



Annual Report
2021-2022

New Ways of Working

Anchor



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Our Vision

Every child, young person and family can overcome disadvantage and achieve their full potential.

Our Purpose

To ensure every child, young person and family experiencing disadvantage can obtain the support they need to have a safe and stable home, thrive and achieve their goals in life.

2021-2024 Strategic Priorities

1. Sustainable growth and impact
2. Improved outcomes for people we support
3. Quality and safety
4. Credible voice and trusted partner
5. Organisational culture and capability

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 Statement

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



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

Supporting your future. Supporting your future. Supporting your future.



Report from Chair Phillip Campbell

Looking back on my report for the 2020-2021 year, there are some familiar themes around COVID-19 impacts on the community and Anchor's ability to serve our community in 2021-2022. In essence, this last year was a repeat of the prior year, but we were far more prepared and capable of dealing with the issues.

We are particularly pleased that, with funding from the Victorian Government again this year, our Youth and Homelessness Services team was able to support large numbers of disadvantaged people with temporary motel accommodation. With the spectre of COVID-19 fading, there will not be ongoing support from Government for this service. Thankfully, as I pen this, we are ending the first quarter of 2022-2023 with optimism for a return to more "normal" times.

Meeting our commitments to Foster Care remains a challenge, as it does for all the agencies in our sector. Recruiting and retaining foster carers is an ongoing concern. During this last year, our CEO Heidi Tucker participated in a consultation group, commissioned by the Centre of Excellence in Child and Family Welfare, whose aim was to quantify the economic benefits of foster care to the community. A comprehensive, well-funded foster care system was shown to deliver significant economic and social benefits. We therefore invite the Victorian Government to make a greater investment into foster care to make it more sustainable for carers, and agencies such as Anchor.

Year one of our 2021-2024 Strategic Plan is now complete, and despite the COVID-19 inspired disruptions in this last year, the organisation is on track. One of the new initiatives, our Supporting Transitions Program, commenced in Pakenham in January, 2021. The program supports young

people exiting the care system to transition to full, sustainable independence and avoid the homelessness trap. We were able to quickly expand this program thanks to an extremely generous donation by the extended Hams family of some properties in Lilydale. We, and the young people we support, will be forever grateful.

With an eye to growing the Board's capability and depth of experience we welcomed two new members during the year. Adrian Martyn, who has international experience in developing and financing social housing, Social Impact Bonds and funds management and Leah Calnan who has a wealth of experience in the property sector. In support of our social purpose Anchor has a growing property portfolio and their contributions will be invaluable over the coming years.

For some years we have been examining the option of changing Anchor from an Incorporated Association to a Company Limited by Guarantee with governance determined by the provisions of the Corporations Act 2001 (Cth) rather than the Australian Charities and Not-for-profits Commission Act 2012 (Cth) and the Australian Charities and Not-for-profits Commission (Consequential and Transitional) Act 2012 (Cth). This is a well-worn path followed by many not-for-profits as they grow and mature. The flexibility this gives the Board in guiding the future development of Anchor is important and this change will be presented to our Annual General Meeting in October for ratification.

On behalf of the Board, I would like to acknowledge the State Government of Victoria for its ongoing support and funding through various agencies. Sincere appreciation is also expressed to our supporters and donors who enable us to provide innovative and high-quality service to our clients. Special thanks to Yarra Ranges Council, Cardinia Shire Council, Thomson Geer for their pro bono legal services, Together Financial Services, the Foothills Foundation, Myer, IOOB, Sevron Environmental Contractors, the Schiavello Group and Lilydale Uniting Church.

In closing, I wish to thank my fellow directors and our dedicated management and staff for their achievements during 2021-2022 and acknowledge the valuable contribution of Gaby Czarnota over the past three years who retires by rotation at the next AGM. Not only did we meet our objectives but exceeded them in another year impacted by COVID-19.



Report from CEO Heidi Tucker

2021-22 has been a year of recovery, renewal and preparation for the future. Despite the challenges of COVID-19, Anchor's services were not substantially impacted due to our readiness to be flexible and our teams working together.

