

Annual Report
2016/17

Anglicare
Central Queensland

your best life

Bishop's report


YOUR BEST LIFE

The theme for this year's Anglicare Annual Report is 'Your best life' – a theme which set me wondering what it is that makes for a 'best life'? God's word tells us **"we can do all things through Christ who strengthens us" (Phil 4:13)**. So while there are many different answers that could be given to the question of what makes for a "best life" – physical and mental health and wellbeing, access to education, housing and the financial resources to meet daily needs – there remains the important and often overlooked question of spirituality. What part does faith play in living your best life?

If the writer of Philippians is correct then a failure to address faith, and particularly faith in Jesus Christ, makes living our best life doubtful to say the least. Human beings, across all nations and ages, have sought to make sense of their spiritual nature. This is as God intended. We are restless for God and when God is not there we fill the vacuum with all manner of things hoping they will bring fulfilment, bring our best life.

Faith in Jesus is the motivation that drives the Anglican Church to help others live their best life. We do this because we are convinced that human beings reach their full potential in a relationship with Jesus. Anglicare helps the church in this task by seeking to meet the needs of others.

The dedication and care of our Anglicare staff and volunteers is to be commended as they go above and beyond expectations to help people achieve their best life. Some of their stories are contained in this report. I commend them to you and **I offer my sincere thanks to the Anglicare staff and volunteers for the work done and their commitment to helping others live their best lives.**



The Right Reverend David Robinson
Bishop of Rockhampton



+David
Bishop of Rockhampton

OUR 2017 ANNUAL REPORT

The 2017 Annual Report of Anglicare Central Queensland provides information on the organisation and company performance for the year 1 July 2016 to 30 June 2017.

4

ABOUT
US

6

ANGLICARE
SNAPSHOT

7-27

SERVICES

DISABILITY
CHILD PROTECTION
COMMUNITY SERVICES
HOUSING
FUNDRAISING & ENGAGEMENT

29

QUALITY
ASSURANCE

32

TOWARDS
2020

36

BOARD & CEO
REPORT

38

CONSOLIDATED
FINANCIALS

43

OUR LOCATIONS

ANNUAL GENERAL MEETING

Our next Annual General Meeting will be held at 5.30pm on Tuesday 21 November 2017 at the Rockhampton Office.

Anglicare Central Queensland acknowledges Aboriginal and Torres Strait Islander people, traditional custodians and owners of the land on which we work and live. We pay our respects to their history, their living culture and their Elders past and present.

**FOR OVER
30 YEARS**

Anglicare Central Queensland has worked with people of all backgrounds, beliefs and walks of life to make the best of their lives. As an organisation with truly local roots, Anglicare Central Queensland is dedicated to leading the way in the community services sector as we pride ourselves on empowering and supporting our participants, upholding human rights and advocating for the removal of unjust structures.



UPHOLDING
HUMAN RIGHTS

STANDING FOR
JUSTICE



RESPECT


We respect the **intrinsic** worth of every person, value differences, celebrate uniqueness and invite contribution.

Anglicare
Central Queensland
VALUES



INTEGRITY

We are honest, trustworthy and accountable



Anglicare Central Queensland works across the geographical boundaries of the Rockhampton Anglican Diocese. We serve communities in and around

**ROCKHAMPTON, GLADSTONE, BILOELA,
MOURA, BLACKWATER, EMERALD,
BARCADDINE, LONGREACH AND WINTON.**

Our Board, staff and volunteers live in the communities they serve, in regional and remote locations.



HOPE

Hope gives people confidence about their future



INNOVATION

We look for the best solution



COMPASSION

We place people at the centre of everything that we do



PURPOSE

Purpose is what gives meaning to our actions

ANGLICARE CQ SNAPSHOT

751



PEOPLE HOUSED
IN CRISIS
ACCOMMODATION

124,084



NIGHTS OF CARE
FOR CHILDREN

275



INDIVIDUALS
AND FAMILIES
PROVIDED
WITH MOBILE
SUPPORT

(HOMELESSNESS AND
EMERGENCY RELIEF)



549

YOUNG
PEOPLE SUPPORTED
(YOUTH SUPPORT PROGRAM)



13404

OF
DISABILITY
SERVICES

HOURS



248

PEOPLE AND FAMILIES ACCESSED OUR
COUNSELLING
AND FAMILY SUPPORT SERVICE

6720
HOURS

INDIVIDUAL
ONE-ON-ONE
MENTAL HEALTH
SUPPORT



582

PROPERTIES MANAGED

OUR SERVICES



DISABILITY SERVICES



CHILD PROTECTION



COMMUNITY SERVICES



HOUSING



FUNDRAISING & ENGAGEMENT



"If I help **ONE PERSON**
in this life, **MY JOB IS DONE**"

- Deb,

Anglicare Central Queensland
Disability Support Worker

our stories ERIN

DISABILITY SERVICES



We provide a range of services to support people with disability, as well as families and carers. Our services are available to anyone, with any form of disability, from birth to 65 years of age.

