

LOVE

CARE

HOPE

HUMILITY

THAT'S THE ANGLICARE EFFECT



About Anglicare Southern Queensland



Anglicare Southern Queensland (SQ) 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 SQ 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.

Vision and values



Our vision

To create a more caring, just, and inclusive society, consistent with the teachings of Christ.

Our values

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.

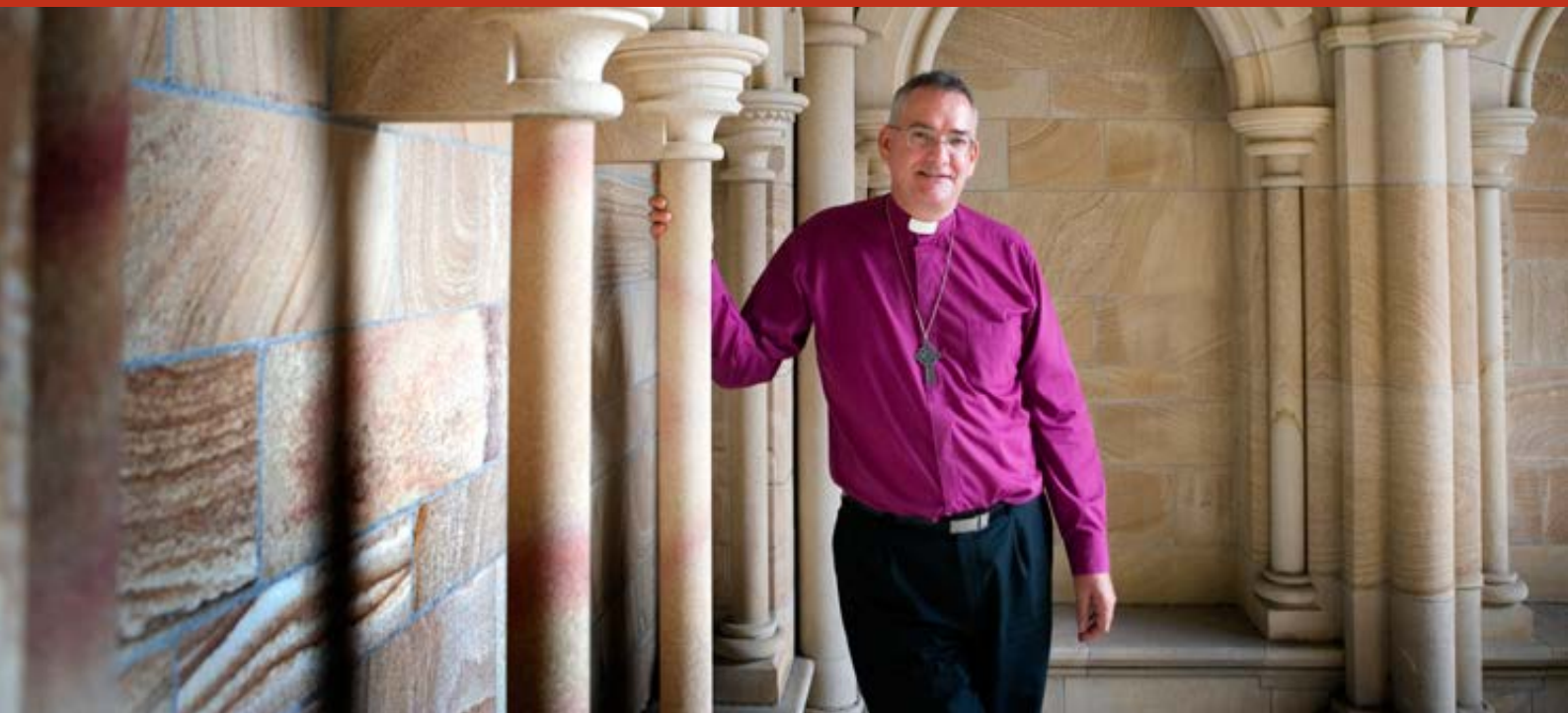
Hope – We have enduring faith in the ability of all people to achieve a life of fulfilment and happiness.

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

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From the Archbishop



Anglicare SQ has been an active partner in God's mission during the 2014-15 financial year, making known the good news of the Kingdom of God through practical, caring service.

A highlight has been the construction of a purpose-built and much needed new facility for homeless women in Brisbane. Years in the planning, this 24-room, \$6.4 million facility, in Toowong is now providing a Home-away-from-homelessness for some of the most vulnerable women in our society.

The new facility's design incorporates special spaces inside and out. Spaces for quiet reflection and contemplation; spaces for interaction and community; personal spaces: all secure and with high standard amenities to ensure women are safe and receive the support they need.

Anglicare SQ staff, benefactors, volunteers, fundraisers, architects and builders, can all be proud of this achievement. I congratulate and thank everyone involved.

During the year Anglicare SQ continued to deliver intervention and counselling services for families in need across southern Queensland. Specialist programs addressing domestic violence prevention, child and family support and drug and

alcohol issues made a difference to individuals, families and local communities.

Our aged care services continued to offer Queenslanders fully-accredited services, together with spiritual and pastoral support. We have been successful in helping older people to stay in their homes and assisting others who require higher levels of care in our residential facilities.

Special thanks are due to Mr Rob Law, Chair of the Community Services Commission, who has served Anglicare SQ for over eight years. Rob has given much of his time and expertise to strengthening Anglicare SQ. Under his leadership Anglicare SQ has matured to be a resilient organisation that serves people to the highest standards. Rob has fostered a deep sense of serving others in Christ's name. Thank you Rob and thanks also to your family for sharing you so generously. Rob will hand over the reins in December 2015.

*The Most Reverend Dr Phillip Aspinall
Archbishop of Brisbane*



From the Chairman

Rob Law

Governance and Policy Direction

This financial year has seen Anglicare SQ grow and prosper as it continues to help people in need across southern Queensland and beyond. I am pleased to announce a budget surplus of \$2.74 million for the 2014-15 financial year that will be used to support future Anglicare SQ projects.

During my eight and a half years as Chair of the Community Service Commission, which oversees the governance and strategy of Anglicare SQ, the organisation has grown within the changing landscape of community need.

Our organisation has been strengthened by taking a prudent approach to growth and investment while keeping its focus firmly on our clients and staff. This has ensured Anglicare SQ remains sustainable and viable while delivering flexible, fully-accredited and high quality services.

I am proud that we have a positive organisational culture and a low staff turnover for an organisation of this type, and we are also supported by many volunteers who give their time helping others.

This financial year has seen Anglicare SQ successfully embrace the changes needed to maintain services during a time of landmark reform around how aged care services are funded and delivered across Australia.

We've robustly adapted to the changing nature of community care needs, with our residential care facilities providing more short-term, high-care beds than there were a decade ago and our specialist home care services enabling more people to live in their homes longer.

It has been exciting this year to see Anglicare SQ transition more broadly into the areas of early intervention and family support across southern Queensland. Helping people before they reach crisis levels has benefits for the community

as a whole, and I thank the federal and state governments supporting these worthy programs.

I also commend everyone involved with the completion of the \$6.4 million Home-away-from-homelessness facility for vulnerable women in Brisbane which opened this year. It was a wonderful achievement for Anglicare SQ to complete the construction and fit-out of the facility that has been the subject of years of planning, collaboration and support from so many.

During this financial year, I made a personal decision to relinquish my role as Chair of the Community Services Commission, as I believe in periodic Board renewal and invigoration. With my term coming to an end in December 2015, I would like to thank my fellow Commissioners for their vision, knowledge and passion. I also thank The Most Reverend Dr Phillip Aspinall, Archbishop of Brisbane, and Anglicare SQ's Executive Director, Karen Crouch, for their support over many years.

I have been blessed to help implement the Mission of the Church through Anglicare SQ's vision of serving others. I wish everyone at Anglicare SQ and Anglican Church Southern Queensland a long and sustainable future.

*Rob Law
Chairman Community Services Commission
Anglican Diocese of Brisbane*

From the Executive Director

Karen Crouch



This financial year has seen Anglicare SQ's services evolve and grow. It has been a dynamic year of both change and expansion.

Across Australia, Anglicare is seeing increased and unmet need in our communities. Individuals, families, and in turn children are experiencing the effects of housing affordability pressures, under-employment and unemployment as well as financial strain.

Sadly, in some cases these pressures can contribute to domestic violence, alcohol and drug use, problem gambling, difficulties caring for children, mental illness and even homelessness.

That's why Anglicare SQ welcomed a significant funding boost in 2014-15 from the state and federal government to deliver more family support, counselling and early intervention services across southern Queensland. We are now delivering these much needed support services in 23 communities and making a real difference in the lives of people in need.

This year has also seen significant change to the way we deliver home care packages as part of the federal government's landmark aged care reforms. These changes give our clients greater choice and flexibility around how they receive services and have required significant planning across our organisation. I thank our staff for their hard work and support around these significant changes to the way we deliver services for our clients.

