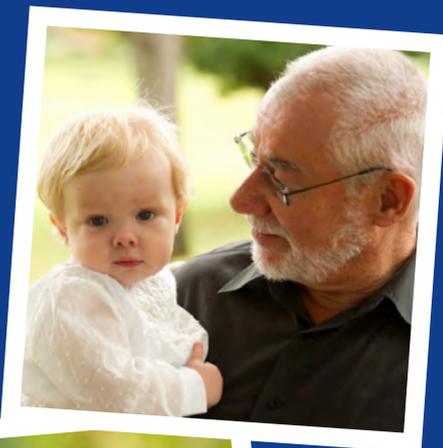


Annual Report 2012



ANGLICARE
HOPE IS HERE. SA.



Annual Report 2012

Anglicare SA Board 2011-12

Mr Andrew Marshall,
Chair



Dr Lynn Arnold AO, CEO*

Mr Matthew Adcock



The Reverend
Peter Chilver

Dr Timothy Cooper AM[^]



The Most Reverend
Dr Jeffrey Driver

Mr Philip Evans[#]



Ms Libby Hogarth

The Reverend
Andrea McDougall



Mr Lange Powell

Mr Keith Stephens



Mr Adrian Swale

Mr Bruce Trebilcock



Foreword

by the Most Reverend Dr Jeffrey Driver,
Archbishop of Adelaide and President of Anglicare SA

John 10:10 "I came that they may have life, and have it in abundance"

The work of Anglicare SA is testament to the prophetic and caring heart of the Diocese of Adelaide. As a professional and practical expression of living out the Gospel through our actions, we seek to bring the hope of the Gospel of Christ – a life in its full abundance to be found in Jesus Christ.

Anglicare SA offers a practical and Anglican expression of the life of Christ to those who find themselves struggling or vulnerable, but who are asking for a chance to rebuild. A continuous challenge over that time has been the provision of facilities, staff, volunteers and care to maintain the high standards to which we aspire. There is constant and appropriate pressure to meet the ever-increasing needs of our ageing, homeless and youth populations, and to do so with nothing less than life-changing excellence.

Anglicare expresses the relationship between what Jesus is saying and the community to whom he is speaking today, and to do that it must be itself a creature of that life.

To be part of Anglicare is to share the vision of abundant life for all.

We acknowledge the Kurna people
and their spiritual relationship with the land
as the traditional custodians of the Adelaide region.
We acknowledge their living culture, heritage and beliefs.
May we walk together in harmony in a spirit of reconciliation.

* CEO and Board Member until 30 June 2012

[^] Subsequently resigned from the Board July 2012, taking up the position of Chairman of the Archbishop's Appeal

[#] Appointed to the Board March 2012

Compassion in action

Report from the Board, by Chair Andrew Marshall

I was fortunate recently to be present at a luncheon where a long-time corporate supporter presented Anglicare SA with a cheque for staff-donated funds, additional to the company's own giving, to assist in the delivery of a Star Bear camp for bereaved children. During the luncheon Miss Alyssa McDougall, who undertook a work placement with the Star Bear program during 2012, spoke with such love and compassion for the children she had cared for that there was not a dry eye in the room. Her winsome presentation was especially moving. It was compassion in action and showed our corporate hosts, in the simplest of terms, how Jesus' love, through the service of this young woman, can provide hope and happiness to a child whose world has been shaken by the tragic loss of a parent. This is how the Kingdom of God is becoming known in the boardrooms of our city, and in our suburbs.

Simple steps to best practice

Throughout the past year, Anglicare has continued to serve people through the provision of a multitude of services and initiatives. Anglicare continues to speak out for the oppressed, the broken hearted and the frail elderly. We continue to link ourselves with organisations and agencies who are committed to providing innovative social services, fairness and opportunity in our society. We offer employment and volunteer work to over 2000 South Australians. Through Anglicare, the Anglican Diocese of Adelaide serves the Lord by providing exceptional services to communities most in need, which brings hope to people, and restoration to our society.

As Jesus said in the Gospel of Matthew, his followers are called to be nimble, local minded, courteous, expectant and theological – remembering that what we say and do reflects God's love for the world. It's that simple.

Based on a reflection from Matthew 10:5-11:

⁵⁻⁸Jesus sent his twelve harvest hands out with this charge:

"Don't begin by traveling to some far-off place to convert unbelievers. And don't try to be dramatic by tackling some public enemy. Go to the lost, confused people right here in the neighbourhood. Tell them that the kingdom is here. Bring health to the sick. Raise the dead. Touch the untouchables. Kick out the demons. You have been treated generously, so live generously.

⁹⁻¹⁰Don't think you have to put on a fund-raising campaign before you start. You don't need a lot of equipment. You are the equipment, and all you need to keep that going is three meals a day. Travel light.

¹¹When you enter a town or village, don't insist on staying in a luxury inn. Get a modest place with some modest people, and be content there until you leave."

The targeted response

It is important to recognise that the demand for our services increases year after year, and although it comes with a significant cost, Anglicare has been

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Anglicare is becoming more targeted and strategically positioned to effectively do the work God has called us to do...

able to respond by providing more and more – often from our own capital resources. To ensure sustainability and increase our service capacity, Anglicare is becoming more targeted and strategically positioned to effectively do the work God has called us to do, and to best use the resources that have been provided to us. After a season of growth, we sense a need now to regroup, redirect and press forward in the most effective way possible.

First fruits

The Board is very encouraged by the first fruits borne of the organisational restructure which I reported on last year. This restructure has continued since then, and continues to be finessed. I would like to thank my fellow Board members, outgoing Chief Executive Officer Dr Lynn Arnold, and his Executive team, who have richly contributed and adapted to the requirements of a changing environment. They have all bravely addressed the difficult decisions which typically arise during a time of organisational change.

There is increasing clarity around the strategic needs for Anglicare to best position itself for the future, and I am pleased to report that Acting CEO, Mr Stephen Gillis, and Chief Financial Officer, Mr David Hughes, have ably assisted the Board and our outgoing CEO in this task.

In broad terms our strategic priorities include:

- developing and implementing a sustainable service model
- identifying the needs of the changing sector
- integrating the organisation
- growing capability in people and culture, and
- providing independent revenue growth.

We have now commenced the implementation phase of this strategy, and fully expect positive changes to be seen throughout the organisation in coming years.

A change of executive structure

In mid-2012, I announced that Dr Lynn Arnold would be stepping down as CEO to commence full-time theological study at St Barnabas College. The Board extends sincere best wishes to Lynn and Elaine for the future, and we as a Board acknowledge Lynn's enormous contribution to the life of Anglicare during the past four years. Lynn has given Anglicare an outstanding public profile, presided over growth and expansion of services, and provided important commentary in a host of forums which has had a significant impact on those who have been fortunate to hear these presentations. We look forward to the commencement of Rev'd Peter Sandeman as CEO in early November 2012 and anticipate a smooth transition, thanks to the outstanding efforts of Acting CEO, Mr Stephen Gillis.

The importance of good governance

The Board is well served by its members, who also sit on a variety of other important committees. I thank everyone who provided time and expertise to assist on the Finance, Governance, JADAPP (Joint Anglicare – Diocese of Adelaide Parish Partnerships), Major Projects and Marketing Committees throughout the year. Readers of this report will note that our financial surplus is reduced from previous years. This is due to a number of known factors, and further confirms that the strategies that have been initiated are necessary, unavoidable and a sensible response to challenging times. I specifically thank all staff and volunteers of Anglicare SA for the work they do and their willingness to play an important part in shaping our organisation. I would also like to thank our supporters with whom we partner to carry out this work; individuals, agencies, companies and communities. It's an amazing team effort.



Volunteers at the Elizabeth Mission Food Barn serve a free hot lunch to 50–80 people each weekday, on a budget of just \$20.

Sustaining hope

Report from Acting Chief Executive Stephen Gillis

The past year has been a significant milestone in residential aged care as we completed several major property developments

It gives me great pride and pleasure to report on the critical work of Anglicare SA in sustaining hope in a time of enormous change. The one constant in our annual report is that each year we reflect on the ever-increasing scale and pace of change. There are the continual media reports on aspects such as climate change, global financial distress, rumours of political change, disagreements in responding to asylum seekers and, at the local level, cost of living pressures through spiralling utility prices.

Anglicare is not immune to these factors and indeed, my title of Acting CEO signifies that this has been a significant time of change in the leadership at Anglicare. However, while Anglicare will also need to constantly respond to change, we remain fixed on our purpose of sustaining hope.

In paying tribute to the leadership of departing CEO Lynn Arnold, his greatest legacy is to have firmly established a foundation, captured in John 10:10, that our services are grounded in the context of the Gospel of Jesus. Therefore we view such challenging times of change through the lens of the gospel, which sees hope of a life of fullness for all. It is inspiring to see this principle lived out on a daily basis through the lives of our residents, clients, staff and volunteers. This is more adequately described in the separate service portfolio reports that follow.

It is a privilege to share the lives of residents who live in our accommodation services, such as residential aged care, residential housing, refugee housing and various community accommodation services. The past year has been a significant milestone in residential aged care as we completed several major property developments. This investment is driven by our belief that everyone is valued, and that age or disability should not be the final word on someone's life. We aim to create a space to celebrate achievements, share learnings, value extended family and old friends, and reap the rewards of a full and enriched life.

During the financial year, we saw the refurbishment and extension of Dutton Court come to fruition. This accommodation houses 47 residents in the new Banksia Wing, a significant boost to the existing 28 beds in the original Magnolia and Acacia buildings, plus the independent living units.

At All Hallows Court, Westbourne Park, we have recently established a highly impressive new 75 bed residential facility. We extend our thanks to the residents and their families for their support through this development period, and give our congratulations to the staff and contractors who demonstrated excellent teamwork and commitment to achieve such tremendous outcomes.

Anglicare has not only continued to invest in new facilities but, importantly, has piloted new community programs in areas such as youth gambling support, disability services and utilities literacy, to assist with reducing utility costs. The uniqueness of the Daphne Street Autism Specific Early Learning and Care Centre (ASELCC) was recognised in May 2012 by recent Federal Government funding of \$2.1 million to upgrade its specialist facilities.

Whilst this investment has occurred, it is important to position this in the context of a necessary phase of organisational consolidation. Following several years of rapid growth for Anglicare, the annual report for last year ending June 2011 indicated that this growth had slowed to 6.7 per cent. This was intentional, in order to enable a process of organisational restructure and focus on integration. This past year has seen revenue growth of 7.5 per cent and an enlarged workforce to over 1400 staff and almost 1000 volunteers.

It is pleasing to report that significant progress has been achieved in the design of new business information systems through the leadership of Business Information Systems Manager, Leo Gillette, and similarly in the development of operational quality and risk management systems through the leadership of Quality and Risk Manager, Anne Maddock.

In an environment of financial pressure on the community sector, and increasing reporting complexity, it is important to recognise the excellent development in financial management by Chief Financial Officer, David Hughes, and the Finance team.

The pressure on Government budgets has inevitably introduced constraints in funding to community services, and therefore cost increases, largely driven by legislated wage adjustments, are not fully recovered. This trend has introduced new challenges to financial sustainability for the wider community sector.

It is significant to note that Anglicare SA had already implemented an initial response to this challenge through the operations restructure successfully completed in 2011. Whilst some refinement of the operations structure will continue in 2012, the focus will now shift to the Service Support areas to complete the organisational review. This will ensure that we are fully aligned and integrated in order to maximise our capacity to provide services to residents and clients.