Our 2021-2024 Strategic Plan concentrates our efforts in five areas:

- Sustainable growth and impact
- Improved Outcomes for the people we support
- Quality and Safety
- Credible Voice and Trusted Partner
- Organisational culture and capacity

This year we have expanded our services to children and young people who have complex needs, including those who need intensive support to return to their birth parents care or transition successfully from residential care to independence. Anchor has been supported by the Department of Families, Fairness and Housing (DFFH) using Targeted Care Package funding to establish a Supporting Transitions program which allows for a highly individualised response to the unique potential of each child and young person.

The work in creating our soon to be launched impacts and outcomes framework has included gathering evidence worldwide, leveraging our own long history of supporting vulnerable people and best practice in the sector. Measuring our outcomes and impacts will improve Anchor's ability to provide services and support that really make a difference to the people we serve. We must listen to, and truly share power with, those who are disadvantaged to ensure the support we provide allows them to realise their potential and live their best lives.

The launch of Anchor's Reflect Reconciliation Action Plan this year has been a very rewarding aspect of leading this wonderful organisation. It was a proud moment for me to declare our commitment to Aboriginal and Torres Strait Islander people and accept that we had been part of a system for over 45 years that did not always respect and recognise Aboriginal Culture, nor the harm done by government policy to their communities. Signing up for a RAP plan with Reconciliation Australia means deep change in everything we do as an organisation.

I would like to acknowledge our Corporate Services team who support service delivery staff across a range of areas including ICT. This year we have had a wonderful volunteer in Chris Howard working with our team to create an ICT strategy which will ensure a sustainable, technology enabled future.

Our staff and volunteers, including foster carers, provide the foundation for everything we do. Thank you to the small People and Culture team who have led successful recruitment of high performing and skilled staff.



Young people from Anchor's Supporting Transitions Program enjoying a day out in the city.

“

We have expanded our services to children and young people who are making a significant transition, including those that need intensive support to return to their birth parents care or transition successfully from residential care to independence.

- Anchor CEO Heidi Tucker

It is critical for our future that our long-standing programs- Homelessness Support, Foster and Kinship Care and Youth Development services - are delivered with the greatest of care. I would sincerely like to thank all our staff who each day take great pride in the services they deliver to those in need.

In my role as CEO, I have worked hard to increase my external presence and represent the work of Anchor in as many different places as possible. As well as media commitments, this year I have served on several external working parties advising the Centre for Excellence in Child and Family Welfare and DFFH which benefit our sector. I am also privileged to be a director of the Victorian Council on Homeless Persons.

Our partnership with Melba Support Services and Haven, Home Safe has resulted in full occupancy of our specialist disability accommodation at Mt Evelyn.

This arrangement now provides both a good financial return for Anchor and quality accommodation for people with disability.

This year we received an extraordinarily generous donation from the extended Hams family of seven townhouses on Anderson Street Lilydale. We had been operating services out of this property since 2017. However, to now receive the property as a donation has been momentous to the future of Anchor and delivery of our purpose to assist those who are disadvantaged in our local communities.

I could not lead this organisation without the support of our senior leadership team. My sincerest thanks go to Nicky Anderson, Fiona Nicholls, Peter Dinsdale, Georgina Van Stekelenburg and Helen Voogt-Dillon for their hard work and dedication to Anchor. We also owe our thanks to Paula Barras who co-ordinates all the activities of the senior leadership team and our Board of Management.

As well, I am very grateful to our Board of Management who have brought such valuable expertise and insight through their respective professional and personal experiences. They give freely of their time and expertise and without this Anchor would not be the stable, well governed and healthy organisation it is today. My heartfelt thanks to our Chairperson Phillip Campbell who shares his wisdom with me from his many years in the corporate world.

This year has been one of consolidation and readiness for further growth and organisational development. Anchor remains very steady, stable and an organisation on which government, the community and disadvantaged people can depend. We look forward to serving more people as we offer our services beyond the Outer East of Melbourne.

New ways of working

This has been the first year of our 2021–2024 Strategic Plan. As we all dealt with the ongoing challenges and effects of COVID-19 which deeply impacted our local community, we also embraced the opportunities it provided and commenced some new and innovative ways of working that we believe will shape our future operations.