Our focus is on building and maintaining independence and supporting participants to live as an active part of their local community.

Over the next 12 months, as we welcome the introduction of the NDIS, we will be drawing on our long track record of providing flexible services tailored to the individual needs of every person we work with. Everything we do will revolve around our participants choice, values and priorities.

Erin began her journey with Anglicare Central Queensland in 2004, lighting up the lives of everyone she interacted with. Fast forward 13 years later, Erin still never fails to bring a smile to those she meets, especially her support worker, Deb.

Erin is a young woman with Down Syndrome, Autism, Bipolar and Anxiety Disorder, and currently lives with her Mum and Dad – Helena and Rob on their hay farm just outside Moura in Central Queensland.

As the youngest of six children, Erin grew up in a house full of love and care, ensuring that her abilities were always much stronger than her disabilities. Deb, who also joined Anglicare Central Queensland in 2004, found that it was Erin and her family who shone a light during a dark time for her and her family and remains forever thankful.

"I have been very fortunate to walk alongside Erin and work with her to make the best of her life," shared Deb.
"If I help one person in this life, my job is done."

With no public transport or taxi service in Moura, Erin relies on her support network, including Anglicare Central Queensland to get her places so that she can continue being a part of her local community.

This includes being able to travel to other towns such as Biloela and Rockhampton so that she can participate in various activities and spend time with others. When it comes time to move from Moura, which is the family's current plan, Helena and Rob are hoping that the NDIS will help them with that transition for Erin.

"We are not getting any younger and are hoping the NDIS will help us to put in place the best support network for our daughter so she can continue to thrive through her support with Anglicare Central Queensland," said Helena.

"We would like to know that everything is in place for when we are no longer here to look after Erin and she can live as independently as possible with her supports walking alongside her."

Due to Erin's high needs she won't be able to live by herself, but she can still be given the opportunities that allow her to make choices for herself, be able to express her likes and dislikes, and be connected and involved in what she wants so that she can live her best life.

COMMITTING TO THE NDIS



Over the past 12 months, work has focussed on ensuring people, systems and processes are in place to offer a new world of care and choice that will meet the needs of our new and existing participants who register under the NDIS to receive support.

We have listened to our participants and found out exactly what they want and need through our services to live their best life.

OVER 2016-17 WE:

Become a **registered NDIS provider** offering supports across Central Queensland

Heard from people with a disability and people wanting to work in disabilities

Involved leaders in developing and achieving an **Implementation Plan**

Developed a **Catalogue of Supports**

Incorporated **NDIS** into operational budgets

Developed a **wide range of resources** with the involvement of numerous staff and participants

Undertook a **market analysis** and developed plans for marketing and workforce development

Educated staff about the NDIS and **Anglicare Central Queensland's approach to offering services under the NDIS**

Launched our **marketing and promotions campaign**

Introduced **information systems** to underpin services for participants; gathered data and measured outcomes and streamlined administrative and reporting functions

Learned a huge amount about the NDIS from consumers, our sector partners (especially other Anglican organisations), the **National Disability Insurance Agency**, and government

**"Before you start to judge me,
STEP INTO MY SHOES
and walk the life I am living
and if you get as far as I have,
JUST MAYBE YOU WILL SEE
HOW STRONG I REALLY AM"**

- unknown

When Ethan's hearing impairment restricts him from connecting with the community around him, Glenda becomes his ears and his eyes.

Glenda has been Ethan's Disability Support Worker for two years and together, they are reaching their goals.

To find out how our staff can support you,
contact us on **1300 769 814** or email
ndis@anglicarecq.org.au

CHILD PROTECTION



422 SERVICE USERS
(CHILDREN)

124,084 TOTAL PLACEMENT
NIGHTS

219 CARERS

FOSTER & KINSHIP CARE

380 **208**

YOUNG PEOPLE
SUPPORTED CARERS

117,136 PLACEMENT
NIGHTS
APPROX 97% ANNUAL CAPACITY

INTENSIVE FOSTER CARE

15 **11**

YOUNG PEOPLE
SUPPORTED CARERS

2,910 PLACEMENT
NIGHTS
APPROX 88% ANNUAL CAPACITY

RESIDENTIAL PROGRAMS

27

YOUNG PEOPLE
SUPPORTED

4,038 PLACEMENT
NIGHTS
APPROX 92% ANNUAL CAPACITY

local kids
NEED LOCAL
foster carers



RECRUITING
**FOSTER
CARERS**
PROTECTING THE
**NEXT
GENERATION**

Over the past 12 months, Anglicare Central Queensland has been working tirelessly to **recruit, train and assess foster carers across Central Queensland** and support the day-to-day needs of young people in care.

Approximately 320 young people are in Anglicare Central Queensland's care across Central Queensland, from the Capricorn Coast to Windorah, in Biloela and Barcaldine, Rockhampton and Rolleston.

