



Annual Report 2024–2025

# Turning up

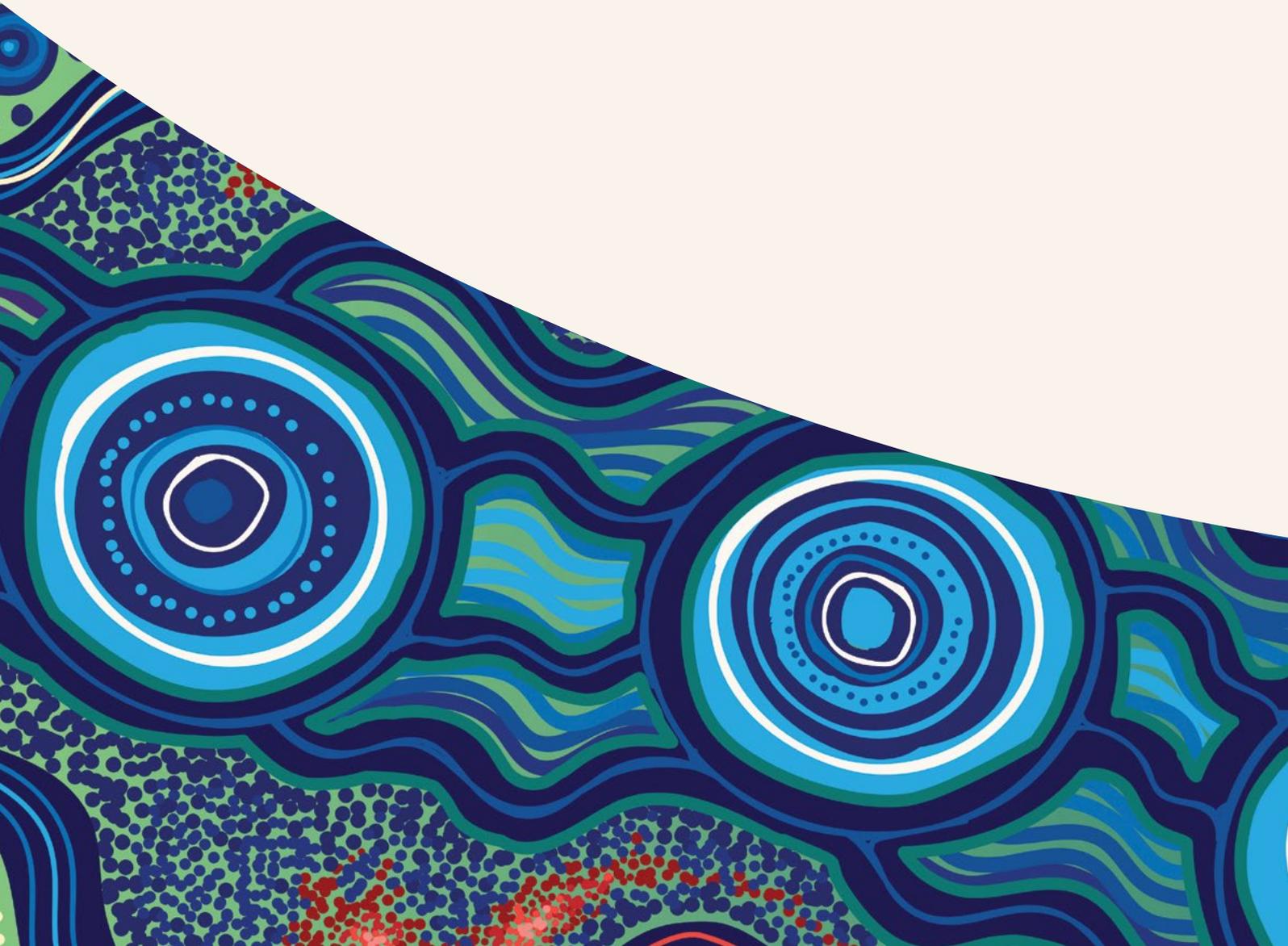
Today. Tomorrow. Together.

**Anglicare**  
Southern Queensland



We acknowledge all First Peoples of the land on which we live, walk and work on. We honour them and their Ancestors for their survival, continued traditions, spiritual connection and caring of country, sky, water and sea. We pay respect to the Elders past and present and will continue to support their right for self-determination.

We are committed to Reconciliation and respectfully recognise that sovereignty has never been ceded.



# Contents

Archbishop's Message .....	5
From the Chair .....	6
Forward .....	7
Our Strategy .....	8
Our Vision .....	10
Our Commitment .....	10
Our Focus .....	11
At a Glance .....	12
Diversity, Equity, Inclusion and Belonging .....	14
Environmental Sustainability .....	16
Our People .....	18
Our Impact .....	20
Our Volunteers .....	22
Our Services .....	24
Home & Community .....	25
Residential Aged Care and Retirement Living .....	26
Foster & Kinship Care and Family Intervention Services .....	29
Residential Care and Supported Independent Living .....	29
Social & Community Services .....	30
Youth Justice .....	31
Mission, Research and Advocacy .....	32
Our Commission .....	34
Our Executive Leadership Team .....	35
Financial Report .....	36
Trusted Brands .....	39



**At Anglicare, we turn  
up today, tomorrow  
and together, so  
people can turn to us  
*when they need us most.***



# Archbishop's Message

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



As I reflect on my second year as Archbishop of Brisbane, I remain grateful for the extraordinary work of Anglicare Southern Queensland and for the profound impact it continues to have in the lives of so many across our Diocese.

Over the past year, I have again had the privilege of visiting services, and meeting with staff, volunteers, and the people we serve. It was particularly heartwarming to participate in so many events across the year including the sod turning of Anglicare Southern Queensland's Youth Homelessness Accommodation Project and the opening of Abri Residential Aged Care Home's Specialist Dementia Care Program.

At both events I had the honour of officially proclaiming God's blessing on the work in those places and offering prayers expressing our hope and thankfulness for that work.

I was also glad to once again host the longstanding Loaves and Fishes Luncheon at St John's Cathedral, where 300 members of our community came together to raise \$50,000 for the Youth Homelessness Accommodation Project in Logan.

Sadly, the cost-of-living and housing crises continue to place pressure on families, while loneliness, mental health struggles, and the complex needs of an ageing population are still experienced.

Despite the challenging circumstances, I am continuously inspired by staff of Anglicare, who in the face of these difficulties, persevere and respond with hope, care and compassion, always considering new ways to support Queenslanders while staying true to Anglicare's mission of responding to human need through loving service.

Whether it is enabling people to remain at home with dignity through nursing and community care, providing safety and refuge for those escaping from domestic and family violence, walking alongside children and foster carers, offering counselling and family support, or caring for older Queenslanders in our residential communities, Anglicare's 155-year history of service is lived out every day.

