

**AnglicareWA Annual Report 2015–2016**

Laying the foundations for a brighter future.

**2016** sees the launch of an exciting new Strategic Plan for Anglicare WA, guiding our development for the coming three years. But it is important to see our new Strategic Plan as building on the solid foundations developed by the wonderful work of our people over the last five years.



The innovations of the 2011 Strategic Plan and other initiatives since then are highlighted in this year's Annual Report. Implemented by teams across the state, they have made Anglicare WA a much more effective organisation, paving the way for a brighter future.

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## Our Belief

At Anglicare WA we believe that there is more to life than the things you can count. We believe there is more to life than just getting by. We believe that everyone deserves to belong, have a hopeful future and know that they have the support they need to flourish.

In difficult times everyone deserves to receive the help they need to put the pieces of their life back together. We stand beside people, families and communities to support them as they move from surviving, to coping, to building, to thriving.

We believe that everyone has a special purpose and unique gifts, talents and contributions to bring to the world. Part of a rich life is uncovering these. When you are loved and supported the way you deserve to be, then life is a precious gift. 🤝

## Our Direction

### Our Vision

A just and fair Western Australia where all people thrive.

### Our Purpose

To work together in trusted relationships with people and families across WA who partner with us, on a journey to thriving.

### Our Values

Underlying Anglicare WA's commitment to providing help to those in need, are the values drawn from the history and connection to the Anglican Church.

#### Inclusion

We are non-judgemental, non-discriminatory and accepting of all people.

#### Trust

We recognise that trust is a key element of the success of our work with our clients as well as in our relationship with the Board, staff, volunteers and key funding and service partners.

#### Compassion

We have a deep awareness and understanding of the needs, aspirations, joy and pain of others. We want to make a difference, particularly to people and families in greatest need.

#### Respect

We show consideration for others and recognise each individual for his/her own unique talents and experiences. We treat others with the highest degree of dignity and understanding.

#### Empowerment

We walk alongside others to uncover and enable the strengths and talents of each person to help them thrive and we strive to build community and advocate for social justice.

#### Courage

With courage and determination, we stand by our values and beliefs and act on them in our work and our advocacy. We actively seek out and support our partners who share these aspirations. 🤝

## Our Service Vision

Every day in our work we see increasing inequality. We see people who have lost their connection to family, friends and community; people who have lost their hopes and dreams.

The results can be seen in the people who live on our streets; people struggling with mental health; to keep a house; or to pay their bills. We see it in the families that are falling apart and in the faces of the children living with unstable foundations.

Our priority is to grow strong communities and strong people within them. We believe strong relationships are the way to achieve this.

Anglicare WA works with children, young people, individuals, families and communities. We do this because we want people to move from surviving to thriving. We know if we can earn their trust we can help to restore their hope for a better future.

We demonstrate compassion and responsiveness in our work as we strive to make a difference to those in greatest need. We are non-judgemental, non-discriminatory and accepting of all people. We are a trusted member of the communities we serve.

The past 12 months has seen the regional structure initiated in 2014 improving the connection between our services and the locations in which we deliver them. Our place-based structure has enabled us to become more person-centred in our approach and played a pivotal role in entrenching integration across our services.

### OUR WAY

Over the last three years, we have built a strong platform to deliver our service vision. We are focused on providing holistic and integrated services to those we work with. This diagram captures much of what underpins our service approach, putting people and communities at the centre of what we do.

Our person-centred approach is based on the understanding that the person, group or community receiving services is best placed to identify what services are needed to achieve the outcomes they decide upon. They are not a passive recipient, rather an active director in service provision.

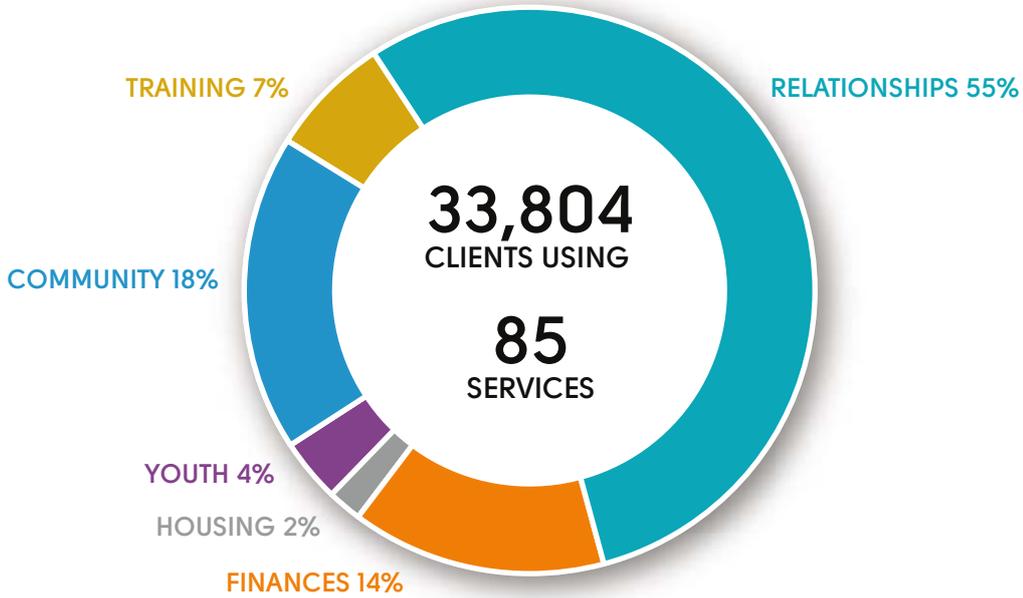
Integration aims to provide services in a way that minimises complexity for people accessing the services while maximising their ability to get what they need. For people accessing services, an integrated approach means the services they receive are better coordinated, providing a response to all of their presenting needs and ultimately leading to better outcomes.

This does not mean that we will do it all. To be really successful, integration needs to occur both across Anglicare WA services and in our relationships with other organisations. This requires us to establish strong local partnerships. 🤝



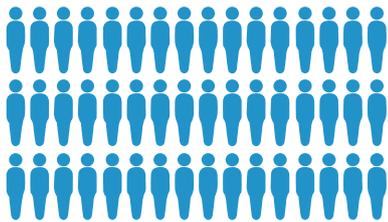
## Organisational Snapshot

33,804 CLIENTS USING 85 SERVICES

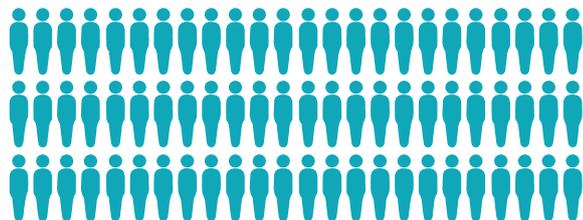


### DELIVERED BY

270 VOLUNTEERS



500 STAFF



## Chairman's Report

I am proud to present the 2015-16 Anglicare WA Annual Report.

This year marked a significant milestone for the organisation as we celebrated our 40th year of providing services to Western Australians. The year also saw the end of its 5-year Strategic Plan 2011-2015 and the beginning of a new and exciting strategic phase.

Over that time, Anglicare WA achieved some significant goals; the successful establishment of the Results Based Accountability (RBA) evaluation methodology across our services to enable service impact measurement, a new place-based organisational structure, the implementation of a new brand identity, just to name a few. Perhaps most importantly, we made a concerted effort to increase secondary and early intervention services. Whilst there will always be a need for crisis services, we have geared our service operations to actively prevent crises before they happen – offering programs that build individuals' and families' capacity and offering sustainable solutions to the challenges they face.

We have also responsibly grown our services offering. In a year that saw significant cuts to funding in the not-for-profit sector Anglicare WA increased turnover to \$38.8 million and returned a surplus of \$1.892 million which included a Lotterywest capital grant of \$1.616 million for the refurbishment of the Geoffrey Sambell Centre into a fit for purpose counselling centre and an additional depreciation charge of \$539,000 to fully write-off the prior fit out at the Centre.

We are proud of all that we have achieved. It is now time for us to look ahead to new goals and objectives. The not-for-profit sector is in the midst of significant change. Our operating environment is a challenging one with declining Government and Philanthropic funding streams and a service system that is increasing in complexity. Meanwhile, the pressures – both financial and personal – on vulnerable Western Australians have only grown. In turn, the need for our services has expanded.

This is the environment in which our new three-year Strategic Plan has been developed. The new

plan will guide Anglicare WA through 2016-19 and I am confident that it will position our organisation in the best place to continue offering vital support and care to vulnerable Western Australians.

### Our new plan focusses on five key areas:

- Taking a leadership role in tackling root causes of disadvantage.
- Investing in innovative service delivery models and expanding opportunities to collaborate within the community sector and with government.
- Expanding our footprint in the mental health space.
- Improving brand awareness and understanding.
- Broadening our income generation sources.

Anglicare WA's work would not be possible without the dedication of our 500 staff and 270 volunteers. I offer my thanks to you all. At the Board level, I would like to thank retired member Garth Wynne who has served us since 2008. I am delighted to welcome three new members to the Board this year: Ms Jenna Palumbo, Ms Michelle Scott and Mr Andrew Friars. They bring a wealth of experience and expertise and I look forward to their valuable contribution to the organisation.