Hybrid Workplace – In adjusting to a new ‘COVID normal’, working from the office five days a week did not suit everyone. Technology enabled the shift to hybrid working and our staff have embraced this new flexible working arrangement. Our Better Workplace Committee members canvassed their colleagues to help shape what “hybrid workplace” meant and staff now have a greater say in where and how they fulfil their work obligations

Measuring our Impact – Moving into our new strategic planning period, we committed to ensuring our work was informed by evidence based practices that were proven to be successful. We began developing our Outcomes and Impact Framework which encapsulates Anchor’s unique way of working across our diverse portfolio of clients. Anchor now measures the effectiveness of our work against four domains: a safe and stable place; learning, education and employment; healthy relationships and connections, and well-being. Our new framework helps us identify what matters most to our clients. It is guided by data-driven evidence and allows us to be clear about our short, intermediate and longer-term outcomes. In summary, we work to improve clients’ long-term well-being by providing a safe and stable place to live, followed by support in education, employment, healthy relationships and connections. This results in sustainable and lasting impacts for all of those with whom we work.

Expansion of Services – Our strategic growth objective included expansion of services to reach more people. As we explored our options with the Department of Families, Fairness and Housing, we proposed to bring the best of our youth programs

and our foster care programs together to assist young people exiting or at risk of entering Residential Care. Our Supporting Transitions program applies intensive case management with a strengths based approach that draws on a young person’s intrinsic motivations to increase their independent living skills across a range of areas.

Rough sleeping during COVID-19 – During COVID lockdowns, the Victorian Government prioritised housing thousands of rough sleepers to help keep them safe during the pandemic. At the peak of the pandemic, the Government provided Anchor with extra resources to help meet housing needs in the Yarra Ranges. Clients in hotel accommodation were provided with access to the COVID-19 vaccine, case management, food parcels and referrals to mental health and drug and alcohol services. Encouragingly, our staff broke the complex and challenging cycle of homelessness for 25 rough sleepers in the Yarra Ranges area by securing long-term accommodation for them.

Fundraising – part of our growth strategy also included diversifying our revenue streams. This year we commenced our new fundraising program with an end of year financial campaign. We had a positive response from our generous supporters, raising more than \$34,000 for the children and families in our kinship care program.

A heartfelt thank you to all the children, young people, families and individuals who have supported us as we have adjusted to new ways of working – we look forward to continuing to support the most vulnerable people in our community through COVID-19 and beyond.

Supported by...



2022 Anchor Staff Day

Anchor's staff enjoyed an All Staff Afternoon earlier this year for the first time since COVID-19 commenced.



Phillip Campbell

Chair – Board of Management
Chair – Nominations & Remuneration Committee
Member – Information, Communications and Technology Committee



Sue Allen

Vice Chair & Secretary – Board of Management
Member - Risk & Compliance Committee



Peter Cairns

Treasurer – Board of Management
Member – Reconciliation Action Plan Committee



Cam Battaglia

Chair – Risk & Compliance Committee



David Benady

Member – Risk & Compliance Committee



Leah Calnan

Member – Revenue, Planning & Growth Committee



Gaby Czarnota

Member – Nominations & Remuneration Committee
Member – Risk & Compliance Committee



Michael Deidun

Member – Revenue, Planning & Growth Committee
Member – Reconciliation Action Plan Committee



Adrian Martyn

Member – Revenue, Planning & Growth Committee



Karen McComiskey

Member – Revenue, Planning & Growth Committee



Brad Price

Chair – Revenue, Planning & Growth Committee



Heidi Tucker

Chief Executive Officer
Member – Reconciliation Action Plan Committee

Committed to Reconciliation

In March 2022, Anchor's inaugural Reflect Reconciliation Action Plan was officially endorsed by Reconciliation Australia. This has provided Anchor with a framework to be inclusive in our work and make meaningful contributions to national reconciliation.

We celebrated this milestone at a launch event in Lilydale. The highlight was RAP Committee member Dr Andrew Peters, a Yarra Yarra and Woi Wurrung man, speaking on his connection to country and the importance of reconciliation plans in breaking down the barriers between 'us' and 'them'.

