



Anglicare Australia
in every Community

Annual Report
2013–14

care DIGNITY
respect
change HOPE



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Mission and Values

The Mission of Anglicare Australia

Anglicare Australia seeks to engage with all Australians to build communities of resilience, hope and justice.

Our Values

Faith Based

In the spirit of the Gospel, Anglicare Australia through its member agencies, advocacy and research seeks to see the lives of all Australians transformed with hope and justice.

Equity and Justice

Anglicare Australia and our members work for social justice in Australia; to respect the inherent potential in every human being with special concern for those most disadvantaged.

Collaboration and Participation

Anglicare Australia and our members recognise that our work will be stronger when we work in partnership and collaboration and we adopt a participatory approach in all we do.

Strengths Based

Anglicare Australia and our members recognise and seek to build on the strength of individuals, communities and organisations to effect change in Australia.

Strategic Goals

Building on our wisdom and practice across all our members and over 150 years of shared experience we aim:

- To influence social and economic policy across Australia with a strong prophetic voice; informed by research and the practical experience of the network; called to speak out for those most disadvantaged.
- To enable the potential, strength and sustainability of the members, ensuring that they have the capacity to serve the needs of all Australians with dignity, respect and care.
- To create a network whose members challenge, support and lead each other in the development of social services and the people and communities with whom we work.
- To recognise and celebrate the Anglican faith base and inspiration of our work.

Council

Governance

Anglicare Australia is incorporated as an association under the Victorian Associations Incorporation Act 1981, and is a registrable Australian Body in accordance with the Federal Corporations Act 2001.

The Council is composed of up to nine members with the Executive Director as an ex officio member. The Chair and five members are elected by the Annual General Meeting for three-year terms. Up to three additional members are co-opted by the Council each year to ensure balanced representation of states and territories, Council diversity and areas of interest and concern to members.

The Council meets at least four times a year.

Council Members 2013-14



Rt Revd Dr Chris Jones
Chair
Chief Executive Officer
Anglicare Tasmania



Mr Ian Carter AM
Deputy Chair
Chief Executive Officer
Anglicare WA



Mr Grant Millard
Treasurer
Chief Executive Officer
Anglicare Sydney



Ms Sandra Hills
Public Officer
Chief Executive Officer
Benetas



Mr David Pugh
Chief Executive Officer
Anglicare NT



Ms Karen Crouch
Executive Director
Anglicare Southern Queensland



Ms Wendy Malycha
Chief Executive Officer
St John's Youth Services

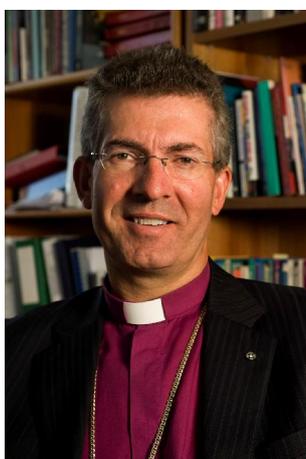


Mr Todd Yourell
Chief Executive Officer
Child & Adolescent Specialist
Programs & Accommodation
(CASPA)



Ms Kasy Chambers
Executive Director
Anglicare Australia
(ex officio)

From the Chair



I recently visited an organisation which is considering joining Anglicare Australia. We had a wide ranging conversation about the history of the network and its current activity. There was one question they asked me that I answered at the time but it is still echoing with me: What makes up the DNA

of Anglicare Australia? They wanted to know defining characteristics of Anglicare Australia and I named four:

The members of Anglicare Australia each have some form of current connection to the Anglican Church. It sometimes seems that the form of “connection” is as varied as the number of members but it is something that we share in common.

Our members have a passion and commitment to making a difference in the lives of disadvantaged Australians. The range of services provided to Australians increases every time we undertake a survey as members respond to the communities in which they are located.

Cooperation between members is common. This is not imposed on members but we find people are prepared to be open and share with others. The range of special interest networks and the numbers of people participating indicate how useful this is.

Finally, but at the centre, is the small but talented team in Canberra. Kasy has drawn together a group of professionals who facilitate national policy development, coordinate special interest networks and provide thought leadership.

The DNA is reflective of what each of us who are members contribute. I am hoping that the organisation I visited will want to join and make their contribution to the DNA of Anglicare Australia.

You will be able to read about these characteristics in the following pages. I thank the Anglicare Australia Council and staff for their leadership over this past year.

Rt Revd Dr Chris Jones
Chair, Anglicare Australia
CEO, Anglicare Tasmania

Executive Director's Report



I'm not alone in finding something a little magical, a little circular about the number seven. The mythology about this number is writ large. I write this report from the vantage point of having just had my seventh anniversary with Anglicare Australia and in true mythological fashion, several events of the year just gone have echoes of the previous six! After six

years of a Labor government the federal election in 2013 returned a coalition government. The work of Anglicare Australia during an election campaign is not to try to persuade votes for any party. Rather, it is to try to get the issues that matter to our constituents, those that use our member services, into the forefront of the policies taken to the electorate by each party. Further then, it is to raise awareness in the wider community about these issues so that they might consider these as they exercise their vote.

Increasingly in the last few elections, campaigns seem to have been less about policies and more about polls and personalities. 2013 seemed no different. In *Listening to Everyone*, our postcard campaign, we captured the voices of those using Anglicare member services. What we heard was a humbling experience. The generosity of those voices stood out for me in the calls for health, education, security and generally unselfish community wellbeing that came through in the project.

Any new government will want to take stock and carve out its territory and this phase marked much of our advocacy year as we worked with the government, meeting and talking new ideas and responding to its first flush of enquiries and commissions.

We are certainly never short of something to respond to in our advocacy work but increasingly we are working to create our own narrative, to proactively exercise the prophetic voice of our strategic plan.

Research is developing a very strong profile across the Anglicare Australia network, enabling rich national projects like the annual Rental Affordability Snapshot, the *Being a/part* project this year and the recently published *Beyond Supply and Demand*; an exploration of some of the best pre-employment projects and programs across the network.

The research work provides an easy segue into talking about national collaboration. However, virtually all of our work is enabled and strengthened by the strong culture of collaboration. The maturity of the network and stability of the membership has really seen this take off this year. The commitment and passion for this area of those on the National Collaboration Subcommittee is worthy of singling out and I thank David Pugh as Chair, Sandra Hills, Suzie Christensen and particularly Peter Sandeman for their long-term driving of this work.

The special interest networks continue to be an integral part of the life blood of the larger network. Each has its own flavour and feel to its meetings but each does invaluable work in developing the agenda in its area and supporting its members in their professional development and practice.

Over the last seven years we have grown in both size and output. However, we have this year, with the Council, considered that the ongoing growth in income due to membership fees has stabilised, a feature of the maturity of the network. We have built up considerable reserves over the past six years in anticipation of this time. In addition, we have always operated upon a more or less balanced budget, allowing for investment in reserves without these being committed in ongoing costs like wages.