While the number of children in care has remained relatively stable over the past year, we have noticed an increase in highly complex and extreme behaviours of young people due to an exposure to trauma. This in turn has increased the demand on carers across the region. We negotiated an innovative approach to contracts with our Department partners, which will see a more flexible ability to respond to community needs.

We currently support 330 general and kinship care places, and nine intensive foster care places at any one time for young people with more complex needs.

Anglicare Central Queensland provides **around the clock support** for foster carers, and the ever-increasing number of kinship carers. Specialist roles support kinship carers, many of whom are grandparents facing the challenge of being both a relative and carer.



Our continued support in this space is about working on strategies and building our foster carers capacity to respond to the unique needs of the young people in their care. We have been working toward the new Hope and Healing framework, a therapeutic care model.

As all foster carers are volunteers, the people that commit to the process of becoming carers are unique and special individuals, just like Nita...

our stories NITA WAUGH



Every child is just one caring adult away from being a success story... and for one of Anglicare Central Queensland's foster carer's, Nita Waugh, her integral role within the lives of vulnerable children and young people has been recognised.

For twenty years, Rockhampton local Nita has been providing a safe, nurturing environment, opening her home and heart in a bid to make an incredible difference in the life of our region's youngest residents. Back in 1997, Nita was approached by a friend who worked in the disability sector asking her to consider becoming a foster carer.

After having eight children of her own, and sadly losing a 19 year old son in 1983 to cancer, Nita made the decision to expand her heart and mind a little further.

After careful consideration and discussions with her family, Nita started on her journey of challenge and reward and has never looked back.

"Seeing the children in my care grow into young adults and live a positive and healthy life makes my heart extremely full," shared Nita.

"I have been fortunate to stay in touch with many of the children I have cared for and have even been invited to weddings and other special occasions, and often receive phone calls and visits."

But not every day was easy, even for an experienced Carer.

"Some of the children in my care had negative and destructive behaviours which I have tried to forget over the years."

"The hurt and anger within them sometimes exploded and it was my role to remain strong and work with them to develop strategies to ease their pain," said Nita.

"Sometimes all they needed was a warm hug and affirmation that they were loved, safe and secure."

These days, between taking time out mastering crosswords and sudoku, Nita reflects on her last two decades.

"Fostering is something that I would do again and again if I had my time over and, given the chance, I would start much earlier in my life."

"Through this role, I was able to allow my passion to become my purpose and I would encourage anyone considering opening their homes to our local youths, to do so."

Protecting children is everybody's business and Anglicare Central Queensland is committed to keeping our local kids safe. We believe that every child deserves a safe environment where they can grow and thrive.

COMMUNITY SERVICES

MENTAL HEALTH



1639

TOTAL HOURS OF GROUP
SUPPORT PROVIDED TO

1771 GROUP
ATTENDEES

791

CARERS OR FAMILY
MEMBERS RECEIVED

1427 HOURS OF
SUPPORT

2040

INDIVIDUAL CONTACTS
MADE WITH

497 PEOPLE

6720

HOURS OF ONE ON
ONE INDIVIDUAL
SUPPORT

Healthy Minds is a program for people aged 18-64 who experience severe and persistent mental illness with complex needs.

Over the past 12 months, Healthy Minds has provided one-on-one services, peer support and self-help groups, as well as group activities to encourage participants to connect socially within their community.

Our team works with participants to map out a strategy for recovery. Their specialised individual plan is built around individual priorities, values and goals, and encourages family carers and other supports to be actively involved.

our stories KEVIN

As Kevin's life with bipolar took a turn for the worse, he decided to walk away from the world. His fear of not being able to commit to anything anymore allowed his brain to go dormant as he retreated into his 'cave'.

Once a strong person focussed on creativity, music, set design, acting and coaching musicals, Kevin found himself with a lack of motivation and confidence, which affected many aspects of his life.

During Mental Health Week 2016, Kevin took part in Anglicare Central Queensland's Tribal Drumming Circuit, which took place throughout Central Queensland in the towns of Biloela, Moura, Emerald, Longreach, Mount Morgan and Rockhampton.

"I can't put into words how enlightened I felt after this session," said Kevin. "I haven't felt like this for a long time."

Bipolar disorder is a serious mental health condition that affects around 2 per cent of people. Bipolar used to be known as 'manic depression', because people tend to experience extreme moods – both low (depressed) and high or excited (manic).

Group drumming brings people together in a non-competitive space.

Case Worker for Anglicare's Personalised Support Service Program, Raylee Rees was inspired by the healing quality of tribal drumming.

"To see the faces of the participants was inspirational and humbling as they smiled and enjoyed just being in the moment, parking their lack of self esteem and confidence as they partook with the drumming."

"Drumming helps with balancing the left and right side of the brain which helped another participant with the onset of Multiple Sclerosis," shared Ms Rees.

"He found that drumming helped him control his movements."

Going forward, group activities such as drumming will be offered as a service through NDIS and other avenues for people with a disability.





**"IT MAKES ME
PROUD WHEN I
CAN DO THINGS
MYSELF."**

Anglicare Central Queensland
supports Dallas with small
tasks - which create big changes
in his quality of life.