Anglicare SQ has also begun preparation for the National Disability Insurance Scheme (NDIS) rollout in 2016 which will see Australians with a disability having more control over the services they receive and how these services are delivered. We are planning ahead to embrace this change.

I would also like to thank our donors and the staff involved in the successful execution of our Home-Away-from-homelessness project. The new 24-room, \$6.4 million homeless women's facility at Toowong in Brisbane was opened in late June. The rooms of the facility were wonderfully fitted-out by a team of sponsors competing in a unique Deco Room Challenge. The result is a home that is safe, supportive and nurturing for women in need.

Lastly, farewell to Rob Law, Chair of the Community Services Commission. Rob, has held this role for over eight and a half years, and we have greatly benefited from his business acumen, knowledge and commitment to our mission. Anglicare SQ has been very fortunate and privileged to have Rob as Chair and we wish him and his family all the best for the future.

A handwritten signature in black ink that reads "Karen Crouch". The signature is written in a cursive, flowing style.

*Karen Crouch
Executive Director
Anglicare Southern Queensland*

Annual highlights at a glance

Residential Aged Care

217,500  **bed nights**

We provided over 217,500 bed nights of fully accredited care including serving over 670,000 meals.

 670,000 **meals**



Homelessness Services
\$6.4 million **new facility**

5,100 **hours**

Opening the new \$6.4 million facility for homeless women in Brisbane. We also provided over 5,100 hours of support to almost 600 clients.

Community Aged Care

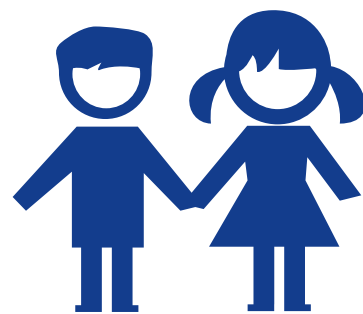
26,450  **clients**

Over 26,450 clients were able to remain living in their homes with over 1.06 million hours of community care.

1.06million **hours**

9.4million **kilometres**

We travelled over 9.4 million kms to support our clients.



Children and Young People

1,700 **placements**

We provided over 1,700 placements in loving homes to children in need, as part of our service supporting foster and kinship carers.

Advocacy and Research



We support advocacy on a range of social issues including:

Reconciliation, Gambling Reform, Refugees, Human Trafficking Practices and Housing Affordability.

Spiritual and Pastoral Care

Our clients, residents and their families received holistic care through our spiritual and pastoral care network.



\$12.7million Infrastructure Projects

Commenced \$12.7 million upgrade to Kirami Aged Care facility in Hervey Bay.

Mental Health and Family Wellbeing

13,896



We provided support and counselling to 13,896 men, women and children during 2014-15.

Disability Services

250 clients



99,045 hours

Provided over 99,045 hours of service to almost 250 clients.

2,400 staff

500 volunteers



Quality Systems

We continued to implement our Quality, Risk and Safety System so we persist to improve our services.

Thank you giving makes a difference



During the 2014-15 financial year we received support from generous donors, who collectively provided over \$1.5 million in funds to support Anglicare SQ's work in the community. Maintaining and increasing our work supporting people in need requires loving care, thought, and funds.

Our supporters have made a real difference to our ability to deliver help to people at risk and in need.

Thank you to the individuals, schools, parishes and corporates who gave generously to our annual appeals and supported our fundraising events. During 2014-15 we hosted a range of fundraising activities. It was wonderful to see so many parishes, Anglican schools, and community organisations getting behind Anglicare SQ.



Community Fundraising:

During the year a wide range of community fundraising activities were undertaken by Anglicare SQ's supporters. Just some of the diverse range of activities include:

- Christmas Carols at Anglican Church Grammar School (Churchie): Students, former students and their families got behind fundraising for Anglicare SQ by donating the proceeds from Carols By Candlelight held in December 2014.
- Camino De Santiago Walk to raise funds for homeless women: Reverend Nicole Anderson and her husband Dave completed an 840km journey on the pilgrimage routes of the Camino De Santiago, a trek which takes 40 days. The funds were donated to Anglicare SQ's Home-away-from-homelessness facility in Toowong.
- Bridge to Brisbane 2014 saw enthusiastic walkers and runners joining team Anglicare SQ. The funds raised went to support our work in the community.
- Zonta International clubs of Brisbane and Ipswich came together to host the 'Fashion Showcase' event in support of Anglicare SQ's Home-away-from-homelessness campaign and Zonta's International programs. The event was held on 12 October and had over 800 attendees in the Brisbane City Hall ballroom. Over \$70,000 was raised with \$54,000 donated to the construction of our new women's homelessness facility at Toowong.

Corporate Support:

One of our largest fundraising events for the year was 'Lunch with the Prime Minister and the Premier'. Partnering with the Property Industry Foundation (PIF) this event raised over \$140,000 for Anglicare SQ and the Property Industry Foundation's homelessness programs. A total of

\$80,000 was dedicated to the construction of the Home-away-from-homelessness facility at Toowong.

The PIF generously gave the extra \$60,000 raised at the event to build a new playground and communal area at our St Mary's service in Toowong which supports young homeless mothers and their children. We thank all who supported the event including Stefan, The Brisbane Lions and the Metro Property Group.

Regular Giving:

Our dedicated regular giving members provide a monthly donation that contributes to Anglicare SQ's work in the community. Both our donations and membership increased by 150 per cent during the financial year. We thank everyone for their regular giving that makes a real difference in people's lives.

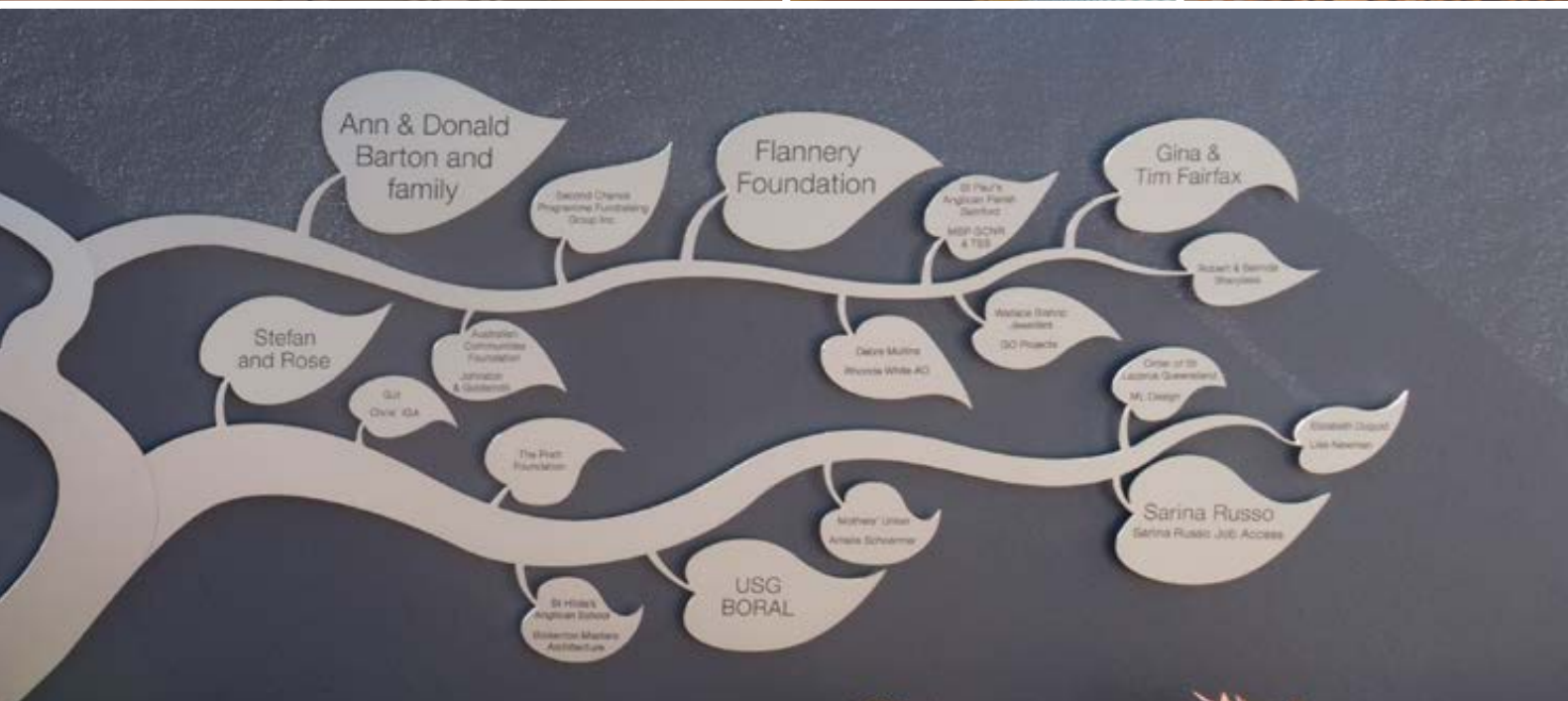
The Reverend Jon Osborne – a regular giver for over two years.

Why do you give?

