



Anglicare
Southern Queensland

Annual Report 2015 - 2016

From the Archbishop

Anglicare is the Christian faith lived, and where beliefs become actions.

Every day, the workers of Anglicare Southern Queensland – paid and voluntary – reach out to people living at the edges of our communities, and sometimes at the very edge of life.

Anglicare provides refuge to women who are victims of domestic violence and children who are victims of abuse. It tends to the frail, the lonely and the elderly. It supports Queenslanders with profound disabilities and families that are dissolving. In the corridors of government, Anglicare advocates for those whose voices are silenced or unheard.

This work is supported, diocese-wide, by generous donations of time, goods and cash from parishes, schools, donors and volunteers. Such gifts enable Anglicare to deliver programs that would otherwise not happen.

Anglicare's commitment to the community is to serve Australians of all faiths and none.

With remarkable fidelity, Anglicare staff care for clients as they, themselves, would wish to be cared for.

In doing unto others, they demonstrate Anglicare's values of love, hope, care and humility.

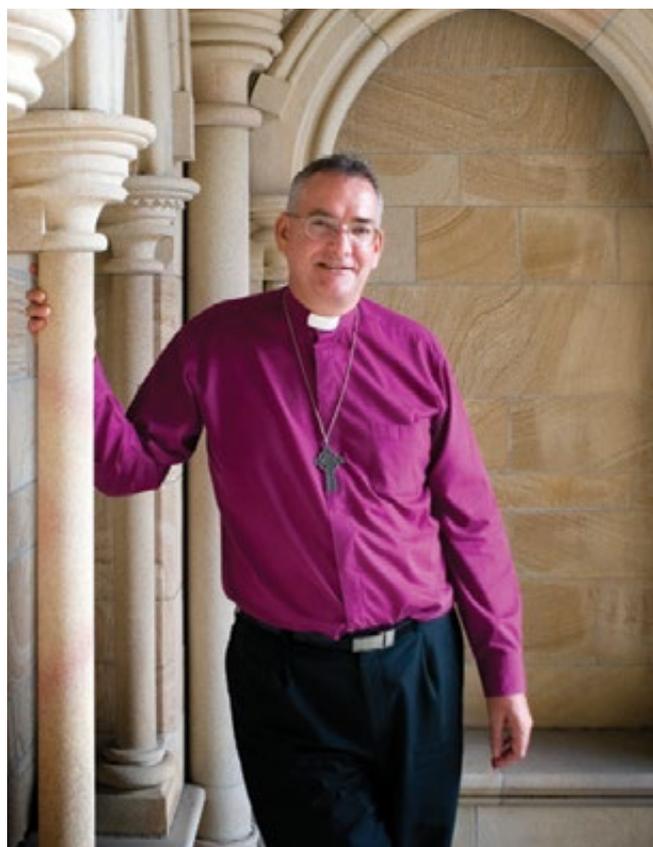
As inequality rises, and more Queenslanders are pushed to the brink, the need for open hearts and generous support is clear.

I thank and congratulate all involved in Anglicare Southern Queensland.

Your work is valued and valuable, and most deeply appreciated.

In so very many ways, your work furthers the mission of the church.

Yours in Christ



The Most Reverend Dr Phillip Aspinall
Archbishop of Brisbane

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Our Vision

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

About Anglicare Southern Queensland

Anglicare Southern Queensland is a not-for-profit Anglican Church organisation providing care and support services to Queensland communities.

We deliver an extensive range of support services, including:

- Aged and community care
- Disability services
- Mental health and family wellbeing
- Foster and kinship care
- Children and family services
- Homelessness services
- Spiritual and pastoral care.

We support people in need, and help them live their lives in fullness and in hope. We work towards the promotion of wellness, social inclusion and social justice for all.

Anglicare Southern Queensland provides support services from Townsville to Coolangatta and across the South West. Spiritual and Pastoral Care is an essential part of our approach to providing support that meets the physical, emotional and spiritual needs of people.

From the Chair



On behalf of the Community Services Commission, I am pleased to present the Annual Report for Anglicare Southern Queensland, for the year ended 30 June 2016.

Strong Results

The 2015-2016 financial year delivered a total revenue of close to \$178M. We posted an operating surplus of \$1.8M, building further on the profit from the 2014 – 2015 financial year. This surplus was re-invested into Anglicare initiatives, including: NDIS transition programs; our homeless outreach, St Bart's Youth Accommodation service; and residential aged care programs. It also supported frontline programs, including the groundbreaking Living Well counselling service for male survivors of sexual assault and abuse.

Non-Financial Metrics

In the 12-months to June 2016, Anglicare Southern Queensland provided:

- 340,000 nights of accommodation to children and young people through its Foster Care and Supported Living Services;
- assistance for more than 32,000 Queenslanders aged 65+ via home care, aged care, social respite and group activities;
- 100,000 hours of care to 200 Queenslanders living with physical disabilities and mental health challenges;
- Mental Health and Family Wellbeing services for more than 5,000 people; and
- specialist and crisis support to families affected by drug abuse and domestic violence.

Capital Works

Enabled by government assistance, new partnerships and generous donations, Anglicare's ongoing investment in capital works reached record levels this year.

Anglicare embarked upon one of the most significant capital works projects in our history, *The Village Taigum*, a \$125M development in Brisbane's north. Being built in partnership with The Village Retirement Group, the project will provide more than 300 retirement units when complete. It is located adjacent to St Martin's, and Symes Grove Residential Aged Care homes at Taigum.

Ground was also broken this year on the relocation and construction of a new \$25M Symes Grove Residential Aged Care home, and the \$14.8M expansion of the E.M. Tooth Residential Aged Care home, Manly.

Work was also completed on the \$12.5M expansion and refurbishment of Anglicare's Kirami Residential Aged Care home in Hervey Bay, close to tripling the home's capacity.

Reform Disruption

The 2015-2016 financial year coincided with unprecedented government reforms, in both the aged care and disability sectors.

The Commonwealth Government's once-in-a-generation reforms began to take effect this financial year. The introduction of the Commonwealth Home Support Program (CHSP) on 1 July ushered in significant changes to the funding and delivery of home care services. This financial year also saw Anglicare continue preparations for the unprecedented National Disability Insurance Scheme (NDIS) reforms, with the commencement of significant work in co-design and pre-planning with clients.

New Strategic Plan

Anglicare began a new, three-year strategic cycle this year. This plan maps our service goals and mission priorities until June 2018, and impacts all aspects of the organisation, from our governance framework to service delivery and compliance. The benefit of such a clear path forward is especially welcome given the pace of reform, the ever-increasing demands upon our services, and funding pressures.

Endings

The June 2016 closure of our highly regarded Neilson Home, Greenslopes, created much sadness for its female residents and close-knit community of supporters. Unfortunately our hand was forced, given it was not possible to redevelop the Logan Road site to meet the standards of current day Residential Aged Care homes. On behalf of Anglicare Southern Queensland, I extend our sincere gratitude to Neilson's staff, volunteers, residents and their families for their wonderful, faithful support, over 65 years.

Faithful Servants

Last but by no means least, I wish to gratefully recognise the outstanding contributions made by two of Anglicare's most loyal servants, Rob Law and Isobel 'Pixie' Annat, who retired at the end of 2015. Pixie contributed 23 years of faithful service, while Rob chaired the Commission

for eight transformative years. Please read our extended tribute to Rob and Pixie in this report.

Since becoming Chair in January, I have visited Anglicare services across the region, listening to staff, and learning from their professional experiences and needs. These learnings have been precious.

The people who constitute Anglicare Southern Queensland are our greatest asset. Be it the leadership so generously given by Rob and Pixie, or the everyday

fidelity to client welfare shown so consistently by our frontline workers and administrators. Each contribution is vital. On behalf of the Commission, the Anglican Diocese of Brisbane, and mostly importantly, our clients, I offer our gratitude and thanks.

Cathy Grant

**Chair, Community Services Commission
Anglican Diocese of Brisbane**

Generous, faithful servants

Pixie Annat

Having donated 23 years of service to our health and outreach missions, one of Anglicare's longest serving commissioners, Isobel 'Pixie' Annat MBE OBE, retired in December 2015.



Pixie generously contributed a lifetime of professional expertise gained over an awarded career in nursing, health and aged care.

Her career included the Federal presidency of the Royal Australian Nursing Federation, as well as being long-term CEO of St Andrew's War Memorial Hospital. Upon retirement, Pixie returned to St Andrew's as a volunteer.

At 71 Pixie became president of the Lady Musgrave Trust, an organisation formed to provide housing for homeless women.

Pixie was appointed to Anglican Church Southern Queensland's Community Services Commission, following changes to diocesan governance structures in 2005.

At a celebration of her services to Anglicare, Pixie was honoured with an 'Archbishop's Award', a rare honour to celebrate an adult life dedicated to supporting, helping and healing.

Leadership is not a position or a title, it is action and example.

Cory Booker, Rhodes Scholar

Retiring Chair

For eight-and-a-half years, Rob Law chaired the Commission, governing during what became a period of significant growth and achievement for Anglicare Southern Queensland.



As a result of Rob's business acumen and commitment, we have seen Anglicare grow and thrive and become the strong and sustainable organisation it is today.

In a farewell message to staff and volunteers, Mr Law said he was standing down as Chair to allow a new leader to bring fresh ideas and energy to the role.

Mr Law described Anglicare Southern Queensland as "one of the most highly respected organisations of its kind", and praised incoming chair, Cathy Grant, for her "strong commitment to the pursuit of the Church's mission through Anglicare in serving the poor, the marginalised and the needy".

From the Executive Director



The sheer pace of growth and change being experienced nationally by non-Government organisations has presented both challenges and opportunities for Anglicare. The 2015-2016 financial year marked the beginning of significant new initiatives across capital works, services and practice.

Unprecedented Demand

Demand for our services is climbing. This was perhaps no more starkly apparent than in the homeless accommodation space for women. Despite being one of the largest single providers of places for women and children fleeing domestic violence and homelessness, demand for crisis housing continued to consistently outstrip our supply.

Aged Care Reforms

Major reforms to the aged care sector will fundamentally change our service models. We have prepared for funding agreements with government changing to individuals holding their own funds, resulting in significant remodelling of Anglicare's systems, processes and service mix.

Disability Reforms

The NDIS also gives control over funding and services to individuals living with a disability. Anglicare welcomes the NDIS as an opportunity to build more flexibility into our service delivery, and we have invested significantly in preparing for the scheme's rollout next year. The goal, for clients and for us, is to co-create a life that most Australians take for granted.

Embracing Change

Service, sustainability and growth were a focus throughout the 2015-2016 financial year. Internally, Anglicare developed and implemented fresh initiatives, processes and services, in response to new challenges, as well as embarking on generational change within the organisation.

We remained committed and continued to operate within a high quality governance framework, equipping our workforce with skills to ensure they are both competent and confident in their roles, and investing resources into ensuring we remain on top of the unprecedented changes to service and funding models.

Innovation Dividends

Our attempts to develop innovative responses to sector challenges gained national recognition.

Two initiatives of Anglicare Southern Queensland – one a literacy and numeracy program for people with a disability, the other a fundraising and engagement initiative associated with our Toowong-based Homelessness Services for Women and Families – won national awards for 'Excellence' and 'Innovation' respectively (see full article on page 30 of this report).

Our People

Our 3000 staff provide essential services across a geographic area double the size of the United Kingdom. One in six workers are volunteers, adding valuable capacity.

Our commitment to investing in organisational capacity building and our people again returned strong dividends this financial year. Despite the disruptive reform landscape, Anglicare's 3000-strong workforce rose to a myriad of challenges. I continue to be humbled by the efforts of frontline staff, their professionalism and compassion. We remain grateful for funding supplied by government, to deliver essential services in their stead. And we deeply appreciate the security and certainty of belonging to the wider community which is the Anglican Church Southern Queensland.