Once again I believe that quality and quantity of work of the last year belies the size of this office and this is really down to the dedication of the small team here in Canberra, supported and augmented by the wider team of the Anglicare Australia network, and ably and supportively governed by the Anglicare Australia Council. I would like to personally thank all those people for their creativity and good humour, wisdom and dedication, which all go to create a great sense of belonging to something that is truly greater than the sum of its parts.

Kasy Chambers

Executive Director
Anglicare Australia

The Anglicare Australia Network

In 2012-13 the Anglicare Australia network was comprised of 41 agencies, with 36 members across every Australian state and territory, and five associate members in New Zealand, Papua New Guinea and Singapore.

With a joint budget of \$950 million, a strong workforce of 13,769 staff and 7,403 volunteers, the Anglicare Network has in 2012-13 contributed to more than 50 service areas in the community, catering to specific or integrated needs of almost 422,000 people and supporting them to identify pathways to participate meaningfully in society.

Anglicare members are independent organisations that provide social services in their respective communities. They choose to come together as part of the Anglicare Network to strengthen their effort in responding to the multiple and complex needs of people and families across Australia, to match local presence to national strength and ultimately to bring positive change to Australia.

In our annual statistics collection 2012-13, we asked Anglicare members what they considered the top three priorities in overcoming disadvantage in our society. We saw many of the same themes as the previous year, with access to *affordable housing* remaining the foremost concern, followed by *adequate income* and *access to employment*.

Anglicare Network top three priorities to overcome disadvantage



Affordable housing

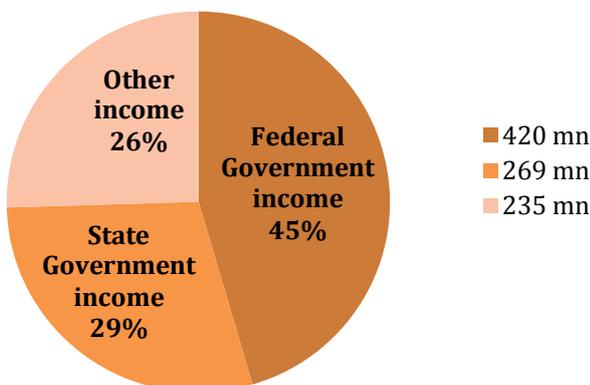


Adequate income

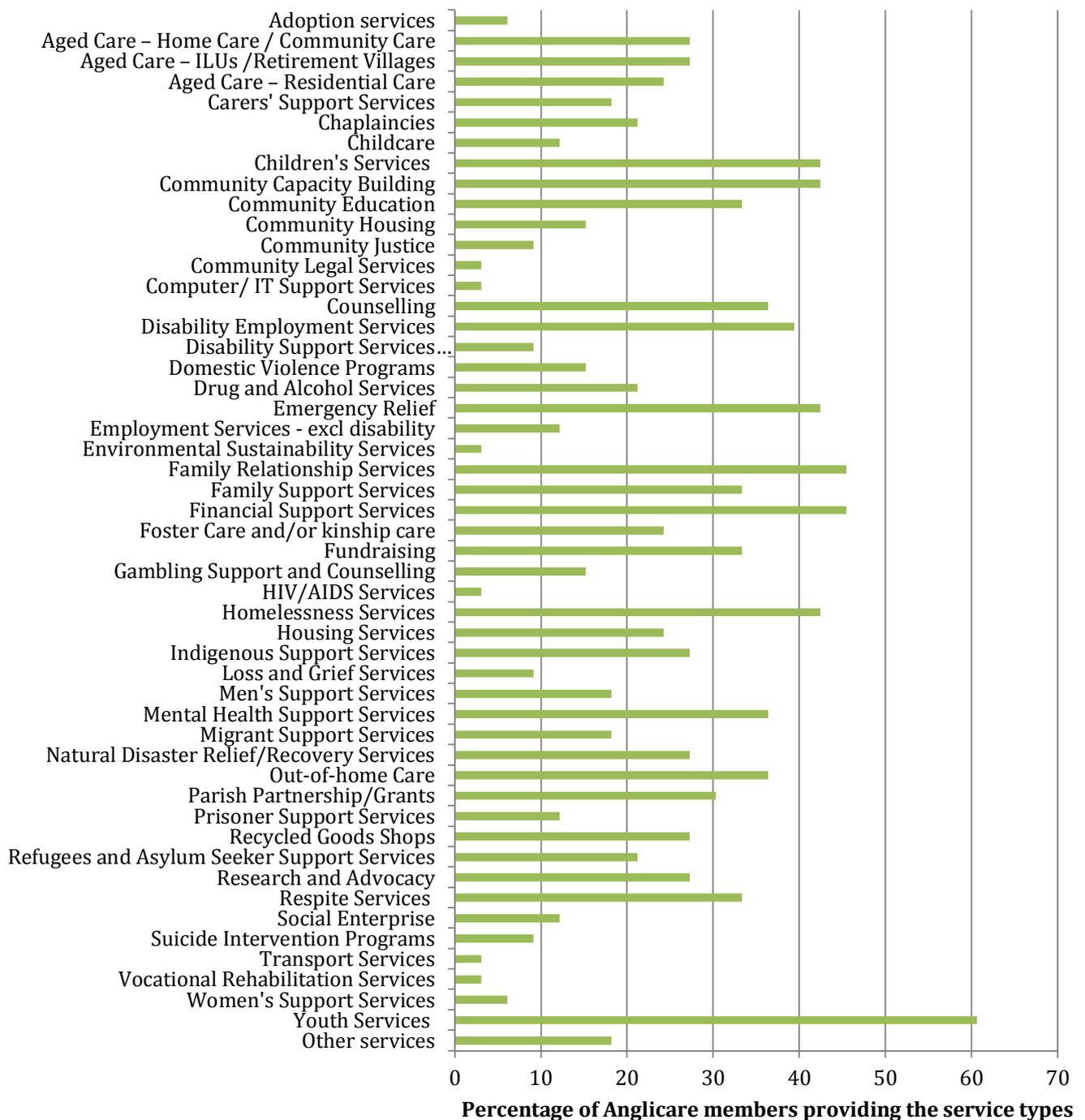


Access to employment

Source of income 2012-13: Anglicare Network



Service provision by Anglicare members 2012-13



Report Against the Strategic Plan 2013–14

A New Context

This financial year began with an election campaign leading to a new government, and has finished with a Budget that promises to impact significantly on the everyday life of the people that Anglicare services work with and for, and on the services and their staff as well.

