

# Looking Forward

2021-22 Annual Report

**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 recognize that sovereignty has never been ceded.

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

# Archbishop's Message

The Right Reverend Cameron Venables  
Archbishop's Commissary  
Anglican Church Southern Queensland



**Anglicare Southern Queensland is dedicated to walking alongside people in our community who have need, offering residential aged care, in home care, mental health support, youth programs, care for those escaping domestic violence and homelessness, foster care, and family services. Through the provision of these, and through its advocacy for the most vulnerable in our community, Anglicare works to create a more loving, just, and inclusive society.**

Public health measures associated with COVID-19 continued to challenge Anglicare's work in all areas this year – particularly Residential Aged Care, and in Home Care. These challenges have been managed well and I am grateful for the skill and dedication of staff that have made this possible. I understand that many staff have 'gone the extra mile' time and time again.

I particularly give thanks for the leadership of Karen Crouch who joined Anglicare in 2009, and who served as Anglicare's Executive Director from 2013 – 2021. Among many gifts and abilities, it was good to have Karen - a pandemic trained, former Director of Nursing, at the helm of Anglicare during the very challenging time created by COVID-19. After an exhaustive search, I give thanks for the appointment of Sue Cooke as Karen's successor. Sue is also a pandemic trained, former Director of Nursing, who served with Anglicare for eleven years before being appointed to the Executive Director role.

In addition, I give thanks for the leadership of Dr Kim Forester who joined the Commission in 2015 and who chaired this board of governance with distinction from 2019 to 2021.

On behalf of the Archbishop, I commend the work of Anglicare as outlined in this Annual Report (2021-22) and offer my thanks to all who have made such a positive difference in the lives of many: the Community Services Commission members, the leadership team, the skilled staff, the caring volunteers, the parish ambassadors, and generous supporters.

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

With gratitude, and much respect,

**The Right Reverend Cameron Venables  
Archbishop's Commissary**

## From the Chair

Mr Gary Brady  
Chair  
Community Services Commission



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**I am pleased to present this 2021-22 Annual Report for Anglicare Southern Queensland. Anglicare is committed to supporting the most vulnerable people in our community and today, that support extends to one in thirty Queenslanders. While it has been another challenging year for all health and community service providers, Anglicare staff responded with flexibility and a calm resolve. Their work made a positive difference to the lives of more than 45,000 clients, residents, children, young people, and families.**

I would like to thank Karen Crouch for her service as Anglicare's Executive Director from 2013-2021, and give a warm welcome to Sue Cooke who was appointed to the Executive Director role in November 2021. Sue's experience with Anglicare, commitment to learning and innovation, and unique mix of skills and leadership qualities position her for success in leading Anglicare for many years to come.

Across the year, Anglicare provided more than 14,000 hours of counselling to young people and families; supported 1804 foster and kinship carers to provide 383,316 nights of care for children and young people; 2.149 million hours of community aged care and disability support were provided to 32,062 clients across Southern Queensland, Townsville and Longreach. 223,228 nights of residential aged care were provided to 800 residents in our eight aged care homes across Brisbane, the Gold Coast, Toowoomba, and Wide Bay. 42,181 hours of support were provided for women and young people experiencing homelessness at facilities in Toowong, Mount Gravatt, Beenleigh, and Cleveland.

Financial performance for Anglicare resulted in a loss from continuing operations of \$1,790,000 for the year ended 30 June 2022. This compares to a loss from continuing operations in 2021 of \$1,834,000. There was an increase in the valuation of properties of \$10,938,000 that contributed to the Total Comprehensive Income of \$8,876,000 for the year ended 30 June 2022.

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. 2021-22 was a difficult period with navigating the effects of the COVID-19 pandemic, together with outcomes of a number of Royal Commissions. Changes to government funding models affected both aged and community care.

Conditions in 2022-23 are expected to improve as we return to normal operations and expand our support service offerings across all areas.



# Forward

Sue Cooke  
Executive Director  
Anglicare Southern Queensland



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**After leading Anglicare Southern Queensland's operations for a decade, I was honoured in November to accept the position of Executive Director and lead a determined and committed team of staff and volunteers through a second year of delivering services in a global pandemic.**

The opening of Queensland's borders in December created very challenging conditions and our outbreak management and business continuity plans were put to the test. Our staff, commissioners, community, and the government department leaned in together to ensure service continuity and the ongoing delivery of our mission.

More than 45,300 clients relied on our services in 2021-22, almost 1% increase on the prior year. Whilst many organisations reported diminished service delivery, especially across Southern states, this was not the Queensland experience and we continued to achieve some incredible outcomes that can be read about in this report.

The Executive Team welcomed a Director of Client Experience, a role introduced to lead us in the amplification of the client voice in service re-design.

With a new Chief Digital Officer, Chief Financial Officer, and a Director of Services also joining the team, we have transitioned seamlessly to focus on the delivery of our six strategic objectives and key focus areas of Seniors, Families and Young People, Wellbeing for All, Client Voice, Service Excellence and Our People.

With the resolve and resilience that our people have shown, and the solid foundations of our vision, mission, and values, I am confident that we will be able to handle the challenges and opportunities that both the post-pandemic recovery and government reforms will bring.



**Founded in 1870 as  
the Female and Infants  
Refuge, today our  
3,000 employees and  
600 volunteers service  
more than 45,000  
Queenslanders.**

Our enduring vision is  
to create a more loving,  
just, and inclusive society  
reflecting the life and  
teachings of Christ.