"I give to Anglicare because I have been fortunate in my life, and I wanted to give back to the community I live in. Through my work as a doctor and priest I have been privy to the vital and wonderful work Anglicare is providing in the community for people less fortunate.

"To me Anglicare is the actions of God."

You can make a difference to the lives of people in need. Please contact our fundraising team on 1300 244 683 or email giving@anglicaresq.org.au



Deco Room Challenge

Once the Home-away-from-homelessness facility was constructed, Anglicare SQ faced the huge task of fitting out 24-rooms and two living areas in a way that ensured the facility felt like a safe nurturing home. Anglicare SQ's Fundraising team managed a unique Deco Room Challenge that saw teams compete to fit-out a room with the best décor.

The project was supported by internationally-acclaimed Interior Designer Virginia Bishop, who gave her time to guide the design. The teams did an incredible job raising money to fit-out their rooms, and select colour schemes and furnishings to create a space where the residents could feel safe and nurtured. Collectively they raised over \$150,000 for the fit-out.

Funding bodies



Anglicare SQ's objectives are made possible by funding from:

Federal Funding Bodies

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



Australian Government

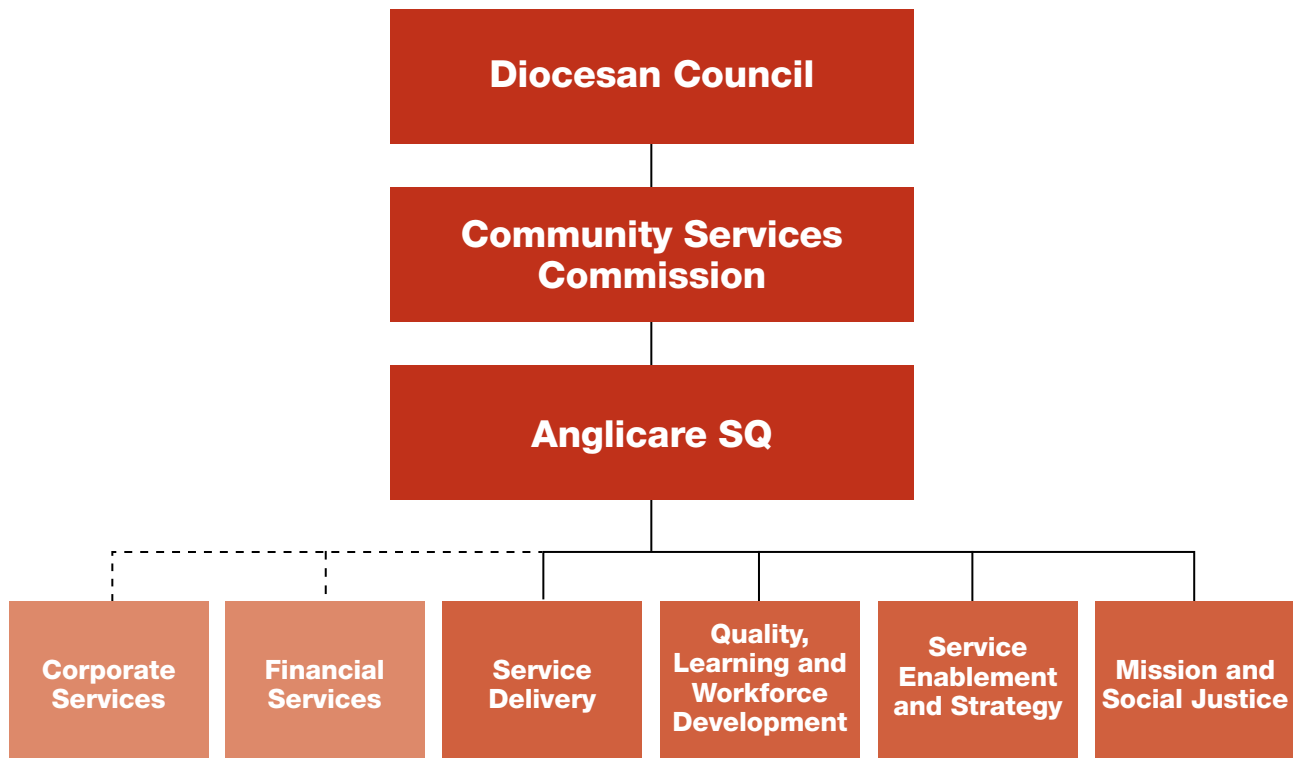
State Funding Bodies

- 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**

Our structure



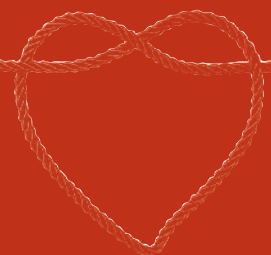
Corporate and Financial Services

Anglicare SQ is supported by a range of Diocesan Shared Services which are a part of the Anglican Church Southern Queensland. During 2014-15 a range of support services were provided for Anglicare SQ under this shared service framework. Divisions supporting Anglicare SQ included:

- **People and Culture:** provides workforce planning, payroll, human resources functions, recruitment and selection and workplace health and safety.
- **Marketing and Fundraising:** supports branding, marketing campaigns, advertising, fundraising events, website management, video and graphic design.
- **Communications:** provides publications management, communication content for brochures, flyers and website, stakeholder engagement for projects and media and public relations management.
- **Information and Communication Technology (ICT):** provides ICT infrastructure and support, managing systems and supports trials and implementation of new technologies including mobility solutions and telehealth.
- **Finance:** provides budget management, business support and reporting, as well as accounting functions such as invoicing and payments.
- **Property:** facilitates capital works projects and the overall management and administration of the property portfolio.
- **Risk Compliance and Insurance:** supports the management of risk, monitors compliance with regulatory obligations and administers comprehensive insurance arrangements and claims management.

1.0

Service
Delivery





Service Delivery

Our service delivery team is responsible for the delivery of care and services for over 1.86 million clients.

In 2015, our management structure was reconfigured to better align to key government programmes and specialist service delivery areas. The service delivery team is now configured in the following way:

- Community services (North and South)
- Residential Aged Care and Retirement Villages
- Children and Families.

Our wide-range of integrated care and support services assist individuals and families across their life span from birth to old age and as life challenges and changes are encountered.

Our services are mainly funded by the state and federal governments through a range of funded

programmes including:

- Aged care services both in-home and in residential aged care and retirement villages
- Community services for the aged and people with a disability
- Mental health and family wellbeing programmes
- Homelessness services
- Children and family services including:
 - Foster and kinship care
 - Family support
 - Residential service.

Many of these services were successfully expanded and new services developed during the year, due to our success in tendering for new funding and our innovative service models.

New funding was granted for children and parenting programmes, domestic violence



prevention programmes, the provision of emergency and drought relief to communities and in home care.

Supporting ageing Queenslanders

Anglicare SQ delivers quality, fully accredited aged care services to our clients across southern Queensland.

Community Aged Care

During 2014-15 our teams travelled 9.4 million kilometres delivering services to over 26,500 clients in their own homes right across southern Queensland and out to Roma, Longreach and Townsville.

Our diverse range of services delivered include:

- Social support and activities
- Help with personal care
- Help with housework
- Help staying physically active and independent
- Help with meals and food preparation
- Nursing care
- Allied health support such as physiotherapy, podiatry or a dietician
- Spiritual and pastoral care
- Help with transport
- Access to counselling
- Facilitating access to goods and equipment
- Minor maintenance and modifications to the home.



Enhancing aged care services in the Fraser Coast Region

Anglicare SQ is proud to be well underway in constructing a \$12.7 million refurbishment and extension of its Kirami Aged Care Facility in Hervey Bay.

Construction is expected to be completed in the 2015-16 financial year. More people in need of specialist aged care will call Kirami home.

This extensive building project will see the addition of 47 much needed aged care beds in the Fraser Coast Region.

Federal government aged care reform

A focus of the 2014-15 financial year was preparing for the 1 July 2015 transition of our Home Care Package clients to Consumer Directed Care.

We also evaluated the changes introduced in July 2014 to our residential aged care facility group. These included changes to accommodation pricing and the way residents pay for their care.

Home Care Packages are groups of services designed to help older Australians to live at home longer. Consumer Directed Care is a new approach that enables people to choose the services they want, and how these services are delivered to enable people to reach their own goals.

Every Anglicare SQ Home Care Package client is allocated a client liaison who:

- Meets with the client to discuss their goals and service options
- Assists clients to develop an individual support plan informed by their budget
- Is a regular point-of-contact to review services and adjust the individual support plan to suit individual client's needs
- Undertakes an annual review of clients' support plans to ensure they meet client goals.



Ongoing consultation with key stakeholders and consumer evaluation of our service helps us plan for the future success of our home care delivery.

Retirement Villages and Residential Aged Care Facilities

Anglicare SQ delivers quality, fully accredited aged care services. We focus on supporting people as their needs change.

We provided 217,523 bed nights of care for our clients including specialist nursing care and other allied health services within nine aged care facilities.

Caring for our residents

In addition to regular social activities and lifestyle programs, individual facilities have implemented a number of programs to boost residents' wellbeing.