As the peak body of network with a strong values base, Anglicare Australia has been heavily engaged in responding to the new government's agenda and contributing positively, where possible, to the social policy debate that has grown up around it.

The tone of debate over these past months has certainly been hostile to many of the people Anglicare services see regularly - the most disadvantaged, and least affluent, Australians.

There were also a number of changes to service funding and delivery mooted over this time, and an overall climate of fiscal contraction, which has been, and continues to be, profoundly challenging for all Anglicare members.

Consequently, while Anglicare Australia has been active in seeking to influence social and economic policy, many of the projects with that goal in mind have also worked to strengthen the capacity of network members, their staff and volunteers.

And advocacy on behalf of people who depend on Anglicare services has, at the same time, made a contribution to public understanding of the challenges facing the not-for-profit sector overall. In other words while we report against the key goals of our strategic plan much of what we do is relevant to all of them.

Finally, the potential consequence of the High Court decision in the Williams Case No. 2 may have far reaching consequences for programs funded by the Commonwealth Government.

Strategic goals 2012–15

- To influence social and economic policy across Australia with a strong prophetic voice; informed by research and the practical experience of the network; called to speak out for those most disadvantaged.
- To enable the potential, strength and sustainability of the members, ensuring that they have the capacity to serve the needs of all Australians with dignity, respect and care.
- To create a network whose members challenge, support and lead each other in the development of social services and the people and communities with whom we work.
- To recognise and celebrate the Anglican faith base and inspiration of our work.

Goal One: Influencing Social and Economic Policy

Submissions

One of the core mechanisms for influencing social and economic policy, submissions provide the opportunity to present reasoned arguments based on evidence from the literature surrounding an issue, as well as the practical experience and expertise from within the network. With each

submission Anglicare Australia draws heavily on the purpose specific networks within the broader network as well as specific organisations which have a strong presence in that field. In the 2013–14 financial year Anglicare Australia presented nine submissions across a range of service areas.

Submission brief to the Stronger Futures Aboriginal Workforce Development Strategy Draft

Anglicare Australia has been on record in the past urging government and business to take the lead role in addressing unemployment for the most disadvantaged. In general, Anglicare Australia is supportive of this strategy, especially as it notes the need for such a plan arose out of the local communities.

However, there are still some oversights within this draft which pertain to ownership, the expression of culture and the interface this agenda has with others aiming to improve productivity and close the gap.

The Royal Commission into Institutional Responses to Child Sexual Abuse

Prepared by Anglicare Victoria, the submission represented the views of a range of key agency stakeholders across the Anglicare Network to ensure that the Working with Children Check (WWCC) system is robust, rigorous, consistent and efficient across all Australian states and territories.

Issues Paper 1: Working with Children Checks

Anglicare Australia supported the introduction of a WWCC system which is consistent across jurisdictions, and which would augment and strengthen agencies' own risk management, as well as screening and monitoring practices. This would line up with the network's commitment to the care, safety and wellbeing of vulnerable children and young people.

The Royal Commission
into Institutional
Responses to Child Sexual
Abuse

Issues Paper 3: Child Safe
Organisations

In this Issues paper, prepared by Anglicare WA, the core strategies in creating child safe organisations in an institutional context were outlined. Core strategies include a transparent governance structure and culture; robust human resource management that acknowledges importance of child safety; participation and empowerment of children and young people, and an awareness and understanding of child abuse and organisational responsibility.

Anglicare Australia argued that these core strategies should be understood as benchmarks within organisations that need to be operationalised in specific contexts and regularly reviewed and audited.

The Royal Commission
into Institutional
Responses to Child Sexual
Abuse

Issues Paper 4: Preventing
Sexual Abuse of Children
in Out-Of-Home-Care

This response was provided as a complement to those submissions provided to the Royal Commission by Anglicare Australia Network members. It was not an exhaustive response but was grounded firmly in the Anglicare experience.

Anglicare Australia contended that it is imperative that the system supporting vulnerable young people is as robust and integrated as possible to ensure that their journey though it does not traumatise them further. In this regard, Anglicare Australia called for a nationally cohesive system with legislation, regulations, and processes mirrored across state and territory boundaries.

Working Better:
Submission to the
Commission of Audit

Anglicare Australia is on the record calling for a new Social Compact – an overt conversation and contract between citizens and their government. This Commission of Audit represented an opportunity to start that conversation. While it is the goal of the Commission to identify savings so that government can live within its means, Anglicare Australia argued that the government should be cautious in balancing ‘value for money’ and the long term social benefits that social investments would bring.

The submission provided the Commission with insight into six key examples informed by the Anglicare Network that intersects with the Federal Government’s responsibilities. They are income support, housing, disability and aged care reforms, employment, taxation reform and partnership with the not-for profit sector.

Supporting Working
Parents: Pregnancy and
Return to Work National
Review

Anglicare Australia's contribution to this national review paid particular regard to the effect that this type of workplace discrimination has on marginalised parents seeking, and cycling in and out of employment, as well as the flow on effects to their family and the community. In addition to mitigating this type of discrimination, Anglicare Australia also advocated for the importance of job security and job creation in ensuring people living on low incomes have the opportunity to participate meaningfully in our economy and society.

2014-15 Budget
Submission

With the development of social policy and the Government's declared schedule to return the Budget into surplus, the Budget Submission reflected Anglicare Australia's view that many of the most marginalised members of Australian society are at risk of being left behind, and their potential contribution will be lost to the Australian community.

It looked briefly at vital policy areas where targeted government expenditure can better assist people who are vulnerable and disadvantaged to become more independent, and so provide opportunities for them to make greater social and economic contributions to our society.

Limits to Mobility:
Productivity Commission
Draft Report on
Geographic Labour
Mobility

This submission was primarily concerned with the factors that specifically inhibit labour mobility for people who have been long-term unemployed, and those who experience multiple disadvantages. It also looked at the social impacts of that mobility on this group of people.

Anglicare Australia argued that expecting people living on low incomes and with disadvantage to relocate for a new job without appropriate facilitation is not viable, because like most people, they also depend on their existing social networks and connections for their daily lives. More sustainable ways to improve economic and social participation for these people include education and training, provision of affordable housing, as well as for governments and businesses to take the lead in creating jobs that suit their abilities.

When is a crisis not a crisis?
— Senate Economics
Reference Committee
Inquiry into Affordable
Housing

In this submission, Anglicare Australia demonstrated that the housing crisis is more than a conceptual issue and that the lack of affordable housing impacts adversely on the everyday lives of people, especially those living on the margins of our society. Using evidence from the Anglicare Network, the submission also warns of the widening chasm between the 'haves' and the 'have nots' if housing un-affordability remains unaddressed.

Meetings with Change-Makers

Anglicare Australia has continued to draw on its strong connections in the social and political fields to further our advocacy efforts on a more individual basis. Anglicare Australia meets regularly with influential members of parliament.

