



**Anglicare**<sup>WA</sup>

# Annual Report 2018-2019

**Our vision**

We believe in a just and fair Western Australia where everyone can thrive.

**Our purpose**

To drive positive outcomes with those in need and to challenge barriers to thriving.

**Our values**

- All about people
- Focused on strengths
- Fiercely inclusive
- Trusted partners
- Curious and creative
- Gutsy and courageous

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**Acknowledgement of Country**

Anglicare WA acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of the land on which Anglicare WA works. We are privileged to work with and alongside Aboriginal and Torres Strait Islander families and communities and pay our respects to Aboriginal and Torres Strait Islander Elders, past and present.



CHAIR AND CEO REPORT



**2018-2019 has been a significant year for Anglicare WA. John Atkins AO, the former WA Agent General to the United Kingdom and Europe, joined the Anglicare WA Board as our Chairman and Mark Glasson commenced as Chief Executive Officer, after five years' service as Director Services.**

Over the last 12 months, Anglicare WA has successfully navigated this leadership change and moved into a new era with the development of our 2019-2022 Strategic Plan.

John Barrington AM completed his decade long tenure as Board Chairman in November 2018, and our long-serving Chief Executive Officer Ian Carter AM stepped down from Anglicare WA after a remarkable 24 years' service in March 2019. We thank both John and Ian for their tireless and dedicated service, guiding the organisation through strategic change and statewide growth in service delivery and innovation, to leave us in a strong position to continue to meet the increasing community need in Western Australia.

We are pleased to welcome financial analyst Simon Axworthy, who was appointed to the Anglicare WA Board and Philippa Boldy, who joined the Executive as Director Services.

We have seen another year of sustained growth – both in terms of community need and service creation and delivery. Over the past 12 months, through the dedicated work of our staff and volunteers, we have supported 44,197 Western Australians.

This year also saw us marking 35 years of financial counselling service provision, with the anniversary being celebrated where it all began, in the South West town of Collie. The Hardship Utility Grant Scheme, which is delivered by Anglicare WA on behalf of the Financial Counselling Network, received the Innovation Award at the 2019 Institute of Public Administration Australia (IPAA) WA Awards and expanded in June due to increased demand and successful delivery of the model.

As part of our continued commitment to end youth homelessness, we led the "Home Stretch" campaign in WA to increase the leaving care age to 21, resulting in the development of a trial service model which we are excited to deliver in the coming year.

This report also marks the completion of our 2016-2019 Strategic Plan. During this period, we have seen growth in our mental health services, an increase in collaborative service provision, the increased use of a

human centred design approach to find new ways of working and a refresh of the Anglicare WA brand.

Throughout the year we have reflected on our role as an organisation, our successes and learnings and how we can use these to maximise our impact in preparation for the 2019-2022 Strategic Plan.

As we mark the end of another year of serving the Western Australian community, we would like to acknowledge the hard work, dedication and support of our staff, volunteers and Board members and to thank them for their contribution to our past and

future successes. We would also like to acknowledge the individual and corporate philanthropic support received over the year.

It is with great pride that we present our 2018-2019 Annual Report.

**John Atkins AO**  
Chairman

**Mark Glasson**  
Chief Executive Officer





## OUR YEAR IN REVIEW

**At Anglicare WA, we work hard every day of the year to make a difference to those around us who we are able to support. We can't list everything our amazing teams and partners are involved in, but here are a few of the highlights from a year at Anglicare WA.**

### July 2018

**Hardship Utility Grant Scheme (HUGS)** Service Centre in Armadale officially launched. Operated by the Financial Counselling Network, we provide over-the-phone support for people experiencing difficulty paying utility bills.

**NAIDOC Week Celebration:** Anglicare WA locations across the State held activities to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

### August 2018

220 students from 14 schools gathered at Optus Stadium for our annual **School Sleep Out**, spending a night in the cold to better understand the difficulties faced by young people experiencing homelessness. The students raised \$82,431 for our Street Connect program.

### September 2018

Anglicare WA hosted the **National Foyer Conference** welcoming almost 100 interstate and international travellers to tour Foyer Oxford.

**headspace youth advisory council** was formed and began the development of a youth led Pride festival in the Pilbara region. The event was incredibly successful, attracting locals and media as it was the first of its kind in the region.

Karri Ambler and Bernadette Drummond were announced as the 2018 **Alice Kingsnorth Scholars**.

### October 2018

**Official launch of the child sexual abuse interview rooms** at the Broome Anglicare WA office. This is a collaborative partnership between Anglicare WA, WA Police and the Department of Communities which has resulted in a child friendly space for sexual abuse interviews in our office rather than the police station.

**Walk through the Darkness memorial event** held in honour of families and friends affected by suicide bereavement, held by our bereavement services ARBOR (Active Response Bereavement



A Street Connect Youth Worker chats to young people

Outreach) and CYPRESS (Children and Young People Responsive Suicide Support).

### November 2018

**2018 Anglicare Australia State of the Family Report** was released. This annual inquiry examines social attitudes on poverty nationally, while also identifying the extent of disadvantage experienced in the community.

**2018 WA Youth Awards Finalists** - Sarah Asher, Youth Employment Project Officer and Belinda Mignot, Youth Employment Project Officer at Foyer Oxford.

**Financial Counselling Association of WA 2018 Award Winners**, Houdini Award 'Getting a client out of a difficult situation and escaping crisis' - Bob Matthews, Financial Counsellor; Got Your Back Award 'For being a team player and supporting your colleagues' - Claire Ridgers, Financial Counsellor.



Award winners Bob Matthews and Claire Ridgers

### December 2018

A **Silent March**, mourning people lost due to family and domestic violence was held by our Albany team.

### January 2019

Jolene Ellat, Anglicare WA Children's Contact Services Case Coordinator nominated for **2019 Australian of the Year Awards**.

### February 2019

**Kimberley Family Violence Service** in Derby was successful in a grant that allowed the development of a traditional women's healing circle for women impacted by family violence.

