

# Looking forward

Annual Report 2023-2024

**Anglicare**  
Southern Queensland





We acknowledge all First Peoples of the land on which we live, walk and work on. We honour them and their Ancestors for their survival, continued traditions, spiritual connection and caring of country, sky, water and sea. We pay respect to the Elders past and present and will continue to support their right for self-determination. We are committed to Reconciliation and respectfully recognise that sovereignty has never been ceded.

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Anglicare will continue to support and provide for Queensland's most vulnerable in their time of need.

# Archbishop's Message

The Most Reverend Jeremy Greaves KCSJ,  
Archbishop of Brisbane



**Anglicare Southern Queensland demonstrates the ministry of the church in action in our community. Thank you to the executive and employees for your continued care, advocacy and ongoing commitment to achieve exceptional outcomes for our clients, their families and the community.**

During my first year as Archbishop of Brisbane, it was my pleasure to travel around the Diocese and visit a number of Anglicare services and meet with the staff, and people we support. I was humbled and heartened to see the care and kindness delivered by our teams, reflecting the teachings of Christ to create a more loving, just and inclusive society.

Sadly, with the increasing impacts of the cost-of-living crisis and the housing crisis, we continued to see a growing need for the services of Anglicare Southern Queensland. The team continued to respond with humility and compassion, seeking innovative ways to deliver services to ensure those most vulnerable in our community are able to live their lives in fullness and in hope.

Whether it is providing nursing care and domestic assistance to enable people to live in their home for longer, accommodation for victims of domestic violence, working with foster carers in the care of vulnerable children, providing a safe caring environment for the elderly, or parental education and counselling, Anglicare's long history of quality care is reflected through all that we do.

With 154 years of service, Anglicare will continue to provide support for Queensland's most vulnerable in their time of need.

I commend the work of Anglicare as outlined in this Annual Report (2023-24) and offer my thanks to all who have made such a positive difference in the lives of many: the Community Services Commission members, the leadership team, the skilled staff, the caring volunteers, and generous supporters.

In God's grace, as Anglicare continues its mission of responding to human need through loving service, may all clients and staff know God's blessing.

With gratitude, and much respect,

**The Most Reverend Jeremy Greaves**  
**Archbishop of Brisbane**

# From the Chair

Gary Brady  
Chair  
Community Services Commission



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## I commend the 2023-2024 Annual Report of Anglicare Southern Queensland, detailing our care and commitment to the most vulnerable in our community.

At Anglicare Southern Queensland, our long history of providing quality care is reflected in all that we do. Sadly, this year we continued to see the struggling and suffering of many in our communities, due to the increasing cost-of-living and housing crises. However Anglicare was there, as we have been for 154 years, to ease the burden and provide hope to those most vulnerable in our community.

This year we provided support to more than 49,000 clients, residents, children, young people and families through our services. Anglicare provided 1.4 million hours of community care and disability support to over 35,000 clients; and cared for over 850 residents in our eight residential aged care homes.

We provided 23,926 hours of support to almost 700 women and young people experiencing homelessness; provided 2,500 people new clothing via our Thread Together partnership and provided financial advice and support to 1,401 people through 4,000 Emergency Relief sessions.

Our Children and Families team supported 1,870 foster and kinship carers to provide 399,752 nights of care for children and young people. We provided early intervention support and education to 2,431 parents and children; 2,353 family law, family, and relationship counselling sessions; and supported 865 adults and young people with alcohol and drug counselling treatment sessions. Importantly, we supported 1,097 adults to cease their use of domestic and family violence, and helped children recover from their experiences of family violence.

Anglicare Southern Queensland's activities resulted in a surplus from continuing operations of \$5,504,000 for the year ended 30 June 2024.

This compares to a surplus from continuing operations in 2023 of \$2,253,000. There was an increase in the valuation of properties of \$6,931,000 that contributed to the Total Comprehensive Income of \$12,435,000 for the year ended 30 June 2024.

Anglicare strives to derive a surplus as part of the Commission's continuing strategy to generate sufficient funds to enable capital reinvestment and operational efficiency, to manage risks and to take advantage of opportunities as they arise.

I was pleased to lead the Commission and endorse the development of the 2023-2025 organisation strategy. The refreshed strategy recognises the significant external factors impacting our services and provides a pathway to enable us to navigate these challenges and ensure we remain sustainable stewards for our organisation.

On behalf of the Community Services Commission of the Anglican Diocese of Brisbane, I would like to formally thank Dr Phillip Aspinall, former Archbishop of Brisbane and recognise his years of service to both the Anglicare Diocese of Brisbane and the Community Services Commission. It is with great pleasure that I welcome Archbishop of Brisbane, The Most Reverend Jeremy Greaves and look forward to his insight and contributions to the Community Services Commission.

Finally, I would like to thank my fellow Commissioners, Chief Executive Officer Sue Cooke and the Executive Leadership team for their commitment, passion and ongoing support of the vital work of Anglicare Southern Queensland.

# Forward

Sue Cooke  
Chief Executive Officer



**It was a privilege to stand alongside our staff and volunteers as we served our diverse range of clients. We celebrated a number of significant milestones whilst simultaneously navigating the period of reforms and social crises our sectors are facing.**

Our financial year started positively as we officially commenced operations from our new corporate office in Fortitude Valley. We also commissioned a new service centre on the southside bringing together 527 employees from three different locations in a working environment that promotes collaboration, innovation, and creativity to help us better serve our clients now and in the future.

Following successful tender processes, we received over \$26.5 million in funding from both Federal and State Government opportunities. This includes funding to build and deliver Specialist Dementia Care Programs (SDCP) at our Abri Home on the Gold Coast, our E.M. Tooth Home in Brisbane and our Symes Thorpe Home in Toowoomba, as well as continue the operation of the SDCP at our St Martin's Home in Brisbane North.