I would also like to acknowledge the leadership of our Executive team and dynamic CEO, Ian Carter AM. All of your efforts are making a genuine difference to our community. 🙏

### John Barrington





## CEO's Report

Last year we achieved some remarkable things at Anglicare WA, many of which are strong indicators of our future direction.

We are now providing 85 services from nearly 50 locations around the State, from Albany in the south all the way to Kununurra in the north. We remain one of Western Australia's most diverse community service organisations, offering services across six major portfolios: relationships, finances, housing, youth, community and training.

Our services continued to provide vital support to individuals, families and communities. Of some concern this year were the losses of several programs to funding cuts. While this is obviously worrying, the response of our Financial Counselling service, securing a new tender with an innovative consortium approach, shows cause for optimism. The new Financial Counselling Network is made up of nine organisations, led by Anglicare WA and UnitingCare West. It operates across 14 locations and is expected to help Western Australians deal with \$500 million in debt in its first year alone.

A landmark for the year was the completion of the refurbishment of the East Perth Service Hub, the Geoffrey Sambell Centre. This represented the culmination of months of hard work, transforming the centre into a modern, client focussed, state-of-the-art facility. The centre now houses 80 staff and 14 different services and it will support 4,500 people every year.

Despite wide scale cuts in funding, our relationship with our supporters remains strong. A testament to this was our Winter Appeal Committee raising a record breaking amount for the second year in a row of \$323,000 for our services.

Another focus this year has been shaping our corporate back end into a lean and efficient model. The implementation of Technology One, an industry leading Enterprise Resource Planning

system, has streamlined our financial, human resource, and compliance processes.

Our People and Culture Plan has begun to yield positive outcomes. Our independently conducted staff engagement survey recorded significant improvements in both our staff engagement and alignment scores. The organisation will continue to focus on attracting, retaining and developing high quality staff and volunteers.

I am continually inspired by the passion of our Board, staff and volunteers. I would like to thank them all for their commitment to our work and values, walking alongside people in their journey from surviving to thriving. 🙏

**Ian Carter AM**



## People and Culture Plan

Prevention and early intervention

9

Person-centred approach

Board of Directors



**Bishop Allan Ewing**

**Erica Haddon**

**Reverend Jim Crawley**

**Jenna Palumbo**

**John Barrington  
Chairman**

**Peter Harley**

**Andrew Friars**



**Michelle Scott**



**John O'Connor**



**Carrick Robinson**  
EGM Marketing & Partnerships

**Ian Carter AM**  
CEO

**Allison Leonard**  
EGM Corporate Services

**Mark Glasson**  
EGM Service Operations

Integrated service structure

People and Culture Plan

Prevention and early intervention

Person-centred approach

## The Year in Review

This year Anglicare WA celebrated its 40th anniversary. This journey began with the vision of our first Chairman, Archbishop Geoffrey Sambell of "health and wholeness, yours and mine." A vision that first crystallised in 1975 as our original name - Anglican Health and Welfare Services. Since then our services have blossomed into a network of 85 different programs, covering nearly 50 locations around the State. This report reflects our ongoing efforts to live up to Archbishop Sambell's words as we strive to create a brighter future for all Western Australians.

### Strategic Direction

This year also marked the completion of the 5-year Strategic Plan 2011-2015 which has laid a strong foundation for Anglicare WA's future growth. A new 2016-2019 Strategic Plan has been finalised which will guide our focus over the next three years.



## Service Highlights

### Financial Counselling Network

The Financial Counselling Network was established following the partial reinstatement of funding for metropolitan financial counselling in 2015. It is made up of nine community organisations and operates across 14 locations in the Perth-Metropolitan region.

The Network partners include:

- Midlas
- Blue Sky Community Group
- The Spiers Centre
- City of Cockburn
- Gosnells Community Legal Centre
- South Care
- Mission Australia
- UnitingCare West
- Anglicare WA

Based on preliminary reports, the Network is expected to support everyday Western Australians to deal with \$500M in debt over its first year.

### Kimberley Family and Domestic Violence Services

In a joint initiative with the Department of Child Protection and Family Support and the Department of the Attorney General, Anglicare WA established an expanded program of family and domestic

violence services across the Kimberley region. The program, which went live in April 2016 includes both behaviour-change programs for male perpetrators and support services for women. It will operate from six locations throughout the Kimberley.

### Trauma Informed Practice Pilot

In July 2015, Anglicare WA commenced a Pilot Project to introduce Trauma Informed Practice Principles across its services in the St John's Centre in Albany. The first idea for the project was born out of the research of Tunya Petridis, Anglicare WA's Children's Consultant, on her 2014 Alice Kingsnorth International Scholarship journey exploring human service trends internationally. This is a growing field of study. Many clients of community services have experienced trauma. Through the Pilot, Anglicare WA's services in Albany have embedded policies and practices which ensure our staff are aware of the symptoms, and sensitive to the needs of people who have experienced trauma.

### Advocacy and Activism

In 2016, Anglicare WA once again took part in the annual Rental Affordability Snapshot – an annual research survey conducted in partnership with organisations across the country as part of the national Anglicare Network.

For the survey, Anglicare WA reviewed 11,500 Perth rental properties listed on realestate.com on Friday April 1, 2016 and measured their affordability for people on benefits and pensions. Affordability was



calculated as 30% of a household's income – the same figure used to determine public housing rental levels.

Despite a drop in average rental price, the study found that less than 1% of rental properties in the Perth metropolitan region are affordable for people on low incomes like benefits and pensions.

### Fundraising

Anglicare WA was a key partner in Hawaiian's 2015 Christmas Gold Box Giving campaign. This was the third year of the partnership. The campaign provided Anglicare WA with over 3,500 toys and gifts for families who could not necessarily afford gifts at Christmas.

Anglicare WA's Winter Appeal Committee has set a significant new record. The single biggest

Place-based service delivery

Integrated service structure

People and Culture Plan

Prevention and early intervention

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Person-centred approach

## The Year in Review »

contributor to Anglicare WA's most successful annual appeal, the Winter Appeal Committee raised \$323,000 in 2016 - another record. Co-chaired by Warwick Hemsley and David Alder, the Winter Appeal Committee is a group of business and professional people who come together each year to rally support for Anglicare WA and our community. It is Anglicare WA's longest-standing fundraising committee and continues to grow each year. With strong ties between Anglicare WA and the Perth business community over many years, the Winter Appeal Committee has raised in excess of \$2.2 million since 2004.

In August 2015, 46 of Anglicare WA's supporters took part in the Central Park Plunge – abseiling 220 metres from the 52 storey Central Park Building. The participants raised over \$65,000 for Anglicare WA. The Central Park Plunge is Australia's highest ever urban abseil and was developed to help raise money for four Western Australian charities, including Anglicare WA.

### Organisational Development

Anglicare WA's Service Hub in East Perth, the refurbished Geoffrey Sambell Centre, was officially opened by the Premier of Western Australia, Hon Colin Barnett MLA on July 13, 2016. This was the



result of many months of planning and work. Located at 23 Adelaide Terrace, the state-of-the-art community service centre contains nine general counselling rooms, two children's rooms, four flexible group rooms and a multipurpose activities room. It will house 80 staff and 14 different services. It is expected to serve over 4,500 people every year. Lotterywest and the Murray-Jones Charitable Trust were significant contributors financially to this milestone project.

Lotterywest provided funding of \$568,000 for our new Enterprise Resource Planning System, Technology One. This integrated software package has streamlined our financial, human resource, and compliance processes and improves our overall efficiency. It also contains a donation management module, facilitating donation processing and donor relationship management.

Our new People and Culture Plan continues to be rolled out across the organisation. The "Living Our Values" training program was implemented and all of our staff had completed the training by October 2015.

In February 2016, we commissioned an independent Staff Engagement survey. Compared to the previous survey in 2013, the results showed a pleasing 12% increase in employee engagement and an 8% increase in employee alignment.

### Church and School Partnerships

Anglicare WA remains a strong partner with the Anglican Church. Our connections with parishes, schools and the Anglican community in general grow every year.

The 2016 School Ambassadors program was launched in February 2016. The program connects students from various Anglican schools across WA with the work of Anglicare WA. Affiliated Anglican schools nominate high achieving students in years 10 and 11 to serve as Ambassadors. Anglicare WA then supports those Ambassadors to promote awareness of Anglicare WA's work within their school communities and raise funds for our vital Street Connect Service.

### The Next Three Years

Anglicare WA is moving into a challenging but exciting phase of its growth path. The 2016-2019 Strategic Plan will guide the organisation through the next three years. Anglicare WA will remain an advocate for vulnerable Western Australians.

Working in local communities throughout WA we will continue to deliver life changing, positive outcomes for our clients and this will continue to be the focus of Anglicare WA.

We will also increase our presence in the mental health sector to provide support to the increasing number of people impacted by mental health issues. The organisation will continue to find new and innovative ways of service delivery with the aim of improving the ease of access for clients to holistic solutions.

Anglicare WA has a strong reputation in the community sector. However, there is work to be done to improve understanding of its work outside of the community sector. With declining Government funding, the organisation aims to broaden its sources of income through partnerships and sponsorships in the broader community.

