



**2017 ANNUAL REVIEW**





# ANGLICARE IN HOMES ACROSS VICTORIA

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**'Anglicare Victoria really helped us get back on track. I know that I can call my worker whenever I need to and she will be there for me. Anglicare has helped me and my family feel secure again'**

Gina, Anglicare Client

# ANGLICARE, IN HOMES

## ACROSS VICTORIA SUPPORTING FAMILIES

**At Anglicare Victoria, we believe that every child and young person has the right to fulfil their potential and shine. When families are stressed and on the verge of disintegration we have the right presence and intervention to help those families stay together in safe home environments.**

**For any child or young person removed from their family home, we provide loving home based care, keeping children safe and thriving in these environments. While they are with us we see our role as raising them, not managing them. We also want to see our young people grow and develop and we deliver programs to help build skills and provide opportunities, so they are successful in whatever they want to do.**

If you walk in a room you will notice Anglicare. We focus on relationships with others; we engage, listen and consider. We understand the unique needs and circumstances of each child and family, and we respond with action that is positive and will make a real difference. Our responses are practical and urgent: we know that the way we deal with the present crisis can lay the foundation for life-changing opportunities in the future. We have faith that our clients can overcome challenges and get their lives back on track.

'Yes we can' is how we think: there is no challenge too great.

We pride ourselves on being agile and dynamic. We bring the most effective programs from here or around the world to improve our own practice. We provide sustained care that all young people and families need, informed by professional expertise and tested approaches. These approaches help our children or families overcome complex challenges like trauma, family violence, substance misuse, mental illness, and the impacts of poverty and inter-generational disadvantage. We provide tailored, coordinated and targeted solutions.



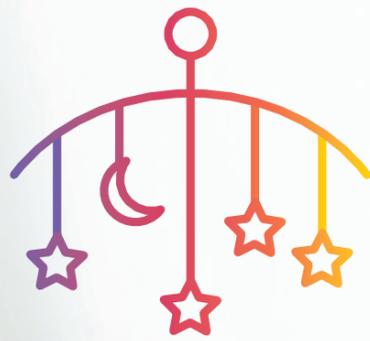
We also recognise that real change comes when we all work together, and our relationships with Government, other service providers and other community leaders, including our strong connections with Victoria's Indigenous community, are respectful and strong. We live and work on Aboriginal land.

Every baby, child and young person deserves the best care. That's why we make sure our programs are not only based on evidence and research, but that they also support people at the times they need it and during the important milestones of family life.

Our annual report asks you to follow us through these milestones— from a baby coming home, to a child starting school and leaving home to seek independence — and to explore how we make a difference for the children, young people and families we work with.

Because at Anglicare Victoria, we believe that every child and young person has the right to fulfil their potential and shine.

# WHEN BABY COMES HOME



The arrival of a new baby can bring joy and celebration, as well as the inevitable sleepless nights. But for some families, this momentous event can carry huge risks. The challenges of caring for a newborn can be overwhelming when parents lack support.

Vulnerable parents can struggle and it is often at this point many babies and toddlers can end up in out-of-home care.

At Anglicare, we understand these challenges and we understand the need to support mums and dads, provide parenting education and advice, guidance and role modelling. Teaching parenting is often under-rated, yet we know that skilful, confident parenting is a huge benefit for vulnerable families. It can be the difference between keeping the kids at home, or in someone else's care.

With the right support, Anglicare knows many families can stay together.

This chapter tells the story of how Anglicare supports families to acquire the skills and confidence they need to create safe homes, caring environments and positive futures.

**'I'm more level headed. I'm cooler and calmer, and I can see clearly now. I have other tools instead of yelling at them.'**

*ParentZone participant*

**3000**

Number of parents who took part in ParentZone groups

## Anglicare's ParentZone: Victoria's place for parents

Parenting is stressful and all parents need someone to talk to or some extra information and support every now and then. Anglicare understands this, and that is why we are a leading provider of parenting support in Victoria.

When parenting gets tough, our ParentZone program is there, providing free education and information, helping parents and carers be the best they can for their kids.

ParentZone was introduced by Anglicare in 1997, and helps 3,000 Victorian parents every year, as well as providing support and training to almost 300 professionals.

ParentZone offers specialised programs that are tailored to the specific needs of parents. Group programs, where parents learn new skills and strategies to deal with their own feelings are among the most popular, and parents frequently tell us how valuable they find these groups. Parents who have taken part say they are calmer, more confident, are better able to set boundaries and consequences and can communicate effectively.

They also report their children are happier and more secure.

**82%**

Percentage of parents who said their own and child's behaviour had improved

ParentZone has now been listed as an evidence-based Model and has been approved as a 'promising program' under the Australian Institute of Family Studies evidence-based framework.

A fantastic development for ParentZone occurred when Anglicare, in partnership with Cardinia Shire and the Department of Education and Training began plans to deliver a dedicated ParentZone at Pakenham Hills Primary School in Melbourne's rapidly growing south east region.

The pioneering concept will be a home to playgroups, maternal and child health services, literacy and tutoring programs and school psychologists, as well as providing a headquarters for our ParentZone programs, all on the site of a Primary School. The centre, set to open in 2019, will provide a new template for delivering parenting services – taking services out into the school environment where families need them, rather than having to seek them out.



**'Cradle to Kinder has helped me and now I see that I don't have to be like everyone else I know who got pregnant. I'm doing an apprenticeship and building a really good future for both of us now.'**

Cradle to Kinder mum

**Cradle to Kinder: Working with new mums to build good families**

The first four years are a critical time in the development of a child's life – but it can be a sharp learning curve for many parents.

For some, factors beyond their control such as unemployment, housing instability, family violence or poor mental health make it more difficult to care for their baby.

Through our Cradle to Kinder (C2K) programs, we are there to help young mums overcome these obstacles.

This takes not only time and commitment, but also strong expertise. As Victoria's leading child and family welfare organisation we are single-minded in our mission to create positive change for the most vulnerable and disadvantaged families in our community.

Our staff work intensively with mums from before birth, until the time their child turns four. We support them to provide the sensitive and responsive care that is critical to their children's physical and emotional development that helps them do better later in life.

