

# Annual Report 2020-2021

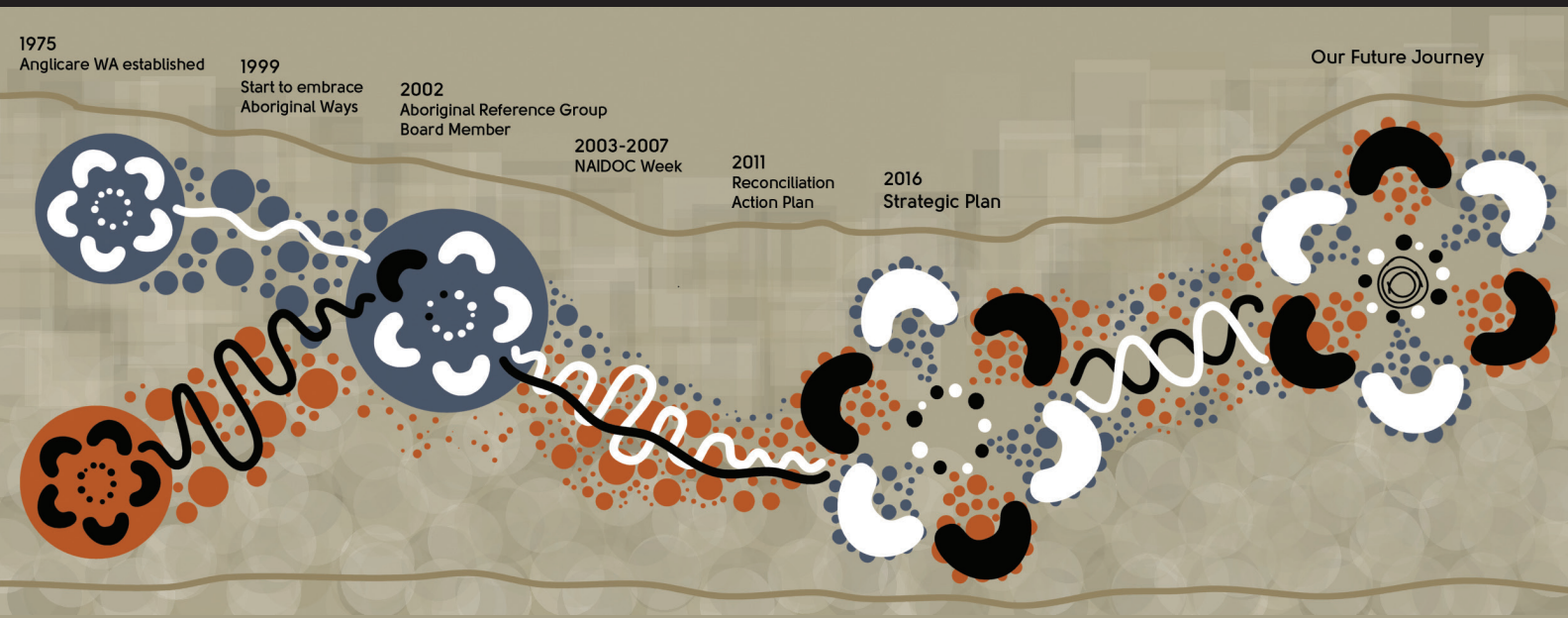


## ACKNOWLEDGEMENT OF COUNTRY

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We acknowledge Aboriginal people as the Traditional Custodians of this land.

We pay our respects to their strength, cultural resilience and the Elders past and present.



## THE JOURNEY. COMING TOGETHER, WORKING TOGETHER

Anglicare WA has been on a journey of reconciliation since 2002, when we first established an Aboriginal Reference Group. Our journey so far is represented in the artwork above, which was created by Matthew Pearse under the direction of Olive Woods and Mrs J Hansen (Djidi Djidi) for our 2011 Reconciliation Action Plan.

This artwork depicts Anglicare WA coming together with Aboriginal people, to sit at the same table, then moving together towards combining and then integrating our ways of working.

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## CHAIR & CEO REPORT

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**This year has been another extraordinary one, where we have continued to navigate the uncertainty of the COVID-19 pandemic.**

While the consequences in Western Australia have been less catastrophic than elsewhere, we have seen the impact of significant uncertainty, particularly in the areas of mental health, financial security, housing and family and domestic violence.

During the year, we implemented 28 new or expanded services, most responding to COVID-19-driven needs. This resulted in a 9% increase in turnover, much of which is temporary due to its link to COVID-19-driven demand. Many of these additional services were funded by State or Federal Government in response to anticipated additional needs; while others were the result of new corporate partnerships, with partners such as Alcoa and Keystart Home loans; or funded with grants from Lotterywest.

The Board also approved a significant additional investment of \$2.3m from Anglicare WA's reserves to address COVID-19 related unmet needs in the next few years. The Board, recognising the pandemic was exactly the type of situation for which we hold reserves for, provided resources that allowed us to respond to our communities in this time of uncertainty, and to plan into the future with confidence.

The additional services rolled out this year largely addressed family and domestic violence, mental health issues, financial hardship, housing insecurity and strengthening community networks.

This was the second year of our three-year Strategic Plan, and progress was made across all seven of our key strategies.

Under the Plan, our offices continue to implement service integration and partnership plans to build a more seamless experience for our clients; while increasing the participation of our service users in service design and delivery.

We have grown our advocacy, particularly in relation to poverty and housing, and have provided community education to nearly 8,000 students. Our focus on reconciliation has continued, with positive progress being made on more than 30 partnerships with Aboriginal Community Controlled Organisations across the state. We have seen the benefit of investing in innovation and technology, with significant progress on our digital transformation journey. Our Fundraising team has contributed to our financial resilience, building additional partnerships in a challenging market.

The combination of implementing additional services and driving our strategic priorities has made it a challenging year for staff. Our annual staff engagement survey shows that despite pressures, our staff are highly engaged with their work. We commend the resilience of our people and their commitment to responding to the needs of the Western Australian community and extend our gratitude for their service during the year.



Our service highlights this year are many and varied, however a few stand out as true examples of the organisation we strive to be.

These include:

- The Housing Stability project with the Department of Mines, Industry Regulation and Safety and a number of metropolitan housing support organisations demonstrates our ability to respond quickly to change. This partnership grew in response to the escalating housing crisis and found new ways to support families facing eviction.
- The expansion of headspace Pilbara illustrates the success of our innovative approach to service design for young people within the Pilbara.
- The development of the Home Stretch model for extending the leaving care age and the subsequent commitment by Government to roll this out state-wide speaks to our co-design skills and our ability to advocate for meaningful change.

This year we also achieved accreditation under both the QIC Health and Community Services Standards and the National Standards for Mental Health Services. Achieving these accreditations means that our clients and stakeholders know that we are committed to providing high quality, accessible and safe services. We have also embarked on Child Safe accreditation, to ensure we are doing everything we can to keep children safe.

The Board welcomed Janine Freeman, who brings her experience in state politics and many years working with diverse communities. Rob Kirkby was appointed to the Audit & Risk Committee, bringing additional rigour with his experience as an Audit Partner at Ernst & Young.



We welcomed experienced executive Mark Fuderer as our Director Corporate Services. Mark replaced Allison Leonard, who moved on after 14 years' stellar service at Anglicare WA.

As we head into the last year of our current Strategic Plan, we continue to challenge ourselves to ensure our services are person-centred and delivering desired outcomes for Western Australians who need them. We also challenge ourselves to rethink our role, working in partnership with governments and other service providers to address root causes of the issues we see across the community.

We are proud to present Anglicare WA's 2020-2021 Annual Report and thank all our stakeholders for their support.

**John Atkins AO**  
Chair

**Mark Glasson**  
Chief Executive Officer

# OUR STRATEGIC PLAN

2019 – 2022

## WHAT WE BELIEVE

**We believe that everyone deserves to belong, with unique value, a hopeful future and the support needed to thrive.**

Our purpose has its roots in the Anglican expression of the Christian faith, which urges us to reach out to others in service, see the strength in everyone, promote justice and foster hope.

This ethos fundamentally informs our work, as we walk alongside our clients and partners, seeking new ways to drive positive outcomes for all Western Australians.

## OUR INTENDED IMPACT

Over the next decade, Anglicare WA's focus will be on improving the wellbeing of individuals, families and communities living in Western Australia.

We acknowledge that there are many dimensions to wellbeing. Our primary objective is to better equip our clients in family relationships, safer communities, secure and stable accommodation, freedom from violence and abuse and social participation. We will connect with our clients holistically, in the context of their circumstances and respond to them in a way that respects their choice and control.

Our secondary objective will be to catalyse system change to create a fairer Western Australia.

## COMMITMENT TO CHILD SAFETY

Anglicare WA is committed to taking all steps possible to prevent and respond to abuse, neglect, exploitation, and violence towards children. We strive for new levels of safety, quality and advocacy to ensure that children and young people in our organisation are safe and empowered.