# About Anglicare Southern Queensland

**Anglicare is the service arm of the Southern Queensland Diocese of the Anglican Church, providing not-for-profit compassionate care, support, and counselling services. We operate from the Gold Coast to Wide Bay, and West to the Queensland border, with additional services in Townsville and Longreach.**



## 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.

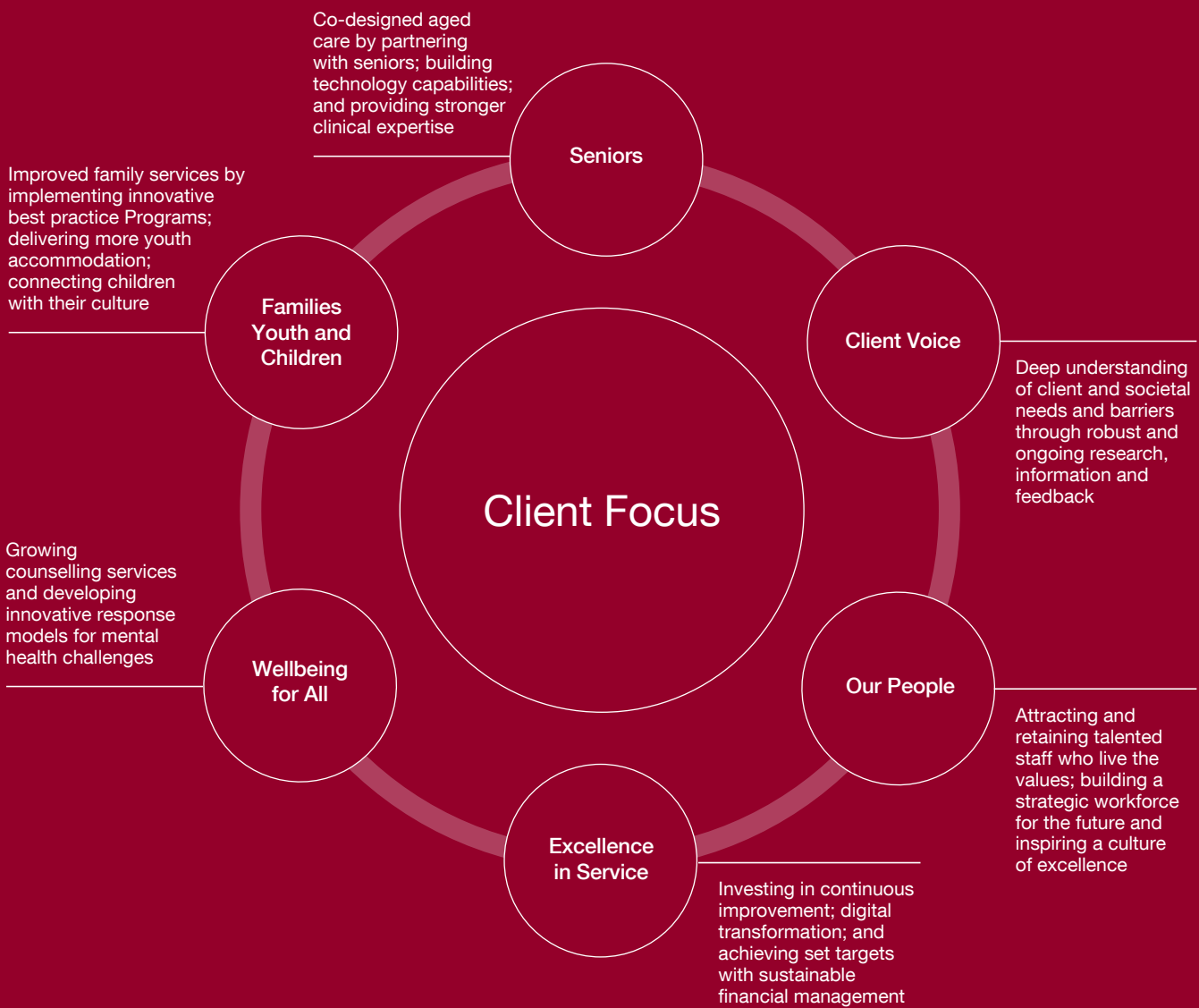
We value love, care, hope, and humility. For us, love means compassion and kindness. Humility and care mean taking personal responsibility for being both generous and helpful, and having a deep gratitude for the joyful privilege of providing service to our community. Hope relates to our enduring faith that people can and should achieve a life of happiness.

Our brand is inclusive and caring with the promise to be “by your side”. Our ideal position is to be a partner, next to you, understanding and feeling what you’re experiencing, every step of your life’s journey. It is an enduring promise that we live by – putting our clients at the centre of everything we do.

We are proud to be part of the Anglicare Australia network which comprises of 35 agencies, nationally, who have chosen to work towards a more inclusive Australia.

# Our Strategic Plan

**Our strategic approach is to consistently put the people we care for at the centre of our service design and operations. Our 2021–2025 strategic plan outlines six core areas of focus:**





## Diversity, Equity and Inclusivity

Anglicare Southern Queensland is committed to providing an inclusive workplace to employees from diverse backgrounds, cultures, ages and abilities.

### 2.3% representation of First Nations people.

We're actively looking to recruit more First Nations employees into all service areas. Our objective is to reach 3% in line with our Reconciliation Action Plan (RAP) commitment target.

### Average age of our staff is 45 years.

With a spread of ages from as young as 17 to as mature as 81, attracting younger people and offering retired persons opportunities for meaningful work continues to be part of our strategic drive.

### Business continues to be predominantly female at 81%.

Bringing more men into the care sector has been a focus and we have increased numbers by 1% over the reporting period.



The Reconciliation Action Plan Launch at Anglicare's head office.

We have commenced a program to provide people with intellectual disability with a pathway to employment at Symes Thorpe Residential Aged Care. Four volunteers with an intellectual disability have been engaged and are currently volunteering at the facility.