BEING
INCLUDED

FEELING
RESPECTED



STOMP ON STIGMA

"The mentally ill frighten and embarrass us and so we marginalise the people who most need our acceptance. What mental health needs is more sunlight, more candour, more unashamed conversation about illnesses that effect not only individuals but their families as well." – Glenn Close

Over the past 12 months, the Stomp on Stigma project has continued to work with people who had lived experience of mental illness, along with their carers, and community members. The initiative encouraged the sharing of stories of stigma when encountering hospital staff, doctors, pharmacists, support staff, colleagues, family, friends and the wider community.

Throughout the project various activities were held locally, from filming documentaries, scenarios and interviews, to education and care sessions on mental illness for carers and support workers, and discussions around inclusion and community supports.

We are now aiming to recommend strategies to bring about systemic change so that individuals experiencing mental illness feel respected and included within their communities.



MENTAL HEALTH UNDER THE NDIS IT'S ABOUT GROWTH AND SOCIAL INCLUSION

Anglicare Central Queensland's NDIS team is ready to help ensure a smooth transition for local mental health participants.

Social inclusion and community involvement has been the hallmark of Christine's experience with Anglicare. Christine raised two sons while battling mental health issues. Now that her boys are grown and have moved away, Anglicare Central Queensland helps Christine to live independently, and make sure she's connected to her local community.

"Anglicare has helped to make my house better – I've had rails put in my bathroom, with an occupational therapist coming to do an assessment and get me a new bath stool. The practical things like that do make my life easier. Anglicare staff also help me to pay my bills, which eases some stress for me. Getting my bills in order is a big relief," said Christine.

Practical support for participants like Christine likely won't change under the NDIS, with the primary consideration being ongoing support of those with, or impairment from, permanent psychosocial conditions.



COUNSELLING & FAMILY SUPPORT



106 PEOPLE

PEOPLE ENGAGED IN THE ADULT COUNSELLING SERVICE, IN ROCKHAMPTON, BILOELA AND MOURA.

28 PEOPLE

ACCESSED SUPPORT FROM THE FINANCIAL RESILIENCE SERVICE, IN ROCKHAMPTON, BILOELA, MOURA AND GLADSTONE.



48 FAMILIES

WERE SUPPORTED THROUGH THE FAMILY SUPPORT SERVICE, IN ROCKHAMPTON AND BARCADDINE

66

WERE SUPPORTED IN THE CHILD PROTECTION COUNSELLING AND INTERVENTION SERVICE IN ROCKHAMPTON AND GLADSTONE – INCLUDING CHILDREN IN CARE, FOSTER AND KINSHIP CARERS, AND FAMILIES OF ORIGIN



Anglicare Central Queensland's Counselling and Family Support service has continued to work with adults, young people, children and families to improve their life skills, enhance their relationships, and increase their wellbeing.

Throughout the year, the Counselling and Family Support team provided three separate services which were available free of charge to community members.

All of these services worked with individuals and families to explore their situations and feelings, identify their goals, and develop a plan to achieve them.

Our services remained culturally sensitive and we provided support for Indigenous people and people from culturally and linguistically diverse backgrounds.

The **CHILD PROTECTION COUNSELLING & INTERVENTION SERVICE** is available to children and young people under 18 years who are subject to statutory intervention and require therapeutic support as a result of their personal experience. This service also provides support to the children's foster and kinships carers and their biological parents. The service provides counselling and therapeutic intervention to enable individuals to express their feelings and identify the challenges they experience. The service promotes choice and positive change in the lives of children in statutory care.

The **FAMILY SUPPORT SERVICE** works with families with children up to 18 years old. The service aims to build happy, healthy families, and is individually tailored to the needs, goal and priorities of each family. Counselling intervention focuses on enhancing the wellbeing and safety of children and young people, and equipping parents and caregivers with skills to look after themselves and their children.

COUNSELLING & FAMILY SUPPORT



During 2017, Anglicare Central Queensland was successful in gaining a new program which enabled us to commence provision of a Financial Resilience service.

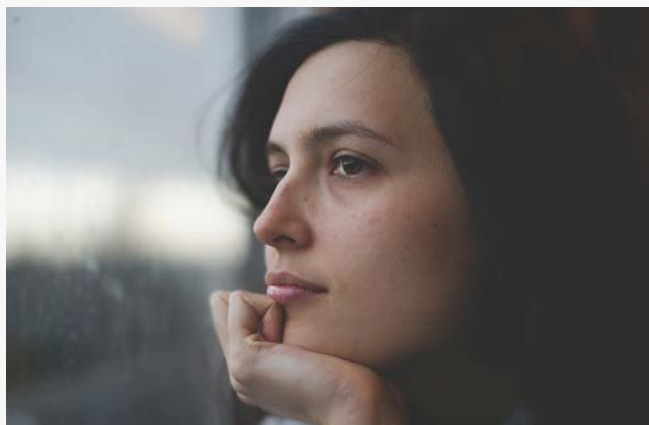
WHAT DOES THIS NEW SERVICE INVOLVE?