## 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 SEVEN STRATEGIC PRIORITIES

1. Integrated person-centred approach
2. Advocacy and prevention
3. Exceptional people
4. Learning from and supporting Aboriginal people
5. Challenging how we do things: innovation, technology & continuous improvement
6. Financial sustainability and philanthropy
7. Responding to COVID-19



## OUR VALUES

### ALL ABOUT PEOPLE

We show respect and compassion, placing people at the heart

### TRUSTED PARTNERS

We walk alongside and inspire trust

### CURIOUS & CREATIVE

We seek new ways to do better

### FOCUSED ON STRENGTHS

We believe in and amplify the strength of people and communities

### FIERCELY INCLUSIVE

We make sure everyone can belong

### GUTSY & COURAGEOUS

We tackle difficult issues, speak up and take action, even when it's hard

# OUR YEAR IN REVIEW

2020 – 2021



## JULY 2020

- Our Bunbury service joined the local Coat Donation Campaign during Homelessness Week, setting up its Coat Rack outside the office to provide free winter wear to those in need.

## AUGUST 2020

- A record 350 students took part in the 2020 School Sleep Out, which was held at schools and in backyards due to COVID-19.
- 17 additional financial counsellors, and three specialising in small business, were added in Perth by the Financial Counselling Network through the State Government's COVID-19 recovery investment.







## OUR YEAR IN REVIEW

### NOVEMBER 2020

- We took part in the Freaky Friday Pride event, hosted by our Rainbow Network.
- headspace Pilbara was a finalist in the WA Mental Health Awards.
- 20 brave fundraisers abseiled 52 floors of Central Park raising over \$70,000 for Street Connect in the 2020 Central Park Plunge.

### DECEMBER 2020

- The Foyer Broome Development Project, in partnership with Foundation Housing and Nirrumbuk Aboriginal Corporation, commenced local community co-design sessions.
- The Arbor Grove Child and Parent Centre in Ellenbrook officially opened.
- Christmas preparations began across our programs, as gifts donated by staff from St John WA were delivered to children supported by our services.

### SEPTEMBER 2020

- Anglicare WA was appointed to lead the creation of two new headspace centres in Karratha and Port Hedland. This reflects the great work our team has done in designing and delivering Australia's first outreach-based headspace across the Pilbara.
- An update to the Anglicare WA 2020 Rental Affordability Snapshot was released, highlighting the need for Government income support payments to be permanently raised above the poverty line to ensure housing affordability in WA.
- We hosted a pop-up tent at the Awesome Arts Festival, creating a space for children and their families to consider how they were affected by COVID-19.
- The Anglicare WA and Alcoa COVID-19 response project commenced in Kwinana, Peel and Upper Southwest regions; the result of strong partnerships with local, volunteer led community groups.

### OCTOBER 2020

- The Peel Parenting Connection WA program partnered with Mandurah Performing Arts Centre for a three-day event where we engaged with local families and promoted our family support programs.



# OUR YEAR IN REVIEW

## JANUARY 2021

- ♦ The Derby Family Violence Service was announced; a partnership with local Aboriginal Corporation Emama Nguda.
- ♦ Premier Mark McGowan committed to permanently extend Home Stretch if re-elected at the March election, citing the success of our pilot program.

## FEBRUARY 2021

- ♦ Anglicare WA was selected to lead Bunbury's Housing First Support Service, in partnership with local services Doors Wide Open and Breakaway Aboriginal Corporation.

## MARCH 2021

- ♦ The Stand By suicide postvention service provided by Anglicare WA was confirmed to expand into the Pilbara region, with funding from Youturn.
- ♦ Our Aboriginal Employment and Career Development Strategy and Aboriginal Procurement and Cultural Learning Framework were both rolled out across the organisation.
- ♦ In partnership with St Vinnies and other local services, our team in Mandurah led the Peel Connections Week event, highlighting the number of people sleeping rough in the area.
- ♦ Taylor, a past Foyer Oxford resident, received the Robert Riley award for the highest ATAR by an Indigenous student in a public school, and acknowledged Foyer's role in her success.
- ♦ We took delivery of the new Thread Together van, a mobile wardrobe supported by Anglicare WA, delivering brand new clothes and shoes to those living in poverty.

## APRIL 2021

- ♦ Anglicare WA's Home Stretch WA trial was nominated in three categories at the Youth Affairs Council of WA Awards. Home Stretch Coordinator, Laura Florisson, was posthumously awarded the Minister for Youth's Most Outstanding Youth Worker Award, after losing her battle with cancer.
- ♦ We released the 2021 Anglicare WA Rental Affordability Snapshot, our annual analysis of the private rental market for low-income households.



## OUR YEAR IN REVIEW

### MAY 2021

- Anglicare WA joined over 70 organisations in endorsing Social Reinvestment WA's report on raising the age of criminal responsibility in the state from 10 to 14 years old.
- More than 600 guests danced the night away at the Anglicare WA Op Shop Ball, presented by APM, raising over \$350,000 for services including Young Hearts, our free counselling service for children.

### JUNE 2021

- Alcoa Foundation funded delivery of our new initiative Friend in Need in the communities where Alcoa works. Friend in Need helps people develop skills to better support others going through issues such as mental health, relationship or financial difficulty.
- Our Winter Appeal Committee Co-Chair, Mr Warwick Hemsley AO, was awarded Officer of the Order of Australia in the Queen's Birthday 2021 Honours List.

- The new Bunbury Housing First Support Service Team commenced outreach work supporting rough sleepers in the South-West community.
- Our new Winter Appeal advertising campaign started on Perth radio and TV. It was created and produced pro bono by Perth award-winning advertising agency Wunderman Thompson.
- Father Mark McCracken, Chaplain Mission Leader was farewelled after 13 years with us.



OUR

# REACH & IMPACT

2020 – 2021

We helped

# 60,026

## Western Australians

Delivering 89 services across 74 locations in WA

21,222

CHILDREN &  
YOUNG PEOPLE

6,802

ABORIGINAL & TORRES  
STRAIT ISLANDER PEOPLE



**32,093**

people supported  
with strengthening  
family relationships  
across 33 services



**3,164**

people experiencing  
family and domestic  
violence supported  
across 23 services



**1,495**

people experiencing  
homelessness  
supported  
across 12 services



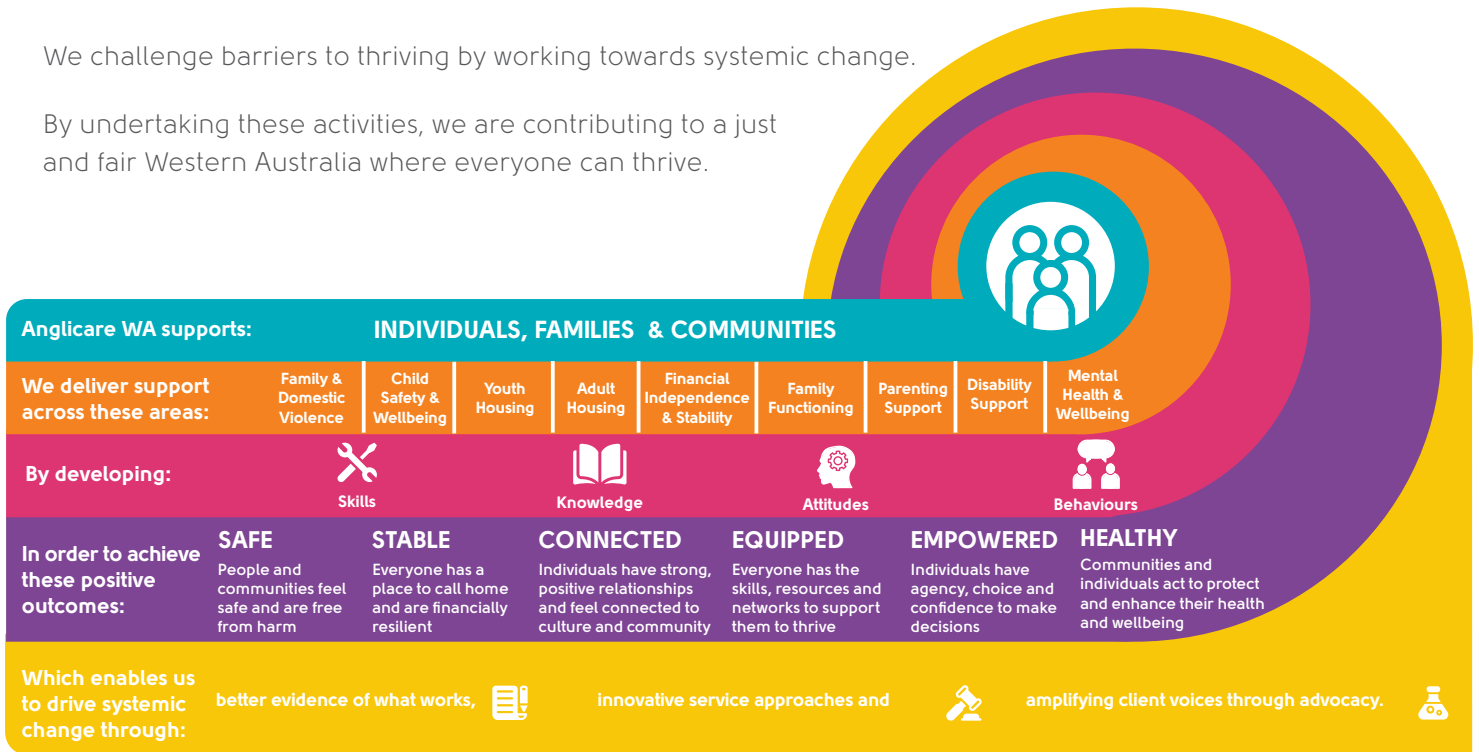
# THEORY OF CHANGE

**Our Theory of Change shows how our activities are linked to our long term goals.**

We drive positive outcomes with those in need, by working in practice areas that support individuals, families and communities to thrive through trauma-informed supports and services, which enable people to achieve positive outcomes.