Further funding was also received to deliver a support and respite program for carers of people living with dementia, as well as the HomeStay program which supports vulnerable people to secure and sustain housing in Toowoomba.

This year, we were pleased to develop and launch our 2023-2025 Anglicare Strategy. The strategy was communicated via Our People Forums and works to steadfastly focus our efforts so that we remain sustainable and can proactively contribute to the significant reforms and social crises facing our sector and the broader community. We have also commenced a transformative digital strategy that will see the upgrade of out-of-date systems and investment in new operating programs to improve our service offering to clients.

Importantly, we continued to deliver on our Environmental Sustainability Strategy 2022-2025, including transition of 50% of our fleet to hybrid vehicles. We are committed to taking practical action so that we can continue to provide high quality services for our community now, and for future generations. We have transitioned 50% of our fleet to hybrid vehicles.

It was wonderful to see individual staff members, teams and our organisation as a whole recognised for the outstanding level of care and contribution we provide to our clients.

Sadly, we farewelled long-serving Chief Financial Officer Sandra Long as well as Chief Operating Officer Aged and Community Services, Nick Hansen. We were pleased to welcome Cynthia Hanley to the Executive Leadership Team in the role of Chief Financial Officer and commenced our recruitment of the Chief Operating Officer Aged and Community Services position.

Throughout the year our communities continued to navigate the escalating impacts of the cost-of-living and housing crises. I extend my sincere and heartfelt thanks to our staff who walk alongside our clients and continue to serve with love, care, hope and humility during these difficult times.

We continue to advocate for the voice of our clients and contributed to seven submissions in the past year, on issues as wide-ranging as youth justice, the cost-of-living crisis, domestic and family violence, housing and homelessness, and delivering better outcomes for Queensland children. All of our submissions have been deeply and directly informed by the voices of our staff and clients.



# Our Strategy 2023-2025

**Our Executive Team, in collaboration with the Community Services Commission, has developed the following strategic priorities to guide our organisation and deliver our mission.**

## Strategic Priority 1



### **Sustainable growth in residential aged care**

Achieve sustainable growth in our residential aged care portfolio to 1,000 beds, ensuring a superior quality of care and support for seniors while expanding our market presence that incorporates contemporary care and accommodation options.

## Strategic Priority 2



### **Become a market leader in home care**

Secure a leading market position in the home care sector by focusing on client retention and achieving sustainable growth through exceptional service.

## Strategic Priority 3



### **Aim to alleviate the housing crisis**

Respond to the homelessness and housing crisis by developing a multi-faceted approach that focuses on prevention, intervention, and sustainable housing solutions. Through wide collaboration we aim to alleviate the housing crisis.

## Strategic Priority 4



### **Foster workforce sustainability, resilience and adaptability**

Define and design innovative workforce models that foster workforce sustainability, resilience, and adaptability.

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Anglicare  
Southern Queensland

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## Our Vision

To create a more loving, just  
and inclusive society, reflecting  
the life and teachings of Christ.



# Our Commitment and Areas of Focus

**We remain steadfast in our commitment and focus to the diverse clients and communities that we serve.**

## Our Commitment

### **First Nations People**

We recognise and acknowledge Aboriginal and Torres Strait Islander people's continued connection to land and sea as the First Peoples of Australia and we are committed to working with, and for, Aboriginal and Torres Strait Islander people and communities to support them to achieve their goals. We will seek opportunities to partner with Aboriginal and Torres Strait Islander owned organisations to lead and deliver services that impacts Aboriginal and Torres Strait Islander people and communities.

### **Excellence in service**

We position our organisation as a benchmark for service excellence in the community service sector by continuously exceeding client expectations, fostering a client-centric culture, and driving innovation to deliver unparalleled service experiences.

### **Voice**

We hear and respond to the voice of our clients, staff, stakeholders and communities.

### **Sustainability**

We maintain long-term organisational sustainability by integrating economic, environmental, and social dimensions into our business practices. We aim to create a lasting positive impact on the world while ensuring the prosperity and resilience of our organisation.

### **Person-centredness**

We strive for a holistic approach to person-centred care and recognise the interconnectedness of physical, emotional, spiritual, and social wellbeing as we respond to human need.

## Our Focus

### **Seniors**

We will contribute to an age-inclusive society where seniors are empowered, respected, and receive person-centred care and support that promotes their wellbeing, independence, and active participation in the community.

### **Families, youth and children**

We will co-create an inclusive, safe and nurturing environment that fosters the holistic wellbeing of families, youth, and children enabling them to flourish and reach their full potential.

### **Our people**

We will co-create a robust workforce that is diverse, inclusive, enhances wellbeing, and fosters continuous development, ensuring a motivated, engaged, and high-performing culture.



# 49,209

Clients, residents, children, young people,  
and families supported through our services



# 1,400,000

Number of hours of community aged care and  
disability support provided to 35,039 clients



# 218,112

Nights of residential aged care to 852 residents  
in 8 residential aged care homes



# 23,926

Hours of support for 699 women and young people  
experiencing homelessness



# 1,870

Foster and kinship carers we have supported to provide  
399,752 nights of care for children and young people



# 2,053

Number of children supported through our residential  
care, foster and kinship care services





# 2,431

Number of parents and children provided with parenting and early intervention support and education



# 2,353

Number of family law, family, and relationship counselling sessions provided



# 865

Number of adults and young people supported with alcohol and drug counselling treatment sessions



# 1,097

Number of adults supported to cease their use of domestic and family violence and children to recover from their experiences of family violence.