Anglicare WA has a strong team of committed staff and volunteers. The organisation is developing a People and Culture Strategy that focuses on attracting and retaining staff and providing a healthy and conducive workplace for them. At the end of the day we are a human service organisation in every sense with 33,804 clients supported by a passionate team of volunteers and staff. 🙌

## Reconciliation Action Plan

### Place-based service delivery

### Integrated service structure

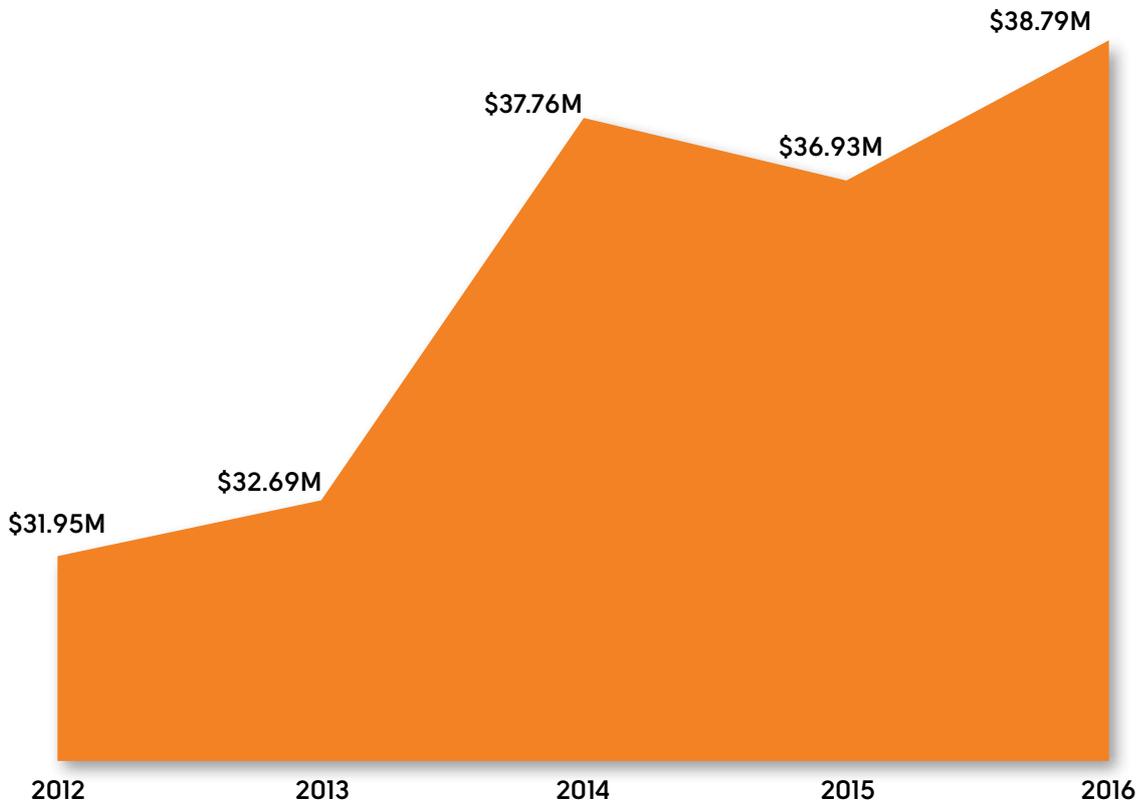
### People and Culture Plan

### Prevention and early intervention

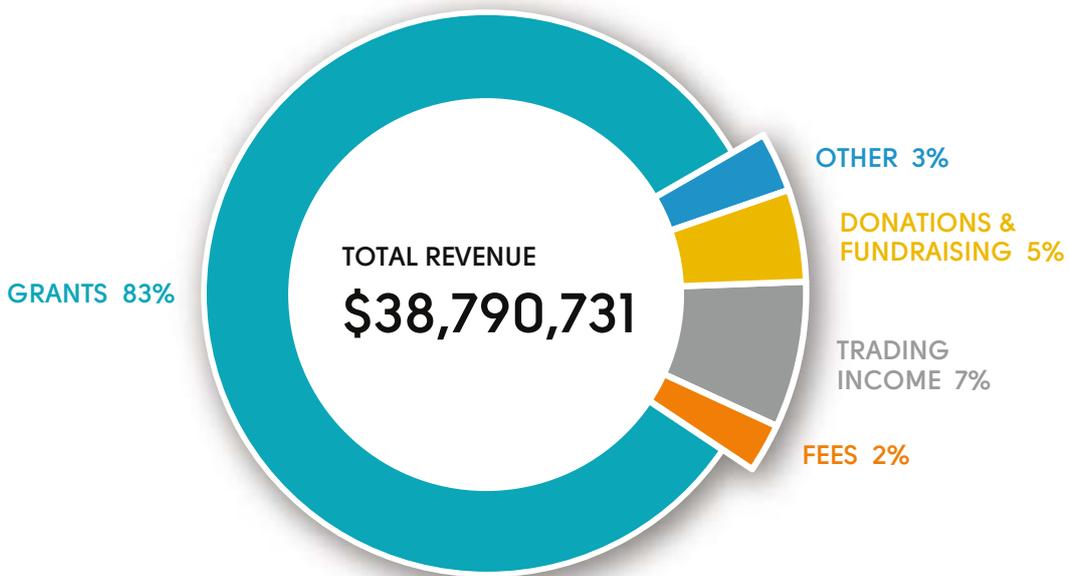
### Person-centred approach

# Financial Snapshot

## REVENUE BY YEAR



## REVENUE SPLIT 2015-16



# REGIONAL REPORTS 2015/16



## SOUTH METRO

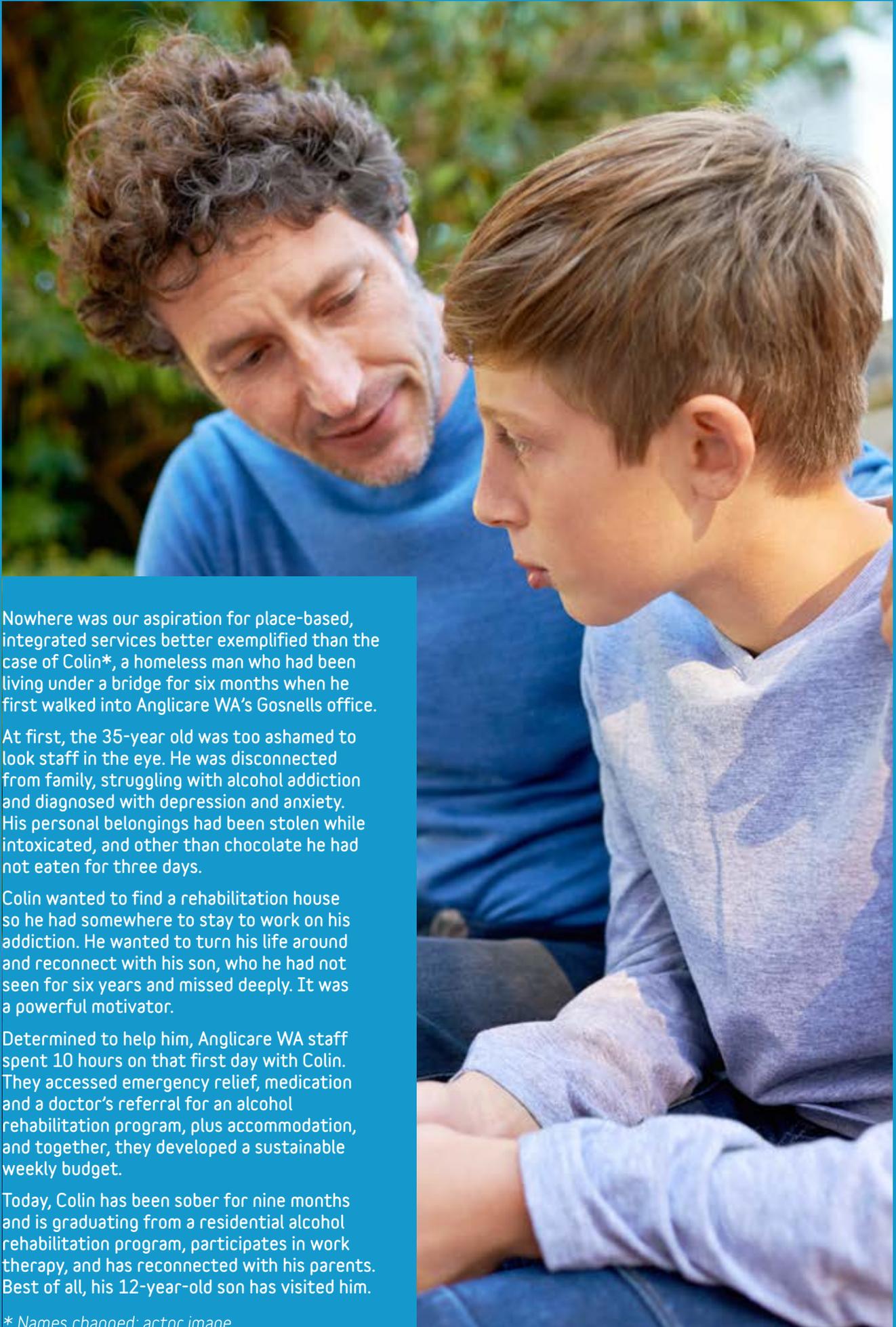


Consolidation of the new place-based structure and reform agendas associated with that structure were at the forefront of a big 12 months in Anglicare WA's South Metropolitan region.

In the South Metro, funding was received for several new programs, Young Parents Support in the South East and Aboriginal Early Years Support as part of the Indigenous Advancement Strategy in Mandurah.