We challenge barriers to thriving by working towards systemic change.

By undertaking these activities, we are contributing to a just and fair Western Australia where everyone can thrive.



Our Theory of Change is based on Bronfenbrenner's ecological systems theory. Our work with clients and the change we endeavour to make is situated within a holistic, integrated framework that is person-centred, place-based, and trauma-informed.



**1,151**  
people supported with mental health across 7 services



**21,678**  
people experiencing financial stress supported across 10 services



**445**  
people living with disability supported across 4 services

# STRATEGY 1. INTEGRATED PERSON-CENTRED APPROACH

**As our services navigated a COVID-19 world, we strengthened connections internally and also with other organisations with complementary approaches. This, along with actively listening to our clients' voices, enabled us to better meet the diverse and often complex needs of our clients and communities.**

Service Integration & Partnership Plans were created across 16 multi-service sites to drive each area's unique integrated, person-centred approach within our place-based structure.

## SERVICE INTEGRATION

This year we grew connections between different services at the same site, services at different Anglicare WA sites, and between those that are place-based and centrally coordinated.

Whether it was leveraging our Bridges team's knowledge to support family counselling clients through the NDIS process or providing access to No Interest Loans to enable our youth homelessness clients to enter housing, these stronger relationships enabled us to achieve greater impact for our clients by linking them to complementary supports across our organisation.

**"BY WORKING IN COLLABORATION WITH SERVICES ACROSS THE SECTOR, WE CAN PROVIDE A MORE COMPREHENSIVE AND HOLISTIC SUITE OF SUPPORTS."**

## PARTNERSHIPS

We know by working in collaboration with services across the sector, we can provide a more comprehensive and holistic suite of supports to our clients. For us at Anglicare WA, partnerships are about working alongside organisations that share our vision and approach for mutual learning and increased client impact.

Whilst our services work hand-in-hand with complementary organisations in the community every day, in the last year we have entered into four unique formal partnerships to deliver new services in the state:

- Breakaway Aboriginal Corporation and Doors Wide Open to deliver the Housing First Support Service Bunbury;
- Emama Nguda Aboriginal Corporation to deliver the Derby Family Violence Service;
- Richmond Wellbeing and Cyrenian House to deliver Momentum QP, a youth mental health, alcohol and other drug homelessness service; and
- Ngnowar-Aerwah Aboriginal Corporation to deliver a Wyndham alcohol and drug and mental health support service.

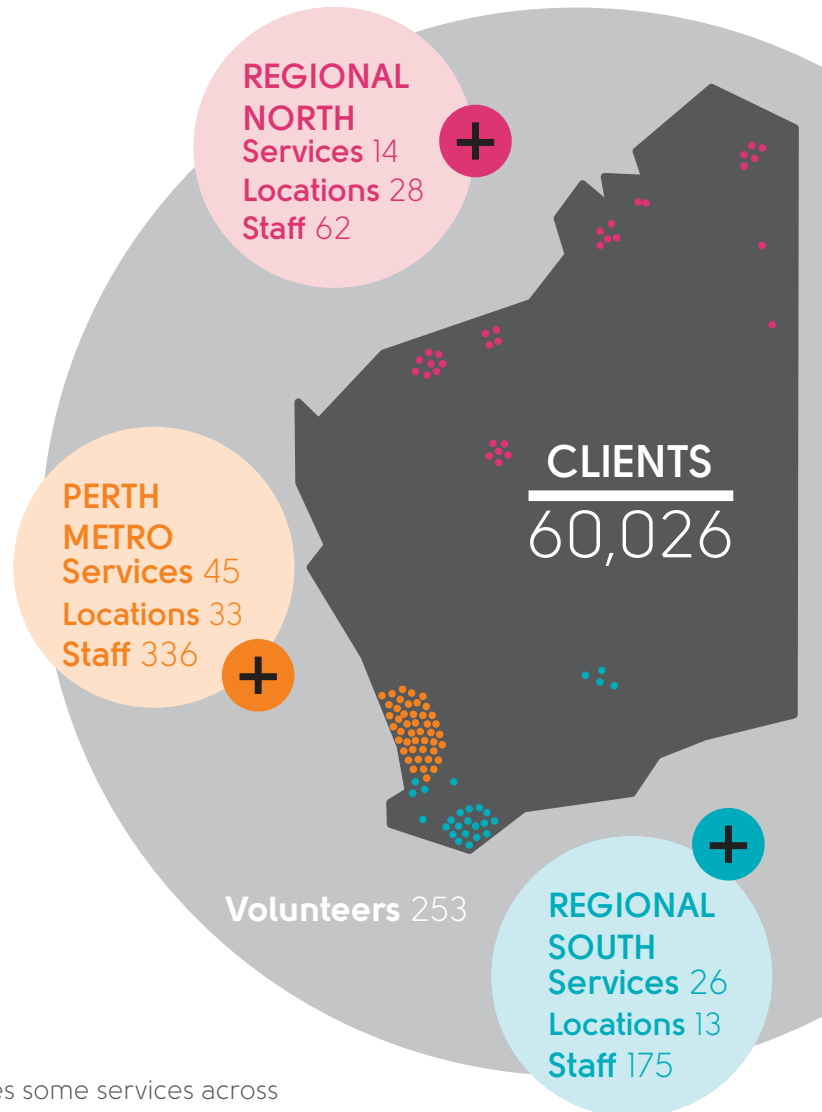
**CLIENT PARTICIPATION**

Client participation at Anglicare WA is the engagement of people using our services to meaningfully engage in service design, delivery and evaluation. We seek to incorporate our clients' voice in all aspects of decision making and planning.

Our client participation project was put on hold as the COVID-19 pandemic intensified in 2020, but was reignited again at the start of 2021. By exploring what client participation means for our various sites, services and communities over the past six months, many of our services have successfully trialled a variety of methods, including:

- Foyer Oxford developing a resident focus group and closing the feedback loop with participants via a 'we asked, you said, we did' model;
- Our new Recovery After Violence Service (RAVS) involving people with lived experience in the design of the service;
- Employing three former clients as tutors in HIPPY Kalgoorlie with our HIPPY clients driving the focus of our Minyma Tjitji Aboriginal mums group; and
- Strengthening our volunteer peer support workforce which, as part of our ARBOR and CYPRESS suicide postvention programs, supports people who have been bereaved.

**THIS YEAR WE PROVIDED 89 SERVICES IN PERTH METRO AND REGIONAL AREAS OF WESTERN AUSTRALIA.**



\*Includes some services across multiple regions and four that are state-wide

AMY'S

### STORY \*

**Amy, now aged seven, was just one year old when her parents separated.**

At the time, her father left the relationship because he "could not deal with fatherhood and needed time to sort himself out". He left Australia to return to New Zealand, and from that point forward had no contact with Amy.

Some years later when Amy's father returned to Australia, he initiated contact with the Anglicare WA Family Dispute Resolution services to help mediate issues relating to him having contact with his daughter. By this time, Amy's mother was in a new relationship and had two children with her new partner. Amy had only ever known her step-father as Dad.

Through one of our Family Relationship Centres (FRC), we looked at how we could work therapeutically with the whole family. The team worked at the pace of Amy and her parents and provided the supports needed to find a way forward. It was agreed that a Child Inclusive Practitioner (CIP) would work with Amy, while her mum was referred to counselling.

Amy's father was referred to a series of psycho-education groups to help him come to terms with the gaps that needed to be filled. It also helped him acknowledge the parental role Amy's step-dad played.

The CIP sessions Amy took part in were hugely valuable and gave Amy the chance to express her feelings about the situation in a range of innovative ways. It was established that Amy knew she had a "real" dad and wanted to get to know him.

While Amy was keen to spend time with her biological father, she used the "worry bag" technique to explain she was worried about hurting her step-dad who she thought would be upset if she wanted to see her real dad.

Through supported communication and open feedback, Amy's father agreed to guidelines around the building of a new relationship with his daughter. This was supported by Amy's mum, who agreed to move forward with the mediation process.

**"ONE OF THE BEST OUTCOMES WITH A SITUATION LIKE THIS IS WHEN PAST HURTS CAN BE LAID TO REST AND THE FAMILIES INVOLVED CAN FIND POSITIVE OUTCOMES."**



Building a relationship between any child and parent leads to concerns around the child's emotional wellbeing. In this case, it was vital to move forward slowly and safely at a pace that worked for Amy. The new relationship between Amy and her father began through weekly letters and moved on to phone calls.

Through ongoing FRC support, supervised visits and counselling for Amy, her family was able to agree on a parenting plan, with Amy spending every second weekend with her father. Amy is very happy with this progress.

One of the best outcomes with a situation like this is when past hurts can be laid to rest and the families involved can find positive outcomes. In this case, as a result of learning about respectful relationships, Amy's mum and step-dad felt able to start a co-parenting partnership with Amy's father. All parents felt heard and were able to maintain a solid focus on the best interest of their child.