**Westpac Scholars Trust** – 2019 Social Change Fellowship awarded to Jethro Sercombe, Human Centred Design Lead.

**Fundraising Institute of Australia National Awards for Excellence in Fundraising 2019**, Donor Renewal under 5 million finalist – Anglicare WA Winter Appeal 2018 and Special Events under 5 million finalist – Anglicare WA School Sleep Out 2018 (Won Western Australian category for entry into the National Awards).

### March 2019

The State Government's Department of Communities announced **Home Stretch** trial partnership with Anglicare WA, simulating an entitlement to extended care for vulnerable young people aged 18-21 who would otherwise transition from out-of-home care.

**Ian Carter AM** farewelled after 24 years as Anglicare WA Chief Executive Officer. Mark Glasson commences as CEO.



Outgoing CEO Ian Carter AM with Chairman John Atkins AO

### April 2019

Anglicare WA **Rental Affordability Snapshot 2019** was released, an annual study of the cost of rental properties across Australia in collaboration with Anglicare organisations nationally.

Launch of the **West Kimberley Building Resilience in Children in Separation (BRICS)** program, a weekly workshop for children who have experienced parental separation.

**White Ribbon Accreditation received**, acknowledging that we actively prevent and respond to family violence across our organisation.

### May 2019

**Professional Excellence in Housing Awards 2019** – WA Winner for Leading Community Engagement Practice Award: 'How to Manage on a Low-Income' Financial Workshops, Access Housing Australia Ltd and the Financial Counselling Network collaboration.

### June 2019

**Institute of Public Administration Australia WA Award** for Innovation in the Not-for-Profit Sector - Financial Counselling Network's HUGS Service Centre, for the implementation and use of innovative practices and approaches to meet community and public service objectives.

**Kullarri NAIDOC Reconciliation Walk**, our Broome team took part in the annual walk holding our message 'We embrace reconciliation. We learn from and support Aboriginal and Torres Strait Islander people, communities and organisations'.

**WA Social Research Network** launched, Anglicare WA's Dr Shae Garwood co-convoked bringing together social researchers to make sure we are sharing and applying all that we learn.

**The Rainbow Flag** was unfurled at our East Perth office, acknowledging that we provide a safe space for LGBTQI clients and staff.





OUR REACH AND IMPACT

This year we have worked hard to meet the growing demand for those in need of support across Western Australia.

As an organisation that is committed to making a positive difference, we strive for innovative solutions so that we can continue the important work we do with so many children, young people, individuals, families and communities.

Much that we have learnt over the years tells us how important it is to build integrated and meaningful relationships, so that we can more effectively and efficiently make a positive difference. We are passionate about looking for ways in which we can change lives for the better, and we work and partner with key groups in the community to help us increase our reach and impact.

Although the provision of services to those most vulnerable and in need is fundamental to what we do, we also know that we are in a position to shape the wider environment in which we live. For this reason, we work passionately to influence policy makers and ensure the institutions and systems around us are attuned to the needs of all people in our community.

We currently operate 86 services across six service categories in 56 locations across Western Australia,

and throughout the year we have continued to see high demand for these services, as well as a requirement for new and innovative ways to meet the changing needs and challenges within communities.

While our reach and impact are significant, for most at Anglicare WA it is the individual stories that demonstrate our impact. As an organisation where people support people, **it is the human stories of growth, resilience and connection that drive our work**, and remind us every day why it is we continue to do what we do.

During the year, we tracked the outcomes of our services in some detail. At the highest level across our service mix, we measured whether more people are safe, have wellbeing, are connected and have opportunities to grow and contribute. On average during the year, our clients were able to report an average 70% score in each of these domains, with more than 90% satisfaction with our services across the board.

Our capacity to serve continues to grow and we look forward to using our learnings and experience to maximise our reach and impact in the coming year.

We helped  
**44,197**  
Western Australians

**10,377**  
children\*  
**4,958**  
Aboriginal people\*

Our impact reaches 56 communities across 86 services



**24,785**  
people supported with  
strengthening family  
relationships  
across 34 services



**5,601**  
people experiencing  
family and domestic  
violence supported  
across 21 services



**1,748**  
people supported  
with mental health  
across 4 services



**8,985**  
people supported  
to alleviate poverty  
across 12 services



**670**  
people living with  
disability supported  
across 4 services



**2,408**  
people experiencing  
homelessness supported  
across 11 services

Over the year, client surveys reported more than 90% client satisfaction in all our services

\*These figures relate to the 2018 calendar year. All other figures relate to the 2018-2019 financial year. Clients who accessed multiple services may be double-counted.



## CLIENT STORIES

### Evie

Evie\* was only six years old when she entered our Young Hearts program with her two sisters. Together with their mum Tammy\* they had endured terrifying violence at the hand of their father. He frequently locked Evie outside in the dark when she was scared, or threatened her with a leaf blower, leaving it outside her bedroom to intimidate her.

During sessions with her Young Hearts counsellor, she talked about how her father had locked her outside "all night". She explained when she felt scared, her legs would shake and her heart would beat really fast.

Evie was able to process her thoughts and feelings through art therapy activities. She drew a picture of herself at home in bed, while outside there was thunder and lightning. In the picture, Evie's Mum couldn't get to her because she was in the car.

### There was no one to help her feel safe.

A joint session with Tammy helped encourage Evie to share her feelings, telling her mum that "tummy tickles" helped her feel better. After ten sessions with Young Hearts, Evie's sleeping patterns improved and she was less anxious. Evie now frequently smiles and laughs and is looking forward to one day becoming a lolly maker.

### Jack

Jack\* was left with a large debt after his mother passed away. Owing nearly \$250,000, the repayments had become unmanageable.

### He felt he had only two options left: bankruptcy or suicide.

That was until a family friend recommended Anglicare WA's Financial Counselling Service. Jack made an appointment and met Financial Counsellor, Kevan. Kevan supported Jack by speaking with his creditors and banks and setting up realistic repayments.

With Kevan's support, Jack is now debt free, aside from his mortgage, after just six months.

"I quite easily could have become another statistic in Australia's largest cause of death in young men, suicide, if it were not for the hope that I walked away with, from my first meeting with Kevan."



### Penelope

Penelope\* had been known to Street Connect long before she was ready to engage with our team. Youth workers from the mobile service had had contact with Penelope over the many years she was street present.