Anglicare Australia has met with several Senators this year around issues to do with income support, affordable housing and mental health. In particular Anglicare gave briefings to both Senator Rachel Siewert and Senator Jan McLucas on the Rental Affordability Snapshot and met with Senator Mitch Fifield on issues of mental health.

Working with this new government has meant a slight shift in how we engage directly with politicians. It was distinctly observable that Ministers were limiting the number of meetings they would take with stakeholders. Despite this decreased access to senior Ministers in particular, Anglicare Australia has had several meetings with Ministerial advisors to discuss issues of relevance to the network. In particular, and given the broad scope of his ministerial duties, Anglicare Australia met regularly with the advisors of Kevin Andrews, Minister for Social Services, on a range of issues. In particular, on housing affordability and exempting young people exiting out of home care from the income support measures announced in the May 2014 Budget.

We continued with the successful format of the Anglicare Australia CEO Forum in June 2014 with 11 politicians attending over the course of the day. Minister Kevin Andrews, Senator Christine Milne, Mr Clive Palmer and Shadow Minister Jenny Macklin were a few of the parliamentarians to appear on the day.

For the first time this year, Anglicare Australia also invited a senior representative from the Department of Social Services. Given the timing of

the grants tendering process this was a particularly useful session.

The Anglicare Australia Council has also taken the opportunity again this year to invite notable and influential people to join it for informal discussions over dinner at each of its meetings. This year Warren Mundine, Chair of the Prime Minister's Indigenous Advisory Council; Patrick McClure, Chair of the Welfare Reform Review; and Ian McCauley, Public Sector Finance academic; apprised Council with insights and information in their respective areas of expertise, and in return took from Council insights into the Anglicare experience. Bernie Fraser, former Governor of The Reserve Bank of Australia, also addressed the network CEOs at the CEO Forum Dinner.

Anglicare Australia has also participated in a number of forums where change-makers have been in attendance. The ACOSS post-Budget lunch with the Treasurer and the ALP Youth Unemployment Roundtable are two instances where Anglicare Australia had the opportunity to make contact with and inform relevant leaders of the issues and experiences of the Anglicare Network.

Continuing Aged Care Reforms

Anglicare Australia has continued to contribute to the national evolution of the aged care reform through its membership of the National Aged Care Alliance (NACA) and the appointments of aged care experts from across the Anglicare Network to a number of NACA advisory groups funded by, and working to inform and support, the Department of Social Services. Personnel from Benetas, Anglicare South Australia, Glenview Community Services, Anglicare Southern Queensland, the Brotherhood of St Laurence and Anglicare Diocese of Sydney have all, as delegates for Anglicare Australia, provided valuable expertise to that process. They,



and Anglicare Australia's NACA representatives, have made important contributions to the development of consumer directed Home Care Packages, the *My Aged Care* website and call centre, the shaping of the new Commonwealth Home Support Program and key advice on a more accessible approach to quality standards and assurance.

The other side to these aged care reforms is the change in culture and organisation that aged care providers find they need to make. Anglicare Australia's internal Aged and Community Care Network held a Customer Experience mini-conference in Adelaide, attended by Anglicare staff from across the country. Guest speakers combined with Anglicare aged care professionals to share their understanding of why and how aged care providers can ensure their culture and processes focus on customer experience, that the experience itself drives product and service design, and that the quality of experience work as their key marketing tool.

Developing a New Narrative

Being a/part

Following the successful reception of our first national quantitative research collaboration *When there's not enough to eat* in 2012, Anglicare Australia rolled out another nation-wide research project, *Being a/part*, this time focussing on the life outcomes of disadvantaged young people in Australia. *Being a/part* was a brainchild of the Anglicare Research Network. An initial discussion around the life outcomes of young Australians in out-of-home-care was later developed into a formal conversation about creating a national research project that takes a broader look at life outcomes of disadvantaged Australian youth. To investigate the subject matter first hand, an online survey instrument was constructed to collect young people's perspectives on their sense of belonging, perceived social support, childhood adversity, current life outcomes and their aspirations. Young

people were consulted in the design of the survey, with members of the Youth Movement Forum at St Luke's Anglicare testing the survey prior to finalisation.

Being a/part was approved by the Anglicare Victoria's Research Ethics Committee (AVREC) in April and soon after, the surveys were distributed online and in person to 280 participants in 20 participating organisations across Australia. All participants were Anglicare clients aged between 17 and 21, who were considered by their case workers as resilient individuals who would be more than capable of handling questions of a potentially confronting nature. Clients who were under statutory orders were also invited to participate in jurisdictions that approved the project. Most of the young people participating in the survey were offered a \$10 gift card to thank them for their time and effort in contributing to the study.

Similar to the food insecurity project in 2012, *Being a/part* will form the basis of the *State of the Family report 2014*, with various essays written around the topic of youth disadvantage and the mechanisms through which young people transition into adulthood and independence.

Rental Affordability Snapshot 2014

The Anglicare Rental Affordability Snapshot has progressed into its fifth instalment in 2014 and has continued to shed light on the dire situation of housing unaffordability in Australia. For the first time since its inception in 2010, Anglicare Australia held a press conference at the Senate courtyard of the Parliament House to launch the RAS research report. Our call for affordable housing has also gained momentum from various advocacy organisations, who joined us at the launch to show their support for the cause, and as previously the media interest was wide and long lasting.

Beyond Supply and Demand

In June, Anglicare Australia commissioned the



Australian Centre for Community Service Research in Flinders University to compile *Beyond Supply and Demand: addressing the complexities of workforce exclusion in Australia*, a research report providing evidence from the Anglicare Network on what works for people excluded from the workforce. The findings show that we are most effective when we recognise the person—and their goals and ambitions—at the centre of exclusion and acknowledge their circumstance, and the barriers and challenges they face. The report was incredibly timely being released within a few days of the Interim Report of the Welfare Review, and so feeding in immediately to national conversations about employment and has been very well received, providing us with an opportunity to weave the network's experience with the current policy debate regarding approaches to enhance workforce participation.

AASC 2012-13

The Anglicare Australia Statistics Collection has continued to provide evidence and insight into the work the Anglicare Network engages in. Over the past year, we have made use of the data collected to demonstrate to policymakers and the public the breadth and reach of services provided by the network through submissions and promoting materials. The statistics have also allowed us to look at the trend of service provision in the network, which is imperative especially amidst the current development of social policy and government's rhetoric about Budget cuts in social services. They also form the basis for many submissions, brochures and publicity material.

Public Comment

Outside of our business as usual avenues to publicly raise or debate important social policy issues, Anglicare Australia is constantly looking for other opportunities to further discussion and raise awareness.