# 4,000

Number of Emergency Relief sessions providing financial advice and support to 1,401 people



# 3,500+

People provided with new clothing through Thread Together partnership



# Diversity, Equity, Inclusion and Belonging

**Anglicare Southern Queensland is committed to strengthening our community connection by supporting Queensland’s rich diversity. We celebrated a range of culturally significant days and continue to nurture an environment of inclusivity and respect.**

## Reconciliation

We are committed to a culture of learning, listening and doing. Throughout the year, our teams celebrated and recognised a number of Aboriginal and Torres Strait Islander days of significance, including NAIDOC Week and Reconciliation Week.

We were pleased to partner with subject matter experts to establish a First Nations artist protocol to enable ethical engagement and support for local artists in community.

Some activities throughout the year, included:

- BBQ Lunch at St John’s Cathedral to meet with the traditional custodians of Yagara Country
- Cultural Yarning Discussion Group with First Nation’s Elders in conjunction with the Anglican Church of Southern Queensland
- Screening of Logie-award-winning documentary, Incarceration Nation, including introduction and Q&A with film researcher and director
- A full day cultural immersion for staff to attend the Cherbourg Ration Shed, including virtual walkabout, dilly bags, and message stick protocol
- Facilitation of regular yarning circles for our First Nations staff across the Children, Youth and Families portfolio
- Facilitation of regular Community of Practice for Allies across Children, Youth and Families portfolio, promoting capacity building for frontline staff
- Delivery of a range of in person and online cultural awareness training

## Multicultural Program

Anglicare’s Multicultural Program has seen remarkable growth and success. This year, our focus was on enhancing diversity and inclusivity in aged care by improving the inclusive practices of leaders and staff across Queensland. This involved continuing the Inclusive Leadership Training and introducing the Targeting Racism in Recruitment Practices webinar to address racism and discrimination in the sector, supported by funding from the Department of Health and Aged Care’s Sector Support and Development (SSD) Program. We extend our gratitude to the Ethnic Communities Council of Queensland - Multicultural Advisory Service for their ongoing partnership with us in delivering the Inclusive Leadership Training.

Additionally, we actively engaged in various multicultural events, such as the Multicultural Australia’s MOSAIC and LUMINOUS festivals and the Filipino Bayanihan (Philippines Independence Day) Festival. These celebrations, and others, have played a key role in fostering meaningful relationships, understanding, and appreciation between the diverse cultures we passionately serve. We also extended our support to Multicultural Australia’s project “Enabling an Inclusive Aged Care Workforce” by connecting aged care professionals from Anglicare to individuals from Culturally and Linguistically Diverse (CALD) backgrounds in Brisbane. This program supports CALD individuals by providing them with insights into the aged care industry through mentoring. Importantly, it provides our leaders and staff an opportunity to be active in the community, increase their cultural understanding, and develop inclusive behaviours.

We are excited to announce that the Multicultural Program, previously under SSD funding, will now be integrated into Anglicare Southern Queensland's Diversity, Equity, Inclusion, and Belonging Strategy, ensuring continued commitment to these vital principles.

## Inclusive Employment Project

We were thrilled to receive the Social Inclusion Award at the Business disABILITY Awards of Australia for our Inclusive Employment Project. The Project supports people with a disability to

learn about working in aged care, practice their skills, foster social connections, and strive towards achieving their overall workplace goals.

The program has been running at our Symes Thorpe Residential Aged Care Home with 11 volunteers with overwhelmingly positive results for participants, our aged care clients, staff and the community.

We are now considering the learnings from this program and developing a plan to attract and support greater numbers of people with a disability across our workforce.



Traditional Chinese Dancers at Killara Place Respite Centre, Cleveland



St Martin's Aged Care Home, Multicultural Olympics Ceremony

2.5%

Representation of First Nations people, as employees

44

Average age of staff in years

81%

Female employee representation

# Environmental Sustainability

Anglicare Southern Queensland is committed to improving the sustainability of our natural environment in order to protect and preserve the communities we serve.

This year we were pleased to have contributed to our Environmental Sustainability Strategy 2022-2025 which outlines the ways we are taking action towards environmental sustainability and delivering high quality services for our community now, and for future generations.

## 2025 Targets



Reduce our carbon footprint by 40%



Divert from landfill by 30%



Transition 50% of our fleet to Hybrid cars



Sustainable procurement sourcing criteria



Upskill through sustainability training

COMPLETION STATUS

10%



COMPLETION STATUS

20%



COMPLETION STATUS

100%



COMPLETION STATUS

100%



COMPLETION STATUS

30%





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# Our People

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**We work hard to foster a robust workforce that is diverse, inclusive, enhances wellbeing and focuses on continuous development.**

## Excellence Awards 2023

We celebrated the dedication of our employees and volunteers at the Excellence Awards for a third year. There were approximately 200 nominations across 15 categories including 'Change Champion' and 'Excellence in Leadership'. Congratulations to all nominees and to the winners, who go above and beyond in their roles to service our clients and communities every day.

## Employee and Volunteer Voices

We continued to seek regular feedback from the workforce through the Employee Voices and Volunteer Voices surveys. These surveys have supported continuous improvement across all services since 2022. The Engagement scores were high across employees (77% in May 2024) and volunteers (89% in Sept 2023). Numerous initiatives were launched in response to feedback including new communication channels, leadership development, change management procedures and streamlined training.

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1,678

Home and Community employees

928

Residential Aged Care employees

418

Out of Home Care employees

270

Corporate employees

153

Social and Community Services employees







## Our Impact

**We are proud to walk alongside our clients, support them to achieve their goals and help them to thrive in their lives.**



### **Jordan**

Jordan and his partner were expecting their first child whilst living in a caravan park with no access to running water or basic amenities. With the support of Anglicare, and a collaborative partnership between Community Action and the Department of Housing, the young couple were allocated a brand new “tiny home” on a three-year lease, with the possibility of extension if needed.

Jordan was extremely grateful and shocked when he was told he and his partner would have permanent accommodation, and relieved that their baby will be born into a stable and safe environment.