Penelope's main goal was to regain contact with her twin daughters who were in State care but it wasn't until she secured stable housing that she was ready to work with Street Connect. Penelope was now 21 and hadn't seen her children in two years despite trying many times to arrange contact.

It was a complex situation as Penelope herself had negative memories of growing up in the care system. She struggled to communicate with the Department of Communities, especially when meetings were held in the same office where she had endured traumatic experiences as a young person. Acknowledging her trauma history and the barriers it created, Street Connect arranged with the Department for a meeting to be held at Anglicare WA instead, and then worked with Penelope on strategies to help her communicate with Department staff.

The meeting went better than anyone could have imagined and within a couple of months Penelope had had her first contact with her children in years. She now has two hour fortnightly contacts.

**"When I started working with Street Connect I felt like I had more support and I wasn't alone."**

### Melissa

Melissa\* and her children were living in a small country town when unforeseen circumstances led to them having no safe place to call home.

Homelessness is often thought of as a 'big city' issue, not something that occurs in rural communities. "I can tell you it is, I lived it and it is not a time I want to repeat."

As the situation spiralled out of control, she was faced with the terrifying reality of having to live in her car with her teenage children.

**"No one other than those that live it would understand what being homeless truly feels like. It isn't a choice. It wasn't a choice I had made."**

Then the unexpected happened. Melissa and her children were able to secure short-term accommodation with our assistance. "I was helped by people that I really didn't know existed – it was a start on the road to recovery. I was able to breathe again."

Melissa said slowly she began to get back up and put one foot in front of the other. With the right help and resources she was able to move forward and put a roof over her family's heads and food in their bellies. She still struggles but with the ongoing support available to her, she is pushing forward one step at a time.

\* Names changed





## SERVICE SNAPSHOT: YES! HOUSING



YES! Housing

**This year we acknowledged 28 years of YES! Housing (Youth Externally Supported Housing), a program which offers housing stability support and skill development to young people in Perth who are experiencing homelessness or at risk of homelessness.**

YES! Housing provides a housing first approach to supporting young people into accommodation and also provides medium term transitional accommodation. It works from a person-centred approach and offers outreach case management support to young people aged 15 to 25 within the Perth Metropolitan area.

Once housed, young people continue to receive support to overcome barriers that can impact their ability to maintain a property. We provide practical, independent living and tenancy support to develop the skills needed to sustain tenancy.

As part of the program we are also able to provide medium term transitional accommodation targeted at young parents and family groups. This is done in partnership with Foundation Housing and St Vincent de Paul Society. Due to the highly individualised approach and the flexible nature of the program, YES! Housing continues to see success and on average 80% of young people housed in YES! Housing accommodation move on to longer term housing.

With close to 60% of young people engaged identifying as Indigenous, our highly flexible approach, combined with the support provided by our experienced and respected Aboriginal case manager, contributes to the success of the program.

Since its inception, YES! Housing has supported many hundreds of young people to exit homelessness to long term, safe housing. Anglicare WA remains committed to ending youth homelessness in WA, and the YES! Housing program continues to support young people to achieve their goals.

## SERVICE SNAPSHOT: HEADSPACE PILBARA



headspace Pilbara celebrates Pilbara Pride

**This year saw the growth of the headspace Pilbara project, a unique initiative led, with our consortium partners, by Anglicare WA in the North West of our State.**

headspace Pilbara is Australia's first outreach based headspace service providing mental health and wellbeing services to young people.

headspace Pilbara has Youth Wellbeing Workers based in Newman, Port Hedland and Karratha, who are co-located with other community support services and embedded in local schools and colleges. During development, one of the key messages from young people was how vital it was that workers were embedded to enable the building

of strong and trusting relationships, and that remains fundamental to how we operate.

Another vital element of how headspace Pilbara works is the nurturing of strong partnerships with other Aboriginal and non Aboriginal service providers in communities, as well as ongoing reflection on how Aboriginal philosophy can be part of the solution to the experiences of the young people we work with.

The year saw the headspace Pilbara team hitting the road and covering more than 100,000 kms in the delivery of the service, carrying out more than 400 individual sessions with young people across the region. headspace Pilbara also hosted a regional tour of The YEP Crew (Youth Educating Peers), covering 4,343 kms in ten days and hosting 12 workshops in six towns. This type of flexible outreach puts headspace in a unique position to support the wellbeing and mental health of young people in the Pilbara.

As part of the ongoing focus on building relationships, headspace Pilbara was involved in 84 community awareness events and activities, including the first ever Pilbara Pride event, led by headspace Pilbara Youth Advisory Group members. Through initiatives like this, the program has been able to engage with more than 4,140 young people and community members.

SERVICE SNAPSHOT: BRIDGES DISABILITY SUPPORT



Bridges client out and about with his Support Worker

**Anglicare WA’s Bridges Disability Support Program continues to offer a flexible and varied range of services to people living with disability, and as a program has shown great resilience and determination to understand how the National Disability Insurance Scheme (NDIS) works, during the NDIS transition.**

Bridges, with its passion for bringing human rights into the lives of people living with disability, has a long history of providing flexible and adaptive individualised support. One practical way of achieving this is including people in decisions around the support they receive. Through the new and increasingly flexible support arrangements there are considerable opportunities for participants to enrich their lives, whether it is through a wider range of supported living options, participating in mainstream community

activities, starting a hobby business or carving out a niche role in an established organisation.

We seek new ways to do things better. The agile thinking and flexible approach Anglicare WA has across all parts of the organisation have been greatly beneficial during the NDIS transition and will continue to serve our clients and their families well, as we find creative and flexible ways to offer services that are designed in response to the varied needs of our clients; particularly when it comes to working with individuals to get the maximum benefit from sometimes scarce resources.

Bridges has always inspired great dedication from its staff, which for our clients means familiar faces and stable relationships that can grow. Our team continues to work with great determination and is focused on finding the best way forward as the NDIS grows.



SERVICE SNAPSHOT: HIPPY



Mother and son learning together as part of HIPPY

**Home Interaction Program for Parents and Youngsters (HIPPY) is a free, home-based parenting and early childhood learning program, which runs over two years.**

The program empowers and supports parents to be their child’s first teacher, giving children the best chance of a successful early school experience. Anglicare WA has been delivering the DSS funded HIPPY program to Aboriginal families in the Kalgoorlie-Boulder community since 2016, under sub-licence from the Brotherhood of St Lawrence.