In the lead-up to the federal election, a selection of

Anglicare Australia member organisations participated in our pre-election postcard campaign, *Listening to Everyone*. Using a postcard featuring a painting by Michael Leunig, we asked people, via the Anglicare Network, what was important to them in this election, and what changes they'd like to see in Australia over the next few years. Security was the top issue (ranging from housing, employment and food security to crime and safety) closely followed by political integrity; calling for leaders who are honest and transparent, and who have the best interests of the nation in mind.

Anglicare Australia also took the opportunity to produce a regular blog in the lead-up to the election. Written by Deputy Director, Roland Manderson, the blog commented on issues of importance to the Anglicare Network, including homelessness, leadership, inadequate income, our values, Indigenous Australians, aged care, the inadequacy of Newstart, unemployment, carers and social justice. According to Google Analytics, the election blog received quite some attention during its three month lifespan.

In June, Executive Director Kasy Chambers co-presented the Opening Plenary at the 2014 ACOSS Conference in Brisbane. She was joined by Marninwarntikura Women's Resource Centre CEO, June Oscar, Illawarra Forum ED, Nicky Sloan and ACOSS CEO, Cassandra Goldie as chair. The topic of discussion was *Inequality: The role and response of civil society*, which focused on the opportunities for civil society groups to be effective in their work to strengthen democracy, support people most disadvantaged to have better lives and be strong advocates for equity in Australia, and beyond. Kasy's speech, *The community sector as guardian of civil society* drew a strong positive response.

During the year, Anglicare Australia continued to engage in public debate via 20 media releases covering child poverty, the income support system, political decisions affecting marginalised

Australians, funding uncertainty and housing. These were supported by tweets, as were other issues of importance, with links to web pages or news items. Anglicare Australia currently has more than 3,000 followers on Twitter.

Six Opinion Pieces were published in a number of media outlets that spoke to the democratic process in Australia, the importance of mission in service delivery, including the most disadvantaged in the conversation around welfare reform, Budget speculation and the 'age of entitlement'.

Aspect editorials also provided fodder for reflection around key political issues of the month and major highlights from the Anglicare Network.

Partnerships & Collaboration

Anglicare Australia has in the past year forged new partnerships and strengthened existing ones through various activities we initiated and participated in.

Throughout the year, we have continuously supported ACOSS in their work and activities, including attending the launch of the *Back to Basics Report*, annual policy forum and Civil Society Forum among other events. We have also maintained a close-knit relationship with the Major Church Providers, with whom we worked closely to discuss and formulate policy directions and various government submissions. Anglicare Australia has continued to be a national partner in the Bill Assistance Program initiated by Telstra, with Anglicare members in every state and territory distributing emergency relief vouchers to help people cope with short-term financial difficulty. Furthermore, our alliance with Family Relationship Services Australia (FRSA) remains strong with our participation in the FRSA's Executive's Forum and sponsorship of their national conference with an Anglicare display booth set up on site. Anglicare Australia has also become a member of Families Australia and Kasy Chambers was the ambassador of Families Week.

Anglicare Australia has also forged new partnerships and contacts with various organisations over the year. Kasy Chambers has become a board member of Charles Sturt University's Studies for Social Work. As an education institution with the largest number of social work students in Australia, it has provided Anglicare Australia with the opportunity to contribute to setting curriculum in a key area of relevance. In the lead up to G20 in November, Anglicare Australia participated in the Civil Society 20 (C20) Forum, chaired by the Reverend Tim Costello AO, which was formed to ensure G20 economic reform agenda is informed by the expertise and knowledge of civil society. Anglicare Australia also took part in a CSIRO seminar on digital inclusion for people living in social housing.

On the housing front, we invited several housing advocacy organisations— Homelessness Australia, Community Housing Federation of Australia, National Association of Tenants' Organisation and ACOSS to speak at our launch of the Rental Affordability Snapshot 2014 at Parliament House.

Anglicare Australia has been one of the sponsors of Anti-Poverty Week in October and as part of the week-long program of events this year, *Paying Attention*, the *2013 State of the Family report* was launched and Roland Manderson moderated an interesting and energetic debate at the University of Canberra.

Continuing with sponsorship, Anglicare Australia was a platinum sponsor of the Family & Relationship Services Australia's (FRSA) National Conference in Canberra in 2013. The FRSA National Conference is an important resource supporting the work of agencies providing services to all members of families in turmoil.

Goal Two: Enabling the Network

Special Interest Networks

Anglicare Australia's Special Interest Networks provide focus and drive on particular issues and procedures across the Anglicare membership. The levels of engagement vary, with some expanding and working more closely on a national level than ever before.

The Research and the Media & Communications networks continue to work closely on a range of national projects, including the annual *Rental Affordability Snapshot*, the pre-election *Listening to Everyone* postcard campaign and the development of the *Being a/part* project and *State of the Family* report.

The National Reconciliation Network has grown, building cultural competency and inclusiveness within our services and acting as a resource for matters pertaining to Reconciliation. The HR Network meets regularly to share best practice service delivery and discuss strategic HR issues across agencies.

The Chaplaincy & Parish Community Work Network is active and meets in a retreat conference setting, to discuss such things as the understanding of mission, and community of faith and sense of belonging and connection.

Other networks, such as Aged & Community Care, Family Support and Housing & Homelessness, come together to provide comment on policy initiatives, input into submissions and constructive discussion on political issues of national importance, and share understanding and expertise.

Current Special Interest Networks

Aged and Community Care

Business Procurement

CDC Champions

Chief Executive Officers

Chief Financial Officers

Chaplaincy, Pastoral Care & Parish Partnerships

Emergency Relief

Family Relationship Services

Financial Support Services

Housing and Homelessness

Human Resources

Fundraising and Marketing

Media and Communications

Mental Health Forum

National Disability Insurance Scheme (NDIS)

National Reconciliation

Regional Issues

Research

Volunteer Coordinators

Drawing on our Diversity – Anglicare Australia National Conference 2013

Organising a stimulating, informative and entertaining conference every year is a huge task. So it was particularly satisfying to receive such supportive feedback following the 15th Anglicare Australia National Conference in Brisbane, themed *Drawing on our Diversity*. The conference was hosted by Anglicare Southern Queensland.

The quality of speakers and the inspiring line-up of presentations and workshops were fundamental to the conference's success, and the 200-strong delegation certainly welcomed the comprehensive program.

There were also plenty of opportunities for delegates to network, be entertained at the National Awards event and the official conference dinner and be regaled by a variety of local entertainers throughout the event.

***Aspect* Newsletter**

The monthly Anglicare Australia electronic newsletter, *Aspect*, continues to grow its subscription list and the diversity of its topics.

Outside of the Executive Director and Deputy Director editorials, National Office News and Anglicare Network News continue to be the most read sections, followed closely by Research and Resources, and Government Policy and Information.