Since receiving endorsement from Reconciliation Australia, Anchor has:

- Launched the redevelopment of internal policies and procedures ensuring the cultural safety of all Aboriginal and Torres Strait Islander staff;
- Developed an Aboriginal Partnership Framework to guide all partnerships with Aboriginal and Torres Strait islander peoples;
- Deepened organisational partnerships with community and local Aboriginal Community Controlled Organisations and Aboriginal Community Controlled Health Organisations,
- Invested in formally recognised cultural competence training for all Anchor staff and Board members.

We look forward to delivering on all our Reflect RAP commitments over the next 12 months and committing to the next stage of reconciliation through the beginning of an Innovate Reconciliation Action Plan.



Dr Andrew Peters speaking at the Reconciliation Action Plan launch.

“

We all live on Aboriginal land, we can connect to it. We can connect with that history. We can learn the language, we can integrate that into the way we live our lives and the way we work every day. We can treat each other with respect, caring and sharing.

- Dr Andrew Peters



Anchor staff were deeply moved by the presentations at a National Sorry Day which was hosted by Knox City Council.

“

If we listen to Aboriginal people, they'll tell us what they need when they need it and so this RAP can help start that journey to listening more before we react.

- Anchor CEO Heidi Tucker

Talented local artist Teghan Voce with her beautiful paintings which were commissioned by Anchor.



Supporter Acknowledgement

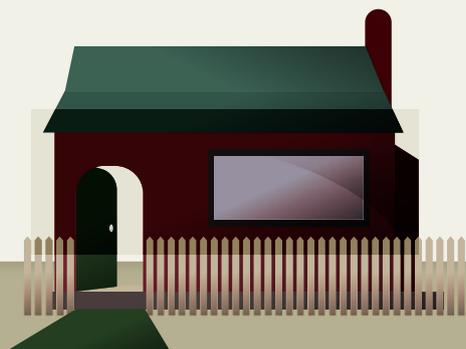
Anchor expresses its sincere appreciation to our generous donors and in kind supporters, as well as our project partners. We would like to particularly acknowledge the State Government of Victoria for its greatly appreciated ongoing support of programs in the local communities of Yarra Ranges, Knox, Maroondah and Cardinia.

The Gift of Housing

We are deeply grateful for an incredibly generous gift made to Anchor this year. The Hams family, a trusted partner of Anchor since 2014, has generously gifted seven, three-bedroom townhouses to Anchor. We have been using these units since 2017 to support young mothers and their children who are at risk of homelessness.

The donation was made in honour of Hazel Hams, who is remembered as a cherished wife, mother, grandmother and great grandmother who was a generous, caring and active community member.

We sincerely thank the Hams family for their extraordinary donation that will assist those at risk of homelessness for many years to come.



Project Partner	Donor	In-Kind Support
Dr Andrew Peters	Anchor Board Members	Alannah & Madeline Foundation
Anne Jenkins	Andy Grant	Darrell Lea
Box Hill Institute of TAFE	Bellbird Ladies Golf Club Inc	Heirs of Grace Café
Brotherhood of St Laurence	Darren Powierski	Journeyman Planning
Cardinia Shire Council	Department of Justice -Ringwood Magistrates Court	Justice Connect
CIRE Services	Double RIP Swim Donors	Little Rocket
Community Housing Ltd	Foothill Foundation Inc	Ron and Sallie Symons
Department of Education and Training	Hams family	The Generosity Collective
Department of Families, Fairness and Housing	Hume Lilydale Pty Ltd & LBJ Corporation Pty Ltd	Thomson Geer Lawyers
Eastern Community Legal Centre	Isabel Anton	Together Financial Services
Eastern Domestic Violence Service	Jeanette Riakos	
Foster Care Association Vic	Karen McComiskey	
Fostering Connections	Knox Council	
Foyer Foundation	Kris Faife & Associates Pty Ltd	
Glynis Vickery	Lilydale Uniting Church	
Hadi Hayek	Marcus Chua	
Hams Group/OLET	Michael Deidun	
Haven; Home, Safe	Mt Evelyn Christian Reformed Church	
Holy Fools Ltd	Myer Community Fund	
Hooke Architecture	Paul Bailey	
Inspiro Community Health Service	Peter Cairns	
Jo & Teghan Voce	Queens Fund	
Melba Support Services	Red Caps Gold Club	
Mission Australia	Ricketson Foundation	
OONAH Health and Community Services (OONAH Belonging Place)	Ritchies Stores	
Reconciliation Australia	Rochelle Norrie	
The Salvation Army	Schiavello Group Charitable Foundation	
Swinburne University of Technology	Street Smart Australia	
Synergen Group	Together Financial Services	
YMCA Victoria - Youth Services		