Strength in Numbers

When we have needed help – when, for example, essential initiatives have not been funded, or the funding is short of what is needed – the people of the parishes and schools and Brisbane, Southern and Northern regions and agencies, have been there for us. Over a period spanning three centuries, the Diocese has provided outreach ministries to those at society's margins. That commitment shows no signs of waning.

New Funding

Anglicare welcomed significant increases in government funding directed to increase case management support and education programs such as children and parenting services, emergency relief and early intervention services throughout 23 communities across Southern Queensland. We also received a share of \$20M in new funding from the State Government for extended dementia respite services.

Throughout the financial year, many have assisted Anglicare as we worked with some of our State's most vulnerable people.

At its heart, Anglicare is a partnership between those who seek help and those who provide it. May the partnership grow ever stronger. Our highly-valued staff, volunteers, clergy, and corporate services are all vital to delivering Anglicare's programs.

We thank them all for their love, care, hope and humility.

Karen Crouch
Executive Director
Anglicare Southern Queensland



Annual Highlights at a Glance



Delivering services for Children and Families, Queenslanders over 65 and Communities from Townsville to Coolangatta and across the South West to Longreach and Roma.



Finding loving homes for 1,000+ children in Caboolture, Gympie, Brisbane, Logan, Roma and on the Gold Coast and supporting young people through residential and independent living in Gympie, Caloundra, Brisbane and on the Gold Coast, while providing Intensive Family Support to families in Gympie.



Providing hope to Queenslanders experiencing social, health and wellness challenges.





4,081

hours provided to 559 clients who are homeless

Supporting women, children and youth who are homeless or at risk of being homeless.

225,308

residential aged care bed nights

Creating a home away from home for more than 616 elderly Queenslanders with 24 hour nursing and care services.



1,155 million hours of community aged care support

Committed to keeping Queenslanders in their own homes and connected to the community, travelling more than 9.8 million kilometres across Southern Queensland.

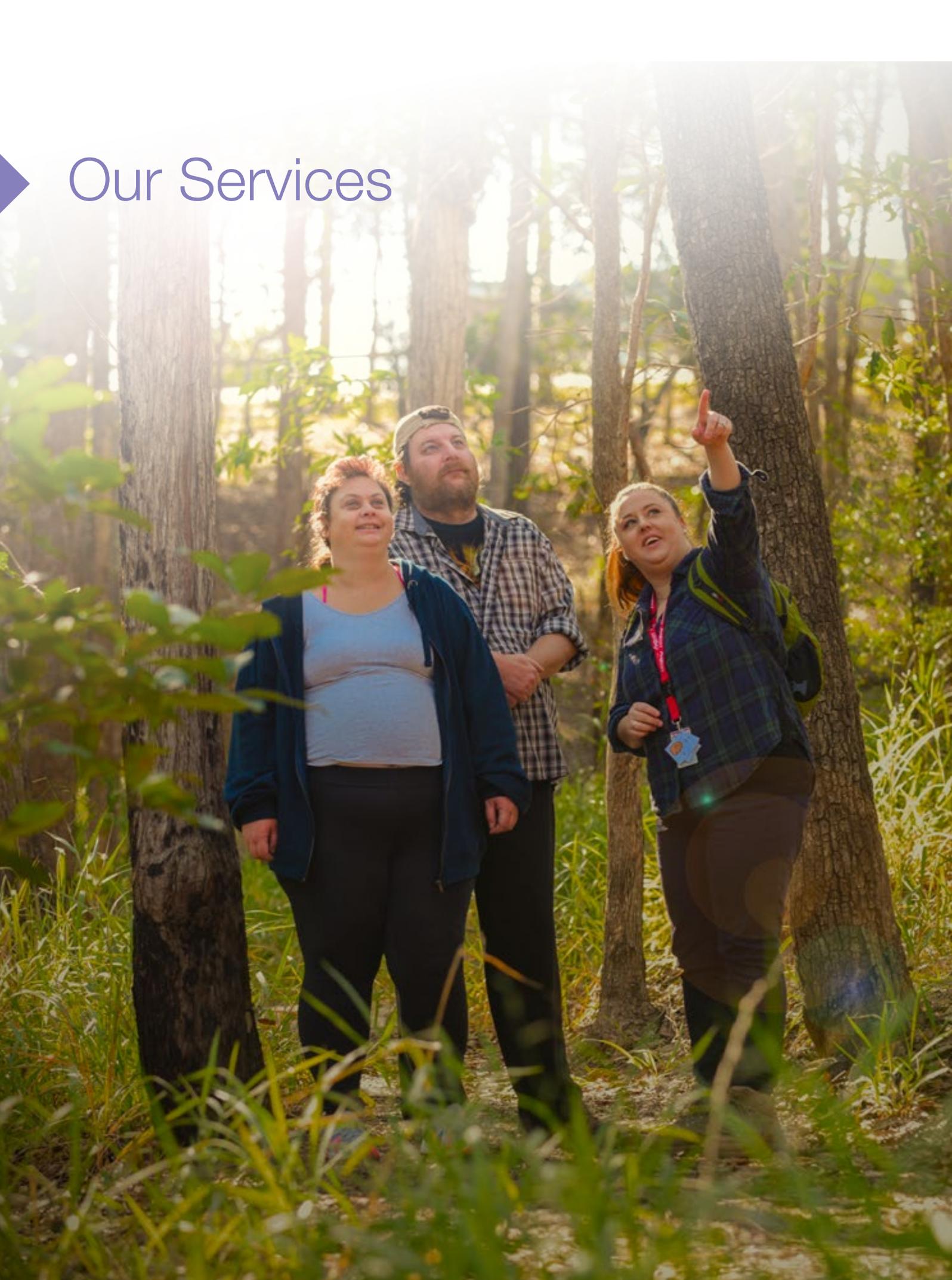
\$125M

investment in retirement living

Partnering with Queenslanders over 65 to provide retirement living. This number is set to double with the development of The Village Taigum in partnership with The Village Retirement Group.



Our Services





Serving one in 30 Queenslanders

Anglicare is one of the largest providers of services to families, children, people living with disability, people experiencing mental health issues, and aging Queenslanders, as well as accommodation, crisis and transitional housing for homeless women, children and youth.

Reach: Southern Queensland and beyond

Our service centres are located across southern Queensland, including in the drought-hit west; in regional areas deeply impacted by social disadvantage, poverty and violence; in North Queensland (Townsville); and Central Queensland (Longreach).

1.2 million hours of help

The 2015-2016 financial year saw demand for Anglicare's services increase. We also faced the urgent preparatory demands of once-in-a-generation federal reforms that included wholesale changes to both funding arrangements and service delivery.

Despite these significant demands and disruptions, Anglicare staff delivered a total of 1.2 million hours of service and care to clients across our region and beyond.

The professionalism and personal dedication of our staff, in the face of these pressures, was second to none in our three areas of service delivery, which include:

Children and Families

- Foster and Kinship Care
- Intensive Family Support (IFS)
- Family Intervention Services (FIS)
- Residential Care
- Supported Independent Living Services (SILS)

Community Services

- Services for people who are experiencing homelessness
- Support for people living with a disability
- Mental Health and Family Wellbeing Programs
- Community Aged Care and Help at Home Services

Residential Aged Care and Retirement Living

- Retirement Living in four Retirement Communities
- Residential Aged Care in eight homes.





Children and Families

This financial year, Anglicare Southern Queensland was funded \$19 million to deliver a range of essential support services to southern Queensland's most vulnerable children and families. Across 2015 and 2016, 226 staff and 700 foster and kinship carers supported and delivered these services.

Protecting Australia's most vulnerable children

Out-of-home-care is the very last resort for children who are unsafe in their own homes. The demand for these services again grew this year, and represented a confronting truth being experienced nationally – year on year, the number of children who cannot safely live with their families has risen, requiring children to live in foster care or other out of home care arrangements.

330,000 nights of care

Anglicare Southern Queensland provided 310,000 nights of out-of-home-care to more than 1700 children and young people aged under 18. The majority of these placements were in foster care, which comprises 97% of all of our out-of-home care funding.

On any given day, we rely on 700 carer households to provide 919 placements to vulnerable children. Of these, approximately 25% are kin with the exception of Roma where 50% of children in care are with kin.

Our Foster and Kinship Care is coordinated from regional offices in Roma, Caboolture, Gympie, the

Gold Coast, Logan and Anglicare's Brisbane offices.

In addition to Foster and Kinship Care, we have 11 residential services where care is provided for young people.

Specialist, early intervention

We provide crucial early intervention support for families identified as 'vulnerable' due to family breakdown, childhood abuse, social isolation, mental health or substance misuse. Our support services also assist families with children with high needs; including those with physical and/or intellectual disabilities as well as those young people with more complex behaviours. Specialist services include:

- Family Intervention Services (FIS) – Our three Family Intervention Services are located in Caboolture, Logan and Roma and provided nearly 15,000 hours of specialist support to 104 families where children were at risk or were being reunited with families after time in care.
- Intensive Family Support (IFS) – In September 2015 a new Intensive Family Support (IFS) service was established in Gympie, allowing us to provide earlier intervention and support in the form of therapeutic, educational and casework services to families in the community through self-referral and referral from other members of the community.

Complex care needs

Our Children and Families team provided residential care for young people who were in need of increased support



and unable to live in foster and kin care due to complex care needs.

Forging new lives

Supported Independent Living Services (SILS) were provided across this financial year for up to four young people who are exiting the child safety system at any given time. These young people were further supported to obtain their driver's license and to gain employment or access further education pathways to enhance their opportunities into the future. A number have successfully moved from SILS into independent living.

Indigenous priorities

Twenty-seven percent of Anglicare's current foster and kinship placements involve indigenous children, yet only 6% of foster and kinship carers are indigenous. Across this year we have focused on increasing our indigenous staffing to further support Aboriginal and Torres Strait Islander children in care. Since June, this has increased by 6%.

Breaking barriers

Across the 2015-2016 financial year, the program provided opportunities for young people to further connect with their carers, natural family and culture including:

- camps and activities for Indigenous children and young people and their carers, to better connect with Indigenous culture;

- groups for natural children of foster carers, camps for kinship carers and their families; and
- training for staff in facilitating group work and conversations with young people about healthy relationships in adolescence.

The care crisis

The foster care sector nationally faces a shortage of carers. As one of Queensland's largest providers of foster and kinship care, Anglicare Southern Queensland faces ever-growing demand to provide a safe home for children who cannot safely live at home.

We work to meet these needs as far as humanly possible, constantly aware that children's lives rely on it.

This financial year, we invested considerable resources to recruit carers and identify placement opportunities for children.

Anglicare's education and awareness campaigns highlighted the role foster carers play, the unmet needs they fill and the positive benefits of contributing in this way.

Teams across the south east (Caboolture, Brisbane, Logan and the Gold Coast), as well as regional (Gympie) and rural (Roma) centres, worked tirelessly to recruit, train, assess and provide ongoing support to foster and kinship carers, whilst residential care workers provided the critical consistency and commitment to children with high support needs.



Community Services

Services offered across these regions throughout Southern Queensland were as vast as the geographic area they covered:

Community Services – South

- A Place to Belong, West End
- Gold Coast Community Services
- Logan Community Services
- Metro South Community Services
- West Moreton Community Services
- INSYNC Youth Homelessness Services – Cleveland and Beenleigh
- INSYNC Youth Accommodation (Nathaneal House/Bart's Place)
- Mental Health and Family Wellbeing – South (Gold Coast, Cleveland, Logan, Beaudesert, Buranda, Inala, Ipswich, Goondiwindi, Toowoomba and Warwick)
- Toowoomba Community Services.