To build a more inclusive culture, and as part of our Reconciliation Action Plan (RAP), the RAP Champions Network convened a Virtual Art Workshop in celebration of National Reconciliation Week at the end of May 2022. With a record number of approximately 300 attendees, five workshops were delivered around the importance of art in expression of culture. Staff, clients and other stakeholders participated in creating their very own piece of art whilst learning more about Aboriginal culture.

These kinds of activities and actions will continue and undoubtedly have a positive impact on understanding, respect and driving an inclusive culture in our business.

## Meet our Clients



### Dennis

Dennis' wife, Marilyn, is a resident at Meilene Residential Aged Care in Bundaberg. He visits her several times a week.

**“My wife Marilyn has been in full-time care in Meilene, Bundaberg for nearly two years. I have only the highest praise for the staff and for the wonderful care she has received. My wife is not the only one receiving this wonderful care. The empathy from the staff is outstanding at all levels. It is so hard to lose your beloved wife to dementia, but it is a massive relief knowing they are so well cared for.”**



### Audrey

Every week Audrey receives a visit from an Anglicare Home Care Worker to assist with the cleaning, vacuuming, and dusting of her property, less than an hour outside of Longreach.

85-year-old Audrey lives in what Anglicare staff say is the “Hollywood house in the country” with her six-year-old dachshund, Pedro. Audrey is independent with a zest for life and maintains her large rural property.

**“It’s nice to be independent and I am very lucky to still be able to do most things at my age. I have great neighbours and I think life is pretty good. I can’t be more grateful and thankful enough each week for the wonderful work Anglicare provides.”**



### Loretta

Loretta is one of our Home and Community clients in the Logan region. In her spare time, Loretta enjoys doing 1000-piece puzzles, attending to her garden, and kicking back and watching movies, murder mysteries and *The Bold and the Beautiful*. She is an avid baker and loves baking biscuits, cakes and the family's Christmas cake every year.

Loretta started coming to the Respite Centre a few years ago.

**“It's one of the best things I ever did. It's so nice to get out and connect with people.”**





## Khin

Khin is a Logan Respite Centre client. Khin immigrated from Burma to Australia with her husband and four children in 2000. She has four grandchildren, two in Logan and two in Canada. For a long time, Khin worked as a primary school teacher before becoming a full-time mum.

Mie Mie, Khin's daughter, says she loves attending the Logan Respite events and that the social aspect makes a big difference for her.

**“Mum is such a kind and generous soul. She is gentle, sweet, and always ready to give to those around her. There are a lot of lovely ladies who have helped me over the years which I have really appreciated.”**



## Cecil

Cecil is one hundred years old and is living independently in his own home. This is thanks to a number of our Home and Community Aged Care staff.

Born in the Lockyer Valley, Cecil grew up on farmlands and became an important businessman in the region. He has a natural talent for machinery and developed tractors and farming equipment that were a great help to local farmers.

Cecil has an easy-going nature and simple advice on how to live a long and prosperous life:

**“Eat well, don't eat junk food, and eat lots of fruit and vegetables.”**



## Star

Anglicare Southern Queensland client, Star, met with Scott Prince, a National Rugby League great, as part of an ongoing partnership. The two chatted about their life experiences and goals for the future.

Scott believes the best way for young people to fulfil their potential is to set goals. “The most important thing is to empower young people and get them to believe in themselves to reach their full potential. It doesn't mean that they have to be a sports star, just whatever dream they want to achieve and want to do in life, just be good at it.”

Star dreams of being a diesel mechanic, but her goal right now is to be the first person in her family to graduate from high school. She is also considering going to university as her next step.

**“That's important to me because I want to show my mum and my family that I can do it.”**

## Cherice's Story

### From sleeping rough to wearing scrubs



"I became homeless after a family breakdown. I was forced out of my father's house and my mother was incarcerated. I was working two jobs, but it still wasn't enough to afford rent. I ended up homeless and needing support.

It was very daunting, I was scared, I was unsure. A youth worker at school eventually set me up with Anglicare Southern Queensland's homelessness services for emergency accommodation and support."

I was finally safe. I had a roof over my head and that's all that I needed. I was going day by day and the staff really supported my decisions.

I now live in a small, two-bedroom unit. I am very independent and love living by myself. I'm working as a surgical nurse in my graduate year at a major hospital and I'm really loving life. I am very content.

I didn't let being homeless define me. It was the simple things with my experience with Anglicare - if I was feeling sad, angry, or vulnerable, I could go up to the office and just sit there. We didn't even have to talk. Those things meant more to me than anything. I didn't feel like another statistic, I felt like an actual person.

I wouldn't be where I am without Anglicare Southern Queensland. Without their support and guidance, I wouldn't have had the opportunity to study, to buy a car, to get braces, to have my own unit - all of the things that I wanted to do but couldn't without their support.

I'm very passionate about homelessness, because I've experienced it myself and I know what it feels like. A bed, accommodation, and a support network can really help you turn your whole life around."



Clients are at the very heart of our business. Over the last financial year, we supported:

800

Aged Care Residents

32,062

Aged at Home

11,841

Children, Youth and Families

# Our Services

Residential Aged Care and Retirement Villages  
Home and Community  
Children and Families  
Mental Health and Wellbeing

Our team continued to deliver exceptional services across the organisation and to our clients. We sought new and innovative ways of delivering assistance to ensure the most vulnerable within our care.

Whilst some of our aged care homes and home and community services were impacted by the February 2022 floods, we were grateful and humbled to receive recognition once again for our work within the sector. Anglicare was announced as the Queensland winner in the annual Aged and Community Services Australia Awards and the Gold Winner in the Home Care Services category at the Quality Service Awards by Reader's Digest. Additionally, for the fourth year in a row, Anglicare was awarded Australia's Most Trusted Brand in Aged Care and Retirement Villages in the Reader's Digest 2022 Trusted Brands survey.