We have introduced some new sections this year to boost readership and improve its information value. These include National Awards Profiles (from the previous year), National Collaboration and the popular Anglicare Member Spotlight, which are also proving popular. The newsletter is distributed to subscribers at the end of each month.

The Anglicare Australia Review

The creation of *The Anglicare Australia Review*, now in its second year, has been a great success, eliciting congratulations from renowned public figures.

It has proved invaluable as a tool to demonstrate to our members and to the wider public the work of our office and the Anglicare Network.

The Review contains stories and images of our forums and conferences, all the winners of our awards program, and key research and advocacy projects throughout the year.

Goal Three: Challenging and Encouraging Good Practice

National Collaboration

Work has progressed on the National Collaboration project. More akin to a series of projects that come under the umbrella of national collaboration, it involves the exploration of intra-network cooperation. That is, the development of projects and activities between the Anglicare Australia office and network members but also, and possibly more importantly, the establishment of collaborative projects between network members.

In regard to the former, the Anglicare Network has continued to develop its reputation as a purveyor of quality research. The second major national empirical research project *Being a/part* was concluded in this year as well as a number of existing and new projects. Namely, the Rental Affordability Snapshot was again conducted this year (refer to Goal 1) and a new paper—*Beyond Supply and Demand*—reviewing existing Anglicare programs and identifying the core components of supporting people into work.

Further in regard to collaboration between Anglicare Australia and the network, a third practice mini-conference was held, hosted by Anglicare SA. This mini-conference looked at the engagement of the customer in the new model of consumer directed care in the aged care setting (see below).

Other collaborative work includes Anglicare Australia's participation and contributions to the strategic planning of network members. CASPA, ac.care and Anglicare North Queensland each invited Anglicare Australia to participate in their strategic planning days.

Instances of sharing and collaboration between network members are increasing. Work has begun on sharing staff induction processes, employee assistance programs and staff secondments. Other collaborations have included partnering for grant applications and agreed processes for sharing geographical locations. Other potential collaborations in the future include shared purchasing arrangements and pursuing appropriate national tendering opportunities.

Aged & Community Care Mini-Conference

Customer Experience – the new frontier and your best marketing tool

Anglicare Australia and Anglicare South Australia held a mini-conference for the Aged and Community Care Network on customer experience: how important it is as a focus of aged care delivery, and how that focus itself is changing the shape of aged and community care. Experts from within the network shared their experience of developing stronger relationships with their customers – clients and carers – re-shaping the way they see themselves. Also, speakers from outside the aged care industry presented on being responsive to customers, using technology to stay in touch, and creating a system which is responsive. The mini-conference was planned and developed by a reference group with delegates from Anglicare SA, Anglicare SQ, Benetas and Anglicare Australia.

Awards

The Anglicare Australia National Awards for Excellence and Innovation recognise outstanding services, projects and programs provided by agencies of the Anglicare Australia network, as well as individual volunteers who have made a significant contribution.

The Awards program affirms the contribution of Anglicare agencies to the health and wellbeing of not only the individuals, but also Australian society.

This year we welcomed a new sponsor to the Anglicare family which builds on a pre-existing relationship. We'd like to thank Telstra for their support of the Anglicare Australia National Awards.

This year's winners were:

Excellence (Small Organisation): St John's Youth Service with its Elevate Program and Youth110.

Excellence (Large Organisation): Anglicare Northern Territory with its Play and Learn Support resource.

Innovation (Small Organisation): Anglicare North Coast with its Australia School.

Innovation (Large Organisation): Anglicare South Australia for its Elizabeth Riders Committee.

Partnership (Equal Winner): The Brotherhood of St Laurence for its Celebration of Life program.

Partnership (Equal Winner): The Samaritans for its Early Intervention Coordination Team program.

Volunteer Achievement (Individual): Anglicare Victoria volunteer, Rex Nunan, who judges described as inspiring, quite rare and making a connection to make a difference.

Volunteer Achievement (Team): Anglicare North Queensland's Glennis Webb and Theresa Roberts, who the judges felt were passionate and practical, and the definition of quiet achievers.

All winners and those highly commended are showcased in the annual publication, *The Review*.

Goal Four: Recognising the Anglican Faith

The National Church

Anglicare Australia continues to have a strong relationship with the Church through the office of the Primate. As this year marks the end of Archbishop Philip Aspinall's time in the position of Primate it is fitting that we thank him for the time and prominence he has given the Anglicare Network during his time in the position. The General Synod meeting elected a new Primate on the last day of the financial year and we look forward to continuing this relationship with the incoming Primate Archbishop Philip Freier.

We were able to place material at both the Bishop's Conference and General Synod to help attendees at both those gatherings understand the breadth and nature of the work of the Anglicare Network.

Royal Commission

Anglicare Australia has been represented on a General Synod Working Group on the Royal Commission into Institutional Responses to Child Sexual Abuse. This group is bringing together the expertise from across the Anglican family, schools, church and Anglicare members to respond to the Royal Commission and develop better ways for these Institutions to prevent abuse in the first place.

Chaplaincy and Parish Community Work Network

The Chaplaincy and Parish Community Work Network is one of the most enthusiastic networks. It meets twice a year to give real life to the goal of

"recognising and celebrating the Anglican faith base and inspiration" across the network. This year a retreat mini-conference was held in Newcastle and people from across the network met and shared what it means to be engaged in this type of work. Between meetings this network is developing and sharing resources for organisations and parishes working in partnership or reaching out to one another.

Public Affairs Commission

As part of the Public Affairs Commission of the Anglican Church, Anglicare Australia took part in a two day meeting including a day to meet politicians modeled on our own successful CEO Forum. The Commission meets throughout the year and this is another venue for Anglicare Australia material, forming the basis of its submissions and positions.

Anglican Schools

In seeking to strengthen the links between the Anglicare Network and the Anglican schools we sponsored the Anglican Schools Conference and had a booth which received a very positive response.