Our facilities

Residential Care

Greenslopes	Neilson Home
Manly	E.M. Tooth Memorial Home
Taigum	St Martin's and Symes Grove
Toowong	St John's Home for Men
Toowoomba	Symes Thorpe
Bundaberg	Meilene
Hervey Bay	Kirami
Southport	Abri

Retirement Villages and Independent Living Units

Manly	Lota Court
Taigum	Symes Grove Villas
Toowoomba	The Glebe
Bundaberg	Meilene Court



Community services

Our community service teams provide a wide range of specialist care and services for people across southern Queensland.

Anglicare SQ delivers community services via the following community service teams:

- Gold Coast Community and Respite Services
- Logan Community Services
- Metro South Community Services
- Toowoomba Community Services
- West Moreton Community Services
- Caboolture Community Services
- Metro North Community Services
- Rural and Remote Community Services
- Longreach Community Services
- Sunshine Coast and Wide Bay Community Services
- Townsville Community Services.

Improving mental health and family wellbeing

Thanks to a boost in government funding, a 2014-15 highlight was Anglicare SQ's expansion of its family counselling and intervention services.

Families play a pivotal role in the lives of children. Research has shown that children who live in nurturing and connected family environments generally have higher positive outcomes.

Over the past generation the composition of the Australian family has markedly changed. Changes include decreasing marriage rates and increasing de facto relationships; increased divorce rates and increased single parent families; increased violence, addictions, juvenile crime rates, and the incidence of mental illness. As a consequence many Australian children can now experience a number of ever changing family transitions before they reach adolescence. This confronts them with the need to enter into new parent-child and sibling relationships and adjust to new, often lower, socio-economic conditions.

Mental Health and Family Wellbeing is the new name for those suites of services that Anglicare SQ delivers in the community. We support children and their families to develop the skills and resilience that are needed to navigate life.

It is generally accepted that health and wellbeing is largely shaped by the social, economic and physical environments in which people live. It is the inequalities in these factors which are associated with increased risk factors for adverse outcomes in later years. While taking action to improve the conditions of daily life across the life span is important, it is the consensus of researchers that providing a child with the best possible start will generate the greatest health benefits, and associated economic benefits, for the whole of society.

Anglicare SQ's Mental Health and Family Wellbeing services also support our Parishes and wider Queensland community to enhance the safety



of children and their families through programs, counselling, and in-home support that target the drivers of disadvantage. We focus on prevention and early intervention activities in the lives of our client families. Our services work in partnership with other service providers, schools, churches, employers, health providers, the police and the courts to support parents to reshape their family environments, so that their children and their relationships can thrive.

Mental Health and Family Wellbeing includes such State and Commonwealth funded services as:

- Alcohol and drug counselling
- Children and parent services
- Domestic and family violence programs
- Drought relief – mental wellbeing services
- Family and relationship counselling
- Family law counselling
- Family mental health support services
- Financial crisis case management programs
- Living Well: counselling and support for men who have been sexually abused and their partners and families
- Marriage and relationship preparation and enhancement programs
- Mental health services for carers
- Youth homeless intervention services.

In the past year Mental Health and Family Wellbeing provided support and counselling to 13,896 men, women and children.

In the coming year Anglicare SQ will be able to significantly increase the number of children

and families supported throughout southern Queensland as a result of the Commonwealth and State Government awarding additional contracts to the Organisation worth more than \$20 million for up to 5 years.

As a result of these new and increased Government contracts Anglicare SQ will be better positioned to support the communities of southern Queensland and our parishes through the establishment of service centres in:

- Gold Coast
- Beaudesert
- Logan
- Cleveland
- Buranda
- Inala
- Ipswich
- Gatton
- Toowoomba
- Stafford
- Strathpine
- Redcliffe
- Caboolture
- Sunshine Coast
- Gympie
- Hervey Bay
- Maryborough
- Bundaberg
- Gayndah
- Roma
- Charleville
- Warwick
- Goondiwindi.



A Place to Belong

Based in West End in Brisbane, A Place to Belong provides a community-based, recovery model service to 35 people who live with mental health conditions and other disabilities across the Brisbane region. Highlights of 2014-15 included:

- Leadership development continued across the agency with a broad spread of responsibility across six team leaders and other mature workers.
- Excellent engagement with a range of volunteers who contribute deeply to the work.
- Comprehensive work began with a number of new individuals who have asked for our assistance.
- A research partnership with QUT which focused on the Reading and Writing

Group program. This led to the development and implementation of an improved service model which has been shared at conferences and public events.

- The annual mental health public education event - Wellbeing Day - attracted over 200 people from across the state.
- The annual Pastoral Care Mental Health Orientation Day for Chaplains and pastoral carers was attended by over 130 people.
- A Place to Belong increased opportunities to share its training with other networks and agencies in Queensland and other states.
- A service participant shared their journey at the Bruce Woodcock lecture on Loneliness and Mental Health in Federation Square in Melbourne.

Visit: www.aplacetobelong.org.au for more information.



Living Well

The Living Well service, designed to assist men and families of men who have experienced childhood sexual abuse or sexual assault, developed further this year.

Living Well provides a comprehensive range of services, including easily accessible web based information and resources, face-to-face, telephone and online counselling and group support, plus professional training and consultation.

During the year, the Living Well service expanded the availability of face-to-face counselling within southern Queensland to include Strathpine and Gold Coast regions and introduced a Partner's Information and Support Group.

The Living Well App, with its focus on practical information and support, was downloaded by over

5,000 people and continues to receive positive reviews nationally and internationally.

Living Well also partnered with Griffith University and 1in6 USA. A comprehensive online training package was designed to enhance the knowledge and skills of practitioners engaging and working with men who have been sexually abused in childhood, as well as their partners, families, friends and communities. The online training package is due for release in the 2015-16 financial year.

Visit: livingwell.org.au for more information.



Homelessness services

During 2014-15 over 5,100 hours of support were provided to 590 homeless clients.

Anglicare SQ also provided accommodation and support to 226 women and 95 children and outreach support to 20 families.

This financial year saw the completion of \$6.4 million Home-away-from-homelessness facility to support women who are homeless or at risk of homelessness. This much need 24 bedroom facility will enable Anglicare SQ to provide 1,664 bed nights a year to support women experiencing homelessness.

The support Anglicare SQ provides is designed to be holistic in providing access to counselling, and a range of services to support ongoing sustainable tenancy practice, positive parenting and skill development for their future.

In-SYNC

The In-SYNC program provides a range of supports for young people who are homeless or at-risk of homelessness. As well as transitional accommodation, support can include referrals to other services, help with life skills and support with employment and education goals.

In-SYNC Cleveland provides transitional accommodation for young people 16-25 years who are either homeless or at-risk of homelessness. In 2014-15 we provided 3,645 bed nights and case management for 28 young people in our transitional accommodation house and units. In-SYNC also provided centre-based case management for 84 young people and their families and mobile-support case management for 34 young people.

Our In-SYNC program at Beenleigh provides temporary accommodation for young people aged 16-17 years who are either homeless or at-risk of homelessness. The length of accommodation provided is needs-based for a duration of approximately three months.





Disability services

Anglicare SQ aims to support individuals with a disability to achieve their life aspirations and increase their ability to participate in economic and social aspects of society.

We delivered over 99,045 hours of care to over 240 clients. Services included:

- Developing and practicing daily living skills
- Social support and help building connection and inclusion
- Help with housework and shopping
- Personal care
- Meals and food preparation
- Support with being physically active
- Help with transport
- Nursing care
- Respite services – day respite, out-of-home and in-home and respite for Carers
- Allied health support such as physiotherapy, podiatry, facilitated communication or a dietician
- Minor maintenance and modifications to homes to meet care needs
- Access to goods and equipment.

Specialist disability programs

We deliver a range of unique programs in Brisbane and other areas of southern Queensland.

- **Sharehouse** is a program that supports people with disabilities who are living in share accommodation to achieve their life goals.
- **Connections** is a program that helps people with disabilities increase their independence. It helps people connect with their community and undertake social activities.
- **Enable** is a program that supports people who need some help at home. This may include personal care, meal preparation, housework, shopping and skill development.
- **Alina Single Women's program** is a program for women with an intellectual impairment or learning difficulty who are experiencing homelessness or are at risk of homelessness. This service offers case management support linked to acquiring and sustaining stable accommodation.
- **Alina Families' program** is a program for parents with an intellectual impairment or learning difficulty. The service offers case management to coordinate supports and develop the skills to manage life's challenges.
- **St Luke's House** is a respite centre providing short term overnight stays.



Preparing for the National Disability Insurance Scheme in 2016



The disability service sector is entering a time of significant change, both nationally and within Queensland. The National Disability Insurance Scheme (NDIS) is operating in trial sites in several states across the country and roll out of the full scheme will commence in Queensland progressively from July 2016.

The NDIS will introduce a new way of funding supports for people with a disability. Under the scheme individuals will have access to different types of supports; and will have more choice and control over how, when and where supports are provided.