Community Services – North and Rural/Remote

- Caboolture Community Service
- Metro North Community Service
- Sunshine Coast Community Service
- Wide Bay Community Service
- Roma South West Community Service
- Longreach Central West Community Service
- Townsville Community Services
- Homelessness Services Women and Families (Alina, Adult Women's Program, Young Women and Children Program and Community Tenancy)
- Living Well
- Mental Health and Wellbeing – North (Strathpine, Stafford, Redcliffe, Caboolture, Sunshine Coast, Gympie, Maryborough, Bundaberg, Gayndah, Roma and Charleville).

Disability Supports

NDIS – The biggest reform since Medicare

The NDIS promises clients greater flexibility and helps those living with a disability choose the services they want, and how and when these services are delivered.

Readying for launch

Anglicare Southern Queensland's preparations for the \$22 billion National Disability Insurance Scheme (NDIS), which launches in Townsville on 1 July 2016, have been enormous.

Over the past year we have finalised the changes to funding and service delivery models required to deliver the scheme.

Though such large scale reforms are bound to experience transitional difficulties, we are prepared, having built a strong, sustainable disability service model that puts the client at the centre of all planning.

Easing the way for end users

Supporting clients to understand what the NDIS offers, and how personal goals can be achieved, has been central to our transition work. At its heart, the NDIS has been designed to give participants a chance to live the life most Queenslanders enjoy without a second thought.

One-stop planning

Pre-planning meetings were held with Anglicare clients and their families across the 2015-2016 financial year. These allowed soon-to-be NDIS recipients a chance to discuss their care needs and personal aspirations, and discover service options available to them. The learnings from this body of work have also influenced the development of a Client Journey Map, which is used to guide service offerings, as well as system, process and people solutions. It has also been a data source for strategic workforce planning and role design activities.

While the funding and service delivery structures required are all new, the principle of placing clients at



the centre of our practice, and being directed by their needs, is not.

As with all areas of service delivery, our focus is on building a team around each client, and creating a path towards achieving their future plans, dreams and goals.

Continuous engagement

Externally, Anglicare engaged with existing and future clients, their families and carers, government stakeholders and other service providers.

Internally, we worked across departments, ensuring that staff who will be involved with NDIS clients are responsive to clients and committed to helping them achieve their goals.

Having always worked to a relationship-centred service model has made that process easier for Anglicare staff.

My Care, My Way

Anglicare Southern Queensland provided hosting services through *My Care My Way* for individuals who are self-directing their services under the Department of Communities' *Your Life Your Choice* framework. This disability support model offers genuine choice for people with a disability and their carers, providing support and skill development to self-direct the utilisation of their individual funding package. It also provides access to information about how their goals can be supported, as well as information on exercising their freedom to choose what services they want and who delivers these.

Co-Design: A new way to an ordinary life

A foundational element of the NDIS is giving choice to Australians living with a disability, the choice over what services they require, how they are delivered and by whom. The involvement of people with disabilities and their families, in deciding what services they need and how they can best be supplied, reflects the essence of co-design.

Interviews were held with 18 individuals across 10 households, which were selected to provide a mix of views from typical users, extreme users, expert users and future users of services.

The findings of these interviews were presented in early June to Anglicare staff from a range of governance, leadership and service roles to commence the developmental design phase and inform additional rounds of co-design testing and client journey mapping.

Homelessness services for women and families

Anglicare Southern Queensland is one of the largest temporary support accommodation providers for women and children experiencing homelessness in southern Queensland, with 226 women and 95 children accessing accommodation and support services via Anglicare in the 2015-2016 financial year. A further 20 families accessed Anglicare's homelessness outreach programs, which provide a range of services including life skills and parenting support.

Adult Women's Program (for women 18 years and over)

On any night of any week, an estimated 4000 women are homeless in Brisbane. This financial year marked the first full year of operation for our new \$6.4M Adult Women's Program, which offers temporary supported accommodation for single women.

Residents at this facility are able to maintain their independence while being supported by 24-hour staffing arrangements. Intensive case management to address a range of barriers including housing, mental health, child safety, financial, drug and alcohol barriers, and to enhance participation in the community, is also provided in addition to referrals to a range of support services and resources in the community.

Despite this new home nearly doubling capacity across Brisbane's metropolitan area, the unmet demand from women and children fleeing a range of challenges including domestic violence, family breakdown, transitioning from prison or a mental health unit, drug misuse, loss of tenancy, couch surfing, and homelessness remains overwhelming.

Anglicare Southern Queensland is committed to providing a safe and supportive environment for women that meets their needs and respects their life choices.

Young women and children (16 – 25 years of age)

Anglicare's Young Women and Children program in Toowong, provides temporary supported accommodation for pregnant or parenting young mothers with children under 4 years of age, who are experiencing homelessness or are at risk of homelessness.



Women and families who identify with intellectual disabilities

Anglicare's Alina outreach support services for people living in their own home, offer life skills and parenting support services and a range of other support to:

- single women (18+) with an intellectual impairment, disability and/or learning difficulties, who are experiencing homelessness or are at risk; and
- families where one or both parents (18+) have intellectual impairment, disability and/or learning difficulties who are living independently in the Greater Brisbane Region.

Targeted Family Support

The Targeted Family Support program builds the capacity of families to care for their children to prevent entry in the statutory child protection system. The program aims to develop a structured approach and reduce stress for families, assisting in the development of coping strategies that will be conducive to the family environment by providing flexible and targeted in-home intervention support for families.

Anglicare's Targeted Family Support program works with women and their families to provide:

- assistance and upskilling in pregnancy and parenting;
- strategies for coping skills; and
- goal planning for the present and the future.

Youth Homelessness Services

Supporting Youth Needs in the Community (In-SYNC)

Across the 2015-2016 financial year, we delivered specialist homeless services to youth in the south east corner, funded through the State Department of Housing and Public Works.

Redlands and Brisbane

Our Cleveland-based services provided transitional accommodation in both Brisbane and the Redlands for young people from 16 to 25 years (females, males, couples, parents and single parents and their children) who are homeless or at risk of homelessness.

With the full-time equivalent of just 4.37 staff [1 fulltime coordinator, 3 case workers and a part time admin officer] we also provided 2,924 hours of case management contact to 176 young people (aged 12 to 25) and their families, from our offices and via mobile support.

Impact: We provided 4,130 bed nights for 22 young people and nine children aged under five. Of those accommodated, there were 16 whose accommodation support periods were closed with:

- 4 exiting to the private rental market;
- 3 went to live with family;
- 1 went to live with extended family;
- 3 went to other transitional accommodation;
- 3 went to the Department of Housing Transitional; and
- 2 went to long term Department of Housing accommodation.

University placements

Our Cleveland In-SYNC services provided social work (and related human services fields) placements for students from Griffith University and QUT. In this financial year In-SYNC provided placements for four students, including one from Norway on exchange for the semester.

Beenleigh

We provide temporary accommodation for 16 and 17 year olds and transitional accommodation for 16 to 21 year old young people. All are homeless or at risk of homelessness. Our programs provided young people with safe environments where they developed independent living skills, engaged and participated



in education, employment, and training options, and accessed support, advocacy and referral pathways to relevant specialist services.

In-SYNC Beenleigh provided case management support to a total of 19 young people during this period. An additional 22 young people accessed centre-based support, either as follow up to an accommodated period or as a result of a new presentation or service request.

We provided a total of 1,613 bed nights, made up of 1,145 bed nights in temporary programs and 468 bed nights in the transitional program.

St Bartholomew's Youth finds new home in Anglicare

Nathanael House (Mt Gravatt) provides temporary accommodation and support to young people aged 16 to 18 who are facing homelessness. Bart's Place (Carina Heights) provides transitional accommodation also for 16 to 18 year olds.

In 2016 both houses combined, providing 2,307 bed nights of accommodation to 39 homeless or at risk young people. 73% of our young people exited to secure and sustainable housing and 81% reached half or more of their case management goals.

We provide a safe environment where young people can develop their living skills and can reconnect with education, employment and training and get the advocacy they need to work towards independent living or return home where possible.

Homeless Outreach

Anglicare's homelessness services also deliver nursing, wound care, physical health monitoring, health education and support, in collaboration with other providers.

We continue to offer assistance with both immediate needs and the overcoming of long term challenges. This service routinely makes 'house calls' to public

parks, boarding houses and other dwelling places to provide services to people experiencing homelessness in our local community.

Mental Health And Family Wellbeing

Our Mental Health and Family Wellbeing services provide essential counselling and in-home support to children and families. This financial year saw a rapid expansion both in services and locations, to meet some of southern Queensland's most pressing social and health challenges.

Exponential Growth

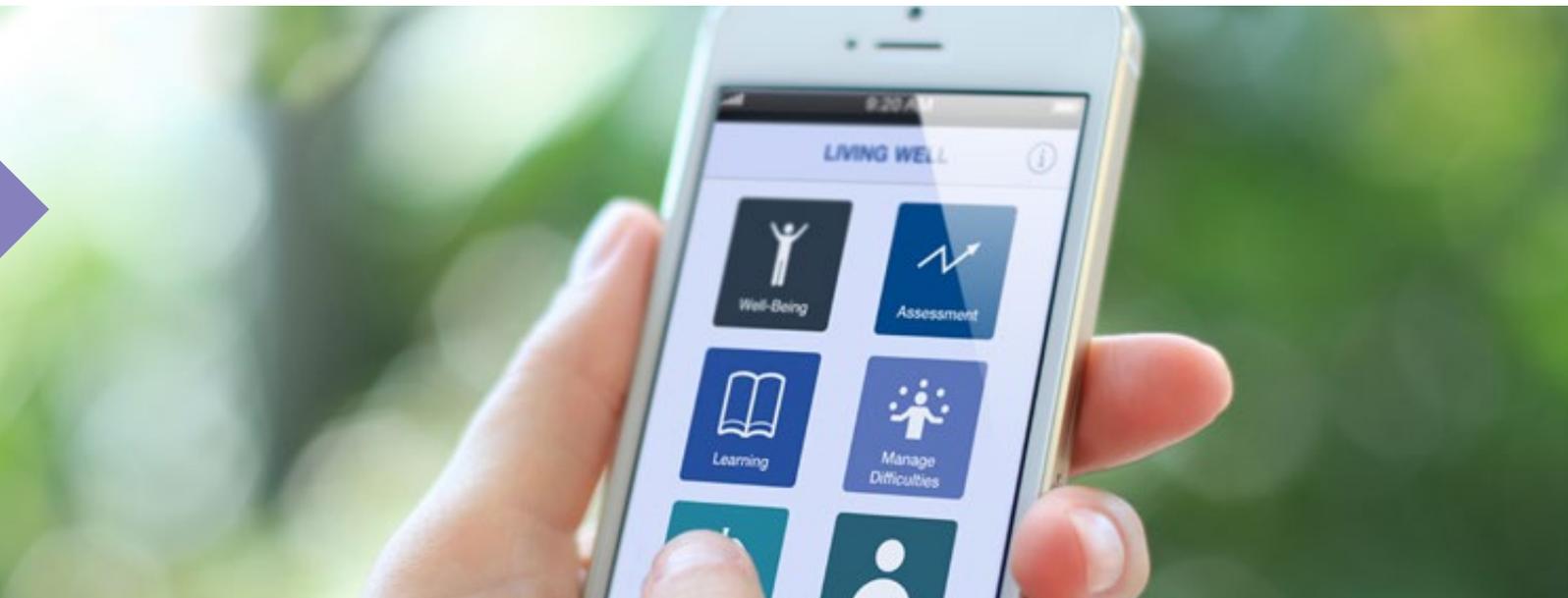
Government funding increases allowed for a desperately needed expansion in Queensland to provide further family support and early intervention services. Counselling and support services for families and children effectively doubled this financial year, up from 13,567 (2014-2015) to 26,937.