We are always looking at ways to improve our services, and to this end, we formed our Practice Facilitation Team who support our front-line teams to embed improvements in practice across the business.

This team benefits from cross-practice learning and passes on insights and innovations to enhance the services delivered to our clients. This is aided by our investment into a new client information system which gains insights into the needs of clients and allows us to respond accordingly.

Our Client Service Centre is becoming the central hub for all services, and we are aligning our processes to enable this transition. We continue to engage and work with our funding partners to ensure the sustainability of services and to innovate approaches to our service areas.

As we move into the new financial year, we can look back and be thankful we have weathered a few mighty storms, and that we are now better prepared than ever for the future. This would not be possible without the extraordinary efforts of our extraordinary people.







Provided care to over 800  
residents across 8 residential  
aged care homes





## Residential Aged Care

**We continued our journey in delivering contemporary client-centred care and support to over 800 residents. We implemented a number of innovative initiatives to keep residents and their families safe, engaged, and active.**

We were pleased to commence construction works at our Meilene aged care home in Bundaberg, extending the home from 52 to 88 rooms, along with a significant refurbishment program. Work is expected to be completed in December 2022 at a cost of approximately \$19 million.

We continued to review and improve practice areas that enhance quality of care to our residents. This saw us review our Rhythm of Life care model based on feedback and insights from our residents and embed the model in all staff roles.

Four homes were re-accredited under the new Aged Care Standards and all homes met all requirements and standards and remain fully accredited.

Additional service highlights include:

- Roll-out of a new electronic visitor management system
- Virtual visits from families, friends and volunteers
- Telehealth initiatives with our health service providers
- Corridor exercises and other socially distant lifestyle activities

- Telephone support from our spiritual and pastoral care coordinators
- Additional Infection, Prevention and Control measures implemented, and further training for all employees
- COVID-19 resident vaccination programs with over 92% uptake



Abri



Kirami



Meilene



Symes Thorpe



St. John's Home for Men



St. Martin's



E.M. Tooth



Symes Grove



Supported over  
**32,600**  
people to continue  
to live independently





## Home and Community

**We continued to provide a diverse range of personalised care and support services to assist people to remain living at home safely, and as independently as possible.**

This year we were able to expand several home services with additional funding and grants, including:

- Assistance with hoarding
- Additional domestic assistance and respite services
- Additional Short-Term Restorative Care Packages
- Growth in Home Care Packages

Additionally, we successfully negotiated ongoing funding to provide nursing for people experiencing homelessness.

Throughout the year, we enhanced client experience and communication through improved payment arrangement systems and automated service reminders; and continued to run our Managing Public Intoxications Program, offering assertive outreach to seniors and others who are frequently intoxicated in public places in North Queensland.

The organisation transitioned out of service provision and support for people with disabilities. We supported around 280 clients to move to new service providers

and support coordinators. This move has facilitated more focus on home and community care and an expansion of services in response to recommendations from the Royal Commission into Aged Care Quality and Safety.



Anglicare was a finalist for the Eldercare Innovation Awards Asia-Pacific in the Best Home Care Operator category for 2021.



Supported  
1,804  
foster and  
kinship carers





## Children and Families

**Our strategy is to ensure that children and young people are provided safe and nurturing environments where they can grow and flourish.**

This year, we introduced and extended the following services, working closely with the Department of Children, Youth Justice, and Multicultural Affairs:

### Residential care

We provided over 130 placements across our 29 residential homes. Anglicare successfully converted a further four residential homes from 'fee-for-service' to grant-funded, and purchased two additional two properties, providing a more stable environment for children and young people.

### Foster placement

We received a 10.45% increase in funding to our fostering services, enabling us to provide more placements for children and young people in need of care.

### Kin Finder

In partnership with The Department, Anglicare identifies potential family members who may be an option for children and young people to reunify or re-establish connection to family. The pilot project showed remarkable results and has been funded for a further 12 months, across two service locations.

### Carer recruitment

Carer recruitment remains an ongoing focus. We currently have more than 50% of children placed with kinship carers which is aligned to the Queensland Government's strategic goal of having 70% of children placed with family.

### Working in partnership with Community Controlled Organisations

Anglicare has commenced working with Community Controlled Organisations, to transition non-Indigenous carers, caring for Indigenous children, to ensure they are better placed to help connect them to culture and community.

### Intensive Bail Initiative

This service provides support to high-risk young people either on, or at risk of, Youth Justice orders. Utilizing an holistic approach, we work with the young person and their family to identify issues, and set goals to reduce the need to offend.

### Strengthening our cultural capabilities

We have employed a Cultural Practice Lead to provide advice on staff recruitment and retention, support engagement and outreach programs, strengthen relationships with Community Controlled Organisations, and ensure we have First Nations input when making decisions for our clients or services.

### Child Protection Week

Celebrated Child Protection Week with movies under the stars and a picnic with both carers and children. Employees also attended the Queensland Child Protection Week dinner providing an opportunity to network with industry stakeholders and celebrate achievements.

Facilitated more than 1,180  
counselling sessions each month





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## Mental Health and Wellness

**We are dedicated to improving the lives of individuals, families and children. Our counselling and support services focus on prevention and early intervention, with specialised support in domestic and family violence, sexual abuse, alcohol and other drugs.**

Our strategy is to grow counselling services and develop innovative response models for mental health challenges.

Counsellors and Support Workers continued to provide innovative service delivery throughout the pandemic, offering face-to-face and online service delivery, along with sessions on financial crisis, material aid and emergency relief.

We experienced an increase in referrals and clients requiring emergency financial support and food supplies which was linked to both the pandemic and the floods in early 2022.

Our 24/7 housing and accommodation support services continued to see a demand in need.