This is an exciting and challenging time for providers. In response to the expected changes Anglicare SQ is undertaking a transition plan of its own. Over the last 12 months Anglicare SQ has worked towards building a strong, sustainable disability service model which places the individual client at the centre and which will support Anglicare SQ to thrive in an increasing competitive market. This work explores the whole of the business and includes reviews and updates to practice, support systems, processes and staffing.

Anglicare SQ is committed to the exceptional provision of disability supports and we look forward to continuing to work with our clients, staff and other stakeholders as we make this transition.



Helping children and families

Our children and families teams provided specialist support in a range of areas. We also provided the recruitment, selection and training and support of foster carer and kinship carers through our funded Child Protection Program. During the year we also provided support for the reunification of families who have children in out-of-home-care.

Some of the highlights of this specialist support for children, young people and their families include:

- **Foster and Kinship Care:** The provision of foster care and kinship care placements for more than 1,700 children and young people. We have a number of offices covering the areas of Roma, Caboolture, Gympie, Gold Coast, Logan and Brisbane. Services hosted and facilitated activities such as camps and development opportunities for kinship carers. All the extra activities provide opportunities for personal growth, building relationships and enhancing self-esteem.



- **Family Intervention Services:** Our centres in Caboolture, Logan and Roma are providing specialist support for children, young people and their families. The services support families with parenting and life skills. The service also supported a number of children and their families through the reunification process.
- **Intensive Family Support:** Having been successful in securing funding, we have established a new service in Gympie. Community members, family and others can refer families for support to this service.

The service will be operational in September 2015.

- **Foster Carer Recruitment:** Our services are actively recruiting for foster carers and looking at placement opportunities for the children within their families. During the year we focused on the promotion of the role of foster carers in the community and undertook positive foster carer recruitment campaigns to educate the public and raise the profile of foster care.

2.0

Quality,
Learning and
Workforce
Development





Quality, learning and workforce development

The Quality, Learning and Workforce Development (QLWD) unit informs:

- 1.** Policy and procedure framework, development and review
- 2.** Quality improvement and auditing
- 3.** Practice development:
 - Aged care
 - Child and youth protection
 - Disabilities
 - Mental health and homelessness
 - Community.
- 4.** Better health and wellness self-management program
- 5.** Multicultural program.

QLWD review

During the second half of the financial year, a review of the QLWD structure and outputs was undertaken through a collaborative 'value proposition' approach.

The purpose of the review was to gain an understanding of the work currently undertaken by the team, and the risks and challenges currently faced in preparation for a proposed restructure.

The outcome of the review identified that the QLWD team is engaged in five distinct areas of responsibility:

- 1.** Compliance/auditing/risk management:
 - Human services quality framework
 - Australian aged care accreditation standards
 - Home care standards
 - Australian healthcare standards
 - Licensing and accreditation.



- 2.** Education and development (includes but not limited to):
- Better health and self-management
 - Introduction to the Riskman project: Implementation phase 1
 - Professional boundaries
 - Falls management.

An Anglicare SQ education and development strategic plan will be developed in 2015-16 to meet the needs of the organisation.

- 3.** Policy and procedure development and maintenance:
- Design of the policy framework for Anglicare SQ
 - Oversight the development of all Anglicare SQ policies
 - Maintenance of document control register (document centre)
 - Monitor legislative changes.

- 4.** Practice leadership:
- Practice development
 - CARE model
 - Service models.

- 5.** Other:
- Education provider enquiries
 - Student placements
 - Response to enquiries relating to scholarships, training opportunities
 - Career pathways update
 - Investigations and root cause analyses (RCAs) on request.

The findings of the value proposition workshops with QLWD staff and the feedback from managers across Service Delivery areas informed a restructure of QLWD unit.

Policy

Document Review:

- 333 policy-related documents were developed or reviewed and published
- 255 documents were reviewed and considered no longer required for Anglicare SQ operations.

New processes to track and monitor policy team activity and interactions with stakeholders has been implemented. A number of resources have been developed to support staff to contribute meaningfully to the document review process.

The level of stakeholder satisfaction has been measured twice in this time period. There has been an improvement in the level of satisfaction of stakeholders with respect to the support provided by the policy team and the accessibility of the document centre, in particular, the master library.

Stakeholder consultation continues to be undertaken with formal and informal processes used to ensure relevant engagement.

Quality improvement, audit and licensing

2014-15 Highlights

- Australian aged care accreditation standards
 - Residential aged care facilities are required to meet these standards. During 2015 our residential aged care facilities will be required to undertake an external review by the Australian Aged Care Quality Agency.
- Home care standards
 - Community in-home care.
- Australian council healthcare standards
 - An independent audit of Anglicare SQ's aged care community services.
- Licensing services
 - Youth residential services.

Anglicare SQ service areas undertook numerous reviews and audits to achieve the accreditation and licensing requirements of the relevant regulatory authorities:

- Human services quality framework (HSQF)
 - Achievement of these standards are required for Anglicare SQ's disability services, children and youth, mental health inclusion (APTBI), counselling and education, and homelessness.

Anglicare SQ successfully achieved accreditation from The Australian Council on Healthcare Standards until March 2018.

Better health, wellness and self-management (BHWSM) program

Leadership training

Two four day leadership programs:

- July 2014 - 14 participants attended (11 Anglicare SQ staff, three external participants)
- February 2015 - 14 participants attended (10 Anglicare SQ staff, four external participants).

BHWSM Anglicare SQ courses

Including delivery of *Busy at Work* training (Strathpine, Fortitude Valley, Labrador, Burleigh).

Anglicare SQ community service offices (Hervey Bay, Caboolture, Townsville, Gold Coast, Metro South, Sunshine Coast, Toowoomba, West Moreton) delivered 44 courses, 342 participants attending.

Drought Relief Support:

- Thargominda
- Betoota
- West End
- Cunnumulla
- Longreach/Jundah
- Mitchell
- Charleville
- Roma/St. George
- Barcaldine
- Quilpie.





Supporting child protection and youth services

CARE: This financial year the child protection and youth services moved into the sustainability phase of the implementation of the Children and Residential Experiences (CARE) framework. This framework is being implemented in partnership with Cornell University's Residential Child Care Project (a part of the Bronfenbrenner Centre for

Translational Research) and Therapeutic Welfare Interventions (Canberra). CARE enables integration of a safe, developmentally appropriate and trauma sensitive framework for practice that serves the best interest of the child.

Kinship Care: This financial year we established a kinship care community of practice, with the aim of sharing creative and innovative ideas for better supporting our kinship carers, who make up close to 30% of the nearly 900 carers supported by Anglicare SQ.

This community of practice resulted in the development of resources tailored to kinship



carers, the development of teams and/or case workers focused on supporting kinship carers, the development of support groups and social events focused on engaging kinship carers and the seeding of ideas on new models of service delivery for kinship carers to better meet their unique needs.

Training: This financial year has seen a focus on growing Anglicare SQ's internal training capacity, with a number of train-the-trainer programs occurring in areas of Three Pillars of Transforming Care and Therapeutic Crisis Intervention.

These programs are presented to both Anglicare SQ staff and carers and enable us to meet

requirements of the *Child Protection Act 1999* and the Human Services Quality Framework.

Transforming care provides a trauma-sensitive approach to out-of-home care, with a focus on understanding the impact of traumatisation on brain development.

Therapeutic crisis intervention is aimed at providing a system for preventing crises from occurring, effectively managing acute crises, reducing the potential for injury, teaching constructive ways to handle stressful situations and promote continuous improvement and learning.



Multicultural program

During the year we improved knowledge of and access to Commonwealth Home and Community Care (HACC) services for individuals and carers from Culturally and Linguistically Diverse (CALD) backgrounds. In addition information and education was provided to Commonwealth HACC funded service providers to build their capacity to deliver culturally appropriate care. Activities included:

- Department of Social Services and Queensland Childcare Services Multicultural Advisors Network met bi-monthly to share information, resources and work collectively.
- Partnered with Council on the Ageing and Evergreen to deliver a forum to the Chinese Community on aged care changes. We used this opportunity to survey the 40 participants on their understanding of aged care, unmet needs for older people, and concerns and needs for carers.
- Consultation with Indian seniors, jointly with Carers Q, Brisbane City Council Community Engagement team, and Indian Police Liaison Officer.

- Multicultural Seniors Community Expo – with Diversicare, Carers Q, Mental Health, and a range of CALD Seniors groups and organisations.

Training and education

A range of training, education and community engagement activities were undertaken during the financial year. Our Aged Multicultural group met monthly and staff cross cultural training was delivered across our service.

As we support a culturally diverse work place that delivers services to people from the CALD community, we have developed specialised training to help our staff meet the needs of people from non-English speaking backgrounds. We also offer specialist training for staff working with interpreters and working with refugees. Our child protection staff receive specialist cultural awareness training in the area of child protection.

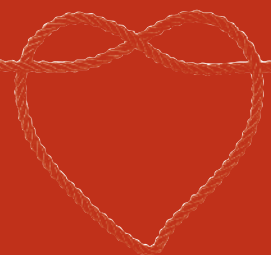
During the year we assisted a number of community groups with cultural awareness training and participated in a range of forums relating to improving services to the CALD community.