Aboriginal families make up 7.3% of Kalgoorlie’s population. Many of these families face complex challenges, causing multiple forms of entrenched disadvantage across generations in each family. In a 2018 survey of HIPPY sites across Australia, 97% of parents reported feeling their child was more ready for school because of HIPPY and 98% of parents reported

improvements in their relationships and interactions with their child.

To date Anglicare WA has worked with 94 children in HIPPY Kalgoorlie-Boulder to provide them with skills to help them thrive in their Kindy and Pre-primary years of school and beyond.

Since 2016, the program has grown in both numbers and strength. Program coordinators and tutors work in partnership with parents to deliver a program that is reflective of and embedded in the local community context, which is key to its success. They support parents to develop the confidence to guide their children’s learning journey, and work in partnership with Parenting Connection WA, other Anglicare WA services, and local community organisations to enrich the parenting experience and provide ongoing, holistic support to families.



Play and learn with HIPPY



SERVICE SNAPSHOT:  
OUR PHILANTHROPICALLY FUNDED SERVICES

As part of our commitment to better serve the people and communities of Western Australia, Anglicare WA continues to develop strategic philanthropic partnerships through which we can deliver quality outcomes in our State. We are extremely grateful to all of the partners and donors who have provided life changing funding for our programs, ultimately ensuring the ongoing delivery of our vital work. Several programs that have benefited from philanthropic support are featured below.

Street Connect



The Street Connect bus hits the streets of Perth

Street Connect is an important service that is entirely philanthropically funded and which over the last 12 months has seen a wonderful increase in commitment from schools, parishes and individual donors. Street Connect Youth Workers provide daily outreach to young people on the streets of Perth, through the Street Connect bus. The service relies on the support of our community to help young people at risk.

In 2018 the service brought together 220 students from 14 Anglican schools for the largest School Sleep Out in Australia. The experience was designed to broaden students’ understanding of youth homelessness and emulate what young people experiencing homelessness go through on a daily basis. The event raised much needed funds and awareness for Street Connect and as a result ensured that this invaluable service continues to operate.

Young Hearts

Unique to WA, Young Hearts is a counselling service dedicated to supporting children profoundly impacted by family and domestic violence in some of Western Australia’s most vulnerable regions. This year, two Young Hearts Re-Connect Camps were held to support non-offending parents and carers to rebuild bonds and trust with their children.

These camps were made possible thanks to the generosity of Community Sector Banking and Bendigo Bank.

We are committed to maintaining collaborative relationships and partnerships to support the provision of our services. We are thrilled to work with Austal and Channel 7 Telethon Trust to deliver the Young Hearts program.

Regional

Support of our regional programs continues to grow with funding from trusts, foundations and companies that care, like CBH Group which is passionate about making a difference in the communities it serves. Regional locations that have benefited from such philanthropic support in the last year include Katanning, Albany, Kalgoorlie, Broome, Port Hedland, Balgo and Derby.

One life changing program, funded by the B B & A Miller Foundation, was the Parent Suicide Support Prevention Program in Derby which aims to work with young mothers who are at risk of suicide and self-harm due to the incredible isolation of their community. Following the successful pilot of this program, the B B & A Miller Foundation has generously given a further gift to ensure the continuation of the program for another 12 months.

Foyer Oxford

Foyer Oxford is a cutting-edge youth housing service, and uses sustainable employment, education and training to accelerate young people out of homelessness and disadvantage, and into independent living. It is delivered by a consortium comprising of Anglicare WA, Foundation Housing and North Metro TAFE. It is the largest single-site homelessness service

for young people in Australia, and has the capacity to support 98 young people, including 24 young parents and their children.

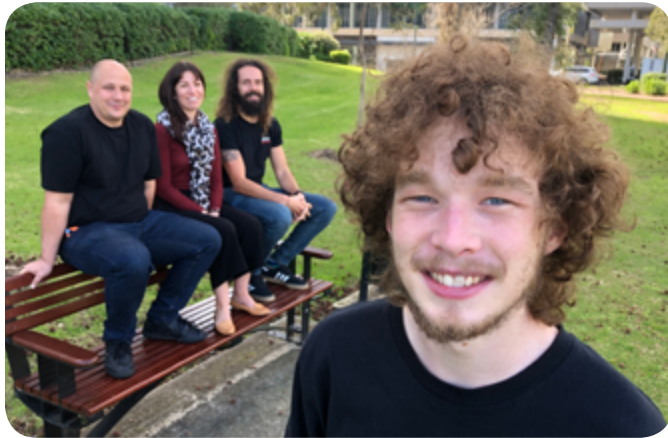


Clients relaxing at Foyer Oxford

We are so proud of the success of Foyer Oxford. Since opening five years ago, 91% of Foyer Oxford residents have moved on to independent living, with 85% of them remaining in education or employment. Philanthropic support has been instrumental in sustaining Foyer Oxford and ensuring that young residents have a secure and bright future of their own.

Foyer Oxford would not be possible without the generous support of our donors. This year marked the completion of BHP Billiton’s five years’ of support for Foyer Oxford during its establishment phase. We thank BHP Billiton for its vision and welcome the Stan Perron Charitable Foundation which will be coming on board as a major donor to enable the continued operation of Foyer Oxford.

## SYSTEM CHANGE SNAPSHOT: HOME STRETCH



Home Stretch Pilot team

**There is growing recognition that young people in the out-of-home care system are often not ready to leave care and live independently when they turn 18.**

Anglicare WA launched the Home Stretch Campaign in WA in 2017 and led a sustained advocacy campaign to create better support for young people leaving the out-of-home care system at 18. The campaign led to a human centred design process at the end of 2018 in which the voice of young people was prioritised in a collaborative policy co-design process. The result of the process was a model of support that could be tested on a small scale.

The model is now being implemented as a trial with 15 young people from the Fremantle District Office, to test an improved systemic response for young people. Anglicare WA is working in partnership with

the Department of Communities to further develop the core elements of the model and establish an environment in which young people are entitled to enhanced and ongoing support between the ages of 18-21.