Our geographic footprint also expanded significantly in 2015 and 2016, with new case management support and education programs such as children and parents services, emergency relief and early intervention and mental health support services, extending our reach from the Gold Coast to Bundaberg, and west to Charleville. Staffing numbers increased commensurately, up from 45 to 92 workers, across the 23 communities.

This year, we also welcomed the Early Years Hub program, which had been under the stewardship of the Gympie Parish and the Cooloola Family and Community Development Committee.

Prevention and Intervention

Our prevention and early intervention focus sees us partner, wherever possible, with other stakeholders including providers, schools, churches, employers, health workers, the police and the courts – to support parents in reshaping family environments so that their children and relationships can thrive.



Streamlining Referrals

A dedicated Intake and Assessment team was formed this year, to centralise and streamline referral pathways. This helps ensure individuals and families are provided with the best support and program information across Mental Health and Family Wellbeing, the wider Anglicare Southern Queensland services and local communities.

Going Where the Need is Greatest

Our counselling, education and family support services target the drivers of disadvantage, and reflect major social, health and financial problems faced daily by Queenslanders. Services included:

- alcohol and drug counselling;
- children and parenting services;
- domestic and family violence programs;
- drought relief – mental wellbeing services;
- family and relationship counselling;
- family law counselling;
- family mental health support services;
- financial crises case management programs;
- marriage and relationship preparation and enhancement programs;
- mental health services for carers;
- youth homelessness intervention services;
- counselling and support to men who have been sexually abused through Living Well (see below); and
- community-based recovery services to 35 people who live with mental health conditions and other disabilities through A Place to Belong (see details of A Place to Belong's award winning Reading and Writing (RAW) group on page 30).

Living Well

When established, Living Well was the first Queensland service to support men who have experienced sexual violence either as adults or children, as well as their partners, friends, family and practitioners.

Living Well continued to develop and expand service delivery across 2015-2016 in the following ways:

- worked with 303 registered clients, aged from 14 to 87 years, to manage the impacts of sexual violence and improve their personal and relational wellbeing;
- clients accessed 339 hours of specialist trauma informed counselling, case management and advice;
- 251 practitioners attended professional development seminars (7) and full day workshops (4);
- male survivors and their families were supported to provide evidence at private sessions and public hearings of the Royal Commission into Institutional Responses to Child Sexual Abuse; and
- ran two eight-week 'Foundations' programs, and facilitated a peer support group, a monthly follow-up group and bi-monthly information and support group for partners.

Livingwell.org.au provides global access 24/7 to more than 200 pages of practical information and support, including fifteen Mindfulness and seven Relaxation MP3s, an online Wellbeing Assessment tool, and survivor and practitioner videos. The website has recorded 28,974 sessions in Queensland, 128,697 sessions throughout Australia, and 655,239 sessions worldwide.

In 2015-2016, Living Well updated the 64 page *Living Well: Guide for Men* with more than 9,000 copies being distributed throughout Australia, as well creating additional versions with service partners in North America and the United Kingdom. During this time, 5,387 visits were recorded on Living Well's Community Blog, while the Living Well App was downloaded 7,453 times.

Living Well is an initiative of Anglicare Southern Queensland, supported by the Queensland Department of Justice and Attorney General and private donations. For information and support visit livingwell.org.au.

Help at Home

Throughout the 2015-2016 financial year, Anglicare Southern Queensland's Help at Home fleet travelled an estimated 9,800,000km, to deliver essential services to some 26,000 clients who would otherwise be unable to continue living safely in their own homes and local communities.

Continuing expansion

Our Help at Home footprint extended north to Townsville, west to Roma and Longreach, and south to Coolangatta, with a higher uptake of home care packages as Queenslanders seek to stay in their own homes.

Services delivered

Our accredited at-home services enabled older Queenslanders to stay physically active and independent, as well as maintaining or increasing the quality of their life. Services offered span:

- nursing care;
- allied health support (including physiotherapy, podiatry, occupational therapy and dietary services);
- meals and food preparation;
- spiritual and pastoral care;
- counselling;
- personal care;
- housework;
- access to goods and equipment;
- minor maintenance and home modifications;
- social support; and
- respite for carers.

Significant reforms: Federal Government

The government's Aged Care Roadmap released in 2016, spans aged care funding, investment sustainability and growth, changing consumer preferences, and workforce and skills requirements.

It recognises the need to provide quality and sustainable aged care services in the future, and maps a long-term path for a consumer-driven and market-based system.

Consumer Directed Care

From the start of the 2015-2016 financial year, Federal aged care reforms directly changed how Anglicare's Help at Home services were funded. These reforms saw our home care clients transitioned to Consumer Directed Care, allowing them to choose the services they wish to receive, and how these services would be delivered.

Anglicare provided clients with the support of a client liaison to discuss individual goals and service options. We then developed a personal support plan that was on budget, and reflected each client's individual needs. These plans will be reviewed annually, to ensure goals are met.



Focusing on quality of life

Anglicare's frontline staff actively support clients to pursue interests beyond the home and interact with the community. Even the simple act of providing transport and companionship to elderly clients while they go grocery shopping helps to breakdown isolation and build contact with society.

New home support, high-priority region

In January 2016, Anglicare began delivering home-support services to Gympie for the first time. Gympie is categorised as a high needs area in which the aged population suffers more chronic health conditions, and receives less services per head of population. Funded via the Commonwealth Home Support Program, Gympie clients now have access to home-visit nursing, domestic assistance, respite, personal care, and social support. The service is co-ordinated and managed from Anglicare's Sunshine Coast offices.



Serving Queenslanders aged 65 years and over

In this financial year, Anglicare Southern Queensland provided independent retirement living and residential aged care services to hundreds of Queenslanders aged 65 and over.

At a policy and planning level, the myriad of challenges created by once-in-a-generation government reforms dominated considerable resources, as did Australia's looming aged care accommodation crisis, which is being fuelled by rapid demographic changes.

We began, completed or approved some \$175M in capital works this year, including residential aged care homes and retirement living facilities.

Projects included the most significant retirement development in Anglicare's history, known as *The Village Taigum* (see page 21).

Culture of care and improvement

While proud of our hard-earned reputation as a leader in aged care services, Anglicare Southern Queensland constantly strives to improve how we deliver services and support to meet the physical and psychosocial needs of residents and their families. Apart from ongoing professional development this financial year, many staff have engaged in student or external education related to the work they do with Anglicare.

The Anglicare way

For many years, Anglicare Southern Queensland has provided a national lead in providing care using the relationship-based care approach.

While this approach is in line with our values, it ensures residents are supported as whole people, whose wellbeing is impacted not only by their physical health, but by their social, spiritual, psychological and familial needs.

In practical implementation, it includes our workers' personal commitment to bringing happiness, health and laughter to our aged care clients.

Our goal is to ensure Queenslanders can live their retirement, their way

Anglicare offers affordable, high quality retirement living, ensuring residents can make the most of their independence within a secure environment, with ready access to Anglicare's community care services.

N, S, E + W

Anglicare Southern Queensland provided retirement living to 102 Queenslanders in its four retirement villages in the greater Brisbane and regional Queensland areas:

- LOTA COURT Oceanside on Moreton Bay, with views of Manly Harbour
- MEILENE COURT Bundaberg, close to Bargara Beach
- SYMES GROVE VILLAS in Taigum, on Brisbane's northside
- THE GLEBE INDEPENDENT LIVING Toowoomba, with beautiful hinterland views.



Development sets new benchmark

This financial year, Anglicare Southern Queensland made an enormous leap of faith to ensure more Queenslanders can live their retirement, their way.

In May, ground was broken on the biggest retirement living development in our organisation's 140-year history.

The Village Taigum development on Brisbane's north, is being developed in partnership with The Village Retirement Group, and embodies a modern vision of retirement. It has been hailed as setting a new benchmark for the sector.

The \$125M development will offer 280 superb new independent living units, excellent facilities and lifestyle opportunities and a strong sense of community.

Anniversary Milestones

Our warm wishes to residents and staff of Symes Thorpe, which is celebrating 25 years this financial year, and The Glebe (which is co-located with St Matthew's) and Wilmington Court, which celebrated their 20th Anniversary.

Some 76,000 new residential aged care places will be needed nationally by 2024, simply to meet demand.

Anglicare's residential aged care homes provided more than 217,500 nights of care to elderly Queenslanders across the 2015-2016 financial year.

Staff continued to deliver exceptional service to 616 ageing Queenslanders, and their families.

Our professional staff were complemented by an army of

volunteers, who gave companionship and support in our residential aged care homes.

Communities we serve

We have eight, fully-accredited, residential aged care homes located across southern Queensland:

Brisbane

- Edwin Marsden Tooth Memorial Home for the Aged, Manly
- St John's Home for Aged Men, Toowong
- St Martin's Nursing Home, Taigum
- Symes Grove Home for the Aged, Taigum

Regional

- Abri Home for the Aged, Gold Coast
- Kirami Home for the Aged, Hervey Bay
- Meilene Home for the Aged, Bundaberg
- Symes Thorpe Home for the Aged, Toowoomba

Services offered

We cater for residents at all stages of the ageing process, and offer ageing in place, respite and special care services, including palliative care and dementia support. Residents have access to essential nursing and therapeutic care, spiritual and pastoral care, as well as quality recreational activities and social events.

\$50M investment in quality facilities

Anglicare Southern Queensland's capital works projects reflect years of strategic planning, as well as an ever increasing commitment to providing quality facilities, to meet modern care demands.

NEW: Symes Grove relocation

In May 2016, ground was broken on the \$25M relocation and redevelopment of Symes Grove's existing residential aged care home. When complete, the home will offer 24-hour nursing care to 101 residents, including specialist accommodation for people with dementia.

COMPLETE: Kirami, Hervey Bay

This \$12.5M project has doubled Kirami's capacity, raising the number of beds to 97. The home's existing rooms were extensively refurbished, and the home was expanded by an additional 47 rooms. Staff played a critical role during the planning and design stages, to ensure the new home best caters for residents' needs, and complies with accreditation standards.

Thirty new staff were employed as a result of these expansions.

APPROVED: E.M. Tooth, Manly

Work will soon begin on an extensive upgrade of the E.M. Tooth residential aged care home. An additional 42 beds with ensuites will be added, increasing overall capacity to 101 beds, with additional new dining and lounge rooms. 59 existing rooms will also be refurbished to provide modern, quality accommodation for residents.

ENDINGS: Neilson Home

This financial year, Anglicare took the very difficult decision to close Neilson Home, our much loved aged care home in Greenslopes. The Greenslopes site did not allow for the redevelopment necessary to deliver modern standards of aged care. Neilson had supported elderly female residents for 65 years, over two locations. Words are insufficient to adequately express Anglicare Southern Queensland's thanks to Nielson's staff, residents and their families for their longstanding support.

For staff, it's personal

Anglicare's aged care workers continued striving across 2015-2016 to deliver exceptional care for our elderly residents. It is in a large part thanks to the daily commitment of our professional staff and volunteers, that we continue to lead the sector in providing care and support that places client needs at the centre of our care considerations.

Leisure and lifestyle initiatives

Visitors to any one of our residences last financial year will have seen concerts, celebrations, cultural events and group activities including yoga.

Our leisure and lifestyle specialists bring a world of ideas with them, and so do the residents, who help to plan the program. The impact is life-giving and sometimes it is life-changing. The music program for dementia patients at Meilene in Bundaberg, for example, saw a client who had not spoken, start singing.