Some of our community awareness activities included our community engagement workers visiting communities with a high CALD presence to talk with locals. We also provided support to a range of communities across Brisbane and attended a number of workshops and engagement activities.



3.0

Service
Enablement
and Strategy





Service Enablement and Strategy supported a number of business initiatives and projects.

Strategic planning

The 2014-15 financial year was the last year of a three-year strategic planning cycle for Anglicare SQ. It was also a year marked by continuing change relating to multiple federal government reforms around aged care services.

In January 2015, Anglicare SQ commenced a strategic process aimed at engaging the Executive, Leadership team, staff and the Board in an ongoing and meaningful conversation around the mission and strategic goals of Anglicare SQ for the period July 2015 to July 2018.

This was part of a shared and inclusive process relating to the development and ownership of a clear vision of the future. Strategy days were held every six weeks from January 2015. Each strategy day examined the strategic opportunities and risks at a sector level in the context of the current environmental conditions. The sectors that were examined were:

- Home Care and Residential Aged Care with a focus on the reform agenda
- Disability Services in context of National Disability Insurance Scheme being introduced in 2016
- Children and Families in the context of the Queensland Child Protection Commission of Inquiry final report: *A Roadmap for Qld Child Protection* (2013)
- Mental Health and Family Wellbeing
- Homelessness.

Mobile technology

Mobile technology is an important feature of Anglicare SQ's strategic roadmap. Technology enables home care workers to provide the hands-on care and the human touch that our clients need. It assists by ensuring home care staff in the field have up-to-date information on their daily schedule.

Mobile solutions also offer important safety alerts and GPS tracking to ensure client visits are delivered as planned and workers are safely moving from client to client. This is an important feature of mobile workforce management and home health.

In late 2014-15 planning commenced to test Procura Mobility Software. The aim was to

automate Anglicare SQ's timesheet and runsheet processes with 107 Home Care, Allied Health and Clinical staff. The following benefits were expected:

- Improved staff efficiencies by reducing travel to the office and optimising face-to-face contact
- Reduction in timekeeping activity due to real time verification of client visits
- Reductions in printing and archiving costs associated with paper based runsheet management
- Reduction in kilometres as a result of 'Best Route Management' in Google Maps guiding travel between clients.

Electronic health care records

In 2014-15, Point of Care software was also installed and the Service Enablement team commenced testing this software. A vital component was the scoping and mapping of the software to support the workflows of Anglicare SQ's clinical staff.

Providing home care workers with daily schedules and access to the Electronic Health Record (EHR) anywhere allows them to view client information where it is most important – at their client's side. This enhances their effectiveness in providing safe, appropriate, quality care and reduces time spent on data entry.

Point of Care software simplifies our documentation requirements and provides our clinicians with the client's clinical and historical information at the point of care. Whether accessed in the office or at a client's home, this software offers support tools such as clinical pathways, workflows and alerts that enhance the quality of care.

Key features:

- Integrated management of notes, charts, diagnoses, allergies, prescriptions, and other data using a Single Health Record approach
- Document and image storage and management for each health record
- Comprehensive client record and one-time entry of data at the point of care
- Quickly and easily access case management, clinical pathways and care planning.

Client Information Systems

During 2014-15 Procura software was implemented as a common platform for managing client data to support the operations of the Mental Health and Family Wellbeing services within Anglicare SQ. These services now utilise Procura as a full information management solution including electronic record management.

The system incorporates:

- Automated counselling plans
- Clinical assessments
- Progress notes
- Records and charts
- Electronic task and diary management.

Tenders

The Service Enablement and Strategy Team was responsible for preparing tenders and offers related to funding from a range of federal government and state agencies. This resulted in Anglicare SQ being awarded additional funding.

Client Service Centre

During 2014-15 Anglicare SQ changed the name of the team that operated the first point of contact at Anglicare SQ and the 1300 610 610 number to the Client Service Centre as opposed to Intake and Referral. This was done to create a clear emphasis on client focussed customer service and person centred care.

Anglicare SQ client systems

The service enablement team were responsible for the effective stewardship of Anglicare SQ specific systems relating to the delivery of Anglicare SQ's operations. Including:

- **Procura:** This information management system enables appropriate matching of employees and skills to client need, efficient scheduling of services and activity to optimise labour efficiencies, recording of client information and billing, Medicare claiming and care planning for recording the client's care delivery goals.
- **NeRA:** This software was introduced during 2014 to assist Anglicare SQ's Residential Aged Care facilities in handling the process of generating resident agreements

as required by the 2014 Living Longer Living Better amendment to the Aged Care Act 1997. NeRA software generates compliant agreements that meet legislative requirements and enables central storage of all resident agreements.

- **Epicor:** This software is currently used to manage resident information and administration. Epicor also manages the financial components of the Residential Aged Care (ACFI) which is used for claiming through Medicare. EPicor is also used to support Residential Aged Care Facilities and Independent Living Units.

Data analysis

The Service Enablement and Strategy Team are responsible for the following functions to support Anglicare SQ:

- Systems and business process improvement
- Reporting and data analysis
- Systems and business process maintenance support
- System and business process audits
- Verification of 157,500 paper-based run sheets
- Reports for government for compliance purposes
- 210 training sessions for 424 staff
- Almost 6,500 helpdesk requests
- Eight site system and business process audits.

Work was also undertaken in 2014-15 to ascertain the current business requirements for an integrated care management and finance management system to be delivered in 2016.

Adapting systems to the Living Longer Living Better Aged Care Reforms

Anglicare SQ's information management systems required adaptation as the roll out of the Living Longer Living Better Aged Care Reforms continued throughout 2014-15. Adaptations were made to a range of software systems including Procura, NeRA and Epicor to support the changes.

Re-engineering Anglicare SQ's Client Systems and Business Processes to be Consumer Directed Care and My Aged Care Ready

Anglicare SQ has been delivering Home Care Packages (HCPs) for over 15 years and began delivering these services on a Consumer Directed Care basis in 2012-13. In 2014, the organisation was successfully allocated 45 additional CDC HCPs. 2014-2015 saw the successful transition of all 801 Anglicare SQ HCPs to the Consumer Directed Care framework and Anglicare's systems have been improved to enable:

- Electronic Care Plans focused on client's achieving their individual goals
- Signed CDC HCP Agreements electronically saved to each individual client record
- Individualised budgets, fortnightly invoices for income tested fees and basic daily fees
- Monthly statements provided for all clients with details of the client contribution.

Leading up to 1 July 2015, in preparation for the federal government's changes to the Aged Care funding model, Anglicare SQ put in place a variety of processes and activities to ensure a smooth transition to the introduction of a single point-of-entry into Aged Care. The My Aged Care website and provider portal was launched on 1 July 2015 and presented a different pathway for clients (New and Current) to access Aged Care Services provided by Anglicare SQ.

Service Enablement and Strategy quickly identified a critical need to set up service delivery information systems to assist with the ongoing support of clients who receive services.

The Service Finder is the source of information for all consumers, service providers and assessors to determine what services are available in a particular area and by which Service Provider. Service Enablement and Strategy spent two months entering information in to the website to ensure complete accuracy, so that clients could find Anglicare's services easily. One full-time staff member was deployed to work on this for that full period. This illustrates the intricacy of the information that is stored and also the complexity of identifying all the service delivery points that a diverse organisation such as Anglicare SQ has. This system replaced a variety of internally managed spreadsheets and information that are now redundant. Ongoing maintenance and

review of the information stored in this system is paramount to our ongoing success in increasing our referral volumes month to month.

Staff in both the Client Service Centre and branches have been trained in the new processes these changes have created, and as we continue to learn and refine the way we do things, the client outcomes continue to be positive. Clients are now well-informed about what they can expect to receive and how they can expect to receive the care they need to continue to be supported in their homes. We can easily identify clients that have been referred through the My Aged Care process and we are in constant contact with the My Aged Care call centre and RAS assessors to ensure that client care remains paramount. We also continue to accept urgent referrals from hospitals to ensure that discharges can continue to occur within hospital discharge planning expectations.

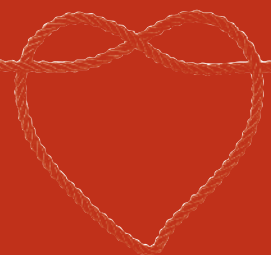
In preparation for the Consumer Directed Care changes that occurred on 1 July 2015, the Service Enablement Team has trained Client Liaisons who are responsible for managing package clients and supporting them with their care needs within budget.

The entire focus is on enablement in their homes and appropriate plans are put in place by the client with support of the Client Liaison to ensure they achieve their goals. The Service Enablement Team have also established a number of robust system processes to effectively support clients managing their budget. The Client Liaisons are supported by Client Service Officers who are able to manage the day to day administrative and reporting functions of this critical part of the Anglicare SQ community support network.