Throughout the process and with support, all parents were able to look at attachment, grief and loss, as well as feelings about abandonment and change. Everyone gained an understanding of safe and respectful relationships, which is helpful not just with this family dynamic, but with other relationships.

A process like this has no quick fixes, and it can be a long and painful journey. This time, we were thrilled that Amy's story ended with her families choosing to work together towards building lasting and valuable relationships, with Amy at the heart.

### SUPPORT WE PROVIDED TO AMY & HER FAMILY

- Family Dispute Resolution
- Child Contact Service - supervised access
- Child Inclusive Practice Support



## STORIES FROM OUR SERVICES

### DAN'S STORY \*

**Dan is a single dad of three who contacted Anglicare WA seeking assistance in dealing with the Child Support Agency.**

His three children are in his full-time care, however his ex-partner received the family payment from Centrelink even though she was not actively seeing or caring for them. Dan was frustrated and didn't know who to contact to resolve the problem.

Dan and his children had been living in Salvation Army accommodation, but on Christmas Eve, they were finally able to move into their own home. Dan had called on friends to help him rent a truck, find furniture, and move his children to their new home. This was a huge step for the family.

At the time Dan's only source of income was JobSeeker payments, and so to secure a property, he borrowed money for his bond and rent from a friend.

Dan had issues with alcohol, but was ready to stop drinking and had already seen a drug and alcohol counsellor. This was the first time in years Dan felt his life was getting on track and he was happy. It meant so much that he and his family were in stable housing, and his children were settled at school.

With the assistance of our financial counselling service, Dan was able to resolve the child support issue and his Centrelink payments were increased.

Dan moved on to work with the financial counsellor to complete a budget and better understand his finances.

Through this process, Dan's financial counsellor noticed he was paying for a storage unit, and found Dan had belongings in storage because he couldn't get them out without a license or a vehicle. With the help of a local charity, Dan's financial counsellor was able to get him support to pay the removal fee and the final storage payment.

**"THROUGH  
SMALL BUT SMART  
CHANGES TO  
HIS BUDGET DAN  
HAS LEARNT TO  
MANAGE HIS INCOME  
RESPONSIBLY."**

Dan's three Children and their new bikes



Another great connection was when our financial counsellor was also able to help Dan source bikes for his 3 children, via a donation from Bunbury Cathedral Grammar School.

Through his own hard work, and with support from our financial counselling team, Dan has control of his finances, is sticking to his budget and paying his bills. He is now in full-time work and thriving.

At every stage of this story, Dan completed the tasks he had set for himself and had a great sense of achievement. Dan's story highlights the very real personal impact financial counselling can make on the lives of our vulnerable clients.

Dan's financial counsellor also sponsored Dan to complete a ten session Work and Development Permit as an alternative to paying his outstanding fines. Dan really engaged with the sessions, and on each visit, developed a list of jobs to complete before the next session. Dan actively took ownership of this process, which was a big step for him.

To help Dan with his financial scheduling, payment arrangements were set up for his rent and utilities. A Power Assist application was approved, and a Time to Pay arrangement was put in place to help Dan manage the repayment of outstanding fines. Through the Anglicare WA network, Dan was also approved for a NILS (no interest) loan for an iPad for his daughter's schooling.

## SUPPORT WE PROVIDED TO DAN

- Financial counselling



LUKE'S  
**STORY** \*

**When Luke applied for Foyer Oxford at the age of 21, he was living in a garage, after leaving home at the age of 14.**

About a year earlier, Luke had been sentenced to one year in prison for aggravated robbery. At the time of the offence, he had been using methamphetamine daily for three years.

In prison, Luke completed Alcoholics and Narcotics Anonymous courses, and was released on an 18-month suspension order after serving eight months. Despite returning to environments where drug use was prominent, Luke remained sober. He engaged in monthly counselling and linked in with a fitness and life skills program.

When Luke entered Foyer during the COVID-19 outbreak in 2020 he had completed minimal education and no work experience, due to learning difficulties, continual street presence, and alcohol and drug use.

When given the opportunity to apply for a 3-month job in rural WA, Luke was assisted by our team at Foyer with his resume and application, interview practise and funding for work clothes.

One of Luke's persistent challenges was establishing financial boundaries with family. Case management provided support around strengthening boundaries and provided advocacy for Luke to complete community service to pay off court debts.

Luke demonstrated a significant amount of hope, honesty, and self-control during his time at Foyer. His eagerness to learn was highlighted and contributed to his outcomes. Through Foyer's focus on 'advantaged thinking', Luke increased his self-confidence and adaptability. His strong involvement with the Bloke's Yarning Circle and Call of the Warrior Camp at Foyer Oxford helped him gain insight into his thoughts and behaviours.

While at Foyer, Luke gained work experience and casual employment as a labourer. He successfully secured the rural employment he applied for and the company went on to employ him full time.

Luke graduated from Foyer with increased independent living skills and with stable employment and accommodation.

**SUPPORT WE PROVIDED TO LUKE**

- **Safe, stable housing**
- **Support to access and maintain employment, education and training**





## SCOTT & MATT'S STORY

### SCOTT & MATT'S STORY

**With support from Anglicare WA's Bridges Support Service, Scott and Matt are thriving.**

Born with an intellectual disability the 29-year-old twins live in a small town in Western Australia's South-West region. They have received support from Anglicare WA since their mother moved interstate.

Having never lived by themselves before, the team at Bridges assisted Scott and Matt to learn the skills needed to live independently. Starting from scratch, support workers guided the young men as they learnt to do their own washing, shopping, cleaning and banking.

Ten years later the Bridge's team continues to assist the men when it's needed. Throughout the week a support worker will visit Scott and Matt to help cook dinner, assist with paperwork and prepare for the following day.

### SUPPORT WE PROVIDED TO SCOTT & MATT

- **Bridges Disability Support**
- **Counselling**
- **Financial Support**



Over the past decade, our Bridges team has felt privileged to walk alongside Scott and Matt in both the highs and lows of their lives. When their father was diagnosed with cancer, team members would drive them to visit their dad; and when he sadly passed away in 2018, the team was there to support Scott and Matt in the grieving process.

While the twin's biggest challenge is learning how to be financially independent, they now hold regular jobs, have successfully learnt how to budget, use their bank accounts and even purchase their own home, where they live happily today.

The support workers from Bridges are constantly amazed at how well Scott and Matt have adapted to independent living and how they continue to face everyday with resilience and determination.

## STORIES FROM OUR SERVICES

### CHARLIE'S STORY \*

**Charlie is a 35-year-old Aboriginal man from the North West Region of the Kimberley.**

Charlie was raised out bush by his extended family as his parents were unable to give him adequate care. He never attended school, is unable to read and write and has not worked in paid employment since he was 20 years old.

Alcohol consumption has been problematic for Charlie throughout most of his adult life, resulting in numerous periods of incarceration for violence-related crimes.

It was during a recent 24-month prison sentence for family and domestic violence offences that Charlie was referred to Anglicare WA's Connect and Respect prison-based program.

The program works with perpetrators of violence to build awareness of the impacts of violence, build skills in regulating emotions and improving decision-making, as well as increasing capacity for personal accountability.

Like many participants referred to the program, Charlie had limited prior exposure to such concepts and required considerable support from facilitators.

The Connect and Respect program is specifically designed to allow flexibility and in Charlie's case, facilitators were able to adapt sessions to suit his needs, using more visual resources and taking a more 'clinical yarnning' approach, helping Charlie understand and work with the concepts. Initially when Charlie attended his group sessions he was reserved and often regressed to victim blaming.

Through regular attendance at group sessions, Charlie gradually expressed his hopes of becoming a better role model in his community.

**"THROUGH REGULAR ATTENDANCE AT GROUP SESSIONS, CHARLIE GRADUALLY EXPRESSED HIS HOPES OF BECOMING A BETTER ROLE MODEL IN HIS COMMUNITY."**



He took on an informal leadership role within the group and shared he wanted to re-evaluate and reorganise his life, which meant cutting down his drinking, repairing his reputation in the community and stopping the use of violence.

By the conclusion of the program, coordinators had seen positive changes in Charlie's behaviour, an increased understanding of victim empathy and a new-found awareness of the impact his behaviours had on his victims, including his children. Charlie was motivated and eager to make positive changes to improve his family relationships and was more open to considering situations from other perspectives.

To help reduce his risk of using violence in the future Charlie worked with the team to develop a safety plan based on his connection to his community. He was able to discuss this plan on an individual basis with facilitators which allowed him to openly explore and discuss potential barriers to change.

Our Connect and Respect Team has been working to adapt the standard program to incorporate an 'Aboriginal perspective' in the program's design and delivery. It is a known key to success that prison programs need to be incorporated with community-based programs so skills can continue to be developed following release from prison.

For now, any ongoing learning will be down to Charlie's commitment and determination.

**"FACILITATORS WERE ABLE TO ADAPT SESSIONS TO SUIT HIS NEEDS, USING MORE VISUAL RESOURCES AND TAKING A MORE 'CLINICAL YARNING' APPROACH."**

**SUPPORT WE PROVIDED TO CHARLIE**

- **Connect and Respect**



## STRATEGY 2 .

# ADVOCACY & PREVENTION

This year we focused our advocacy in six key areas.