Mission and Social Justice



The Mission and Social Justice department embraces the example of Christ's model in caring for people's deepest needs through Anglicare's services. In following this model we seek to provide care and support for all people regardless of their background, ethnicity, social class, beliefs or lifestyle. In line with our values, our love flows from genuine concern and compassion for a world that God so loved.

Our Social Justice Research unit provides support for the Brisbane Diocese's Social Responsibilities Committee (SRC) and has a strong record of supporting social justice advocacy within and external to the Diocese. The unit advocates in areas of importance for society's marginalised, and provides a voice for those who often go unheard in our society.

The key objectives of the department are:

- to deliver Jesus' ministry of loving service and social justice advocacy for the marginalized;
- to develop strong and enduring relationships with clients and communities;
- to assist in the delivery of services providing person centered care for those in need; and
- to encourage Anglicare staff in their understanding of Anglican traditions and values and how these values blend into their work roles.

Spiritual and Pastoral Care

The Spiritual and Pastoral Care network of coordinators continues to grow in skill, knowledge and experience in pastoral care, providing an integral component of wellbeing and service for clients and staff as well as reflecting the mission and values of the Anglican church.

An annual gathering day, held at St Francis College, Milton, for our pastoral care team, was a great opportunity to touch base with other chaplains as well as engage in some quality professional development and training.

Mothers Union donations continue to have a positive impact for Anglicare's pastoral care network with its enduring annual donation which allows our pastoral care staff to receive ongoing professional development for the benefit of clients and staff. For example, this generous contribution has allowed two of our coordinators (SPCCs) to study for, and obtain their Certificate in Spiritual Care and Spiritual Care Praxis. One SPCC has also completed the Ministry Education Commission's (MEC) Spiritual Direction Formation, four year program. These programs, together with other professional development opportunities in the areas of loss and grief, cross-cultural palliative care, Emotional Resilience for Living and Dying, and Psychosocial Considerations for End of Life Care, continue to update and contribute to our SPCCs' knowledge and skills to support Anglicare's clients and families.

This generous group of Mothers Union ladies has also contributed to Anglicare services by donating substantial quantities of large hand knitted blankets, baby clothes, teddy bears, sensory cushions and pillow cases. Anglicare's Children and Families services and aged care residential homes were very grateful to receive these donations.

We wish to sincerely acknowledge and thank the Mothers Union for its continued support.

Growth in Faith and Understanding

The *Introduction to Anglicare Southern Queensland* booklet, which explains how Anglicare fits within the mission of the Anglican Church, has been integrated into all new employee orientation packs. The booklet is a great resource providing new staff with a short history of the Anglican Church, Anglicare Southern Queensland, and our mission and values.

Two staff members continue academic assessment for the Graduate Certificate in Theology. These sessions have created an opportunity for discussion and more engagement around the topics of spirituality and theology as well as the role that Anglicare plays within the whole of the church.

This year has focused on strengthening relationships within the Cathedral Precinct to develop mutually beneficial partnerships in line with the mission of the Church. In May, a precinct morning tea promoted by the Department, was held with 65 staff attending. The guest speaker was warmly received and these events provide a great opportunity for staff to get together and mingle to develop stronger relationships with each other and better understand the various roles of staff within the precinct.

Significant Events

To acknowledge and support the diverse pastoral requirements for our clients, the Department was instrumental in organising a number of events at St John's Cathedral including the National Palliative Care Week Service, National Mental Health Week Service and a celebration of 45 years of Anglicare Family Services.

A number of other services of remembrance held at our residential homes and community services also provided a safe space for residents, clients, their families and staff to honour and remember loved ones and to join with others who shared a common bond.

Parishes

Several parish services were attended to present information on Anglicare services and volunteering. Attendance at Clergy Summer School and the Regional Conference provided opportunities for networking with clergy and times of refreshment.

Investing in Social Justice

Anglicare's Social Justice Unit supports the work of the Anglican Church Southern Queensland Social Responsibilities Committee (SRC) to deliver on its vision of doing and empowering justice.

We do this through rigorous and timely research and advocacy by working collaboratively and growing the voice of the church on justice issues; and by engaging the church in Southern Queensland in justice activity.

Research and advocacy

The Social Justice team supported the SRC's advocacy this year by:

- Advocating to Government with well researched and credible positions on issues that matter. At a State level this has included youth justice, domestic violence and civil partnerships submissions made to both parliamentary and policy processes.
- Meeting directly with policy makers, and corresponding on issues of concern with decision makers in the Department of Communities, the Office of Liquor and Gaming Regulation, and the Department of Justice.

Working collaboratively

Partnerships have become central to the work of the Social Justice team, enabling us to help expand the reach of the Church's voice on diverse justice issues. These include:

- partnering locally with advocacy organisations and projects such as Balanced Justice (www.balancedjustice.org), particularly in the area of youth justice;
- working nationally with the Australian Churches Refugee Taskforce, an initiative of the National Council of Churches Australia (NCCA), and locally through the Brisbane Refugee and Asylum Seeker Support (BRASS) network;
- continuing to support the activities of national campaigns endorsed by the Anglican Church Southern Queensland and the Social Responsibilities Committee, such as Recognise – the people's movement to recognise Aboriginal and Torres Strait Islander peoples in the Australian Constitution, and Stop the Traffik Australia;
- growing our relationship with Angligreen, through co-hosted activities such as a joint liturgy and participation in the People's Climate March in November 2015;
- participating actively in, and supporting the activities of, the Reconciliation Action Plan Reference Group, which is now fully independent of the SRC and moving toward a fully endorsed Reconciliation Action Plan for the whole Diocese; and
- supporting the SRC Senior Business Leaders' breakfasts sponsored by international accounting firm BDO, which continue to enjoy high patronage and success.

Engaging for change

In the 2015-2016 year, the Social Justice team engaged actively with others across the Anglican Church Southern Queensland on justice issues. In support of the SRC's vision, we sought to empower Anglicans to more actively and collectively respond to social and ecological justice issues through events and initiatives such as:

- initiating a 'story telling' project to help capture and share the stories of Anglicans undertaking justice oriented initiatives across Southern Queensland;
- building relationships with clergy and increasing our involvement in parish life and events, such as through stalls at Synod and Clergy conferences;
- engaging with schools, including working more closely with the Anglican Schools Commission and the Chaplaincy network, participating in school justice events, giving talks and hosting discussions; and
- continuing to work alongside Parish Services to offer opportunities for the whole of church to grow skills, deepen understanding and develop capacity for living and working effectively and collaboratively in a complex world. This has included SRC-hosted workshops, a series of morning teas and evening events with expert speakers, and support to those seeking to utilise these methods and approaches.





Service Enablement and Strategy

Blessed are those who trust in the Lord, whose trust is the Lord. They shall be like a tree planted by water, sending out its roots by the stream. It shall not fear when heat comes, and its leaves shall stay green; in the year of drought it is not anxious, and it does not cease to bear fruit.

Jeremiah 17:7-8

Though often unseen by clients, the work of Anglicare Southern Queensland's Service Enablement and Strategy team is essential to the safety, capacity and quality of the care our frontline staff deliver every day.

Service overview

The team oversees, and is accountable for delivering:

1. Strategy and Strategic Projects
2. Tendering (New Funding and Re-Contracting)
3. Anglicare-specific Systems and Processes
4. Data Auditing, Analysis and Reporting
5. Customer Service Call Centre (1300 610 610)

Strategic Projects

The 2015-2018 Strategic Plan for Anglicare Southern Queensland offers a touchstone for all who work with us.

Shared mission: The fruits of our labours

This year, Anglicare's executive leadership and staff developed a three-year strategy to align with the broader Mission Action Plan of the Anglican Church Southern Queensland. It was hoped that deepening Anglicare's own sense of belonging and meaning within the Diocese more broadly, would help us tap into a broader collective wisdom, and offer ongoing support for Anglicare workers as they reach out and bring hope to clients.

In the simplest of terms, this plan ensures everyone within Anglicare Southern Queensland directs their efforts, skills and energy towards the same goals.

Our priorities

Given the pace of government reforms, rapid growth in demand for services and funding pressures sector-wide, the 2015 launch of a new strategic plan was particularly timely.

The plan includes four strategic priorities:

#1 Relationship-based practice (Rel8)

Be leaders in providing high-quality, client-centred care, support and counselling, based on Anglicare's principles of relationship-based practice (which we call 'Rel8'). This will enable clients to reach their own goals and to live lives full of hope and joy.

#2 Resourced and skilled workforce

Invest in, and support, our people as they live-out our Anglican mission and values; ensure they are resourced and skilled to work safely, and to respond appropriately, to client needs and expectations.

#3 Technology

Implement and use technology to improve client outcomes and increase efficiency.

#4 Financial sustainability

Ensure our services and facilities represent value-for-money for both clients and government; maintain market share; and continue to be financially sustainable.

The heart of our service

Love, care, hope and humility. These deeply personal values are those Anglicare Southern Queensland expects all who work with us to make real by their service. Be it workers taking personal responsibility for outcomes, be it recognising the essential human dignity of those we serve, or be it our interactions with clients, colleagues or stakeholders. Wherever we work, we look to these values to express what a privilege it is to serve in this capacity.

Initiatives, projects + packages

Given the wholesale changes across aged care and disability supports, a substantial proportion of our team's efforts across 2015 and 2016 went to initiatives targeting these reforms.

Aged care transitions (from 1 July 2015)

- the rollout of Consumer Directed Care packages and transition planning;
- responding to the *My Aged Care* Gateway referral system.

National Disability Insurance Scheme (NDIS) assistance

During 2015, Anglicare Southern Queensland continued to redefine its processes in preparation for the implementation of the NDIS:

- We developed an **NDIS Financial Reconciliation Tool** to provide automated validation of individual client payments and funds, reducing the need for manual validation and verification in the majority of instances. Any errors will be clearly identifiable for rectification.
- Continued hosting ***My Care, My Way***, a disability support model that provides clients with quality information about how their goals can be supported, as well as advice on choosing care providers, and offering genuine choices for people with a disability and their carers.
- **Improved customer service** – our call centre used NDIS templates to record better details and information during callers' first contact, ensuring that staff who follow-up can provide a higher level of relevant service when they first liaise with clients.

Keeping mobile and connected

In April 2016, our community services began using electronic run sheets, which can be updated in real time using a smart phone. Trialled initially in Logan, the full rollout of 1,500 Mobile Automated Run Sheets (MARS) devices will be completed by August 2016. The project ensures Anglicare's community care staff can spend more time supporting clients, as opposed to spending time in the office completing paperwork. The system averages more than 750 users hourly, during the working week.

Tenders

Meeting community needs

Months and occasionally years before Anglicare Southern Queensland delivers services to clients, our tenders team is working with Federal, State and municipal governments, to respond to community needs, and aged care and health challenges.

The high order skills and competencies of our team ensure governments, non-government organisations and philanthropic bodies know what services Anglicare is able to deliver, and how services are delivered.

Crunching the numbers

In the 2015-2016 financial year, the Service Enablement and Strategy team coordinated 20 submissions for one-off and recurrent funding, new funding opportunities through competitive rounds, growth funding for existing programs and re-contracting of existing programs.

Foster and Kinship: Renewed contracts

Queensland's Department of Communities, Child Safety and Disability Services renewed three contracts for Anglicare's Children and Families programs, totalling \$960,000:

- \$549,000 for Foster and Kinship services (placement nights);
- \$310,364 for our Gold Coast-based Intensive Foster Care program; and
- \$101,442 for Foster and Kinship Care places, Caboolture.