I commend the work outlined in this Annual Report (2024–25) and wish to share my heartfelt thanks to all who contribute to Anglicare's mission, including the Community Services Commission members, the leadership team, the dedicated staff, compassionate volunteers, and faithful supporters.

As Anglicare looks ahead, may we be guided by God's grace to continue building a more just, inclusive, and hope-filled society – today, tomorrow and together.

May all clients, staff, and supporters know God's blessing.

With gratitude and much respect,

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

# From the Chair

## Right Reverend Cameron Venables, Interim Chair



I am pleased to present the 2024-2025 Annual Report for Anglicare Southern Queensland.

I thank Gary Brady for his dedicated service as Anglicare's Chair of the Community Services Commission from 2022-2025.

I also thank Tracy Morgan, who served as Chair of the Community Services Commission in the 2025 financial year.

A key highlight this year was the launch of Anglicare's refreshed brand, honouring our legacy while raising awareness of our services and advocacy, and reflecting the modern, inclusive organisation we are today.

We progressed substantial preparation across our Aged and Community Care Services for major Australian Aged Care reforms, including the introduction of the new *Aged Care Act 2024* and the transition to the Support at Home program. We also strengthened our Child Safe practices in line with evolving legislation, reinforcing our commitment to the safety and wellbeing of all children and young people.

At Anglicare, our longstanding tradition of providing compassionate, high-quality care for those in need continues to guide everything we do. Sadly, we continued to witness the ongoing hardships faced by many across our communities as the cost-of-living crisis deepened. Despite this, Anglicare remained a steadfast presence, as we have for more than 150 years, providing support and hope to those in need.

This year we provided support to more than **37,900** clients, residents, children, young people and families across our services. Anglicare provided **1.1 million** hours of community care and disability support to more than **26,000** clients; and we supported **861** residents in our **eight** residential aged care homes.

We provided **2,392** hours of support for **627** women and young people experiencing homelessness, and were able to share new clothing to **4,000+** people in need through our Thread Together partnership. We provided **4,600+** Emergency Relief sessions, and shared financial advice and support to more than **1,467** people.

Our Out of Home Care team supported **1,585** foster and kinship carers to provide **390,441** nights of care for children and young people. We also provided care to more than **1,700** children and young people supported through our residential care, foster and kinship care services.

Anglicare's activities resulted in a surplus from continuing operations of \$7,552,000 for the financial year ended 30 June 2025. This compares with a surplus from continuing operations in 2024 of \$5,504,000. Anglicare strives to derive a surplus as part of the Commission's continuing strategy to generate sufficient funds to enable capital reinvestment and operational efficiency, to manage risks, and to take advantage of opportunities as they arise.

This year, we utilised surplus funds towards our Youth Homelessness Accommodation Project in Logan which will provide 30 apartments to young people experiencing or at risk of homelessness. We were thrilled to break ground on the build in February 2025 and are pleased to see strong progress toward the service becoming operational in the second half of 2026.

Finally, I would extend a warm thank you to my fellow Commissioners, Chief Executive Officer Sue Cooke, and the Executive Leadership team for their expertise, passion and unwavering commitment.

# Forward

## Sue Cooke, Chief Executive Officer



It was an honour to lead and enable our dedicated staff and volunteers in delivering care to our communities. Together, we celebrated important milestones while navigating significant government reforms. We also continued to respond to the social challenges impacting our sectors.

This year, Anglicare Southern Queensland has continued our mission of walking alongside people in need with love, care, hope and humility, ensuring we can be there for our clients when they need us.

We successfully tendered for \$3.6 million in funding from both Federal and State Government opportunities to deliver: a pilot program assisting women exiting custodial correctional facilities; a specialist counselling program for alcohol and other drugs and; the addition of a Domestic and Family Violence Advocate Practitioner for our Specialist Family Violence counselling services. These funds strengthen our ability to provide high-quality, person-centred services to some of the most vulnerable members of our community.

We also received more than \$2.8 million in fundraising and philanthropy opportunities. I extend my heartfelt thanks to our donors for their generosity, commitment and community spirit.

Fundraising is a strategic focus for our organisation and continues to play a vital role in enabling life-changing initiatives such as providing fresh start packs for women experiencing homelessness at our Toowong Women's Homelessness Service, supporting lifestyle activities for aged care residents through school partnerships, and creating new opportunities for young people in care.

A highlight of the year was launching our refreshed brand, which honours Anglicare's legacy while raising awareness of our services and advocacy. Guided by our values, it reflects the modern, inclusive organisation we are, staying true to our heritage and supporting our diverse clients.

We continued to advance key organisational strategies, including our Environmental Sustainability Strategy, which remains central to how we build a resilient and responsible organisation.

We farewelled our Chair of the Community Services Commission, Gary Brady, and warmly welcomed Tracy Morgan into the role. We welcomed Tammy Lloyd as Chief Operating Officer of Children, Youth and Families and Kane Singh who joined us as our new Chief Operating Officer of Aged and Community Services.

I acknowledge the tireless efforts of our staff and volunteers, who continue to support our clients with compassion despite ongoing challenges. Their commitment ensures Anglicare Southern Queensland remains both a trusted service provider and advocate for a more just and inclusive society, as demonstrated during the impacts of ex-Tropical Cyclone Alfred when critical services continued without interruption.

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

# Our Strategy 2023–2025

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



## Sustainable growth in residential aged care

1

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



## Become a market leader in home care

2

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



## Aim to alleviate the impacts of the housing crisis

3

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



## Foster workforce sustainability, resilience and adaptability

4

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



**Thank you to longstanding community association, GFS (pictured), who have pledged \$600,000 towards the development of our Youth Homelessness Accommodation service in Logan.**

“Our organisation has a long history of supporting youth, and like Anglicare, we believe every young person deserves a safe place to call home. We know this project will make a real impact for vulnerable young people in the community and can’t wait to see the doors open in mid-2026.” - Lesley Briggs, Chairman of GFS in the Brisbane Diocese.

# Our Vision

At Anglicare Southern Queensland, we see a future where compassion leads, justice prevails, and everyone has the support, dignity, and opportunity to thrive. Our vision is to create a more loving, just, and inclusive society, inspired by the life and teachings of Christ.

# Our Commitment

## First Nations People

We recognise Aboriginal and Torres Strait Islander Peoples as the First Australians and are committed to working alongside them in respect and partnership. By listening, learning, and collaborating with First Nations organisations, we ensure culturally safe, community-led services that support their goals.

We will seek opportunities to partner with Aboriginal and Torres Strait Islander owned organisations to lead and deliver services that impact Aboriginal and Torres Strait Islander people and communities.

## Excellence in service

Excellence is at the heart of everything we do. We are committed to delivering the highest quality care, exceeding expectations, and continuously improving.

By fostering a culture that prioritises client needs and wellbeing, we not only enhance the services we provide but also create lasting, positive experiences for those who rely on us.