### POVERTY AND INEQUALITY

A priority for Anglicare WA's systems advocacy has been to increase the rate of JobSeeker and associated payments. This was given added urgency with the economic impact of COVID-19, and a rise in the number of people reliant on the payments. The introduction of the temporary Coronavirus Supplement from April 2020 effectively doubled the rate of JobSeeker, lifting thousands of households above the poverty line. We made the case to MPs, media and community throughout the year for a permanent increase.

### HOUSING AND HOMELESSNESS

Our Rental Affordability Snapshot again showed that less than 1% of properties were affordable for someone on income support. Our advocacy focused on increasing social housing and providing greater rent relief for tenants in the private rental market. We also worked towards reform of the Residential Tenancies Act to provide more stable and secure tenancies as part of the State Government's review.

### FAMILY AND DOMESTIC VIOLENCE

Our advocacy this year emphasised reducing family and domestic violence through men's behaviour change initiatives and increased support for children exposed to violence. Linked to our advocacy in this area, we provided Healthy Relationships education to over 1,400 students in WA.

### INVESTING IN YOUNG PEOPLE

State care for young people ends abruptly at 18 years, with many often experiencing homelessness and missing out on educational and employment opportunities. As our Home Stretch WA trial project continued, we sought a clear commitment from State Government to support these young people until age 21 in legislation, policy and practice. As a result, Premier Mark McGowan committed to extending Home Stretch state-wide if Labor won the March election, which it did.

### ABORIGINAL RECOGNITION AND JUSTICE

Our continued membership of Social Reinvestment WA works towards reducing over representation of Aboriginal and Torres Strait Islander people in our justice system. Our efforts have focused on a campaign to raise the age of criminal responsibility from 10 to 14 years and to seek less harmful responses for children, their families and broader community.

Anglicare WA continues to support the Uluru Statement from the Heart and support the voices of Aboriginal and Torres Strait Islander people to bring this to effect.

### STRENGTHENING COMMUNITY SERVICES

We continued making the case for an adequate and permanent uplift on funding contracts for community service providers to meet their obligations under the Equal Remuneration Order. We had partial success with Federal Government guaranteeing equal pay funding for homelessness services. In early 2021 the State Government offered a 10% funding boost for one year only to a limited number of eligible providers for 2021-2022.

## HOUSING FOCUS

### THE RENTAL MORATORIUM AND THE CORONAVIRUS SUPPLEMENT

**This year Anglicare WA was more concerned than ever about thousands of WA tenants facing increased rental stress, eviction and homelessness. Affordability and availability were significant issues, on a scale not seen in the last decade.**

In March 2021, the end of the WA Government's 12-month COVID-19 related moratoria on rent increases and evictions ended. This released pent up market demand that saw rents rise by at least 20% and increased the incentives for property owners to raise rental prices or evict and re-let to new tenants. New rentals became significantly more expensive and very difficult to find.

Compounding this situation was the concurrent reduced incomes for many households, with the end of both the Federal Government's Coronavirus Supplement (for those on JobSeeker and related payments) and the JobKeeper wage subsidy program. This reduction in income support is a significant factor in making housing unaffordable for low income households.

Anglicare WA's advocacy focused on influencing both State and Federal Governments. We used a combination of research and sharing the experiences of the people with whom we work.

Key activities included:

- Gathering personal experiences about life on JobSeeker, insecure housing and homelessness through our service users and the community at large to use in our advocacy.
- Actively partnering in the Unlock Housing campaign led by Shelter WA.
- Being a leading voice in the Housing Emergency Response Group as a coalition of community services offering immediate short-term solutions to Government and private tenancy market.
- Producing for the first time, a State election social policy platform to guide our pre-election advocacy with political parties.
- Submitting written representations and holding meetings with Members of Parliament.
- Undertaking polling and research on public perceptions of poverty and income support payments, and sharing this with Government.
- Providing media commentary and social media content around key events and Government announcements.
- Using our annual JobSeeker Snapshot to illustrate how a raised rate increases housing affordability for low-income households.





## STRATEGY 3 .

### EXCEPTIONAL PEOPLE

In the second year of our current Strategic Plan we continued to work to attract, retain and develop exceptional people from diverse backgrounds. The achievements during this year are best demonstrated by examples of how our workforce is living Anglicare WA's unique values.

#### ALL ABOUT PEOPLE

We show respect and compassion throughout our diverse and varied work, placing people at the heart of everything we do. In an environment shadowed by COVID-19 and its related stresses and pressures, our workforce has remained highly engaged and deeply committed to our shared vision of a just and fair Western Australia where everyone can thrive.

**"ANGLICARE WA PROMOTES AND LIVES ITS VALUES, CLIENTS AND STAFF ARE AT THE HEART OF EVERYTHING WE DO"\***

#### CURIOUS AND CREATIVE

Throughout the year we have strived to innovate and do things better. This year has seen the embedding of our welcoming, customised employee onboarding and induction approach. New starters are always delighted to receive a personal welcome message from the CEO and tailored organisational learning spread across their induction period.

Our workforce has demonstrated enormous agility and creative capacity during the past 12 months, being able to move swiftly between different modes of working and service delivery.

**"ANGLICARE WA IS GOOD AT BEING INVOLVED IN NEW INITIATIVES TO MEET COMMUNITY NEED"\***

#### FOCUSED ON STRENGTHS

A strengths-based approach has underpinned the design of our new electronic performance and development system. The new system supports team members to have positive, growth-oriented discussions, positioning people for success.

Recognising the pivotal role that leaders play across the agency, we have also further expanded our reflective, developmentally focused 360 feedback approach with leaders. This has supported the establishment of peer-based leader learning opportunities and the identification of tailored leadership development activities that informs our overall organisational succession planning approach.

**"ANGLICARE WA PROVIDES A SUPPORTIVE ENVIRONMENT WHERE I FEEL VALUED"\***

#### GUTSY AND COURAGEOUS

Our workforce continues to speak out and take action, even when it's hard. This year, working in a COVID-19 environment has presented unprecedented challenges to all our people.

Increased service demand has seen the swift establishment or expansion of teams to meet community demand. Our people have courageously risen to the challenge and done an outstanding job in difficult circumstances.

**“ANGLICARE WA HAS LIFTED ITS VOICE AND ALLOWED US TO CREATE NEW WAYS OF PROVIDING SERVICES. WE INVEST IN MAKING THE ORGANISATION BETTER AND ARE OPEN TO CHALLENGING HOW WE DO THINGS”\***

#### TRUSTED PARTNERS

Trust is built on strong foundations of excellent communication. Over the last year we have sought to refine and improve the quality of our communication and launched our Internal Communication Plan. This has seen a number of regular communication forums, ranging from monthly online Town Halls to targeted manager briefings; each designed to reach the right internal audience with the right information and to support two-way communication.

**“THE ORGANISATION COMMUNICATES ABOUT WHAT’S HAPPENING IN A TIMELY MANNER, ESPECIALLY DURING COVID-19 LOCKDOWNS”\***

#### FIERCELY INCLUSIVE

This year saw us further drive our focus and commitment to diversity and inclusion with the establishment of our Disability Access and Inclusion working group. The group, along with forums to progress inclusion in the realms of LGBTIQ+, Aboriginal Reconciliation, cultural diversity and workplace mental health have ensured our systems are welcoming and inclusive of all – and that diversity is regularly and visibly celebrated across our agency.

**“ANGLICARE WA LIVES AND PRACTISES AN INTERNAL CULTURE OF INCLUSION EVERY DAY”\***



## STORIES FROM OUR STAFF

**ROBYN**  
**FINANCIAL COUNSELLOR**  
BUNBURY AND COLLIE

**After a 16-year absence from the workforce, Robyn started working with Anglicare WA in July 2019 in the HUGS (Hardship Utility Grant Scheme) team.**

“As a Financial Counsellor, my role is to provide information, support and advocacy for people in financial difficulty. I work with clients to identify and prioritise their debts; and to give them options on addressing their situation, as well as supporting them going forward. Anything from budgeting and money management, to dealing with debt collectors, and supporting people at risk of losing their car or home.

The best thing about working for Anglicare WA is the opportunity for personal development.

“ MY FAVOURITE VALUE IS:

**‘ALL ABOUT PEOPLE’**

**SHOWING  
COMPASSION AND  
RESPECT, NOT JUDGEMENT  
TO EMPOWER  
OUR CLIENTS .”**

I started in the HUGS Team, was trained to support ERFAS (Emergency Relief and Food Access Service) and was supported fully while doing my Diploma in Financial Counselling. I love the opportunities we have at Anglicare WA.

My favourite Anglicare WA value is ‘All About People’ - showing compassion and respect, not judgement, to empower our clients.

I am proud to work for Anglicare WA, and to see the difference we can make in having a positive impact on people’s lives. On a personal level I have seen a client progress from being upset, scared and depressed due to their situation, to being a person that has hope for the future and who wants to train to become a counsellor to help other people”.

Robyn - Financial Counsellor



OUR BRIDGES  
DISABILITY SUPPORT  
SERVICE ASSISTS  
PEOPLE TO LIVE THEIR  
**BEST LIFE.**  
BRIDGES IS A  
REGISTERED  
NDIS PROVIDER.

