young people and two live-in mentors.

“The young people at Village 21 gain essential life skills and access opportunities for work and study, staying with us until they’re ready to confidently live on their own,” said Stephen Nash, CEO of Kids Under Cover. “Village 21 is a secure and supportive environment that helps them smoothly transition into adulthood.”

In 2024, AV and Kids Under Cover collaborated with the Department of Families, Fairness and Housing and Todd Devine Homes to build an independent living unit in the backyard of one of our existing residential care homes. The first of its kind, this unit gives young people the opportunity to trial living on their own and develop their life skills, while still having access to support from the staff in the main house.

“My favourite things about having a house of my own are having the freedom to be myself, knowing everything is available when I need it, and having peace and quiet”


– Reon, BFHA participant

Thank you to the Better Futures Housing Alliance partners

Ray White Bendigo, PH Property, Bendigo Real Estate, Elders Bendigo and Tweed Sutherland First National Bendigo

²Commission for Children and Young People, *Keep Caring: Systemic inquiry into services for young people transitioning from out-of-home care*, 2020, page 13.





Aspire to Be has helped

108 kids in AV's care

 access an additional

\$1.66 million in NDIS

 support

Transformative support for kids with a disability

AV initiated a partnership with Yooralla to improve the lives of children and young people with disability in Out-of-Home Care (OoHC) through the Aspire To Be partnership. Its effectiveness was so compelling, it won the 2024 HESTA Award for Excellence in Disability Services.

“Working with Yooralla took a lot of pressure off our shoulders ... having them in communications with the National Disability Insurance Agency, they can hold that space for us. They’ve got the lingo down pat, we don’t,” said one Anglicare Victoria residential care unit coordinator, working in the North Central region.

In 2023-24, the Aspire To Be program reached the milestone of connecting over 100 kids living in residential and home-based care to much-needed disability support. Nearly six in every 10 of those young people were not previously accessing the National Disability Insurance Scheme (NDIS) or had no support coordinator at the time they were referred. One in three were over the age of 16, on the cusp of leaving care and at risk of homelessness without meeting NDIS eligibility assessments for supported housing options.

“This is incredibly significant work and everyone working on this project should feel proud of the impact it has had,” said Andrea Dwyer, AV’s Project Development and Innovation Director.

“That’s over 100 kids in care who can now access the support they need through an NDIS plan that does the job it needs to do, through service providers suited to their needs. Not only that, there’s a major flow-on effect to the other kids they live with or learn alongside, as well as staff and carers. It’s a really significant ripple effect that goes well beyond these young people,” she said.

The partnership was a direct response to the under-reported rates of disability in residential and home-based care. Working with Yooralla’s experts has helped to navigate the process of getting the right diagnosis for kids in need and, in turn, the accompanying access to the NDIS. Aspire To Be works to ensure all children and young people with a disability living in OoHC are properly diagnosed and can access support which is tailored to their individual needs.

Aspire to Be is funded until June 2025 and AV will seek continued government support in the next budget cycle.

Partnering for impact

Thank you to the many organisations, government departments, peak bodies, donors and Aboriginal Community Controlled Organisations who make our work possible.



Anglicare Victoria acknowledges the support of the Victorian Government.



Generosity that transforms LIVES

Much of the work we do at Anglicare Victoria wouldn't be possible without the generosity of our donors. In 2023-24, our supporters, including individuals, community groups, parishes, trusts and corporate partners, contributed more than \$6 million to help us run life-changing programs and provide material aid to those in need.

Each year, our Christmas Appeal allows us to support hundreds of women and their families fleeing violence. The funds raised provide counselling, emergency accommodation and grocery vouchers for women and children who have escaped violent relationships, helping them recover and rebuild their lives.

Our annual Toy Appeal collected over 8500 toys and gift cards, so that more than 3400 kids woke up on Christmas morning to find a present under the tree.

During the coldest months of the year, our donors helped us take hunger off the table and provide food relief for families doing it tough during the cost of living crisis.

Every day, staff at our 16 emergency relief centres meet people like retired teacher Rosie*, who had been drinking milk for dinner and had lived without hot water for more than a month because she couldn't afford to fix her broken hot water system.

Thankfully, we were able to help Rosie with food parcels and vouchers for her medication, as well as arranging an appointment with one of our financial counsellors – services that wouldn't be possible without the support of our donors.

Our generous donors also support programs like TEACHaR (see page 49) and Buldau Yioohgen (see page 46), while our Better Tomorrows program allows us to give kids we work with the chance to enjoy activities and experiences that would otherwise be out of reach.



Pictured: Chris De Paiva, Program Manager Dioceses and Parish Partnerships (right)

We are deeply humbled by the generosity of our philanthropic partners, corporate sponsors, community fundraisers, individual donors, and those supporters who left a gift in their Will. Your unwavering support makes it possible for us to continue our mission of transforming lives.

“I’ve never had to ask for help before in my life, but I had no choice. If Anglicare Victoria didn’t help me that day, I wouldn’t have been able to give my kids food”

– Robert*, father of four children.



8500 toys and gift cards donated through our Toy Appeal

A sense of community for the next GENERATION

Anglicare Victoria works with schools in two main ways. The first is to work in partnership on fundraising and initiatives to instil students and their parents with a sense of community while strengthening their connection to education. The second is to provide early intervention work to support families who need a helping hand.

AV partnered with 43 government and faith-based schools in 2023-24, including 19 Anglican schools.

Penny Mitchell, AV Relationship Manager – Partnerships, praised the “inspiring young people” she works with every week.

“These students are genuinely concerned and compassionate for the communities they live in and they want to help,” Penny said.

In 2023-24, AV’s partnership schools donated almost \$50,000 worth of food items through the FoodBoost initiative and a collective \$146,000 in gifts, gift cards, and food donations as part of the annual Toy Appeal. Schools accounted for the majority of donations across both initiatives this financial year.

Additionally, Melbourne Grammar School raised nearly \$11,000 when Ross House students took part in a sleep-out on campus – enough to fund an extra day of hot breakfasts at the St Peter’s Eastern Hill breakfast program for an entire year. Students also volunteered their time at the homeless breakfast program during the school terms to get a sense of where the money was going.

“It’s important for the students to think about the ongoing impact to community. It’s about setting up an understanding of the importance of philanthropy for life, giving to the community and looking outward,” said Ali, McWhirter, Head of Ross House at Melbourne Grammar School.

Overnewton College students also took part in hands-on philanthropy for the school’s ‘Faith in Action’ visits to St Mark’s. There, Year 9 students learned about homelessness and food insecurity, restocking shelves, folding and sorting clothing donations, and making toasties for clients.

Building trust to support families

“Our work is about meeting families and school communities where they’re at, to connect early and reduce the need for them to access secondary services or be in contact with child protection,” said Carol Abery, Community Services Program Manager in AV’s Southern Metro Region.

“For us, a key focus is on school attendance which we know is a major protective factor. It’s about building trust to work with families and children,” she said.

AV’s early intervention work in education settings was commended in 2024 when the Family Wellbeing in Schools team in the south was recognised as a finalist in the Engaging Kids in School category in the Victorian Protecting Children Awards run by the Department of Families, Fairness and Housing (DFFH).

With staff and volunteers embedded in five schools across AV’s Southern Metro Region, the team supports students’ education and wellbeing outcomes. The Teach Inspiring Minds program in particular focuses on improving reading and math levels, as well as transitioning students from primary to high school – a challenging time for many young people.

This important work is funded by Integrated Family Services and generous philanthropic donors.



AV partnered with
43 government
and faith-based
schools during
2023-24



Top Left: Melbourne Grammar students from Ross House, volunteering at AV’s breakfast program at St Peter’s Eastern Hill.
Mid Left: Brighton Grammar School students stock St Mark’s shelves with their “Ute Full of Food” donation.
Bottom Left: Carey Baptist Grammar Junior School students helping to load an AV van full of donated food.

Top Right: Relationship Manager Penny Mitchell, presenting to Camberwell Girls Grammar School, Junior Campus, about food insecurity.
Mid Right: Melbourne Grammar School students hold a sleepout.
Bottom Right: Hume Grammar donate cereal boxes (and more!).

Acknowledging the past and informing THE FUTURE

History matters. Anglicare Victoria and our founding agencies have cared for tens of thousands of children and young people for almost 150 years. We recognise our history and are committed to providing support and information to help facilitate healing and resolution for the many clients we cared for through these founding agencies.

We aim to acknowledge, validate, and learn from the past, to inform the present and the future, so we can continue to provide the best possible support to our former clients and meet the highest standards of care for the young people in our services today.