## Youth Wellbeing

### Anglicare's counselling, education and support services focus on the challenges and issues faced by children and youth.

#### Youth homelessness

We continued to provide immediate crisis accommodation for young people aged 16 to 18 years at a number of locations throughout Southeast Queensland, including the relocation of one site to a new property in Slacks Creek.

We are focused on fulfilling the growing need for youth accommodation and are working to facilitate the construction and delivery of a purpose-built youth homeless service in the region.

#### The InSync program

Operating from three locations, this program supports young people aged 16 to 25 who are at risk of homelessness. During the financial year, we continued to work with young people to enhance their life skills and develop and achieve their goals.

Our team responded to the reduced desire for young people to meet face-to-face by developing new engagement opportunities, through online platforms.

#### Youth in Charge

This program supports young people affected by drug and/or alcohol abuse. The program underwent a service model review and redesign to align with the National Quality Framework for Drug and Alcohol treatment services, and the new mandatory standards.

We have piloted a therapeutic group for young people experiencing substance misuse in partnership with a First Nations led health team and a music therapist. The Youth in Charge program has recently been funded for a further five years, which will allow the team to expand services to youth in need.

In addition to our Youth Alcohol and Other Drug Services, funding for our work on the Queensland Drug and Alcohol Court program was extended a further 12 months. This program assists defendants with severe dependencies or addictions to attain or gain suitable housing and connect to required social and health supports. We provided 6,594 sessions in alcohol and drug counselling as a part of this program.





## Family Wellbeing

### Anglicare continued to provide programs for families, using our trauma informed, recovery, client-centred case management approach.

#### Family wellbeing

Family Wellbeing saw an increased demand for counselling, and we worked to relocate staff to high need areas offering in-person counselling, online and phone consults for clients who do not feel comfortable with face-to-face services. Our Family Law, and Family and Relationship Counsellors provided 7,595 sessions to individuals, couples and families in the financial year.

#### Children, parenting and early intervention

Our support services provided 1,068 sessions of parents and children education, information and support to build family capacity through child, youth and parent groups, and in-home support.

A highlight of our approach when working with young mothers is the development of positive parenting practices and life skills that encourage bonding and attachment between mothers and their children.

#### Cooloola Child and Family Centre

In response to the increased demand for support, we moved our Cooloola Child and Family Centre to a new property owned by the Anglican Church Southern Queensland. We've received wonderful feedback from parents and children on the new location.

#### Women's and families homelessness services

Our work with women's homelessness continued providing accommodation, court systems support, sustainable tenancy support, education, parenting, goal planning support and advocacy to people in need. Our team reviewed Adult Women's Residential against the National Standards for Mental Health Services for Homelessness Services Women and Families in November 2021 to ensure we are fully accredited in this area.

#### Crisis accommodation programs

Properties in our 20 community Crisis Accommodation Programs (CAPS) continued to support families who are homeless or are in need of support to transition to independent living. Our pilot project supporting women who are remanded in custody due to homelessness had good results and was extended by the Queensland Department of Child Safety, Youth and Women, for a further 12 months.

#### Living Without Violence

Our male perpetrator behaviour change program was extended for five years with an increase in funding.

Our team delivered behavioural change programs to men across the financial year, and our Specialist Family Violence Counsellors provided advocacy and therapeutic support to 199 women and children experiencing domestic and family violence. The demand for these supports and services continue to grow, with most regions supporting waitlists.





Our team of 14 Spiritual and Pastoral Care staff and 25 volunteers provide support throughout the organisation



## Spiritual and Pastoral Care

**Anglicare Southern Queensland continues to celebrate the Anglican Faith and the spirit of the Gospel in how we approach our care and services. The Mission Department embraces our connection with the church to deliver additional emotional and spiritual support to our people and our clients.**

Our spiritual and pastoral care coordinators and volunteers provide opportunities for reflection and inspiration to help people move forward with a joyful, loving and inclusive life.

Whilst some Mission services were reduced throughout the year, it was wonderful to resume liturgies and celebratory services as pandemic restrictions lifted. The easing of restrictions also allowed us to implement our Volunteer Biography Program where trained volunteers sit with interested residents to listen to and write up their life stories and present this back to them in booklet form.

For the past 12 years, the Mission department has been led by Director of Mission Linda McWilliam, who retired at the end of the financial year. We express our heartfelt thanks and appreciation for the immense contribution that Linda has made to Anglicare, and to our people and clients.

### Education and professional development

We continued to impart various pastoral care skills through formal training sessions to our volunteers and convened three spiritual retreats – two of which are provided for nominated Anglicare staff and the third for our spiritual and pastoral care coordinators. We express our gratitude to the Mother's Union who donated more than \$12,000 to supplement the costs of these projects.

Our employee hotline has been operational during the financial year and continues to direct employees to the EAP Program and additional counselling when needed.

### Collaboration and partnerships with our schools and parishes

Our Parish Ambassador Program continued to share the work of Anglicare with parishioners around Southern Queensland and used these opportunities to listen to future client interests, concerns and need for information.

Through our annual Year 11 Schools Project, senior staff work with students on a week-long assignment, and through this program, listen to the voice of youth and their understanding of our sector. This program has the added objective to spark career interests for students to build our workforce of the future.

# Our People

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As a core strategic pillar, investment to attract, retain and inspire our workforce is vital for the business and for our clients.

Throughout the year, our focus remained on Workplace Health and Safety measures and ensuring our vaccination policy was updated and implemented in line with federal and state guidelines as the pandemic progressed.

We implemented online learning and began the process of integrating payroll services with the Anglicare Southern Queensland management systems. We have onboarded over 900 new employees as we continue to look forward to a more positive outlook post-pandemic.