Our Bridges Team launched the AbiliTea program to help engage participants in their local community





## ARPIT IT OPERATIONS MANAGER

Arpit started working with Anglicare WA in February 2012. He began his career with us as an IT Support Officer and through his positive attitude and work ethic he developed his career to become our IT Operations Manager. He is now responsible for managing IT infrastructure across Anglicare WA.

"I wanted to work with Anglicare WA because I believed in the value of collaboration. Anglicare WA has a wonderful culture, places high value on its teams and encourages them to learn, grow and become the best they can within the organisation.

" I  LOVE  
THE CULTURE & PEOPLE.  
AS AN ORGANISATION,  
THEY UNDERSTAND THE  
IMPORTANCE OF WORK  
FLEXIBILITY, AND HAVE  
VERY SUPPORTIVE  
MANAGERS."



I love the culture and people at Anglicare WA. As an organisation, they understand the importance of work flexibility, and have very supportive managers and executives to support their teams to reach their potential. From my experience, Anglicare WA has always offered great opportunities for career growth.

I truly believe I work for a very special organisation. When COVID-19 was declared a pandemic in 2020, Anglicare WA responded, and supported staff with the provision of flexible hours, allowing people to work from home if they needed to. I am proud of my contribution during that time, helping our organisation to support people with their IT needs when they needed it most".



**KELSIE**  
PROGRAM FACILITATOR  
WEST KIMBERLEY

**After deciding she wanted to work with an organisation that cared about the people and communities it works with, Kelsie joined Anglicare WA in 2018.**

"I am a Facilitator with the Connect and Respect Program in West Kimberley, and as part of this program we deliver men's behaviour change workshops in prison and community, addressing family and domestic violence.

For me, one of the best things about working for Anglicare WA is how supported I always feel by management; who not only listen to, but value input from employees and encourage improvement and creativity in the way we work with clients and community.

The fact that we are able to use our creativity and try things that haven't been done before, to me reflects our value of being 'Gutsy and Courageous'.

I feel proud every day that I get to work alongside colleagues who inspire me and show compassion and commitment to improving the lives of people in the community".

Kelsie - Program Facilitator - West Kimberley



**" I FEEL PROUD  
EVERY DAY  
THAT I GET TO  
WORK ALONGSIDE  
COLLEAGUES WHO  
INSPIRE ME."**



## STRATEGY 4. LEARNING FROM & SUPPORTING ABORIGINAL PEOPLE

### RECONCILIATION ACTION PLAN

This year we continued our reconciliation journey, implementing our 'Stretch' Reconciliation Action Plan (RAP), which commenced in September 2019. The RAP focuses on actions relating to relationships, respect and opportunities. Highlights include the implementation of our Aboriginal Employment Strategy, acknowledgment of country and connection through a range of events across the state; and cultural awareness training for 62% of our full-time and part-time employees. A full copy and progress report is available on our website.



### ABORIGINAL ADVISORY GROUP

During 2020 Anglicare WA moved from having a local Elders Council to establishing an Aboriginal Advisory Group (AAG), with broader geographic representation and expertise, to provide guidance on our Aboriginal Engagement Strategy. Our AAG consists of Aunty Liz Hayden, Vanessa Elliott, Danny Ford, Barbara Ahmat, Annie Young and Robert Watson.

Over the year, the AAG has provided feedback and advice to the organisation on service delivery and advocacy matters, assisting us to improve services and support our engagement with Aboriginal communities.

## ACCO PARTNERSHIPS

In many of our service locations, we have strong relationships with local Aboriginal Controlled Community Organisations (ACCOs). Our 30 ACCO relationships vary significantly according to local circumstances and include: integrated service relationships, such as joint service provision and co-location; skills sharing, such as back office support and training; and community support, through events and informal referrals.

These partnerships also increasingly involve co-designed services. Some key co-design highlights from the last 12 months include:

- ◆ A co-design project with Ngnowar Aerwah Aboriginal Corporation, to redesign its Alcohol and Other Drug and Mental Health Support Services in Wyndham;
- ◆ The joint development of a Family Violence Service with Emama Nguda in Derby; and
- ◆ A co-design project with Yorganop, to develop a culturally appropriate model for extending the age of care from 18 to 21 as part of the Home Stretch Trial.

When co-designing services, partnerships draw on the different areas of expertise of Anglicare WA and ACCOs, to deliver effective, locally relevant, culturally appropriate services. This year we learnt a lot about the trust and openness needed to build and maintain these partnerships. We will continue to develop and deepen key partnerships with ACCOs across the state.

## CELEBRATIONS OF ABORIGINAL CULTURE AND RECONCILIATION

Reconciliation Week 2021 saw our teams drive, and engage in, a number of events across the state. Activities included screenings of movies and documentaries, participating in Reconciliation Walks, lunches, and morning teas, all organised to help us celebrate Reconciliation and learn more about Aboriginal people and culture.

This year for NAIDOC Week our staff participated in events in our offices and joined local Aboriginal community celebrations. Teams working on Whadjuk Noongar Boodja were delighted to participate in Noongar Language lessons and to practise their Acknowledgement of Country with the Noongar Boodja Language Centre Manager, George Hayden.

## CULTURAL AWARENESS TRAINING

Our commitment to raising cultural awareness across the organisation has continued, with 62% of our full-time and part-time workforce participating in face-to-face cultural awareness training. In addition, teams in Bunbury, Albany, Mandurah, Perth, Port Hedland, Karratha, Katanning, Mandurah and Rockingham also participated in a range of immersive cultural activities.

Many staff reported the cultural awareness training had built their knowledge, while some also reported it made them realise how much more there is to learn. Promoting self-directed cultural learning is now a key focus over the coming period to continue our journey.

## STRATEGY 5. CHALLENGING HOW WE DO THINGS: INNOVATION, TECHNOLOGY & CONTINUOUS IMPROVEMENT

With COVID-19 making it more necessary than ever to think differently about how we work and anticipate emerging community need, we have continuously challenged how we do things throughout the year.



### INNOVATION

This year our Innovation efforts continued to be split between system-change, new interventions or supports, and service re-design. System-change work included collaborative design of the Home Stretch model with Yorganop and the State Government, for extending the leaving care age to 21.

We designed Friend in Need, an app to build the capacity of natural support networks in the wake of COVID-19, which Lotterywest has funded for development and launch. We also developed a new financial coaching service, which is now being delivered under the Financial Counselling Network in partnership with Keystart.

Innovation and design support was provided to services across the state to ensure that we maximise our positive impact. This included design support for the expansion of headspace in the Pilbara, understanding the family violence system in Derby and supporting the use of our Changemaker Toolkit for staff across the state.



## TECHNOLOGY

Anglicare WA has continued its journey along our three year digital transformation path. This year saw us stabilise our technology solutions after the fast leap forward we made in 2020 to respond to the challenges created by COVID-19. We rolled out 310 new devices across the state, improving staff access to appropriate tools. We continued to stabilise and secure our IT infrastructure with the introduction of new cyber security systems, and we strengthened our focus on information management with the introduction of a new intranet and document management system.

Our focus for the coming year is to continue to make digital tools available to staff that enable them to meet the needs of our clients more effectively and efficiently.

## QUALITY AND CONTINUOUS IMPROVEMENT

We continue to use Results Based Accountability, a simple outcome measurement framework, that helps us understand the extent to which we are achieving our purpose of driving positive client outcomes and supporting people to thrive, through reflective practice.

Following an intensive 18 month preparation, the organisation underwent a thorough audit and achieved QIC Health and Community Service Standards. This confirmed we have a high standard of operation and provides assurance for our key stakeholders.

Across the year Anglicare WA established rigorous data counting rules allowing us to collect and aggregate client outcome data from varying service modalities, data collection tools and methodologies. This allows us to combine client data to provide a high-level summary of how Anglicare WA is supporting people to achieve positive outcomes aligned to our Theory of Change.

Our Service Delivery Practice Governance Framework has been formalised, covering areas of quality, safety, accountability, culture and development. Staff from across Anglicare WA have undertaken Practice Governance training aligned to our Framework, covering issues such as improved handling of client complaints, serious issues and supervision. Our Child Safe Organisation project has progressed to the next stage, with the engagement of Child Wise to undertake audit for accreditation and continuous improvement in child safety.

**THIS CONFIRMED  
WE HAVE A HIGH  
STANDARD OF  
OPERATION  
AND PROVIDES  
ASSURANCE FOR OUR  
KEY STAKEHOLDERS.**



## OUR PHILANTHROPICALLY FUNDED SERVICES

**Anglicare WA continues to develop strategic philanthropic partnerships through which we can deliver quality outcomes and better serve the people and communities of Western Australia.**

We are extremely grateful to all our partners and donors who have provided funding to programs and initiatives, ultimately ensuring the ongoing delivery of our work. Several programs that have benefited from philanthropic support are featured here.

### **FOYER OXFORD**

Foyer Oxford is the largest single-site homelessness service for young people in Australia, with capacity to support 98 young people, including 24 young parents and their children.

The special thing about Foyer Oxford is not only the accommodation, but also the provision of wrap-around support services to help transition young people to sustainable, independent living.