As part of the Home Stretch Trial in WA, young people will have the right to access a safety net of support and resources, supported by an Anglicare WA transition coach. The trial will create a process to extend foster placements to the age of 21 and develop pathways for young people to access financial and practical resources in a simple way.

A cross-sectoral steering group has been established to support the implementation of the trial with a view to explore how it might be expanded to include all young people leaving care in WA. The implementation group has established a pool of potential participants and intake is due to start in September. The trial period will initially run until July 2020, with participants provided the assurance that extended support will continue until 21.

On the surface, the Home Stretch WA trial looks like a small scale program, but the deeper intent is to undertake a trial that will test what changes to policy and practice might be needed to guarantee young people aged 18-21 access to the support they need to become independent.

## SYSTEM CHANGE SNAPSHOT: ADVOCACY



Anglicare WA CEO Mark Glasson interviewed live in studio at 9News

**The last 12 months have seen Anglicare WA step up advocacy for social change using a range of approaches.**

Through robust research, media engagement, public forum participation and contributions to policy reform, we continue to advocate for our clients and the sector.

### Research to improve service systems

Through the 100 Families WA project, Anglicare WA continues to be involved in ground-breaking research to reduce hardship and disadvantage for WA families. In 2018-2019, a baseline survey of 400 families in Perth commenced, as did fortnightly interviews with 100 families. Findings from the project will be used to inform our services and social policy.

### Raising awareness about social issues

This year's Rental Affordability Snapshot revealed no affordable rentals for individuals on Newstart, and only 20 for someone on a Disability Support Pension. The Snapshot reinforces what we know through our services; that households relying on income support either go without basic necessities or without stable accommodation. The Snapshot recommended increasing the rate of income support, investing in social housing and improving conditions for renters. Following these findings, Anglicare WA called for an immediate boost in State and Federal government investment in affordable housing.

### Amplifying client voices

We continued to work closely with the Financial Counselling Network this year to raise awareness about mortgage stress and the increasing prevalence of negative equity that we are seeing through our services. Media coverage gave us the opportunity to amplify our clients' voices within public conversations about experiences of economic hardship in WA.

### Contributing to social policy reform

Drawing on our family separation and family law services, Anglicare WA joined Anglicare Australia nationally in providing a submission to the Review of the Family Law System Discussion Paper. We encouraged the Commission to consider reforms to make the family law system more child focused and trauma informed.





Grandmother and granddaughter at the Child Parent Centre

## OUR JOURNEY OF RECONCILIATION

**Anglicare WA has been on a journey of reconciliation for many years.**

This journey formally commenced in 2002, when we first established an Aboriginal Reference Group, which later became our Elders Council. We understand that working towards our vision of a just and fair Western Australia requires us to directly challenge the barriers to thriving that are experienced by Aboriginal peoples across Western Australia.

We support approximately 5,000 Aboriginal clients across the State, in a range of locations and service areas, such as the Home Interaction Program for Parents and Youngsters (HIPPY) in Kalgoorlie, the Kimberley Sexual Abuse Prevention and Support Service, the Family and Domestic Violence Response Service in Broome, Kalgoorlie and Kununurra, and the Kutjinka Youth – Indigenous Australians Health Program in Balgo.

This year, we have been developing a Stretch Reconciliation Action Plan, to deepen the relationships we have, support the growth of our understanding, demonstrate our respect and to create further opportunities for Aboriginal peoples and communities.

The Stretch Reconciliation Action Plan includes public commitments regarding cultural awareness training, an Aboriginal employment target, the development of formal two-way partnerships with Aboriginal organisations, the development of local engagement plans and the continuation of our work to ensure our services are culturally appropriate.

We have developed the plan with input from our Reconciliation Committee, our Aboriginal staff, our Elders Council, our broader staff, external advisers and Reconciliation Australia. We look forward to launching the plan in 2019-2020.



The Anglicare WA Broome team walking for reconciliation







## INNOVATION

**Throughout the year, we have continued to use a range of approaches to make courageous, creative improvements to advance our work, and therefore, outcomes for our clients.**

We launched our Innovation Plan at the beginning of the year, with strategies ranging from long-term and cross-sector innovation initiatives, to driving a culture of continuous improvement and innovation across the organisation.

### Highlights of the year included:

- Ideas to Action, an ideas pipeline which saw more than 60 ideas submitted by staff, nearly 20 of which were implemented within the year. Many of these ideas were process improvements, with some larger ideas informing our longer-term innovation workplan.
- Change Academy, a 14-week, team-based, human-centred design process, which we completed twice during the year. 46% of participants said the experience had a significant impact on the way their team worked.
- Work on a Changemakers Toolkit, which built on learnings from Ideas to Action and Change Academy, to give all staff access to the resources, tools and permission they need to make improvements in their own work.

- A design-led review of ways to support financial resilience, which provided some new ways of thinking about how we can have an impact in this area, spawning numerous service design and improvement opportunities.
- Homestretch Service Design Sprint, which saw us working closely with the Department of Communities and other stakeholders to outline a new service model for young people in care beyond 18 years (see page 18 for more details).
- Financial Coaching service design, a collaborative project commenced with Keystart Homeloans to support people at risk of defaulting on their home loans.

Within Anglicare WA, our annual Innovation Pulsecheck results showed an improvement of more than 15 percentage points in nearly half the questions, indicating improvements in individual, team, leadership and organisational drivers of innovation. In the coming year we will continue to embed a culture of innovation to challenge how we do things, use our human centred design capability to contribute to new ways of working across the sector, and improve our use of digital tools in delivering on our purpose.







## OUR PEOPLE

**Implementation of our People and Culture Strategy, with a focus on culture, capability, capacity and communication continued throughout the 2018-2019 financial year. Our People and Culture Strategy aims to support our passionate and committed workforce of 600 employees and more than 250 volunteers in the outstanding work they do across the State.**

Our 2018 workforce survey saw engagement increase to the top quartile against benchmarks with employees overwhelmingly indicating a strong alignment to our vision and values. Feedback from our people has informed and shaped our distinctive employer brand which has been amplified to support the attraction and retention of talented people. Our employer brand echoes the fact that our people are extremely proud to work for Anglicare WA and the impact the organisation makes across many communities. People feel that they are encouraged to be curious and creative as well as high performing. Our way of working focuses on collaboration, supporting people to connect and be connected. People feel that Anglicare WA is welcoming and inclusive, ensuring that everyone can belong.