## Voice

We believe that every voice matters. We listen, learn, and respond to the needs of our clients, staff, stakeholders, and communities to create services that truly make a difference.

By engaging in open and honest dialogue, we ensure that the people we serve have a say in shaping the care and support they receive. This commitment to listening helps us build stronger relationships and develop solutions that address real challenges.

## Sustainability

Sustainability is about ensuring our organisation remains strong for generations to come. We integrate economic, social, and environmental responsibility into everything we do, so we can continue to support Queenslanders well into the future.

## Person-centredness

Every person's journey is unique, and we recognise the importance of holistic, person-centred care.

Our services are designed to empower individuals, fostering dignity, independence, and connection. By placing people at the centre of everything we do, we ensure that care is tailored to their needs, aspirations, and circumstances.

# Our Focus

## Seniors

We strive for an age-inclusive society where seniors feel valued, respected, and empowered.

Through person-centred care, we support older Queenslanders in maintaining their independence, wellbeing, and active participation in the community.

## Families, Youth and Children

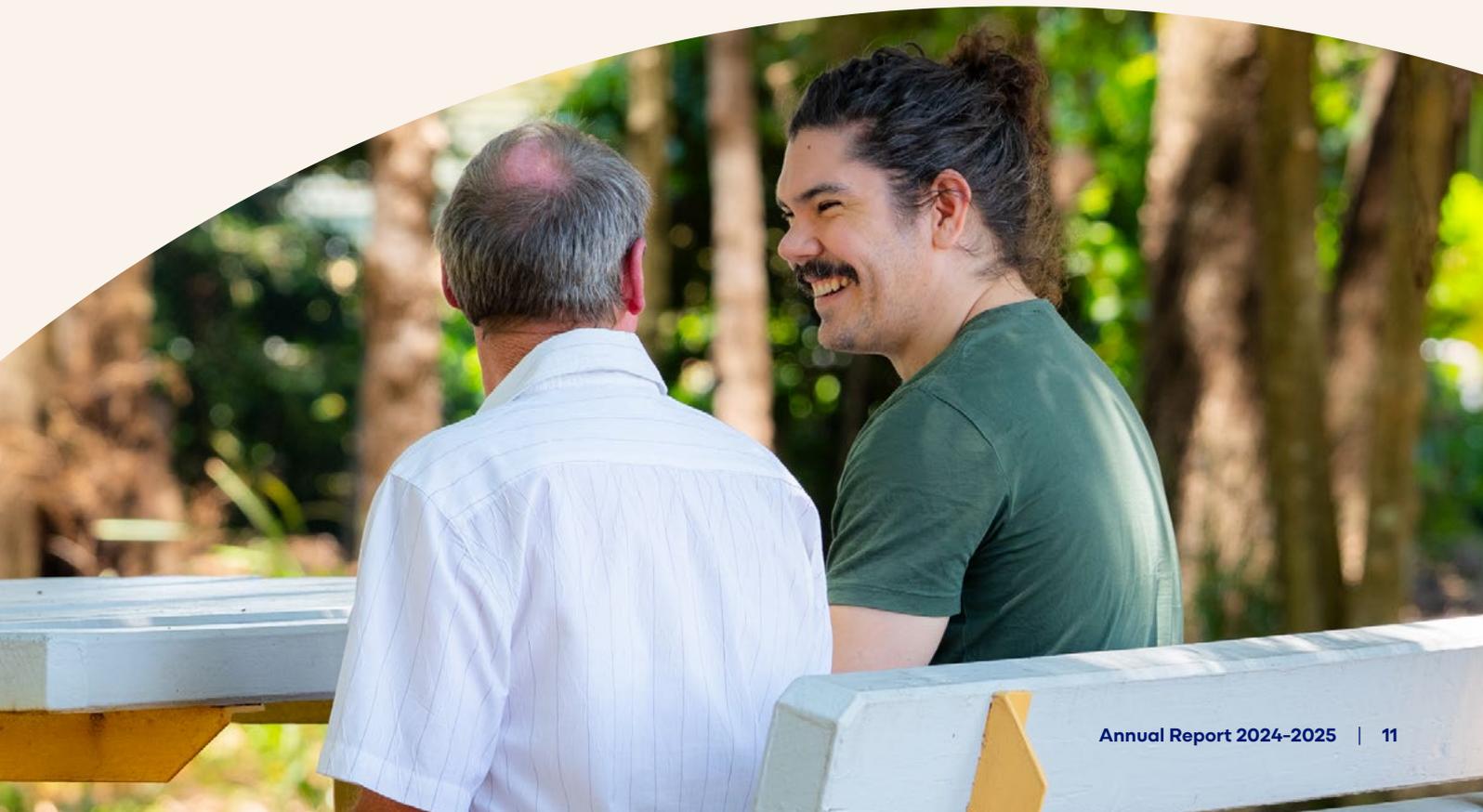
We work alongside families to provide stability, guidance, and opportunities that help young Queenslanders reach their full potential.

Through inclusive and nurturing services, we help create brighter futures, ensuring that children, youth, and families have the resources and support they need to flourish.

## Our People

We are dedicated to building a diverse, inclusive, and supportive workplace where our staff feel valued, empowered, and equipped to make a difference.

We prioritise wellbeing, continuous learning, and career development, fostering a culture where every team member can thrive.



## At a Glance

**37,977**

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

---

**1,585**

Foster and kinship carers we have supported to provide 390,441 nights of care for children and young people

---

**1,121,355**

Number of hours of community aged care and disability support provided to 26,037 clients

---

**1,780**

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

---

**229,119**

Nights of residential aged care to 861 residents in eight residential aged care homes

---

**3,189**

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

---

**2,392**

Hours of support for 627 women and young people experiencing homelessness

---

**8,520**

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

---

# 411

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

---

# 4,605

Number of Emergency Relief sessions providing financial advice and support to 1,467 people

---

# 18,000+

Items of brand-new clothing, diverted from landfill, and provided to more than 4,000 people through our Thread Together partnership

---



# Diversity, Equity, Inclusion and Belonging (DEIB)

The 2024-2025 financial year has marked a significant chapter in Anglicare's journey toward deeper inclusion, equity, and belonging. We remain committed to fostering a safe, inclusive and just environment for all, across our workforce and the communities we serve. We embrace Queensland's rich diversity and work to remove barriers to equity through meaningful initiatives, inclusive practices and culturally responsive services.

We honour First Nations peoples as the Traditional Owners of the lands on which we work and live and continue to advance Reconciliation through respectful and sustained engagement. Our DEIB commitment is embedded in day-to-day operations, strategic projects, leadership and staff development and community lead initiatives, ensuring everyone feels heard, respected and empowered to belong.