“Our history helps us understand how events in the past have influenced the way things are in the present. History doesn’t stay behind us – it shapes the path we take today and informs our decisions for tomorrow.”

2023 marked a significant milestone for AV’s heritage services, with the purchase of a building on Hoddle Street in Collingwood, which will become our first heritage centre. The centre will showcase and preserve the collective histories of AV and our founding agencies, The Mission of St James and St John, St John’s Homes for Boys and Girls, the Mission to the Streets and Lanes and St Luke’s Anglicare.

“Understanding and celebrating Anglicare Victoria’s heritage is fundamental to understanding ourselves and those who have come before us”

– Bronwen Sarantoulia, Heritage Services and Redress Manager

Our heritage services team connects with hundreds of former clients each year. Some contact us to access their records or seek information about their histories, while others come along to our regular luncheons to catch up and share their stories with us and each other.

“Our knowledge of AV’s history is an essential characteristic of the services we deliver today,” said Bronwen Sarantoulia, AV’s Heritage Services and Redress Manager.

As part of our commitment to lived experience and client voice, we are taking a collaborative approach to the development of the Heritage Centre by engaging with our past clients every step of the way.

When complete, the centre will be a safe space for our clients and their families to explore their history with our organisation, and for staff and students to deepen their understanding of the sector.



Top Left: Brighton Family Centre
 Mid Left: St Luke's Toddlers Home
 Bottom Left: Boys doing their chores

Top Right: St John's Home for Boys and Girls, Canterbury
 Mid Right: St Gabriel's Babies Home
 Bottom Right: Andrew Kerr Memorial Home for Children, Mornington

A winning TEAM

Our people are our greatest asset. We are proud of our employees, carers and volunteers, and the way they work hard to challenge the status quo, advocate and agitate for change, and do meaningful work that really matters. Many of the jobs they do are very challenging and tough days come with the territory, which is why we are committed to supporting them to continue doing this invaluable work.

In 2023-24 AV's 2091 employees worked out of 96 locations to improve the lives of more than 30,000 Victorians.

More than 480 new employees joined us last year, with overall employee numbers growing by 63 positions. Our employees were assisted by 307 volunteers, who helped our emergency relief centres and parish activities run smoothly.

From onboarding and training through to occupational health and safety and wellbeing, our People and Culture team supported everyone in the AV family to meet the moment and play their part in building better tomorrows for all Victorians.

Pictured: Jack Brookes, Homelessness Team Leader

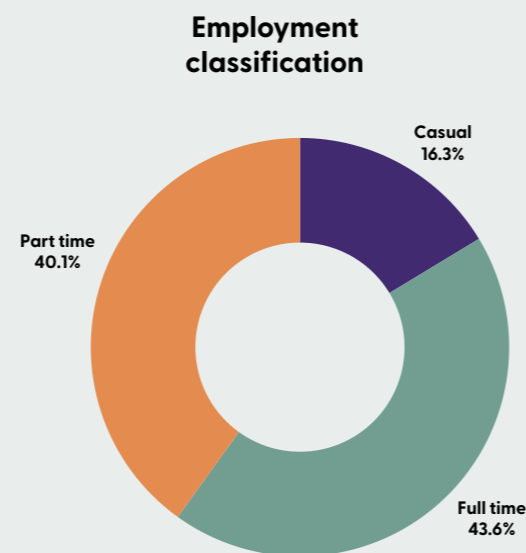
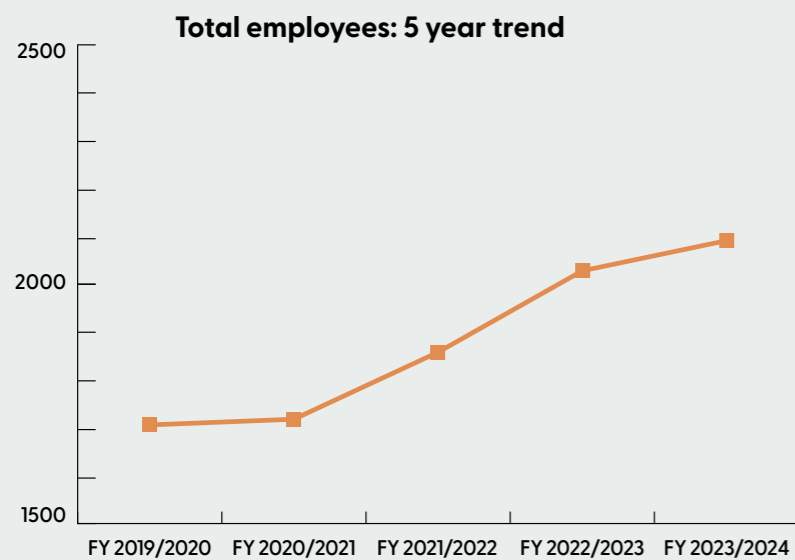


On the up and up

Our workforce has grown by more than 20 per cent over the past five years, reflecting the effectiveness of the organisation's strategic direction and our commitment to helping as many children, young people and families as possible.

By creating an engaging and supportive work environment, we have successfully attracted skilled professionals committed to our mission. We remain dedicated to fostering a dynamic workforce that meets our operational needs and drives innovation and growth.

Over the last five years, AV has hired 2615 staff.



*Data as of end of each financial year. From AV Employee Insights Data

AV employs 2091 people across Victoria

307 Volunteers

AV has 96 locations across the state

Purpose, diversity and teamwork lead the way for employee survey

In March 2024, Anglicare Victoria undertook an employee engagement survey to give us greater insight into our agency's strengths and the opportunities we have to improve the experience of our employees. AV engaged independent provider Kincentric to ensure the results were a robust and authentic representation of the views of the people across all regions and divisions of the organisation.

Our overall Employee Engagement score was 71 per cent, a very positive result which puts us in the top quarter of organisations across Australia and New Zealand, and a significant 14 percentage points above the average score of not-for-profit organisations.

According to the results, we are doing an outstanding job in several key areas:

- **Collaboration:** colleagues respect each other, as well as working effectively together.
- **Diversity Equity and Inclusion:** AV values diversity and treats people fairly and respectfully.
- **Purposeful and fulfilling work:** people felt their job suited their abilities and understood AV's purpose and direction.

The results of the engagement survey will inform our approach to ensuring that AV remains an employer of choice to attract the best in the industry.

What employees think we're doing well



Collaboration and teamwork



Diversity, Equity and Inclusion



Purposeful and fulfilling work

What they would like us to work on



Leadership development

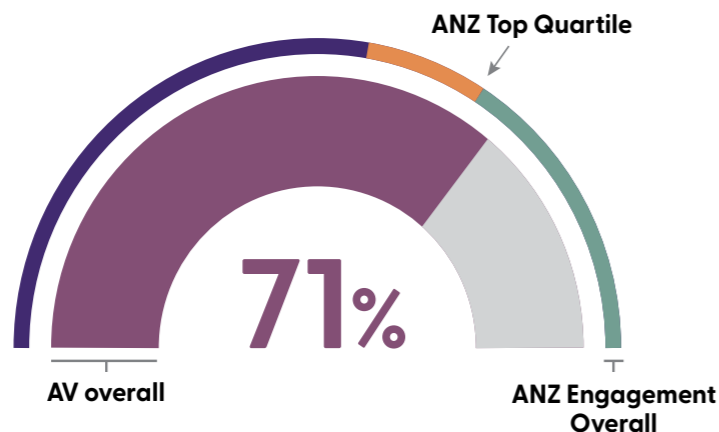


Recognition



Career mobility and progression

Overall engagement score



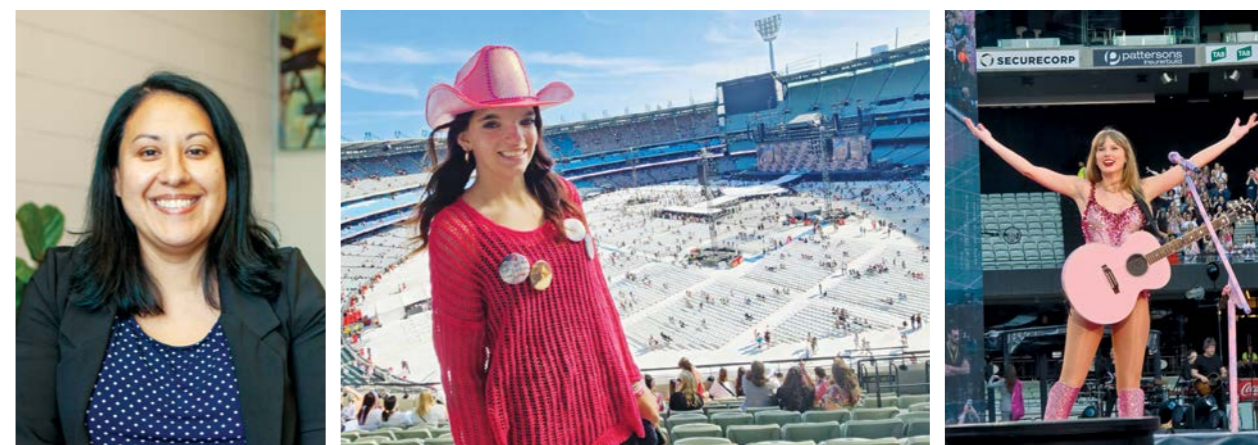
A story Taylor-made to win your heart

When AV manager and Taylor Swift superfan Angela Porras set out to buy a ticket to Taylor's Melbourne shows for a young person in AV's care in early 2024, she didn't know that her good deed was about to snowball into something greater.