Building and improving our learning and development systems has been a significant focus

over the last 12 months. This has included establishing a learning team and rolling out an improved learning management system together with creative and engaging new learning content to support the development of knowledge and skills across the agency.

Workforce development initiatives centred on ensuring capacity building and sustainability, particularly in support of our transition to the National Disability Insurance Scheme (NDIS) and our support teams across service sites.

One undoubted highlight this year has been the employment of a team of 22 Financial Support Workers at our new HUGS (Hardship Utilities Grant Scheme) contact centre in Armadale. Working in partnership with local job active providers, our recruitment aim was to target people experiencing barriers to employment and to recruit for values-fit; while providing training for increased skills and knowledge. This has had a really positive impact, with high retention and engagement rates for the team. The success of this approach saw us win an IPPA Award for Innovation, and has also contributed to us successfully gaining funding to establish a new contact centre providing employment opportunities in Bunbury in the new financial year.

### Volunteering at Anglicare WA

At Anglicare WA we have over 250 regular volunteers who continue to contribute to our work in the community in so many ways.

One of our volunteers, Julie Moore, who has been volunteering at our Op Shop warehouse for nearly 10 years, recently talked to us about why she volunteers with Anglicare WA.



Volunteer Julie Moore with some of her team members

"I love my role at the warehouse, and I love the girls and guys that I work with. They are such great people and volunteering here makes me feel so wanted and loved.

For me it is a great opportunity to give back to society. I have been happy and lucky in life, and so it feels good to be able to help others.

If you are thinking about volunteering, I would say just do it now. For yourself and for others. I have had such a great experience".

### Working at Anglicare WA

Anglicare WA has 600 dedicated and passionate employees working across our sites and services in a wide range of roles. Here we get an insight from Jolene Ellat, who has worked with our Children's Contact Service for 10 years.

"Working in this industry has provided me with great knowledge around separated parents, conflict, the family court process and therapeutic interventions; however more importantly, it is the journey I have walked with families and children that has been so rewarding. I have watched children grow and flourish and build healthy, positive relationships.

This type of work is not for everyone and can be very challenging; but if you have a passion for working with parents and children who have struggled through separation then this job is for you. It is tough at times, but the rewards far outweigh the tough times. Being part of a person's journey in life is such an honour. For most of the children in our service, we are the person that offers consistency and safety, and we encourage children to have a voice. It is a highly rewarding role for those with a passion to help, to support and to walk alongside others on their journey. We have a wonderful team and great management and the agency supports us through our work and what we do.



Jolene Ellat, Case Coordinator from Children's Contact Services

My personal motto is 'the only way to do great work is to love what you do.' I live and breathe this motto and believe our agency does to. I love Anglicare WA's values and work alongside these values not only in my day to day work but in my personal life also. The agency is full of wonderful people and the culture within the team and organisation is so positive. There is opportunity for growth and you are valued for your input. I feel part of a large family".

### Mental Health Resources and Skill Development

Our 2016-2019 Strategic Plan committed our organisation to development of mental health as a priority, through service growth, staff wellbeing initiatives and internal capacity building. In order to achieve our commitment to building Anglicare WA's capability and capacity to provide a quality mental health response, this year has seen our services develop skills and knowledge through a focussed training project.

Our mental health capacity building project involved the delivery of tiered training opportunities to service delivery and support staff. Our goal was to ensure the identification of, and appropriate response to, the mental health needs of people using all Anglicare WA services by increasing employee mental health knowledge and skills.

In total, 172 staff across 39 programs in 21 locations around the State completed Mental Health Awareness training. This training was delivered through a partnership with Richmond Wellbeing and aimed to build the capacity of community-based workers to identify and respond appropriately to mental health issues.

Training in more advanced mental health skills for therapeutic settings was delivered by Gail Green and Adam Peaty. This training aimed to develop the clinical mental health skills of staff working in therapeutic settings, and included intensive 1:1 coaching as a follow-up to the 2-day training. Fifty-two staff in non-therapeutic settings across the organisation completed "Accidental Counsellor" training, designed for support staff to respond appropriately as first points of contact.

In addition 107 staff were provided the chance to extend their learning through further opportunities in training, conference and coaching. The result of this initiative over the past year have seen a substantial increase on our organisational capacity to respond to mental health needs in our communities.

### Raising of the Rainbow Flag

This year we have made great progress on our journey of LGBTQI (lesbian, gay, bisexual, transgender, queer, intersex) inclusivity, with Anglicare WA getting involved in numerous LGBTQI events and making changes to the way we work, both to support our clients and our people.

Highlights include the agency marching as one in Perth's 2018 Pride Parade, and the celebration of IDAHoBIT (International Day Against Homophobia, Biphobia, Interphobia and Transphobia) in May, with events being held at numerous Anglicare WA sites. We have also been making positive changes in how we capture client data in relation to LGBTQI identity.

Activities in this space culminated in June when Anglicare WA celebrated the raising of the Rainbow Flag at our East Perth site. The Rainbow Flag is a clear symbol of unity and acceptance to the LGBTQI community and positively promotes our commitment to ensuring that Anglicare WA provides safety for our clients, staff and volunteers.

Staff member, Sal Ray acknowledged the significance of the flag, saying "It is not simply a flag, it is a value statement that Anglicare WA believes that I am



Staff celebrate the Raising of the Rainbow Flag

indeed a person of worth. This visible statement makes me smile every day as I enter East Perth and reminds me that there is somewhere that I can be my true self, whoever that may be."

Whilst the raising of the Rainbow Flag marked a momentous occasion for Anglicare WA, we also acknowledge the work that remains to be done and the need for agencies such as ours to continue advocating for the rights of all.



