



**2019 - 2020
Annual Report**

Anchor

Our community.
Your **Anchor** point.

2019 - 2020 Annual Report

Our Purpose

To make it possible for people to attain a safe, secure and stable home.

Our Vision

Everybody has a home and a place to build their future.

2018-2021 Strategic Goals

- To grow our Out of Home Care services to ensure more children and young people have a safe, nurturing home.
- To be a catalyst for the development of housing for vulnerable people.

Our Child Safe Commitment

At Anchor, we are committed to the safety and well-being of all children and young people participating in our programs and the welfare of the children in our care will always be our first priority.

Equality Commitment

Anchor welcomes all individuals, irrespective of sex, race, ethnicity, culture, language, religion, marital status, disability, sexuality, gender or age.

Acknowledgement of Country

Anchor acknowledges the Traditional Owners of the land and pays respect to their Elders, past and present.

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Report from Chair Phillip Campbell

The 2019-2020 year was one of two halves. The first half, up until the end of New Year holiday period was, looking back on it, fairly much business as usual although much was achieved. The second half, thanks to the effects of COVID-19, was radically different and very challenging for our staff and the people we serve.

Little did we know when the year commenced that we would see our organisation move to largely remote and virtual operations. Despite this challenge, due to the commitment of our staff as well as our amazing foster and kinship carers, we were able to continue providing responsive services to the increasing number of children requiring out of home care. Sadly, within the State of Victoria we continue to experience an annual growth rate of 15% in the demand for out of home care for children – disappointingly, Aboriginal and Torres Strait Islander children continue to be over-represented in this cohort.

The Opening Doors Program, managed by our Housing team, rapidly responded to the COVID-19 driven increase in demand by supporting more than 40 people in emergency accommodation every month since April 2020. This is a marvellous effort. One of the highlights of the year for our Transitional Housing team was being able to move a Uighur refugee family who they had been working with for three and half years into permanent housing.

This year saw construction completed on the Mt Evelyn project that has delivered five independent disability support units, purposefully designed for people living with disabilities. The partnership with Melba Support Services and Active, Haven, Home, Safe Housing will ensure Anchor has an income generating asset to support expansion of our services in coming years and help reduce our significant dependency on government funding.

The management team's advanced planning for an improvement in our IT systems turned out to be prescient. With two new IT platforms already installed to manage internal communications and client information, we were

in the very fortunate position of being able to quickly and efficiently mobilise the entire Anchor workforce to work from home at the beginning of the pandemic inspired shutdowns. Working largely from their homes with just a skeleton staff in the office, our staff were able to support a large increase in people experiencing homelessness and provide ongoing services to our youth clients. They were also able to support foster and kinship carers who suddenly found themselves confined at home coping with schooling in addition to managing the demands of the young people in their care.

This significant investment in IT equipment and infrastructure in 2019-2020 will have long term benefits for the organisation. The Intranet and Client Management System will enable staff to be more connected, provide improved access to the organisations resources and ensure greater data integrity, security and analysis capability.

It has been a joy to work with such dedicated management, staff and fellow directors during this past year.

On behalf of the Board I would like to acknowledge the State Government of Victoria for their ongoing support and funding. Sincere appreciation is also expressed to our supporters and donors who enable us to provide innovative and higher quality services to our clients. Special thanks to Yarra Ranges, Knox and Maroondah Councils; Myer Eastland and Knox, the Foothills Foundation and the Out of Home Care Funders Group comprising Equity Trustees, Gandel Philanthropy, Sidney Myer Fund, Bennelong Foundation, The Jack Brockhoff Foundation, Australian Communities Foundation and the RE Ross Trust.