It started with a post to a Facebook group selling Taylor Swift tickets. Angela, trying to connect with a buyer, posted about the hardships faced by young people in foster, kinship and residential care. She explained how buying a ticket would be near impossible for the Taylor Swift fans in care – not just because it was the hottest ticket in town, but because of the extreme disadvantage kids in state care often face.

"We have a really diverse group of young people – not just in foster care and kinship, but also residential care – who deal with a lot of things day-to-day. To be able to give them a chance to feel like they're part of something that their friends at school get to do regularly, it's really special. It makes them feel like they're included," Angela told the paper.

And the generosity didn't end there. Angela's office was "overwhelmed" with Taylor Swift merch for the kids, including friendship bracelets, face jewels and more. One gift even included hairdressing vouchers so the kids could have a pampering session before the show.



In one of the year's biggest and most unexpected good news stories for AV, Swifties came together and donated nine concert tickets over multiple nights for Victorian kids in care to see their idol in action.

Angela told The Age newspaper at the time that it reminded these young people that "good things can happen in their lives".

"There are certain hardships that come with having a care experience. It's been really great to see fans acknowledge that and give this kind of support to the kids," Angela told *The Age* newspaper.

The lucky teens who got to go raved about the show they attended.

"Best night of my life! Can't thank you enough!!!" read one of the texts Angela received afterwards.

"Taylor makes these kids feel like they belong. Everybody wants to feel like they belong somewhere"

– Angela Porras, Manager Out-of-Home Care Evidence-Based Models and Practices

Pictured (L-R): AV resident Swiftie Angela Porras, Navigator and Buldau Yioohgen client Jasmine Heywood, Taylor Swift in action in Melbourne.

Health, safety and wellbeing

AV's dedicated employees work on the frontlines, supporting the most vulnerable people through the most challenging times of their lives. While tough cases come with the territory, our people in turn receive much-needed support from teammates, managers, and the People and Culture division.

Some environments such as residential care and emergency relief can be particularly challenging and require resilient people who are good at restoring calm in volatile situations. But they too require additional support to debrief about difficult things that have occurred in the workplace and feel confident that their supervisors and others have their back.

"While we do everything we can to minimise incidents, due to the unpredictable nature of our work problems sometimes occur," said Trevor Dray, who manages AV's residential care program in Melbourne's south.

"The extra support we receive from the Health, Safety and Wellbeing team is invaluable. They check every incident report and follow up with impacted staff to check on their wellbeing. Knowing that we have that support and care is very comforting and helps us maintain a positive team culture," he said.

AV has partnered with external provider Willis Towers Watson to undertake a psychosocial risk assessment to consider the psychosocial health and safety of roles across the organisation. This project will include reviewing what we're doing already, what we have underway, and where we can make improvements to strengthen this aspect of safety at AV.

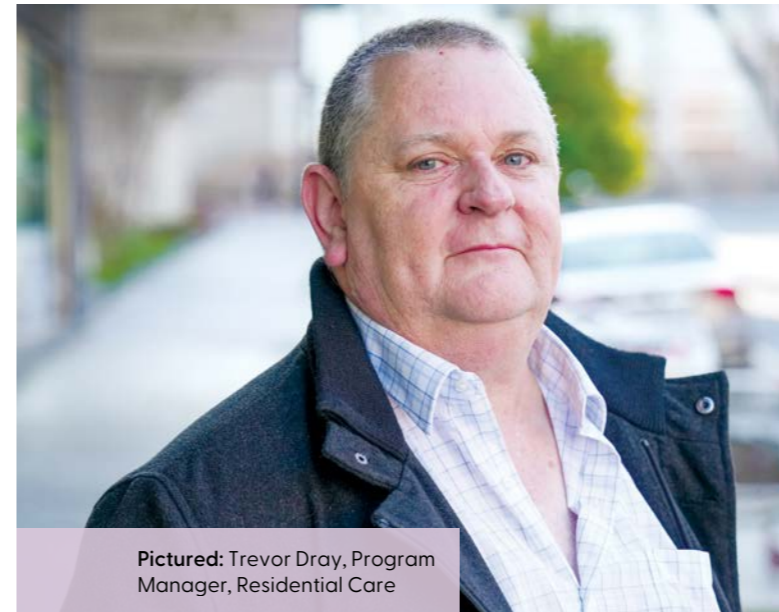
A shared responsibility

Health, safety and wellbeing are shared responsibilities across all levels of the organisation, supported by health and safety representatives in our workplaces across the state. AV is committed to providing a safe and healthy environment for our employees, volunteers, contractors, and clients, with the aim to eliminate or reduce risk.

Within each program and region, structures and resources exist to promote a safe and supportive working environment. Management and safety plans are reviewed and updated regularly, to ensure all staff are working as effectively and safely as possible.



Pictured: KEYS residential care team, North Metro region



Pictured: Trevor Dray, Program Manager, Residential Care

"I'm proud to work for an organisation that truly values the safety and wellbeing of staff"

– Trevor Dray, Program Manager Residential Care

"I feel really supported - probably the most supported I've ever felt in a workplace. This job can be really difficult, so if you're supported, that's half the battle for me"

– Stephanie, an AV case worker.

Top 3 Well Worth It! program initiatives in 2023-24



1. Flu Vaccination Program – March to June 2024

254 onsite vaccinations across 11 sites
287 flu vouchers issued



2. National Safe Work Month campaign

467 employees engaged with activities or resources



3. Fitness Passport gym program

160 sign-ups within the first month of launch in June 2024

AV's Health, Safety and Wellbeing (HSW) team at Central Office work with frontline staff to help them build stronger relationships and a supportive team culture. The organisation logs incidents as they happen in the RiskMan database, which tracks incidents and informs senior management about any serious incidents as they occur.

AV takes a continuous improvement approach to health and safety which includes the following elements:

- Constant monitoring and oversight through governance committees
- Investigations and follow up to improve practice
- Proactive site inspections to identify hazards
- Dedicated health and safety roles and expertise
- Comprehensive training and supervision.

Other ways to support staff wellbeing

AV's Well Worth It! program offers a range of activities throughout the year to encourage people to prioritise health and safety at work, including prevention and early intervention. We delivered webinars on a range of health-related topics and provided guidance on acknowledging awareness days such as R U Ok? Day.

Through our Employee Assistance Program (EAP), AV offers free access to short-term and confidential counselling, as well as providing early intervention support to teams after critical incidents. The program is promoted regularly via our online staff hub, and our HSW team continue to deliver awareness sessions to improve staff's knowledge of the different types of support available.

Over the last year 15.1 per cent of staff used our EAP, compared to an industry average of 4.7 per cent.

A place where you can be **YOURSELF**

Anglicare Victoria is committed to diversity, equity, and inclusion. We want all employees, clients, and volunteers to feel like AV's services and workplaces are spaces where they can enjoy full access and equal participation, be themselves, and belong.

"The diversity of our employees is something valued by the whole organisation, and reflects the diversity of the communities in which we work," said Gaye Crichton, Director of People and Culture at AV.

"We have people with a huge variety of cultural backgrounds who speak dozens of different languages, identify as LGBTIQ+ or have a disability. We launched our first Diversity, Equity and Inclusion (DEI) Workforce Strategy in 2023, designed to harness the diverse talents, knowledge, perspectives, and experience of our people as strengths for the organisation," she said.