4.0

Mission
and Social
Justice





Mission and Social Justice embraces the example of Christ's model in caring for people's deepest needs through Anglicare SQ's services. In following this model we seek to provide care and support for all people regardless of their backgrounds, ethnicity, demographics, beliefs or lifestyles. 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 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 last twelve months represents another period of steady growth and change as Mission and Social Justice seeks to deliver the following five key areas of excellence within Anglicare SQ:

1. Spiritual and pastoral care
2. Education and training
3. Partnerships with other Commissions
4. Influencing the 'shape' of Anglicare SQ as a Church partner with the aim of having the whole church engaged in the whole mission
5. Social justice advocacy.

Education and training

The annual two day professional development and training days for Chaplains were held again at Mercy Place in November 2014. Guest speakers included Anglicare SQ's Director of Service Delivery, Sue Cooke who spoke of the changes to government funding, Anglicare SQ's Dr Shane Farmer presented 'Mental Health in Spiritual Care' and Anglicare SQ's Jenny Marshall discussed 'Changes in Ageing'. Participants also had time for team interaction and to practise role playing.

An open day was held by Mission and Social Justice to recognise National Pastoral Care Week in October 2014. This event was well attended by Anglicare SQ and diocesan staff who were provided an opportunity to learn more about the work of pastoral care within Anglicare SQ.

An information booklet introducing Anglicare SQ's values and how Anglicare SQ fits within the structure and mission of the Church was produced and is now being integrated into all new employee orientation packs. A short welcome video clip has also been produced highlighting the key principles in the information booklet. Staff can access the video clip on Anglicare SQ's website.

The Graduate Certificate in Theology attracted one new staff member who enrolled in 2015, one continuing staff member will complete academic assessment in 2016 and another has enrolled in the Bachelor of Theology. The Director of Mission and Social Justice continues to explore what other options might be available for Anglicare SQ staff to further their interest and deepen their understanding of spirituality and theology.

Partnerships with other commissions

Three more training sessions in Pastoral Care Skills training were facilitated at St Francis College by the Director Mission and Social Justice and Pastoral Care Manager, The Reverend Ray Clifton for 2nd and 3rd year formation students during their intensive weekend. These sessions built on skills that were learned in previous workshops. The sessions also offered students an opportunity to practice in pairs and provide helpful feedback to each other. As in previous years, Pastoral Care Skills training was well received and long term relationships have been developed with the students.

In partnership with Parish Services a further five Pastoral Care Volunteer Training workshops were successfully held in Brisbane, Buderim, Gold Coast, Maryborough and Toowoomba. These workshops were coordinated by the Reverend Ray Clifton and local Hospital Chaplains. Both the Director and the Reverend Ray Clifton continue to provide support for the Parish Services Hospital Ministry Steering Committee.

Deanery meetings attended included Southern Downs, Logan, Brisbane North West and Brisbane North East. These provided an opportunity to strengthen relationships with clergy from those regions, as well as provide information regarding Anglicare SQ's services.

Our partnerships with Anglican schools continues to strengthen with the following support received from them during the year:

- **Canterbury College 'Anglicare Week':** raised over \$5,000 of in-kind donations for TRACC Logan.
- **St John's Anglicare College Foster Care fundraising:** raised \$2,000 in funds to support all TRACC services in southern Queensland.
- **Anglican Church Grammar School (Churchie) and Canterbury College Easter Collection:** collected thousands of in-kind Easter eggs for Brisbane TRACC and In-SYNC Beenleigh.
- **St Aidan's Anglican Girl's School:** provided wrapped Christmas presents for young people in the TRACC residential services program at Logan. TRACC Logan Residential Co-ordinators and Team Leaders visited St Aiden's to conduct an interactive session with the year 12 students about the work Anglicare SQ does with children in residential care and foster families. The school appreciated the way that the staff were able to give the students a clear sense of the complex needs and difficult life circumstances of the youth Anglicare SQ assists.



Spiritual and pastoral care

Providing access to spiritual and pastoral care for Anglicare SQ clients and their families, as well as our staff and volunteers remains a vital component of the overall strategy for the whole church to be engaged in the whole mission. There has been a significant increase in the number of services conducted across our organisation such as regular liturgies held in aged care facilities, annual services of remembrance, Anzac Day services and blessings of new buildings and Anglicare SQ services.

Mission and Social Justice again expresses appreciation for the generosity and faithful support of Mothers Union, as it continues to provide financial support for the training and professional development of our network of dedicated Chaplains and volunteers. The Reverend Canon Linda McWilliam, Director of Mission and Social Justice was recently presented with a badge honouring her 25 years of Mothers Union membership at a diocesan members dinner.

Significant events

- ANZAC Day services at Logan, St John's Home for Men - Toowong, Symes Thorpe - Toowoomba and Kirami - Hervey Bay
- Opening and blessing of Anglicare SQ services re-located to parish grounds including Anglicare SQ's Booval and Roma services
- Opening and blessing of Anglicare SQ's re-located Gold Coast Community Services
- Anglicare SQ's Home-away-from-homelessness facility, Toowong: turning of the sod, roof wetting ceremony and opening and blessing
- Turning of the sod at Kirami, Hervey Bay
- National Palliative Care Week Service at St John's Cathedral, Brisbane
- World Mental Health Day Service at St John's Cathedral, Brisbane
- 12 Services of Remembrance across Anglicare SQ's services
- Anglicare Australia National Conference, Melbourne
- Two presentations at Mothers Union branch meetings
- Presentations at various parishes about Anglicare SQ's services.



Social justice advocacy

The Anglicare SQ Social Justice Research Unit continued to provide research, advocacy and secretariat support for the Anglican Church Social Responsibilities Committee, extending the reach of the Committee's voice within and external to the Diocese.

Performance highlights

Highlights for this year include:

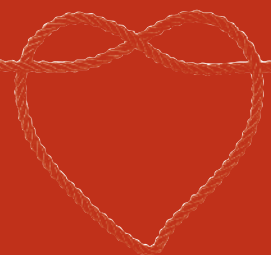
- Continuing involvement in the Recognise campaign for the recognition of Aboriginal and Torres Strait Islander peoples in the Australian Constitution, including provision of Recognise resource packs to parishes and representation at the Recognise National Campaign Partners' forum.
- Supporting the Social Responsibilities Committee's continued advocacy on refugee and asylum seeker issues, in collaboration with the Australian Churches Refugee Taskforce and the Brisbane Refugee and Asylum Seeker Support (BRASS) network.
- Actively promoting the Stop the Traffik Easter Egg campaign to raise awareness of child trafficking for use as labour in the cocoa industry.

- Continuing support for the Social Responsibilities Committee's work in deepening group listening processes, as well as working and leading in complex environments. A series of parish 'talking circles' on marriage and the family has been one of several initiatives in this area.
- Working collaboratively with Angligrreen on climate change advocacy and environmental sustainability issues.
- Supporting the Social Responsibilities Committee's active engagement with politicians across the political spectrum on advocacy issues such as youth justice and poker machine gambling.
- Continuing our partnership with international accounting firm BDO to run quarterly Senior Business Leaders' Breakfasts that provide the opportunity for senior business executives to engage with thought-provoking speakers on current social justice issues.

The Social Justice Research Unit also worked in partnership with Anglicare SQ and Parish Services on two cross-church projects: one on connecting with our multicultural communities, and a second project exploring a model for a collaborative community approach to the supported reintegration of ex-offenders.

5.0

Our People



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 1998-2002 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.

Mr Rob Law SBS *Chair*



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 1996-2005. 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. Since 2007, Mr Law has served as the Chair of the Community Services Commission.

Karen Crouch *Executive Director, Anglicare SQ*



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 SQ, 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.

Ms Isobel (Pixie) Annat MBE OAM

Ms Annat had a distinguished career in nursing, with a long history in health and aged care, including office bearing roles in Anglicare SQ and its predecessors. She holds a Dip. Nursing Admin and was the former Chair of St Luke's Nursing Service Committee of Management. Ms Annat



was also the Director of Nursing and CEO of St Andrews War Memorial, for 13 years and 14 years respectively. She has also been a Director of Tricare Ltd. Ms Annat was a surveyor of retirement village accreditation for many years and she is now a member of seven committees in the community and health sectors.

Mr Rob Freeman



Mr Freeman holds a Bachelor of Business (Pub Admin, Queensland University of Technology, 1993) and a Queensland Diploma of Animal Husbandry (University of Queensland, Gatton campus 1966). He is President of the Inner Northern Community Housing

(Brisbane) Association Inc. (INCH) and 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 the Institute of Chartered Accountants in Australia, a registered company auditor and a Member of the Australian Institute of Company Directors. 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 Masters 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 James White



Mr White has a Master of Laws (The 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.

Professor Robert Bland



Professor Bland has a Bachelor of Social Work, a Masters of Social Work and a PhD, all from The University of Queensland. He is Professor of Social Work at the Australian Catholic University. Professor Bland has been a long term advocate and supporter of the field of mental health, first in clinical practice for 17 years and over 25 years in academia.

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. His interests include allied and community health delivery to regional constituents, assistive technology provision for the aging and people with a disability, equality of education opportunity and social justice issues.