Of course there are other emerging trends in sectors such as housing, aged care and the proposed introduction of a National Disability Insurance Scheme (NDIS), which all present new opportunities. We are blessed to have passionate, professional and highly talented staff at all levels and I am confident that Anglicare is well-placed through the leadership of the Executive Management Team, and the support and commitment of the Board, to respond and adapt to these circumstances.

We are blessed to have passionate, professional and highly talented staff... to respond and adapt to these circumstances

Services at a glance

Seniors' Living

All Hallows Court, Westbourne Park 75 bed residential ageing in place facility with a memory support secure unit.

Canterbury Close, Elizabeth West 121 bed residential ageing in place facility with a memory support secure unit.

Dutton Court, Elizabeth East 75 bed residential ageing in place facility with a memory support secure unit and 40 independent living units.

Grandview Court, Trott Park 120 bed residential ageing in place facility with a memory support secure unit and 24 independent living units.

Ian George Court, Brompton 40 bed ageing in place facility which provides support for the disadvantaged frail aged residents who were homeless or at risk of homelessness.

St Laurence's Court, Grange 144 bed ageing in place facility which includes a 62 bed high care nursing home with a memory support secure unit and 82 bed hostel.

Housing and Homelessness

Anglicare Housing Services Provide affordable long and short term housing for people who are on low incomes, together with a range of tenancy support services. Anglicare SA currently manages around 800 residential properties throughout the metropolitan area, through the Anglicare SA Housing Association, Aged Pensioners Independent Homes, Laura & Alfred West Cottage Homes, the Refugee Housing Program and Drug Court Accommodation Service. Many of our tenants have high or complex needs and without this service would otherwise be homeless.

Northern Housing Inclusion Program A flexible range of services for people who are homeless, or at risk of homelessness. This service focuses firstly on preventing people from becoming homeless, but also providing a wide range of support services for those who are experiencing homelessness to keep them safe and well. It also helps people who are homeless to find appropriate and affordable housing.

Property Services provides access to a range of household services, including household goods for eligible people on low incomes, cleaning, rubbish removal and maintenance services. These are provided in part through the efforts of a team of dedicated volunteers.

Tenants Information & Advocacy Service (TIAS) A free statewide service providing information and advocacy to people who are on low incomes, and who have problems with their tenancy. This also includes the Financial Counselling and Advocacy Service, to assist tenants to meet their rental payments, debts and other expenses.

Children, Youth and Family Wellbeing

Children's Respite Structured, recreational respite care program for children and young people who have an intellectual disability.

Community Refugee Integration (CRI) provides accommodation and support to families and individuals in community detention, awaiting the outcome of their application for refugee status.

Evolution An informal educational space for young people who have been suspended or excluded from school.

Generate works with intergenerational unemployed young people and their families to achieve employment participation.

Generic Homelessness Program Support for children experiencing homelessness, often linked to trauma and other family problems.

HIPPY (Home Interaction Program for Parents and Youngsters) is a two year home-based parenting and early childhood enrichment program targeting families with young children.

Intensive Placement Prevention (IPP) Service works to stabilise and increase families' capacity to provide better care for children and to keep families together.

Kids' Club provides breakfast, after school and holiday activities for local children and their families in Elizabeth Plains.

Montrose Residential respite care program for children and adolescents with an intellectual disability.

Newly Arrived Youth Service (NAYS) Early intervention services to newly arrived young people aged 12–21, who are homeless or at risk of homelessness.

Reconnect Playford An early intervention program, for young people aged 12–18, who are homeless or at risk of homelessness, and their families.

Reunification Service works to stabilise and build capacity in families, to provide better care for children and to keep families together.

Shop Skate Create Activities for young people aged 9–17, and diversion from antisocial behaviour, led by Playford City Council with

the Elizabeth City Centre.

The Platform A central location in Elizabeth from which a wide range of youth and children-oriented programs are delivered, including after school and holiday activities.

Y-Connect A flexible environment for students at risk of disengaging from school, from years 6–12, providing life skills, literacy and numeracy.

Alternative Care for children who cannot stay with their birth families, includes:

Foster Care recruits carers and provides support, education and training to foster carers who provide emergency, respite, short-term and long term care in their homes for children/young people.

Fresh Start Therapeutic Foster Care Program in partnership with the Australian Childhood Foundation, provides therapeutic care for children and young people who have experienced abuse and trauma.

Respite Care breaks for foster or birth families, either in carers' homes or in an activity weekend at the **Break Away house**.

Sibling Transition Care Service assists sibling groups in emergency placements to move to a family-based foster placement or reunification.

Youth 180 supports adolescents who are under Guardianship orders, helping them make the move into their community, equipped with independent living skills and confidence for the future.

Child Care Centres

Daphne Street Child Care Centre A non-profit, long day care centre providing educational and interesting activities for up to 70 children every day.

Autism Specific Early Learning and Care Centre is a centre for up to 20 children, providing specialised early intervention programs for children with Autism-spectrum disorders.

Wanslea Child Care Centre A non-profit, long day care centre providing educational and interesting activities for 90 children every day.

Seniors and Lifestyle Support

Adult Respite Services for adults who have an intellectual disability and are registered with Disability SA.

Allied Health Services Primarily for older people, day therapy programs are run in Elizabeth, Westbourne Park and Grange for the community and internally for Anglicare programs including residential and community aged care. Includes physiotherapy, occupational therapy, podiatry and hydrotherapy, falls prevention, chronic condition self-management, and strength and exercise programs.

Boarding House Program inner and outer northern and outer southern Adelaide; is part of Generic Homelessness program and provides intensive case management and some outreach services to vulnerable people living in privately owned boarding houses.

Community Aged Care Packages (CACCP) and Extended Aged Care Packages (EACP) provide support and assistance to people over 65 years of age to remain living in their own homes. Packages of services are developed in response to

each individual's choices and can include social support, transport, personal care. EACP can also include nursing and allied

Disability Support Services Accommodate adults with an intellectual disability, registered with Disability SA, in eight homes in the local community.

Disability Support Services — Marmion House home for four men who have alcohol-related

Exceptional Needs — Individual Support Services Services to clients with psychiatric and other complex needs, lack ready access to mental health services. This program has about 30% Aboriginal and Torres Strait Islander clients.

Exceptional Needs 24/7 Supported Housing House — a disability group home for four men and other 24/7 supported houses for men with high and complex needs.

Community Engagement and Strengthening

Children's Contact Service A safe, child-focused place for contact arrangements of children with separated parents.

Clean Needle Program (CNP) provides a range of free services for people who inject drugs, to reduce the spread of blood-borne infections in the community.

Communities for Children Onkaparinga (C4C) oversees a large range of projects with the whole community to give children the best possible start in life, run with Uniting Communities.

Communities for Children Plus (C4CPlus) A family support program to increase integrated services to children at risk of abuse and neglect, and their families.

Emergency Assistance in Elizabeth, Salisbury, the Magdalene Centre, Adelaide city and St Hilary's Morphett Vale, provides short term emergency food and financial assistance to those experiencing crisis and/or hardship.

Families in Focus A range of programs and services for families, individuals and communities. Includes counselling, education workshops, men and family relationship courses and groups, pre-marriage programs and a Specialised Family Violence Service.

Family Support Program An in-home service for families experiencing difficulties coping with the needs of children, and where there are children at risk.

Financial Counselling Services Financial Counsellors provide assistance to people who are experiencing financial difficulty through the provision of a set of available options, discussing the advantages and disadvantages of each, to enable choices to be made about how to best resolve their financial problems.

Food Barn Free lunches at the Elizabeth Mission, cooked and served by volunteers, to people experiencing financial hardship or who are homeless.

Gambling Help Services Holistic counselling and support for people with problem gambling behaviour, and those directly affected by a problem gambler.

LIVING Beyond Suicide volunteers support people bereaved by suicide in South Australia.

Loss and Grief Counselling to meet the needs of people who have experienced bereavement or other types of loss in their life.

Low Income Support Program (LISP) Services to people in the north on low incomes experiencing financial hardship.

The Magdalene Centre – Assistance Centre offers a range of anti-poverty services to help people regain control of their lives, including housing, legal, financial counselling and emergency relief.

Money Minded A free community education program to equip adults with knowledge and skills to manage daily and longer term financial matters.

Money Business A free community education program for Aboriginal people which provides adults with the skills and knowledge to manage their finances on a day to day basis and longer term.

Nepondi works to strengthen Aboriginal parents and carers' involvement in their children's education.

On the Way Café and Catering at the Elizabeth Mission provides a full café service and a catering/meal service for boarding houses and other residential programs.

Parenting Orders Program – KidsAreFirst A parenting orders program for children and their parents after separation, including the Banana Splitz and MAD groups for children and teenagers.

Retail op shops offer a huge range of retro and modern clothing and household goods at reasonable prices; free to those with vouchers. They are **Pepper Tree Fashions** at Salisbury, **The Magdalene Bargain Centre**, city, **Cathedral Fashions**, North Adelaide.

Saver Plus A financial literacy program, matching savings for up to \$500 over a ten month period for children's education.

Star Bear for children (aged 5–12) and **Star Bound** for teens (aged 13–17) – camps for young people who are grieving the death of a parent, sibling, carer, or other significant person.

Star Burst provides support to children aged 4–12 who are bereaved through the loss of a parent or someone equally as close.

Staying Attached Program is an early intervention strategy for women at risk of mental illness, with children under three, helping them to manage their family life.

Enterprises

Digital Depot (IT Solutions) refurbishes personal computers for re-sale to concession card holders, not-for-profit organisations, community groups or schools.

Food Waste Strategies is establishing safe recycling of food and other organic waste through a network of worm farms across metropolitan Adelaide.

Retail Stores including the Cathedral Fashion store in North Adelaide and the Hope Shop in Hindley St Adelaide, recycle and sell a range of pre-loved fashions, bric-a-brac and other useful items at very affordable prices.

Re Use and Recycle Program includes a delivery and pick-up service, skip service, donation recycling warehouse and a computer dismantling service.

Sorting Centre collects, sorts and distributes clothing and household goods donations from our collection points.

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Community Support other disabilities o, because of ainstream support.

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Home and Community Care In-home assistance to support older people to remain independent in their own homes, including domestic help, shopping, social support or personal care.

HACC SRF Over 65s Assertive Assessment and Case Management and Brokerage for people living in Supported Residential Facilities and includes health, lifestyle support and linking to other community services.

Housing Support for Older People (HSOP) assists frail, financially disadvantaged older people in the Onkaparinga City region, who are renting or who are homeless, to achieve secure accommodation. **Healthy Homes for Older People** provides older people in Onkaparinga with a pathway to achieving a healthy environment.

Family & Carer Support (SE and NW) Flexible respite and support for families caring for people with a severe mental illness/psychiatric disability, or intellectual disability.

Personal Helpers and Mentors (PHaMS) provides individual psychosocial support for people living with severe mental illness who reside in the Playford area. This program has a strong focus on the Aboriginal community.

Respite for Older Carers Respite for adults who have an intellectual disability and are registered with Disability SA, where their main carer is aged 60 years and over.

Supported Residential Facilities (SRF) Program (North and South) One-to-one and group support to SRF residents with high and complex needs.

Transition Care Program 12 week package of support with a focus on restoration of independence and health, enabling people to return to live at home after a period of hospitalisation.



The Generate program aims to break the cycle of intergenerational unemployment by arming young people with the skills and confidence to find work.