**3,382**

**Number of staff**



**45**

**Average age of staff**



**78.4%**

**Female representation**



**1.6%**

**First Nations**



## DEIB Programs and Recognition

- Training: Launched an Oracle module on unconscious bias, inclusive practices and personal accountability.
- DEIB Calendar: Curated to highlight cultural, spiritual and diversity-related dates to foster awareness and respectful engagement.
- Our People Awards: DEIB Awards recognise individuals and teams removing barriers for CALD communities, LGBTQIA+ people and people with disabilities.

## First Nations Engagement

- Reconciliation Week: Events inspired by Bridging Now to Next included morning teas, storytelling and Sea of Hands displays, guided by the Unity Circle's five pillars. We thank Aunty Sandra King OAM, Adrian Malone and Sarah Marris for their insights and for introducing our new First Nations Storytelling project.
- Our People Awards: The Reconciliation Advocate Award continues to honour culturally safe practices and advocacy.
- First Nations Calendar: A resource recognising significant dates and observances to support reflection, education and connection with First Nations staff and communities.

## Multiculturalism

- Translated Client Handbooks: Home & Community Services handbooks now available in seven languages.
- Cultural Celebrations: Teams marked Harmony Day and Multicultural Queensland Month with activities that fostered inclusion and connection through shared stories, food and traditions.

## Accessibility

- International Day of People with Disability: Inclusive events celebrated the contributions and lived experiences of people with disability.
- Accessibility Q&A: Dr Sharon Boyce shared practical strategies for inclusive workplaces and effective allyship.
- Disability eLearn Modules: Two modules launched to build disability awareness, inclusive practice and bias-free recruitment.

As our 2023–2025 DEIB Strategy concludes, we remain committed to listening with humility, acting with integrity and walking alongside our communities to create environments where inclusion is intentional, belonging is nurtured and equity is embedded. Looking ahead, we will co-design our new DEIB Strategy, guided by the voices of our people, especially those historically excluded, while focusing on sustainable systems and culturally responsive approaches that deliver measurable and lasting impact.



# Environmental Sustainability

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

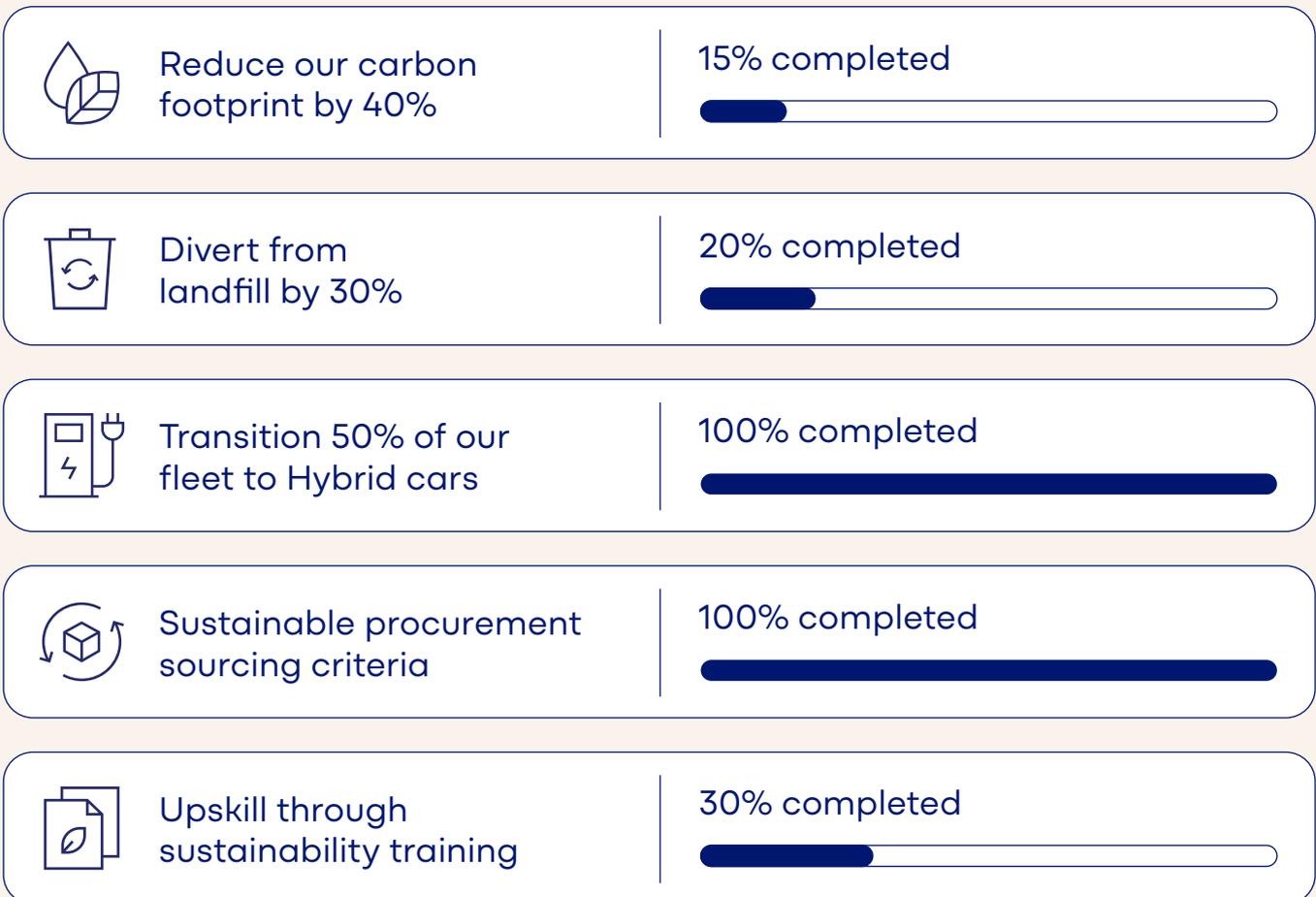
This year we were pleased to have contributed to our Environmental Sustainability Strategy 2022-2025 which outlines the ways we are taking action towards environmental sustainability and delivering high quality services for our community now, and for future generations.

Some key achievements include:

- In 2024 we recycled 1,230 kg of e-waste through G1 asset management
- In partnership with Thread Together we diverted more than 18,000 clothing items from landfill

- Started a containers for change program through Our Residential Aged Care homes at Meilene and Symes Thorpe and at our Eight Mile Plains office
- A \$1.8 million investment into solar panel installations at Meilene saw us take a significant step towards reducing our carbon footprint by 40 percent.

As our 2022-2025 strategy concludes, we remain steadfast in our commitment to sustainability and continue working towards our sustainability goals.





**Anglicare's sustainability efforts are paving the way for a greener future, setting a strong example of environmental stewardship throughout our communities.**

# Our People

At Anglicare Southern Queensland, we know that when our people feel valued and supported, they can deliver the very best outcomes for our clients. That's why we continually listen to staff feedback and invest in systems, programs, and initiatives that strengthen their ability to provide high-quality care and services.