Family support, Gympie

In September 2015, Anglicare established a new Intensive Family Support Service in Gympie, following the awarding of a \$460,065 State Government contract. Such services were identified by the Carmody Inquiry into Child Protection in Queensland.

Extended hours dementia respite

The Queensland Department of Health awarded contracts to Anglicare's respite centres in Cleveland, Robina, Toowoomba and Townsville to provide extended hours dementia respite care from the start of the 2016-2017 financial year. The \$37,000 program assists carers who are having difficulties working or finding work because of their care responsibilities.

Living Longer, Living Better

Anglicare was awarded 44 more beds for the Wide Bay region, via the Aged Care Approval Round (ACAR). These beds will be added to Meilene, our residential aged care home in Bundaberg. The home presently has 52 beds, including 17 dementia-specific beds and one respite care bed. When work is complete, the home will offer 96 beds, as well as the cost efficiencies that flow from a home of that size.

Award-winning innovations

Anglicare Southern Queensland took home two awards at the annual Anglicare Australia National Awards for Innovation and Excellence, sponsored by Telstra. Held in September 2015, the awards recognise outstanding services, projects and programs provided by organisations within the Anglicare Australia network.

Quiet achiever changes lives

While major health care providers including the US Department of Health and Britain's National Health Service struggle to meet the needs of people with combined learning disabilities and mental health challenges, a little known Anglicare program is doing so, with life-changing results.

The Reading and Writing (RAW) group, coordinated by Damian Le Goullon, creates personalised learning programs for its students. Graduates have moved into paid employment, independent living and further education. Others have returned as RAW volunteers or part-time employees.

The community-based, socially inclusive program, has also provided students with skills essential to daily life. Some graduates were previously unable to access public transport, because they were unable to read bus and train timetables.

RAW is coordinated by Anglicare Southern Queensland's *A Place to Belong*, which works to build inclusion for people with a disability or who are experiencing mental health challenges.

Design and healing

This award-winning initiative saw each room of Anglicare's Toowong-based Homelessness Services for Women and Families decorated to very high standards. The 'Deco Room Challenge', which won a national 'Innovation' Award, saw 24 teams drawn from businesses, schools and the wider community, each design and decorate a bedroom at the refuge. The result: all 24 bedrooms were turned into retreats, creating beautiful, healing sanctuaries, for the refuge's vulnerable residents.

Data Analysis and Reporting

New team meets government reporting demands

Anglicare's Systems Maintenance and Support team was created this financial year. One of the team's first tasks was preparing Anglicare Southern Queensland to use the Department of Social Services Data Exchange (DEX). The DEX represented a complete shift in the formats of how data is extracted, formatted and uploaded.

Despite significant disruptions in government reporting structures, Anglicare achieved full compliance, meeting all required reporting timelines.



Significant projects

- completed work with our software provider to ensure Anglicare's system met the technical specs of the DEX;
- mapped 15,000 clients (across three funders) to other funders, using automated script;
- successfully implemented a system-wide upgrade, having undertaken script testing in January 2016;
- commenced reporting the Mental Health and Family Wellbeing Service data into the DEX from July 2015, reporting 23,366 visits, with Commonwealth Home Support Program clients reporting 336,588 visits from 1 January to June 2016;
- trained all service arms of Anglicare on DEX Information and Reporting requirements; and
- set-up of the National Disability Insurance Scheme (NDIS) requirements to meet Anglicare's NDIS export software solution.

Client Service Centre

Across the 2015 and 2016 financial year, our team provided client-focused solutions and support to clients, carers, government agencies, medical institutions and professionals. Our call centre operates 12 hours a day, five days a week. Clients, carers, government agencies, medical institutions and professionals have all used our services this past year.

Huge increase in service enquiries

Increased demand for services this year has seen our Client Service Centre grow from a small 'intake' team (averaging 4,000 calls per month) to taking in excess of 7,000 calls each month, as well as some 150 web referrals on average each working day. To meet these demands, our Client Services team grew from six to 14 staff, including four staff whose role is to assist staff who are on the road delivering home care packages.

Providing clients with solutions

One of our responsibilities is to quickly and efficiently organise the care and support our clients need to stay living in their homes. The timely delivery of services is an ongoing priority, and this year we were most pleased that our service met or exceeded those goals.

Organisationally, we have had to modify a significant number of processes and client interactions as we have moved to a client-centred approach to service provision.

Our referrals are steadily increasing and we have received feedback from assessing teams about how fantastic we are at ensuring the timely delivery of services. The team is always looking at ways to be even better, always focused on our core values: love, care, hope and humility.

Strategic Plan 2015-2018

Our Ambition

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

Our Values

“He has told you, what is good: and what does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God?” (Micah 6:8, NRSV)

Our Anglican Identity

Working alongside our Anglican parishes and schools, we strive to have a transforming effect on the lives of people, families and communities. Our Anglican foundations provide a firm basis for ethical practice and Christian values in an ever changing environment where the sectors in which we operate are becoming increasingly competitive. Staying true to our Anglican identity is our point of distinction.

Our Experience

Our heritage spans 140 years of steadfast service to the community. We have risen to the challenge of responding to the most complex of community needs, particularly during times of crisis.

Our Services

Our clients, their families and the communities in which we serve are our priority and central to our service ethos. Our services include the provision of spiritual and pastoral care which embraces holistic and person-centred care. Our spiritual and pastoral care service offers our clients and their families an opportunity to share and reflect on the events and challenges of life in an environment of trust and confidentiality.

Our People and our Culture

Our Employees and Volunteers share a commitment to our values: Love, Care, Hope, and Humility. It is this clear, shared commitment and dedication to serve our community that shapes our culture. We encourage our people to grow and develop through learning programs and experiences that enable them both professionally, and personally, so that they can live out these values every day.

Our Innovation

We encourage creativity and innovation through research and service, to remain responsive to the new and emerging needs of people and communities.

LOVE

We demonstrate a purposeful commitment to treating all of humanity with compassion and kindness.

CARE

We exhibit generosity and helpfulness especially toward the most vulnerable in our society and take personal responsibility in our work.

HOPE

We have enduring faith in the ability of all people to achieve a life of fulfilment and happiness.

HUMILITY

We work with humility and show gratitude for the privilege of being able to provide joyful service to our community.



Our Strategic Priorities and Goals

The environment in which we are operating is constantly changing due to Government reform and community needs. This changing environment will require us to hold fast to our Anglican identity, our years of experience, and our strong roots in community and to be courageous in the delivery of new services. Our staff and volunteers will be supported to adapt to the new environment and to continue supporting clients to live a life full of hope and joy.

Strategic Priority 1

Relationship-Based Practice - Rel8

We will be leaders in providing high quality client centred care, support and counselling, based on Anglicare's principles of relationship-based practice (Rel8), which will enable clients to reach their own goals and to live a life full of hope and joy.

- Refine and implement our Rel8 philosophy of care
- Develop and implement best practice services for people with disabilities to respond to the new opportunities through the NDIS
- Redesign Aged Care services to ensure clients are supported to reach their own goals and experience greater choice, control and opportunities for wellness and restorative care
- Design and implement early intervention services which support children, youth, individuals and families to improve their wellbeing and safety.

Strategic Priority 2

Resourced and Skilled Workforce

We will invest in and support our people to live out our Anglican mission and values and ensure they are resourced and skilled to work safely and respond appropriately to our client's needs and expectations.

- Develop and implement a workforce plan inclusive of recruitment and retention strategies to respond to our future workforce requirements
- Implement a Learning and Development Framework and System enabled by technology to ensure our people are supported and skilled
- Review and implement a new comprehensive Workplace Health and Safety System to strive for Zero Harm
- Develop a strategy for workforce culture in line with Anglican mission and values.

Strategic Priority 3

Technology

We will implement and use technology to improve client outcomes and increase our efficiency.

- Implement a Residential Aged Care Financial and Care Management System
- Implement mobile technology and Client Information Systems for all of our Community Services
- Establish an e-health strategy to improve and enhance client access to and experience of care.

Strategic Priority 4:

Financial Sustainability

We will ensure our services and facilities are value for money for clients and government to ensure access for clients, a continuing marketshare and financial sustainability.

- Understand the price points within a competitive market and government contestability framework to ensure our total costs are affordable
- Develop and implement a marketing strategy which communicates our point of difference and supports us in maintaining our marketshare
- Implement our Residential Aged Care Property Portfolio Strategy
- Continue to seek out opportunities and partnerships to maximise our ability to increase income streams for mission.

Quality Learning and Workforce Development





Anglicare Southern Queensland is a fast-growing, yet long-established fixture on Queensland's social service landscape.

Our principal asset is our workers, and clients are our primary concern. It is the Quality, Learning and Workforce Development (QLWD) team's role to ensure staff are competent and confident in delivering outcomes that reflect Anglicare Southern Queensland's vision and core values.

Assisting our 3,000-strong workforce

The QLWD Team works across all Anglicare departments, providing professional support and development to Anglicare's 3,000-strong workforce. Though mostly unseen by clients, this work makes a direct and essential contribution to the quality of care, service and support our clients receive, as well as the quality of life they enjoy.

Learning and Development

In 2015 and 2016, we delivered ongoing quality improvement and professional development via:

- Registered Training Organisations (RTOs);
- developing and implementing a strategic Learning and Development Framework and system;
- conducting a learning needs analysis for Residential Aged Care, Children and Families and Community Care, to be used to plan learning and development in 2017;
- promoting evidence-based practice and contemporary learning/development strategies;
- facilitating the sharing of best practices across the organisation; and
- facilitating ease of access to resources and activities reviewed on the Anglicare intranet site, INsite.

Practice Development

The QLWD Practice Development Team supports the development of expertise across the organisation. Our role is to identify practice and learning needs, and work with Service Delivery to ensure practitioners and services are competent and confident in the provision of quality services.

The Practice Development team launched a project to update current practice around Post Crisis Response and Critical Incidents, including the:

- development of a procedure for responding to the death of a child or young person in care; and
- development of procedures around supporting staff during and after critical incidents.

Support for Children and Families services

Quality assurance

QLWD supported Children and Families services across all programs, and reviewed key documents (including their Family Intervention Services (FIS) Client Handbook, Kinship Care Fact Sheet and Practice Guide, and Incident Management Procedure) to ensure procedures fully aligned with legislative requirements and best practice.

Mandatory training

QLWD commenced a review of current mandatory training requirements for the Children and Families workforce to ensure face to face training and development opportunities are effective and efficient in meeting the needs of programs.

Aged and Community Care Services

The sheer pace and size of change experienced in this space saw an increased demand for professional development and support services across our aged



and community care teams. Significant work this year has included:

- Client Liaison development;
- training and development to support Consumer Directed Care reforms;
- design of a dementia practice framework for Anglicare; and
- internal consultancy on aged care related subjects and identification and provision of suitable learning resources that support evidence-based practice.

Lifestyle and Wellbeing

In 2015-2016, the QLWD team created a portal to allow Anglicare's lifestyle workers to access programs relating to strategic goals and sector standards.

Further work was conducted with registered training organisations and universities to provide professional development for Anglicare managers and staff, including some funded places.

QLWD also coordinated Better Health With Self Management (BHWSM) programs that reached all Community and Residential Services Statewide. In Southern Queensland, 151 participants attended programs held in Metro South, West Moreton, Roma and Chinchilla and on the Gold Coast and Sunshine Coast.

Future proofing

Across 2015 and 2016, we developed and implemented recruitment and retention strategies to meet current and future workforce requirements. This year's focus on our

human capital is one of Anglicare's strategic priorities, and is designed to ensure we remain able well into the future, to deliver excellence-based service in ever growing sectors.