Supporting potential

Report from the Children, Youth and Family Wellbeing portfolio, Mr Albert Barelds

Foster Care: listening to the quiet voices

Anglicare's focus for 2012 has been on strengthening service delivery, and the development of a new practice model. More than ever before, we have sought the input and engagement of our foster carers in this work. Extensive consultation with many groups of carers has provided a strong foundation from which to respond to the changing needs within foster care, and in a way that complements and strengthens our relationships with carers and key stakeholders. The Foster Carer Reference Group, a panel of carers who provide qualitative feedback and comment on our service, is now in its third year and continues to give the program a strong link and reality check to the work we do.

Anglicare supports some 400 foster care families who provide care for the State's most vulnerable children and young people, ensuring they have the opportunity to heal in a family environment with safety, support, encouragement and the ability to grow and develop to reach their full potential.

We are proud to acknowledge the efforts of our foster carers Carol and Roger Lewis, whose outstanding dedication to foster caring was recognised on Australia Day 2012. The couple were awarded a City of Port Adelaide Enfield Service to the Community Award. Carol and Roger Lewis have opened their home for over 30 years to literally hundreds of foster children of all ages and backgrounds. Recognition of such carers in the community reflects well on the tireless work undertaken every day by carers in fostering.

Our New Carer Graduations each year recognise and welcome foster carers who are just starting on this journey. The ceremony celebrates the completion of the assessment, training and registration of new carers, and welcomes them as part of the Anglicare community.

This year saw the launch of a new look and suite of promotional materials to attract new carers. The campaign tag line 'Foster Care – Join the Family' acknowledges that the work of fostering involves the whole foster family, as well as a team of dedicated workers who support the children in care.

Fresh Start is a partnership program that works with the Australian Childhood Foundation and Families SA. Anglicare has had the opportunity to expand its Fresh Start Therapeutic Care program to provide therapeutic foster care placements to 23 children and young people. The program is a long-term care program aimed at providing a therapeutic healing environment for children adversely affected by trauma. It is a privilege to work with foster care families within the program and "walk alongside" the families, to provide support and healing to vulnerable children in need.

Recognition for Autism Child Care

The Daphne Street Autism Specific Early Learning and Care Centre (ASELCC) at Prospect received a \$2.1 million boost in May 2012 from the Australian Government, in recognition of the invaluable services offered by the centre.

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Senator Jan McLucas, Parliamentary Secretary for Disabilities and Carers, visited Daphne Street and made the announcement, praising the work of the team and acknowledging the amazing results being achieved by the Centre. The funds will be used for much-needed extra space and facilities, to help Daphne Street provide early learning programs and specific support services to children diagnosed with Autism Spectrum Disorder. This announcement came just weeks after staff and children celebrated World Autism Awareness Day on 2 April, by hosting two special guests – Independent Senator Nick Xenophon and Rick Neagle, President of Dignity 4 Disability.

The Centre – the only one of its kind in South Australia – provides opportunities for children with Autism to be included in a social setting with their peers, in a safe environment, and allows parents and carers the opportunity for respite, or to seek work or study options that could otherwise be unobtainable.

Community Refugee Integration (CRI) Program

This program commenced in July 2011 with four properties, and has expanded to 18 properties, to provide support and accommodation services to asylum seekers waiting on the outcome of their application for refugee status and protection visas. This program supports vulnerable adult men and family groups.

Case study:

“Fauzi” entered the Anglicare Community Refugee Integration program in mid-February 2012, upon release from Inverbrackie Detention Centre with his wife and young child.

Fauzi and his family came from Iran, travelling by boat from Indonesia to Christmas Island in late 2011. Within the first few months of Fauzi living in community detention, Fauzi and his case worker talked about options for community engagement. Fauzi expressed a desire to gain some volunteering experience.

With Anglicare’s support, Fauzi met with a Volunteering SA consultant. This resulted in an opportunity to volunteer at his local Salvation Army op shop. Soon Fauzi was volunteering three days a week, initially in the store room. Within a month he was receiving exceptional feedback from the store manager and was asked if he would like to learn new skills in the front of the store. Fauzi’s case worker witnessed a vast improvement in Fauzi’s outlook during his time volunteering. Fauzi stated he was hopeful he would be able to provide for his family after his visa was granted, as a result of having gained volunteering experience in Australia.

In June 2012, Fauzi and his family were granted their protection visas and, with the support of Anglicare, Fauzi was offered a position with a local cleaning company. Fauzi’s first few trial shifts were positive, and Fauzi received great feedback from his manager. Fauzi’s case worker subsequently attended a meeting with Fauzi and his manager to talk about general workplace requirements for both employee and employer. The case worker provided support to Fauzi during this meeting; Fauzi’s manager informed the case worker and Fauzi that he was ‘blown away’ by the quality and standard with which Fauzi completed his work, and that Fauzi’s work ethic was exactly what he was looking for. The manager also said that he would love twelve more Fauzis in his operation!

At the time of writing, Fauzi was still working at the local cleaning company and was in the process of looking at TAFE options to gain Australian qualifications in the building industry.

Reconnect: Reach Your Dreams

In November 2011, nine young people were chosen as Elizabeth Riders Committee Ambassadors to travel to selected regional South Australian areas. The aim of this was for young people to positively represent the north, share skills and encourage active participation in healthy living for young people across the State. These young people were selected based on their natural leadership skills, commitment to the Elizabeth Riders Committee, their BMX or scooter skill level, presentation ability and team work skills.

Anglicare SA and City of Playford workers, with the support of these young people, showcased best practice approaches and encouraged South Australian communities to look at innovative ways to work with young people around health and leadership.

This provided an invaluable experience to the Ambassadors, who expressed:

"In the time that I have been in the committee, I have got a lot less embarrassed and I am not shy to go up and talk to people and meet them. I have got a lot better in school, and have been a better kid to others and I am a lot more responsible to a lot of things, like I respect others and all of their things."

"I think it will build my confidence up for when I go to interviews for jobs and school meetings."

"It will be good because I will be able to talk to members of the Council and interact better with kids and members of other committees."

"The youth workers are amazing people as well, they give us so many opportunities to succeed."

"I would like to show people that I can be responsible and have the confidence to be an ambassador. It will help me with my leadership skills and my general life skills that will help me further in my schooling."

"I would like to show people that I can be responsible and have the confidence to be an ambassador."

Evolution

Evolution provides therapeutic day services for children and young people, most of them under the Guardianship of the Minister, who experience difficulty in attending or staying in mainstream school. A key focus is actively engaging with young people to identify and remove barriers that may exist, encouraging healing, learning and development. Young people are empowered to work toward achieving their hopes and dreams through education-based activities and therapeutic practices. A focus on networking, identity and building links with the wider community is vital.

Case study:

"Claire" was referred to the program as she had recently become a young mum. After her initial assessment, and discussions with her case worker, it became evident that she had multiple personal and social barriers that created difficulties in her attending school.

Claire had been a motivated student in her early secondary school days, where she was even part of the student council. She admitted she wanted to complete her education, but her future goals quickly changed after she became pregnant.

Claire based her decision to have the baby on her personal values. As a result, she had difficulty regularly attending school and, due to large periods of missing school, she disengaged from learning. Sitting behind Claire's façade was the negative stereotypical image of a young mum in the community;

Claire's confidence diminished and her education was no longer important. She had accepted herself as simply a 'young mum'.

Claire's case worker at Evolution built a relationship with Claire, and applied Feminist Theory and Strengths-Based Perspective during case meetings to encourage her to create a dialogue about being a young mum. Additionally, the practical activity that focused on positive visualisations of Claire's future became a powerful tool for her, encouraging Claire to take steps towards change.

Claire has gone through a journey of self-discovery and is continuing to do so. Recently, Claire successfully became involved in the program of 'Beauties & Blokes: On the Block'. This program incorporates personal development skills and employability skills, and by practically supporting Claire, also addresses some anti-social behaviours in the community.

This is the first step towards Claire making positive changes in her life, as it is the first learning program she has engaged in regularly. Claire is now happy to openly discuss her successes in the program with her case worker. Most importantly, Claire is gaining confidence and self-worth, and thinking forward to other areas of learning and/or employment pathways.

Sitting behind
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community



Daphne Street offers specialised services and care to children with Autism and similar developmental disorders.

Engaging the community

Report from the Community Engagement and Strengthening portfolio, Ms Julianne Siggins

Anglicare provided emergency assistance to 9000 households ... during the financial year

This year has witnessed the introduction of a significant number of initiatives which have continued to achieve Anglicare's vision of 'making a positive difference to quality of life'.

Financial Wellbeing

Financial Services

The Financial Wellbeing team identified an emerging need for utilities literacy to assist with reducing utility bills within our disadvantaged and vulnerable communities, now including low-income (working poor) and middle-income earners. This resulted in the development and introduction of a utilities literacy model of service delivery, which aims to build capacity and maximise the strengths of individuals, thus preventing financial difficulties through early access to financial literacy (including utilities literacy). The program has significant long-term benefits for boosting client confidence and willingness to seek financial sustainability, thus promoting social inclusion and wellbeing. This initiative was gratefully supported by the Department of Communities and Social Inclusion.

Gambling Help Services

Gambling Awareness Week 2012 saw the Cambodian Gambling Help Service facilitate "Beyond Gambling" – a youth art project designed under the "My Village" model of community engagement and development. This service is able to engage a broader range of audience participants, with a higher participation rate, by promoting awareness and teaching strategies to cope with and overcome problem gambling in conjunction with unrelated, non-threatening and valued activities. It also educates and empowers people to be able to use these skills independently, and encourages values such as self-determination.

Sustainable Living

Anglicare provided emergency assistance to 9000 households in the Adelaide metropolitan area during the financial year. Emergency assistance is available to individuals and families in crisis and may include food assistance, help with clothing and manchester, and financial assistance with utility bills and medication. Whilst Anglicare receives Commonwealth funding for emergency assistance, we rely heavily on partnerships with parishes to provide donations of food and clothing, as well as donations from the general public.

	Number of households assisted	Total number of visits	Total value of assistance given to households
Magdalene Centre, Adelaide	3884	8021	\$444,885.07
Elizabeth Mission, Elizabeth	2130	3814	\$134,440.10
Old Rectory, Salisbury	1256	2055	\$70,373.88
Picket Fence, St Mary's	232	370	\$13,849.40
St Hilary's, Morphett Vale	1407	2294	\$98,056.79

Specialist Family Relationship Services

Our focus on integration and collaboration resulted in the following:

- The Children's Contact Service and KidsAreFirst teams developed a parent education workshop to assist post-separation clients in high conflict. Its task was to help all clients maintain a child focus and move to self-management of their contact arrangements.
- The Families in Focus and KidsAreFirst teams introduced parenting connections sessions at Yatala Labour Prison and the pre-release centre. Their focus was for parents to find ways of maintaining a connection whilst separated from their children.
- The 'Be Kind and Unwind' self-care program was developed and delivered by the Families in Focus and Saver Plus teams. Feedback included:

"It was lovely to have that day to rejuvenate and make me feel happy (something I have not experienced for such a long time due to everything negative that has occurred in my children and my life)."
- The Banana Splitz post-separation children's group has continued with their 'Train The Trainer' sessions, resulting in the group being delivered to children in Centacare, Port Augusta and Anglican Community Care.
- The Living Beyond Suicide team presented an Aboriginal postvention and 'Living Beyond Words' at the National Suicide Postvention Conference in June, with a focus on a therapeutic writing program for those bereaved through suicide.