We were pleased to grow our volunteer numbers as part of the federally funded Community Visitors Scheme (CVS). This program partners volunteers with older people who may be socially isolated and lonely, to provide companionship and friendship.

1,305

Home and Community  
Care employees

278

Corporate employees

810

Residential Aged  
Care employees

133

Mental Health and  
Wellbeing employees

395

Children and  
Families employees

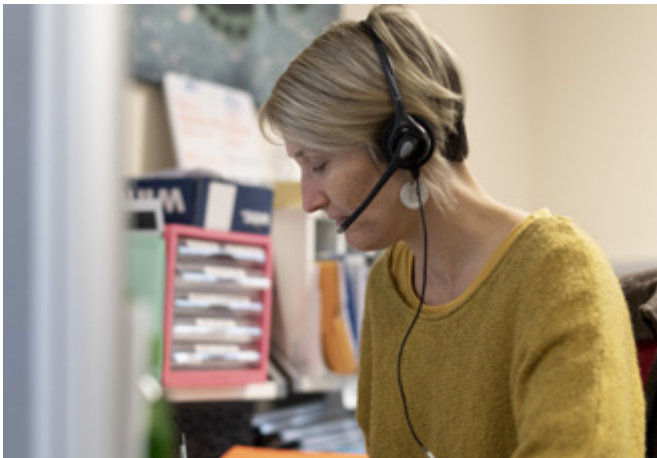




# Our Workforce

## We made some key leadership changes and new hires to implement strategic changes to the business and respond to the coming regulatory changes in the sector.

Sue Cooke was promoted from Director of Services to Executive Director, and Nick Hansen was promoted from Group Manager to Director of Services. Additionally, the following new hires were made throughout the year: Sandra Long was appointed Chief Financial Officer, Chloe Henry was appointed Director, Client Experience and Barry Mather was appointed Chief Digital Officer.



## Workplace Health and Safety

A Workplace Health and Safety (WHS) Governance Committee was formed to have oversight over WHS management, WHS strategy, risk and controls, SMS effectiveness, legal compliance, incident and injury management and WHS assurance activities. In addition, we implemented the 'Injury Hotline' for injury management and return to work services. This provides priority access to health practitioners and ensures that our employees are receiving the right treatment for their specific injury or illness.

## Employee Professional Development

Our online Learning Management System (LMS), ALEX (Anglicare Learning Exchange) went live in June 2021. The platform has facilitated remote learning for all employees including mandatory induction and practitioner training. During the first year, 15,430 courses were completed, with 3,983 users accessing the system. A full calendar of training has been implemented for the organisation.





## Employee Engagement

In May 2022 we introduced Employee Voices, a bi-annual program to capture employee feedback and engage with our employees more meaningfully. 49% of employees completed the survey and the results demonstrated our top strengths as an organisation are:

### Purpose

The role that employees do at Anglicare is meaningful to them

### Role

Employees feel their role is an excellent fit with their strengths

### Customer needs

Anglicare considers the need of our clients (internal and/or external) in everything we do.

Following the survey, significant action planning has taken place to address the top opportunities and challenges that have been identified.

# Our Volunteers



## Anna's story

"I have been volunteering with Anglicare for 12 and half years. My husband was at St Martin's Residential Aged Care for nine months. I was looking after him. I would visit every day. The staff at Anglicare were really good. They took good care of him.

After my husband passed away, I wanted to come back and volunteer. I feel my husband here. I serve tea and coffee to residents, and I help facilitate the Bingo. I love seeing my old ladies. That's why I go back all the time. I love to make them laugh."



## Katherine's story

"My mum was a resident at St Martin's Residential Aged Care. We lost her in 2011 to Alzheimer's. I was there, and I was there every week to help her. I wanted to give back because they were amazing with my mum.

I help with Bingo on Fridays. It's been 10 years now. I get such a buzz when I help. The residents are lovely. The staff are amazing and you get quite attached to them. They just lift your spirits. It makes you feel good.

I get a wonderful feeling when I'm there."





# Research for Advocacy

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Our advocacy is deeply informed by the voices of our clients and is built on rigorous evidence and active partnerships with community and other human service organisations.

After three years of advocacy, the Queensland Government's announcement to extend care until the age of 21 from July 2023 was welcome news. As an active member of the steering group, Anglicare has engaged with both government and community with submissions, correspondence, events and media, including a launch at New Farm Cinemas of a series of videos featuring young people's experiences of their transition out of care.

Our partnership with Thread Together and St Andrew's Anglican Parish at Indooroopilly, offers dignified access to brand new clothing, saved from landfill, to people who need it, and has continued to grow. Our mobile wardrobe service has expanded to over 30 Anglicare and other service providers and has directly assisted more than 3,000 people.

Young Women's Voices is a collaborative project led by QUT with Flinders University and four other Anglicare organisations across Australia. The project explores how youth justice and human services could be improved to generate better outcomes for young women, through the stories and experiences of young women themselves. Young Women's Voices emerged directly from Anglicare's previous Youth Voices project.

We again worked with Anglicare Australia on the annual Rental Affordability Snapshot, which highlights the housing challenges faced by people on low incomes. The housing crisis has further prompted a campaign targeting Queensland-based federal members of parliament with details of social housing need, homelessness, and rental stress specific to their own electorates, and seeking support for increased Commonwealth action on housing.





## Thread Together

With major flooding in southeast Queensland and northern New South Wales in February 2022, Anglicare Southern Queensland, Thread Together and St Andrew's Anglican Parish at Indooroopilly leapt into action, establishing an emergency clothing hub for people who had often lost everything.

Read more about Thread Together at [anglicaresq.org.au/thread-together](https://anglicaresq.org.au/thread-together)



## Home Stretch

### Extended Care until 21 'a game changer' for young people in care

Anglicare Southern Queensland collaborated with 14 organisations for the Home Stretch Queensland campaign which resulted in the Queensland Government's announcement to extend care until the age of 21 from July 2023. Anglicare was instrumental in the campaign.