New purpose-built Y-Shac accommodation on Jecks Street, Rockingham, was constructed to replace the aged premises currently operating in Baldivis. Y-Shac serves 15-20 year olds who are homeless or at risk of homelessness. Looking ahead, shower facilities for homeless people in the Peel region are in development, in partnership with City of Mandurah.

New services across the whole metropolitan area included a grant from the Mental Health Commission for the delivery of the Applied Suicide Intervention Skills Training Workshops for staff, service partners and community members; the reinstatement of Financial Counselling in Armadale, Rockingham and Joondalup; and Cypress, a service to support children and young people bereaved by suicide. 



Nowhere was our aspiration for place-based, integrated services better exemplified than the case of Colin\*, a homeless man who had been living under a bridge for six months when he first walked into Anglicare WA's Gosnells office.

At first, the 35-year old was too ashamed to look staff in the eye. He was disconnected from family, struggling with alcohol addiction and diagnosed with depression and anxiety. His personal belongings had been stolen while intoxicated, and other than chocolate he had not eaten for three days.

Colin wanted to find a rehabilitation house so he had somewhere to stay to work on his addiction. He wanted to turn his life around and reconnect with his son, who he had not seen for six years and missed deeply. It was a powerful motivator.

Determined to help him, Anglicare WA staff spent 10 hours on that first day with Colin. They accessed emergency relief, medication and a doctor's referral for an alcohol rehabilitation program, plus accommodation, and together, they developed a sustainable weekly budget.

Today, Colin has been sober for nine months and is graduating from a residential alcohol rehabilitation program, participates in work therapy, and has reconnected with his parents. Best of all, his 12-year-old son has visited him.

\* Names changed; actor image

# REGIONAL NORTH

The rollout of the Kimberley Family Violence Service leads the way in Anglicare WA's Northern Region.

We now have six positions employed across the Kimberley working with perpetrators and victims of domestic violence, in Broome, Derby, Fitzroy Crossing, Halls Creek and Kununurra.

In line with the organisation-wide Reconciliation Action Plan, significant emphasis has been placed on the way we advertise and recruit to attract Aboriginal people.

As a result, Aboriginal staffing and employment of local people in the Kimberley has increased. Local recruitment influences positive change as a result of the standing connection to communities.

Our ongoing role in the Regional Reform process, creating sustainable Aboriginal communities, and our role as the NGO representative on the District Leadership Group, leaves us well placed for building relationships and gaining increased exposure to opportunities moving forward.

Other 2015/16 highlights include the appointment of a Regional Manager local to the Kimberley; our respected StandBy suicide postvention programs; and Child Sexual Abuse counsellor Kaz Fitzpatrick winning the Alice Kingsnorth International Scholarship, an indication of the important work done in that space and an opportunity to generate innovative ways of working. 🐾



Danah's\* story illustrates the positive side to the work being done. A Broome Aboriginal woman, she was exhausted, agitated and 'panicky' when she first met with Anglicare WA. She explained that many of her (extended) family looked to her for help because she was seen as the strong, stable one.

Danah had suffered from anxiety since childhood. Additionally she was experiencing grief and loss over the suicide of her brother, plus other family members who had passed away. Traumatic experiences as a child were also influencing her sense of acceptance and belonging.

Over a number of sessions, our Broome staff listened to Danah's stories, helped identify and name the multiple experiences of loss in her life, and invited her to share a little about her relationship with those people that have passed on.

Using a mainly narrative therapy approach along with some psycho-education and Cognitive Behavioural Therapy (CBT), the problem narratives and themes were identified, the preferred stories highlighted, and through yarning these were solidified.

Danah now feels more calm and relaxed and is aware that family pressure is ongoing. There are times when anxiety and frustrations have a bigger say in her day, and she wants to continue practicing self-care and saying "no".

\* Names changed



# NORTH METRO



Significant progress has been achieved across our North Metropolitan Region over the last year.

Street Connect received a grant from the Department of the Attorney General for a two-year pilot expanding service delivery in the Children’s Court of Western Australia. The development of a new vision statement for YES! Housing along with the addition of four transitional houses (taking the total to 10) marks another successful year for the program.

The reopening of the Geoffrey Sambell Centre by Premier Colin Barnett in July unveiled the state of the art “one stop shop” for the myriad of services provided in East Perth. The continually improving integration of services is creating better outcomes for the more than 2,845 individuals and families that came through the East Perth Service Hub last year.

The Foyer Oxford consortium venture with Foundation Housing and the North Metropolitan TAFE continues to provide a safe opportunity to support young people to transition out of homelessness. Outcomes achieved at Foyer Oxford continue to surpass expectations.

Likewise, the establishment of a Financial Counsellor onsite at our Joondalup Service Centre and the provision for step-parent training has been well received by the community. 🐾

## OUTCOMES AT FOYER OXFORD

### EXIT INTO LONG-TERM ACCOMMODATION

92%

### EXIT WHILE MAINTAINING EMPLOYMENT/TRAINING

73%



Sam\* used to frequently overhear his parents Jane\* and Steven\* fight. He would lie awake listening to the yelling and crashing downstairs. Even after the separation, Jane and Steven's relationship was fraught with conflict. When they met to hand over Sam they would hurl abuse and they never noticed him trembling.

Steven often said nasty things about Jane and sometimes he asked Sam to spy on her. The enormous pressure was too much for a four year old and Sam started to break under the weight of responsibility. He began playing up at kindy and his right hand developed a tremor.

That's how things were until last year, when Jane - recognising Sam's distress - contacted Anglicare WA. We offered the family a suite of different services, not only helping Sam to overcome his growing anxiety and stress, but also working with his parents to ensure better, safer arrangements were made.

Today, Sam has started primary school. He is creative, carefree and much happier. Jane and Steven have developed a more respectful relationship and both are focussed on Sam's wellbeing. Because of this, Sam has been able to enjoy a safe and healthy relationship with both parents.

*\* Names changed; actor image*

## REGIONAL SOUTH



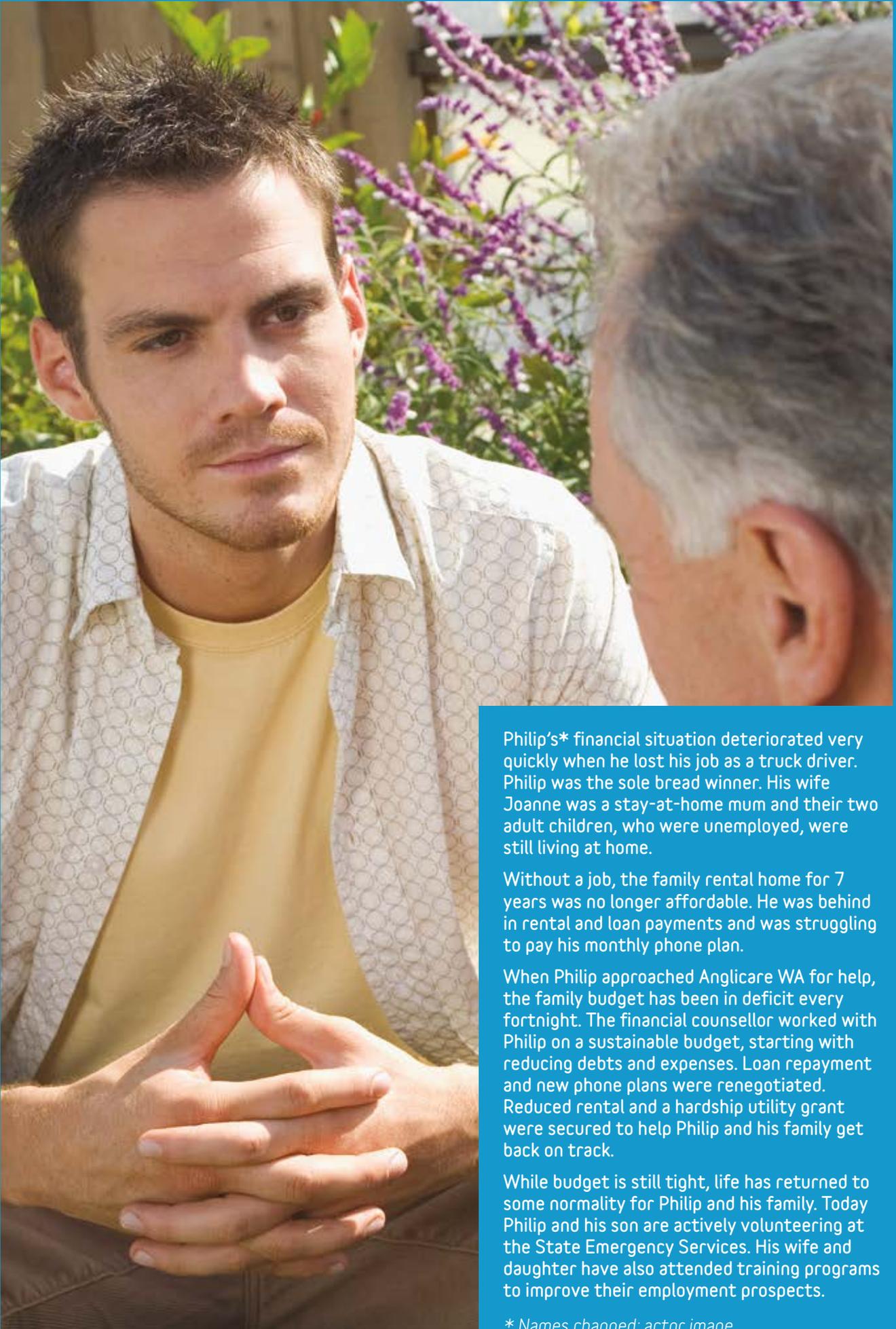
St John's Centre in Albany continues to be a leading light for integrated service centres in regional Western Australia, but it does not overshadow the other fantastic work done outside the Great Southern in Anglicare WA's Regional South division.