The Families in Focus and KidsAreFirst teams introduced parenting connections sessions at Yalala Labour Prison and the pre-release centre

Better Futures Local Solutions

Better Futures Local Solutions (BFLS) is a Federal initiative within the Building Australia's Future Workforce (BAFW) blueprint. Playford is the only local government area in South Australia included in this initiative, and Anglicare is the host organisation in Playford. It employs a Community Action Leader to work with the Department of Human Services (DHS), a Local Advisory Group, not-for-profit organisations, businesses and the wider Playford community to help the most vulnerable residents in Playford to:

- strengthen family capacity
- prepare for or gain employment, and
- increase their earning capacity.

Anglicare also administers a Local Solutions Fund on behalf of DHS.

... the mother had set herself goals to improve her parenting, provide a safe and supportive home, and improve her financial situation

Family Engagement and Strengthening

The Family Support Program was recently approached by Mary, a client of the program from twenty years earlier. Mary wanted to share her success and acknowledge the impact of the program in delivering very positive outcomes for her and her family. In particular, Mary highlighted the strength-based, early intervention and non-judgemental aspects of the service. These aspects are still a program value today. Mary was happy to share her story which was subsequently published in Anglicare's *Supporter* magazine for donors and supporters.

The Staying Attached program was chosen by Adelaide University to take part in a study that will look at engagement and outcomes of the collaborative practices between Mental Health Services and Community Outreach. All clients who fit the criteria for this study chose to participate, and have completed the process with the findings due by November 2012.

Community Capacity Building

Community Capacity Building provides opportunities for children and their families to have the best possible start in life.

Case study:

A mother with her three children aged 4, 7 and 11 had recently fled a violent relationship and was struggling with her children's challenging behaviour as a result of trauma, relocation, post-natal depression and mental health issues. Since leaving, the mother had set herself goals to improve her parenting, provide a safe and supportive home, and improve her financial situation. The family attended an overnight camp followed by targeted sessions to increase the mother's capacity. Throughout the activity, the mother commented, "I have never seen the kids so happy", and "we have never experienced anything like this". The activity complemented her goals and has supported her to continue on this positive journey. The family is now connected with a community centre and other families, and has attended workshops and parenting programs. At follow up, workers learnt that the mother is sitting for her licence and has selected a car. This will enable them to travel to Kangaroo Island on a family holiday.

Therapeutic AOD

Since 1958, The Archway has provided services for people aged 18 and over who have problematic alcohol and/or drug use. Its Rehabilitation Service provided long-term residential treatment for people with severe alcohol and/or other drug misuse issues and co-occurring mental health disorders. Sadly, this facility and its services closed on 30 June 2012 as a result of unsuccessful tendering. Throughout the life of Archway, approximately 10,000 residents were assisted in their quest for sobriety.

During this time, there were many wonderful people who volunteered and devoted their lives to assisting residents through these challenging times. The Archway was also supported by the tireless work of The Archway Foundation. The Archway Foundation was a voluntary, non-profit organisation who raised awareness through seminars and fundraising to provide equipment and amenities for Archway clients and staff. Anglicare would like to take this opportunity to extend our gratitude to all of these amazing and inspirational people for their tremendous contribution to the achievements of The Archway.



Anglicare brings hope to families, youth, whole communities in vulnerable situations; some of which have been around for years, other which happen in the blink of an eye.

A home for hope

Report from the Housing and Homelessness Services portfolio, Mr Andrew Davis

The link between declining housing affordability and the increasing levels of homelessness and poverty is well established

Anglicare SA's constitution states that it is a 'Christian organisation which seeks to address God's love and care for the needs of individuals, families and communities by... the relief of poverty... and the care and welfare of children, young people, and adults who are financially, emotionally or socially disadvantaged'.

The link between declining housing affordability and the increasing levels of homelessness and poverty is well established. Housing stress and homelessness have a devastating effect on the health and wellbeing of a significant number of adults, families, young people and children. Those living without access to safe, sustainable housing represent the most disadvantaged and marginalised people in our society.

Accordingly, the Housing and Homelessness Services portfolio delivers secure and affordable housing, and related support services, to relieve poverty and to provide care for individuals, families and communities who are financially, emotionally or socially disadvantaged.

During 2011-12, the demand for Anglicare's housing and homelessness services continued to grow. The Housing and Homelessness Services portfolio now provides around 800 homes and a range of support services for thousands of South Australians each year.

Around 80 dedicated staff provide these services in three service streams:

- **Housing Services:** Provides both long-term and transitional housing via 800 dwellings, which are a mix of properties owned by Anglicare, properties that are leased by Anglicare, and properties that are managed by Anglicare on behalf of other organisations.
- **Homelessness Services:** Provides intervention and support services to over 5000 South Australians each year who are homeless or at risk of homelessness. These are the most vulnerable people in our community.
- **Property Services:** Provides a range of property-related services, including the provision of household goods, cleaning, removals and recycling services. These services generate income for Anglicare and provide employment pathways and volunteering opportunities.

Housing Services – Highlights

With around 800 properties in our portfolio, Anglicare is one of the largest and most diverse non-government housing providers in South Australia. This has been achieved through our own housing portfolio across metropolitan Adelaide, as well as through partnerships with the Anglicare SA Housing Association, Laura & Alfred West Cottage Homes Inc, Housing SA, and through head-leasing arrangements with numerous private landlords.

During the past year Anglicare has grown its affordable housing portfolio with newly acquired properties, from Seaford Rise in the south to Andrews Farm in the north. These include an exciting, affordable housing development of 20 units at Canterbury Close in Elizabeth East. All of our properties provide safe and affordable homes for disadvantaged families and individuals.

We acknowledge the generous support of the Community Partnerships and Growth Division of Housing SA. Through their Affordable Housing Innovation Grants and Nation Building Economic Stimulus Plan, we have grown our size and capacity to house people in need.

This year has seen large growth in the Refugee Housing Program, with Housing Services successfully accommodating and supporting over 1680 newly arrived refugees. The majority of the refugees originated from Afghanistan, Bhutan and Myanmar (Burma). Anglicare provides refugees and their families with appropriate housing, basic household goods and tenancy support, to assist them to integrate successfully into the community and settle into their new environment.

Homelessness Services – Highlights

During the past year, the Northern Housing Inclusion Program has provided direct services to over 3000 clients. These include a range of support services to individuals and families that are homeless or at risk of homelessness. Anglicare has grown to become the largest provider of coordinated homelessness services in South Australia.

Homelessness Services also provide the Tenants Information and Advocacy Service (TIAS), which is a free statewide service offered by Anglicare. TIAS provides independent advice, information and advocacy for tenants on low incomes who live in public, community or private rental housing. During the past year, TIAS assisted over 3300 tenants regarding tenancy disputes and other matters that put their tenancies at risk. Our Housing Advocates also appeared 245 times on behalf of tenants at tribunal hearings of the Residential Tenancies Tribunal and Housing Appeals Panel. A specialist financial counsellor is embedded within the TIAS team, which has been made possible by funding from the Attorney General's Department.

Property Services – Highlights

In the past year, Property Services have made 825 deliveries of household goods, cleaned 673 houses, performed 49 home removals, and recycled large amounts of household material that would otherwise go to landfill. All of these services have provided people with employment pathways and volunteering opportunities.

Anglicare
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largest provider
of coordinated
homelessness
services in SA

Newly built units in Elizabeth East have increased Anglicare's portfolio of affordable housing for disadvantaged families and individuals.



Embracing positive ageing

Report from the Seniors and Lifestyle Support portfolio, Julie Bonnici

The past year was an exciting one for the Seniors and Lifestyle Support program, consolidating a range of innovative programs across our three target areas: community aged care, disability and mental health.

The portfolio delivers a range of individualised services for more than 3500 people who are living within the community, with a focus on positive ageing for older people, and capacity building and community inclusion for people who are living with a disability or with co-morbidity and mental health issues.

The underlying purpose of what we do is the same for all people: to provide individualised assistance so that they may engage with and live a full life within their community. We work with all people, but with a special focus on people who have very complex needs, are homeless, or are at risk of homelessness.

The portfolio currently comprises an annual operating budget of \$18.6 million, and has approximately 350 staff. There are now four service streams operating out of this portfolio, as well as the organisation's positive ageing initiative:

- **Community Inclusion:** Disability Services and Community Outreach (mental health) combined in mid-2012 to create an integrated program, providing both supported and independent accommodation and developmental programs.
- **Allied Health:** The delivery of allied health services including occupational therapy, physiotherapy and podiatry to the community based at Elizabeth, Westbourne Park and Grange, and internally to our community aged care and residential sites.
- **Transition Care Program:** Packages of restorative sub-acute care are provided, generally for up to twelve weeks, to people being discharged from hospital, who have had an accident, injury or medical illness and require additional assistance to transition back to home.
- **Community Aged Care:** Providing a comprehensive suite of community aged care services across metropolitan Adelaide.
- **Positive Ageing:** A Project Officer is employed to put into action Anglicare's commitment towards promoting an organisational approach to positive ageing.

Community Inclusion (Disability Services and Community Outreach)

Anglicare welcomes the national focus on service improvement in the disability area, and fully supports the introduction of a National Disability Insurance Scheme (NDIS). This has the potential to bring about greater opportunities for citizenship, with increased funding for those with a disability. As with aged care, consumer-directed funding (CDF) has been clearly flagged as the basis for future delivery models.

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In January 2012 Nunga House was opened – a group home for ... Aboriginal men with disabilities

Anglicare has gained high credibility with funding agencies and strong support from clients including:

- The Personal Helpers and Mentors (PHaMS) program provides psychosocial support to people living with mental illness in the Playford area. This is an exciting program as participants do not need to have a formal diagnosis or be connected to Government mental health services. The program has a strong focus on the Aboriginal community, and in the past year has further expanded. We work from a Social and Emotional Wellbeing paradigm with the support of our funding body, FaHCSIA.
- In January 2012 Nunga House was opened – a group home for four Aboriginal men with disabilities. They are enjoying culturally appropriate support from a largely Aboriginal staff.

In the Disability Services team, we work in partnership with 31 people and their families, across nine different houses, to provide supported accommodation and day options as people make their homes in the community.

One of this year's highlights, and a source of much excitement was when six people moved into a brand new house at Gilles Plains. As with the move to any new home, there was planning and anticipation, plus a lot of decorating as the house was made a home.

Anglicare also provides respite accommodation to more than 50 families a year, with various options including weekends, 'blocks' of respite and social and recreational activities.

Allied Health

Allied Health Services provided assistance to more than 3000 people during 2011-12, with approximately 1500 community members participating in our day therapy services and 1800 clients participating in our internal Anglicare programs, fee for service programs and health education sessions.

The provision of day therapy services has been secured with another three year contract, and we hope to increase the numbers of people we can support with a focus on more groups, new groups and new programs. Throughout the year we were able to upgrade and increase equipment available, and also up-skill all of our therapy staff with a variety of courses and training opportunities. With this new skill base and equipment we plan to expand services further within all of our centres.

An exciting event for Allied Health Services this year was the relocation of our Elizabeth Park centre to a new location in Elizabeth. This move has allowed an increase in services, with more space for physiotherapy and podiatry, plus the added space for groups and exercise programs. The clinic is centrally located and our clients have had nothing but positive feedback regarding the transport, facilities, new groups and education sessions. It has allowed us to run all of our programs on-site, making the service more efficient and effective.