Paying Attention

This year our State of the Family report, *Paying Attention*, examined the question of why and how we can best work with people living in poverty and hardship. Not surprisingly the questions brought answers, many of which celebrated the faith base and inspiration for their work

Financial Year in Review

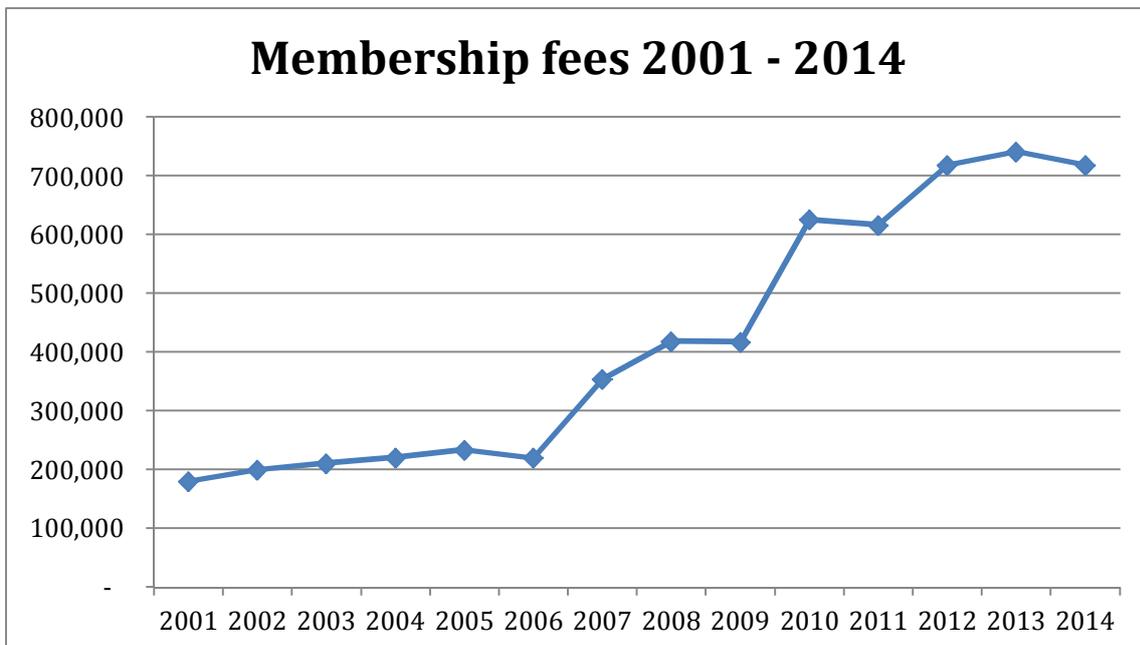


Over the last couple of years we have anticipated the slowing of growth in income from membership fees and planned accordingly. The surplus accumulated over recent years, particularly from conference activities, has nevertheless

allowed us to consider ongoing growth in organisational activities despite membership fee income tapering off. It appears that this membership fee stabilisation has now occurred and indeed we have even contemplated that there may be a decrease in 2015/16 gross revenues depending upon how all members fare in the

federal grants reissuing occurring towards the end of 2014. The Federal Government's proposed re-think of Federal and State relations, perhaps impacted further by the High Court's Williams No. 2 decision, could further alter this figure into the future.

One very pleasing factor is the growth in donations and bequest income. This is never budgeted for and never relied upon to fund operational expenses. It is well known in fundraising science that people like to understand the direct benefit their dollar is purchasing; such as hours of food bank service, number of elderly people visited or the biography of the child that their school preparation pack has gone to. This is understandable but puts advocacy organisations such as Anglicare Australia a long way down most people's lists.





However we have seen a steady growth and this year enjoyed two large amounts of \$14,250 and \$104,846 from a donation via Sharegift and a bequest respectively. Anglicare Australia has policies requiring all donations of over \$500 and bequests over \$5,000 to be rigorously examined to ensure they are indeed intended for Anglicare Australia and not a member organisation. This process is overseen by Council and each year a small number are redirected to member organisations.

The picture for the reported year is one of relative stability and sound financial management and governance, continuing a net operating result which is less than 2% of gross revenues. We achieved a surplus of \$13,273, as against a budgeted deficit of \$10,407. There are a number of threads to the story behind this favourable variance to budget. Income was overall greater than expected due to donations and bequests, whereas membership fees were down against budget due to the non-renewal by Anglican Retirement Villages. The conference surplus was in line with budget despite delegate numbers being down from the prior year.

Total expenditure was within 2% of budget and this is after reflecting an expense for long service leave accrued prior to 1 July 2013. Total personnel expenditure was 5.3% ahead of budget which reflected the first full year effect of the changes in staffing structure instigated in January 2013 to increase the capacity in research and communications. These changes in effect added one extra fulltime position but also enabled a reduction in the use of contractors.

The organisation met its internal policies for minimum cash positions and liquidity and all spending was within organisational budget policies.

It has been my pleasure each year as Treasurer to be able to thank members for their prompt and cheerful payment and I am able to do so once again, a fact that greatly assists in the operations of our national body.

Grant Millard

Treasurer, Anglicare Australia
CEO, Anglicare Sydney

ANGLICARE AUSTRALIA INC

ABN: 95 834 198 262

INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2014

	2014	2013
	\$	\$
Income		
Members' Subscriptions	718,702	741,418
Annual Conference	141,033	113,894
Interest Received	22,550	30,518
Project Income	55,153	46,114
Other Income	155,784	33,057
	<hr/> 1,093,222	<hr/> 965,001
Expenditure		
Communication & Postage	15,563	15,977
Personnel	670,404	585,999
Travel	61,928	47,121
Contractors	72,929	90,331
Council	8,104	8,503
Website	3,065	4,300
Depreciation	12,165	4,375
Property	35,748	33,166
Memberships & Subscriptions	10,207	31,026
Office Consumables	10,038	7,946
Publication & Printing	44,619	65,311
Functions & Hospitality	94,025	81,890
Other Expenses	11,240	7,196
	<hr/> 1,050,035	<hr/> 983,141
Abnormal Expenditure		
Long service leave expense prior to 1 July 2013	29,914	0
	<hr/> 13,273	<hr/> (18,140)
Operating Surplus/(Deficit) for year		
Other Comprehensive Income for the year	<hr/> 0	<hr/> 0
	<hr/> 13,273	<hr/> (18,140)
Total Comprehensive Income for the year	<hr/> <hr/> 13,273	<hr/> <hr/> (18,140)

ANGLICARE AUSTRALIA INC

ABN: 95 834 198 262

ASSETS AND LIABILITIES STATEMENT AS AT 30 JUNE 2014

	2014	2013
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	229,823	146,334
Financial Assets	536,223	517,027
Receivables & Prepayments	55,348	34,707
TOTAL CURRENT ASSETS	<u>821,394</u>	<u>698,068</u>
NON-CURRENT ASSETS		
Plant and equipment	22,409	34,574
TOTAL NON CURRENT ASSETS	<u>22,409</u>	<u>34,574</u>
TOTAL ASSETS	<u>843,803</u>	<u>732,642</u>
CURRENT LIABILITIES		
Creditors and accruals	97,560	42,419
Provisions	98,380	55,633
TOTAL CURRENT LIABILITIES	<u>195,940</u>	<u>98,052</u>
TOTAL LIABILITIES	<u>195,940</u>	<u>98,052</u>
NET ASSETS	<u>647,863</u>	<u>634,590</u>
MEMBERS' FUNDS		
Accumulated Surplus	647,863	634,590
TOTAL ACCUMULATED FUNDS & RESERVES	<u>647,863</u>	<u>634,590</u>