The Financial Resilience Service is a service for adults who are experiencing personal and/or financial issues, including those resulting from a natural disaster. These services are available in the Rockhampton, Gladstone and Biloela (incorporating Moura) areas and are funded to support and assist adults to take control of their finances and improve their health, wellbeing and connection to family and community.


AnglicareCQ Financial Resilience Workers provide individuals with information, capacity building, support and referral to assist with the management of their financial resources. Financial and material assistance is provided following a case management approach.

AnglicareCQ Financial Resilience Workers engage with individuals to discuss and assess their current financial situation, facilitate problem solving, and develop goals and strategies to improve their financial wellbeing. Workers assist individuals to build their financial skills, knowledge and confidence through direct support and the delivery of a financial education program and engage with the community to increase the financial resilience of Central Queenslanders.

We're excited about providing this new service with an increased focus on assisting people to move out of financial crisis.



SUPPORTING
FAMILIES
STRENGTHENING
RELATIONSHIPS



"ANGLICARE HAS PROVIDED ME
WITH A **SPACE TO SAFELY TALK**
ABOUT WHAT'S HAPPENING
IN MY LIFE. **I FEEL VALUED
AND HEARD.** I HAVE LEARNT
STRATEGIES THAT **HELP ME TO
MAKE BETTER CHOICES."**

YOUTH



5549 HOURS OF SUPPORT PROVIDED

549 YOUNG PEOPLE SUPPORTED

525

OUTCOMES ACHIEVED IN AREA'S SUCH AS IMPROVED ABILITY TO ACCESS APPROPRIATE SERVICES, IMPROVED FAMILY CONNECTIONS, IMPROVED QUALITY OF LIFE AND IMPROVED LIFE SKILLS

The Youth Support program supports young people between the ages of 12 and 18 who are at risk of disengaging from school, education or community; at risk of disconnection from family or community; homeless or at risk of self harm. It supports young people in Biloela, Moura, Blackwater, Emerald, Barcaldine, Longreach and surrounding communities.

In 2016/17 our staff completed training to support young people in a group based setting to gain and grow their skills. The training covered modules on: anger management – MADD and RAGE training; bullying – MTB and social, emotional well being; and suicide prevention programs specifically designed for Indigenous communities – Deadly Thinking.

Our teams were excited to use their training and provide these groups to participants of our program.

our stories **ARTY ADOLESCENTS**

Recently, 20 local youths aged between 12 and 19 years of age in Blackwater and Emerald worked together to develop murals at the local PCYC.

The beautiful mural, developed in collaboration with Anglicare Central Queensland, the Emerald and Blackwater PCYC, Emerald Disability Services and Youth Justice, was designed and created by local youth under the mentorship and guidance of Christian Griffiths from The Sauce Studio.

The colours for the mural were established to compliment this year's Youth Week colours and each mural took two days to complete.

Participants taking part expressed a desire to get involved and this was a perfect way for them to give back to the communities that support them, learn new skills and to create a positive stake within the community by taking ownership of the project.

Youth Services Team Leader, Hayley Finger said that it was awesome to work with participants to create these murals. The project made for a very successful partnership both with great outcomes for both the young people and the Agencies involved.

Many participants stated that they learnt new skills and were very proud of their artwork, proudly showing off their murals afterwards to family and friends.



our stories SIMON



When he first started working with Anglicare CQ's Youth Service, 16 year old Simon was struggling to make the best of his life. He was experiencing challenges with emotional and behavioural self regulation issues, how to interact with his family in a more positive way and struggling with motivation to reconnect to learning.

With the support from our Self Awareness and Emotional Self Regulation Program, commitment to increased physical activity, and encouragement to reconnect to learning, Simon has begun to turn his life around.

Simon has recently been successful in gaining his Learner Drivers Licence with the help of Anglicare's Youth team. To pass the written test first time round has given Simon a confidence boost to re-engage with learning and shown him what he is capable of when he applies himself.

Simon and his family are extremely thankful for the support they have received to date from Anglicare Central Queensland's Youth Service.