AV had a gender pay gap of -2.3 per cent in 2023-24, compared to the overall pay gap of 21.7 per cent as reported by the Workplace Gender Equality Agency. Almost three quarters (73 per cent) of AV's managers were women, in line with the 77.3 per cent of staff who identify as female.

To enable us to make sustainable and accelerated change with the resources we have available, we are focusing our efforts on six priority communities (see infographic below).

Over the last 12 months we have successfully established or reinvigorated employee working groups for each of these priority communities.

These working groups meet regularly to explore, identify, and implement actions that will drive meaningful and positive change across the organisation. While the priority community groups are at different stages of maturity, overall we are making good progress against the DEI Workforce Strategy.

The People and Culture team reports on the outcomes of the DEI Strategy to the Executive Leadership Team in March and September each year, and to the whole organisation in October.

The Diversity Council of Australia named AV as one of just 30 Inclusive Employers nationwide in 2022-23. AV will take part in the Diversity Council survey again in 2024-25 and include the results in the next annual report.



Diversity and Inclusion: Priority groups at AV

 <p>Aboriginal & Torres Strait Islander people</p>	 <p>People who are culturally and linguistically diverse</p>	 <p>People with a disability</p>	 <p>Women</p>	 <p>People who identify as LGBTIQ+</p>	 <p>Lived experience of the children, youth and family services sector</p>
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Top left: Alcohol and Other Drugs team, South Metro region Top right: Annabel Webb, Family Case Manager
Centre: Erin Moloney, Key Practitioner, Village 21 (left) with Kellie Webb, Outreach and Transitional Housing Support Worker
Bottom left: Home Based Care team, North West Bottom right: Staff at 2024 Chairperson's Awards, MCG

Listening to those with lived experience

‘Lived experience’ refers to people whose circumstances would have made them eligible to access services similar to those that AV provides. By drawing on the wisdom of those with lived experience we can shape our services to better respond to children, young people and families.

“Our employees with lived experience have real subject matter expertise – they have a unique and valuable perspective, because they’ve lived it and have grown from that experience,” said Jonathon Cummins, AV’s Manager of Client Engagement and Lived Experience.

Since commencing in 2023, the LEAP (Lived Experience: taking Action and increasing Participation) Project has kicked off a range

of activities to prepare the organisation for greater input of those with a lived experience – including education and awareness building, training and resources for employees.

An organisational framework and internal training program are currently under development to ensure the organisation has the structures in place to support participation.

“By integrating lived experience, our services will be able to best respond to the real needs of people and strengthen our voice for advocacy in our system” said Jonathon.

“We are committed to creating a safe, inclusive, and collaborative environment that amplifies the voices of those with lived experience in our organisation”

– Jonathon Cummins, Manager of Client Engagement and Lived Experience



Pictured: Residential care workers pictured outside AV’s Collingwood office

Skilling up to meet the moment

Continuous improvement is integral to operations in many parts of AV. Professional development is an essential way for our employees to ensure they are able to best meet the changing needs of our clients and their communities. AV staff complete an extensive general induction with a variety of mandatory online modules, which were updated in October 2023. New tailored induction training was also launched in 2023-24 for staff working for The Orange Door, Family Services and Out-of-Home Care. Additional induction components are also offered by some regions.

The five-week IGNITE emerging leadership program was also new for 2023-24, aimed at employees who would like to start developing their leadership skills. The purpose of the program is to equip people with the insight, resources and frameworks essential for effective leadership.

Organisational learning and development opportunities over the financial year included:

- Five-week IGNITE program for emerging leaders

- General staff induction for essential elements including cyber security and child safety
- Specific induction modules for staff in Out-of-Home Care, The Orange Door and Family Services
- Recurring mandatory training modules to ensure up-to-date knowledge
- Study leave for employees undertaking further education
- An annual learning calendar with a wide variety of courses
- Student placements and early careers development
- A variety of in-person and virtual training sessions
- Therapeutic Crisis Intervention training, to teach staff how to help children manage stress in constructive ways.



Pictured: Therapeutic Crisis Intervention training, Collingwood office



We ran over 125 live webinar or face-to-face sessions with 3753 attendees



Over 90% of people completed one or more eLearning module



68 people attended our Emerging Leader program

A bright start to a new career

Tara Cartwright started off on a student placement with AV during the final year of her social work degree. After completing her degree, she joined the Family Violence and Sexual Assault Graduate program in 2023 and went on to become a family violence specialist in the Integrated Family Services team.

Tara has flourished in her role and has been supported to explore her passion for helping others. She continues to make a profound impact by providing consultations and training staff to build their skills, both in working with people who use violence and with adults and children who have experienced violence.

In 2023-24, AV hosted 155 student placements, along with seven Switch to Social Work interns from the Centre for Excellence in Child and Family Welfare. We also hosted nine family violence and sexual assault graduate trainees through the Victorian Department of Families, Fairness and Housing, as well as one participant in an alcohol and other drugs pilot scheme run by the Department of Health.

Tara is excited about the opportunities for creativity and leadership in her role. She is also passionate about advocacy and creating positive change within AV, our programs, and the wider sector.

Her advice to others: “Get past the imposter syndrome, put your hand up, and always be up for challenges.”

“My AV supervisor was amazing, she helped me to feel comfortable throughout the whole placement. She always included me and guided me to achieve tasks. I’m really looking forward to volunteering for future events while I finish my studies”

– Maria, Bachelor of Youth Work student



Students who completed an exit survey after their placement reported:



95 per cent described their placement as excellent



100 per cent viewed AV as an inclusive workplace



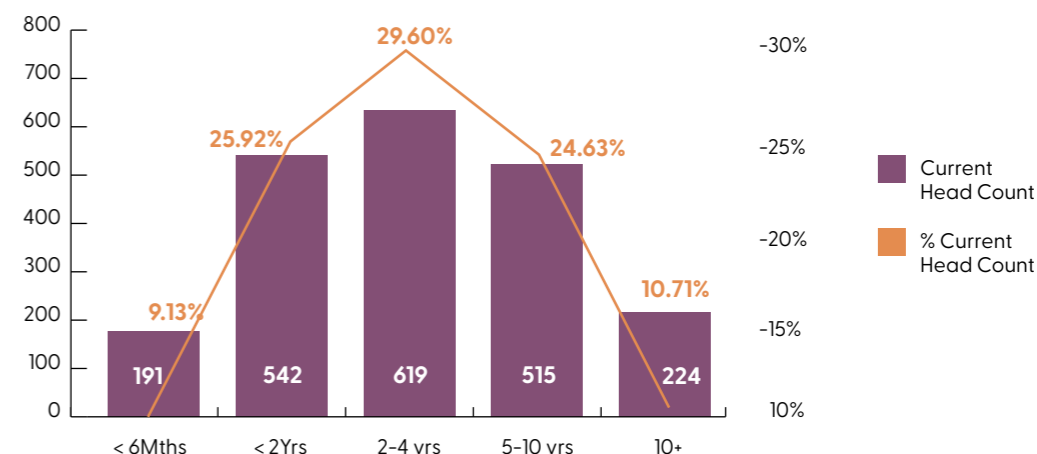
100 per cent felt AV cared about their wellbeing

Pictured: Tara Cartwright, AV Family Violence Specialist and former student placement participant

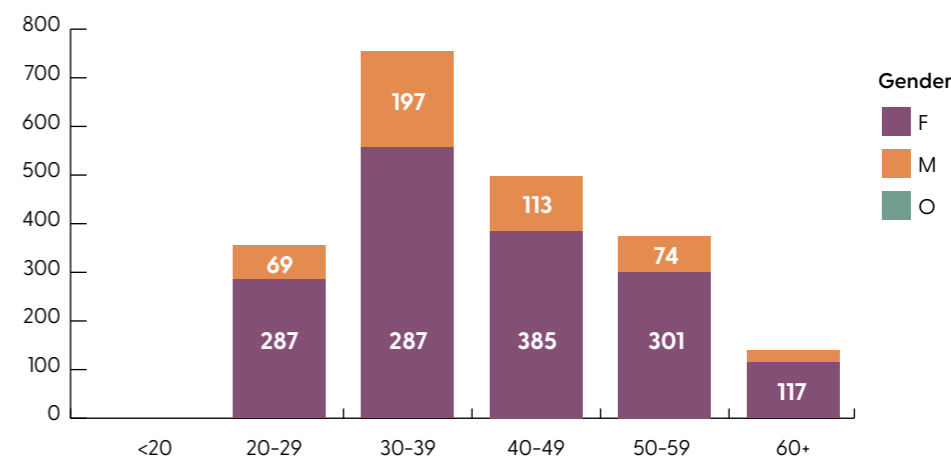
Staff tenure and demographics

Our employees have an average tenure of five years, with more than 10 per cent working at AV for more than a decade. This longevity is a testament to our supportive work environment, engaging and purposeful work, and our team culture.