In Kalgoorlie, the development of the Home Interaction Program for Parents and Youngsters (HIPPY) in collaboration with the Brotherhood of St Laurence and the Australian Government Department of Social Services has led to the employment of several local Aboriginal employees.

Anglicare WA is now seen as a leading agency in providing services to the community in the Goldfields, and the contract commencing January 1, 2016 is recognition of our high profile within the Aboriginal community in Kalgoorlie.

Elsewhere the Bridges disability program has expanded to work with clients in the National Disability Insurance Scheme (NDIS) pilot site; the first year of the Trauma Informed Practice Team pilot commenced; and \$1.8 million over two years was renegotiated with Lotterywest, towards Green Shoots, a new emergency relief program.

Meanwhile, financial counsellors have been kept busy by the downturn of the mining industry and FIFO workers now out of work. 🐾



Philip's\* financial situation deteriorated very quickly when he lost his job as a truck driver. Philip was the sole bread winner. His wife Joanne was a stay-at-home mum and their two adult children, who were unemployed, were still living at home.

Without a job, the family rental home for 7 years was no longer affordable. He was behind in rental and loan payments and was struggling to pay his monthly phone plan.

When Philip approached Anglicare WA for help, the family budget has been in deficit every fortnight. The financial counsellor worked with Philip on a sustainable budget, starting with reducing debts and expenses. Loan repayment and new phone plans were renegotiated. Reduced rental and a hardship utility grant were secured to help Philip and his family get back on track.

While budget is still tight, life has returned to some normality for Philip and his family. Today Philip and his son are actively volunteering at the State Emergency Services. His wife and daughter have also attended training programs to improve their employment prospects.

*\* Names changed; actor image*

## The foundations for our brighter future.

This year has seen the culmination of five years of dedicated work following our 2011 strategic plan.

Over this period everyone in the organisation has strived in one way or another to make us better at everything we do.

It has been about embedding service philosophies like being person-centred, place-based and seamlessly integrated. It has been about increasing our focus on prevention and early intervention.

It has seen a new prominence for our relationship with Aboriginal Australians through our Reconciliation Action Plan, and a fresh approach to our internal environment with the People and Culture Plan.

To drive efficiency and good governance, we have rolled out the comprehensive Technology One

information and management system across the organisation.

And, of course, we have continued to be a strong advocate for fairness in Australian society.

Together, these strategic foundations have made, and continue to make, Anglicare WA a more effective, efficient organisation, better able to rise to the challenges of the future.

### The next three years

The 2016–2019 Strategic Plan doesn't replace the work done under the last plan – rather, it has been developed to build on these foundations.

To boost our impact in an increasingly complex and diverse community, the new plan will apply six strategies to help us grow our capacity to help:

Reconsider how we deliver services and try innovative new solutions.

Extend our influence through partnerships, alliances and mergers.

Equip our people to respond to mental health issues, for ourselves and our clients.

Build understanding of our services with prospective funders and supporters.

Grow our general (untied) funding to explore new ways of making an impact.

Reduce the community need by attacking one root cause of disadvantage.

Technology One ERP

Advocacy for a fair society

Reconciliation Action Plan

Place-based service delivery

Integrated service structure

People and Culture Plan

Prevention and early intervention

Person-centred approach

## Corporate Services

The Corporate Office moved to the current premise in West Perth during the year. The co-location of Corporate Support functions facilitates a quality and team-focussed operating environment and ensures effective support is provided to the frontline service delivery teams.

The Technology One ERP system has begun to deliver efficiency gains for the organisation with the elimination of paperwork, streamlining and automation of workflow processes. This enables the frontline teams to focus on quality service delivery to the clients. The organisation will continue to drive process improvements and cost efficiency.

The year saw the rollout of the "Living Our Values" training program for all staff, a very important program as our values underpin all the work Anglicare WA does. The Staff Engagement Survey results recorded a significant improvement of 12% for Staff Engagement and 8% for Staff Alignment over the previous survey in 2013. Anglicare WA remains focused on providing a great workplace for all staff.



Major refurbishment of several service sites were also completed during the year. The refurbished Geoffrey Sambell Centre, Anglicare WA's East Perth Service Hub, not only provides a conducive work environment for the staff but also make clients' visits a safe and pleasant experience.

The Anglicare WA Op Shops remain a very important part of the organisation. They are strategically located in local communities to provide easy access to clients in need. The Op Shops have made a significant contribution to the organisation in 2015-16 and will continue to provide an income stream for the organisation.

## Corporate Governance

The Anglicare WA Board of Directors is committed to a high standard of corporate governance practice and fostering a culture that values ethical behaviour, integrity, accountability and respect for others.

The Board is subject to a Code of Conduct that outline the practices and processes the Board, individual Directors and committee members adopt to discharge their responsibilities.

The governance framework which Anglicare WA operates under adheres to the Board-approved policies and practices. The Audit and Risk Committee and Nominations and Remuneration Committee were established to help the Board fulfil its governance role.

The Board and its committees regularly review the organisation's governance framework and associated practices to ensure they keep pace with regulatory change.

### Board Sub-Committees

#### Audit & Risk Committee

John O'Connor, Chair  
Erica Haddon  
Peter Harley

#### Nominations and Remuneration Committee

John Barrington, Chair  
Peter Harley  
Bishop Allan Ewing

The corporate governance statement is available on the website of Anglicare WA. [↗](#)

## Awards

Recognition for our work in the community:

### Foyer Oxford

- Overall winner of the Premier's Award 2015
- Category Winner of the Premier's Award 2015 – Strengthening Families and Communities
- Jethro Sercombe – Winner of YACWA Youth Work Leader of the Year, WA Youth Work Award
- Jumpstart – Winner of WA Training Awards Training Initiative of the Year
- Winner of Australasian Housing Institute (WA Awards) 2015 – Leading Housing Development Project
- Winner of The City of Vincent 2015 Building Design and Conservation Awards – Building Design Excellence Award for Mixed Use Development
- Darren Collard (Foyer Oxford Resident) – Winner of the Artist of the Year, Perth NAIDOC Awards
- Finalist in the WA Youth Awards – Organisational Achievement Category



**Gail Green** – Nominated for the WA Social Worker of the Year Awards in the Wanslea 'Agent of Change' Award

**Kaz Fitzpatrick** - Winner of Alice Kingsnorth International Scholarship

**Lynn Crasto** - Winner of Alice Kingsnorth International Scholarship



### Mental Health Good Outcomes Awards 2015

- Paul Escott (Balgo) – Western Australian Mental Health Employee of the Year
- Street Connect – recipient of Commissioner for Children and Young People Award

### Curtin University's School of Occupational Therapy and Social Work

Organisational Excellence in Social Work – Student Fieldwork Supervision

### South West Metropolitan Partnership Forum Awards

- Best Practice in Collaboration between Government and Non-Government Organisations
- Innovation in the Not for Profit Sector 

## Our Contributions to the Community

### Community Sector Involvement

Agencies Networking for Youth  
Albany Youth Support Association  
Alliance for Children at Risk  
Australian Institute of Health and Welfare's Specialist Homeless Services Collection User Advisory Group  
Anglicare Australia Council  
Anglicare Australia Child and Family Services Group  
Anglicare CFO Network  
Australian Children's Contact Service Association  
Binjarb Aboriginal Interagency Network  
Board of Notre Dame University  
Child Parent Centre Committee  
City of Vincent Children and Young People Advisory Group  
City of Vincent Reconciliation Action Committee  
Community Sector Roundtable  
Corrective Service's Women's Estate Reference Committee  
ECU Youth Work Consultative Committee  
Family Inclusion Network Australia  
Family Support Networks – Armadale, Fremantle and Rockingham  
Family Violence Steering Committee – Magistrates Court  
50 Lives 50 Homes  
Foyer Foundation Limited  
Fremantle Interagency Homelessness Group  
Fremantle Family Support Network  
Goldfields Early Years Network  
Great Southern Housing Association  
Great Southern Homelessness Forum  
Human Service Managers Regional Forum  
Kimberley Regional Aboriginal Mental Health Forum  
KINSHIP Connections WA  
Koolbardies Talking  
Kwinana Early Years Group  
Leederville Connect Board  
Light Up Leederville Carnival Reference Group  
Mandurah Homelessness Interagency Group  
Metropolitan Migrant Resource Centre Inc.  
Ministerial Roundtable on Affordable Housing