As well as State Government funding, philanthropic support has been instrumental in sustaining Foyer Oxford. This includes generous support from The Stan Perron Charitable Foundation, Minderoo Foundation, the Gregg Family, Jon & Caro Stewart Family Foundation and many other individual donors.

### **MAKING ENDS MEET**

Making Ends Meet is designed to give families at risk of losing their home the foundations to build a financially stable future. This program provides working families, who are not homeowners, with the financial assistance and knowledge they need to keep their private rental home. The Wythenshawe Foundation continues to ensure families are supported to maintain housing.

### **YOUNG HEARTS**

Thanks to ongoing support from Austal and Channel Seven Telethon Trust, the Young Hearts program continues to make a difference in the lives of children impacted by family and domestic violence. Vital outreach, groups and camps for this service are generously funded by The John and Beryl May Henderson Foundation.



## SUPPORTING REGIONAL WA

Anglicare WA's commitment to place-based support has seen the development of programs like the Alcoa Project, which provides crucial family, financial and generalised counselling and support services to communities in the Kwinana, Peel and upper south-west regions during COVID-19.

## STREET CONNECT

Street Connect provides outreach services to street-present young people experiencing homelessness. This service is often the first step in a young person's journey off the street. The Street Connect bus has been a recognised safe place for young people to seek support in Perth for over 25 years.

Street Connect is grateful to major supporters ISPT, Peter and Patricia Miles, and many other individual and corporate donors.

## PARTNERING FOR CHANGE

Each and every one of us has the chance to change a life. Those who give generously to Anglicare WA choose to be a change-maker for children, young people, families and communities in Western Australia.

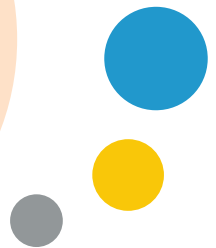
Our Friends of Anglicare WA are committed to our core values and mission of creating a better future for Western Australians.

If you want to create lasting change for vulnerable Western Australians, please donate to Anglicare WA today at [donate.anglicarewa.org.au](https://donate.anglicarewa.org.au) or call us on 08 9263 2091 to discuss other contribution options.

**THANK YOU** for your support. Your donations are greatly appreciated.



**WE  
THANK  
OUR FRIENDS  
FOR THEIR  
GENEROSITY,  
TIME, AND  
ADVOCACY.**



## STRATEGY 7. --- OUR RESPONSE TO COVID-19

**This year was defined by significant uncertainty, both in health and economic terms, as the COVID-19 pandemic continued to spread across the globe.**


On a global scale Western Australia has been lucky, though we still saw the impact of COVID -19 through increasing mental health pressure, family separation, an increase in family violence and financial ups and downs.

Anglicare WA responded to the pandemic through our immediate crisis response and advocacy programs, as well as through service development and expansion. Using scenario planning we were able to develop appropriate responses in the face of significant uncertainty.

Our crisis response involved ensuring almost all our services could continue operating in a lockdown situation. Thankfully, lockdowns have been minimal in Western Australia this year, but this shift to online capabilities has provided us with more flexible service delivery options.

Our advocacy relating to COVID-19 was connected to the significant social investment that brought almost everyone in Australia above the poverty line for the first time, through the temporary Coronavirus supplements. As a result of this, we saw a significant decline in demand for financial counselling services, helping us to understand that half our financial counselling clients needed money to pay for the basics, rather than better budgeting skills.

We heard stories of the positive impact on people able to live above the poverty line – greater security, more choices, and the ability to look beyond surviving to thinking about the future. As this additional support came to an end, along with the eviction moratorium, we advocated strongly for vulnerable Western Australians, especially in relation to the increasing housing crisis.



**ANGLICARE WA BOARD APPROVED A \$2.3 MILLION INVESTMENT FROM RESERVES, TO INCREASE CAPACITY IN A NUMBER OF AREAS; INCLUDING HOUSING STABILITY, FAMILY VIOLENCE, COUNSELLING AND EMERGENCY RELIEF.**

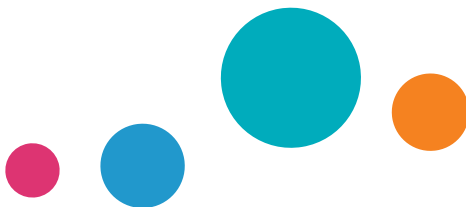
COVID-19 ensured it was a big year for expanded and new services. As circumstances changed and funding opportunities became available, we implemented 16 new or expanded service responses as a result of COVID-19 changes. This put significant pressure on our people, many of whom were navigating their own challenging personal circumstances, while continuing to focus on maintaining their professional integrity and supporting their communities.

Thanks to increased funding from State and Federal Government, we added capacity to existing mental health, financial resilience and family and domestic violence services, rapidly implementing these changes. This included providing additional community outreach support to victims of family and domestic violence in the Great Southern, expanding the reach of our suicide postvention responses in the Metropolitan area and significantly increasing the provision of financial counselling through our partners in the Financial Counselling Network.

We also partnered with Alcoa Foundation, Woodside and HBF, to provide additional support to particular communities or groups, including on the ground community support south of Perth thanks to Alcoa Foundation, the use of technology to protect women at risk of family violence thanks to Woodside, and expanded Emergency Relief thanks to HBF.

The Anglicare WA Board approved an investment of \$2.3 million from reserves, to increase capacity in a number of areas across the state; including housing stability, family violence, counselling and emergency relief. We also created innovative ways to increase local communities' ability to look out for each other through Friend in Need community workshops and the Friend in Need app, which has been supported by Lotterywest.

While the COVID-19 pandemic caused less of an acute crisis in Western Australia than in other places, its impact is likely to have a long tail. We will continue to track and anticipate its impact and do what we can to contribute to minimising its effect on vulnerable Western Australians.



OUR

# FINANCIAL REPORT

2020 – 2021

**Anglicare WA's financial objective continues to be to use our assets in an effective and sustainable manner, for the benefit of the individuals we support and the wider community.**

As a trusted organisation, 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 the way we manage the organisation's resources.

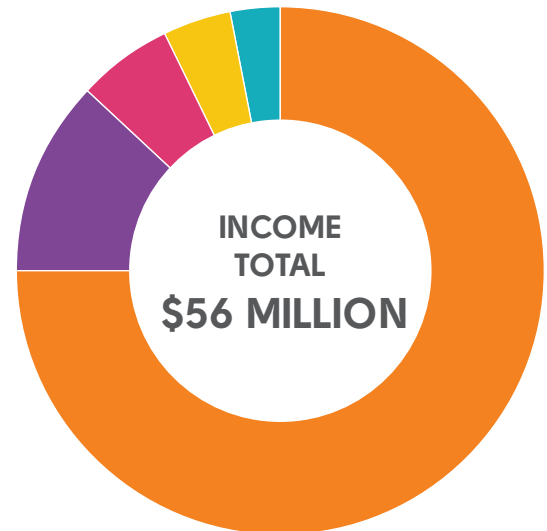
## WHAT WE EARNED

This year, Anglicare WA received \$56 million in income.

Government and other grants continue to be the major source of funding, contributing \$42 million in 2020-2021.

Other sources of funding included disability services revenue, Philanthropy and Op Shop sales.

- Grants received, 75%
- Fees, including disability services income 12%
- Philanthropy, 6%
- Sale of goods, 4%
- Rent and other revenue, 3%



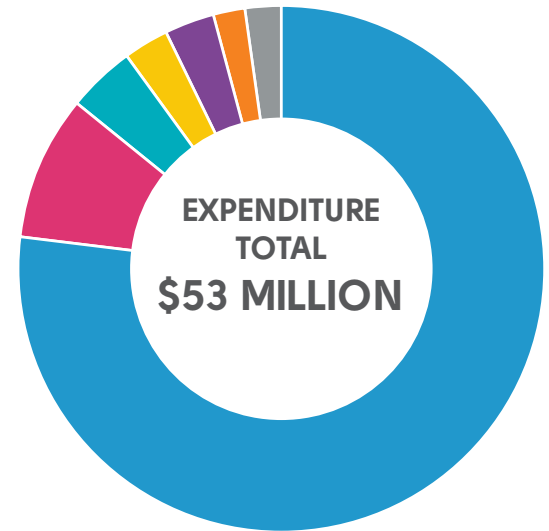
To access our full financial reports, please go to [anglicarewa.org.au/annualreport](http://anglicarewa.org.au/annualreport)

# FINANCIAL REPORT

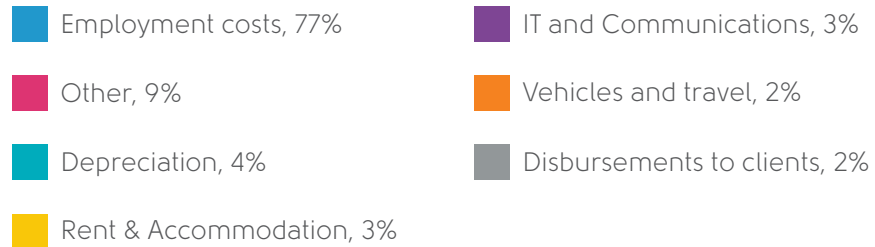
## WHAT WE SPENT

Anglicare WA's expenditure for 2020-2021 was \$53 million. Our employment costs accounted for 77% of our overall spend, with client-facing staff being our primary investment.