**name has been changed to protect privacy*

DISTANCE EDUCATION SUPPORT GROUP

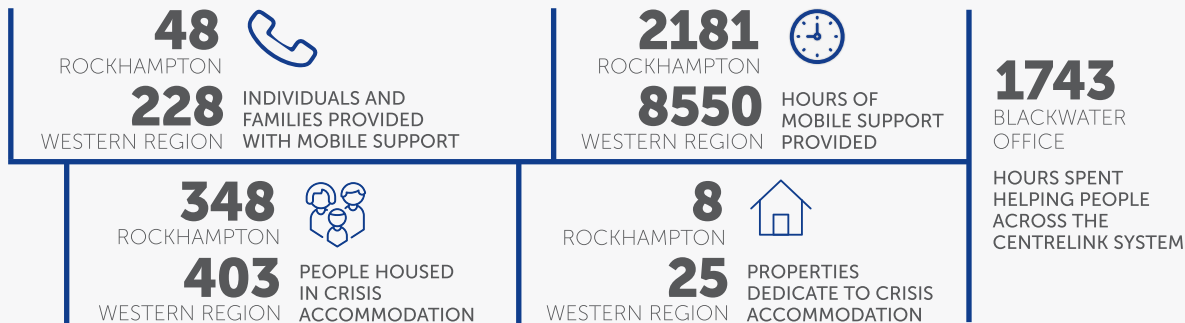
Through our Distance Education Support Group we have seen several young people gain valuable life skills in conjunction with an education through Charters Towers Distance Education. The group have planned and created nutritious meals. This included planning a meal with healthy and nutritious food to a budget. Using their budgeting and nutrition skills, they navigated the supermarket and returned with the ingredients and prepared their meal.

Two young people have returned to mainstream school with the help of this program.



**"WE ARE BRAVER
THAN WE KNOW
AND STRONGER
THAN WE THINK"**

HOMELESSNESS SUPPORT & EMERGENCY RELIEF



Anglicare Central Queensland's Homelessness team supports clients that are homeless, at risk or homelessness or escaping domestic violence, by helping them gain secure accommodation through our crisis accommodation program or working with them one on one in the mobile support program.

We work with participants to overcome any barriers that have resulted in their current situation.

We also provide emergency relief to support participants that are in financial situations where they are not able to meet their daily living requirements. We help with budgets and getting them on track, and also provide advocacy to help them get through tricky situations relating to debt.

In 2016/17, we appointed new team members in Winton and Longreach ensuring that our Western Queensland region was staffed and ready to assist the local communities.

SMALL MOVEMENT - BIG IMPACT

Over the past 12 months, the parishioners of St Paul's Cathedral and St David's in North Rockhampton have been collecting non-perishable food items in order to support people in our local community who are presenting to Anglicare Central Queensland with no food.

No person deserves to go to bed hungry and the Anglican community have been purchasing one additional food item when shopping so that more food will be available for those experiencing hard times.

Our team work with those in need in order to distribute the food and ensure that the donations are widely spread amongst those who need it most.

Hunger is not something you can see. However there are many families in our region that go without a meal everyday.

Thank you to the Anglican parishioners who help alleviate this hunger.



Thank you for your donations.

HOUSING



Anglicare Central Queensland believes everyone needs appropriate and affordable housing. It is a basic human right and fundamental to individual, family and community wellness.

Over the past year, our Housing team managed 582 properties, providing high quality community housing solutions for people who are on low to moderate incomes in Central Queensland.

Our properties ranged from houses to studio apartments and provided emergency, transitional and long-term housing to families and individuals of all ages.

'Anglicare provides participant focused services that enhance choice and opportunity'

OUR PARTICIPANT FIRST APPROACH IS TAILORED AROUND:



Each month, Anglicare's Tenancy Management team conducted information sessions and BBQ's for our tenants, giving them a chance to express any challenges or concerns in a more relaxed setting. Special guests such as QLD Police and other support services attended each month to talk with our tenants on important issues.

Over the coming 12 months, our Housing team will continue to use research and innovation to meet unmet needs and support the expansion of the community housing sector in our local area.

TENANT ADVISORY GROUP



MANY HANDS MAKE LIGHT WORK

Anglicare Central Queensland's Tenant Advisory Group kicked off in April 2016. It originally consisted of nine tenants and currently has **eight active tenant members**.

Our Tenancy Management Coordinator and an Anglicare Board member frequently attend the meetings. The group is an advocacy group for our tenants and is run and chaired by our tenants, with staff administrative support.

OVER THE PAST 12 MONTHS, THE GROUP HAS ACHIEVED THE FOLLOWING:



Speed bumps installed at five complexes due to safety concerns for children who are forced to play in car park areas due to poor design.



Input into a **Tenant Christmas Party** - last year's was a huge success with lawn bowls and a Christmas lunch.



Met with North Rockhampton Men's Shed around partnering for the **construction of outdoor picnic tables** for complexes. Also arranged a letter of support to assist The Men's Shed in an application to move into a larger facility.



Group issued a petition to Rockhampton Regional Council and Main Roads Department requesting the installation of a **bus stop and zebra crossing** close to the Ann Street complex to assist the elderly tenants. Decision still pending.



Suggested the **installation of key locks** on properties where elderly residents reside. Idea explored and residents can buy the lock (approx \$30) and Home Assist will install for free.



Advocated for **monthly BBQs** to occur at our complexes and for guests to be invited to those. Eg. QLD Police.



Altering timing of security lighting to **save electricity**.



A **TAG member** sits on our Housing Continuous Improvement Group.



TAG chairperson is a member of the **Housing Sub-committee** from our Board.



TAG members are involved in interview panels for **staff recruiting**.