2019-2020 Anchor Board



Isabel Anton
[Vice Chair/Secretary]
2014-October, 2020



Phillip Campbell
[Chair] 2018 – Present



Peter Cairns
[Treasurer] 2018 – Present



James Collins
2016-December, 2019



John Collins
2016 – September, 2019



Gaby Czarnota
2019 – Present



Michael Deidun
2020 – Present



Karen McCormiskey
2019 – Present



Heidi Tucker
[CEO]



Clare Van Elewoud
2018-May, 2020



Edmund Wong
2019 – Present



Jo Zaharopoulos
2017 –December, 2019



Report from CEO Heidi Tucker

I have again been extremely proud of what we have achieved together this year. I want to pay tribute to each staff member, carer, board member and supporter, without whom Anchor could not be the organisation it is today. The year has been an interesting one in which we started with gaining traction against some of our goals in the Strategic Plan, engaged in projects to build our organisational capacity and capability and ended the year managing the most significant event of our lifetimes- the COVID-19 worldwide pandemic. Despite the pandemic, the work of Anchor has continued unabated.

During the 2019-2020 year, two major projects have been finalised. The first was the completion of the Anchor Specialist Disability Accommodation on our property in Mt Evelyn. This state of the art building will accommodate five people with disabilities, in their own apartment with a separate external entrance which will ensure the best life for each individual. The building was officially opened at a virtual event by The Hon. Richard Wynne, Victorian Minister for Housing. The virtual event was a great celebration of what is possible for people with disabilities. Those who attended included local members of parliament, Department of Human Health & Services (DHHS) officials, council staff, Anchor staff and representatives from our partners Geoff Hooke Architect, Williams Builders, Melba Support Services and Active, Haven, Home, Safe as well as many interested community members. A video for the event was produced and viewed over 500 times on YouTube. The print media also picked up on the story showing the amount of interest in positive news.



Anchor Specialist Disability accommodation in Mt Evelyn



The Brighter Futures Transformation Pilot (BFTP) also came to a conclusion at the end of June. The pilot was generously funded through the Out of Home Care Funders group with an evaluation report undertaken by the Brotherhood of St Laurence reporting:

“The Brighter Futures Transformation Pilot aimed to improve the outcomes for young people with an experience of out of home care. The pilot responded to a need, identified through earlier work of the government funded and supported Area Partnership for changing how the leaving care system works for young people.

Adopting a “Try-Test-Learn” approach, the Brighter Futures Pilot aimed to demonstrate the value of community connection for young people.”

Comprehensive Impact and Evaluation reports have been produced and will be available shortly.

The BFTP provided many lessons for Anchor and our partners during its two year duration including that young people with a care experience can aspire to worthwhile goals and, with a support network in the community, can achieve them.

The pilot saw more than 40 young people introduced to members of the community who have supported them and practitioners within the out of home care sector in the Outer East have been shown new ways to work with young people in supporting them to identify and realise their aspirations. Partnerships and business contacts have led Anchor to further explore the concept of corporate social responsibility and a working group continues to explore how the work of Brighter Futures can continue.

As well, Brighter Futures was able to influence, support and enhance the roll out of the

government funded leaving care program- Better Futures. This has led to longer term policy considerations for the sector.

I want to sincerely thank the large numbers of supporters that Anchor had in the two years of Brighter Futures, including our service delivery partners, CREATE and the Brotherhood of St Laurence.