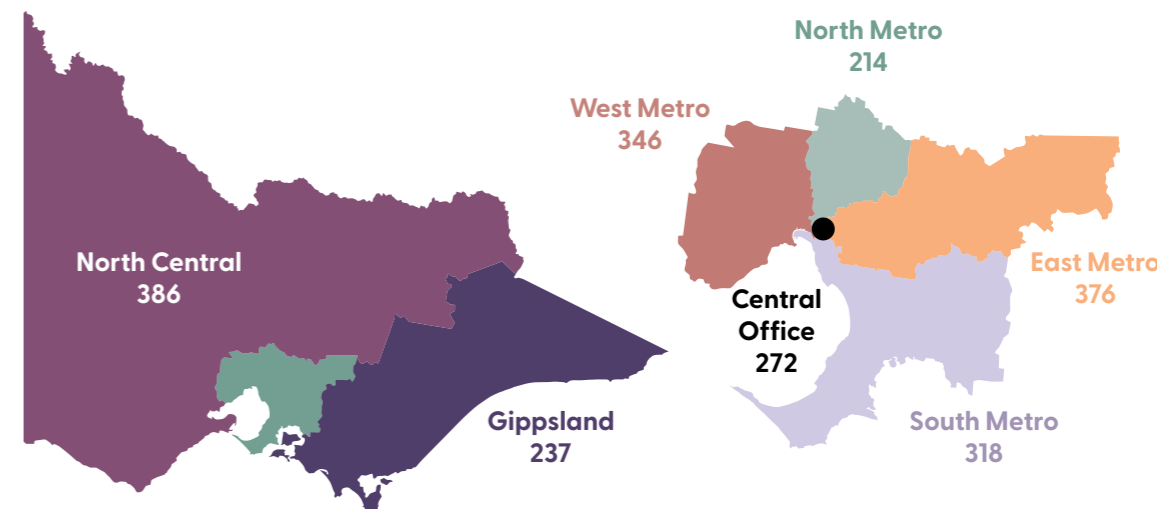
Current active staff by years of service



Current active staff by gender and age bracket



Staff by region



Chairperson's REPORT

I have had the privilege of leading the Board of Anglicare Victoria for several years, and continue to be impressed by the quality of care at all levels within our organisation. I thank the dedicated Board, Committee and Council members, who provide expertise, oversight and governance to AV. We are all grateful for the service from our committed staff and volunteers who work to improve the lives of families and young people in our programs throughout Victoria.

Looking back on my second year as Chair, it has been pleasing to see AV go from strength to strength, led by a talented team of professionals. The scale of our operations has continued to grow, underpinned by an agency-wide commitment to excellence in care and an agility that allows the organisation to respond quickly to new opportunities and client needs. This report illustrates the agency's prudent approach to managing the diverse array of risks. The efforts of AV's frontline staff, carers and volunteers are evident. They ensure every day matters and that we make a positive difference in the lives of those we serve.

Governing from a solid financial foundation

Strong governance and excellent financial leadership enable our staff to help tens of thousands of Victorians every year. With AV posting another year of growth and solid returns, the Board is in the fortunate position of being able to govern from a sound financial foundation. This strong financial position is the result of careful planning and prudent use of limited resources. The financial team at AV should be rightly proud of these achievements and it has been a strong team effort to deliver this positive outcome.

Having a strong financial position enables the Board to focus more on strategic issues, risk management and resourcing for the future.

To that end, the AV Board and its committees have been working on the next Strategic Agenda, ensuring our future direction is clear and accountable and aligns with our Anglican values. With the most recent Strategic Agenda finishing at the end of 2024, the new plan will be launched early in the new year.

Employee engagement survey

AV engaged external provider Kincentric to survey staff during the last financial year and we have been delighted with the feedback given by our team. Using an independent third party enables staff to express views freely and ensures that the results are an authentic representation of the views of our people across every region of the organisation. Overall, the results were extremely positive, with AV placing in the top quartile of results for engagement across Australia and New Zealand. Staff were most engaged about the work they were doing, the organisation's focus on diversity and inclusion, and hybrid work arrangements. The survey also identified areas for improvement, such as reward and recognition. I thank all staff who participated in this survey and assure everyone that your feedback is highly valued.

Risk and reward

Caring for the state's most vulnerable children, young people and families comes with great responsibility and, inevitably, risk. We have so many talented staff who work in challenging situations and minimising risk is a prime responsibility in supporting their work. Managing risk at AV involves constant vigilance, ensuring that all the elements of the organisation's complex risk management framework flow smoothly and effectively together. A series of Board committees consider current and future risks, and work in cooperation with systems for reporting of incidents, follow-up and review.



Picture: AV Chairperson Tony Sheumack

AV's risk management framework has played an important role in ensuring the continued confidence of our public and private funders, as well as the wellbeing of our staff and clients.

Thank you to the Archbishop

Archbishop Dr Philip Freier will finish his long tenure as the Anglican Archbishop of Melbourne in February 2025. He also concludes his presidency of the AV Council at the October 2024 meeting. Anglicare Victoria extends its thanks to the Archbishop for his support over many years. We also thank the Archbishop and his wife Joy for sharing their home on numerous occasions for AV functions conducted at Bishopscourt.

I have long been involved with both Anglican schools and the Anglican Church and I have been grateful for the opportunity to be the Archbishop's appointment on the Board of AV. It has been a pleasure to work with Archbishop Freier and benefit from his wisdom and guidance. On behalf of the AV Board, I would like to wish the Archbishop and Joy the very best for the next stage of their lives.

Tony Sheumack
Chairperson

2024 Chairperson's AWARDS NIGHT

Each year, Anglicare Victoria celebrates the achievements of our staff, clients and volunteers at the Chairperson's Awards. It's an opportunity to recognise the valuable contributions these individuals, families and teams have made to the lives of young Victorians and their parents and carers.

CLIENT AWARDS INSPIRATIONAL OUTCOME AND RISING STAR AWARDS

These awards are presented in multiple categories to our clients for their resilience, perseverance, personal growth and positive attitude in the face of challenge. Due to their involvement with the child protection system, we are unable to publish their names for safety and privacy reasons.

Team Winner: Rapid Response Team, Southern Region – Samantha Jackson, Joshua Baron and Katie Garth

The Rapid Response team works with families to increase parents' capacity, listen to children's voices to increase their safety. They achieve incredible outcomes in just four weeks and have been praised by Child Protection for their success in helping vulnerable families remain safely together.

VOLUNTEER AWARDS FOSTERING FUTURES (FOSTER CARE AWARD)

Winner: Kylie Pocknall

Kylie is a committed carer who has achieved some incredible long-term goals with the young people in her care. She stops at nothing to ensure their needs are met, and has given up her job to dedicate herself to her family full-time.

STEVE WATKINSON MANAGER AWARD

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

Winner: Sandra Inserra, Program Manager Navigator, Western Region

Sandra is an inspirational leader who helps her teams build the confidence and problem-solving skills they need to succeed. She is highly regarded by the Department of Education and her colleagues at AV for her innovation, kindness, and empathy.

OUTSTANDING VOLUNTEER

Winner: Carolyn McKeown

Carolyn is the creator and primary facilitator of the Mother Goose program at Pakenham. Despite being a busy mum herself, Carolyn always finds time to facilitate sessions and plan songs, rhymes, and stories for the families.

SPECIAL RECOGNITION AWARDS

THE SWIFTY AWARD

Winner: Angela Porras, Manager OoHC Evidence-Based Models and Practices, Central Office

Angela posted a callout on Facebook seeking Taylor Swift concert tickets for young people in Out-of-Home Care. Thanks to her efforts nine tickets were donated, along with merchandise, jewellery, and vouchers, making dreams come true for some of our young Swifties.

HERO AND BRAVERY AWARD

This award was presented to a 13-year-old AV client who heard a young person crying for help at the beach. This brave young man immediately jumped into the water to save their life, demonstrating incredible courage and selflessness.



Pictured: Staff, performers and presenters at the 2024 Chairperson's Awards night at the Melbourne Cricket Ground

Governance and OVERSIGHT

Delivering essential care and services to some of the state's most vulnerable children, young people and families requires best practice governance, oversight and risk management. The systems and structures that underpin our operations allow our staff to focus on delivering the best possible care to clients, often in complex and challenging working environments.