Multicultural Program

The Multicultural Program responds to the service delivery diversity within the organisation and supports colleagues with additional information, advice and resources, including:

- training, education and community engagement activities;
- specialist training on working with interpreters and working with refugees was delivered to staff to ensure we are responsive to the needs of people from culturally and linguistically diverse (CALD) backgrounds; and
- engagement with newly emerging and other culturally diverse communities to understand and navigate the aged care and disability reforms. This engagement is pivotal to maintaining and continuing relationships where language and cultural barriers are often experienced.

Relationship-based Practice Project (Rel8)

Anglicare's philosophy of relationship-based practice as outlined in the current strategic plan, is otherwise known as Rel8.

Investment in the philosophy and practice underpinning Rel8 has been undertaken by the Quality Learning and Workforce Development (QLWD) Team, which has been working to achieve optimum practice by



facilitating an organisational environment that enables continuous critical reflection processes, evaluation, learning, improved decision-making and appropriate enhancements to services and strategies.

Key phases and achievements to date include:

- shaping and amplifying collective understanding of intent, drivers, potential enablers and challenges of relationship-based practice;
- building focus and 'readiness' to support positive benefits;
- establishing a metropolitan reflective practice 'change leaders' group to assist with key communication and to promote change processes;
- focus group consultation – organisation-wide data gathering to identify Rel8 practice capabilities and behaviour indicators from:
 - 196 frontline staff across seven role types and 12 Anglicare Southern Queensland sites to date;
 - 72 practice leaders across 10 Anglicare sites to date; and
 - 22 clients across two Anglicare sites to date;
- conducting research review to:
 - triangulate focus group data with relevant literature sources;
 - establish an evidence-based Rel8 practice approach; and
 - identify 'capability sets' (ways of relating and doing) for frontline staff and practice leadership.

Key outputs to date include:

- development of a front-line staff set of capabilities;

- development of a set of practice leadership capabilities;
- development of an organizational excellence set of capabilities;
- a plan to operationalise these capabilities through targeted learning and practice development initiatives;
- scoping of a reflective practice framework to embed the Rel8 approach within Anglicare Southern Queensland; and
- an organisational change and sustainability strategy.

Further project phases include:

- development of overarching organisational practice excellence capability;
- development of practice and learning and development initiatives and strategies to integrate and sustain Rel8 capabilities; and
- development of an evaluative methodology and metrics.

Quality Improvement

Anglicare works to support continuous improvement across its programs and services through a range of activities including:

- review and development of delivery of services to the community;
- operation and evolution of the Anglicare quality management system (e.g. policy and procedure framework); and
- achievement of success in external certification, accreditation and review processes.



Anglicare's services operate under the following sets of standards:

1. Human Services Quality Framework
2. Home Care Common Standards
3. Aged Care Accreditation Standards

This work is supported by internal reviews of Anglicare's quality management system within Services to provide recommendations in areas of improvement opportunity. Quality support visits to Services are also undertaken and include coaching activities and direct support during external certification/accreditation and review.

Anglicare is leading a range of other activities to support its ongoing improvement journey including:

- developing a new approach to quality support to begin to shift the focus to our own ongoing improvement journey and commitment away from one focussed on meeting external audit requirements;
- focussed review of organisational policy and procedure (e.g. Internal Audit Program Procedure and related audits);
- improved reporting by the Quality Improvement Team to the Care Governance Committee; and
- members of the Quality Improvement Team also sit on the following committees/groups:
 - a. Disability Transition Project Steering Committee
 - b. Res-ecare Project Steering Committee
 - c. Document Review Group – Clinical Forms.

Human Services Quality Framework (HSQF)

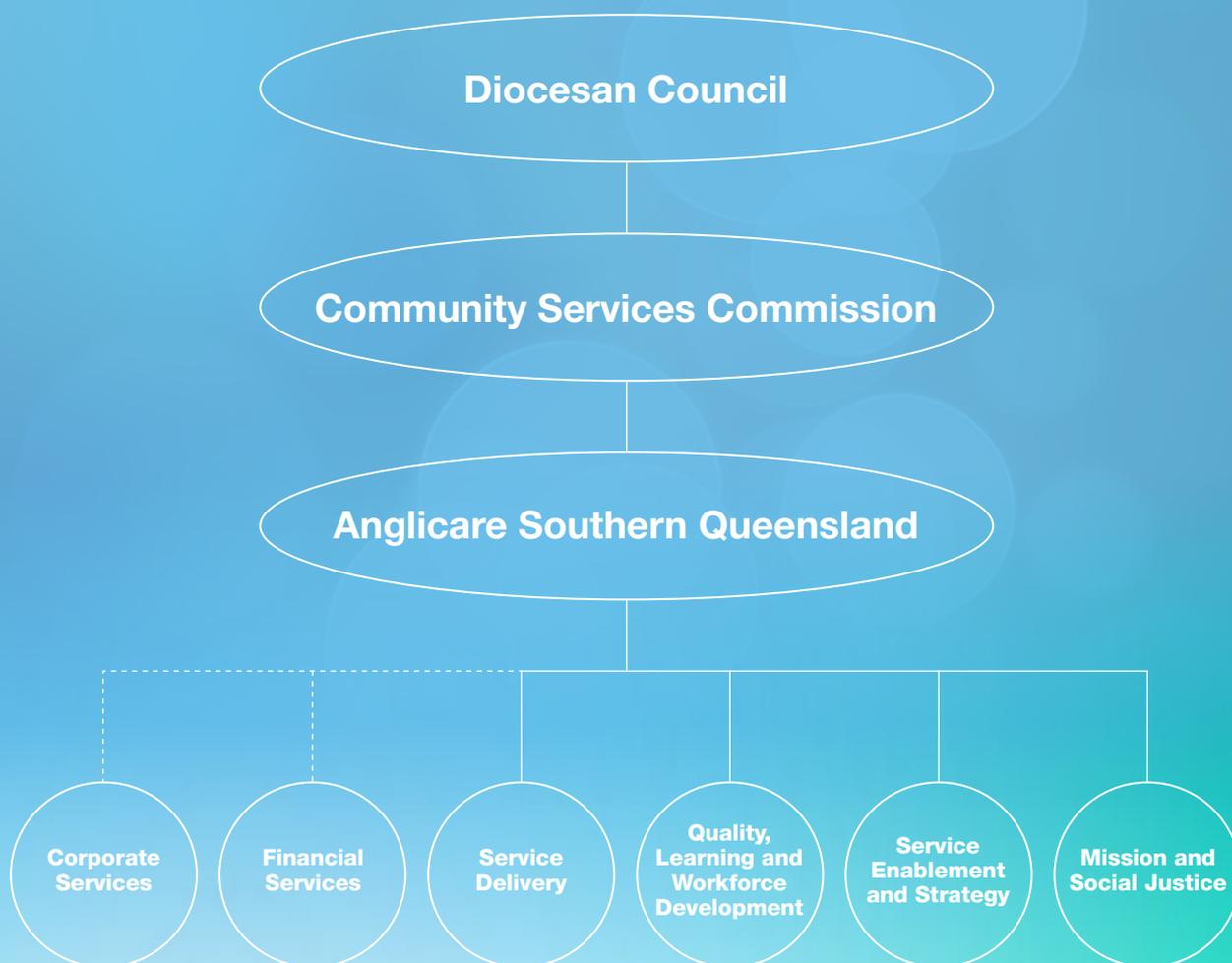
This framework is made up of six standards and a three yearly certification cycle connected predominately to services funded by the Department of Communities, Child Safety, and Disability Services, and is undertaken by the Institute for Health Communities Australia. Across six days in September, a team of five auditors reviewed the organisation's corporate, child safety, specialist disability, and in scope homelessness and counselling services.

In addition to the internal review and quality support visit activities, the Quality Improvement Team led coordinated planning incorporating broad communication, resource development, and face to face/videoconference/teleconference preparation.

Policy

Anglicare's Policy Team is responsible for implementing the Document Management Framework, which provides a systematic approach to managing the 1,136 documents it controls. Document develop/change requests are managed through a Document Review Library to provide a controlled environment where stakeholders can collaborate through the document management process. One of the primary focal points this year has been to undertake site visits to build an understanding of, and confidence in, the framework at a local Service level.

Our Structure



Our Commissioners

Community Services Commission



**The Most Reverend
Dr Phillip Aspinall**
Archbishop of Brisbane

Dr Aspinall has numerous qualifications including Doctor of Philosophy (Monash University); Master of Business Administration (Deakin University); Graduate Diploma in Religious Education (Brisbane College of Advanced Education) and a Bachelor of Divinity with Honours (Melbourne College of Divinity). He was Assistant Bishop of the Diocese of Adelaide from 1998 to 2002 and has been Archbishop of Brisbane since 2002. In 2005, Dr Aspinall was elected Primate of the Anglican Church of Australia, a national title he relinquished in July 2014.



Ms Catherine Grant Chair
(January 2016 – current)

Ms Grant holds a Master of Business Administration (Executive), a Bachelor of Economics and a Bachelor of Arts in Journalism and Japanese from The University of Queensland. She has also been awarded the Company Directors Course Diploma by the Australian Institute of Company Directors. Since 1991, Ms Grant has been the Executive Director of a national consultancy providing leadership programs and strategic facilitation to clients in the corporate, health, government and tertiary education sectors. Previously, she held leadership roles in two publicly listed companies, one in healthcare. Between 2004 and December 2014, Ms Grant was a Member of the Community Services Commission, returning as Chair in January 2016.



Mr Rob Law SBS Chair
(2007 – December 2015)

Mr Law holds a Bachelor of Applied Science (Physics) and a Bachelor of Science (Math). He has worked in senior roles internationally, notably as the Director General of the Hong Kong Government Environmental Protection Department from 1996 to 2005. His executive career began with the Victorian Government Environmental Protection Authority from 1972 to 1981, before he joined the Hong Kong Environmental Protection Department from 1981 until 2005. Mr Law served as the Chair of the Community Services Commission from 2007 to 2015.



Mrs Karen Crouch
Executive Director

Mrs Crouch has over 20 years' experience in the areas of policy and planning, education and health service management. She has worked in advanced clinical roles in both public and private health care and the higher education sector. Karen's specialties include acute care, rehabilitation, aged care and community care. Prior to her role with Anglicare Southern Queensland, she held nursing directorship positions in hospitals and residential aged care facilities. She was also a nurse practitioner, policy and planning officer, hospital redevelopment manager and nurse unit manager – emergency. Karen has a Master of Nursing - NP.



Mrs Glennis Hinton

Mrs Hinton has a Diploma in Nursing Education and began her health care career as a registered nurse. Later in her career as a nurse educator, Glennis was responsible for the development and delivery of educational programs for registered nurses in specialist fields including: Community Home Care, Child Health, Aboriginal Health, Mental Health, Aged Care, Palliative Care and Women's Health. Since 1978 she has served on a number of committees including the Anglican Social Welfare Committee, St Luke's Nursing Service (1978-1993) and the Anglican Care of the Aged (1980-2005). She has been a member of the Community Services Commission since 2005.

Our Commissioners Continued



Mr Rob Freeman

Mr Freeman holds a Bachelor of Business (Public Administration, Queensland University of Technology, 1993) and a Queensland Diploma of Animal Husbandry (University of Queensland, Gatton campus 1966). He is a former board member of the Anglican Care of the Aged Committee. His long career in Human Resources included the Queensland Department of Housing and the Department of Communities. He was a Regional HR Manager for Telstra and a Senior HR Consultant at Ernst & Young.



Mr Alan Dann

Mr Dann is a Fellow of Chartered Accountants Australia and New Zealand and a registered company auditor. He is also a retired Partner and Director of Bentleys Chartered Accountants and served as Treasurer of the Corporation of the Synod of the Diocese of Brisbane (1995-2008). He currently runs a consultancy providing audit, quality assurance and business advisory services.