With access to stable housing, Jordan is excited to re-commence his plumbing apprenticeship and his partner has received support with Community Action Group’s young mothers’ program.





## Bridge to Brisbane

This year, we joined as a Charity Partner of the Bridge to Brisbane and raised over \$20,000 to support our foster carers and the children in their care.

We are always looking for ways to do more to support our amazing carers and equip them with the tools they need to confidently care for a child and provide a safe and happy home – all while ensuring they feel appreciated and valued for the hard work they do.

The funds raised help us to provide meaningful assistance to foster carers and children outside of Government funding. This year, we provided 79 nights of camps for children in care, which were not only loved by the children but are also a positive respite options for carers to rest and recharge.

One of our Gold Coast based practitioners shared, “Having the kids go to camp meant, for the first time, they were returning to school beaming, with extremely positive experiences and stories to match their friends.”



## Bob and Gloria

Residents of EM Tooth residential aged care home, Bob and Gloria were unable to physically attend their grandson’s wedding– but that didn’t stop them from missing the special event.

Staff at Anglicare went above and beyond to make sure the couple felt part of the nuptials, organising a cinema-sized livestream of the wedding. They also provided hair and make-up for Gloria, along with a beautiful corsage and boutonniere, to make sure the loving grandparents could have the best experience.

Their daughter, Rosemary said it was an “absolutely wonderful” event and was thrilled that her parents were able to be part of the special occasion.

“I just thought that the staff would provide my parents with an iPad to watch the wedding from their room, but they went above and beyond to ensure they felt special. The memories that the Anglicare staff have provided to my mum and dad will last with all of us forever. It made us so happy to see a smile on mum’s face.”

## Our Volunteers

**We have a diverse range of volunteers that come from all walks of life. They do an amazing job in supporting our clients to live the life that they want.**



### Sally

**Sally has been volunteering with us for over five years through the Community Visitors Scheme.**

“I love it and I love the lady I visit. Honestly, I don't even feel like a volunteer anymore, just a friend.

I decided to give it a go because my mum received amazing support from a local organisation before we were able to move to Chinchilla. I was very grateful for that and wanted to give back to the community. Don't doubt the impact you can have. It really does make a difference.”



### John and Anne

**John and Anne have been volunteers with us for over five years.**

“We coordinate a chapel service at Symes Thorpe every second Tuesday, and we have a singing program every second Friday with the residents that have dementia.”

“We sing all the old songs and hymns from back in their day, and they love it. It's something they remember. There is one lady there who has quite severe dementia, but she has a great singing voice, and she is the only one who can hit the high notes!”

“Give it a go because it is very rewarding. You gain a lot from it, and you find the ones that you connect with and have shared interests with. You form friendships and you learn a lot!”



### Kathy, Anna and Jill

**Fondly known around as the “ladies in charge of fun”, Kathy, Anna and Jill have over 40 years of volunteering at Anglicare, combined.**

**All starting their volunteering journey for different reasons, one thing they share is their passion for bringing people joy. Whether it's helping residents with daily activities, games and meal times, reading the newspaper and catching up on current affairs, our volunteers offer a friendly face and a good dose of laughter.**

“I love connecting with people and hearing their amazing stories”

“We have some residents here who don't have family, so we become their family and include them in our lives.”





2023 Volunteer of the Year Winner, Annette McArthur with CEO Sue Cooke and Michelle Wiseman, Head of Workforce Planning and Design



# Our Services



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## Residential Aged Care and Retirement Living

**We are dedicated to bringing happiness, health and the highest quality of care to senior members of the community and their families.**

We were pleased to be awarded funding from the Department of Health and Aged Care to build and deliver Specialist Dementia Care Programs (SDCP) at our Abri Home on the Gold Coast, our EM Tooth Home in Brisbane and our Symes Thorpe Home in Toowoomba. The nine bed facilities will complement our existing SDCP unit at our St Martin's Home in North Brisbane and strengthen our reputation as a leading specialist dementia care provider.

This year, we also celebrated several significant milestones with Symes Grove residential aged care home marketing five years of service and many 100th birthday celebrations, recognising our wonderful residents across our Homes.

Our Residential Aged Care Homes continued to invest in technology to better support our staff and the residents entrusted to our care. Our Homes welcomed the introduction of electronic medication management platform, MediSphere to improve our quality of care; as well as the introduction of an electronic rostering platform to assist in the management and oversight of mandated Care Minute requirements. Additionally, we installed digital screens throughout our Homes to be able to share messages and milestones with both visitors and staff.

We continued to actively listen and respond to the voice of our clients. This has been strengthened with the implementation of the Consumer Advisory Bodies and the implementation of additional national quality indicators including consumer experience quality of life surveys.

We are always looking for ways to address the need for qualified aged care workers, particularly in regional areas. This year, we employed 13 workers under the Pacific Australia Labour Mobility (PALM) Scheme who have assisted our organisation in meeting the Personal Care Worker (PCW) care minute requirements and delivering exceptional care to our residents. Our team has provided robust orientation and support to assist the new employees in adjusting to a new workplace in a new country.

We were thrilled to be named as national finalist in the Aged and Community Care Providers Association awards for our Kirami Intergenerational Playgroup, which brings together children from a local family day care with residents at our Kirami residential aged care home. The program was recognised for the improved mental health and social outcomes it provides to children, their parents and our aged care residents. Additionally, we were pleased to once again be named as reader's Digest Most Trusted Brands for the sixth consecutive year. This ongoing recognition is testament to the high quality care we provide to our residents every day.



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## Home and Community

**We are dedicated to supporting older Queenslanders to stay in their home, and in their community, for longer.**

Anglicare Southern Queensland remains a significant provider of home and community services, providing a diverse range of personalised care and support to over 35,000 Queenslanders.