This program is single handedly changing young mum's lives and directly reducing the number of babies coming into state care.

We also support women with their relationships, find secure housing, be connected to their culture and link them with other services they need.

Our excellence in supporting mums was recognised in 2017, with our programs being funded to expand to cover the Bass Coast and South Gippsland for the first time.

**Beyond the Violence: mums and kids heal together**

Experiencing family violence can diminish a mum's confidence in her parenting, and can also make it difficult for children to understand safe, healthy ways of expressing their feelings and relating to others.

Anglicare's *Beyond the Violence* is an eight-week program which allows real-life learning about relationships that can transform parenting for mums who experience family violence.

In 2016, Anglicare was recognised in the final report of the Royal Commission into Family Violence which stated that *Beyond the Violence* was one of the few programs in Victoria that allowed a joint therapeutic intervention for parents and children, and described this as best practice.

The successes we see for individual mums has been backed up by our evidence and evaluation, and *Beyond the Violence* has been approved as a 'promising program' under the Australian Institute of Family Studies evidence-based framework.

In 2016-17, we helped 55 women and 103 children to heal together.

We also remain committed to supporting the most disadvantaged mums in our community with our innovative approaches, which will see us also offering the program in women's prisons and community corrections locations in partnership with Corrections Victoria.

**Jennifer's story: Cradle to Kinder**

**Jennifer is a 21-year-old mother who has been supported by the Cradle to Kinder (C2K) program since she was pregnant with her first child at 17. After a traumatic childhood and a violent relationship, Jennifer is now a confident and caring mother.**

**Jennifer became pregnant while under a Child Protection Order and living in a secure welfare home. Her childhood experiences of significant trauma and abuse led to substance use, mental health concerns, and high-risk behaviour. The father of her child had a similar history and was frequently violent towards her.**

**After Jennifer's son was born, Anglicare's C2K support workers could see that she was prioritising his needs and developing well as a parent. Sadly, the father continued his violent behaviour, and her son was removed. Jennifer became increasingly isolated and vulnerable.**

**After a serious violent incident perpetrated by the father, Jennifer's second child – a daughter – was also removed from both parents' care.**

**After a continued cycle of abuse and trauma, Jennifer attempted to leave her destructive relationship. She finally succeeded with the coordinated support of multiple agencies.**

**Thanks to Anglicare's support, Jennifer was provided with a stable property and both children are back in her care. She has shown determination, strength and courage to address her own substance use and mental health issues, and began studying, all while caring for her much-loved children.**

**With the support of the C2K program, Jennifer is a calm and nurturing parent, creating a positive future for her children.**



**Caring Dads: Anglicare trials a cutting edge program for violent dads**

When men realise the impact their violence is having on their kids, it can be a powerful catalyst for change.

And it's a key principle behind the *Caring Dads* program, which we are delivering to men in Gippsland and Melbourne's west as part of a three-year, Australia-first trial in partnership with Children's Protection Society and the Victorian Government. *Caring Dads* is an internationally acclaimed Canadian model that teaches men about the impact of family violence on their kids and the importance of a respectful relationship with their children's mother.

A 17-week early intervention program, *Caring Dads* targets men who have used violence, or are at high risk of doing so, through group work that encourages them to stop controlling, abusive and neglectful behaviour.

By connecting with other men, they learn how to cope with frustrating situations in healthy ways and to strengthen and repair relationships with their kids.

Anglicare was selected by the Victorian Government to run the three-year pilot program which aims to stop family violence.

Although early in the trial, our staff are already seeing promising signs. Some men are referring others into the program, or asking to continue after 17 weeks.

One man reported that he had told his daughter that he was attending the program to be a better dad, and she told him she was proud of him.

Our involvement in *Caring Dads* is another example of Anglicare's role implementing reforms recommended by the Royal Commission into Family Violence, which recognised the importance of intervening early to hold men to account for their violent behaviour.

**'I used to think that kids just needed a good whack. Now I think they just need an adult to make an effort.'**

A Caring Dad's participant



**NEW TRIALS**

**'SafeCare is delivered in countries including the US, the UK, Belarus, Israel and Spain and now that it is in Victoria we can see huge benefits.'**

Program manager

**Anglicare piloting international evidenced models with Victorian families: SafeCare**

The earlier we can be involved to protect children at risk of neglect or abuse the better. That's why we've partnered with OzChild to introduce the *SafeCare* parent training program to Victoria.

*SafeCare* is an evidence-based program that protects children from birth to five years. Anglicare's highly trained educators visit families to teach parenting skills, but also how to reduce incidents of child maltreatment, the likelihood of family breakdown, parental depression and the need for kids to be in out-of-home care.

Already, we are seeing new parents learning how to increase positive interaction with their children and how to structure engaging and stimulating daily activities.

Anglicare has introduced this parenting model, steeped in evidence, to complement our other parenting programs for vulnerable families. We are committed to giving families the tools they need to stay together.

**Transforming families: Anglicare innovates with acclaimed model to keep families together**

We know that for any family trapped in negative patterns of behaviour, family therapy can help. When we work with families with children who are at risk of being removed from the family home, family therapy can be transformative, but needs to be tailored specially to the situation.

To respond to this unique need, in 2017 Anglicare began trialing *Functional Family Therapy – Child Welfare®* (FFT-CW®), a model for families with children up to 17. The program helps families struggling with mental health diagnoses, a history of abuse or neglect, family violence, substance abuse and criminal justice involvement. Five different phases each have different goals, taking the family from initial engagement and motivation to behaviour change.

This is another of our evidence-based approaches that has been successful overseas. It is the first time a model like this has been introduced in Victoria, thanks to Anglicare's vision to bring the best models to vulnerable families.

# EDUCATION: THE GATEWAY FOR A BRIGHTER FUTURE FOR ANGLICARE'S KIDS

Education has the potential to truly transform lives. Young people who get a good education will have better economic, social and health outcomes. But sadly young people in out-of-home care underperform compared to their peers in almost every measure of education – academic results, numeracy, literacy and attendance.

In the context of complex, and often intergenerational hardship, education can provide children with a ticket out of disadvantage.

We are committed to new and innovative ways of helping to close the gap in poorer educational outcomes for young people.