"EVERYONE NEEDS
a place of safety & security
that only a home can bring"
- Brian



FUNDRAISING & ENGAGING IN OUR COMMUNITY



Anglicare CQ receives funds through a variety of sources including State and Federal Government programs, one-off grants, and donations.

Fundraising is an important part of our work, because this money enables us to respond to developing needs in our communities.

We thank everyone who has been involved in our fundraising efforts this year, including everyone who has donated money or goods, organisations and businesses who have supported our work, and our invaluable team of volunteers.

Every dollar raised helps to make life-changing differences to people in Central Queensland.

BARGAIN STORE

For the past four years, coordinator, Leila Featherstone has led an invaluable fundraising operation at Anglicare Central Queensland's Bargain Store in Rockhampton.

Over the 2016/17 year, our store remained an important fundraising and community engagement vehicle; generating income of \$82,886 for the organisation.

The store relies on a dedicated team of 15 volunteers who care for every aspect of the shop's operations, from collecting and sorting donations to customer service, stock management and presentation.

THANK YOU SINCERELY TO OUR BARGAIN STORE STAFF AND VOLUNTEERS, AND TO ANYONE WHO HAS EVER PURCHASED FROM THE STORE.





our stories **DI & CLYDE WODE**

"It was 6.30pm on Christmas Eve as Clyde and I drove down the driveway – towards a small, run down caravan housing a mother and her little girl. "We are from Anglicare – we are here to help." The look of relief and joy on that mother's face still brings a tear to my eye. That is why we volunteer with Anglicare Central Queensland – to make someone's day a little brighter."

It was back in the early 80's when Diana and Clyde Wode first joined the organisation as volunteers.

Diana reflects on her childhood, alongside her four sisters, as her mother 'did it tough', and wishes there had been the support back then that is now available, through organisations such as Anglicare Central Queensland, for families today.

Through their family's hardship, Diana's mother managed to pass on something incredible to her daughter – the gift of helping others.

With the backing of a dedicated parish community and like-minded people walking beside them, Di and Clyde have fundraised for Anglicare Central Queensland through fashion parades, charity auctions, raffles and cent sales. Much of the funds raised through Di and Clyde's fundraising leadership have been directed towards supporting Anglicare's Adopt a Family Christmas hampers – ensuring that we provide hope to those needing it the most during the festive season.

"The community needs to know that there are people out there who care," shared Di. "Joining an organisation such as Anglicare has truly fulfilled my life and given me purpose."

Donations and support provided to Anglicare stays local for the needs of the local community.

Anglicare Central Queensland is extremely grateful for the generous support of our donors, corporate sponsors, government, corporate partners, trusts, foundations, ambassadors, community fundraisers and community groups who so generously gave their financial support, time and expertise over the 2016/17 year, in support of helping people in our community to live their best life.

For more information on how you can help us to help others, call our team on **1300 769 814** or email communicationsofficer@anglicarecq.org.au



A HEARTFELT
Thank you
TO OUR
PARTNERS & DONORS

A FOCUS ON OUTCOMES

A goal without a plan is just a wish. As an outcome focussed organisation, we believe in development, connectedness and wellbeing in order to achieve our goals and aspirations which include the following elements:

WELLBEING

PHYSICAL WELLBEING
PERSONAL WELLBEING
SAFETY & SECURITY



CONNECTEDNESS

FAMILY RELATIONSHIPS
COMMUNITY ENGAGEMENT
CULTURAL CONNECTION



DEVELOPMENT

INDEPENDENCE
LEARNING & GROWTH
EMPLOYABILITY



QUALITY ASSURANCE & CONTINUOUS IMPROVEMENT

Anglicare Central Queensland is committed to ensuring that it complies with all applicable laws and regulations, and that it strives to meet the requirements of those standards and codes of practice that apply to its day-to-day activities and responsibilities.

AnglicareCQ ensures that appropriate continuous improvement systems and processes are implemented and maintained, which includes a regular and ongoing system of audit and review to enable the delivery of the highest practicable level of service to our clients.

In 2016/17:

We met compliance as a **tier 2 community housing provider**

Internal audits occurred within some of the program areas within the organisation by the Continuous Improvement Coordinator, staff, peers and program coordinators

We were involved in 6 monthly audits for our **Foster, Kinship and Intensive Foster Care Services** and quarterly inspections for our Residential programs

Our **Human Services Quality Framework re-certification assessment** was conducted with twenty of our programs in-scope and one non-compliance as a result of the audit

Our five continuous improvement groups – **organisational, child protection, community services, housing and corporate** - continued to meet regularly

A NEW BUSINESS PERSPECTIVE

Anglicare Central Queensland's Business Systems project is a technology enhancement designed to streamline administrative processes that will enable our staff to focus more on their core role of working with people to make the best of their lives.

The selection process to **contract a Business Systems Project Manager was completed in October**, with the new PM commencing in the role early November 2016. By December, key internal stakeholders had commenced workshoping business systems requirements with our vendors to ensure the vendors had a clear understanding of our needs.