Anglicare Australia Directory of Members

ACT/South-West NSW		
Anglicare NSW South, NSW West & ACT	GPO Box 360 Canberra ACT 2601	02 6245 7100 www.anglicare.com.au
New South Wales		
Anglicare Diocese of Sydney	PO Box 427 Parramatta NSW 2124	02 9895 8000 www.anglicare.org.au
Anglicare North Coast	PO Box 401 Grafton NSW 2460	02 6643 4844 www.anglicarenorthcoast.org.au
Anglicare Northern Inland	PO Box 3052 Tamworth NSW 2340	02 6701 8200 www.acsdarm.org.au
Anglicare Riverina	PO Box 10 Narrandera NSW 2700	02 6959 1648 www.anglicare.com.au
Anglicare Western NSW	PO Box 23 Bathurst NSW 2795	02 6360 4596 www.anglicare.com.au
Child & Adolescent Specialist Programs & Accommodation (CASPA)	PO Box 780 Lismore NSW 2480	02 6621 5466 www.caspa.asn.au
Social Responsibilities – Diocese of Newcastle	c/- Samaritans Foundation PO Box 366 Hunter Region Mail Centre NSW 2310	02 4960 7113 micloy@aapt.net.au
The Buttery	PO Box 42 Bangalow NSW 2479	02 6687 1111 www.buttery.org.au
The Samaritans Foundation	PO Box 366 Hunter Region Mail Centre NSW 2310	02 4960 7100 www.samaritans.org.au
Work Ventures Ltd	PO Box 470 North Sydney NSW 2059	02 8907 3300 www.workventures.com.au

Northern Territory

Anglicare Northern Territory	GPO Box 36506 Winnellie NT 0821	08 8985 0000 www.anglicare-nt.org.au
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Queensland

Anglicare Central Queensland	PO Box 1394 East St Rockhampton QLD 4700	07 4999 2500 www.anglicarecq.org.au
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Anglicare North Queensland	PO Box 214 Bungalow QLD 4870	07 4041 5454 www.anglicarenq.net
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Anglicare Southern Queensland	PO Box 167 Stones Corner QLD 4120	07 3028 4600 www.anglicaresq.org.au
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EPIC Employment Services Inc	PO Box 2052 Windsor QLD 4030	07 3857 5085 www.epic.org.au
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South Australia

ac.care	PO Box 1842 Mt Gambier SA 5290	08 8724 9211 www.accare.org.au
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Anglicare South Australia	18 King William Rd North Adelaide SA 5006	08 8305 9200 www.anglicaresa.com.au
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Anglicare Willochra	24 Hay Street Kadina SA 5554	08 8821 1219 www.diowillochra.org.au
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Laura & Alfred West Cottage Homes	c/- Anglicare South Australia 18 King William Rd North Adelaide SA 5006	08 8209 5422 www.anglicaresa.com.au
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St John's Youth Services	GPO Box 2063 Adelaide SA 5001	08 8359 2989 www.stjohnsyouthservices.org.au
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Tasmania

Anglicare Tasmania	GPO Box 1620 Hobart TAS 7001	03 6234 3510 www.anglicare-tas.org.au
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Glenview Community Services Inc	2-10 Windsor Street Glenorchy TAS 7010	03 6277 8881 www.glenview.org.au
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Victoria		
Anglicare Victoria	PO Box 45 Abbotsford VIC 3067	03 9412 6133 www.anglicarevic.org.au
Benetas	PO Box 5093 Glenferrie South VIC 3122	03 8823 7900 www.benetas.com.au
Brotherhood of St Laurence	67 Brunswick St Fitzroy VIC 3065	03 9483 1183 www.bsl.org.au
E Qubed Inc	15 Emerald St Dallas VIC 3047	03 9309 2507 www.equbed.org.au
ECHO Inc	1 Church St Emerald VIC 3782	03 5968 4460 www.echo.org.au
Melbourne Social Responsibilities Commission	Anglican Diocese of Melbourne 209 Flinders Lane Melbourne VIC 3000	03 9412 6133 www.melbourne.anglican.com.au
St Luke's Anglicare	PO Box 315 Bendigo VIC 3552	03 5440 1100 www.stlukes.org.au
Western Australia		
Anglicare South-Bunbury Diocesan Anglicare Council	PO Box 15 Bunbury WA 6231	08 9721 2100 www.bunbury.org.au
Anglicare Western Australia	PO Box C138 Perth WA 6839	08 9263 2000 www.anglicarewa.org.au
Social Responsibilities Commission, Province of Western Australia	Wollaston Education Centre 5 Wollaston Road Mount Claremont WA 6010	8 9286 0276 www.perth.anglican.org/src

National & International		
Anglicare StopAIDS PNG	PO Box 6491 Boroko NCD Papua New Guinea	+ 675 325 1855 hmeke@anglicarepng.org.pg
Australian Council to the Mission to Seafarers	PO Box 729 Townsville QLD 4810	07 4772 2774 www.missiontoseafarers.org
Mothers Union of Australia	PO Box 1087 Bongaree QLD 4507	07 3203 2440 www.muaustralia.org.au
Singapore Anglican Community Services	13 Francis Thomas Drive Singapore 359339 Singapore	+65 6283 3988 www.ascension.org.sg
The Anglican Care Network	PO Box 100 Nelson NZ 7040 New Zealand	+ 643 548 3124 www.anglicancarenetwork.org.nz
The Anglican Trust for Women and Children (ATWC)	P O Box 22363 Otahuhu Auckland NZ 1604 New Zealand	+649 276 3729 www.atwc.org.nz
The Selwyn Foundation	PO Box 44 106 Point Chevalier Auckland NZ 1246 New Zealand	+649 846 0119 www.selwyncare.org.nz

With thanks to our Sponsors

Anglicare Australia gratefully acknowledges the continuing support and good will of our generous sponsors.



HESTA Super Fund again generously sponsored Anglicare Australia's National Conference. Anglicare Australia recognises the very significant contribution that HESTA makes to the community sector and its workforce through its role as the health and community services fund. The large numbers of Anglicare community service agencies across Australia are also committed to supporting the community, and many of the employees are members of the HESTA fund. Sponsorship by HESTA of the Anglicare Australia National Conference is a positive mechanism to illustrate that relationship.



Thank you **Anglicare NSW South, NSW West & ACT** for hosting Anglicare Australia's email in its Cloud.



Our sincere gratitude to **Telstra** Corporation Limited for sponsoring the 2013 Anglicare Australia National Awards. These awards recognise outstanding services, projects and programs provided by agencies of the Anglicare Australia network, as well as individual volunteers who have made a significant contribution. The commitment given by Telstra helped make this event a great success.

www.anglicare.asn.au