This chapter tells the story about how Anglicare is working with kids throughout their schooling to help them close that gap and build a pathway out of disadvantage.

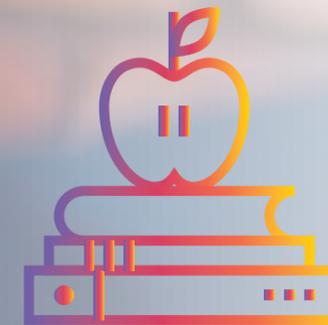


185

The number of children and young people in out-of-home care *TEACHaR* has supported in three years

165

The number of Victorian schools where *TEACHaR* has helped students



## **TEACHaR: Helping kids get a great education and a better future**

All children deserve the same opportunities to make the most of their education. The children and young people we support often need extra help to realise those opportunities. That's why we developed *TEACHaR*.

Anglicare are education specialists for children in out-of-home-care. Since we started *TEACHaR* in 2012, we've seen better school attendance rates, more active engagement in learning, and improved academic results, meeting our aims for the program. We've also seen kids who are happier and more aware of their own potential.

**'We have appreciated the whole school professional development offered to our staff by *TEACHaR*. Our teachers feel more equipped to manage traumatised children to obtain the best learning outcomes for them.'**

Monbulk Primary School

30% ↑

The increase in young people actively engaged in learning over 12 months

The *TEACHaR* program places qualified and experienced teachers in our out-of-home care teams. These educators also have skills and qualifications in related fields such as social work. They work with students in their homes and their schools to provide one-on-one tutoring or informal and creative learning experiences. They liaise with the school and teachers, and help the carers in the home too.

In 2017, we expanded our *TEACHaR* program into new regions across Victoria, and currently employ over 20 teachers to work with the children in our care.

## Aspiration, education and leadership: keys to success in the Anglicare Indigenous Academy

In 2014 Elders from the Goolum Goolum Aboriginal Co-operative approached Anglicare. They asked if we could help address their concern about low educational engagement and the lack of emerging leaders in the next generation. Together, we adapted our existing Youth Aspiration program, already running successfully in several rural secondary schools, into a culturally-relevant program - the Anglicare Indigenous Leadership Academy, in association with the Goolum Goolum and Bendigo District Aboriginal Co-operative.

The program connects young people with community and business organisations in Melbourne and the Northern Territory to see the possibilities for their futures. They meet staff at these businesses who have overcome adversity to succeed in life and work.

We have found that the Academy has been very effective in inspiring and supporting young Indigenous people to make good decisions about their ongoing health and wellness, set personal goals, become leaders in their communities, and critically, to continue to engage with education, with a focus on completing Year 12.

At the end of the Academy year, we offer graduates paid internships with participating organisations.

We were proud to see all of our 2016 graduates remain in school in 2017. A number of other graduates from earlier years are now either attending university full time, or enjoying full-time employment in their local community.

Since our program ran successfully in the Wimmera area, other Aboriginal-controlled groups have asked for it to be introduced into their communities, too. The program has now been expanded across Western Victoria, Bendigo, Southern Metropolitan Melbourne and Gippsland.

# 100%

of 2016 Academy participants are either in school or full-time work

# 15

Academy graduates in 2016

# 400

Number of Indigenous kids living in the NT attended leadership camps with our academy participants



### Archie's story: Anglicare tutoring program

**Archie has shown remarkable resilience, determination, and optimism in his 12 short years. Sadly, he had experienced extreme neglect in his early years. He was unable to attend school regularly, and witnessed violence and alcohol abuse.**

**Archie asked a trusted adult to help him find somewhere else to live: 'anywhere as long as it is safe,' he told them. He now lives with carer Lisa and is safe and happy – and actively working to improve his life through education. As an Indigenous Australian, he is also continuing to explore his connection to culture.**

**Although he is still behind in terms of academic achievement, Archie goes to school every day. Determined to improve, he attends Anglicare tutoring every Tuesday. Anglicare also supports him by covering school costs.**

# 80%

of young people in the Navigator program have started to reengage with education after long periods of non-attendance

### Navigator: Helping young people back into education

There are lots of reasons young people might not attend school. But at Anglicare we know how important education is for their future. We work hard to get them back to school.

Because of our expertise in education, we were selected by the Victorian Government to launch Navigator in the western suburbs of Melbourne – a support service to make re-engaging with school a positive experience.

Navigator works with young people aged between 12 and 17 who have attended less than a third of the previous term's school days.

Case managers and learning support workers run a series of one-on-one sessions – either at the young person's home, school or a neutral venue – to work out the best ways to get them back to school.

As students transition back to school, Anglicare provides intensive support, including coaching, modelling, mediation and case management. We look to the long-term. Our ambition for these young people is that they stay engaged in their education well into the future.

# FROM TEENAGER TO ADULT AND LEAVING CARE

Leaving home is a milestone. A rite of passage. A time to develop independence. But without the right support, disadvantaged young people can struggle.

Anglicare is there supporting young people as they make the transition to independence. We have been on a journey to improve the experience of young people leaving care with programs over a number of years now. We have implemented the Springboard Program, initiated the Breaking the Cycle program and led our Social Impact Bond submission with our Compass model for care leavers. We also initiated the Home Stretch campaign.

The Home Stretch campaign is actively working to change the system to make it better for young people leaving care, campaigning for laws around Australia to be changed so that all young people have the option to remain in care until they are 21.

This chapter tells the story of how we support young people after life in the out-of-home care system.



# 120

Number of organisations now involved in the Home Stretch campaign

## Finishing what we started – extended care for those who need it

### The Home Stretch

When Anglicare sees a problem, we want to fix it – that’s how the Home Stretch was born.

Through Anglicare’s extensive work with young people, we know that too many are falling through the cracks when state care is terminated on their 18th birthday.

Research tells us that when young people leave state care, about half will be ok, but the other half will end up homeless, in prison, unemployed or a new parent. We created the Home Stretch campaign, which aims for laws to be changed in every state and territory so that young people who need continued support can get it.

In the year since the campaign was launched in Victoria, 120 organisations have come on board and we have more than 2,200 supporters – with campaign launches in South Australia, Western Australia, the Northern Territory and Tasmania in 2017.