We continued to invest in technology and innovative solutions to ensure we continue to provide the highest quality care to our valued clients. Following a successful pilot across the Brisbane South region, we expanded our client engagement app to all of our home and community clients and their representatives. The platform will help us to improve communication, service coordination and analytics to further enhance our client care and outcomes.

After a thorough tender and selection review process, we formally agreed to a new client information management system, to be implemented in 2025. The platform offers increased opportunities to improve client care whilst maintaining the highest level of security.

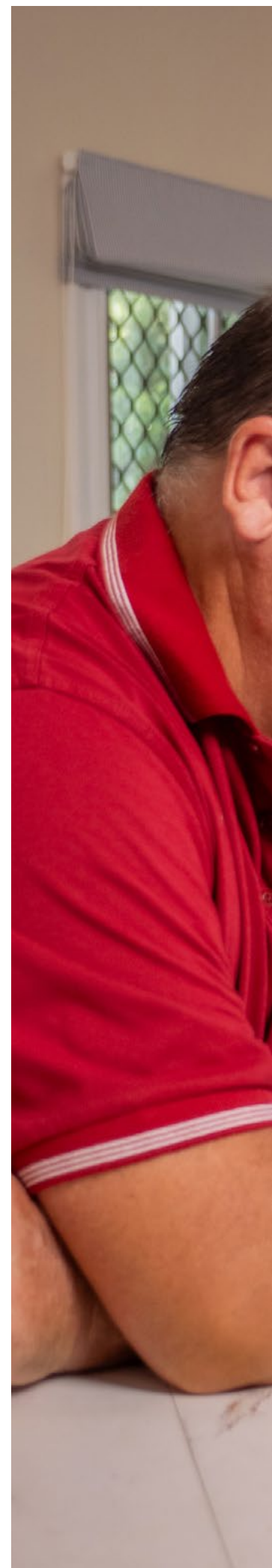
We were pleased to commence a trial program with assistive technology provider Umps. The trial is using the Umps Link device, fitted out with Anglicare-tailored features to enable additional communication directly with Anglicare and our Care Management team.

Following a successful tender process we were awarded \$1.5 million over three years to deliver a carer group peer support and respite program. The program will provide support for carers of people living with dementia to ensure regular respite breaks are available, as well access to information, education and support for carers.

In recognition of our strategic goal to alleviate the housing crisis, we commenced a partnership with the University of Queensland and the University of Sunshine Coast to research and co-design a best-practice intergenerational home sharing model. The aim of the HomeShare project is to bring together older people with space to share and younger people in need of a home.

We continue to invest in our employees and have implemented a formalised traineeship program with many of our staff attending practice development. Sadly, we farewelled our service provision in Central West Queensland based at Longreach, as well as the community transport program. All clients were successfully transitioned to new providers.

We were thrilled to once again be named as one of Reader's Digest Most Trusted Brands for a third consecutive year. This recognition is a testimony to our team's commitment to quality care and the wellbeing of our clients.











## Out of Home Care and Youth Services

**We continue to advocate for vulnerable children and young people, working hard to enable their voices to be heard and to support positive social change.**

Our Out of Home Care team once again participated in a number of sector-wide opportunities, providing a positive representation of Anglicare and the young people we support.

A special mention should be made to one of our Foster and Kinship Care Practitioners in Gympie, Russell Bennet who was awarded the Youth Participation award at this year's Queensland Child Protection Week Awards. In partnership with Landcare, Russell delivers the 'Gubbi Gubbi' program which is designed to engage young people in caring for nature and provides them with practical and therapeutic benefits.

Upon accepting his award, Russell said that, "Once the children have been out in the bush, and on country, they become aware of why we need to save our Country... they become interested in what I try to teach them, and then I take that angle to support them into further employment and training."

We would also like to congratulate our foster carers, Debbie and Steve Haim, who won the Volunteer award at the Queensland Child Protection Week Awards. Debbie and Steve have been foster carers for over 22 years and have provided much needed love and guidance to over 100 vulnerable children in our local community, whilst also caring for their five biological children.

Debbie said that although fostering could sometimes be difficult, and they have made many sacrifices over the years, the satisfaction and joy in being able to make even a small difference in a child's life is worth it.

Our Gold Coast youth co-responder team marked more than two years of operation in helping to stop crime before it occurs. We are pleased to mark this anniversary and ongoing relationship with

Queensland Police and the co-responder teams, who are working hard to support vulnerable young people and families to achieve positive outcomes.

We were pleased to welcome Minister for Youth Justice Di Farmer, Director General for Youth Justice Robert (Bob) Gee and Queensland Police Acting Detective Inspector Chris Tritton to our Gold Coast Intensive Bail Initiative Hub. Minister Farmer spoke highly of Anglicare, and the partnership between Government, the Police and providers like the Anglicare co-responder team in providing vital supports to young people, their families and the community in tackling the complex causes of crime and increasing public safety.

We were thrilled to undertake our inaugural Bridge to Brisbane fundraising event in support of our amazing foster and kinship carers and children in their care. The event saw 74 staff, carers and other supporters run or walk to raise over \$20,000 to provide vital support, outside of Government funding.

These funds helped to cover the cost of 79 nights of holiday camps for children and young people in care. These camps are not only loved by the kids, but are also a positive respite option for carers to rest and recharge.

One of Anglicare Southern Queensland's Gold Coast-based practitioners shared, "Having the kids go to camp meant, for the first time, they were returning to school beaming, with extremely positive experiences and stories to match their friends."







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## Social and Community Services

**We aim to improve and support the mental health and wellbeing of our clients and their families through promoting better, more healthy relationships with self, others and their surroundings.**

Our portfolio continued to develop, expanding our vital services to improve access for vulnerable people in southeast Queensland.