During the year we have become an accredited provider of the Lift for Life program, focusing on chronic disease self-management – in particular early intervention for diabetes. This new exercise program fits with our other groups currently running including Heartmoves, Falls and Balance, EMAA and hydrotherapy.

In our internal brokerage of Anglicare programs we have increased services into residential care for physiotherapy, occupational therapy and allied health assistants, and strengthened links with Transitional Care Programs. We have continued providing services for Community Aged Care and Disability Services, and plan to further strengthen these ties over the next year.

Finally, Allied Health Services has reviewed the manual handling program for internal staff within the Seniors Living and Seniors and Lifestyle Support portfolios. A new program was implemented and has been so successful it has continued to expand within these portfolios, and we are looking at ways to continue the expansion across more Anglicare programs.

Transition Care Program

Anglicare has been a provider of Transition Care Packages (TCPs) since 2007, funded via service agreements with SA Health and local area health networks. TCPs provide up to twelve weeks of restorative care to assist a person to transition back to home following a period of hospitalisation, and provides allied health, nursing and personal care assistance. Community TCPs are provided across the entire metropolitan region. On average, at any given time, approximately 40 people are being supported in their homes by an Anglicare TCP. Residential TCPs are also provided at Emma Charles, based at Canterbury Close in Elizabeth.

Community Aged Care

Community Aged Care has become a focus of government policy in recent years, and the Productivity Commission's review report, *"Living Longer, Living Better"*, puts the idea that we should support older people, so that they might live well in the community, at centre stage. The main thrust of this reform is to ensure that people are able to remain at home, with good supports in place, as they age.

Hand in hand with this is a community shift to consumer-directed care over the next three years. This is where the consumer is given the opportunity to manage their own care package, which may include managing the finances of their package and selecting from a suite of services to tailor-make their own package of care. At Anglicare we are committed to supporting our clients through this process and to continue training in this area to ensure we move forward with confidence.

One of the new initiatives in the Community Aged Care area has been the employment of a Leisure and Lifestyle Enhancer, Belinda Cummins. This new role recognises the importance of focusing on the fun parts of life. Throughout the year, many of the good things in life were enjoyed by Anglicare clients, including movie days, art programs, friendship groups and social excursions. We have had over 100 clients enjoy some wonderful events over the past year and we have the photos to prove it!

Our services were also recognised for quality and reliability, highlighted by expanded funding and recognition in reviews. Our Community Aged Care teams in the north and south both succeeded in attracting new HACC funding, increasing not only service capacity for both sites but breaking new ground for the south in securing packages for the Onkaparinga region. In addition, following the three-yearly external audit against the National Community Care Standards, without exception, Community Aged Care across the portfolio achieved the highest outcome awarded by the Department of Health Quality Review Team.

Positive Ageing

The Positive Ageing initiative has assisted this portfolio to undergo transformational change, taking the embedded principles of individualised flexible services, and growing this to focus more sharply on consumer-directed care – which underpins many of the positive ageing principles. All service

Throughout the year ... Anglicare clients (enjoyed) movie days, art programs, friendship groups and social excursions.

... creating opportunities for people to engage fully in the social and economic life of our community...

provision has a focus on consumer empowerment, capacity building, and creating opportunities for people to engage fully in the social and economic life of our community as they choose.

In line with the Federal Government Productivity Commission Inquiry Report, *"Caring for Older Australians"*, Anglicare has been consulting with older people through a variety of focus groups and workshops in preparation for embedding consumer-directed care into all aspects of service provision.

One of the major events for the year was held in October 2011, when Anglicare hosted more than 70 older people at Memorial Drive to attend a workshop with the SA Thinker in Residence, Dr Kalache, in relation to developing an age-friendly SA.

The following key issues were identified by participants:

- the importance for older people to stay connected with the community
- problems with transport and safety, with particular concerns around communication difficulties and lack of understanding of older people's needs
- the need to increase awareness of community resources and improve access to information on services and support
- the need to educate the wider community, including older people, about ageing in a positive manner
- the need to value, respect and enable older people to continue to contribute to society.

This feedback was reviewed by the Positive Ageing Advisory Group, and incorporated into the Positive Ageing Charter that has been adopted as a key strategic direction by Anglicare. The Positive Ageing Charter can be seen on the following page.

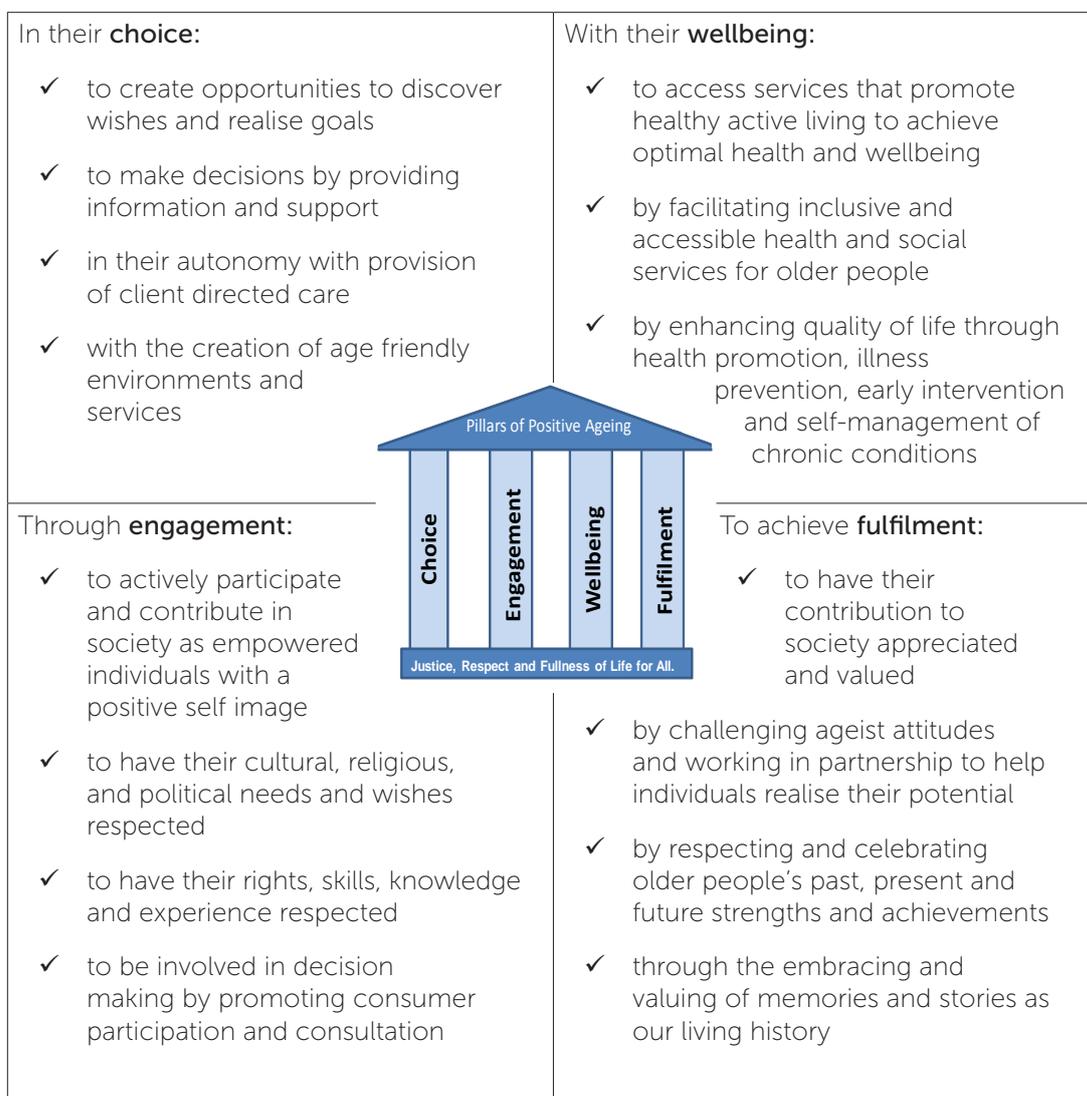
Charter for positive ageing

The Positive Ageing Charter is an expression of Anglicare SA's mission towards Justice, Respect and Fullness of Life for All. We consider these fundamental principles essential in supporting people to age actively and positively.

Anglicare SA recognises that positive ageing starts with us as individuals and is a lifelong process. We all have a role in supporting friends, family and the community to live life to the full. As part of an inclusive society, older people have the right to a rich life, the right to feel empowered through connecting with the community, to retain independence and the right to high quality services.

The Charter seeks to define the framework for action to promote positive ageing and inspire a sense of shared responsibility towards the common goal of human rights and equality for all.

Anglicare is committed to supporting people





Podiatry, occupational therapy and physiotherapy are available through Anglicare's Allied Health Services, as well as a number of specialised group programs for older people.

Promoting wellness & independence

Report from the Seniors' Living portfolio, Rosie Francis

Anglicare SA Seniors' Living has seven residential facilities across six metropolitan sites, and is currently caring for approximately 575 residents. The Seniors' Living team has achieved another gratifying year in caring, through supporting and promoting the independence and wellness of older Australians, and by assisting them to continue their valued contribution to society.

Seniors' Living continues to embrace the ever-changing stresses associated with residential aged care; these include the increasing demands of changes to funding, the decrease of skills and experience in the workforce, higher expectations and demands from the consumer and their representatives, and the ever-present 'negative spotlight', only ever shone on aged care when there are unsavoury situations to report.

As always, we are pleased to report that the feedback from our resident representatives and external stakeholders continues to indicate that our high level of care, and our modern accommodations, meet the ongoing and changing needs of our residents. This results in Anglicare maintaining a strong and solid reputation for quality of care and services in the South Australian aged care sector.

Our residential aged care continues to undertake various quality initiatives, and the results from our 2012 Accreditation Round, while challenging at times, resulted in our residential facilities Canterbury Close, Dutton Court, All Hallows Court, St Laurence's Nursing Home and Grandview Court continuing to be fully accredited for compliance, meeting all 44 outcomes of the Four Accreditation Aged Care Standards.

The continuing achievement of such momentous results is testament to the wonderful work of our dedicated and caring staff and volunteers. Seniors' Living requires a genuine team effort at all times, and for all staff to go above and beyond expectations, to ensure residents' needs and services are always put first. We are truly grateful to have such conscientious, dynamic teams within Anglicare.

Building projects

As reported in previous Annual Reports, Anglicare has been leading major changes in residential aged care accommodation with significant capital investment in its infrastructure, which commenced approximately four years ago.

This capital investment in residential aged care has included:

- The redevelopment of Canterbury Close, Elizabeth East, with Neal Court and Devonwood Lodge offering 121 places for older people.
- The construction and completion of Grandview Court, Trott Park in 2010 with 120 places, along with 24 co-located independent living units (ILUs) completed in October 2011 as Grandview Heights.
- The Dutton Court, Elizabeth East redevelopment and expansion, to include a new 47 place residential aged care extension, in addition to

... staff go above and beyond expectations, to ensure residents' needs are always put first

...All Hallows Court ... is now a new, state-of-the-art 75 place residential aged care facility...

the existing 28 places, and nine new ILUs. This will increase the total number of ILUs to 40.

The newly built Banksia Wing was completed in June 2011, and August 2011 saw the existing residents of the old Dutton Court transferred to the new building. While the majority of residents were eager, some were reluctant to leave their old rooms while the rooms underwent a face lift. Along with the practical work involved, this exercise required great flexibility from the residents, families, staff, volunteers and contractors to make the necessary changes, and to help ensure that the residents were put at ease; the thought of moving twice in a year for some residents, who chose to return to their old rooms once renovated, was very stressful. For this, I take the opportunity to sincerely thank everyone involved for their patience, input and humour, to help ensure this was as painless and stress-free as possible.