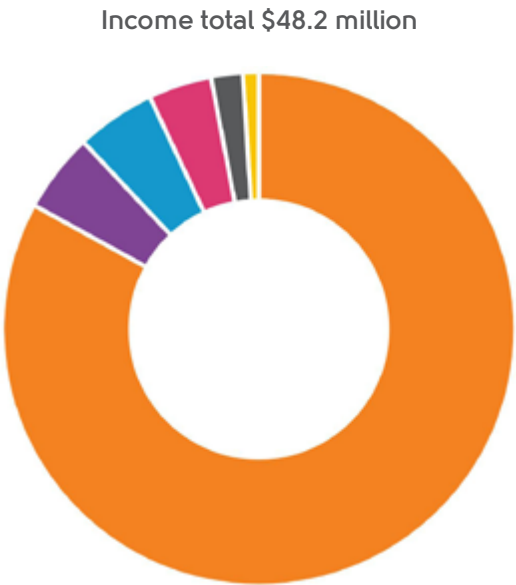
FINANCIAL REPORT

At Anglicare WA, our financial objective is to use our assets in an effective and sustainable manner, for the benefit of the individuals we support and the wider community.

We are a trusted organisation and it is important to us that both our clients and our supporters have confidence in our stewardship and can see the positive impact achieved through our investment of funds.

What we earned

This year, Anglicare WA received \$48.2 million in income. Government and other grants continue to be the major source of funding, contributing \$39.9 million in 2018-2019. The remainder of our funding was sourced through donations and fundraising, Op Shop sales, service fees and rental income.

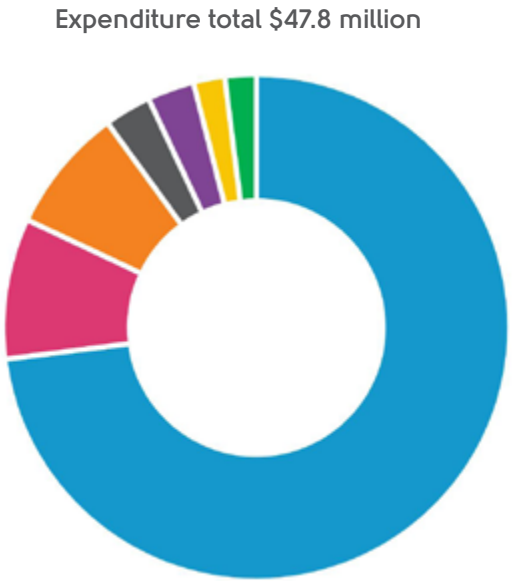


- Grants received, 83%
- Donations and fundraising, 5%
- Sale of goods, 5%
- Fees, 4%
- Rent and other revenue, 2%
- Interest, 1%

To access our full financial reports, please go to [anglicarewa.org.au/annualreport](http://anglicarewa.org.au/annualreport)

What we spent

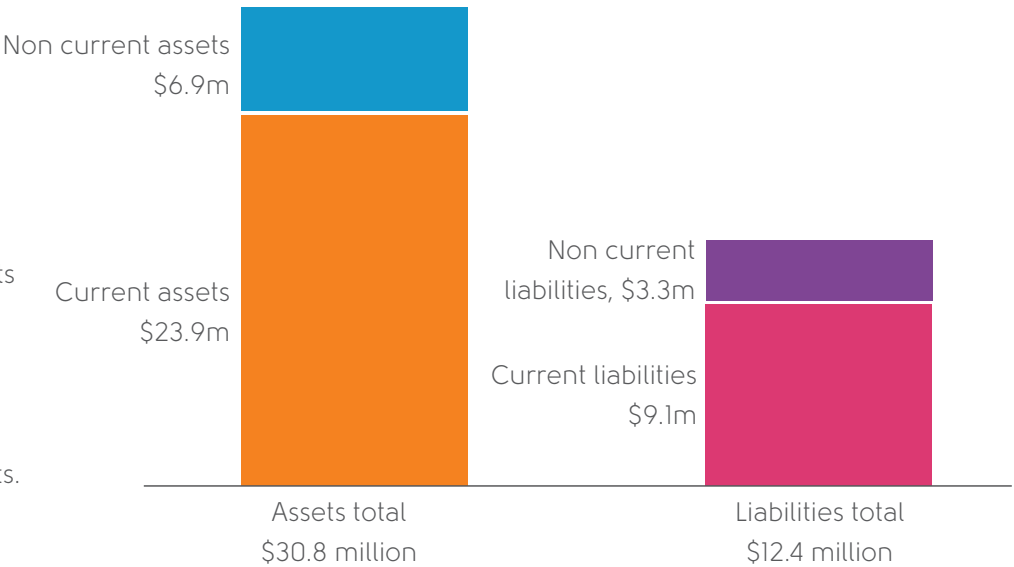
Anglicare WA’s expenditure for 2018-2019 was \$47.8 million. Employment costs continued to be our largest expenditure area, reflecting our investment into client services. The remainder of our expenditure went towards accommodation for our services and corporate teams, client disbursements (e.g. brokerage), information technology and communication, as well as vehicles and travel.



- Employment costs, 73%
- Accommodation, 9%
- Other, 8%
- Vehicles and travel, 3%
- IT and Communications, 3%
- Disbursements to clients, 2%
- Depreciation, 2%

Assets and Liabilities

Anglicare WA’s balance sheet shows we have strong reserves and minimal debt. Current assets include \$20.9 million in cash (including deposits). Current liabilities include \$3.6 million of funding in advance and \$3.0 million in employee entitlements.



OUR BOARD



**Mr John Barrington AM**  
Chairman,  
until November 2018



**Mr John Atkins AO**  
Chairman,  
from November 2018



**Mr Andrew Friars**



**Ms Erica Haddon**



**Mr John O'Connor**



**Ms Sue Robertson**



**The Venerable Julie Baker**



**Ms Michelle Scott**



**Mr Simon Axworthy**



**Professor Colleen Hayward AM**  
until October 2018

OUR EXECUTIVE



**Mr Ian Carter AM**  
Chief Executive Officer  
until March 2019



**Mr Mark Glasson**  
Chief Executive Officer  
from March 2019



**Ms Philippa Boldy**  
Director Services  
from March 2019



**Ms Tori Anderson**  
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**Ms Kate Chaney**  
Director Innovation and  
Strategy



**Ms Allison Leonard**  
Director Corporate Services



**Ms Shelley Micale**  
Director People and  
Culture



GOVERNMENT AND COMMUNITY PARTNERS

We wish to acknowledge the generosity and friendship of our supporters and partners, without whom we would not be able to achieve such wonderful outcomes for our clients and communities.