Following a successful submission to the Department of Justice and Attorney-General, we commenced providing intensive court support at the new Domestic and Family Violence Specialist Court in Brisbane.

Anglicare provides information, support, and brief intervention to people presenting to the Court to help enhance their understanding of how the Court works and what Domestic Violence Orders and other actions of the Court might mean for them. We also help to de-escalate and reduce respondents' anxiety about being at Court, provide referrals to Men's Behaviour Change Programs and other support services.

We were grateful to receive a 20% uplift in our operational funding for our homelessness services. The additional funding will enable us to deliver best-practice care and support to our clients via a two-worker 24 hour model.

We were pleased to be awarded \$3.1 million over three years to deliver the Homestay program in Toowoomba, which helps vulnerable individuals to secure and sustain housing. We have been successful in obtaining rental properties for clients within the private market, connecting clients to housing programs where they accessed housing, and assisted clients in sustaining their tenancies.

We have seen tremendous success from this program, and within the first four months of operation over 72% of clients had either reached their goals, been referred to another appropriate service or no longer required assistance.

In further recognition of our commitment to address the housing crisis, we were thrilled to have received Development Approval for our \$13 million specialist youth homeless service in Beenleigh. The 30-unit housing and support service is designed to support young people aged 16- 25 who are either homeless or at significant risk of homelessness.

The project was officially launched with an educational and fundraising event; bringing together members of the community, social services sector, Government and people with lived experience to discuss practical opportunities to alleviate homelessness.

We know that with stable housing and the right support network, young people can positively change their life trajectory by securing employment, education, and long-term housing.

## Mission, Research and Advocacy

### Collaboration with Parishes and Schools

As part of the Anglican Church Southern Queensland, growing relationship with parishes, schools, groups such as Mother's Union and Girls Friendly Society and other faith communities is an important element of our work. We continued to present the work of Anglicare at parish and school services and events to foster grass roots relationships with the wider Anglican Church.

On August 13 the inaugural Anglicare Sunday in the Anglican Church Southern Queensland was held. Anglicare Sunday is an opportunity for the whole church and wider community to celebrate and pray for the work of Anglicare.

In December an online summit - Responding to the Housing Crisis – was held for the wider Anglican Church. Anglicare presented an overview of the housing crisis, current federal and state government responses and strategies and Anglicare's strategy to respond.

Our partnership with Thread Together and St Andrew's Anglican Parish at Indooroopilly continued to offer dignified access to brand new clothing, saved from landfill to people who need it. This year, the service expanded to 50-plus Anglicare and other service providers and has directly assisted approximately 3,500 people. This brings the total number of customers assisted since the start of the project to more than 10,500 people.

We implemented Time2Connect, a social connection project that includes a timebank; intergenerational activities; and has featured a series of cooking and other workshops that bring people together.

### Chaplaincy

The psychosocial and spiritual care provided by our pastoral carers, supported by dedicated volunteers, have been increasingly valued by both our clients and staff over the past year, thanks to expanded support programs, particularly around staff support. This care has assisted individuals in finding meaning, hope, and resilience during challenging times, supported their relationships, and offered empowering ways to cope with life's difficulties. This holistic and person-centred approach effectively addresses the interconnected emotional, social, and spiritual needs of those we serve, enhancing their overall mental health and well-being.

A significant milestone was the proactive staff assistance program which was well received across our organisation. It was a privilege to see the fruits of our labour, and we remain dedicated to offering this invaluable service.

In our steadfast commitment to First Nations healing and reconciliation, the pastoral care team collaborated with our First Nations Engagement and Development Advisor and Cultural Awareness Trainers. Together, we strived to connect with and support First Nations clients and communities, aiming to 'Keep the Fire Burning' by recognising and validating their truth-telling, enduring strength, and vitality.

We continued to deliver our annual service of remembrance across our services, the biography program, employee hotline support, and retreats for staff and pastoral carers throughout the year.

In the last year, hospital and prison chaplains were integrated into Anglicare representing a new stream of community chaplaincy for the organisation. A Hospital Chaplaincy Summit was held in November with other faith groups seeking to discuss the challenges and opportunities facing the pastoral care service in Queensland public hospitals.



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### Research, Evaluation and Advocacy

This year, we have focused our attention on refreshing our team vision and shaping innovative ways forward, guided and inspired by the contributions and life experience of new and different voices. We established a new Reference Group which comprises members from academia, lived experience consultants, staff members from various areas of Anglicare, and representatives from business and government. The group will play a significant role in informing a new roadmap for Anglicare's research, evaluation and advocacy over the next year.

Our work continues to be underpinned by a commitment to collaboration, and to hearing and elevating the voices of lived experience. The continuing growth of our partnerships with universities, other community organisations, parishes and business has supported not only the expansion of our research program (with more than a dozen projects currently underway), but also greater exposure for project outcomes. The photography of young people involved in *Hanging by a Thread: Our Search for Home*, a collaboration between Anglicare and the Life Course Centre at the University of Queensland, has been exhibited this year in five CBD office towers due to the support of Charter Hall; and is booked into 2025 at community, school and parish sites. The young people's artwork can also be seen in an online gallery at [bit.ly/Oursearch4home](https://bit.ly/Oursearch4home).

Successful grants from the first round of our new Seed Grant Program, that links staff-driven research with academics to undertake collaborative projects, are now underway, and the second round is soon to be launched. The outcomes of seed grant projects, along with findings from other research in which we're involved, are highlighted in regular research webinars open to staff, academics and the community. In the last year, the webinar series also included a presentation by University of Queensland students who worked with us to explore the representation of youth offending in the media, and inspired the collaborative development of a set of guidelines for media reporting on this topic.

This year has also seen our ongoing participation in federal and state government inquiries through submissions and public hearings. The team has contributed seven submissions in the past year, on issues as wide-ranging as youth justice, the cost-of-living crisis, domestic and family violence, housing and homelessness, and delivering better outcomes for Queensland children. All of our submissions have been deeply and directly informed by the voices of our staff and clients.