Dr Rachel McFadyen

Dr McFadyen has a Science degree (Cambridge), a PhD Agriculture (University of the West Indies), and a Master of Public Administration (The University of Queensland). She worked as a weed scientist with the Queensland Government and from 2003 to 2008 was Director (CEO) of the Cooperative Research Centre for Australian Weed Management. Dr McFadyen has served the Anglican Diocese of Brisbane in a number of ways, including as a lay preacher and liturgical assistant, parish warden, Synod representative, member of the Diocesan Council and a member of General Synod.



Mr Gary Brady

Mr Brady holds a Master of Business (Marketing) Degree from the University of Technology Sydney, a Bachelor of Economics Degree (University of Queensland) and is a Graduate of the Company Directors Course, Australian Institute of Company Directors. He has held executive positions in ASX50 organisations, and in the tertiary sector. He brings senior executive expertise in financial governance, risk assessment and mitigation, strategy development and commercial implementation. Gary has extensive experience in business management, fundraising, research funding, contract development and contract law.



Mr James White

Mr White has a Master of Laws (University of Queensland) and was admitted as a Solicitor in 1981. He has been a Solicitor in the Toowong area since 1983. He is currently the Principal of a Brisbane legal practice which specialises in family law, criminal law, civil litigation and estate administration and he has a special interest in mediation. He was appointed a Member of the Queensland Civil and Administrative Tribunal in 2011.



Dr Kim Forrester

Dr Forrester has a Bachelor of Arts and a Bachelor of Laws from the University of New South Wales, a Master of Laws (Advanced) from the University of Queensland and a PhD from Griffith University. Before commencing her studies in Law and being admitted as Barrister-at-Law in the NSW Supreme Court, Dr Forrester was a Registered Nurse, after completing a General Nursing Training Certificate at the Royal Brisbane Hospital and a Post Basic Certificate Intensive Therapy Nursing Certificate from the NSW Department of Health.

Our Directors



Sue Cooke
Director Service Delivery

Sue Cooke commenced her nursing career in the 1980s, specialising in surgical and neuro-surgical nursing. After several years in nursing management, Sue transitioned to staff development and spent several years in workforce development including RTO directorship. Sue joined Anglicare Southern Queensland in 2010 in a learning and development leadership role and then returned to operational management in 2012. Sue has a Master of Education and Master of Business Administration.



Alison Zappala
Director Service Enablement and Strategy

Alison Zappala has Nursing and Business qualifications. Alison is an experienced registered nurse of 14 years and has worked in public and private hospitals in both Australia and the UK and as a senior manager of community and aged care services since 2006. Alison currently has responsibility for facilitating strategic thinking within Anglicare Southern Queensland and delivering a number of strategic initiatives and projects on behalf of the organisation. Alison also manages the Service Enablement Team responsible for customer service, inbound referrals and call centre management, Anglicare Southern Queensland's care and data management systems, business process analysis and reporting.



Cathie Nesvadba
Director Quality, Learning and
Workforce Development

Cathie Nesvadba commenced as the Director Quality, Learning and Workforce Development in April 2015. With qualifications in nursing, education and research she has successfully held roles in tertiary education, professional regulation, quality and standards, policy and practice development. Cathie's past roles have required her to lead strategies to improve practice development through research, policy, quality benchmarks, innovative models of care, advanced practice roles, and leadership development.



The Reverend Canon Linda McWilliam Director Mission and Social Justice

Reverend Linda has 20 years' experience working within the healthcare system and has experience in mental health, oncology, palliative care, bereavement support and education. She has a degree in Theology and a graduate qualification in Counselling. Prior to commencing her role at Anglicare Southern Queensland, Linda was the dedicated Chaplain for the Palliative Care Service at The Wesley Hospital and Coordinator of the Bereavement Support Program. Prior to her appointment as Director Mission and Social Justice, Linda coordinated a team of spiritual and pastoral care workers integrating a Spiritual and Pastoral Care program within Anglicare Southern Queensland.



Financial Report

Summary Financial Report for the Year Ending 30 June 2016

The Summary Financial Report does not, and cannot be expected to, provide as full an understanding of the financial performance and financial position of Anglicare Southern Queensland as the complete Annual Financial Report.

The attached summary financial statements are an extract of, and have been derived from, the complete Annual Financial Report for the Anglican Church Southern Queensland Community Services Commission, trading as Anglicare Southern Queensland, for the year ended 30 June 2016.

Consolidated Statement of Changes in Accumulated Funds for the Year Ended 30 June 2016

	Retained Earnings	General Reserve	Trust Reserve	Revaluation Reserve	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 30 June 2014	113,259	1,808	19,258	43,189	177,514
Net surplus/(deficit) for the year	1,246	–	1,494	–	2,740
Other comprehensive (expense)/income for the year	–	–	–	(170)	(170)
Transferred to/(from) retained earnings	180	–	40	(220)	–
Movement in reserves	(75)	306	–	(900)	(669)
Balance at 30 June 2015	114,610	2,114	20,792	41,899	179,415
Net surplus/(deficit) for the year	1,002	–	788	–	1,790
Other comprehensive (expense)/income for the year	–	–	–	–	–
Transferred to/(from) retained earnings	–	–	–	–	–
Movement in reserves	(1,622)	380	1,622	(100)	280
Balance at 30 June 2016	113,990	2,494	23,202	41,799	181,485

**Consolidated Statement of Profit or Loss and Other Comprehensive Income for the Year Ended
30 June 2016**

	2016	2015
	\$'000	\$'000
Revenue from continuing operations		
Revenue from governments for rendering of services	135,221	140,755
Revenue from clients for rendering of services	34,132	17,820
Interest revenue	2,915	2,740
Revenue from Trust Funds	521	1,009
Net gain/(loss) on disposal of property, plant and equipment	(96)	17
Other revenue	6,045	5,528
Total Revenue	178,738	167,869
Expenses from continuing operations		
Employee expenses	(128,056)	(116,972)
Client services expenses and consumables	(30,130)	(29,289)
Depreciation expense	(4,840)	(6,227)
Rates and service fees	(11,464)	(10,440)
Operating lease costs	(1,717)	(1,717)
Other expenses	(639)	(484)
Total Expenses	(176,948)	(165,129)
Surplus/(Deficit) for the year from continuing operations	1,790	2,740
Other Comprehensive Income		
Net gain/(loss) on revaluation of land and buildings	-	(170)
Total Comprehensive Income for the year	1,790	2,570



Consolidated Statement of Financial Position as at 30 June 2016

	2016 \$'000	2015 \$'000
ASSETS		
Current Assets		
Cash and cash equivalents (unrestricted)	26,368	24,659
Cash and cash equivalents (restricted)	89,404	79,820
Trade and other receivables	5,479	4,079
Other assets	1,099	1,065
Non current assets held for sale	500	3,550
Total Current Assets	122,850	113,173
Non-Current Assets		
Available for sale financial investments (restricted)	455	534
Other receivables (unrestricted)	17,020	16,652
Other receivables (restricted)	12,702	12,382
Investment properties	46,287	–
Property, plant and equipment (restricted)	57,310	97,357
Property, plant and equipment (unrestricted)	29,677	31,452
Other assets	2,865	3,360
Total Non-Current Assets	166,316	161,737
TOTAL ASSETS	289,166	274,910
LIABILITIES		
Current Liabilities		
Trade and other payables	22,213	23,849
Employee entitlements	13,013	11,773
Other liabilities	60,907	53,727
Provisions	2,814	3,044
Total Current Liabilities	98,947	92,393
Non-Current Liabilities		
Employee entitlements	2,864	2,851
Other liabilities	5,522	–
Provisions	348	251
Total Non-Current Liabilities	8,734	3,102
TOTAL LIABILITIES	107,681	95,495
NET ASSETS	181,485	179,415
FUNDS		
Retained earnings	113,990	114,610
General reserve	2,494	2,114
Trust reserve	23,202	20,792
Asset revaluation reserve	41,799	41,899
TOTAL ACCUMULATED FUNDS AND RESERVES	181,485	179,415

Consolidated Statement of Cash Flows for the Year Ended 30 June 2016

	2016	2015
	\$'000	\$'000
Cash flows from operating activities		
Receipts from governments and clients	190,458	183,076
Payments to suppliers and employees	(189,903)	(167,805)
Interest received	2,915	2,740
Interest received - Trust Funds	521	1,009
Finance costs	(8)	(9)
Net cash flows from/(used in) operating activities	3,983	19,011
Cash flows from investing activities		
Proceeds from sale of property, plant and equipment	3,276	2,733
Payments for property, plant and equipment	(9,627)	(10,471)
(Payments to)/Receipts from related parties	89	(1,280)
Net cash used in investing activities	(6,262)	(9,018)
Cash flows from financing activities		
Net proceeds/(payments) from accommodation bonds and ILU entry contributions	8,050	7,334
Loans from Department of Health and Other	5,522	-
Proceeds from Reserves	-	2
Net cash flows from/(used in) financing activities	13,572	7,336
Net increase/(decrease) in cash held	11,293	17,329
Cash at the beginning of the financial year	104,479	87,150
Cash at the end of the financial year	115,772	104,479





Fundraising

1,044,000+ reasons to give thanks

Anglicare Southern Queensland depends on giving and philanthropy to deliver initiatives that are unfunded and underfunded. In the 2015-2016 financial year, Anglicare was the beneficiary of \$1,044,000 in donations.

These helped us deliver:

- Aged Care services to 32,285 clients;
- 100,000+ hours of care to disability clients;
- more than 336,000 nights of care for children and families;
- care to more than 500 homeless clients; and
- care and support to more than 5,000 mental health and family wellbeing clients.

No 'typical' donor

Our donors came from all walks of life, from pensioners to business leaders, to corporations and school communities. Many came from beyond the Anglican Church community, though the vast majority of donors came to us thanks to their connections with the Diocese more generally.

It takes a village

The 22 Anglican Schools across Southern Queensland continued to be passionate and indefatigable donors of cash and in-kind support this financial year. The same was true for the 137 parishes and the half-million or so Anglicans living within this Diocese.

Together, they provide a constant buffer and fiscal certainty to which few not-for-profits have access.

Fundraising

Anglicare's fundraising team hit the ground running in the 2015-2016 financial year, assisting service centres with fundraising plans and fundraising events, working with parishes hosting Heart Teas, working with Anglican Schools on free dress days, colour runs and hosting 'A Night in the Cathedral' fundraiser.

Our 'Helpie' Community Fundraising Program, which allows members of the community to host an event of their choice to raise funds for Anglicare, was our highest single fundraiser this financial year, raising \$143,888. We found there were plenty of people in the community wanting to help transform lives.

Corporate outreach

We rebuilt our Corporate Partnerships database this year to reignite our associations with viable corporate entities who want to demonstrate their commitment to the four pillars of Corporate Social Responsibility – marketplace, community, environment and workplace.

Thank you!

To all the individuals, schools, parishes, community groups and corporates who so generously supported us this year, please know that the achievements documented in this report, and the number of lives impacted, would simply not have been possible without your generosity.

For more information on how you can help us help others, call our fundraising team on 1300 244 683 or email giving@anglicaresq.org.au



Funding Bodies

The achievement of Anglicare Southern Queensland's vision is made possible by funding from:

Federal Funding Bodies

- Department of Social Services
- Attorney General Department
- Department of Health



Australian Government

State Funding Bodies

- Department Communities, Child Safety and Disability Services
- Department of Education, Training and Employment
- Department of Health
- Department of Justice and Attorney General
- Department of Housing and Public Works



Queensland
Government







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