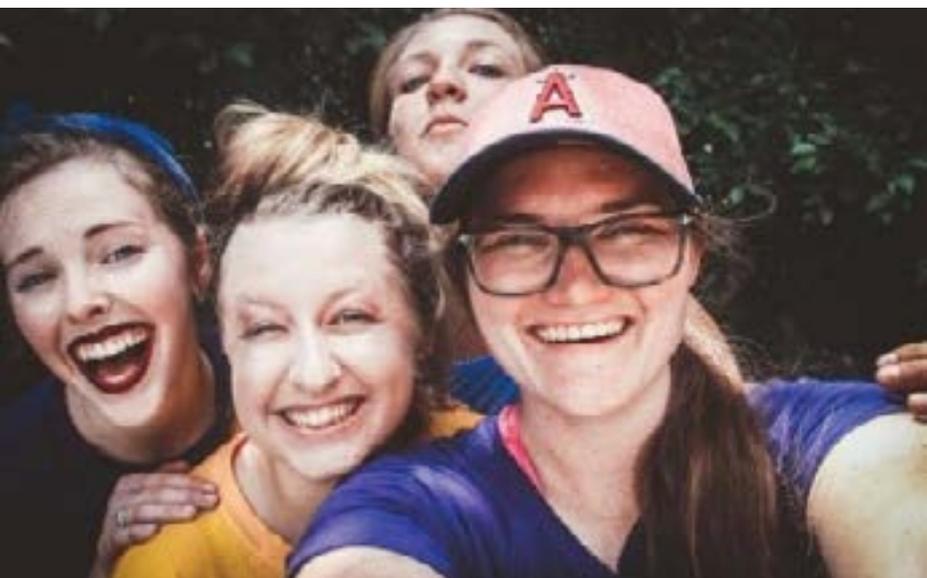
This year at Anchor there has been a major focus on workforce. Without qualified, skilled and high performing staff, quality services for our valued clients cannot be delivered. The "Build a Better Workplace" project aims over several years to create a positive, culture driven and enviable workplace. An employee committee, the "Better Workplace Team" has been established and includes representatives from all areas of the business. The group conducted the annual staff day in November 2019 which was a great success.

A number of other initiatives and improvements have been introduced to enhance the capacity and capabilities of our workforce. These will be on-going and will be further developed by the newest member of our Senior Management Team, Helen Voogt-Dillon, Manager People and Culture, who commenced at Anchor in May.

our staff, carers, Board and clients have managed to adapt and change in the face of unprecedented adversity. The regimen of weekly CEO Zoom briefings, constant written updates on changes in practices and health requirements for both staff and carers and dedicated weekly senior leadership and service delivery team meetings has enabled the organisation to stay on its feet.

The role of CEO has been challenging through the pandemic and I am sure for a long time to come, however I could not have done it without the Senior Management Team including Executive Assistant Paula Barras who has been a constant support to myself and the team.

In June, Anchor and a group of organisations were given the good news that they had been successful in winning a bid to deliver "The Lilydale Integrated Youth Health Hub". The consortium led by Inspiro Community Health and including Anchor, CIRE services and OONAH Health & Community Services Aboriginal Corporation will deliver an integrated health and welfare response to young people aged 12-25 years in the Yarra Ranges. The Health Hub is being designed with and for young people in a way that makes sense to them.



A high performing workforce needs great leadership. This was never more evident than when the COVID-19 worldwide pandemic hit in March, 2020. Anchor's leadership team very quickly predicted what lay ahead and within a week created an organisation that could operate from the lounge rooms, home offices and dining tables of its staff. It is with immense pride that I can attest that

During the year progress was made toward a Reconciliation Action Plan (RAP). The Board of Management in partnership with the CEO, staff and local Aboriginal people will first produce a "Reflect RAP" which will provide a blue print for the reconciliation journey. Anchor has registered its intent to develop a RAP with Reconciliation Australia and looks forward to much more progress in the year ahead.

My job would not be possible without the support of the Board of Management who, as volunteers, offer me their guidance, wisdom and support. Thank you to Chair Phillip

Campbell and our dedicated Directors for your time and commitment.

While the year ahead looks uncertain in the face of the COVID-19, Anchor's sights are firmly set on recovery and making a difference to the lives of the people we serve, who we expect will need our services more than ever in the year ahead.

Corporate Services

Over the past few years, Anchor has invested considerable efforts into a number of key pivotal stepping stones, stretching the organisation, its resources and personnel, as Anchor strives to deliver the 2018-2021 Strategic Plan.

Many of the key decisions made by the organisation require the input and support of the Corporate Service team. During the past year, our key focuses have included:

- The creation of financial models;
- Community engaged through various social media platforms;
- Client and carers financially supported;
- Empowerment of Anchor staff,
- The fostering of key stakeholder relationships.

All have aimed to bring innovation, cost savings and efficiencies to Anchor programs.