2021-2022 Snapshot



457

People received short term or emergency accommodation support through our Homelessness program.



8202

Nights of short term emergency accommodation were provided.



128

Young people were supported by Anchor's Youth Development Services.



212

Carers were supported in Anchor's Out of Home Care program.



162

Children and young people were cared for in Anchor's Foster and Kinship Care programs.



31,050

Nights of care were provided to children in foster and kinship care arrangements.

Financials

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2022

	2022	2021
	\$	\$
Revenue	7,412,205	6,457,740
Other income	331,692	433,065
Employee benefits expense	(5,020,291)	(5,065,734)
Depreciation and amortisation	(199,520)	(201,627)
Administration costs	(253,280)	(137,571)
Governance	(23,408)	(34,381)
Communication	(43,826)	(48,575)
Furniture and equipment	(11,054)	(10,714)
Information technology	(111,557)	(91,110)
Property costs	(222,018)	(244,591)
Learning and development	(90,021)	(40,379)
Service delivery costs	(1,449,876)	(786,721)
Travel and transport	(40,341)	(159,644)
Loss on disposal/write off of property, plant and equipment	-	(404)
Finance costs	(3,444)	(5,258)
Surplus / (deficit) before income tax	275,261	64,096
Income tax expense	-	-
Surplus / (deficit) for the year	275,261	64,096
Other comprehensive income, net of income tax		
Items that will not be reclassified subsequently to profit or loss		
Donation of Anderson Street Properties	2,780,000	-
Other comprehensive income for the year	2,780,000	-
Total comprehensive income for the year	3,055,261	64,096