This year, our employees told us they enjoyed the teamwork and benefits from flexible work arrangements. When our people thrive, they can focus their energy and passion on clients, ensuring a high standard of care is delivered with compassion and consistency.

We also implemented new workforce technology systems that are contemporary and user friendly. These systems provide accurate information for decision-making, strategic planning, and compliance, which means we can provide safer, more efficient, and higher-quality services for clients.

We have innovated and improved our leadership programs ensuring our leaders are well equipped to support their teams to stay client-focused through the significant changes in the sector through reforms.

Finally, the aged care work value case has delivered significant pay increases for many of our frontline workers. Funded by the Federal government, we are hopeful this not only benefits existing staff, but also attracts more people to the sector, increasing workforce capacity and ensuring our clients continue to receive the care and attention they deserve.

## Employees by stream

**Corporate – 112**

**Donations & Fundraising – 4**

**Home & Community – 1,789**

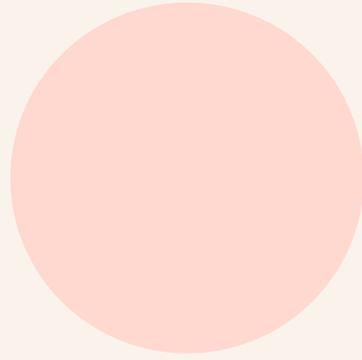
**Missional – 5**

**Operating Projects – 20**

**Out of Home Care – 151**

**Residential Aged Care – 1,194**

**Social & Community Services – 107**



*Striving for  
excellence in care,  
advocacy, and  
innovation.*

# Our Impact

## Killara intergenerational mural

At our Killara Day Respite Centre, a First Nations marine-themed mural has united young and older generations in a celebration of culture and community.

The artwork was designed by Sara\*, a Waka Waka woman and client of Anglicare's Youth Homelessness Services, then completed with support from other youth participants over a two-year period.

The project gave vulnerable young people the chance to express themselves creatively, build their confidence and connect meaningfully with older people. In turn, Killara's clients enjoyed the vibrant artwork and the friendly conversations with the young people during the mural's creation.

Featuring dolphins, turtles and stingrays in calming, dementia-friendly colours, the mural reflects the Redlands' connection to the bay and provides ongoing joy for Killara's community.



## Youth Homelessness Accommodation Project

In February 2025, we were proud to officially turn the first sod on the development of our \$14 million Youth Homelessness Accommodation Project in Logan which will provide 30 apartments to young people aged 16-25 experiencing or at risk of homelessness upon completion in mid-2026.

At Anglicare Southern Queensland, we know that with stable housing and the right support network, young people can positively change

their life trajectory by securing employment, education and long-term housing.

In addition to accommodation in a first-class facility, residents will be provided with a range of vital wrap around support services including mental health support, cultural education and connection, support with living skills, financial literacy, relationship building skills and opportunities to pursue educational or employment pursuits.

## Bridge to Brisbane

We took part in our second Bridge to Brisbane, raising more than \$20,000 in funds for our dedicated foster and kinship carers. These funds have created positive outcomes for children and young people in care, providing fun experiences that may otherwise be missed, including visits to Australia Zoo, Bounce, Area 51, QPAC performances, school holiday camps, and authentic, place-based cultural activities. Family fun days across regions have also provided safe, child-centred spaces for children, carers, parents, and families to connect and grow.

Funds also went towards providing meaningful assistance for foster carers and children in their care through vouchers to manage cost-of-living pressures, conferences and training for carers to enhance skills and development to better support our young people in placement (outside of existing, funding support).

Special guests celebrating the sod turn of the Youth Homelessness Accommodation Project.



# Volunteer Spotlight

At Anglicare, we have a diverse range of volunteers who play a vital role in helping the people we serve live with dignity, independence, and connection.

## Glenda

Glenda is one of our volunteers who plays the piano weekly in a residential aged care home, helping residents reminisce while singing along to the music. She also visits a client in the community through the Aged Care Volunteer Visitors Scheme, providing meaningful social connection.

"I became involved with volunteering after many years of working in community aged care and seeing firsthand that becoming older often means not being able to get out and about as much as previously.

"Those I visit have many wonderful stories of days gone by, of their life journeys and of families they are immensely proud of. Remembering and sharing these stories is an important part of growing older."

## Bev

Bev has volunteered in the Toowoomba community for over 20 years and was named Anglicare's Volunteer of the Year in 2024. She volunteers twice a week, spending meaningful time with people and supporting them through social connection and activities.

"I became a volunteer in 2004 after I retired. My husband was already volunteering and suggested I get involved too.

"Volunteering gives you a different perspective on life. To see the pleasure on people's faces simply because you take the time to talk or help with craft is wonderful. Being named Volunteer of the Year in 2024 was a great honour and a memory I will cherish forever."

## Tharaa

Tharaa volunteers with Anglicare through the Aged Care Volunteer Visitors Scheme and visits a residential aged care home in Toowoomba each week with her dogs, Pepe and Coco, who brighten the residents' days with their furry friendships.

"I visit aged care residents with my puppies to bring them joy and companionship. I miss interacting with my grandparents who live in India, and this volunteering opportunity allows me to interact with the residents in a similar way.

Hearing their stories and seeing their faces light up makes my visits just as meaningful for me as they are for the residents."

## Wendy

Wendy is a volunteer through the Thread Together program which provides clothing to those in need while enabling people to make personal choices, without judgement, that reflect their unique needs and personality.

"Sometimes, I feel overwhelmed when I think of the suffering and injustice in our world and offering my time and energy volunteering for an organisation that seeks to address inequality while being cognizant of sustainability is a worthwhile thing.

What I enjoy most about my volunteer work is the clients! Most folk need a helping hand at some stage... And giving away fresh, new clothing is an absolute joy."



# Our Services

Our services provide support to clients across every stage of life, helping to improve the wellbeing of individuals, families and communities.



# Home & Community

**It has been a big year for our Home & Community services as we prepared our organisation for the Australian Aged Care reforms, including the introduction of the new Aged Care Act 2024 and the Support at Home program which will replace the current Home Care Packages from 1 November.**

We were thrilled to welcome a new Chief Operating Officer for Aged and Community Services, Kane Singh, who has played a pivotal role in guiding us through the significant changes brought about by the new Act.

These changes are designed to make aged care services safer, fairer and more focused on the needs and rights of older Australians, ensuring that everyone receiving aged care feels respected, heard, and supported to live with dignity, independence, and choice.

Many of our clients enjoyed taking part in the federally funded Aged Care Volunteer Visitor Scheme which pairs older people in the community with a friendly volunteer for social connection opportunities. Across our Home & Community portfolio, we facilitated more than 4,000 wonderful volunteer visits in the last year. We proudly continue to welcome volunteers through the scheme, knowing that even a short 30-minute visit with clients can make a world of difference in their lives.