The newly built Banksia Wing and the newly renovated Dutton Court were officially opened in July 2012.

- The All Hallows Court, Westbourne Park development is now a new, state-of-the-art 75 place residential aged care facility, with co-located ILUs. This project was completed in June 2012 and saw the decanting of the Illoura, Norwood site. Residents were transferred to their new home on 23–24 June 2012, with much consultation, hesitation and excitement. Thank you to everyone involved (not only from the site level, but also from Anglicare Corporate) for the teamwork and precision planning that ensured the move back to All Hallows was not too stressful for the residents and staff.

Independent Living Units (ILUs)

This past year has seen the completion of 24 ILUs at Trott Park.

Grandview Heights, adjacent to Grandview Court Residential Aged Care Home, offers spacious accommodation, with two bedrooms and open plan living, to ensure a hassle-free lifestyle and access to community facilities co-located in Grandview Court. Nine units are currently occupied, or have hold deposits, with a further 15 to be sold.

Unfortunately the last twelve months has been a challenging time for the retirement living sector. A deflated property market and the overhaul of some sections of the governing legislation have had a major impact on sales. Current industry research has shown that there are currently 2818 people per day in Australia searching online for a retirement unit, but also that only 33 of those will follow through with purchase.

Dutton Court at Elizabeth East has also seen some major changes this year. Along with the upgrade and extension of the residential aged care home, there are now a total of 40 ILUs. Dutton Court ILUs are particularly popular with a very tight-knit community, and with the completion of nine new units and the refurbishment and upgrade of nine previously built units, the interest has continued. There are currently only two remaining units to be sold, and residents moving to Dutton Court ILUs had been exceptionally successful with the sale of their homes.

There have been many changes in resident preference and the need for flexibility of services provided in retirement living. The need to diversify our product is ever-present, particularly with the lack of availability of low care accommodation and the changes in aged care, to ensure the elderly can stay at home with assistance for a longer period of time.



Anglicare's Seniors' Living portfolio supports and promotes the independence and wellness of older Australians, assisting them to continue their valued contribution to society.

Development support

Report from Quality, Risk and Service Development, Anne Maddock

Everyone in the organisation has a part to play in promoting good practice and achieving effective outcomes...

As a continuation of the organisational restructure, the recently formed Service Development and Support portfolio combines some of the existing corporate services with new support service areas.

The portfolio comprises Strategy, Policy, Advocacy and Research (SPAR), Quality and Risk (including Services Support), Funding and Submissions, Training and Development (including Student Placements), Property and Facilities Management (including Environmental Sustainability) and Procurement.

The team, together with internal and external stakeholders, have contributed to the following key achievements.

Clinical and Practice Governance

Anglicare has embarked on a journey to develop and implement a Clinical and Practice Governance Framework. Clinical and Practice Governance is the framework within which staff and the organisation *“are accountable for continuously improving the quality of their services and taking corporate responsibility for performance and providing the highest possible standard of service.”*¹

The Clinical and Practice Governance Framework, in line with the NHS Social Care Governance Framework, includes:

1. The eight dimensions of quality which form the framework for performance measurement being implemented across the organisation, to continuously improve all stakeholders’ experience. This includes residents and their representatives, clients, foster carers, family members and others.

The eight dimensions of quality include: access, appropriateness, continuity, coordination, effectiveness, efficiency, person-centredness and safety.

2. Fourteen core elements, which together provide a coordinated approach to delivering effective and safe quality services, are grouped under four key themes:
 - Leadership and accountability
 - Safe and effective practice
 - Accessible, flexible and responsive services
 - Effective communication and information.

Everyone in the organisation has a part to play in promoting good practice and achieving effective outcomes for clients, residents, families, carers and representatives.

Other key milestones achieved by the Clinical Governance Committee include:

- Developing a Clinical and Practice Governance Risk Profile and Work

¹ *Best Practice, Best Care* (2002): A framework for setting standards, delivering services and improving monitoring and regulation in the HPSS (DHSSPS).

Plan, outlining key strategies to continually improve the services provided by Anglicare staff.

- Convening a Better Practice Sub-Committee to review clinical care and practice, to ensure it continues to be in line with better practice.
- Convening a Clinical Privileges Sub-Committee to ensure clinicians have the required qualifications and credentials to provide services within their scope of practice.

The membership of the committee includes:

- Manager, Quality, Risk and Service Development (Chairperson)
- Infection Control Practitioner/People and Organisational Development Health, Safety and Compliance Manager (Deputy Chair)
- General Manager – Community Engagement and Strengthening
- Quality representative
- Residential Services Manager
- RN/Site Manager Representative – Aged Care
- Manager Disability, Community Aged Care
- Manager – Children, Youth and Family Wellbeing
- Director – Governance, Audit and Risk (GARD).

Quality, Risk and Services Support

The key achievements of the financial year for the Quality and Risk Team include:

- Working closely with many services and programs to assist staff with their external quality and contractual requirements. This has included undertaking internal quality audits against relevant standards, such as the Aged Care Standards, the National Quality Framework for Early Childhood Education and Care, Transition Care Program – Residential (using the Australian Council on Health Care EQulP 5 Standards), and the Common Standards for Community Aged Care.
- Working with managers and their teams to develop, monitor and evaluate continuous improvement action plans, and provide relevant audit and survey tools as part of the Quality Framework, to ensure we have sustainable and robust quality systems.
- Providing education on continuous improvement and the standards, and providing onsite support during external reviews.
- Undertaking a gap analysis against the Quality Improvement Council Standards across the organisation in preparation for our organisational accreditation. An action plan has been developed which will be overseen by both the Quality Improvement and Risk Committee and the Executive Management Team.
- Development of a comprehensive quality framework and tools.
- Development of a strategy for the operationalisation of risk management across the organisation.

Services Support

Over the past twelve months, Services Support has provided ongoing assistance to the organisation, including information and complaints management and legal guidance and support. The team has been involved in several projects, particularly the upgrade of the contracts database and intranet redevelopment.

Services Support works closely with the Legal Officer and has assisted in the development of draft policies and procedures.

.... to ensure we
have sustainable
and robust quality
systems

Anglicare has been successful in winning funding ... designed to assist with continuous improvement to services and client outcomes.

Funding and Submissions Management

Funding and Submissions Management has supported close to 150 programs in the administration of tenders, submissions and grant activities over the 2011-12 financial year. The question as to how we can work better with our external stakeholders has been a key focus of this area, with a stakeholder strategy in development.

It has been important to research best practice models in line with client, resident, carer and family needs, to ensure Anglicare services continually provide the best possible outcomes. Staff have been supported by the unit in their efforts to secure increasingly scarce resources so Anglicare can better meet the needs and expectations of our clients, residents, carers and families.

Strategy, Policy, Advocacy and Research (SPAR)

The SPAR team was repositioned within the Services Development and Support portfolio, reflecting the need to integrate strategic support and service support within one department. This has brought about greater opportunities for the team to integrate its activities with other support departments, as well as foregrounding all we plan and do within a framework of supporting our staff and managers.

Advocacy activities have been maintained throughout the year, with the focus being on the *Count Me In!* campaign regarding constitutional recognition for Aboriginal and Torres Strait Islander peoples. As a result of continual outreach and external stakeholder and community engagement, we have seen a large increase in the number of Hope In Action partners. A significant event during the year was the Anglicare and Hawke Centre Lecture on constitutional reform with prominent and passionate keynote speakers.

Research activity has grown significantly over the year, with the establishment of a number of new research projects and partnerships with key strategic stakeholders. Anglicare has been successful in winning funding from a variety of sources to underpin these projects, which are all designed to assist with continuous improvement to services and client outcomes. The Research to Practice seminar series run in collaboration with Flinders University is growing in reputation, and has increased its audience roughly tenfold since its beginnings in 2009. The seminars are now at a level of maturity whereby they are delivering direct outcomes in terms of research and service partnerships.

SPAR has responsibility for maintaining our extensive policy framework and following a review of our processes, we have made changes to the way policies are developed and approved. Additionally, we are making great strides in bringing all policy-related documents under one online platform, and the year ahead will see the launch of a revitalised policy site on the staff intranet.

Training and Development

Training and Development, and Student Placements, have been active over the last year, delivering uniformity in techniques and cementing the foundation for future growth. The team has actively supported and encouraged employees to undertake work-based learning that not only assists them with their current employment, but also prepares them for future career opportunities throughout Anglicare.

Externally we have strengthened our associations with South Australia's leading educational providers (tertiary and vocational). This commitment has seen our Student Placement Program increase by 120 per cent, ultimately increasing our presence in the marketplace, and our recognition as an employer of choice for student placements.

The key achievements in the last financial year include:

- creation of a Training and Development framework and strategy
- development of a Manager's Guide to Student Placements
- training needs analysis template
- increase in student placements by 120 per cent
- recognition from educational providers for our student placement program and services.

Procurement

Procurement supports project client service delivery. It does this by providing continuity of supply, by minimising the supply chain and product risk through effective contracting, and by providing value for money by driving competition. We also ensure ongoing supplier performance monitoring and issue resolution to ensure that we control any supplier issues quickly.

Despite a year of transition for Procurement, with key staff changes, we were still able to support a number of major site projects namely:

- furniture, fittings and equipment (FFE) fit out for All Hallows; cost savings of approximately \$100,000 realised
- FFE fit out at Holden Hill; cost savings of approximately \$20,000 were realised
- FFE fit out for Dutton Court
- renegotiation of some major supply contracts, including food service and medical consumables; both suppliers offering further fixed pricing for twelve months
- ended rebate mechanism which has seen a direct unit price reduction at point of sales for all sites, rather than rebate being held in the centre.

Property and Facilities Management

The Property and Facilities portfolio provides support to the organisation through the effective management and support to the sites where Anglicare programs are delivered. This includes capital works, maintenance of landlord relationships, repairs and maintenance, capital expenditure and asset management, including buildings, contents, fleet and phones. The team also provides facility management support in regards to site administration policies, procedures and compliance.

The key results for the portfolio include the introduction of preventative maintenance programs and the provision of facility and property-specific support to our sites and staff, enabling these sites to focus on increased program and service delivery to clients and programs.

The property portfolio, which encompasses 18 leased and 12 owned properties throughout metropolitan Adelaide, has identified clear strategies in regards to property and facility management in the future. This will enable a reduction in operational costs through consolidation, and an increase in training, facility presentation and service provision through effective property and facility management systems and procedures.

Major projects of the portfolio include:

- relocation of Elizabeth Park Therapy Services to a more suitable site
- decommissioning of the Archway and Illoura Aged Care facilities
- formation of a Strategic Property Plan for Anglicare SA
- formation of a business case which led to the commissioning of the Holden Hill site.

... focus on
increased
program and
service delivery
to clients and
programs.



Anglicare believes that poverty, disadvantage, old age, frailty or disability should not be the final word on a person's life. No matter what someone's circumstances are, they're entitled to be part of a vibrant South Australia.

Environmental impact

At Anglicare SA we are committed to ensuring our impact on the environment is minimised and limited to those factors outside of our control. We have continued with our endeavours to find environmentally sustainable solutions across all operations as we deliver the best outcome possible for the poor and vulnerable in our community. All activities from travel and energy usage through to purchases of external products and services have a clear environmental impact assessment which is used in our selections of these services.