Multicultural Youth Advocacy Network of Western Australia  
Nardine Wimmin's Refuge  
National Disability Services  
National Facilitating Group: Anti-Poverty Week  
National Youth Coalition for Housing  
Noongar Early Years Action Group  
Partners in Recovery  
Peel Community Development Group  
Peel Early Years Group  
Peel NAIDOC Committee  
Perth Homelessness Sector  
PHaMs Wanneroo  
Rockingham Early Years Group  
Rockingham Homelessness Interagency Group  
Shelter WA  
South West Aboriginal and Sea Council  
South West Metropolitan Partnership Forum  
Swan Alliance  
South West Metropolitan Partnerships Forum  
The Commissioner for Children and Young People  
Child Safe Organisation Reference Group  
WA Aboriginal Advisory Council  
WA Council of Social Services (WACOSS)  
WACOSS Children's Policy Advisory Committee  
WA Family Court Reference Group  
WA Family Pathways Network Steering Committee  
WA Family Pathways Regional Sub-Committee  
WAAMH Mental Health Week Steering Committee  
WA No Interest Loans Network  
WA Premier's Partnership Forum  
White Ribbon Australia  
White Ribbon Workplace  
Youth Affairs Council WA  
Youth Network  
Youth Work WA

### Sponsorships

Aboriginal and TSI Suicide Prevention Conference  
Derby Art Awards  
Light Up Leederville Carnival  
2016 Reconciliation Week Street Banner Project  
WAAMH Mental Health Conference  
WACOSS 2016 Conference  
Youth Legal Service 

## Our Partners

**We wish to acknowledge the generosity of our supporters without whom we could not do the work we do.**

### Our Corporate Partners

Anglican Community Fund  
Anglican Schools Commission  
Austal  
BHP Billiton  
Capital APM  
Crown Perth  
Fleet West  
Glen McLeod Legal  
Hawaiian  
InvoCare  
KPMG  
Mills Wilson  
Network Ten Perth  
Peet Limited  
PWC  
Rio Tinto

### Trusts & Foundations

Albany Community Foundation  
Alfred Thomas Belford Charitable Trust  
Bowen Foundation  
Greengib Foundation  
James Garlin Family Foundation  
Josh Pitt  
JP Stratton Trust  
Packer & Co Investigator Trust  
Perpetual Trustee Company Limited  
The Kingsnorth Family - Alice Kingsnorth International Scholarship  
The Spinifex Trust  
The Stan Perron Charitable Trust

### Partner Schools

All Saints' College  
Cannington Community Education Support  
Christ Church Grammar School

Fresh Water Bay Primary School  
Great Southern Grammar School  
Guildford Grammar School  
Hale School  
John Septimus Roe Anglican Community School  
John Wollaston Anglican Community School  
Perth College  
Peter Carnley Anglican Community School  
Peter Moyes Anglican Community School  
Rockingham Senior High School  
Scotch College Junior School  
St George's Anglican Grammar School  
St Hilda's Anglican School for Girls  
St Mark's Anglican Community School  
St Mary's Anglican Girls School  
Swan Valley Anglican Community School  
Wesley College  
Willetton Senior High School

### Reference Groups

#### Services Clinical Reference Group

Mark Glasson, Chair  
Barbara Meddin  
Christina Fernandez  
Jude Sorenson  
Kristi Treadgold, Secretary  
Tim Muirhead

#### Aboriginal Elders' Council

Ben Taylor  
Carol Innes  
Danny Ford  
Jim Morrison  
Josey Hansen  
Kim Collard  
Liz Hayden

### Fundraising Supporters

#### Winter Appeal Committee

Warwick Hemsley - Co-Chairman  
David Alder - Co-Chairman  
Bill Hassell AM  
Geoff Potter  
Ian Carter AM  
Jemma Sanderson  
John Kollosche OAM  
Julie Della  
Robert Perman

#### Rotary Clubs

Rotary Club of Heirisson  
Rotary Club of Mill Point

### Government Funders

City of Mandurah  
Department of Child Protection & Family Support  
Department of Corrective Services  
Department of Education  
Department of Health  
Department of Housing  
Department of Local Government and Communities  
Department of Prime Minister and Cabinet  
Department of Social Services  
Department of Sport and Recreation  
Department of the Attorney General  
Disability Services Commission  
Lotterywest  
National Disability Insurance Agency  
WA Mental Health Commission

### Non Government Funders

Black Swan Health  
Brotherhood of St Laurence  
United Synergies Limited  
WA Primary Health Alliance 



# FINANCIAL REPORT 2015/16



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ANGLICARE WA INC**

We have audited the accompanying financial report of Anglicare WA Inc ('the Association') which comprises the statement by the Board, the statement of financial position as at 30 June 2016, statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes.

**Board of Management of the Association's Responsibility for the Financial Report**

The Board of Management of the Association is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Regime and the Associations Incorporations Act of WA 1987, the Australian Charities and Not-for-profits Commission Act 2012 ("ACNC Act") and for such internal control as the Board of Management determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

**Independence**

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

**Basis for Qualified Opinion**

Op shop sales are a significant source of revenue for Anglicare WA Inc. Anglicare WA Inc has determined that it is impracticable to establish control over income from Op shop sales prior to entry into its financial records. Accordingly, as the evidence available to us regarding revenue from this source was limited, our audit procedures with respect to Op shop sales had to be restricted to amounts recorded in the financial records. We are therefore unable to express an opinion whether revenue from Op shops is complete.

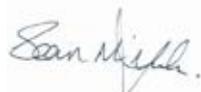
**Qualified Opinion**

In our opinion, except for the possible effects of the matter described in the basis of qualified opinion paragraph, the financial report of Anglicare WA Inc is prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the registered entity's financial position as at 30 June 2016 and of its financial performance and cash flows for the year ended on that date; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements, the Associations Incorporation Act of WA 1987 and the *Australian Charities and Not-for-profits Commission Regulation 2013*.



**Crowe Horwath Perth**



**Sean McGurk**  
Partner  
Perth, WA

**Anglicare WA Inc**  
**Statement of profit or loss and other comprehensive income**  
**For the year ended 30 June 2016**

	Note	2016 \$	2015 \$
<b>Revenue</b>			
Operating activities			
Grants received		32,114,312	30,324,072
Fees		888,988	793,381
Interest		486,084	607,062
Donations and fundraising		1,538,321	2,119,529
Sale of goods		2,791,258	2,596,417
Rent and other revenue		524,347	488,037
Bequest Income		433,992	45,118
Other income	4	<u>13,429</u>	<u>(42,894)</u>
		38,790,731	36,930,722
<b>Expenses</b>			
Employee benefits		(25,415,168)	(25,511,747)
Disbursements to clients		(997,405)	(1,452,352)
Accommodation		(3,867,007)	(3,598,459)
Depreciation		(1,117,894)	(528,211)
Advertising and marketing		(359,970)	(444,518)
Information technology		(999,714)	(734,219)
Telecommunications		(350,691)	(408,801)
Vehicle and travel		(1,165,529)	(1,325,004)
Finance costs		(108,218)	(123,008)
Other costs		<u>(2,517,381)</u>	<u>(2,408,262)</u>
<b>Surplus for the year attributable to the members of Anglicare WA Inc</b>		1,891,754	396,141
<b>Other comprehensive income for the year</b>			
<b>Items that may be reclassified to profit or loss</b>			
Revaluation of investments	13	<u>6,051</u>	<u>33,241</u>
<b>Total comprehensive income for the year attributable to the members of Anglicare WA Inc</b>		<u><u>1,897,805</u></u>	<u><u>429,382</u></u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

**Anglicare WA Inc**  
**Statement of financial position**  
**As at 30 June 2016**

	Note	2016 \$	2015 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	2,460,298	3,998,539
Trade receivables		472,830	613,906
Held to maturity investments	6	12,730,022	12,360,846
Other current assets	7	901,828	964,950
Total current assets		<u>16,564,978</u>	<u>17,938,241</u>
<b>Non-current assets</b>			
Property, plant and equipment	8	7,176,356	5,615,675
Available for sale financial asset	9	390,250	384,201
Total non-current assets		<u>7,566,606</u>	<u>5,999,876</u>
<b>Total assets</b>		<u>24,131,584</u>	<u>23,938,117</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables		1,057,483	1,344,234
Provisions	10	2,396,404	2,306,727
Borrowings	11	4,149	9,859
Other current liabilities	12	2,342,343	3,587,169
Total current liabilities		<u>5,800,379</u>	<u>7,247,989</u>
<b>Non-current liabilities</b>			
Provisions	10	945,177	962,192
Borrowings	11	1,978,293	2,218,006
Total non-current liabilities		<u>2,923,470</u>	<u>3,180,198</u>
<b>Total liabilities</b>		<u>8,723,849</u>	<u>10,428,187</u>
<b>Net assets</b>		<u>15,407,735</u>	<u>13,509,930</u>
<b>Equity</b>			
General funds	13	15,267,484	13,375,730
Revaluation reserve	13	140,251	134,200
<b>Total equity</b>		<u>15,407,735</u>	<u>13,509,930</u>

## Anglicare WA Inc Statement of changes in equity For the year ended 30 June 2016

	Note	General Funds \$	Revaluation Reserve \$	Total \$
Balance at 1 July 2014		12,979,589	100,959	13,080,548
Surplus for the year		396,141	-	396,141
Other comprehensive income for the year		-	33,241	33,241
<b>Total comprehensive income for the year</b>		<b>396,141</b>	<b>33,241</b>	<b>429,382</b>
<b>Balance at 30 June 2015</b>	13	<u>13,375,730</u>	<u>134,200</u>	<u>13,509,930</u>
Balance at 1 July 2015		13,375,730	134,200	13,509,930
Surplus for the year		1,891,754	-	1,891,754
Other comprehensive income for the year		-	6,051	6,051
<b>Total comprehensive income for the year</b>		<b>1,891,754</b>	<b>6,051</b>	<b>1,897,805</b>
<b>Balance at 30 June 2016</b>	13	<u>15,267,484</u>	<u>140,251</u>	<u>15,407,735</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