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 SQ 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 both 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 SQ 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 SQ'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 SQ, 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 SQ.



Our staff

In 2004-15 we continued to invest in our diverse and multi-skilled workforce and volunteers.

We have over **2,400 employees** in our regional and metropolitan centres. Our teams work in a variety of professional and support roles and we are proud to foster a culturally diverse workplace that has high levels of staff retention. Over eighty per cent of our workforce and sixty five per cent of our leadership group is female.

We provide flexible working options for our staff and foster a healthy balance between their work and personal life. We support part-time work for staff and over sixty per cent of staff work on a part-time basis.

This financial year we strengthened our ongoing commitment to the safety and wellbeing of our people by implementing a Quality, Risk And Safety Management System (QRS). The recording and reporting functionality of this system is providing us greater insight into safety improvements and incident and hazard management.

Anglicare SQ ranks above the broader industry average in terms of safety performance and we are focused on improving it even more.

Safety is an organisation-wide focus and one of the key priorities in our strategic plan.

We are also committed to investing in our people by building their skills and developing their leadership capability. We support formal, on-the-job and conference based training. One of the training highlights during the financial year was delivering behaviourally based recruitment methodology training that will help our leaders to make sound hiring decisions.

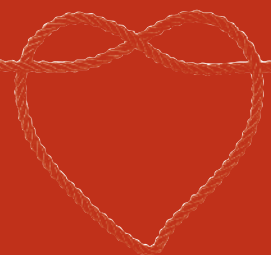
Our volunteers

We would like to thank our **500 dedicated volunteers**, who generously gave their time to make a difference in the lives of others over the past financial year. Our volunteers generously contributed over 42,000 hours of support to people in need. Our volunteers undertake a range of activities including providing social support to our clients, fundraising and supporting our staff with administration tasks.

If you would like to volunteer please contact 1300 610 610.

6.0

Summary Financial Report



Summary Financial Report

for the year ending 30 June 2015



The attached summary financial statements are an extract of, and have been derived from, the complete Annual Financial Report for Anglican Community Services Commission, trading as Anglicare Southern Queensland, for the year ended 30 June 2015.

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 SQ as the complete Annual Financial Report.

CONSOLIDATED STATEMENT OF CHANGES IN ACCUMULATED FUNDS FOR THE YEAR ENDED 30 JUNE 2015

	Retained Earnings \$	General Reserve \$
Balance at 30 June 2013	108,255,962	1,628,024
Net surplus/(deficit) for the year	3,840,774	-
Other comprehensive (expense)/income for the year	-	-
Transferred to/(from) retained earnings	1,162,617	-
Movement in reserves	-	179,064
Balance at 30 June 2014	113,259,354	1,807,088
Net surplus/(deficit) for the year	1,246,512	-
Other comprehensive (expense)/income for the year	-	-
Transferred to/(from) retained earnings	179,670	-
Movement in reserves	(75,000)	306,425
Balance at 30 June 2015	114,610,535	2,113,513

The Consolidated Statement of Changes in Accumulated Funds is to be read in conjunction with the Notes to the complete Annual Financial Statements

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 \$	2014 \$
Revenue from continuing operations			
Revenue from governments for rendering of services		140,754,722	134,433,070
Revenue from clients for rendering of services		17,820,437	16,765,324
Interest revenue		2,739,578	3,015,760
Revenue from Trust Funds	18	1,009,475	484,608
Net gain/(loss) on disposal of property, plant and equipment		17,666	201,123
Other revenue	2	5,527,559	8,694,568
Total Revenue		167,869,437	163,594,454
Expenses from continuing operations			
Employee expenses	3	(116,972,249)	(113,363,373)
Client services expenses and consumables		(29,288,505)	(26,661,006)
Depreciation expense	11a	(6,227,430)	(5,109,665)
Impairment write down of assets	11a	-	(344,897)
Rates and service fees	5	(10,440,443)	(11,053,078)
Operating lease costs		(1,716,451)	(1,762,684)
Other expenses	4	(484,209)	(418,160)
Total Expenses		(165,129,287)	(158,712,863)
Surplus/(Deficit) for the year from continuing operations		2,740,150	4,881,590
Other Comprehensive Income			
Items that will not be reclassified subsequently to profit or loss:			
Net gain/(loss) on revaluation of land & buildings		(170,244)	18,083,114
Total Comprehensive Income for the year		2,569,906	22,964,704

The Consolidated Statement of Profit or Loss and Other Comprehensive Income is to be read in conjunction with the Notes to the complete Annual Financial Statements

Trust Reserve \$	Asset Revaluation Reserve \$	TOTAL \$
14,960,068	26,268,594	151,112,648
1,040,816	-	4,881,590
-	18,083,114	18,083,114
-	(1,162,617)	-
3,257,559	-	3,436,623
19,258,443	43,189,091	177,513,976
1,493,637	-	2,740,150
-	(170,244)	(170,244)
39,861	(219,531)	-
-	(900,000)	(668,575)
20,791,941	41,899,316	179,415,305

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

ASSETS	Note	2015	2014
Current Assets		\$	\$
Cash and cash equivalents (unrestricted)	8	24,658,292	20,574,398
Cash and cash equivalents (restricted)	8	79,820,385	66,575,544
Trade and other receivables	9	4,079,228	5,888,530
Other assets	10	1,064,751	946,063
Non-current assets held for sale	11b	3,550,000	850,000
Total Current Assets		113,172,656	94,834,535
Non-Current Assets			
Available-for-sale financial investments (restricted)	12	534,436	556,208
Other receivables (unrestricted)	9	16,652,439	16,169,111
Other receivables (restricted)	9	12,381,891	11,585,084
Property, plant and equipment (unrestricted)	11a	31,452,252	28,373,656
Property, plant and equipment (restricted)	11a	97,356,691	100,342,646
Other assets	10	3,360,302	3,792,621
Total Non-Current Assets		161,738,011	160,819,326
TOTAL ASSETS		274,910,667	255,653,861
LIABILITIES			
Current Liabilities			
Trade and other payables	13	23,849,359	17,434,107
Employee entitlements	14	11,772,924	10,567,696
Other liabilities	15	53,727,470	46,392,172
Provisions	16	3,043,726	519,015
Total Current Liabilities		92,393,479	74,912,990
Non-Current Liabilities			
Employee entitlements	14	2,850,559	3,017,818
Provisions	16	251,324	209,077
Total Non-Current Liabilities		3,101,883	3,226,895
TOTAL LIABILITIES		95,495,362	78,139,885
NET ASSETS		179,415,305	177,513,976
FUNDS			
Retained earnings		114,610,535	113,259,354
General reserve	18	2,113,513	1,807,088
Trust reserve	18	20,791,941	19,258,443
Asset revaluation reserve	18	41,899,316	43,189,091
TOTAL ACCUMULATED FUNDS & RESERVES		179,415,305	177,513,976

The Consolidated Statement of Financial Position is to be read in conjunction with the Notes to the complete Annual Financial Statements

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 \$	2014 \$
Cash flows from operating activities			
Receipts from governments and clients		183,075,617	170,271,338
Payments to suppliers and employees		(167,804,670)	(160,584,012)
Interest received		2,739,578	3,015,760
Interest received – Trust Funds		1,009,475	484,608
Finance costs		(8,781)	(6,518)
Net cash flows from/(used in) operating activities	17	19,011,219	13,181,176
Cash flows from investing activities			
Proceeds from sale of property, plant & equipment		2,733,032	3,188,706
Payments for property, plant and equipment		(10,470,680)	(4,270,790)
(Payments to)/receipts from related parties		(1,280,134)	478,886
Net cash used in investing activities		(9,017,781)	(603,197)
Cash flows from financing activities			
Net proceeds/(payments) from accommodation bonds and ILU entry contributions		7,333,527	522,529
Proceeds from Reserves		1,772	530,301
Net cash flows from/(used in) financing activities		7,335,298	1,052,830
Net increase/(decrease) in cash held		17,328,736	13,630,809
Cash at the beginning of the financial year		87,149,941	73,519,132
Cash at the end of the financial year	8	104,478,677	87,149,941

The Consolidated Statement of Cash Flows is to be read in conjunction with the Notes to the complete Annual Financial Statements



Support us



Our work is only made possible by the support of many. To help Anglicare SQ to make a difference you can:

Pray for us

Prayer helps to connect us with our Mission that is part of the caring ministry of the Anglican Church SQ. We aim to respond to human need by providing loving service and exceptional quality service.

Make a donation

Giving a gift can make a real difference to our work helping people in need. We welcome one-off donations, support with specific projects and regular giving. To speak to our Fundraising team phone 1300 610 610 or email giving@anglicaresq.org.au

Volunteer with us

There are a number of volunteering opportunities with Anglicare SQ. To find out how you can make a difference through volunteering phone 1300 610 610 or email volunteers@anglicaresq.org.au

Make a bequest in your Will

By bequeathing a gift to us in your Will, you can leave a lasting legacy to those in need.

Keep up-to-date online

If you would like to join our marketing list or check out our website anglicaresq.org.au



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