As a result, we have been able to reduce our carbon footprint from last year, even though the size of our organisation has grown both in services and people involved. The table below shows a clear reduction in our carbon emissions and we will ensure this trend continues as we find even more innovative ways of managing our environmental impact.

We have recently appointed a Manager of Property and Environmental Sustainability who has, among other things, a clear priority to ensure the entire organisation is knowledgeable of and engaged in the reduction of our environmental impact. Specific projects include solar panel installations, storm water capture and recycle and grey water treatment from our larger facilities.

We are also focused on reducing air travel, motor vehicle usage and other consumables through the appropriate use of technology to assist in reducing our carbon footprint.

Last year, we set ourselves a target of reducing our carbon emissions every year for five years. We are pleased to report success in the first year, as demonstrated by the table below.

... we have been able to reduce our carbon footprint from last year, even though the size of our organisation has grown...

Environmental Performance for FY 2011-12		
	2011-12	2010-11
Total CO2-e Emissions	5,822.43	7,514.02
Electricity	4,004.91	5,423.64
Gas	245.62	405.64
Car fleet	994.32	1,055.86
HVAC emissions	534.96	531.55
Air travel	42.62	97.33

Support activities

Extraordinary activities which deserve special mention

Anglicare continues to ... create new opportunities for the engagement and participation of Aboriginal people.

Aboriginal Services

Anglicare SA has joined the national movement to publicly acknowledge and formalise our organisation's commitment and contribution to reconciliation in Australia, through the development of our first Reconciliation Action Plan (RAP) which is soon to be launched.

Our RAP affirms our commitment to practical action that contributes to our shared vision for a reconciled Australia. It is underpinned by the principles set out in the UN Declaration on the Rights of Indigenous Peoples and our own vision of justice, respect and fullness of life for all.

We have a strong commitment to respecting and valuing the unique place of Aboriginal people in this nation, and Anglicare continues to strengthen and build new relationships, and create new opportunities for the engagement and participation of Aboriginal people.

At the end of June 2011, Anglicare pledged support to the Australian Employment Covenant to increase the workforce participation of Aboriginal people in our organisation to four per cent within five years. We are well on our way to achieving this target.

Anglicare progresses in growing the organisation, staff and volunteers to be culturally respectful, inclusive and competent in the delivery of our services to Aboriginal people and communities. We have facilitated formal learning opportunities for staff to develop and provide respectful service responses in working with Aboriginal people. We have also provided in-house information sessions on historical and contemporary Aboriginal issues, with programs of speakers, events and screenings of films and documentaries.

Pastoral Care & Parish Development

Pastoral Care

Anglicare recognises the importance of pastoral care for its staff, volunteers and for households providing foster care. Chaplaincy support is available to all, whether for personal or work-related reasons.

Sometimes there is a need to debrief or have an informal conversation with someone who is just prepared to listen. Sometimes there is a need to journey with people to make sense of a difficulty or make an important decision.

Anglicare has undergone some significant changes during the year, resulting in conversations with staff who were seeking to find their place amidst the changes. This year, much of the support has been given by Peter Burke, Manager, Pastoral Care and Parish Development Bureau, with the assistance of three Associate Chaplains. In March 2012, Ken Bechaz commenced as Anglicare Support Chaplain in the central areas, alongside his existing role as Site Chaplain at Ian George Court. Since this time our capacity to respond has significantly increased.

Pastoral Care courses continue to be made available to staff and volunteers through what is known as "humanising the business of care".

Spirituality at work

Anglicare continues to provide opportunities for staff and volunteers to connect their beliefs and values with their daily work. This has included the Annual Service and Reflection, Lent Studies, team building sessions for staff, regular prayer times in the chapel of St Barnabas, and the Anglicare Singers. Faith communities continue to meet for worship and reflection through our six residential aged care sites. This important spiritual anchor is facilitated through the ministry of our Site Chaplains together with Pastoral Associates from local parishes.

Parish Community Engagement

Anglicare's Parish Community Engagement Worker, Jill Rivers, has continued her significant enabling work with parishes by supporting emerging initiatives and strengthening existing ones. Anglicare currently connects with the local mission of 24 parishes in the Diocese of Adelaide – a little more than one third of the parishes. There is also a connection with two parishes in each of the Dioceses of The Murray and Willochra, including part-time staff support for the Anglicare Whyalla Outreach Centre.

A new Memorandum of Agreement was signed in October 2011 between St Mary's Parish, South Road, and Anglicare, in what is now known as St Mary's with Anglicare. This has further enhanced the work of the Picket Fence and Project Centre.

Also, St Bede's with Anglicare focuses on the work of the Semaphore Drop-in Centre and the monthly Semaphore Sunday Community Market.

The Anglican Refugee Network initiated a Homemaker Kit project to provide items to turn a house into a home for on-arrival refugees, supported through Anglicare's Refugee Housing program. Over 200 kits have been provided through parishes and schools across the Adelaide Diocese and beyond.

Anglicare's Parish Community Engagement Fund provided resources for new initiatives during the year, including Seniors in Harmony, St Michael's Mitcham; Chinese Cantonese Seniors Group, St Luke's Whitmore Square; Op Shop Café at St Augustine's Unley; Community Friendship Group and Op Shop Café at St Catherine's Elizabeth Downs; Children's Choir, St John's Salisbury and Twilight Community Market, St Richard's Lockleys. The fund is administered through the work of the Joint Anglicare – Diocese of Adelaide Parish Partnerships Committee (JADAPP) who also support the parish community engagement aspects of Anglicare's work more generally.

Communications Bureau

Anglicare's Communications Bureau continued to coordinate information and activities that engage staff and volunteers, both internally and externally, concentrating on media and internal publications and working closely with the Marketing team.

Throughout the year, the Bureau achieved regular and overwhelmingly positive media coverage on a wide range of topics in multiple outlets.

Anglicare SA was sought as a strong voice in the community concerning topics such as homelessness, increasing costs of living, housing affordability, demands on emergency assistance and financial services, foster care, Indigenous issues and youth programs.

Media included four current affairs features, an average of one story every fortnight in *The Advertiser*, 17 television news stories, multiple *Messenger* and radio news hits, and extensive coverage across all media of the Winter Appeal, Christmas Appeal and Great Chefs Lunch. We also achieved magazine

Anglicare currently connects with the local mission of 24 parishes in the Diocese of Adelaide

Our focus is on bringing hope into the lives of every person in our community.

features in *The Weekend Australian*, *SA Weekend*, *Blaze*, *Adelaide Magazine*, *CareerOne* and *Boomer*, along with several regional papers.

Our commitment to community radio continued, with 'Anglicare On Air' broadcast monthly on community radio PBA FM.

The Bureau has assisted with publicity and support for events and initiatives, including the *Count Me In!* campaign and various other local activities. We contribute regular articles for *The Angle*, *Supporter* and *Guardian* magazines, promoting our programs, clients, staff and volunteers.

Governance, Audit and Risk Department (GARD)

The independent, objective and enterprise-wide role of the Governance, Audit and Risk Department (GARD) continued to provide assurance to the Anglicare Board in the last twelve months, and made ongoing contributions to the continual improvement of the organisation's operations.

The Governance, Audit and Risk Committee, as a sub-committee of the Board, met on a bi-monthly basis to oversee the work of GARD and to scrutinise internal audit reports and the management of organisational risk.

The internal audit function took a risk-focused approach, providing support to effective risk management across the organisation. The audit program incorporated a mix of both large organisational system audits and smaller single-issue audits. These have included audits on legislative compliance, service contract management, complaints management, vehicle usage and specific finance systems. The internal audit systems have been reviewed and improvements implemented to build quality of service, and align with international internal audit standards.

Continued scrutiny of the organisation's risks occurred, with the regular review of the integrated organisational risk profile and monitoring of organisational controls, insurance, legal processes and reports.

The role of the Privacy Officer continued to strengthen the implementation of the organisation's commitment to privacy and confidentiality, and transparency of related processes.

Marketing

'Local people looking after local people' is central to Anglicare's marketing theme; this is who we are and what we do every day. Our focus is on bringing hope into the lives of every person in our community.

This past twelve months have seen an increase in individual and corporate hope partners, a response most welcome at a time when many people are hurting from increased financial pressures. Hope partners mean regular income for programs that are entirely funded by Anglicare. We have also noted great interest in and financial success for our two major public events; the Great Chefs of Adelaide Lunch and the Great Hope Debate, along with new donors coming on board for the Christmas and Winter campaigns – thank you South Australia.

Amanda Blair joined us for both the Christmas and Winter campaigns, and her enthusiasm was greatly appreciated as she met with clients and volunteers, especially in the Food Barn at the Elizabeth Mission.

Angel Day was hosted by Walford Anglican School for Girls, and Archbishop Jeffrey welcomed St Andrew's School students as Chief Angels for 2012. Mitsubishi again provided the 'Hope Mobile', and we were recognised along with Walford for community spirit. The 'Angel Car' was a great asset during December when visiting schools and workplaces to collect a fabulous array of food and toys.

Parishes continue to buy the majority of Anglicare's Christmas cards and we are so grateful to all card sellers for their diligence.

Volunteers enthusiastically wrapped Christmas gifts at the Adelaide Arcade site again, and their time and good cheer during this busy period was greatly appreciated; the Adelaide Arcade has supported Anglicare for many years and is central to our Christmas fundraising.

The Winter campaign was launched with the Big Hope Debate – Round 4. Dr Lynn Arnold, Amanda Blair (Radio FIVEaa), Hugh Riminton (Network Ten) and Tom Rehn (Nine Adelaide) debated 'Is Hope Our Greatest Resource?' Peter Goers again chaired the debate in front of a record crowd at the Adelaide Oval breakfast, with record funds also raised. No event is possible without sponsors, and Hindmarsh Plumbing, Hyundai, International Linen Service and Statewide Super provided this valuable support. The event was hailed as the best yet, with the debating team in full flight, drawing in the breakfast crowd with their heartfelt presentations.

The 16th Great Chefs of Adelaide Lunch was again the star event of the last twelve months, presented by the Archbishop's Appeal in support of Generate. The Generate program helps young people to find a vocation, and walks with them to give them strength and belief in a future of employment. This year's lunch presented regional South Australia, and was led by acclaimed Adelaide chefs Simon Bryant; Saskia Beer, representing the Barossa Valley; Paul Burchall, the Limestone Coast; Ben Sommariva, McLaren Vale; and Tony Hart, the Adelaide Hills. The menu was supported by 90 Mile Wines, Kangaroo Island Spirits, Seppeltsfield, Robe Professional Fishermen's Association, Wangolina Station Wines, Fleurida Boer Goats, Mr Riggs, Feast Fine Foods, Hay Valley Lamb, Southrock Lamb, The Islander Estate, AMJ Produce and Annie's Lane.

Brenton Ragless, Nine Adelaide, was our excellent host and we were entertained by Grace Bawden – described as one of Australia's greatest operatic discoveries.

Students from the International College of Hotel Management waited on tables, and Shirley Gale was at the organ as Phil Wyld and the South Australian Pipes and Drums closed the day on a record net return of \$100,000. This amazing sum was due to the generosity of donors who provided a fantastic array of items to auction. The event could not have gone ahead without sponsor support from Seeley International, Statewide Super, Sarah, Subnet and the Adelaide Town Hall.

We thank Jarred Styles of Turnstyles Events, who brought the concept together and managed the lunch.