## Anglicare WA Inc Statement of cash flows For the year ended 30 June 2016

	Note	2016 \$	2015 \$
<b>Cash flows from operating activities</b>			
Receipts from customers, donors and funding bodies (inclusive of GST)		35,570,988	43,766,216
Payments to suppliers and employees (inclusive of GST)		(35,833,125)	(44,161,425)
		(262,137)	(395,209)
Interest received		486,084	609,638
Interest paid		(98,925)	(119,163)
Net cash from operating activities		<u>125,022</u>	<u>95,266</u>
<b>Cash flows from investing activities</b>			
Purchase of deposits with Anglican Community Fund		(369,176)	(451,794)
Payments for property, plant and equipment		(5,402,989)	(3,728,036)
Grants received for property, plant and equipment refurbishment		1,616,482	-
Receipts from sale of plant and equipment		2,737,843	2,970,484
Net cash used in investment activities		<u>(1,417,840)</u>	<u>(1,209,346)</u>
<b>Cash flows from financing activities</b>			
Net payments on borrowings		(235,565)	(160,192)
Net proceeds from/(payment of) finance leases		(9,858)	32,750
Net cash used in financing activities		<u>(245,423)</u>	<u>(127,442)</u>
Net decrease in cash and cash equivalents		(1,538,241)	(1,241,522)
Cash and cash equivalents at the beginning of the financial year		3,998,539	5,240,061
Cash and cash equivalents at the end of the financial year	5	<u>2,460,298</u>	<u>3,998,539</u>

The above statement of cash flows should be read in conjunction with the accompanying notes

# Anglicare WA Inc

## Notes to the financial statements

### 30 June 2016

#### Note 1. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### (a) New, revised or amending Accounting Standards and Interpretations adopted

Anglicare WA Inc has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new, revised or amending Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

#### (b) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and Interpretations issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and the Associations Incorporation Act 1987 and associated regulations, as appropriate for not-for-profit oriented entities.

##### Historical cost convention

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of available for sale financial assets.

##### Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying Anglicare WA Inc's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 2.

#### (c) Revenue recognition

Revenue is recognised when it is probable that the economic benefit will flow to the Anglicare WA Inc and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

##### i) Sale of goods

Revenue from the sale of goods in the Op Shops is recognised at point of sale when Anglicare WA Inc has transferred to the buyer the significant risks and rewards of ownership of the goods.

##### ii) Grants

Grants are recognised in accordance with note 1(q).

##### iii) Bequests

Bequests are recognised as income on receipt.

##### iv) Donations and fundraising

Donation and fundraising revenue are recognised at fair value when Anglicare WA obtains control over the assets comprising the contributions, usually when cash is received.

##### v) Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

##### vi) Other revenue including rent and fees

Other revenue is recognised when it is received or when the right to receive payment is established.

#### (d) Income tax

As Anglicare WA Inc is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

#### (e) Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in Anglicare WA Inc's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in Anglicare WA Inc's normal operating cycle; it

# Anglicare WA Inc

## Notes to the financial statements

### 30 June 2016

#### Note 1. Significant accounting policies (continued)

is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

#### (f) Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

All certificates held over 90 days are classified as held to maturity investments. Refer to note 1 (h) (i), Held to Maturity Investments.

#### (g) Trade and other receivables

Trade receivables are recognised at amortised cost, less any provision for impairment.

#### (h) Investments

Investments are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. They are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on the purpose of the acquisition and subsequent reclassification to other categories is restricted.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Anglicare WA Inc has transferred substantially all the risks and rewards of ownership.

##### i) Held to maturity

Held to maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Anglicare WA Inc has the positive intention and ability to hold to maturity. Held to maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the end of the reporting period which are classified as current assets.

##### ii) Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets, principally equity securities, that are either designated as available-for-sale or not classified as any other category. After initial recognition, fair value movements are recognised in other comprehensive income through the revaluation reserve in equity. The cumulative gain or loss previously reported in the revaluation reserve is recognised in profit or loss when the asset is derecognised or impaired.

##### iii) Impairment of financial assets

Anglicare WA Inc assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired. Objective evidence includes significant financial difficulty of the issuer or obligor; a breach of contract such as default or delinquency in payments; the lender granting to a borrower concessions due to economic or legal reasons that the lender would not otherwise do; it becomes probable that the borrower will enter bankruptcy or other financial reorganisation; the disappearance of an active market for the financial asset; or observable data indicating that there is a measurable decrease in estimated future cash flows.

Available-for-sale financial assets are considered impaired when there has been a significant or prolonged decline in value below initial cost. Impairment losses on equity instruments recognised in profit or loss, are not reversed through profit or loss in a subsequent period. Rather, subsequent increments in value on equity instruments are recognised in other comprehensive income through the available-for-sale revaluation reserve.

#### (i) Property, plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Items of property, plant and equipment costing \$2,000 or more are recognised as assets and the cost of utilising these assets is expensed (depreciated) over their useful lives. Items of property, plant and equipment costing less than \$2,000 are immediately expensed.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Buildings	40 years
Motor vehicles	5-7 years
Office equipment and furniture	3-5 years
Leasehold assets	1-5 years

## Anglicare WA Inc

### Notes to the financial statements

#### 30 June 2016

#### Note 1. Significant accounting policies (continued)

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to Anglicare WA Inc. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

#### (j) Leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to the ownership of leased assets, and operating leases, under which the lessor effectively retains substantially all such risks and benefits.

Finance leases are capitalised. A lease asset and liability are established at the fair value of the leased assets, or if lower, the present value of minimum lease payments. Lease payments are allocated between the principal component of the lease liability and the finance costs, so as to achieve a constant rate of interest on the remaining balance of the liability.

Leased assets acquired under a finance lease are depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that Anglicare WA Inc will obtain ownership at the end of the lease term.

Operating lease payments, net of any incentives received from the lessor, are charged to profit or loss on a straight-line basis over the term of the lease.

#### (k) Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

#### (l) Trade and other payables

These amounts represent liabilities for goods and services provided to Anglicare WA Inc prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

#### (m) Borrowings

Borrowings are initially recognised at the fair value of the consideration received, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

#### (n) Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

##### i) Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

##### ii) Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

# Anglicare WA Inc

## Notes to the financial statements

### 30 June 2016

#### Note 1. Significant accounting policies (continued)

##### (o) Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

##### (p) Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

##### (q) Government grants

Government grants are assistance by the government in the form of transfers of resources to Anglicare WA Inc in return for past or future compliance with certain conditions relating to operating activities. Government grants include government assistance where there are no conditions specifically relating to the operating activities of Anglicare WA Inc other than the requirement to operate in certain regions or industry sectors.

Government grants relating to income are recognised as income over the periods necessary to match them with the related costs. Government grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to Anglicare WA Inc with no future related costs are recognised as income of the period in which it becomes receivable.

Government grants relating to assets are treated as income in the period in which the income is received.

#### Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

##### i) 23 Adelaide Terrace

As set out at note 8, Lotterywest has a beneficial interest in 23 Adelaide Terrace, East Perth, pursuant to a Deed of Trust. Provided that Anglicare WA complies with all its obligations under the Deed of Trust, Lotterywest's beneficial interest in the property vests absolutely to Anglicare WA on 14 August 2040. The Board's judgement is that it is reasonable to assume that Anglicare WA will comply with its obligations under the Deed of Trust. The accounts are therefore prepared on the basis that Anglicare WA has a 100% interest in the property.

##### ii) Income received in advance

Many of the contracts contain a clause that any surplus funds created in completing the contractual obligations may be requested to be returned to the funder. This then creates a liability for these contracts that have surplus funds at year end. Therefore, if a program performs more efficiently, this actually creates a larger liability that may be required to be returned to the funder. Actual outcome of the programs could vary from the expected outcome due to changes in estimates and judgement involved in the original variables.

**Anglicare WA Inc**  
**Notes to the financial statements**  
**30 June 2016**

**Note 3. Surplus for the year**

**2016**  
**\$**

Surplus for the year include the following specific items:

Capital grant	1,616,482
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Anglicare WA received a capital grant for the refurbishment of the Geoffrey Sambell Centre.

Accelerated depreciation	539,375
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Depreciation includes an adjustment for accelerated depreciation to fully depreciate the prior fit out of the Geoffrey Sambell Centre.

**Note 4. Other income**

**2016**  
**\$**

**2015**  
**\$**

Gain/(loss) on sale of non-current assets	13,429	(42,894)
-------------------------------------------	--------	----------

**Note 5. Cash and cash equivalents**

**2016**  
**\$**

**2015**  
**\$**

Cash at bank	1,171,864	1,149,050
Cash Anglican Community Fund Inc.	1,262,473	2,820,084
Petty cash imprest	25,961	29,405
	<u>2,460,298</u>	<u>3,998,539</u>

The cash and cash equivalents and held to maturity investments (refer to note 6) as at June 2016 include restricted cash assets of:

- (i) Funds in advance \$2,342,343 - funds must be expended on service delivery/special projects over the term of the respective contract/project (2015 - \$3,587,169). Refer to note 12.