We’ve presented at conferences around Australia. We have met state and federal Ministers, and have urged them to catch up with the rest of the world and support this legislation change.

We’ve helped young people who have already left care share their stories on the national stage, in the media and with policy makers.

In the coming year, we are looking forward to more exciting developments for The Home Stretch and the campaign to ‘make it 21’ and are grateful to all of our supporters for their commitment and dedication.

Changing the age of leaving care will not only make a huge difference for young people and their carers – it will also be good for the wider community.



### Kirrang Wilam, a safe place to stay and a path away from homelessness

Our Kirrang Wilam Enhanced Youth Refuge helps keep vulnerable young people safe and works to prevent them from moving into the ranks of the long-term homeless.

The refuge provides crisis accommodation for nine young people aged 16 to 22, for up to eight weeks. But like many Anglicare programs, it does much more than put a roof over young people's heads and focuses on delivering great outcomes which prevent repeat homelessness.

Anglicare is working with young people to achieve some of the best outcomes in Victoria. The average stay at Kirrang Wilam is around 20 days, half the statewide average. And the number of young people who leave and return to homelessness is also half the average.

The way Kirrang Wilam operates reflects our commitment and expertise in helping young people avoid repeat episodes of rough sleeping, and preventing them from progressing into the adult homelessness system.

Young people are welcomed into a modern home-like environment, which helps stabilise their immediate crisis. We work to make sure this is a space young people can be proud of.

During their stay, key workers provide advice to support their transition to independence, or to help them reconcile with their families.

And when the time comes for young people to leave Kirrang Wilam, our staff help them move into accommodation such as transitional housing, public housing or share accommodation.

### Paul's story: Springboard

**Paul was only three when child protection entered his life due to family violence and substance abuse. The years that followed were chaotic and insecure, with a high number of child protection orders, warrants and moves to at least 10 different locations.**

**By the time he was 17 and came to Springboard, Paul had all the symptoms of emotional trauma, with a history of aggressive and impulsive behaviour and 48 formal offences.**

**With the support of the Springboard program, he's been able to stabilise his life, significantly decrease his offending and is now able to begin addressing the challenge exploring his options for learning and employment.**

**'My case worker constantly raves about how well I'm doing and that drives me to work hard and make good choices'**

Former Springboard participant

**77%**

Percentage of Springboard clients who successfully commenced a new education or training course

**40%**

Percentage of Springboard participants who got a job

### Springboarding out of care and into work and education

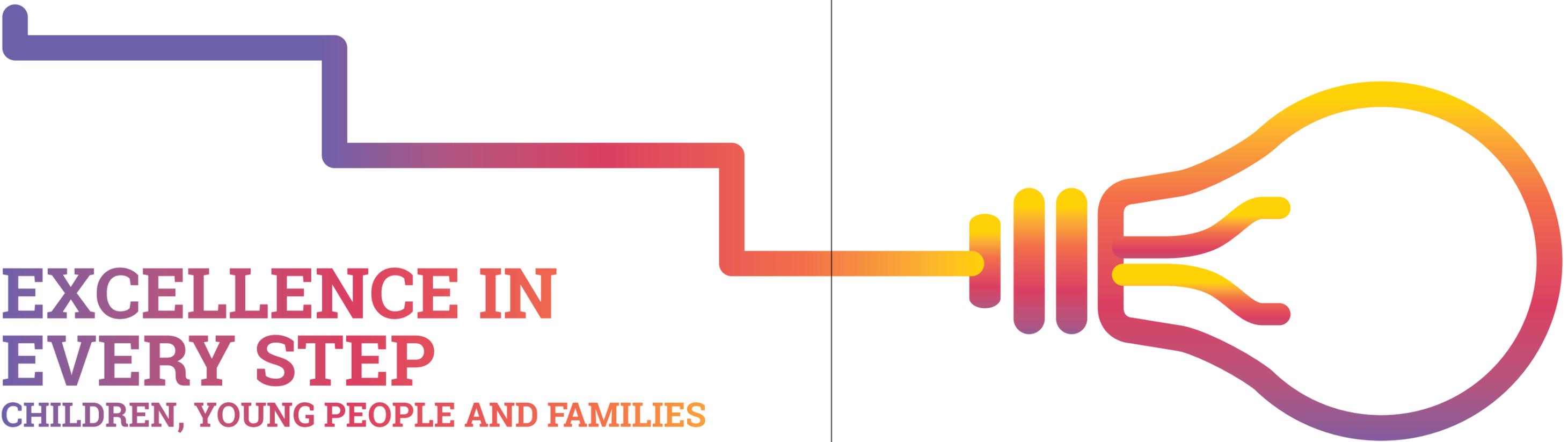
For many young people leaving residential care, taking the plunge into the world of education and work can be tough. Years of instability and moving between placements means many young care leavers have become disengaged from school. For others, constant change makes it hard to hold down even a part-time job.

That's why Anglicare provides Springboard for young people – a program that offers support at one of the most critical times in a young person's life. We know that education can be the ticket out of disadvantage.

As education specialists, this means not only investing in our own evidence-based models, but also backing young people to explore education and training opportunities through other avenues.

Since 2012, our Springboard program has worked with 450 young people who need help getting back into education and training.

Last year more than 60% of young people in the program had been disengaged from education for at least a year. Despite this, the program has shown great results – with more than 75% of participants successfully starting a new education course, 40% finding a job and 66% improving their job readiness.



# EXCELLENCE IN EVERY STEP

## CHILDREN, YOUNG PEOPLE AND FAMILIES

The people we help are at the heart of everything we do, and we always push ourselves to achieve better outcomes for the children, young people and families we support.

In the last year we have continued our commitment to innovation in Victoria, trialing programs that are recognised internationally. We have launched a number of Australia-first pilots for Victorian young people and families.

We have seen our own evidence-based models grow in scale and reputation. We continue to work with community partners across Australia to share best practice and our strong outcomes for the people we work with.

At a time of major, statewide reform of the out-of-home care system and family violence sector, we play a leading role, in partnership with government, in piloting new programs and implementing programs which will drive policy change.

In the last year, Anglicare has responded to some of the toughest challenges in the sector – how to keep more vulnerable families together, how to get more kids with complex needs into home based care and how to do better for those living in residential care.