The organisation's governance framework allows us to manage the delivery of our services in a considered, transparent and accountable way. The development of this framework was guided by the Anglicare Victoria Constitution, which was updated in 2017 during the 20 Year Review – Governance and Related Matters. It is reviewed regularly and subject to continuous improvements.

The governance and oversight structures outlined in the following pages provide a robust network of systems to identify challenges, report and follow up incidents, and to support any staff, volunteers, carers or clients who are affected. These processes also help to ensure the ongoing confidence of our public and private funders by ensuring the security of client data, as well as a range of environmental, social and governance considerations.

The AV Board meets monthly to deliver strategic direction, leadership and integrity. Its operation and decision-making is informed by a governing Council and a range of committees that each consider a different suite of current and future risks. CEO Paul McDonald has responsibility for implementing the organisation's Strategic Agenda 2020-2024, which has helped AV grow, sustain, excel and transform. Progress on the Strategic Agenda is reported quarterly to the Board.

Policy and procedures

AV's risk management and continuous improvement system is overseen by the Board and its committees. This oversight includes:

- Quality and governance policy and procedures
- A risk register, risk management policy, continuous real-time monitoring and review

- Critical reporting to all governance groups, including the AV Board, Board committees, Executive Leadership Team, Central Office directors, Client Services executive, Pillars of Practice and People and Culture committees.
- Internal and external audit processes.

Along with the usual risks managed by most businesses – financial, legal, reputational and economic – AV has many additional considerations. These include child safety, client care, the safety of staff, carers and volunteers in often-challenging environments, as well as the complex combination of legislative requirements, regulation, industry codes, standards and the conditions of each funding agreement under which we operate. The sensitivity of the records and information we store on vulnerable clients means that privacy considerations, data protection and cybersecurity are of paramount importance.

Each committee of the AV Board oversees a different set of risks, reporting back to ensure they are appropriately monitored and reviewed with involvement from the organisation's Executive Leadership Team. AV has a team of quality managers and staff embedded in each region. They are responsible for key activities, such as quality assurance for incident reporting, child safety investigations, regular client file auditing, responding to feedback and complaints, and the management of continuous quality improvement activities.

The AV Risk Register is reviewed bi-annually.

Accreditation

AV completed a successful external accreditation assessment against the Department of Families, Fairness and Housing (DFFH) Human Services Standards and the QIC Health and Community Service Standards in October 2023. The standards are designed to ensure consistently high levels of service delivery to clients, and that systems for continuous improvement, good governance and management are robust and effective.



AV EXECUTIVE LEADERSHIP TEAM

Pictured L-R: Vincent Bucci, Amanda Stacey, Lisa Foley, Claire Nyblom, Andrea Dwyer, Jan Noblett, Marianne Watson, Gaye Crichton, Sonia D'Urbano, Sue Sealey, Kirsty Simpson, Paul McDonald

Not pictured: Bridget Weller, Vicki Levey, Michael Oerlemans, David Poynter

A comprehensive review of our management practices and governance, conducted in 2023-24 by DFFH, was overwhelmingly positive. Comments included: “Anglicare has robust systems and processes in place that ensure quality service provision and care, including client incident management, response, and reporting processes.”

The regulatory system is changing with the commencement of the new Social Services Regulator, which began operating on 1 July 2024. AV is registered to deliver services in accordance with the new Social Services Standards and is undertaking a rigorous self-assessment to ensure compliance with the new framework. The standards are designed to ensure that all elements of service delivery – including people, systems and facilities – consider the safety and wellbeing of clients.

Other audit and review processes

AV is subject to a variety of mandatory external assessment processes, as well as undertaking internal voluntary processes for quality assurance purposes. We maintain and monitor compliance with applicable legislation, including anti-discrimination, equal opportunity provisions, occupational health and safety and the requirements for each contract and service agreement entered into.

To ensure that our systems are robust, we engage the specialist expertise of external auditors to review key areas of our operations such as cybersecurity, finance, modern slavery and others.

Regular audits of our foster care programs and residential care houses are undertaken by the Compliance and Quality Team at DFFH. These audits focus on adherence to the program requirements and legislation that govern the operation of these programs.

AV's compliance with the Charter for Children in Out-of-Home Care is also assessed through the residential care monitoring program operated by the Commission for Children and Young People. This program involves visits to interview young people about their experiences living in residential care homes.

During 2023-24, 23 separate audits were conducted by the internal audit team under the Annual Audit Plan. These assessments were developed in line with the 11 themes identified in the AV Risk Register and the results were reported to the AV board committees for review and action. In addition to this process, more than 1640 client files were internally audited during the last financial year as part of the AV file audit framework which examines the quality of service delivery.

Another 97 client, carer and employee files were reviewed during the external accreditation audit (see section above). The findings of these audits are reported to the Executive Leadership Team.

Continuous real-time monitoring and reporting is conducted across the organisation, which includes live dashboards of performance data, finance indicators, incident reports, compliance information and human resources statistics accessible by executives and program managers. Staff are required to complete mandatory training modules to ensure they are up to date with the requirements that are relevant to their job and this data is also reported and monitored through the data dashboards.

AV receives information about changes to relevant legislation through quarterly updates provided by Health Legal. These new legislative requirements are allocated to executives and managers for consideration, including potential revisions to policies and procedures.

Child safety

Child safety is of the highest importance for the work AV does, and there are many systems to ensure this is reflected across our many service delivery areas. Our Child Safe Working Group monitors compliance against the Victorian Child Safe Standards and National Principles for Child Safe organisations to ensure a consistent child safe culture across our various program areas. A range of resources and information are available to employees for their work with clients and carers. AV employees are subject to stringent safety screening and must maintain a valid Working with Children Check, as well as completing regular police checks and mandatory child safe training. Compliance is monitored by the People and Culture team and reported to the Board.

boonde-mak – “coming together”

What started as the Aboriginal and Torres Strait Islander Cultural Safety Executive Group has evolved into boonde-mak, which means “coming together” in Woiwurrung language. Chaired by our CEO, these quarterly meetings are held to discuss and implement the process of embedding First Peoples Culture and language into everyday operations at AV. The group includes senior executives from a range of areas, as well as our Senior Cultural Operations Lead and Cultural Engagement Lead.

Cyber security

Given the sensitivity and privacy concerns of our clients' data, cyber security is something AV takes very seriously. The organisation invests regularly in the protection of our data and systems, including the implementation of best practice security controls for our IT network. Taking a holistic approach to digital protection means incorporating a framework that encompasses people, process and technology.

Our end-user devices have full encryption, including Multi-Factor-Authentication (MFA) and Single Sign-On (SSO) for system access. Smartphones provided by the organisation are enrolled in a Mobile Device Management (MDM) platform. A third party IT Security Service organisation provides real-time, always-on monitoring across our digital assets from their security operations centre.

Every two years we conduct detailed external audits with a ‘best of breed’ IT security organisation that incorporate cyber security, penetration testing and general governance and controls. Along with a continuous improvement approach, this helps to ensure that all appropriate controls are in place to mitigate risk.

Sustainability and the environment

While a social services organisation does not carry the carbon risk of an energy company or the environmental impact of a big miner, AV's involvement with the coming generations makes employees acutely conscious of the importance of sustainability across our operations. AV has a central Environment and Sustainability Advisory Committee – known colloquially as the Green Team – which meets quarterly to coordinate efforts to reduce emissions and waste in our various locations. Active committees meet regularly in each region to drive local efforts.

Some of the improvements that have been made to our facilities and operations include:

- Our offices have been fitted with LED lighting and light sensors, with more light sensors to be progressively installed
- The electricity used at all our locations is completely offset using renewable energy
- Used IT hardware is recycled under a zero-waste-to-landfill policy
- Recycled and sustainable products are sourced wherever possible
- Waste segregation and recycling is standard at all sites
- Building waste from demolition of major projects is recycled wherever possible

- An online library with resources about sustainability has been set up, with regular communication throughout the year about events and challenges.

During the year the Green Team ran multiple agency-wide challenges under AV's War on Waste banner to raise awareness and interest about sustainability issues among our employees. Each challenge was designed to be educational about a particular topic, while offering prizes for the best performer. Topics throughout the year included power saving, eco-friendly shopping, plastics, waste reduction and recycling. A Green Hub was set up on the AV intranet to bring together information about sustainability initiatives and the War on Waste campaign.