\$658,015

Total raised

870

Donations

Ang  
Southern



Archbishop Jeremy Greaves KCSJ, Her Excellency the Honourable Dr Jeannette Young AC PSM and Anglicare CEO Sue Cooke at the Youth Homelessness Accommodation Project.

# Government and Philanthropic Contributions

## Government Funding

Anglicare Southern Queensland has been responsible for delivering over 97 programs, across 81 contracts funded via Federal and State Governments, as well as receiving further Federal Government subsidies representing 58.9% of our annual revenue.

Further, we partner with health care providers to provide transitional and palliative care services to clients.

## Fundraising

### \$658,015 raised via 870 donations

As part of our strategic focus on Fundraising in 2023- 24, we welcomed three new team members – Head of Fundraising, Fundraising Coordinator and Gifts in Wills Manager. Together, the team has been rebuilding the fundraising function at Anglicare via increased governance, donor engagement and tracking the impact donations have made during the year. We are excited about the plans we have for the coming financial year and how we can thank our supporters for their generosity, whilst increasing philanthropic support for missional activities in the community.

## Appeals

### \$169,264 raised

This year our donors supported our Christmas and Tax Appeals with a record \$169,264 in donations. The Christmas appeal supported Anglicare's 1,600 foster and kinship carers and the amazing work they do caring for the thousands of foster children in their care. The Tax Appeal shared Leo's story of homelessness and the impact that Anglicare had, helping to turn his life around.

## Community Fundraising

### \$305,252 raised

This year our community fundraising activities were numerous and involved direct engagement with services, Anglican parishes and schools as well as general donations from the public. In total we raised \$305,252.49 with following key events:

- Bridge to Brisbane - For the first time, Anglicare was one of the official charity beneficiaries of the Bridge to Brisbane 2023. With staff, foster carers and our supporters taking part in the race and fundraising, we raised just over \$20,000. These funds were used to provide 79 nights of respite to 23 children in care via holiday camps. One of our foster carers said: "I'm not sure what to say, except that from the minute we picked the kids up from camp, they were asking to go again. They loved every minute of it... the kids enjoyed all the activities and can't wait to go again."
- Housing and Homelessness Lunch - In May, Anglicare brought together the brightest minds from government, social services and private sectors as well as philanthropic supporters, to discuss one of Queensland's most pressing and complex social issues, homelessness and the housing crisis. We also launched Anglicare's Youth Accommodation Project being built in Beenleigh - a modern accommodation build of 30 rooms, custom designed to support over 40 young people (aged 16-25) who are either experiencing, or at risk of experiencing, homelessness.

This first-class facility, will also provide access to wrap around support services focused on the social and emotional wellbeing of clients and their journey toward independence. Thanks to the generosity of the attendees on the day, we raised an amazing \$127,000 towards the project.

## Philanthropic Funds

### \$146,302 raised

In 2023-24 we were successful in attracting philanthropic income from the following Trusts and Foundations:

- Australian Philanthropic Services (\$100,000)
- Richard Harper Ferris Charitable Trust (\$8,262)
- The Walter and Eliza Hall Foundation Charitable Trust (\$5,454)
- Queensland Gives (\$949)

## Regular Giving

### \$37,197 raised

Anglicare's Regular Giving program includes monthly donors as well as Workplace Giving donors and raised a total of \$37,197.

We would like to thank all our generous donors for choosing to support Anglicare Southern Queensland throughout the year.

All donations, whether large or small, made an impact and helped us to support thousands of Queenslanders in need.



# Our Commission

Our Commission oversees the strategic direction and policy development of Anglicare Southern Queensland. The skills-based board provides necessary governance of our organisation to ensure the effective management of services, and importantly, the safety and welfare of our staff and clients.



**The Most Reverend  
Jeremy Greaves**  
Archbishop of Brisbane  
BTheology



**Gary Brady**  
Chair  
BEcon; MBus (Mktg); GAICD



**Sue Cooke**  
Chief Executive Officer  
RN; MBA; MEd; Grad Dip.  
Cont. Ed.; GAICD



**Right Reverend  
Cameron Venables**  
Archbishop's Commissary  
Anglican Church Southern  
Queensland  
BA; BTheology



**Nicole Bunning**  
MBA; Grad Dip Psych; BBehSc;  
GAICD



**Professor Karen Healy**  
B Social Work; PhD; Grad  
Cert Applied Statistics; GAID;  
Member of Order of Australia



**Phyllis Marsh**  
GradCert Indigenous  
Education; Dip Leadership  
and Management; Dip Project  
Management



**Melanie Mayne-Wilson**  
BComm; GAICD



**Kim Rayner**  
RN; MSc; MNg (NPrac); GAICD;  
Grad Dip.Ng (Community);  
Grad Cert Ed & Training  
(Tertiary); Cert Ng (Sexual  
& Reproductive Health N.P);  
Dip.Soc.Sc (CommtyDev)



**Ken Thomson**  
MA; MEng; ACMA; CGMA



**Duncan Unwin**  
M. Information Systems;  
CiBCM (IFS); MAICD



**Austin Whittaker**  
MLaw (enterprise governance);  
MIL; M.D.R; GradDip Strategic  
Leadership; BA (social welfare)





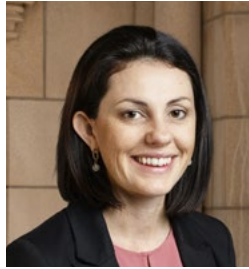


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## Executive Leadership Team



**Sue Cooke**  
Chief Executive Officer



**Cynthia Hanley**  
Chief Financial Officer



**Nick Hansen**  
Chief Operating Officer,  
Aged and Community  
Services



**Jason Ware**  
Chief Operating Officer,  
Children, Youth and  
Families



**Anna Zilli**  
Chief People Officer



**Barry Mather**  
Chief Digital Officer



**Chloe Henry**  
Chief Client Officer



**Stephen Harrison**  
Director of Mission,  
Research and Advocacy

# Hanging by a Thread Exhibition

The briefest of web searches turn up many facets to the word 'home': a safe haven, a comfort zone, a building in which one lives permanently. A place to which one returns by instinct; a fresh new start.