Anchor housing staff ready to deliver fruit & vegetable boxes generously donated by Sevron to clients

The Corporate Services team encapsulates the Finance, People & Culture, IT & Communications and Administrative streams; with an EFT of 4.5, these individuals have significant responsibilities. The team has a diverse range of specialist skills and as such, part way through the year was diversified and strengthened with the creation of two new Manager positions – Business Development & Support and People & Culture.

COVID- 19 has significantly impacted our community and the individuals who we service. Whilst Anchor's focus unequivocally is on delivering the highest quality services, the pandemic expedited the need to invest in our staff's Information technology resourcing to ensure mobility, portability and above-all, continuity of our services. A special acknowledgement to our IT team who worked tirelessly over many weeks, to ensure equipment and infrastructure was rolled out appropriately as required.

We finished 2019-2020 with another successful financial audit which certainly had its challenges, being conducted during the lockdown pandemic environment. Our internal systems and processes were rigorously tested and Anchor emerged very well. We look forward to harnessing this momentum and focusing on our future ahead.



Anchor staff building relationships in the community

Anchor continues to be in a financially strong position which was enhanced in 2019-2020 with the successful completion of a property in Mt Evelyn which will both generate income and support our vision of everybody having a home and a place to build their future. Our Mt Evelyn property development aims to launch Anchor's investment and energies well into the future as we focus on doing more to support vulnerable people within our community.

Fiona Nicholls
Manager – Corporate Services



Child and Family Services

In line with Anchor's Vision: Everybody has a home and a place to build their future and Purpose: To make it possible for people to attain a safe, secure and stable home, our child and family teams, along with our amazing carers, continue to work hard to assist our children across both foster and kinship care to thrive within a home environment.

Sadly the number of children requiring home based care in Victoria continues to grow, however with the commitment of our staff and the contributions made by our carers, we have been able to provide some creative individual care arrangements, alongside our usual home based care placements.

Our achievements in 2019-2020 have included:

Successful recruitment of critical positions across the team leader and case manager roles;

- 45 new kinship placements have been established with more than 2100 hours of support provided;
- Provision of an additional 12,775 nights of care to children within kinship placements;
- A total of 15,862 nights of care were provided to children within our foster care program;
- Our total carer pool has increased to 162 households across both foster and kinship care;
- Provision of flexible and creative care options informed by the needs of the child or young person which has seen our reputation increase,
- Our child and family teams have worked alongside Anchor's youth team to increase opportunities for our young people including the successful transition into independent living options.

We could not achieve anything without the amazing commitment and dedication of our kinship and foster carers who just "never give up" despite at times the most adverse of circumstances.

One of our young clients wrote an amazing letter this year, to the left is an excerpt highlighting what he thinks is needed to be a great carer.

COVID-19 has shown us the capacity and resilience of our staff, carers and kids alike. Despite the challenges of

working from home, remote learning and all that the global pandemic has brought, the overall spirit in the Child & Family Services team has been one of genuine 'partnership' as we continue to work through 2020, such a difficult year for everyone.

Nicky Anderson
Manager – Child & Family Services



Art work courtesy of a young Anchor client

When I was younger, about four, I was sent to foster care. I didn't have the right support I needed.

I didn't have much care and I never had enough space to cool down. Then my baby brother came along and he went into foster care with me.

I felt like I couldn't trust anyone but myself and my brother.

Enough about me, here's some tips about foster caring:

Caring doesn't come easy. You will have your ups and downs. You will have some kids that are 'good' but really they have some habits inside you are yet to know about, so be on guard. The most critical tips of all:

NEVER GIVE UP ON THE KID WHEN TIMES ARE TOUGH

NEVER LET THE KID GIVE UP WHEN TIMES ARE TOUGH

GIVE THEM SUPPORT

NEVER LOSE HOPE

- Master 11

An insightful letter which embodies the Anchor spirit – we are committed to child safety, empowering the child and hearing their voice.



OUR IMPACT

In 2019–2020 Anchor has provided:



924

Children subject to protection orders with a safe place to stay.



16,396

Nights of care for children in foster care and kinship care arrangements.