Hear the stories from young people: [anglicaresq.org.au/home-stretch](https://anglicaresq.org.au/home-stretch)



\$435,000  
total raised

1,416  
donations

1,403  
donors





# Funding

We were accountable for 77 grants in 2021-22 with government contracts representing 62.5% of our funding. We work with state, federal and local levels of government, with key department stakeholders including:

- Department of Health
- Department of Social Services
- Department of Children, Youth and Multicultural Affairs
- Department of Education
- Department of Communities, Housing and Digital Economy
- Department of Justice and Attorney General
- Each department provides various grants

In addition to government contracts, we also work with private sector health care providers to provide transitional and palliative care. We tender to secure these contracts and provide detailed reports on usage and impacts. These client contracts represented 32.5% of our funding this reporting period.

## Fundraising

In 2021-22, we delivered grassroots and community initiatives which lead to positive engagement. We focused on developing a strategic fundraising plan that caters for the digital needs of donors, new technology, and the changing fundraising market.

## Appeals

Our Christmas, Tax, and Easter Appeals raised \$79,000 to support safe accommodation for children in foster care, specialised accommodation for women and children experiencing homelessness, our homelessness services, accommodation for young people, and mental health and counselling support for survivors of abuse.

## Grassroots Community Fundraising

Our community fundraising activity involved direct engagement with services, Anglican Parishes, charity events, plus general donations, and raised \$303,000.

## Regular Giving

Regular Giving includes monthly donation plans, including Anglicare Workplace Givers, and raised a total of \$43,000.

We would like to thank our generous donors who supported us throughout the year. All donations, whether large or small, made a difference and helped us to support Queenslanders in need.

Second Chance Program  
Fundraising Group: \$50,000

The Walter & Eliza Hall Foundation  
Charitable Trust: \$42,000

The Toowoomba Chronical: \$21,500

The Shepherd Family Foundation: \$20,000

# Introducing the Commission

The Commission's role is to govern Anglicare Southern Queensland and it has the responsibility for the successful operations of the organisation. The Commission is responsible for, and has the authority to determine, all matters relating to the policies, practices, administration, and operations of Anglicare.

## Introducing the Commission



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

BSc; Grad Dip RE; BD (Hons);  
PhD; MBA

Archbishop of Brisbane  
from 2002 and held the  
position of Primate of the  
Anglican Church of Australia  
from 2005 to July 2014.



**Dr Kim Forrester**  
Former Chair

BA; LLB, LLM; PhD

Prior to her admission as  
Barrister-at-Law in NSW  
Supreme Court, Dr Forrester  
was a Registered Nurse.



**Gary Brady**  
Current Chair

BEcon; MBus (Mktg); GAICD

Senior management  
experience in ASX20  
companies in marketing, sales  
and operations. Tertiary sector  
background in research funding  
and stakeholder engagement.  
Special interest in assistive  
technologies and fundraising  
for aged and community care.  
Director Centre for Enterprise  
Governance and Program  
Director (tertiary sector) Master of  
Laws in Enterprise Governance.



**The Right Reverend  
Cameron Venables**  
Archbishop's Commissary

BA; BTheology

Bishop for the Western Region  
in the Anglican Church of  
Southern Queensland. Extensive  
experience in parish ministry and  
chaplaincy; Christian education  
and community development;  
refugee settlement and advocacy;  
ecumenical partnerships and  
organisational governance.  
Chair of the Noms and Rems  
sub-committee.





### Sue Cooke

RN; MBA; MEd; Grad Dip. Cont. Ed.; GAICD

Registered Nurse with significant experience in health care leadership in both acute and aged care sectors and an experienced education professional. Has held an executive position for more than ten years with Anglicare SQ with responsibility for operational management and performance, contract and financial management, effective clinical and care governance, providing a positive client experience and ensuring safe systems.



### Professor Karen Healy

B Social Work; PhD; Grad Cert Applied Statistics; GAID; Member of Order of Australia

Professor of Social Work at the University of Queensland and Head of Social Work and Counselling disciplines at the University of Queensland. Previously Director of research from 2008-2015 in the School of Social Work and Applied Human Sciences, and from 2011-2017 was the National President of the Australian Association of Social Workers.



### Nicole Bunning

MBA; Grad Dip Psych; BBehSc; GAICD

Extensive experience spanning state government, local government, private sector and the higher education sector. Specialties include organisational and culture change, people and culture strategy, diversity and inclusion, employee experience and employee engagement.



### Ken Thomson

MA; MEng; ACMA; CGMA

Senior finance leader with over 25 years' experience in business finance, e-commerce, management consultancy, external and internal audit functions across the banking, insurance, and pharmaceutical industries. Over 10 years of experience sitting on boards/the Commission.



### Kim Rayner

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

Senior healthcare manager, non-executive director, and clinical leader with over 25 years' experience in the health, community, government, aged care, disability, education and NFP sectors. Extensive experience in clinical and care governance; corporate governance; business development; service innovation; consumer and stakeholder engagement, performance management; project management; research, and evaluation.



### Duncan Unwin

M. Information Systems; CiBCM (IFS); MAICD

National practice manager for Digital & ICT Advisory at Business Aspect. Academic researcher in ICT Economics of Health Care. Lead author of national standards for Cybersecurity in transport, and researcher in the cybersecurity of critical systems. Active Anglican (Parish Warden, Treasurer and Synod Rep).

## Introducing our Executive Team



**Sue Cooke**  
Executive Director

I value the opportunity to work with an amazing team, doing amazing things, in the service of others.