### Blake and Marie's story: Treatment Foster Care Oregon (TFCO)

'In a short time I knew I had changed Blake's life forever,' says Marie, a carer with TFCO.

When Marie met Blake, he rarely attended school and had a history of anti-social behaviour. He'd reached a critical point. Either he started making different choices or he could lose his future to a life of crime.

Marie wanted to help, so she volunteered to be a TFCO carer.

### Anglicare leading the way with a professionalised foster care model

We want as many young people as possible to have the opportunity to live in a home based environment.

But for young people with serious emotional and behavioural difficulties caused by neglect and trauma, it can be difficult to settle into a stable foster or kinship care arrangement, to attend school or be involved in other community activities.

Anglicare has long been concerned that this group may spend most of their days in residential care. That is why we went to government with a model that offered a professional, home-based care placement, in a family home for these children who need it most.

Treatment Foster Care Oregon (TFCO), is an internationally proven model that provides intensive, therapeutic care to young people for six to nine months, with the aim of helping them re-unite with family, move into a stable foster or kinship care placement and re-engage with school.

The TFCO approach sets clear, consistent boundaries and uses positive reinforcement to give young people the skills they need to better manage their thoughts, feelings and behaviour.

TFCO carers are supported by a team of six professionals with daily calls, financial reimbursements and a respite carer as needed.

It is the first time the program – which has a 70% success rate overseas – has been trialed in Australia.

After starting in Melbourne's south east in April 2017, initial results are promising – with improvements in behaviour and planning for return to family, or more stable home based care options set to begin.

## Transforming residential care for our most vulnerable kids

Anglicare is at the forefront in offering new models of residential care that aim to improve the mental and physical health of our most vulnerable young people, and to help them move into home based care.

In 2017, in partnership with Mind Australia and Monash Health, we were selected to run KEYS (Keep Embracing Your Success) a \$4 million dollar, Australia-first trial of a new approach to therapeutic residential care in Melbourne's southern region.

If successful, the new model has the potential to become a template for the future operation of residential care services across Victoria.

The KEYS trial will see us establish two single-sex homes for teenagers who have sometimes risky, complex and challenging behaviours that make it difficult for them to live in home based foster or kinship care.

Working in partnership with mental health experts from Mind Australia and Monash Health, we aim to help young people improve family relationships, quality of life and community and social connections.

Young people in the program will be provided with a full wrap around service supported by case managers, home coordinators, family, community and educational specialists, along with skills coaches. They will also learn about healthy living, developing independence and regulating their emotions and impulses.

The program aims to return young people to their families, or to a foster or kinship placement within 18 months.



128

Number of families who worked with Rapid Response in 2016-17

93%

Percentage of families who finished the program who still had children at end of four weeks

70%

Percentage of families finished the four week intervention

### Anglicare's Rapid Response keeps kids safe at home

Anglicare has designed an evidence-based program for Australian child welfare conditions called Rapid Response.

Informed by a number of international evidence-based models, it works closely with families to keep kids safe at home when things get tough. It's proven to stop young people being placed in out-of-home care and to keep families together.

Rapid Response was developed by St Luke's Anglicare in Bendigo in 2013, and is now being piloted in Anglicare's southern and eastern regions.

The program works intensively over a four-week period with families at the point where children are about to be removed and a protective application issued.

We develop a safety-focused plan with child protection and the family, and provide intensive, in-home support to address the crisis. Our expert teams help the family to develop parenting skills and we connect them to longer term support services.

The rapid nature of the response is critical because we know if we can intervene early we increase the chances of a child being cared for safely at home, rather than ending up on the streets, or in out-of-home care.

In 2016-17, Rapid Response worked with 128 families who were at imminent risk of having their children removed.

Of the 70% who completed the four-week intervention, 93% had their children with them at the end of four weeks and 80% had increased safety, according to before and after ratings by child protection workers.



### Live-in mentors guide young people to live independently

Moving out of home and learning to live independently is a challenge for all young people – but when you have a history of living in out-of-home care, that challenge can be even greater.

Our live-in mentor program matches mature, experienced volunteers to share a home with young people as they transition to independence after living in out-of-home care.

A typical day for a live-in mentor can include cooking a meal with a young person, showing them how to follow a routine so they can get to school or work, taking them to sport, teaching them to clean or helping them apply for a job. It can also include playing board games, watching TV or going to the gym.

Mentors also provide guidance and emotional support to young people, and provide a consistent adult presence in the home.



One of our long-term mentors, Jason (above), has lived in homes with about 10 different young people over the past five years.

“I saw it as a chance to help young people engage in their community and pass on some of the living skills I struggled with as a young person,” he says.

“Role modelling is very important. If a young person sees you getting involved in education or getting up every day, going to work and cooking and cleaning, it can give them the confidence to think that they can do it too.”

### A unique collaboration and social impact investment in improving lives

In one of the most significant developments in the out-of-home care landscape in Victoria, this year Anglicare has been part of a unique collaboration to change the way young people leave care.

We know that young people leaving care experience social disadvantage, ill-health and homelessness at rates much higher than others their age. To address this, Anglicare, in partnership with VincentCare, developed a program to change these young people’s futures in response to calls for expressions of interest into Victoria’s first Social Impact Bond.

The Social Impact Bond is a new way of funding community services, by bringing private investors, government and community services together to finance approaches that will deliver a financial and social impact in the community. In 2017, Anglicare won the opportunity to work with the Victorian Government to develop a program to transform the way young people leave care in Victoria.

This program aims to provide a range of wrap-around supports, including housing and tailored case management, to help young people establish themselves as they move into adulthood, and deliver better outcomes for them and for the community. Critically, these support services extend beyond when the young person turns 18, giving them the best possible chance to create a future they want.

# MESSAGE FROM THE ARCHBISHOP

**This year marks the 20th anniversary of the formation of our agency. Anglicare Victoria was formed in July 1997 following the amalgamation of three of the state's most experienced child and family welfare agencies: the Mission of St James and St John, St John's Homes for Boys and Girls, and Mission to the Streets and Lanes.**

Between them, these three agencies had provided over 200 years of care for vulnerable children and families facing hardship and disadvantage and this care continues today.