Our Company of Hope embraces donors, hope partners, corporate hope partners, hope partners @ work, media partners: Nine Adelaide, Network Ten, FIVEaa, TAV Productions and all of our volunteers. Without you we are unable to go beyond opening the door; with you we can deliver hope and a way forward.

People and Organisational Development (POD)

With over 1400 staff and almost 1000 volunteers, Anglicare knows that the quality of our staff is integral to our goal of achieving the highest level of service and care for the residents and clients who interact with Anglicare annually. Our strong focus on recruiting and retaining staff and volunteers with appropriate skills, experience and values enables us to support staff and volunteer development throughout their career.

During 2011-12 Anglicare supported staff to engage in ongoing personal and professional development, improving their expertise and team skills with

The Generate program helps young people to find a vocation (and gives them) strength and belief in a future of employment

...quality of our staff is integral to our goal of achieving the highest level of service and care...

training and development sessions, ranging from Zero Tolerance to Media Awareness and Leadership Skills, in addition to mandatory skills enhancement.

Anglicare successfully finalised Enterprise Agreements for 90 per cent of the staff, covering enrolled and registered nurses, residential aged care staff, social, community and disability workers, and administrative and ancillary staff.

The year has been one of significant positive change in the promotion of a safe and supportive workplace. The implementation of a Respectful Behaviours program, designed to reduce workplace bullying and harassment, in conjunction with chaplaincy and a successful Employee Assistance Scheme, has resulted in a cultural shift with a reduction in stress claims.

The increase from two full-time employees to three in the health and safety team has enabled a rigorous in-house rehabilitation system to be implemented. This has resulted in increased support for both the injured worker and their manager, decreased return to work timeframes, and increased productivity of the return to work program.

The health and safety system has been reviewed and closely aligned with the (yet to be implemented) National Work Health and Safety Act. With this strong focus on injury and illness prevention, compensable injury rates have remained stable at 3.5 per cent per annum during a period of increasing staff numbers and significant organisational change.

A positive emphasis on staff wellbeing has been maintained. The annual influenza campaign saw 30 per cent of the workforce vaccinated against the prevalent influenza strain. Other workplace wellbeing campaigns have focused on employee fitness, including the virtual walk around Tasmania, increasing awareness on mental health, and the 'Lose it for Lent' health and weightloss campaign.



The monthly Nunga Community BBQ is a free event with activities for children and young people; it also offers information to Aboriginal people about local programs and services.



Photo courtesy of Drug and Alcohol Services South Australia

Showing support for Anglicare's Count Me In! campaign for constitutional recognition of Aboriginal and Torres Strait Islander peoples – Port Power's Brendon Ah Chee (left) and Chad Wingard (right), with Anglicare's Sonia Waters and Steve Nowland.



Anglicare Angels of Hope for 2012—
students from St Andrew's School.



Tom Rehn, Amanda Blair, Lynn Arnold and Hugh Riminton
took up the Great Hope Debate challenge for 2012.

Statement of Comprehensive Income for the year ended 30 June 2012

	2012 \$	2011 \$
Income		
Revenue	99,417,501	92,312,261
Other Revenue	2,867,967	2,825,344
TOTAL INCOME	<u>102,285,468</u>	<u>95,137,605</u>
Expenditure		
Employee Costs including Agency Staff	70,459,629	63,553,740
Property Costs	9,468,930	8,283,760
Depreciation	3,999,439	3,460,846
Travel & Motor Vehicle Costs	3,478,639	3,002,956
Repairs/Maintenance & Maintenance Contracts	2,298,923	1,966,457
Materials	1,005,729	1,830,291
Inventories	1,940,366	1,485,872
Food Supplies	2,585,283	2,422,269
Subcontract Payments	1,885,668	1,144,579
Finance Costs	946,645	693,952
Other Expenses	4,653,840	2,973,997
TOTAL EXPENDITURE	<u>102,723,091</u>	<u>90,818,719</u>
SURPLUS (DEFICIT) for the YEAR	<u>(437,623)</u>	<u>4,318,886</u>
Other Comprehensive Income for the Year		
Net (Loss)/Gain on Revaluation of Land & Buildings	9,806,904	-
Net (Loss)/Gain on Revaluation of Financial Assets	(447,971)	426,392
Net (Loss)/Gain on Revaluation of Equity Mortgage	76,440	-
Total Other Comprehensive Income for the Year	<u>9,435,373</u>	<u>426,392</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>8,997,750</u>	<u>4,745,278</u>

• The complete audited financial statement of Anglicare SA Inc is available on our website, www.anglicare-sa.org.au, or call 8305 9200

Statement of Financial Position as at 30 June 2012

	2012 \$	2011 \$
CURRENT ASSETS		
Cash and Cash Equivalents	7,553,856	11,950,209
Trade and Other Receivables	6,191,310	6,057,280
Financial Assets	10,157,813	10,497,952
Inventory	447,747	356,219
Other	879,440	575,695
	<hr/>	<hr/>
Total Current Assets	25,230,166	29,437,355
	<hr/>	<hr/>
NON-CURRENT ASSETS		
Receivables	160,440	84,000
Property, Plant & Equipment	153,744,817	122,914,700
	<hr/>	<hr/>
Total Non-Current Assets	153,905,257	122,998,700
	<hr/>	<hr/>
TOTAL ASSETS	179,135,423	152,436,055
	<hr/>	<hr/>
CURRENT LIABILITIES		
Trade and Other Payables	6,717,833	9,121,227
Borrowings	29,141,042	33,780,726
Provisions	6,686,995	3,861,486
Revenue Received in Advance	7,857,984	3,221,493
	<hr/>	<hr/>
Total Current Liabilities	50,403,854	49,984,932
	<hr/>	<hr/>
NON-CURRENT LIABILITIES		
Borrowings	18,332,346	-
Provisions	407,002	1,456,652
	<hr/>	<hr/>
Total Non-Current Liabilities	18,739,348	1,456,652
	<hr/>	<hr/>
TOTAL LIABILITIES	69,143,202	51,441,584
	<hr/>	<hr/>
NET ASSETS	109,992,221	100,994,471
	<hr/> <hr/>	<hr/> <hr/>
EQUITY		
Retained Surplus	79,994,943	80,332,566
Reserves	29,997,278	20,661,905
	<hr/>	<hr/>
TOTAL EQUITY	109,992,221	100,994,471
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Statement of Cash Flows for the year ended 30 June 2012

	2012 \$	2011 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from Residents & Other Users (including Government Funding)	99,761,105	87,774,755
Payments to Suppliers & Employees	(98,768,572)	(85,012,031)
Receipts from Donations & Fundraising	1,738,498	1,751,864
	<hr/>	<hr/>
Net Cash provided by Operating Activities	2,731,031	4,514,588
	<hr/>	<hr/>
CASH FLOWS FROM INVESTING ACTIVITIES		
Receipts from Sale of Financial Assets/Instruments	3,276,975	980,238
Payments for Investments	(3,302,000)	(1,628,709)
Payments for Property, Plant & Equipment	(24,660,600)	(15,868,207)
Proceeds on Disposal of Plant & Equipment	763,500	15,192
Receipts from Rent, Investment Interest & Other Distributions	4,769,814	4,572,693
	<hr/>	<hr/>
Net Cash (used in) provided by Investing Activities	(19,152,311)	(11,928,793)
	<hr/>	<hr/>
CASH FLOWS FROM FINANCING ACTIVITIES		
Receipts from Resident Loans	8,281,164	4,998,180
Repayment of Resident Funding Loans	(5,528,366)	(5,180,018)
Proceeds from Borrowings	19,420,887	-
Repayment of Borrowings	(9,000,000)	-
Finance Costs	(1,148,758)	(693,952)
	<hr/>	<hr/>
Net Cash provided by Financing Activities	12,024,927	(875,790)
	<hr/>	<hr/>
Net increase (decrease) in cash held	(4,396,353)	(8,289,995)
Cash at beginning of year	11,950,209	20,240,204
	<hr/>	<hr/>
Cash at end of year	7,553,856	11,950,209
	<hr/>	<hr/>

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Acknowledgements

Corporate Hope Partners

ACG Global
Advanced Australian Packaging
Aussie
Australian Migration Solutions
Ben Stone Plumbing & Gas Fitting
Cleaning Details
Contours Face & Body Clinic
Copycat Printing
Equip for Living
Fox Tucker Lawyers
Haarsma Lawyers
Howards Storage World
MIMP Computer Cable
Murray Pest Control
Ocea Beauty Bar
ResourceCo
Positive Rehab
Securatrak
Sims Refrigeration
Tschirn's Electrical

In the Company of Hope

Adelaide Arcade
Adelaide Town Hall
Air Diffusion Pty Ltd
Amanda Blair
AMJ Produce
Annie's Lane
ANZ Staff Foundation
Australian Executor Trustees
Bank West
BankSA
BankSA & Staff Charitable Fund
Barossa Farm Produce
BDO
Ben Sommariva
Ben Swanson
BHP Billiton
Brenton Ragless
BUPA
Carrick Hill
Channel 9
Charity Connections
City of West Torrens
Claridge Holden Pty Ltd
Clarke the Jeweller Pty Ltd
Coles Australia

Commercial Motor Vehicles
Commonwealth Bank
Coopers Brewery
Coopers Brewery Foundation
Creative Poultry
DesignInc
E B Charitable Trust
Employ SA
Envestra
Feast Fine Foods
Finlaysons
FiveAA
Fleurida Boer Goats
Flinders University
Fox Tucker Lawyers
Galvanised Wine Group
Grace Bawden
Haighs Pty Ltd
Highgate IGA
Hindmarsh Plumbing
HLB Mann Judd
Horton Pty Ltd
Houghly Nominees Pty Ltd
Hugh Riminton
The International College of Hotel Management students
International Linen Service
International Power
The Islander Estate
Jarred Styles
John Lewis Foodservice
Jomar Bioscience
Karidis Corporation
Keen Office Furniture
Ken Hall Plumbing
Keith Smith, chair, and the Archbishop's Appeal Committee
KI Spirits
King's Baptist Grammar School
KPMG
Landscape Construction
Lynch Meyer
Maughan Thiem Hyundai
Mitsubishi Motors Australia
Mr Riggs
Murray Business Solutions
Negociants Australia
Network 10
Paringa Park Primary School
Paul Birchall

Pedare Christian College
Peter Goers
Petrosys Pty Ltd
Phil Harris
Phil Hoffmann Travel
Pulteney Grammar School
R.M.Williams
Richard Hamilton/Leconfield
Richard Hunter
The Robe Professional Fisherman's Association
SA Pathology
Sarah
Saskia Beer
SCA Hygiene Australasia
Seaview Downs Primary School
Seeley International
Seppeltsfield
Shirley Gale
Simon Bryant
Sims Refrigeration
The South Australian Pipes and Drums
Tim Bourke
Southern Cross Austereo
St Andrew's School
St Johns Grammar School
St Peters College Guild
St Peters Collegiate Girls School students
St Peters Woodlands Grammar School
State Theatre Company
Statewide
StatewideSuper
Subnet
Southlink (ATE)
Tom Rehn
Torbreck
Trinity College
Walford Anglican School for Girls
Walkerville Post Office
Wangolina Station
Warradale Primary School
Woodcroft College Junior School
Yalumba
90 Mile Wines



Anglicare SA is
an agency of the
Anglican church,
bringing hope to
the South Australian
community

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SA Charity Licence Number CCP422

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