**Note 6. Held to maturity investments**

**2016**  
**\$**

**2015**  
**\$**

Deposits with Anglican Community Fund	12,730,022	12,360,846
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**Note 7. Other current assets**

**2016**  
**\$**

**2015**  
**\$**

Prepayments	449,390	727,809
Accrued income	452,438	237,141
	<u>901,828</u>	<u>964,950</u>

**Anglicare WA Inc**  
**Notes to the financial statements**  
**30 June 2016**

**Note 8. Property, plant and equipment**

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Land - at cost	765,900	765,900
Buildings - at cost	5,519,547	3,215,944
Less: Accumulated depreciation	(1,677,591)	(1,062,285)
	<u>3,841,956</u>	<u>2,153,659</u>
Office furniture & equipment - at cost	993,161	951,293
Less: Accumulated depreciation	(320,051)	(119,315)
	<u>673,110</u>	<u>831,978</u>
Motor vehicles - at cost	2,457,546	2,124,442
Less: Accumulated depreciation	(606,301)	(316,239)
	<u>1,851,245</u>	<u>1,808,203</u>
Leased assets - at cost	72,632	72,632
Less: Accumulated depreciation	(28,487)	(16,697)
	<u>44,145</u>	<u>55,935</u>
	<u><u>7,176,356</u></u>	<u><u>5,615,675</u></u>

**Reconciliations**

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	<b>Land</b>	<b>Buildings</b>	<b>Office furniture &amp; equipment</b>	<b>Motor vehicles</b>	<b>Leased Assets</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Balance at 1 July 2014	765,900	2,050,910	410,746	2,177,590	24,082	5,429,228
Additions	-	178,709	540,547	2,960,230	48,550	3,728,036
Disposals	-	-	-	(3,013,378)	-	(3,013,378)
Depreciation expense	-	(75,960)	(119,315)	(316,239)	(16,697)	(528,211)
Balance at 30 June 2015	<u>765,900</u>	<u>2,153,659</u>	<u>831,978</u>	<u>1,808,203</u>	<u>55,935</u>	<u>5,615,675</u>
Additions	-	2,303,603	41,868	3,057,518	-	5,402,989
Disposals	-	-	-	(2,724,414)	-	(2,724,414)
Depreciation expense	-	(615,306)	(200,736)	(290,062)	(11,790)	(1,117,894)
Balance at 30 June 2016	<u><u>765,900</u></u>	<u><u>3,841,956</u></u>	<u><u>673,110</u></u>	<u><u>1,851,245</u></u>	<u><u>44,145</u></u>	<u><u>7,176,356</u></u>

(i) Motor vehicles with a net book value of \$1,851,245 are financed by a line of equity with Anglican Community Fund. These vehicles are turned over every 6 to 9 months and are replaced with new vehicles.

(ii) In the year ended 30 June 2015, Lotterywest provided confirmation of a grant of \$2,100,000 to refurbish the premises at 23 Adelaide Terrace, East Perth. The grant is being provided under a Deed of Variation to an original Deed of Trust. The variation entitles Lotterywest to a beneficial interest of 25.55% in the property; this interest can be exercised by Lotterywest only if Anglicare WA Inc does not comply with its obligations under the Deed.

Provided that Anglicare WA complies with all its obligations under the Deed with Lotterywest, the property will vest absolutely in Anglicare WA on the expiration of the 39 year period (previously 20 year period) commencing 14 August 2001.

**Note 9. Available-for-sale financial asset**

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Unlisted units in a Unit Trust	<u>390,250</u>	<u>384,201</u>

**Anglicare WA Inc**  
**Notes to the financial statements**  
**30 June 2016**

**Note 10. Provisions**

	<b>2016</b> \$	<b>2015</b> \$
Employee benefits		
Current	2,396,404	2,306,727
Non-current	945,177	962,192
	<u>3,341,581</u>	<u>3,268,919</u>

**Note 11. Borrowings**

	<b>2016</b> \$	<b>2015</b> \$
Current		
Lease liability (i)	<u>4,149</u>	<u>9,859</u>
Non-current		
Lease liability (i)	42,222	46,371
ACF-motor vehicle loan (ii)	1,936,071	2,171,635
	<u>1,978,293</u>	<u>2,218,006</u>

(i) Secured over the leased assets. The total amount available from the secured loan for purchase of motor vehicles and property is \$3,200,000. The loan is subject to a variable interest rate based on the Bank Bill Swap Rate.

(ii) To be repaid from the sale of motor vehicles turned over every 6 to 9 months.

**Note 12. Other current liabilities**

	<b>2016</b> \$	<b>2015</b> \$
Funds in advance	<u>2,342,343</u>	<u>3,587,169</u>

**Note 13. Equity - general funds and reserves**

	<b>2016</b> \$	<b>2015</b> \$
General funds at the beginning of the financial year	13,375,730	12,979,589
Surplus for the year	1,891,754	396,141
General funds at the end of the financial year	<u>15,267,484</u>	<u>13,375,730</u>
Revaluation reserves at the beginning of the financial year	134,200	100,959
Revaluation of available for sale assets	6,051	33,241
Revaluation reserves at the end of the financial year	<u>140,251</u>	<u>134,200</u>
	<u>15,407,735</u>	<u>13,509,930</u>

In prior years, separate disclosure of 2 sub-components of general funds, being "special funds" and "long term maintenance funds" was made. As all of these funds are available for general purposes, no separate disclosure has been made in these financial statements. The comparative balance have similarly been changed.

**Note 14. Key management personnel disclosures**

Compensation

The aggregate compensation paid to officers and other members of key management personnel of Anglicare WA Inc is set out below:

	<b>2016</b> \$	<b>2015</b> \$
Aggregate compensation	<u>924,000</u>	<u>849,606</u>

**Note 15. Other consideration**

Anglicare WA Inc received a grant of \$1,825,0000, during the year ended 30 June 2001 from Anglican Care Inc to assist in the purchase of 23 Adelaide Terrace, East Perth. A condition of the provision of the above funds is that the proceeds on any sale of Anglicare WA's interest in the property are to revert to Anglican Care Inc in the event of Anglicare WA Inc ceasing operations.

# Anglicare WA Inc

## Notes to the financial statements

### 30 June 2016

#### Note 16. Contingent liabilities

Anglicare WA Inc had no contingent liabilities as at 30 June 2016.

#### Note 17. Commitments

##### Lease arrangements

Finance leases related to motor vehicles with lease terms of between 1 and 5 years.

##### Finance lease liabilities

	<b>2016</b>	<b>2015</b>
	\$	\$
No later than 1 year	5,915	13,884
Later than 1 year and not later than 5 years	45,796	51,711
	<u>51,711</u>	<u>65,595</u>
Less future finance charges	(5,340)	(9,366)
	<u>46,371</u>	<u>56,229</u>

Included in the financial statements as

	<b>2016</b>	<b>2015</b>
	\$	\$
Current lease liability	4,149	9,859
Non-current lease liability	42,222	46,370
	<u>46,371</u>	<u>56,229</u>

##### Operating lease commitments

Commitments exist under non-cancellable operating lease of office space and Opshops as follows:

	<b>2016</b>	<b>2015</b>
	\$	\$
No longer than 1 year	2,066,892	1,786,432
Longer than 1 year and not longer than 5 years	2,464,207	2,308,427
	<u>4,531,099</u>	<u>4,094,859</u>

#### Note 18. Related party transactions

##### Key management personnel

Disclosures relating to key management personnel are set out in note 14.

##### Transactions with related parties

##### Anglican Community Fund (ACF)

Anglicare WA invests monies with and has loans outstanding with the Anglican Community Fund, Perth. Amounts outstanding as at 30 June 2016 are disclosed in notes 5, 6 and 11, respectively. Interest income for the year was \$463,055 (2015: \$586,913) and interest expense was \$102,250 (2015: \$121,925).

##### Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

##### Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

#### Note 19. Events after the reporting period

No matter or circumstance has arisen since 30 June 2016 that has significantly affected, or may significantly affect Anglicare WA Inc's operations, the results of those operations, or Anglicare WA Inc's state of affairs in future financial years.

## Anglicare WA Inc Statement by the Board 30 June 2016

Anglicare WA Inc is a charitable entity operating in Australia under the guidance and control of a Board constituted of members of Anglicare WA and chaired by Mr John Barrington

The Board declares that:

- the attached financial statements and notes comply with the Australian Accounting Standards - Reduced Disclosure Requirements, the Australian Charities and Not-for-profits Commission Act 2012 and Incorporated Association Act 1987;
- the attached financial statements and notes give a true and fair view of Anglicare WA's financial position as at 30 June 2016 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that Anglicare WA will be able to pay its debts as and when they become due and payable.

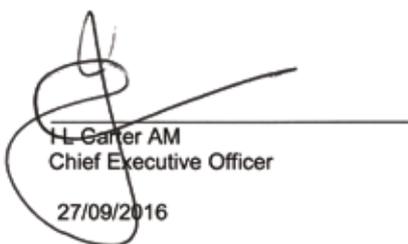
Signed in accordance with a resolution of the Board.

On behalf of the Board



J W Barrington  
Chairman

27/09/2016



H L Carter AM  
Chief Executive Officer

27/09/2016



### Thank you

This Annual Report was developed with significant pro bono support. We wish to thank those appearing in images and case studies who volunteered their time, as well as Michelle Lucking for providing the photography.

**LUCKING**  
PHOTOGRAPHY

PHOTOGRAPHY BY MICHELLE LUCKING

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