Now we are one of the state's leading agencies in supporting vulnerable children, young people and families, and are known for delivering a wide range of internationally recognised, evidence-based models, as well as developing our own nationally significant programs that transform the lives and circumstances of our children, young people and families we work with.

Celebrating 20 years, this annual report tells us about Anglicare Victoria today, a progressive and leading organisation. I commend the staff, volunteers and supporters of Anglicare Victoria for making this work possible and extend my heartfelt thanks to you all.



THE MOST REVEREND DR PHILIP FREIER,  
ARCHBISHOP OF MELBOURNE



MR STEPHEN NEWTON AO (CHAIR)

# MESSAGE FROM THE CHAIR

**Upon becoming Chair of the Board in July, 2016, I committed to spending part of each month in the Agency, enabling me to see at first hand instance after instance of our deep and abiding commitment to social justice and to the welfare of others – through the great skill and dedication of members of staff and volunteers, and the positive difference this makes to the lives of our clients.**

I have: visited a number of our residential units; participated in one of the many training programmes for our staff; met with some of our foster carers; listened to the staff teams in different regions as they have explained their work to me and willingly answered my many questions; and I have been privileged to meet with clients in their homes, to listen as they have shared their life journeys with me and as they have talked of what their experiences of Anglicare have meant to them and to their hopes for their futures. *Whatever it is that our clients experience - when they are in our care, we seek to be with them every step of the way.*

On 1st July, Anglicare Victoria turned 20! While we can be immensely proud of what has been achieved thus far, it is upon those of us involved in our Agency to-day to always aspire for still better outcomes for our clients into the future. We can give the lead through trialling new approaches both in our programs and in how we go about our work each day – both individually and in our teams.

As we look to our next 20 years, as this Annual Report explains, ours is an Agency open to change, to leadership through new ways of thinking and doing, but with one ambition: still better outcomes for the clients, with whom, we have been given the special privilege to work.



# MESSAGE FROM THE CEO



**This annual report comes to you in Anglicare Victoria's 20th year. However our beginnings go back to the late 1800s, to three founding organisations which formed to respond to the needs of abandoned children, family breakdown, struggling families and harsh poverty.**

These agencies, the Mission of Streets and Lanes, the Mission of St James and St John and St John's Homes for Boys and Girls, and more recently St Luke's Anglicare services, were of state significance and first responders to Victoria's vulnerable children and families. After many decades of remarkable 'hands on' service, they united 20 years ago and Anglicare Victoria was formed. From here we have evolved into one of Australia's leading thinkers and providers in child, youth and family welfare.

Despite the dramatically difficult starts and situations our children, young people and families have experienced, it is our leading-edge evidence and thinking, commitment and the relationships we offer that enable our clients to overcome adversity and helps provide a path to a good and full life.

I am often asked what our ultimate goal is, or a defining moment of what we have achieved in 20 years.

This year I was having dinner in one of our residential units and sitting across the table was a young man, just 10 years old and unable to be cared for in a home-based care environment. He came to us diagnosed as mute due to trauma, undernourished, had not been in a school for several years, and was physically and emotionally dishevelled.

With our staff's devotion and persistence he began talking and eating. And then school became a goal and he began attending school regularly like any other boy or girl his age. And with all this input it was a proud moment when he was nominated for our Chairperson's Awards for his individual development whilst with us.

It may be an individual achievement of a young boy, but we are an organisation that, at the end of the day, is made up of hundreds of these moments.

And that is what we want to be known for at Anglicare Victoria, for assisting our children, young people or families reach those small, individual achievements, because with every individual achievement, life, and the people around them also change for the better.



PAUL MCDONALD

# ANGLICARE VICTORIA'S CHAIRPERSON'S AWARDS

**CELEBRATING THE EXCEPTIONAL SERVICE,  
COMMITMENT AND BRAVERY OF OUR  
CLIENTS, STAFF AND CARERS**

**Over 700 people came together at the MCG in August to celebrate the exceptional achievements of our staff, volunteers and clients at the 2017 Chairperson's Awards.**

This occasion allows us to step back from our day-to-day work and pause for reflection.

We recognise the wonderful work being carried out day in, day out by our dedicated staff and volunteers. And we acknowledge those people whose commitment to our organisation and the community makes a real difference to our clients' lives and futures.

The Victorian Minister for Families and Children, Hon. Jenny Mikakos, attended to present our client awards, and renowned signer songwriter Archie Roach delivered a performance that set the tone of the evening.

Twenty-six clients, families, staff or carers received awards, selected from a record 162 nominations across nine categories.

## Exceptional Service Team Award

**Winner:** Intensive Case Management and Targeted Care Package Team

**Highly commended:** Home Based Care and Volunteer Recruitment and Support Team

**Highly commended:** Residential Care Team

## Exceptional Service Individual

**Winner:** Anthony Hutchins  
Home-based Care Team

**Winner:** Bianca Bassett  
Targeted Care Packages Team

**Highly commended:** Neselie Gavanzo  
Family Violence Flexible Support Program

**Highly commended:** Dennis Sherwell  
Community Relations Group

## Innovation

**Winner:** Mark Carlin  
Family Services Team

**Highly Commended:** Zeus the therapeutic dog  
Residential Care Team

## Emerging Leader

**Winner:** Dani Jeffery  
Residential Care Team

**Winner:** Grenville Wise  
Changing Futures Program

## Outstanding Leader

**Winner:** Joe Kerton  
Residential Care Team

**Highly Commended:** Samantha Mellor  
Youth Reunification & Preservation Program and Targeted Care Packages Team

**Highly commended:** Kirsten White  
Rapid Response Program

## Fostering Futures

**Winner:** Fiorina Castellan  
Foster Carer

**Highly Commended:** John & Genevieve Mercieca – Adoption and Permanent Carers

**Highly Commended:** Sandra & Robert Brown Home Based Carers

## Outstanding Volunteer

**Winner:** Peaceful Warriors Mentors

**Highly Commended:** Ron Courtney  
Corporate Services

**Highly Commended:** Benita Pippas  
St Albans Emergency Relief



# PARISH PARTNERSHIPS

## A POWER FOR GOOD

**Anglicare Victoria has a proud and rich heritage of working alongside the Anglican Church in Victoria. Today, that tradition continues, with Anglicare Victoria working across the state in partnership with Anglican parishes and the community to address local community needs.**

Projects are often run by volunteers and vary according to the specific needs of each location. These partnerships are based on the understanding that together, we have a shared responsibility to provide support for people in need.