Initiatives run by regional committees have included:

- soft plastics recycling
- kitchen compost
- printing education initiatives
- energy efficiency day
- single use plastics ban
- bike parking spaces
- solar panels
- upcycle competition

While the regional groups continue to be active and engaged, more work is required from the central committee to improve engagement among Central Office employees and do further work to improve the sustainability of areas such as the organisation's fleet of vehicles.

Redress

Acknowledging the historical abuse that occurred in homes run by organisations such as AV and our founding agencies is important for those affected to feel heard and begin to heal. AV is a participant in the Commonwealth Government's National Redress Scheme. The agency is committed to responding to claims of past abuse in a trauma-informed way. The Heritage Services team supports our past clients and can provide them with access to their records and referrals to other support services if needed. AV always offers a direct personal apology, with the healing and wellbeing of the client in mind.

Modern slavery

AV reviewed and updated its modern slavery statement and action plan in 2024. We have updated our contacts so that we can collect modern slavery information where appropriate. Our Preferred Supplier Policy includes requirements to prevent modern slavery, and this is captured in our systems and application forms.

Our BOARD MEMBERS



BOARD CHAIR

TONY SHEUMACK

Commenced October 2021

Tony worked as an educator in both government and independent schools for more than 40 years, most recently as the headmaster of Beaconhills College. A practising Anglican of deep personal faith, Tony is a committed environmental steward and has developed a range of international service programs. He is also a board member of the Independent Schools Block Grant Authority Board and Mentone Grammar School.



BOARD MEMBER

SHAWANA ANDREWS

Commenced October 2021

A Trawlwoolway woman of north-east Tasmania, Shawana has worked in Aboriginal health for more than two decades, after starting her career as an Aboriginal hospital liaison officer at the Royal Children's Hospital. She is Associate Director of the Poche Centre for Indigenous Health and a Senior Research Fellow in the Department of Social Work at the University of Melbourne, and has spent years working across policy, project management, teaching, research and leadership roles in the health and higher education sectors.



BOARD MEMBER

ANDREW ASTEN

Commenced February 2021

Andrew is a Principal at Boston Consulting Group within the Industrial Goods practice, with his work ranging across infrastructure, transport, telecommunications, retail, competition and regulation, defence, aviation, government service delivery, social policy and public sector reform. He has previously served as Chief of Staff to a Commonwealth Government Minister, a commercial strategy manager in the telco sector and as a commercial lawyer with Herbert Smith Freehills.



BOARD MEMBER

BISHOP MATTHEW BRAIN

Commenced November 2022

Bishop Matt Brain was ordained in the Anglican Diocese of North-West Australia in 2003, gaining valuable experience in rural and remote ministry before moving to the Diocese of Canberra and Goulburn in 2010 and being consecrated a bishop in 2015. Bishop Matt has completed a doctorate, published numerous books, articles and conference papers and has lectured at St Mark's Theological College and Charles Stuart University. Since 2018 he has been the Bishop of the Anglican Diocese of Bendigo.



BOARD MEMBER

JOANNA FAZIO

Commenced October 2021

Joanna Fazio leads her own independent consultancy, where she partners with for-purpose, not-for-profit and philanthropic organisations to maximise their impact. Prior to this, Joanna was the Head of Impact & Strategy at World Vision Australia, the largest international non-government aid organisation in Australia. Her diverse professional background spans mass market fundraising, luxury business management, and the investment sector.



BOARD MEMBER

PROF. DAVID MACKAY

Commenced October 2020

David was an Associate Professor at Deakin University, teaching and researching in the fields of eCommerce, and natural resource economics (climate change). Most recently, David has studied the importance of good governance in not-for-profit organisations, focusing on the impact faith-based governance can have on leadership. He is a fellow of the Australian Computer Society, a fellow of the Australian Institute of Company Directors and a director of several boards in health, education and employment.



BOARD MEMBER

MATTHEW PRINGLE

Commenced October 2018

Matthew has four decades of experience in accounting, audit assurance, growth strategy, capital markets, business finance and development, corporate governance and board advisory. A partner of Pitcher Partners for 25 years, he has worked as a senior audit partner, as well as leading the group's corporate governance and board advisory practice area and its corporate finance practice group. Matthew serves as a director on a series of private, listed and unlisted organisations.



BOARD MEMBER

CLAIRE SIME

Commenced October 2020

Claire is currently the Chief Strategy & Transformation Officer at genU, a disability, ageing, training and employment services organisation. Prior to that she was at Epworth HealthCare in a senior strategy role, as well as at KPMG as a management consultant helping clients with strategy, change management and major transformations.



BOARD MEMBER

DARYL WILLIAMS AM KC

Commenced October 2021

Daryl has practised as a barrister, predominantly in commercial and corporate law, since 1991. Before that he was a solicitor at Blake Dawson Waldron (now Ashurst Australia). He served as Chair of the Professional Standards Committee of the Anglican Dioceses of Melbourne, Ballarat, Bendigo and Wangaratta from 2012 until 2021. Daryl has also served as a Board Director of the Peter MacCallum Cancer Centre and the Peter MacCallum Cancer Foundation (a charitable fundraising organisation).

AV COMMITTEES

CLIENT SERVICES COMMITTEE (CSC)

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

Claire Sime	Committee Chair
Shawana Andrews	Board member
Tony Sheumack	Board Chair (ex-officio)
Maree Roberts	External member
Meaghan Courtney	General Manager Quality and Review
Paul McDonald	CEO
Jan Noblett	Director Quality and Outcomes
Sue Sealey	Deputy CEO
Marianne Watson	Director Client Services
Dr Anne Welfare	Principal Practitioner

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

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
Andrew Asten	Board member
Tony Sheumack	Board Chair (ex-officio)
Andrew Dix	External member
Peter Horsburgh	External member
Russell Jansen	External member
Vincent Bucci	Director Finance and Business Services
Noreen Hazari	Budget and Analytics Manager
Paul McDonald	CEO
Tony Philips	Financial Controller

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



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 and compliance.

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

OUR LEADERSHIP

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



Top image (L-R): Board Chair Tony Sheumack with board members Daryl Williams and Claire Sime
Bottom image: Board Chair Tony Sheumack (left) with board member Claire Sime

A strong foundation for GROWTH

Anglicare Victoria has again produced a positive financial result which was well ahead of expectations in 2023-24, reporting a total net surplus of \$2.7 million. This result was primarily driven by improved fundraising and bequest income during the year and a major increase in the market valuation of AV's investment portfolio as at 30 June 2024.

Accordingly, AV's current financial position continues to grow and remain strong, with a sound net equity balance of \$48.5 million (up from \$45.8 million in 2022-23).

Operating revenue - \$253.2 million

Operating revenue grew by \$17.5 million or 7.4 per cent during 2023-24. 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 cost-of-living pressures
- increased funding to support client and caregiver expenses.

As mentioned previously, total revenue was also bolstered by the significant increase in bequest income and improved net fundraising donations received, in particular from AV's annual Winter Appeal.

Operating expenditure - \$253.1 million

Total operating expenditure increased by \$20.2 million or 8.5 per cent compared to last year, which was largely due to:

- increased staff costs and direct client expenses associated with the expansion of existing programs, in particular The Orange Door programs

- unfunded increases associated with the compulsory superannuation rate rising from 11.0 per cent to 11.5 per cent and Victorian Government adjustment of the Workcover premium calculation rate, resulting in a cost increase of \$1.7 million.

Non-operating items/activities - \$2.6 million

This result reflects the favourable "mark to market" valuation adjustment of AV's investment portfolio of \$2.6 million, as at 30 June 2024.

Financial position – total assets \$115.6 million and total liabilities \$67.1 million

AV's solid operating performance for the year and the significant increase in the valuation of its investment portfolio has again improved AV's overall financial position, with net equity increasing to \$48.5 million, as noted earlier. This has enabled AV to generate a healthy net working capital balance (current assets less current liabilities) of \$18.7 million.

This strong financial position is critical to ensuring AV's viability now and into the future, and importantly to enable the necessary capital resources to fund our key strategic plan ambitions of growth, innovation and advocacy.

Lastly, 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.