754

People with crisis housing and support through Opening Doors. Of those, 50 were assisted directly as part of a COVID-19 response.



735

Young people, adults and families with transitional housing.



972

Individuals and families with support services including Family Reconciliation, First Supports, Emergency Housing Funding (HEF) and Private Rental Brokerage (PRB).



4

Young people who have complex needs with targeted care packages.

Projects and Highlights

In addition to our core services, Anchor is proud of the innovative and responsive partnership projects we have initiated or been part of in 2019-2020. These include:



Lilydale Integrated Youth Health Hub

Anchor is a member of a consortium led by Inspiro to establish the Lilydale Integrated Youth Health Hub (LIYHH). The Hub will be funded by a \$4 million grant over 2.7 years from the Eastern Melbourne Primary Healthcare Network (EMPHN). The LIYHH will provide a range of activities and engagement, while supporting young people with health, legal, housing, community and education services.

Consortium of Inspiro (lead agency), Anchor, Cire Service, OONAH Health and Community Services Aboriginal Corporation and Eastern Community Legal



Bringing together partners to catalyse accommodation options

Restriction and Recovery: A project that provides empty conference rooms as temporary housing accommodation for up to 10 families at a time who are experiencing homelessness due to COVID-19.

In partnership with Box Hill Institute Lilydale Campus, The Salvation Army



Mt Evelyn Disability Support Units

Anchor has completed a build of five state of the art disability support units. The units not only address the critical needs of the community but also provide future financial sustainability and growth for Anchor.

Supported by Hooke Architecture, Melba Support Services & Active, Haven Home Safe & Williams Builders



Annual Out Of Home Care Christmas Party

Together Financial Services and its networks partnered with Anchor to make Christmas a very special time for all the children in our care.

Together Financial Services generously funded and donated hand-selected Christmas presents and a party for all of Anchor's foster and kinship care children, as well as the biological children of foster carers.



The Brighter Futures Pilot project

Anchor was the lead agency in the Brighter Futures pilot project which concluded with some very positive outcomes and achievements. As a result, Anchor has been invited to sit on the Better Futures Implementation group for the Outer East as we aim to ensure that the good work undertaken by the Brighter Futures pilot will be carried on in future years.

See full list of partners on page 13



12 Week Support Program

Provision of two individual units to provide a 12 week program of wrap around supports for women and their children.

In partnership with Benwerrin and the Sapphire Care Foundation



Winter Shelter Program

A 16 bed conference accommodation in Launching Place to primarily support vulnerable single men.

In partnership with Stable One



Foster Care Collaboration with Discovery Church

Leading the way in providing supportive networks for those in their congregation who are Foster Carers and working alongside Anchor, Discovery Church has developed a program of support which includes awareness, recruitment, support and collaboration.

Housing

The Housing Team have achieved some excellent results in 2019-2020 through the strong performances of both the Opening Doors and Transitional Housing teams.

Opening Doors

Anchor's Opening Doors team supported more than 880 people who presented in housing crisis during 2019-2020. The year can be divided into two: pre-COVID-19 and our current COVID-19 situation.

Since March this year we have supported an ever growing number of people in crisis accommodation, mostly in motels. COVID-19 created

an environment which helped Anchor facilitate a successful and valuable collaboration with The Salvation Army and Box Hill Institute which has resulted in six vulnerable families safely supported at accommodation on the grounds of Box Hill Institute's Lilydale campus.

Opening Door's other achievements during the year included:

- More than 40 people being supported at any one time in local motels;
- The Rough Sleeper Response Pilot Program has seen Anchor working with Yarra Ranges Council to assist people sleeping rough on council land.



The program has exceeded all expectations with excellent health and housing options gained for some of the most vulnerable in our community,

- Assistance to establish Mary Hill House which will house eight homeless women aged over 55 years.

Transitional Housing

Anchor's Transitional Housing team has supported more than 700 people including 60 families in transitional housing and two families in a pilot head lease program. The team successfully worked with these two families, building their capacity to pay the rent and eventually take over the lease, a key objective of the Strategic Plan.