Our Parish Partnerships are extensive and operate across Victoria. In 2016/2017 we were proud to work with 192 parishes and support 116 projects, which helped 61,982 people in need.

In 2017, our team supported some of the most vulnerable people in our communities, with emergency relief and material aid. In over 30 communities, our Parish teams distributed food hampers, Christmas presents and food, petrol and pharmacy vouchers to people in desperate need.

Community breakfasts and lunches were hosted by parishes all across Victoria, to give a warm meal as well as company and comfort. Importantly, safe spaces were created for people in need to come forward and receive support, with dignity and respect.

Parishes continued to work alongside Anglicare to deliver unique community programs in and around parishes. From homework clubs to swimming lessons for recent migrants, or community kitchens and opportunity shops, Anglican parishes across Victoria have been some of Anglicare's most valued supporters, and trusted partners in our work to create a more just society by expressing God's love through service, education and advocacy.

Our Anglican Criminal Justice Ministry provided chaplaincy to men and women in prisons across Victoria, as well as to young people incarcerated in youth detention centers. In 2017, the number of volunteer Chaplains continued to grow, and so did the inspiring stories of growth and change we hear from those behind bars.

Anglicare Victoria is grateful for those who work alongside us as we seek to show God's Love to all those in need.

# 119

Number of Parishes in Victoria who are supporting 116 Parish Partnership services, programs and activities

# 61,982

Number of people who have received support through Parish Partnerships in the 2016/17 financial year



Anglicare Victoria thanks The Ballarat Courier and The Warrnambool standard for use of their images

# OUR SUPPORTERS

## **We express our gratitude. We could not have done it without you.**

Every dollar you donate makes a difference for the children, young people and families we help.

Without your support we could not tackle the tough problems that face Victorian families and provide the hands-on, practical support and care that makes a difference to people's lives every day.

In 2016-17 our generous community contributed more than \$5.6 million in donations. This extraordinary effort came from our parishes, schools, companies, philanthropic funders and community groups, as well as our dedicated donors.

Your generous gifts help us be innovative and test the best new ways of helping children, young people and families. They also allow us to invest in programs that we know will work and make a real difference.

Our donors help ensure the long term sustainability of Anglicare Victoria and our work.

Your contributions are felt at the coalface – where we are keeping children safe, reuniting families, encouraging parents to build skills and confidence, helping women and children heal from family violence and helping young people overcome adversity and connect to the world of work and education.

We offer our heartfelt thanks to all of our supporters who have worked alongside Anglicare Victoria to make such a big difference to the community.

## **Your legacy with Anglicare Victoria**

Bequests are an important part of our work in creating a more just society.

They allow us to continue our vital work. They ensure that vulnerable children, young people and families will have ongoing access to better opportunities in the future.

They ensure that your charitable spirit lives on in support of the community for generations to come, and that your life's legacy makes an enduring difference to the lives of others.

We are grateful to our supporters who have chosen to see their legacy live on through a gift in their Will to Anglicare Victoria.

# \$5.6m

Donated by the community in 2016 and 2017

## **Jakes story: A Christmas gift**

Eleven-year-old Jake raised almost \$3,000 in 2016 to buy a swag of beds for Anglicare Victoria's breakfast program for the homeless in Ballarat.

Jake raised the funds by selling homemade Happiness Advent Calendars that feature happy quotes and jokes instead of chocolate.

Jake has always been concerned about people who are homeless and wanted to do something to help them out.

**"I've been given the gift of a home and a loving and caring family. Some people in the world don't really have that, so it means a lot to me that people who are homeless have somewhere to sleep," he said.**

Jake's mum Emma said that from a very young age, Jake was always wondering how he could help out.

**"We looked at volunteering at the local soup bus but volunteers had to be over 18, so the idea of our Happiness Advent calendars was born.**

**"Jake has carefully chosen a selection of quotes that he hopes will make people smile and I have designed them up into cute little cards," Emma said.**

**Jake and Emma plan to continue selling their Happiness Advent Calendars this Christmas.**



MR STEPHEN NEWTON AO  
(CHAIR)



MR JOHN UNKLES  
(DEPUTY CHAIR)



BISHOP GENIEVE BLACKWELL



PROFESSOR GLENN BOWES AO



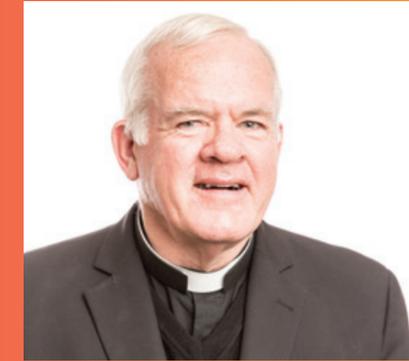
BISHOP ANDREW CURNOW AM



MS AMANDA DERHAM



MS PAULINE KELLY



ARCHDEACON EMERITUS  
RAY MCINNES



MR GEOFF WALSH



MS CAROLINE JOHNSTON



REV'D KATHRYN WATT



MR DAMIAN WELLS

## BOARD AND COMMITTEE

### Board Subcommittees

#### Property Committee (monthly)

Archdeacon Emeritus Ray McInnes (Chair)  
Mr Ron Courtney  
Ms Amanda Derham  
Mr Stephen Newton AO  
Mr Paul McDonald  
Mr Chris Baring-Gould  
Mr Garry Dalton

#### Finance Committee (monthly)

Mr Geoff Walsh (Chair)  
Ms Amanda Derham  
Mr Peter Horsburgh  
Ms Caroline Johnston  
Mr Stephen Newton AO  
Mr John Unkles  
Mr Paul McDonald  
Mr Chris Baring-Gould

### Risk Management and Audit Committee

(quarterly)  
Ms Caroline Johnston (Acting Chair)  
Mr Sanjit Black  
Ms Amanda Derham  
Mr Andrew Dix  
Ms Maria Polujnikoff  
Mr Paul McDonald  
Mr Chris Baring-Gould  
Mr Tom Hadkiss  
Mr Howard Hamlyn