Other components of our organisational costs were brokerage (which provides direct financial assistance to our clients) and rental expense.



**ASSETS**  
**\$39 MILLION**



**LIABILITIES**  
**\$15 MILLION**

## ASSETS AND LIABILITIES

Anglicare WA continues to maintain a strong balance sheet with minimal debt.

Current assets include \$27 million cash and term deposits (restricted and unrestricted).

Current liabilities include \$4 million in employee benefits, \$1 million in lease liabilities and \$3 million in funding received in advance.





**John Atkins AO**  
Chair



**Simon Axworthy**



**The Venerable Julie Baker**



**Nicole Casley**



**Janine Freeman**  
From April 2021



**Andrew Friars**



**Jane Harries**



**John O'Connor**



**Sue Robertson**



**Mark Glasson**  
Chief Executive Officer



**Tori Anderson**  
Director Philanthropy  
and Enterprise



**Philippa Boldy**  
Director Services



**Kate Chaney**  
Director Innovation  
and Strategy



**Mark Fuderer**  
Director Corporate  
Services



**Shelley Micale**  
Director People  
and Culture

## BOARD SUB-COMMITTEES:

### **Audit & Risk Committee**

John O'Connor (Chair)  
Andrew Friars  
Robert Kirkby

### **Nominations & Remuneration Committee**

John Atkins AO (Chair)  
Andrew Friars

### **Service Quality Committee**

Sue Robertson (Chair)  
Simon Axworthy



# OUR PARTNERS

## COMMUNITY & GOVERNMENT

**We wish to acknowledge the generosity and support of our partners and funders who work with us for positive outcomes for our clients and communities.**

### COMMUNITY PARTNERS

360 Health and Community Ability Centre  
Above and Beyond Education  
Breakaway Aboriginal Corporation  
Accordwest  
Albany Youth Support Association (AYSA)  
Alcoa Foundation/Alcoa of Australia  
Allambee Counselling  
Arbor Grove Primary School  
Australian Red Cross  
Australian Council of Social Services  
BGC  
Boddington Playgroup  
Boston Consulting Group  
Behaviour Help  
Behaviour Tonics  
Behaviour Zen  
Best Programs for Kids  
Blue Sky Community Group  
Bridgetown Family & Community Centre  
Bright Minds Therapy  
Broome Circle House  
Broome Recovery Centre  
Broome Youth and Families Hub  
Bungaree Primary School  
Cahoots  
Calista Primary School  
Carey Park Child and Parent Centre  
Caryn McWhirter  
Centacare Kimberley  
Centrecare  
Centre for Women's Safety and Wellbeing  
The Champion Centre  
Child and Adolescent Mental Health Service (Department of Health)

Child and Parenting Services  
Child Parent Centre Carey Park  
Child Parent Centre Collie  
Child Parent Centre Halls Creek  
Child Protection and Family Support  
Circle Green Community Legal  
City of Bunbury  
City of Busselton  
City of Canning  
City of Cockburn  
City of Fremantle  
City of Karratha  
City of Kwinana  
City of Mandurah  
City of Rockingham  
City of Wanneroo  
Communicare  
Community Employers WA  
Community Resource Centres  
Consumer Protection, Department of Mines, Industry, Regulation & Safety  
Create Foundation  
Curtin University  
Cyrenian House  
Department of Education  
Derby Aboriginal Medical Service  
Doors Wide Open  
Drug and Alcohol Youth Service (Mission Australia)  
Dudley Park Primary School  
Dwellingup Community Compact  
Edith Cowan University  
eSafeKids  
Escare  
Emama Nguda Aboriginal Corporation  
Euphorium

Family Court of Western Australia  
Family Law Pathways Network  
Family & Relationship Services Australia (FRSA)  
Family Support Network Fremantle Rockingham  
Family Support Network Gosnells Armadale  
Family Support Network Joondalup Mirrabooka  
Family Support Network Perth Midland  
Far North Community Services  
FinUCAre  
Financial Counsellors Association of Western Australia (FCAWA)  
Foodbank Western Australia  
Foothills Information and Referral Service  
Foster Care Association WA  
Foundation Housing Limited  
Foyer Foundation  
Frank Konecny Community Centre  
Full Circle Therapies  
Gawooleng Yawoodeng Aboriginal Corporation  
Girls to Women Workshops  
Goldfields Aboriginal Language Centre  
Goldfields Regional Toy Library  
Goldfields Women's Health Services  
Gosnells Community Legal Centre  
GP down south  
Greenfields Primary School  
Halls Creek Early Learning Centre  
Harvey Community Resource Centre  
headspace Bunbury  
headspace Kalgoorlie  
headspace Mandurah  
headspace National  
headspace Osborne Park  
Health Consumers Council  
Health Empower Australia  
Hedland Senior High School

## OUR PARTNERS

Helping Minds  
Herbert Smith Freehills  
Hillman Primary School  
HIPPY (Home Interaction Program for Parents and Youngsters)  
HIPPY Broome-Yawuru  
Horsevision  
Hudson Road Family Centre  
Imagined Futures  
Innovation Unit  
Investing in Our Youth  
Jalygurr-Guwan Aboriginal Corporation  
Janine Oxenham  
Jarrahdale Community Collective  
Jouerdine Consultancy  
Kalumburu Aboriginal Corporation  
Karratha Health Hub  
Karratha Senior High School  
Kimberley Chiropractic  
Kimberley Aboriginal Medical Service  
Kimberley Mental Health and Drug Service (Broome and Derby)  
Kununurra Neighbourhood House  
Lamp  
Leda Primary School  
Leafie.org  
Legal Aid  
Little Nuggets Early Learning Centre Halls Creek  
LivingWorks Australia  
Los Bagus Collection  
Lotteries House Broome  
Marnja Jarndu  
Marnin Bowa Dumbara  
Magic Coat for Kids  
Mandurah Primary School  
Manjimup Family Centre  
Mara Pirni Healing Place  
Margaret River Family Centre  
McCusker Centre for Citizenship  
Melissa White

Melville Cares  
Men's Outreach Aboriginal Corporation  
Midlas (Midland Information Debt and Legal Advocacy Service)  
Milligan Community Learning and Resource Centre  
Milliya Rumurra Rehabilitation Centre  
Mission Australia  
Neami  
National Indigenous Critical Response Service  
Newman Senior High School  
Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara Women's Council (NPY Women's Council)  
Ngala  
Ngnowar-Aerwah Aboriginal Corporation (NAAC)  
Nidjalla Waangan Mia Health Centre  
Nirrumbuk Aboriginal Corporation  
Northcliffe Family Centre  
Notre Dame University  
Nunga Women's Resource Centre  
One Tree Community Services  
Orelia Primary School  
ORYGEN  
Palmerston Association  
ParentMedic  
Parenting Ways  
PCYC (Police and Community Youth Centres)  
Peel ADHD Parent Support  
Peel and Rockingham Kwinana Mental Health Services  
Peel Community Legal Centre  
Peel Says No to Violence  
Peel Youth Services  
People Who Care  
Pinjarra Community Resource Centre  
Pride and Prominence  
Printsource  
Private Therapy Services  
Playgroups WA  
Rainbow Coast Neighbourhood Centre

Radiance Network  
Relationships Australia  
Richmond Wellbeing  
Roebourne Safe House  
Roses in the Ocean  
Ruah Community Services  
Rural Health West  
Safety Bay Primary School  
Salvation Army  
Sandalwood Family Centre  
Save the Children  
SCALES (Southern Communities Advocacy Legal Education Service)  
Senses  
Shelter WA  
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Social Reinvestment WA  
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South West Aboriginal Medical Services  
Southcare  
Southern Aboriginal Corporation  
Southwest Women's Health  
St Bartholomew House  
St Patrick's Community Support Centre  
St Vincent De Paul  
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Sussex Street Community Law Service  
Starrick  
Susan Hughes  
Talking Kids Australia  
Therapy Focus

## OUR PARTNERS COMMUNITY & GOVERNMENT

### COMMUNITY PARTNERS

Tambellup Community Resource Centre  
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Tenants Action Group of WA  
The People Place Busselton  
The Spiers Centre  
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Tambellup Community Resource Centre  
Town of Bassendean  
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University of Western Australia -  
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University of Western Australia Centre for-  
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WAARDI Building Babies Brains  
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WA Country Health Service  
WA Council of Social Service (WACOSS)  
WA Local Government Association  
WA Police  
WA Social Research Network  
Waroona Community Resource Centre  
Waroona Primary School  
Warnbro Primary School  
Wanslea  
Waringarri Aboriginal Corporation

Westcare  
Winun Ngari Resource Centre -Derby  
Wirraka Maya Aboriginal Medical Service  
Wiring Kids  
Wungening Aboriginal Corporation  
Wunderman Thompson  
Wyndham District High School  
Yarloop Community Resource Centre  
YMCAWA  
Yorgum Aboriginal Healing Corporation  
Yorganop  
Youth Affairs Council of Western Australia  
Youth Focus  
Youth Involvement Council  
York Family Playgroup

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# OUR THANK YOU TO YOU

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\*Front cover image by Karri Ambler