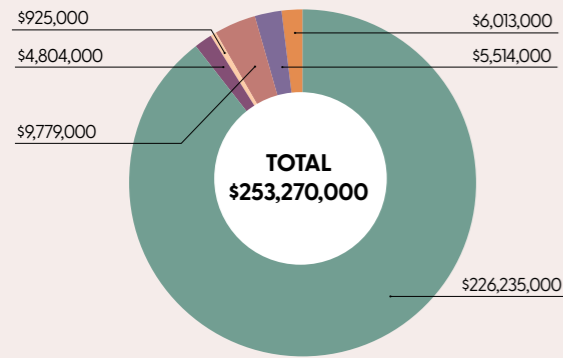
Vincent Bucci

Director Finance and Business Services



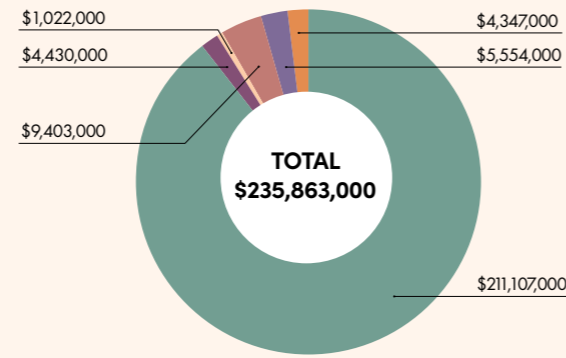
Pictured: Ridmi Rankothge, Accounts Payable Officer (left) with Susanna Kyne, Senior Financial Accountant

REVENUE SOURCE 2023-24



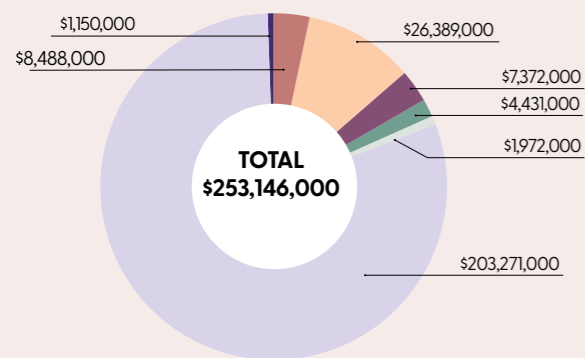
- STATE GOVERNMENT FUNDING
- FUNDING FROM OTHER AGENCIES
- FEDERAL GOVERNMENT FUNDING
- INVESTMENT AND RENTAL INCOME
- SUNDRY INCOME
- FUNDRAISING, DONATIONS AND BEQUESTS

REVENUE SOURCE 2022-23



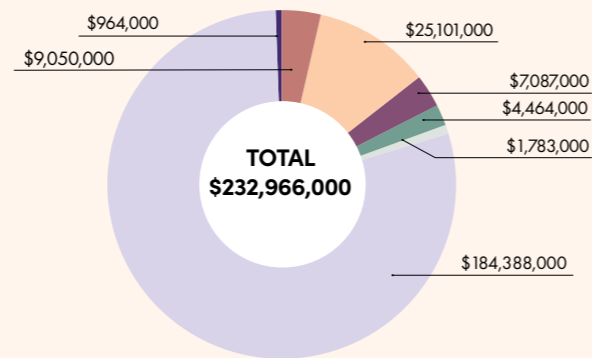
- STATE GOVERNMENT FUNDING
- FUNDING FROM OTHER AGENCIES
- FEDERAL GOVERNMENT FUNDING
- INVESTMENT AND RENTAL INCOME
- SUNDRY INCOME
- FUNDRAISING, DONATIONS AND BEQUESTS

EXPENDITURE BREAKDOWN - 2023-24



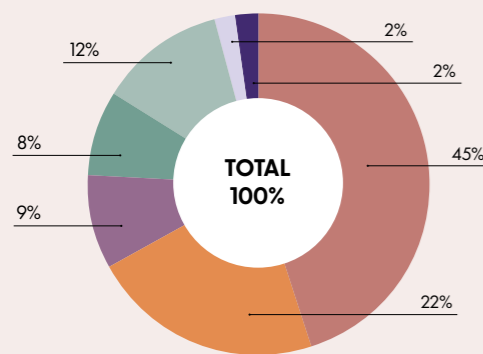
- OFFICE/ADMINISTRATION
- CLIENT/PROGRAM COSTS
- DEPRECIATION & AMORTISATION
- INFRASTRUCTURE SUPPORT
- MOTOR VEHICLES AND TRAVEL
- STAFF
- LEASING COSTS
- OTHER \$73,000

EXPENDITURE BREAKDOWN - 2022-23



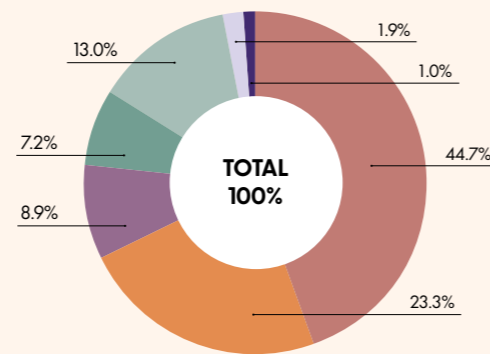
- OFFICE/ADMINISTRATION
- CLIENT/PROGRAM COSTS
- DEPRECIATION & AMORTISATION
- INFRASTRUCTURE SUPPORT
- MOTOR VEHICLES AND TRAVEL
- STAFF
- LEASING COSTS
- OTHER \$129,000

REVENUE % BY SERVICE STREAM TYPE - 2023-24



- 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 - 2022-23



- FAMILY SERVICES
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- YOUTH SERVICES
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- PARISH AND EMERGENCY RELIEF SERVICES



Pictured: Tony Phillips, Financial Controller (red jumper) with Helen Evmorfias, Senior Financial Accountant

STATEMENT OF SURPLUS AND DEFICIT AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2024

	2024 \$'000's	2023 \$'000's
Service Delivery - Operating Revenue		
Government funds / grants - State	226,235	211,107
- Federal	4,804	4,430
- Local	82	101
Funding from other agencies	9,779	9,403
Other	843	921
Total Operating Revenue	241,743	225,962
Service Delivery - Operating Expenditure		
Employee benefits expenses	203,271	184,388
Client and caregiver costs	26,389	25,101
Property, maintenance and equipment expenses	4,431	4,464
Travel and motor vehicle expenses	1,972	1,783
Administration expenses	8,488	9,050
Depreciation and amortisation expenses	7,372	7,087
Leasing expenses	757	646
Financing costs - interest on lease liabilities	393	318
Other expenses	73	129
Total Operating Expenditure	253,146	232,966
OPERATING DEFICIT	(11,403)	(7,004)
Net investment income	5,514	5,554
Net fundraising, donations and bequests	6,013	4,347
SURPLUS BEFORE NON-OPERATING ACTIVITIES	124	2,897
Non-operating activities		
Net gain on sale of plant and equipment and investments	12	407
Financial assets - net change in fair value through profit and loss	2,582	1,270
Total Non-Operating Activities	2,594	1,677
NET SURPLUS FOR THE YEAR	2,718	4,574
Other comprehensive income/(loss) for the year	-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	2,718	4,574

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2024

	2024 \$'000's	2023 \$'000's
ASSETS		
Cash and cash equivalents	5,883	16,590
Other financial assets	640	638
Trade and other receivables	5,232	4,439
Inventories	178	144
Investments	60,164	56,392
Total Current Assets	72,097	78,203
Investments	2,927	4,233
Property, plant and equipment	28,534	25,627
Intangible assets	4,062	3,968
Lease - right of use assets	7,991	7,636
Total Non-Current Assets	43,514	41,464
TOTAL ASSETS	115,611	119,667
LIABILITIES		
Trade and other payables	5,055	5,643
Provision for Redress claims	1,517	1,653
Employee benefits	25,115	23,395
Deferred income	18,259	25,157
Lease liabilities	3,475	3,418
Total Current Liabilities	53,421	59,266
Provision for Redress claims	7,782	8,575
Employee benefits	303	968
Deferred income	400	400
Lease liabilities	5,079	4,655
Provision for make good	130	25
Total Non-Current Liabilities	13,694	14,623
TOTAL LIABILITIES	67,115	73,889
NET ASSETS	48,496	45,778
EQUITY		
Establishment corpus	23,767	23,767
Reserves - Property	15,618	15,618
Accumulated profits	9,111	6,393
TOTAL EQUITY	48,496	45,778

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’ Youth 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 – 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 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.



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Include a gift in your Will



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Join our team

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PO Box 45, Abbotsford VIC 3067

P. 1800 809 722

E. info@anglicarevic.org.au

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please telephone **1800 809 722** or email [**info@anglicarevic.org.au**](mailto:info@anglicarevic.org.au)

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



ABN 97 397 067 466 Incorporated via the Anglican Welfare Agency Act 1997 in the Victorian Parliament.

A member of Anglicare Australia.

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All donations of \$2 or more are tax deductible.