Our clients also enjoyed regular group outings in the community, including visits to the Scenic Rim, Mt Coot-tha and Logan providing vital moments of connection and social interaction.

We farewelled our Group Manager of Home & Community, Sue Montgomery, who dedicated more than 14 years to our organisation and we wish her all the best in her retirement.

We successfully tendered for funding towards the cost of implementing IT upgrades to meet new Aged Care reform obligations; as well as over \$1 million towards the costs of delivering the new Support at Home program in regional and remote areas to ensure our clients outside of metropolitan regions can continue to receive these vital services.

We were thrilled to be named Highly Commended in the Reader's Digest Most Trusted Brands Awards in the Home Care - QLD category. This recognition is a testimony to our team's commitment to quality care and the wellbeing of our clients. Many of our Home & Community workers selflessly checked in on clients during ex-Tropical Cyclone Alfred through power outages, assisted in cleaning their homes with no power and provided emergency grocery shops. We are so proud of our team for their continued dedication and efforts.

# Residential Aged Care and Retirement Living

**This year, we were delighted to celebrate the official opening of our new \$2.6 million Specialist Dementia Care Program (SDCP) unit at the Abri Residential Aged Care Home in Southport. The unit provides a high level of tailored care for eight individuals who exhibit severe behavioural and psychological symptoms of dementia and are unable to be effectively cared for by mainstream aged care services.**

The SDCP is funded through the Department of Health and Aged Care and cements our reputation as a leading dementia care provider that offers a supportive, safe environment where residents are treated with dignity and respect. We have also been preparing to officially open our third SDCP unit at our E.M. Tooth Residential Aged Care Home in late 2025.

We celebrated several exciting occasions across our homes including many 100th birthday parties, Seniors Month, NAIDOC Week activities and National Older Persons Day. These celebrations provide wonderful opportunities for our residents and team members to come together for moments of meaningful connection.

The Anglicare Residential Aged Care Teams have been actively preparing our systems, workforce, and governance structures for the implementation of the new Aged Care Act 2024. This preparation has focused on strengthening our quality, safety, and clinical standards, reviewing key policies and procedures, and supporting our staff through education and capability development initiatives.

A central part of this work has been our continued commitment to listening to and responding to the voices of our clients. Through our Consumer Advisory Bodies, resident and representative feedback surveys, and regular engagement forums, we have gained valuable insights that guide service improvements and reinforce our person-centred approach.

These contributions ensure that the people we support remain at the heart of everything we do as we transition into the new aged care landscape.

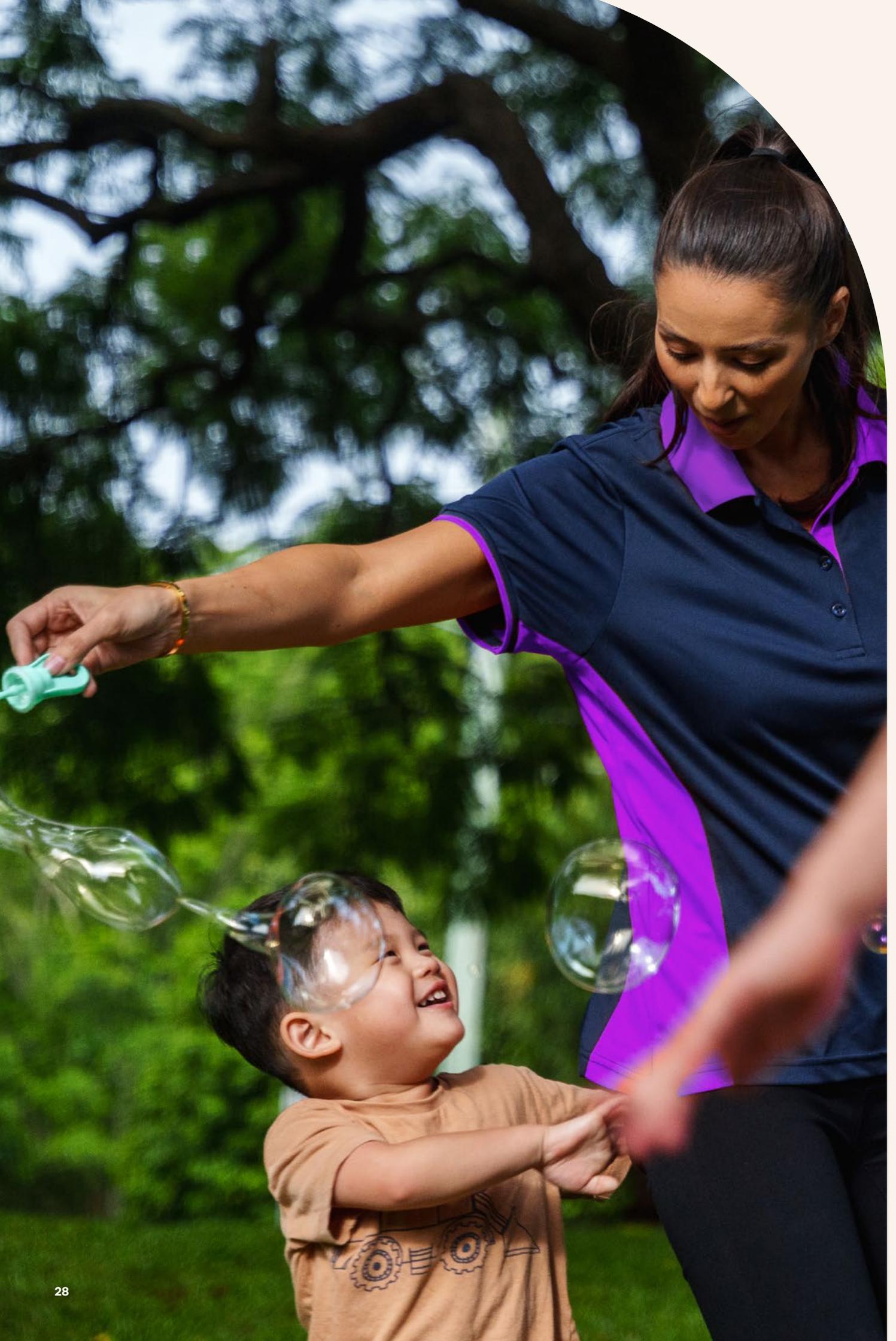
It was an honour to continue our seven-year winning streak in the annual Reader's Digest Trusted Brands Awards, named as Australia's Most Trusted Brand in Aged Care and Retirement Villages. Being a provider of essential health care services for the ageing Queensland demographic carries enormous responsibility, so it's a privilege to, once again, be named as the most trusted brand in this sector and a testament to the high-quality care we provide to our residents every day.

Our team members continue to go above and beyond to provide high quality care to our residents. The year threw us an ex-tropical cyclone, but thanks to our robust Business Continuity Plan and the dedication of our teams, care continued seamlessly across all residential aged care homes.