One of the highlights of the Transitional Housing team's year was securing permanent housing for a Uighur family (persecuted Chinese Muslims) after working with them for three and a half years.

The family comprises a mother, father and two children. Only the mother spoke any English when they arrived in Australia. Anchor was able to provide assistance in many areas including:

- Negotiation with a car dealership to pay off a vehicle so they could remain in Lilydale where they had a support network but the children could attend school in Glen Waverley;
- Liaison with the Community Connections Program to receive support for government medical examinations which cost \$1300 each,
- Assistance to both parents in their efforts to secure employment, including liaison with "Dressed for Success" to obtain clothing to wear to a job interview.

The family is now in a house and last year the daughter was appointed captain of her primary school, a remarkable achievement!



Youth Development Services



Anchor clients graduating from Box Hill Institute's Certificate 1 in Developing Independence 2019 course

Anchor's Support for Young People (SFYP) program met one of the key objectives of the current Strategic Plan by successfully operating a pilot head lease property in Yarra Junction. The property supported two local young people to stay connected to their education, as well as build the confidence and life skills needed to live independently.

The Preparing for Independence and Adulthood (PIA) program saw six young people from Anchor's Out of Home Care Services referred to Anchor's Youth Development Services (YDS) programs. YDS was able to work alongside Anchor's Foster and Kinship Care case workers, providing young people leaving care with life skills, work experience and part time employment opportunities. PIA has helped facilitate a stronger collaboration between Anchor's Youth and Out of Home Care services, providing accommodation and independent living skills which will enable a smoother transition out of the care system. This is another key

objective of Anchor's current Strategic Plan.

A total of 14 people from our SFYP and Support for Young Families (SFYF) programs graduated from Box Hill Institute's Certificate 1 in Developing Independence (DI) course with another four having since completed the course and awaiting the next graduation ceremony. The course is co-delivered by YDS workers and a teacher from Box Hill Institute who is dedicated to Anchor four days per week. The formal graduation ceremony held at the TAFE provides the graduates with a sense of achievement, for some of our young people it is the first certificate they have ever completed.

Young people who live in Anchor's foyer provided these insights about their experiences:

"Living here enabled me to complete Year 10, Year 11 and a Certificate 3 in Aged Care."

"To have a stable place to study and a stable place to go to work, it really improved my mental health."

"I've been taught how to look after myself."

"My favourite thing about being here is just having the support of the workers. I mean some kids don't have the support or emotional support of their parents – so coming here and knowing we have an older role model to talk to about our day or anything really is fantastic."

"Just coming in for dinner, you talk about stuff and you have dinner and you chat and have a few laughs, it's different, it's really great".

Some of the other key highlights from our Youth Development Services programs include:

Family Reconciliation Program

Anchor's Family Reconciliation Program supported more than 50 families during the year.

Our Family Therapist provides timely response and support to families in crisis and assists our Foster and Kinship Care teams with a secondary consult or counselling support to children and carers.

Private Rental Brokerage

Anchor's Private Rental Brokerage Program supported more than 45 people attain private rental by providing brokerage and advice throughout the year.

Peter Dinsdale
Manager – Youth & Housing
Services

Business Development & Support

As one of the newest members to Anchor's senior management team, I would firstly like to acknowledge the work that has gone before me. It is always important to recognise and appreciate how an organisation has evolved to understand where it needs to go; I feel privileged that Heidi and the team have so warmly welcomed me to help Anchor in its next stage of development.

The Business Development and Support team was formed in November 2019 with a focus on building organisational capacity, capability and sustainability. With such a diverse and dedicated team covering information and knowledge management & compliance, partnerships & development and marketing & communications, I am pleased to report that in our first eight months, we have:



Tiny Home, image courtesy of Hangan Constructions

Delivered the key components of the Information and Knowledge Management project.

Anchor's Intranet AnchorPoint went live in December. This new platform has significantly changed the way we create and use data and knowledge across the organisation such as improved risk management practices, internal communications and staff training.