Statement of Financial Position

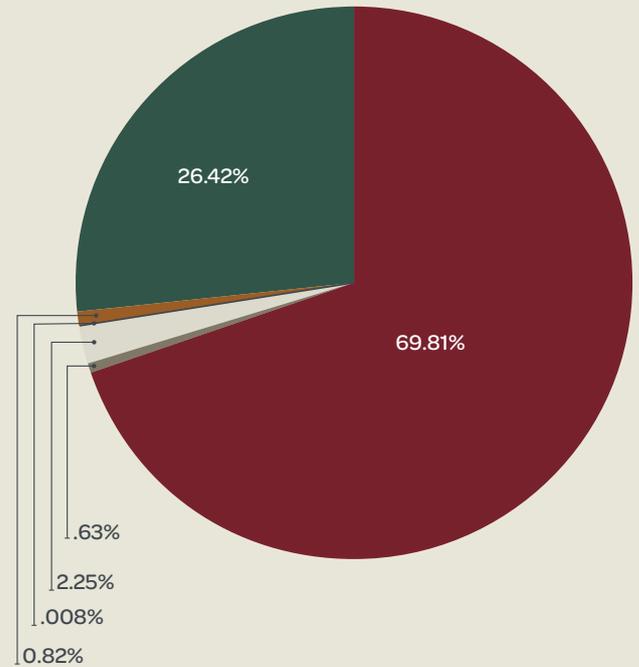
As at 30 June 2022

	2022	2021
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	2,545,161	797,270
Trade and other receivables	42,791	39,401
Other financial assets	-	1,147,663
Other assets	49,472	70,941
TOTAL CURRENT ASSETS	2,637,424	2,055,275
NON-CURRENT ASSETS		
Property, plant and equipment	5,422,827	2,668,474
Right-of-use assets	91,939	191,920
Other assets	41,453	39,853
TOTAL NON-CURRENT ASSETS	5,556,219	2,900,247
TOTAL ASSETS	8,193,643	4,955,522
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	515,860	382,967
Lease liabilities	95,897	114,654
Employee benefits	515,520	452,606
Other liabilities	1,124,174	1,015,360
TOTAL CURRENT LIABILITIES	2,251,451	1,965,587
NON-CURRENT LIABILITIES		
Lease liabilities	4,431	78,770
Employee benefits	39,007	67,672
Long-term provisions	59,288	59,288
TOTAL NON-CURRENT LIABILITIES	102,726	205,730
TOTAL LIABILITIES	2,354,177	2,171,317
NET ASSETS	5,839,466	2,784,205
EQUITY		
Reserves	208,039	208,039
Accumulated Income	5,631,427	2,576,166
TOTAL EQUITY	5,839,466	2,784,205

Statement of Cash Flows

For the Year Ended 30 June 2022

	2022	2021
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Donations received	65,912	27,506
Interest received	8,316	5,161
Receipt from grants	7,403,720	6,369,664
Interest paid	(3,444)	-
Other receipts	350,896	455,959
Payments to suppliers and employees	(7,073,794)	(6,696,645)
Net cash provided by/(used in) operating activities	751,606	161,645
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(62,922)	(400,201)
Proceeds from sale of property, plant and equipment	40,000	100
Proceeds from disposal of financial assets	1,147,663	-
Net cash provided by/(used in) investing activities	1,124,741	(400,101)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payment of lease liabilities	(128,456)	-
Net cash provided by/(used in) financing activities	(128,456)	-
Net increase/(decrease) in cash and cash equivalents held	1,747,891	(238,456)
Cash and cash equivalents at beginning of year	797,270	1,035,726
Cash and cash equivalents at end of financial year	2,545,161	797,270



Income by Funding Source

- Government income and grants
- Interest
- Donations
- Other income
- Rental income
- Donation of properties

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, 2022.

Phillip Campbell

Peter Cairns

Board and Organisational Sub Committees

Guided by our 2021-2024 Strategic Plan, a number of committees that report to the Board have been established. The Board's aim in so doing is to strengthen Anchor's financial and operational capability to support sustainable growth.

Revenue, Planning and Growth (RPG) Committee

Members: Brad Price (Chair), Leah Calnan, Michael Deidun, Adrian Martyn & Karen McComiskey.

Amongst other achievements, the RPG Committee developed an Investment Strategy and laid the groundwork for future fundraising initiatives.

Risk and Compliance Committee

Members: Cam Battaglia (Chair), Sue Allen, David Benady & Gaby Czarnota

In partnership with members of the Senior Management Team, the Risk & Compliance Committee developed a risk management framework which provides a robust platform to manage risk, both strategic and operational.

Information and Communications Technology (ICT) Committee

Members: Chris Howard (Chair), Phillip Campbell, Fiona Nicholls & Melina Anastassiou-Stein

Led by senior IT industry executive Chris Howard, who is a volunteer, the ICT Committee developed a comprehensive ICT framework and investment strategy in support of our growth plans. We very much appreciate Chris's on-going contribution.





Appreciation is expressed to the following staff who are the current members of Anchor's sub committees:

Excellence in Practice Committee

Mudather Ahmed, Melina Anastassiou-Stein, Avi MacMull, Alison MacDonald, Leanne Moody, Rachael Stephenson, Georgina Van Stekelenburg & Helen Voogt-Dillon.

Better Workplace Team

Paula Barras, Jessica Bray, Melissa Clark, Cathy Fleming, Julie Smith, Thomas Tusitala, Helen Voogt-Dillon & Tara Ward.

Child Safe Working Party

Melina Anastassiou-Stein, Nicky Anderson, Paula Barras, Alison MacDonald, Aaron McKee, Avi MacMull, Kelsi McWilliams, Adelaide Owen, Shani Richardson, Heidi Tucker, Helen Voogt-Dillon & Sheryl Weeks.

Supporting your future. Supporting your future. Supporting your future.



Anchor

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Child and Family Services**
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Homelessness Support Services
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Lilydale, Victoria 3140
Phone: 03 9760 6400

Youth Development Services
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Lilydale, Victoria 3140
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