In the wake of ex-Tropical Cyclone Alfred, our staff demonstrated exceptional resilience and teamwork, maintaining high-quality care despite intermittent power outages and damage at some sites. While the weather tested our preparedness, it also highlighted the commitment, adaptability, and compassion of our people, ensuring every resident continued to feel safe, supported, and cared for throughout the event.



The official opening and blessing of the Specialist Dementia Care Program at Abri Residential Aged Care Home.



## Foster & Kinship Care and Family Intervention Services

We were proud to participate in our second Bridge to Brisbane, joined by staff, volunteers, carers and friends of Anglicare, raising \$20,000 to support our foster and kinship carers.

Our Gold Coast and Logan services established a Carer Reference Group, providing a platform for carers to share lived experience and inform service delivery, continuous improvement, and outcomes for children, carers, families, and communities.

We continue our commitment to First Nations children and families through place-based initiatives such as Jarjums, held monthly in the Gold Coast and Logan regions, strengthening cultural connection for young people and their carer families.

Through longstanding community relationships with local Anglican parishes, donations were received from across the Sunshine Coast,

Moreton Bay and Brisbane regions to deliver toys and hampers for Christmas to vulnerable Family Intervention Services' families.

Several of our Family and Services Practitioners also delivered a number of an eight-week evidence based programs called Sharkcage which explores common types of abuse that women experience, with a focus on prevention and addressing revictimisation for girls and women.

Our Family Mental Health Support Services in Toowoomba also received the Non-Government Award for Community Collaboration at the 2024 Darling Downs Child Protection Awards Dinner.

## Residential Care and Supported Independent Living

With more children and young people with complex needs or neurodivergence entering our Residential Care programs, our teams are increasingly inspired to create child-centred, trauma-responsive and therapeutic home environments. Working with our children and young people, we've created sensory chill-out spaces in each home, tailored to their needs, building a sense of safety and belonging in the environment.

Our Gold Coast services started an annual 'Master Chef Night' where all the children, young people, and staff unite to prepare a meal together. This initiative creates

connection, community, and opportunities for children and young people to develop valuable life skills through hands on learning and play.

Our services are strongly driven to reconnect children and young people with their siblings and extended family, and engage creative thinking, innovative planning, and strong advocacy when working to achieve meaningful family connections. This approach leads to children experiencing love, care, connection, and hope for a better future, leading to better outcomes for them.

# Social & Community Services

Last year, our Social & Community Services expanded programs across multiple regions to better support individuals and families. These included:

- Family Peace Initiative – a brief intervention program supporting behaviour change for people using violence.
- Safer Futures for Youth – a pilot program targeting young people using violence to support positive change.
- Women’s Pathways – a pilot program assisting women exiting custodial correctional facilities in Wacol to transition into supported accommodation, meet community corrections goals, and reduce recidivism.
- Recovery Pathways – a specialist counselling program for Alcohol and Other Drugs.
- Domestic and Family Violence Advocate Practitioner – added to our Specialist Family Violence counselling services to provide enhanced advocacy and support.

Our Homelessness Services for Women and Families (HSWF) co-created a child-centred model of service in partnership with SenseQLD. Through Their Eyes is now embedded at HSWF, aligning our bespoke practice framework with specialist programs. By reframing practice to be child-centred, we are already seeing positive outcomes: trauma-informed environments are fostering conditions for change, disrupting intergenerational cycles of trauma, and enabling self-determination.

In our Youth Homelessness Services, increased funding for accommodation programs has expanded staffing capacity and enabled innovative supports for young people experiencing, or at risk of, homelessness. Programs now provide trauma-informed environments where young people feel welcomed and at home, while staff deliver person-centred, housing-first, goal-directed support.

Youth Homelessness Services have also been raising funds for the Homelessness Accommodation Project, a purpose-built facility in Beenleigh to provide tailored accommodation for young people, couples, and families experiencing homelessness. Construction commenced in early 2025, marked by a sod-turning celebration.

Our Counselling Services continue to advocate for mental health awareness and access to support. During Mental Health Week (7–12 October 2024), teams participated in Brisbane, Ipswich, and Caboolture expos, engaging community members in activities such as adding self-care strategies to our Wellbeing Tree and connecting through symbolic handprints, reinforcing the importance of community support for wellbeing.

Our Rural and Remote Family Wellbeing service in Roma has collaborated with Roma and Charleville Library Services to host fortnightly LEGO workshops aimed at fostering new social connections within the community.

# Youth Justice

In collaboration with One Vision Productions, we supported twelve young people to take part in a program designed to challenge, empower, and upskill, with a focus on storytelling and creativity. This was also a collaboration between internal Out of Home Care services with Foster and Kinship Care and Intensive Bail Initiative (IBI) Young People.

Throughout the five-day program, young people from the Logan and Gold Coast IBI took part in storyboarding, songwriting, recording, and filming under the guidance of industry

experts. The young people shared their story, learned new skills, and were directly involved in every stage of the recording process. Eight young people took part from start to finish, which is an incredible achievement given most of the group had previously disengaged from education and other activities.

The project culminated in the official premiere of the group's music video for their song "Warrior", proudly hosted by Anglicare at our new Nerang site.



Architect's Impression of our Youth Homelessness Accommodation Project in Beenleigh.

# Mission, Research and Advocacy

## Research, Evaluation and Advocacy

This year saw the Consultation Draft of a new Research, Evaluation and Advocacy Roadmap (2025-27) released. The document aims to be transparent about the type of research Anglicare encourages, our approach, and the groups and issues we are prioritising over the period 2025-2027 and is already providing early direction for new projects and increased emphasis on particular streams of work, including:

- A story-telling project that uses First Nations research methodologies to hear and document the stories of Aboriginal and Torres Strait Islander young people with experience of the young justice system, who have successfully transitioned to offending-free lives
- A collaborative evaluation of community-building outcomes from the partnership between Thread Together, St Andrew's Anglican Parish at Indooroopilly and Anglicare

- An increased emphasis on projects that explore enablers, challenges, and possible solutions for workforce challenges now and in the future.

Our team has continued our advocacy through state and federal government inquiries, with six submissions on child safety, youth justice, and domestic and family violence issues this financial year. The submissions continue to build a track record of advocacy on issues of core concern to Anglicare staff and clients.

Four successful projects funded through the Anglicare Seed Grant Program, that links staff-driven research with academics to undertake collaborative projects, are now underway. Seed grants, together with other collaborative projects, often feature in our quarterly research webinar series open to staff, academics and the community. By linking our people's on-the-ground insights with academic research, these seed grants are helping us to explore ways to provide an even greater impact for those we support.



## Collaboration with Parishes and Schools

Throughout the year we continued to present Anglicare's work at parish and school services and events, building grassroots connections and strengthening bonds across the Diocese. We also developed interactive educational sessions on youth justice and homelessness, giving students from Bundaberg to the Gold Coast the opportunity to engage with real stories and explore how faith and community can respond to complex social issues.