Anchor's Website has also been transitioned to a new more user friendly platform with a refreshed look and feel with further exciting developments planned for next year.



Planning for our first organisation wide Client Management System CCAT (Client and Carer Administration Tool) which is being rolled out firstly across the Foster and Kinship Care teams with Housing to follow. CCAT will improve our operational effectiveness and provide greater data interrogation capability and integrity, a significant shift from our current manual processes.

Communications

- Developed an organisation wide Communications Strategy that focuses on building our presence, credibility and voice in the sectors we operate in.
- Commenced planning for our inaugural Foster Care Recruitment campaign.

Successfully partnered to meet our strategic objective of being a catalyst for housing:

- Completed the build of five disability support units that will support the ongoing sustainability of Anchor.
- Partnered with a number of community organisations and businesses to deliver innovative crisis accommodation options utilising unused conference facilities during COVID-19. To date we are able to house up to 26 additional clients and families for up to 12 weeks.
- Fostered relationships with local church congregations to unlock under used accommodation for individuals - six placements were made this year.
- Trialed head leasing projects to determine if this type of activity was a viable option to pursue.
- Completed the Tiny Home and identified a suitable location



It has been a challenging second half of the year with COVID-19, but the team has adapted and continued to deliver high quality outcomes, despite operating in a remote environment. We look forward to a more "COVID normal" way of operating in 2020/21 and look forward to sharing all our exciting new developments.

Georgina Van Stekelenburg
Manager – Business Development & Support

Supporter Acknowledgement

Anchor wishes to acknowledge the State Government of Victoria for its ongoing support and funding. We would also like to express our sincere appreciation to the following individuals and organisations who have supported us in 2019-2020. Thank you!

Project Partners

Anglicare Victoria
Benwerren
Blue Scope Steel
Box Hill Institute
Brotherhood of St Laurence
(Brighter Futures)
Cardno
CIRE Services
Community Housing Ltd
CREATE Foundation (Brighter
Futures)
Department of Education and
Training (Brighter Futures
Department of Health and Human
Services, Outer East & Southern
Eastern Community Legal Centre
(Brighter Futures)
Hams Group
Hooke Architecture
Inspiro Community Health Service
KYM (Brighter Futures)
Melba Disability services
OONAH Belonging Place
Sapphire Care Foundation
The Salvation Army
Uniting Vic / Tas
VACCA
Williams Builders

Donors

Bellbird Ladies Golf Club
Christian Reform Church Women
Australia
Fritz & Betty Noorbergen
Isabel Anton
Karen McComiskey
Ken Morcom
Knox City Council
Lilydale Uniting Church
Marcus Chau
Mary-Ann Low
Michael Deidun
Mt Evelyn Christian Reform
Church
MYER Eastland
MYER Knox
Out Of Home Care Funders
Group (Brighter Futures): Equity
Trustees, Gandel Philanthropy,
Sidney Myer Fund, Bannelong
Foundation, Australian
Communities Fund and the RE
Ross Trust
Phillip Campbell
Ranges Community Health
Rebecca & Marcus Foord
Red Caps Golf Group - Ringwood
Golf Club
Ringwood Court – Community
Fund
StreetSmart
The Country Women's Association
– Kilsyth Montrose Branch
The Foothills Foundation
The Queens Fund
The Uniting Church of Australia –
Lilydale Parish
Tindal Magnus
Wandin Inner Wheel
Yarra Ranges Council

In-Kind Support

Arcobar
Big W
Centre for Excellence in Child and
Family Welfare (Brighter Futures)
Department of Justice and
Community Safety
DJR Youth Justice
Dynamic Steel Frame
EACH
Good360
Hangan Construction
Heirs of Grace Café
Holy Fools Inc.
Knox City Council
Maroondah City Council
Melbourne Kangaroo Rugby team
Pookipoiga
Quilton
Ron and Sallie Symons (Sevron
Environmental Contractors)
Swinburne University of
Technology
Together Financial Services
Victoria Police
Whitelion