**Nick Hansen**  
Director of Services

I am privileged to lead the operations of such an iconic Queensland community services organisation. Everyday, our teams work tirelessly to support and care for Queensland's most vulnerable, and it is an inspiration and honour to serve with them.



**Barry Mather**  
Chief Digital Officer

Anglicare is a workplace that truly cares for both its team and clients. I feel part of a family who is working hard to care for and make lives better.



**Anna Zilli**  
Director Organisational Development

The vision and purpose in improving outcomes for Australian communities is a critical motivator for why I choose to work with Anglicare Southern Queensland.



**Chloe Henry**  
Director of Client Experience

Anglicare is a brand that is known in the community for impact. I love what I do because I know when I leave my kids to go to work every day, it matters, it makes a difference to someone's life.





**Sandra Long**  
Chief Financial Officer

I see the value Anglicare provides to the most vulnerable people in our society and I wanted to be a part of that.



**Amanda Davies**  
Director Governance, Risk  
and Assurance

My role allows me to make an impact and use my skills and experience to help shape the systems that support quality and safe services for the wider community.



**The Reverend Canon  
Linda McWilliam**  
Director of Mission

Working within the healthcare sector and delivering services to support the community is my greatest passion. I'm honoured to work with Anglicare, and the church community.

# Financial Report

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

For the Year Ended 30 June 2022

	2022 \$'000	2021 \$'000
<b>Revenue from continuing operations</b>		
Revenue from contracts with government	166,077	157,717
Revenue from contracts with clients	86,511	84,211
Interest revenue	412	551
Revenue from trust funds	153	597
Net gain on disposal of property, plant and equipment	(99)	2,844
Realised investment properties gain	-	2,276
Change in fair value of investment properties	272	-
Change in value of investments	(74)	-
Other revenue	12,550	12,776
<b>Total revenue</b>	<b>265,802</b>	<b>260,972</b>
<b>Expenses from continuing operations</b>		
Employee expenses	(197,537)	(188,917)
Client services expenses and consumables	(52,547)	(46,690)
Depreciation expense - non Right of Use assets	(6,185)	(6,176)
Depreciation expense – Right of Use assets	(5,952)	(6,063)
Rates and service fees	(3,363)	(3,427)
Operating lease costs	-	(3)
Other expenses	(2,008)	(3,622)
Change in fair value of investment properties	-	(7,908)
<b>Total expenses</b>	<b>(267,592)</b>	<b>(262,806)</b>
<b>Profit/(Loss) for the year from continuing operations</b>	<b>(1,790)</b>	<b>(1,834)</b>
<i>Items that will not be reclassified to profit and loss</i>		
Transfer net assets of common controlled entity	-	-
Revaluation of property, plant and equipment	10,666	10,268
<b>Total Comprehensive Income/(Loss) for the year</b>	<b>8,876</b>	<b>8,433</b>

The accompanying notes form part of these financial statements



# Anglicare Southern Queensland Consolidated Statement of Financial Position

As at 30 June 2022

	2022 \$'000	2021 \$'000
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents (unrestricted)	41,751	57,828
Cash and cash equivalents (restricted)	84,233	99,035
Trade and other receivables	11,100	16,156
Other assets	1,965	1,869
<b>Total current assets</b>	<b>139,049</b>	<b>174,888</b>
<b>Non-current assets</b>		
Other receivables (unrestricted)	24,386	24,404
Other receivables (restricted)	4,227	4,920
Investment properties	149,959	153,990
Property, plant and equipment (restricted)	133,082	113,287
Property, plant and equipment (unrestricted)	47,430	41,063
Right of Use Property, plant and equipment	7,925	10,029
Financial assets at FV OCI (restricted)	443	1,277
Other assets	39	104
<b>Total non-current assets</b>	<b>367,491</b>	<b>349,074</b>
<b>TOTAL ASSETS</b>	<b>506,540</b>	<b>523,962</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	39,405	63,758
Employee entitlements	23,866	21,247
Interest bearing loans and borrowings	-	366
Other financial liabilities	203,648	197,165
Right of Use liabilities	4,547	4,130
Provisions	10,694	10,669
<b>Total current liabilities</b>	<b>282,160</b>	<b>297,335</b>
<b>Non-current liabilities</b>		
Employee entitlements	2,486	3,358
Interest bearing loans and borrowings	-	5,680
Right of Use liabilities	2,605	4,625
Provisions	736	595
<b>Total non-current liabilities</b>	<b>5,827</b>	<b>14,258</b>
<b>TOTAL LIABILITIES</b>	<b>287,987</b>	<b>311,593</b>
<b>NET ASSETS</b>	<b>218,553</b>	<b>212,369</b>
<b>FUNDS</b>		
Retained earnings	167,511	172,057
General reserve	2,588	2,566
Trust reserve	15,001	14,959
Asset revaluation reserve	33,453	22,787
<b>TOTAL ACCUMULATED FUNDS &amp; RESERVES</b>	<b>218,553</b>	<b>212,369</b>

The accompanying notes form part of these financial statements







# Corporate Office

Street Address	Webber House, 439 Ann Street, Brisbane City, QLD 4000
Postal Address	PO Box 10556, Brisbane Adelaide Street, QLD 4000
Phone	1300 610 610
Email	<a href="mailto:enquiries@anglicaresq.org.au">enquiries@anglicaresq.org.au</a>
Web	<a href="http://anglicaresq.org.au">anglicaresq.org.au</a>
Facebook	 <a href="https://facebook.com/AnglicareSouthernQueensland">facebook.com/AnglicareSouthernQueensland</a>
Twitter	 <a href="https://twitter.com/AnglicareSQ">twitter.com/AnglicareSQ</a>
Instagram	 <a href="https://instagram.com/AnglicareSQ">instagram.com/AnglicareSQ</a>