### Quality of Care Committee (bi monthly)

Ms Caroline Johnston (Chair)  
Dr John Chesterman  
Mr Anthony Johnston  
Ms Pauline Kelly  
Mr Paul McDonald  
Ms Meaghan Courtney  
Mr David Giles  
Mr Tom Hadkiss  
Ms Sue Sealey  
Ms Anne Welfare

### Research and Advocacy Committee (bi-monthly)

Mr John Unkles (Chair)  
Professor Glenn Bowes AO  
Ms Margaret Hamilton  
Mr Paul McDonald  
Ms Tatiana Corrales  
Mr Tom Hadkiss

### Employment Policy and Remuneration Committee (bi-monthly)

Mr Stephen Newton AO (Chair)  
Dr Glenn Bowes  
Mr Damian Neylon  
Rev'd Kathryn Watt  
Mr Paul McDonald  
Mr Chris Baring-Gould  
Mr Jamieson McKinnon

### Research Ethics Committee (monthly)

Ms Pauline Kelly (Chair)  
Ms Sally Alsop  
Dr Michael Fotheringham  
Dr Clem Gruen  
Rev'd Malcolm Woolrich  
Ms Elizabeth Yewers  
Dr Tatiana Corrales  
Rev'd Robert Ferguson

# FINANCIAL STATEMENT

## Anglicare Victoria Statement of surplus and deficit and other comprehensive income

For the year ended 30 June 2017

	2017	2016
	\$000s	\$000s
<b>REVENUE AND INCOME</b>		
Government funds and client fees		
Placement & support	48,720	44,277
Family services	40,086	34,247
Community programs	11,346	10,518
Mental Health & Disability Services	5,091	4,727
Parish partnerships & community development	805	702
<b>New Service Development</b>		
Innovative Evidence Based Programs	322	-
<b>Funds raised by Anglicare Victoria</b>		
Tied fundraising income	2,305	2,682
Untied fundraising income	2,479	2,852
Net Contribution from Innovative Resources	30	21
Bequests	912	474
Net investment income	3,058	3,585
<b>Total revenue and income</b>	<b>115,154</b>	<b>104,085</b>
<b>EXPENDITURE</b>		
<b>Services provided to children, young people &amp; families</b>		
Placement & support	54,300	49,726
Family services	35,547	30,354
Community programs	12,018	10,877
Mental Health & Disability Services	5,051	4,546
Parish partnerships & community development	2,344	2,327
<b>New Service Development</b>		
Innovative Evidence Based Programs	970	-
<b>Infrastructure, support and governance costs</b>		
Quality assurance, audit & other legislative compliance costs	492	663
Property (rents & maintenance), vehicles & technology infrastructure	1,879	1,904
<b>Staff wellbeing, advocacy and community relations</b>		
Staff development and training	1,116	950
Research and advocacy	529	560
Building relationships with community, schools, parishes and media	2,075	1,999
<b>Total expenditure</b>	<b>116,321</b>	<b>103,906</b>
<b>Net operating surplus / (deficit)</b>	<b>(1,167)</b>	<b>179</b>

	2017	2016
	\$000s	\$000s
Grant to Anglicare Victoria Childrens Foundation	(882)	(464)
Backpay relating to St Lukes pre-merger	(235)	-
Net gain/(loss) on sale of plant, equipment & investments	1,696	1,542
Impairment losses on investments (AASB 139)	(79)	(284)
Plant and equipment expensed	(66)	(26)
Heritage claims and redress costs	(950)	(827)

**Surplus / (Deficit) for the year** (1,683) 120

### OTHER COMPREHENSIVE INCOME

#### Items that may be reclassified subsequently to surplus or deficit

Unrealised (loss) on investments	(373)	(804)
<b>Other comprehensive income / (loss) for the year</b>	<b>(373)</b>	<b>(804)</b>

**Total comprehensive income / (loss) for the year** (2,056) (684)

Represented by:

#### Operating activities

Provision of direct services to children, young children and families, including infrastructure and support services	(9,399)	(8,781)
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#### Non-operating activity

Net gain on sale of plant and equipment & investments	1,696	1,542
Unrealised impairment losses on investments (AASB 139)	(79)	(284)
Plant and equipment impairment expense	(66)	(26)
St Lukes pre merger cost of salaries and wages paid in the year	(235)	-
Heritage claims and redress costs	(950)	(827)

#### Anglicare Victoria's contribution of resources

Net fundraising income	4,232	4,880
Net investment income	3,058	3,585
Net Contribution from Innovative Resources	30	21
Bequests received	912	474
Grant to Anglicare Victoria Childrens Foundation	(882)	(464)

#### Other comprehensive income

Unrealised (loss) on investments	(373)	(804)
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**Total comprehensive income / (loss) for the year** (2,056) (684)

**There are so many ways  
you can make a difference too!**

**Join us and help changes lives.**

**DONATE** to our fundraising appeals online at [anglicarevic.org.au](http://anglicarevic.org.au) or call 1800 809 722.

**BECOME A CARER** and provide a stable, loving home for foster care children who are unable to live with their birth families. Information sessions are advertised on our website.

**GIVE REGULARLY** by joining our monthly giving program. Call 1800 809 722 or visit our website for more details.

**GIVE AT CHRISTMAS** and support our annual Christmas Toy & Food Appeal. Giving to us during this seasonal occasion will bring joy to children by way of a gift, and help contribute to a family meal on Christmas day.

**LEAVE A LEGACY** and remember Anglicare Victoria when you are planning your estate and arranging your Will. Visit our website to find out how you can contribute to make a lasting and valued impact.

**VOLUNTEER** in a range of locations and roles across Victoria. Visit our website to view the volunteering positions that are currently available.

**GET SOCIAL** and keep in contact with the work we do, by following us on Twitter, liking us on Facebook, or sharing our YouTube videos.

**JOIN OUR TEAM** and work in one of Victoria's leading agencies supporting children and families. All career opportunities are advertised on our website.

[www.anglicarevic.org.au](http://www.anglicarevic.org.au)



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