Our partnership with Thread Together and St Andrew's Anglican Parish at Indooroopilly continues to expand, reflecting increased numbers of people struggling with cost-of-living pressures. This year, the clothing hub and mobile wardrobe supplied 10,000-plus items of brand-new clothing, saved from landfill, to more than 4,000 people.

## Spiritual and Pastoral Care

Our pastoral carers, supported by a committed team of volunteers, continue to play a vital role in fostering wellbeing among clients and staff. A key focus of our work is addressing the ongoing needs of clients, residents, and their families within the Home & Community and Residential Aged Care sectors. Identifying the changing spiritual needs of our older people has led to the inclusion of spiritual care within a new Dementia Carer Support program. A pilot study into the spiritual care and wellbeing of people living with advanced dementia is underway at our E.M. Tooth Residential Aged Care Home, with results expected to be finalised early 2026.

The service is supported by hundreds of volunteer hours each year, with St Andrews parishioners and community volunteers offering a warm and dignified welcome, and personal assistance, to every customer.

In September, we joined parishes across Southern Queensland in celebrating Anglicare Sunday. This annual occasion offers the whole church and wider community a chance to celebrate, reflect on, and pray for the ministry of Anglicare. To mark this day, we produced an Anglicare Prayer Diary, which highlights the breadth of Anglicare's services and contains prayer requests gathered directly from staff across our organisation, ensuring that the prayers of the wider Church are woven together with the lived experiences of those on the frontline of our work.

Our pastoral care team continue to provide opportunities for connections between our services and the wider community including Anzac Day services and Christmas celebrations. We maintain our commitment to other initiatives throughout the year, including the annual service of remembrance across our services, the biography program, the employee hotline support, and retreats for general staff and pastoral carers.

Our prison and hospital chaplains provide vital pastoral and spiritual care in some of the most challenging settings including hospitals and correctional centres, providing comfort, hope and dignity to those in need.

# Our Commission

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



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



**Right Reverend  
Cameron Venables**  
Interim Chair  
BA; BTheology



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



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



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



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



**Melanie Mayne-Wilson**  
BComm; GAICD



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



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



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

# Our Executive Leadership Team

The Executive Leadership Team manage Anglicare on a day-to-day basis and are accountable to the Community Services Commission and the General Manager of the Anglican Church Southern Queensland diocese.



**Sue Cooke**  
Chief Executive Officer



**Kane Singh**  
Chief Operating Officer,  
Aged & Community  
Services



**Cynthia Hanley**  
Chief Financial Officer



**Anna Zilli**  
Chief Operating Officer,  
Corporate Services



**Stephen Harrison**  
Director of Mission



**Tammy Lloyd**  
Chief Operating Officer,  
Children, Youth & Families



**Chloe Henry**  
Chief Client Officer



**Barry Mather**  
Chief Digital Officer

# Financial Report

## Anglicare Southern Queensland Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2025

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Revenue from continuing operations</b>		
Revenue from contracts with government	225,247	206,262
Revenue from contracts with clients	119,419	116,642
Interest revenue	4,407	4,920
Revenue from trust funds	1,525	670
Realised investment properties gain	-	871
Change in fair value of investment properties – increment/ (decrement)	10,841	6,083
Net gain (loss) on disposal of property, plant and equipment	633	192
Other revenue	16,303	14,615
<b>Total Revenue</b>	<b><u>378,375</u></b>	<b><u>350,255</u></b>
<b>Expenses from continuing operations</b>		
Employee expenses	(273,108)	(255,944)
Client services expenses and consumables	(77,947)	(70,822)
Depreciation expense - non Right of Use assets	(6,658)	(6,263)
Depreciation expense – Right of Use assets	(7,133)	(6,013)
Rates and service fees	(3,656)	(3,657)
Other expenses	(2,321)	(2,052)
<b>Total expenses</b>	<b><u>(370,823)</u></b>	<b><u>(344,751)</u></b>
<b>Profit/(Loss) for the year from continuing operations</b>	<b><u>7,552</u></b>	<b><u>5,504</u></b>
Items that will not be reclassified to profit and loss		
Revaluation of property, plant and equipment		6,931
<b>Total Comprehensive Income/(Loss) for the year</b>	<b><u>7,552</u></b>	<b><u>12,435</u></b>

# Anglicare Southern Queensland

## Consolidated Statement of Financial Position

As at 30 June 2025

	2025	2024
	\$'000	\$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents (unrestricted)	69,214	77,231
Cash and cash equivalents (restricted)	38,543	39,666
Trade and other receivables	13,731	16,804
Other assets	3,571	2,777
<b>Total current assets</b>	<b>125,059</b>	<b>136,478</b>
<b>Non-current assets</b>		
Other receivables (unrestricted)	23,959	23,668
Other receivables (restricted)	4,334	4,188
Investment properties	200,575	173,864
Property, plant and equipment (restricted)	140,154	139,790
Property, plant and equipment (unrestricted)	46,926	43,663
Right of Use Property, plant and equipment	19,201	20,898
Financial assets at FV OCI (restricted)	792	607
Other assets	195	259
<b>Total non-current assets</b>	<b>436,136</b>	<b>406,937</b>
<b>Total assets</b>	<b>561,195</b>	<b>543,415</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	43,459	37,341
Employee entitlements	27,094	24,339
Other financial liabilities	208,734	207,143
Right of Use liabilities	5,138	5,361
Provisions	14,318	14,624
<b>Total current liabilities</b>	<b>298,743</b>	<b>288,808</b>
<b>Non-current liabilities</b>		
Employee entitlements	4,129	4,514
Right of Use liabilities	14,621	14,733
Provisions	1,271	1,006
<b>Total non-current liabilities</b>	<b>20,021</b>	<b>20,253</b>
<b>Total liabilities</b>	<b>318,764</b>	<b>309,061</b>
<b>Net assets</b>	<b>242,431</b>	<b>234,354</b>
<b>FUNDS</b>		
Retained earnings	180,228	174,260
General reserve	4,285	3,701
Trust reserve	17,534	16,009
Asset revaluation reserve	40,384	40,384
<b>TOTAL ACCUMULATED FUNDS AND RESERVES</b>	<b>242,431</b>	<b>234,354</b>



# Trusted Brands

Anglicare Southern Queensland is proud to have continued its seven-year winning streak in the annual Reader's Digest Trusted Brands Awards, named as Australia's Most Trusted Brand in Aged Care and Retirement Villages.

We were also voted Highly Commended as one of Queensland's most trusted brands in the extremely competitive category of Home Care.





**Corporate Office Address**

Level 15, 31 Duncan Street, Brisbane Q 4006

**Corporate Postal Address**

PO Box 10556, Brisbane Adelaide Street, Q 4000

**Phone:** 1300 610 610

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