Statement of profit or loss and other comprehensive income for the year ended 30 June 2020

	2020 \$	2019 \$
Revenue.....	5,637,358	5,253,694
Other income.....	320,296	229,155
Employee benefits expense.....	(4,581,342)	(3,791,732)
Impairment.....	(127,565)	-
Administration costs.....	(117,858)	(131,204)
Governance.....	(28,834)	(14,992)
Communication.....	(50,585)	(52,763)
Furniture and equipment.....	(29,717)	(32,974)
Information technology.....	(96,240)	(98,876)
Property costs.....	(186,322)	(224,444)
Learning and development.....	(34,299)	48,858
Service delivery costs.....	(495,574)	(469,781)
Travel and transport.....	(248,369)	(215,392)
Loss on disposal/write off of property, plant and equipment.....	(106)	(1,352)
Finance costs.....	(5,286)	-
Deficit for the year.....	(44,443)	(400,481)
Reversal of impairment in Land and Buildings.....	140,000	-
Recognition of funds received regarding Snowball property.....	513,460	-
Other comprehensive income for the year.....	653,460	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR.....	609,017	400,481

Statement of financial position as at 30 June 2020

	2020 \$	2019 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents.....	1,035,726	1,481,553
Trade and other receivables.....	82,648	94,441
Other financial assets.....	1,141,460	1,890,137
Other assets.....	62,952	64,732
TOTAL CURRENT ASSETS.....	2,322,786	3,530,863
NON-CURRENT ASSETS		
Property, plant and equipment.....	2,339,168	886,613
Right-of-use assets.....	195,171	-
Other assets.....	38,853	38,853
TOTAL NON-CURRENT ASSETS.....	2,573,192	925,466
TOTAL ASSETS.....	4,895,978	4,456,329
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables.....	271,636	265,254
Employee benefits.....	515,261	412,908
Lease liabilities.....	92,354	-
Other liabilities.....	1,075,930	1,036,188
TOTAL CURRENT LIABILITIES.....	1,955,181	1,714,350
NON-CURRENT LIABILITIES		
Employee benefits.....	58,179	58,138
Long-term provisions.....	59,288	572,748
Lease liabilities.....	103,220	-
TOTAL NON-CURRENT LIABILITIES.....	220,687	630,886
TOTAL LIABILITIES.....	2,175,868	2,345,236
NET ASSETS.....	2,720,110	2,111,093
EQUITY		
Revaluation surplus.....	208,039	208,039
Retained surplus.....	2,512,071	1,903,054
TOTAL EQUITY.....	2,720,110	2,111,093

Statement of cash flows for the year ended 30 June 2020

	2020 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Donations received.....	45,989	31,723
Interest received.....	33,216	68,936
Receipt from grants.....	6,051,836	5,184,530
Other receipts.....	300,654	160,219
Payments to suppliers and employees.....	(6,203,380)	(5,060,215)
Net cash provided by/(used in) operating activities.....	228,315	385,193
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment.....	(1,422,819)	(188,498)
Proceeds on disposal of financial assets.....	748,677	-
Net cash used by investing activities.....	(674,142)	(188,498)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net increase/(decrease) in cash and cash equivalents held.....	(445,827)	196,695
Cash and cash equivalents at beginning of year.....	1,481,553	1,284,858
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR.....	1,035,726	1,481,553

Annual statements give true and fair view of financial position of incorporated association.

The Board has determined that the association is a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

We, Phillip Campbell and Peter Cairns, being members of the Board of Anchor Incorporated, certify that: The statements attached to this certificate give a true and fair view of the financial position of Anchor Incorporated during and at the end of the financial year of the association ending on 30 June 2020.



Chairperson - Phillip Campbell



Treasurer - Peter Cairns

These financial statements have been audited by an independent auditor

LDB Audit Services Pty Ltd

1-3 Albert Street, Blackburn Vic 3130

September 2020

Access to the complete audited financial statement is available at www.anchor.org.au

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