Almost every definition speaks to 'home' as a place of the heart and of emotional connection. Even the Australian Bureau of Statistics recognises that homelessness is not the same as rooflessness.

In *Hanging by a Thread: Our Search for Home*, young people from Anglicare's youth homelessness services explored their personal perceptions of home and homelessness through their photography. Their art probes, and sometimes challenges, our understandings of home in thought-provoking ways. The name of the exhibition reveals uncertainties and struggles, frustration and loneliness, as well as the sheer strength, resilience and courage that it takes to navigate between home and homelessness.

*Hanging by a Thread* is a collaboration between Anglicare Southern Queensland and the Life Course Centre at the University of Queensland. The project emerged from a desire to provide a channel for the young people that Anglicare supports through the InSync and Intensive Bail Initiative programs to influence the fitout of Anglicare's new youth accommodation at Beenleigh; to enrich and enhance service delivery; and to inform advocacy.

With the help of the young people who participated in this project — Alesya, 클로이, Harmony, JJ, Joseph, Olivia, Winter and those young people who chose to participate anonymously — we have much to reflect upon.

Their thoughtfulness and creativity will help us to ask more and better questions about the services we offer and the research we do; and to ensure our advocacy truly represents the voices of the young people we work with.

Hanging by a Thread online gallery





# Financial Report

## Anglicare Southern Queensland Consolidated Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2024

	2024 \$'000	2023 \$'000
<b>Revenue from continuing operations</b>		
Revenue from contracts with government	206,262	181,940
Revenue from contracts with clients	116,642	94,199
Interest revenue	4,920	3,000
Revenue from trust funds	670	338
Realised investment properties gain	871	1,160
Change in fair value of investment properties – increment/(decrement)	6,083	-
Net gain (loss) on disposal of property, plant and equipment	192	-
Other revenue	14,615	11,887
<b>Total Revenue</b>	<b>350,255</b>	<b>292,524</b>
<b>Expenses from continuing operations</b>		
Employee expenses	(255,944)	(207,842)
Client services expenses and consumables	(70,822)	(59,951)
Depreciation expense - non Right of Use assets	(6,263)	(6,502)
Depreciation expense – Right of Use assets	(6,013)	(5,895)
Rates and service fees	(3,657)	(3,584)
Other expenses	(2,052)	(5,196)
Net loss on disposal of property, plant and equipment	-	(105)
Change in fair value of investment properties – increment/(decrement)	-	(1,196)
<b>Total expenses</b>	<b>(344,751)</b>	<b>(290,271)</b>
<b>Profit/(Loss) for the year from continuing operations</b>	<b>5,504</b>	<b>2,253</b>
<i>Items that will not be reclassified to profit and loss</i>		
Revaluation of property, plant and equipment	6,931	-
<b>Total Comprehensive Income/(Loss) for the year</b>	<b>12,435</b>	<b>2,253</b>

# Anglicare Southern Queensland Consolidated Statement of Financial Position

As at 30 June 2024

	2024 \$'000	2023 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents (unrestricted)	42,020	45,000
Cash and cash equivalents (restricted)	74,877	71,042
Trade and other receivables	16,804	19,857
Other assets	2,777	2,051
<b>Total current assets</b>	<b>136,478</b>	<b>137,950</b>
<b>Non-current assets</b>		
Other receivables (unrestricted)	23,668	24,156
Other receivables (restricted)	4,188	4,041
Investment properties	173,864	155,030
Property, plant and equipment (restricted)	139,790	141,921
Property, plant and equipment (unrestricted)	43,663	38,291
Right of Use Property, plant and equipment	20,898	10,027
Financial assets at FV OCI (restricted)	607	478
Other assets	259	99
<b>Total non-current assets</b>	<b>406,937</b>	<b>374,043</b>
<b>TOTAL ASSETS</b>	<b>543,415</b>	<b>511,993</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	38,699	34,468
Employee entitlements	24,339	21,803
Other financial liabilities	205,785	205,195
Right of Use liabilities	5,361	3,756
Provisions	14,624	15,386
<b>Total current liabilities</b>	<b>288,808</b>	<b>280,608</b>
<b>Non-current liabilities</b>		
Employee entitlements	4,514	3,414
Right of Use liabilities	14,733	6,360
Provisions	1,006	666
<b>Total non-current liabilities</b>	<b>20,253</b>	<b>10,440</b>
<b>TOTAL LIABILITIES</b>	<b>309,061</b>	<b>291,048</b>
<b>NET ASSETS</b>	<b>234,354</b>	<b>220,945</b>
<b>FUNDS</b>		
Retained earnings	174,260	169,426
General reserve	3,701	2,727
Trust reserve	16,009	15,339
Asset revaluation reserve	40,384	33,453
<b>TOTAL ACCUMULATED FUNDS AND RESERVES</b>	<b>234,354</b>	<b>220,945</b>







We are proud to have been recognised in the Reader's Digest Most Trusted Brands survey in the categories of Aged Care and Retirement Villages, and Home Care – Queensland.

We are humbled that our staff have been recognised for their dedication and would like to thank all our clients for trusting us to be your care provider.







**Corporate Office Address**

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**Phone:** 1300 610 610

**Email:** [info@anglicaresq.org.au](mailto:info@anglicaresq.org.au)