Community Partners

Ability Centre  
Aboriginal Breakaway Corporation  
Accordwest  
Australian Red Cross  
Behaviour Zen  
Best Programs for Kids  
Bloodwood Tree  
Blue Sky Community Group  
Boddington Playgroup  
Bright Minds Therapy  
Centrecare  
City of Busselton  
City of Mandurah  
City of Vincent  
Communicare  
Child and Adolescent Mental Health Service and Youth Stream (Department of Health)  
Child Parent Centre Carey Park  
Child Parent Centre Collie  
Create Foundation  
Curtin University  
Dudley Park Primary School  
Edith Cowan University  
Escare  
FinUCare  
Forrestfield Information and Referral Service  
Foundation Housing Limited  
Foyer Foundation  
Full Circle Therapies

Goldfields Regional Toy Library  
Goldfields Women’s Health Services  
Gosnells Community Legal Centre  
Greenfields Primary School  
headspace Kalgoorlie  
headspace Mandurah  
headspace National  
Helping Minds  
HIPPY (Home Interaction Program for Parents and Youngsters)  
Horsevision  
Investing In Our Youth  
Karratha Health Hub  
Kids on Carrington Child Care  
Lamp Inc.  
Mandurah Primary School  
McCusker Centre for Citizenship  
Midlas (Midland Information Debt and Legal Advocacy Service)  
Mission Australia  
Ngala  
Milligan Community Learning and Resource Centre  
One Tree Community Services  
Palmerston Association  
PCYC (Police and Community Youth Centres)  
Peel Youth Program  
Playgroups WA  
Relationships Australia  
Richmond Wellbeing  
Ruah Community Services  
Rural Health West  
Sandalwood Family Centre

Senses WA  
Shire of Boddington  
Shire of Bunbury  
Shire of Collie  
Shire of Dardanup  
Shire of Harvey  
Shire of Murray  
Shire of Waroona  
Shire of Warren-Blackwood  
Southcare  
Southwest Women’s Health  
St Bartholomew House  
St Vincent De Paul  
Sussex Street Community Law Service  
Talking Kids Australia  
Telethon Kids Institute  
The Spiers Centre  
Town of Bassendean  
Town of Port Hedland  
UnitingCare West  
WACHS (WA Country Health Service)  
WALGA (WA Local Government Association)  
Wanslea  
Waroona Resource Centre  
Wiring Kids  
Wirraka Maya Health Service Aboriginal Corporation  
Wungening  
YMCAWA  
Yorgum Aboriginal Corporation  
Youth Affairs Council of Western Australia  
Youth Focus  
Youth Involvement Council



Government Funders

City of Mandurah (State)  
Department of Communities (State)  
Department of Education (State)  
Department of Health (Federal)  
Department of Industry, Innovation and Science (State)  
Department of Jobs and Small Business (Federal)  
Department of Justice (State)  
Department of Prime Minister and Cabinet (Federal)  
Department of Social Services (Federal)  
Department of the Premier and Cabinet (State)  
Mental Health Commission (State)  
WA Primary Health Alliance (Federal)

Mission Partners

Anglican Community Fund  
Anglican Diocese of Bunbury  
Anglican Diocese of North West  
Anglican Diocese of Perth  
Boniface Care  
Brotherhood of St Laurence

PHILANTHROPIC PARTNERS

Anglicare WA Winter Appeal Committee

David Alder, Co-Chair  
Warwick Hemsley, Co-Chair  
Ben Devenish  
Bill Hassell AM  
Felicia Brady  
Geoff Potter  
Jemma Sanderson  
John Kollosche OAM  
Robert Perman

Significant Donors

Andrew and Mandy Friars  
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Julanne and David Griffiths  
Peter and Patricia Miles  
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The Gregg Family  
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Hawaiian  
Perpetual Trustee Company Limited  
Smartfleet  
The Law Society of Western Australia  
Wesfarmers

Trusts and Foundations

Alcock Family Foundation  
B B & A Miller Foundation  
Carcione Foundation  
Channel Seven Telethon Trust  
Fortescue Metals Group Community Grants  
Foundation for Rural and Regional Renewal  
Inger Rice Foundation  
Jon and Caro Stewart Family Foundation  
Lotterywest  
PEACH Trust Fund  
The Oliver Charitable Foundation  
Stan Perron Charitable Foundation  
Wythenshawe Foundation

School Partners

All Saints’ College  
Anglican Schools Commission  
Christ Church Grammar School  
Court Grammar School  
Frederick Irwin Anglican 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  
St George’s Anglican Grammar School  
St Hilda’s Anglican School for Girls  
St James’ Anglican School  
St Mark’s Anglican Community School  
St Mary’s Anglican Girls’ School  
Swan Valley Anglican Community School  
Western Australian Anglican Schools Association

PARTNERING FOR CHANGE

**At Anglicare WA we are grateful to all of the people and organisations that make it possible for us to give vulnerable Western Australians a helping hand and a soft place to land when they need it most.**

Our work is supported by generous and compassionate members of the community, as well as government grants, companies who care and those who choose to honour us beyond their lifetime by leaving a gift in their Will.

Everybody has the chance to make a difference.

Now more than ever, with so many complex and interconnected social issues facing our society, we need the help of the community to enable us to respond to the critical needs of people in Western

Australia, and to support them in the creation of a future they can look forward to.

It is vital to the success of our work that we continue to collaborate and work in partnership to develop and grow effective, holistic and person-centred services so that we continue to have a transformational impact on both the clients we work with and the wider community.

If you want to empower your community and create lasting change for vulnerable Western Australians, please donate today via our website at [anglicarewa.org.au](http://anglicarewa.org.au) or call 9263 2091 to discuss the opportunities for getting involved and making a real difference to the lives of others in our community.

Thank you for your support. Your donations are greatly appreciated.







**AnglicareWA**

[anglicarewa.org.au](http://anglicarewa.org.au)



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