The Business Systems Project is being completed over a **two year phased roll-out**, so significant planning was completed to determine the order of priority for rolling out the business systems.

The Human Resources and Payroll functions were identified as key areas for priority improvement, as they effect all employees. They also have a heavy reliance on manual processing that contributes to unnecessary administrative expense, rework, and poor visibility of HR and payroll trends.

The HR Payroll system went live on 24th June 2017 to facilitate the capture and reporting of payroll data for the 2017-2018 Financial Year in the new payroll system. For the first time, employees and managers have been able to **access and update their HR and payroll information via computer, tablet and smartphone** – delivering on our capability to provide timely, accessible, and accurate information.

Work also began concurrently on developing, building and testing the rostering and timesheet system and the new finance system ready for deployment later in 2017. The new Anglicare Central Queensland Business Systems project fosters a workplace where continuous improvement is core business.

Over the coming 12 months we will continue to invest in contemporary technology and systems, reducing manual entry processes that will enable our team to work more closely with those needing support in our local community.



IMPROVING
EFFECTIVENESS

IMPLEMENTING
TECHNOLOGY

INCREASING
EFFICIENCY



"LEARN AS MUCH
as you can from those who
KNOW MORE than you do,
who **DO BETTER** than you,
who can **SEE MORE** clearly
than you."

- Dwight Eisenhower

OUR WORK

TOWARDS 2020

STRATEGIC PLAN SUMMARY

Our Strategic Plan 2016 - 2020, confirms our strategic ambition to work with people to make the best of their lives. The plan recognises and responds to the many external factors that are impacting the sector. These factors include consumer directed care, the introduction of the National Disability Insurance Scheme (NDIS), and increasing competition and contestability of government contracts. These reforms are significant, and much is being done across the organisation to respond to this changing environment.

Anglicare Central Queensland has continued to progress the priorities in the 2016 - 2020 Strategic Plan to inform and shape the agenda for the organisation.

FOCUS #1

PEOPLE FIRST

Comprehensive and genuine participant engagement, influencing service design and governance, meeting community need

FOCUS #2

GROWING OUR TEAM

Engaged, motivated and capable workforce

FOCUS #3

FINANCING UNMET NEED

Increased and diversified capacity to resource our approach

FOCUS #4

IMPROVING OUR EFFECTIVENESS

Contemporary technology and systems that support our work

FOCUS #5

INCREASING OUR POSITIVE PROFILE

Our work is known, and inspires and attracts partners

OUR STAFF MAKE THE DIFFERENCE

Our people take pride in our reputation and identity as an organisation that puts participants' needs first and operates with integrity. We deliver a diverse service offering, leading the way across a number of specialised **scopes of practice**.

Anglicare Central Queensland is a for-purpose organisation – and we give effect to our purpose through our staff. Anglicare Central Queensland takes pride in the quality of our team. We are committed to the development of our team and foster a dynamic and people centred work culture that is dedicated to fulfilling our vision. We endeavour to make the most ordinary things extraordinary – simply by doing them with the right people. Anglicare Central Queensland offers a diverse **scope of interdependent and interrelated career paths which enables staff mobility and growth**:

our stories SUE DAVIS

The back bone of any organisation is its people. In December 2016, Sue Davis reached an incredible milestone of 22 years with Anglicare Central Queensland, supporting people with a disability in Biloela to live their best life.

Back in 1995 Anglicare was just starting up in Biloela and the coordinator was a friend of mine. She was keen to set up support for children with disabilities and approached me to apply for a position as a Support Worker due to my experience with my own son Travis being profoundly deaf from illness as a baby. Since then, Sue has seen many changes in the way the organisation has evolved and more and more people with disabilities are supported ...some of the children she has supported over the years are now young adults and even older adults as well.

"I love what I do and my inspiration in the beginning of this journey and still now, is my son Travis. If not for him, I would never have even contemplated a role like this."

Travis acquired his disability as a baby at 13 months - he developed Bacterial Meningitis and lost his hearing as a result.

"I think the skills and patience I learnt along that journey with him gave me the ability to see and understand other children's disabilities better and to help them have their needs met to have the best life they could." Sadly, Sue lost Travis 4 years ago but his legacy lives on in Sue, inspiring her to continue her journey of helping others. "He will always be my inspiration as Travis was always very proud of what I did for other kids like him. I love seeing the young people I work with grow and develop. The love and respect I receive from them as well as their families is what keeps me going to work everyday – I couldn't imagine not being part of their lives now and into the future.

Sue's role has primarily been working with children with a disability. Sue has also worked for the same 22 years as a Special Needs Teacher Aide at the Special Education Unit at the Biloela Primary School. One job led to the other and both are a constant source of satisfaction and pride in what she does and how she helps little minds and bodies develop everyday to reach their potential.

Anything is possible with the right attitude to life and learning. With a 'no fuss' attitude and determination to get things done, Sue epitomises the values of the organisation.



'When you are surrounded by people who share
a passionate commitment around a common
purpose,

anything is possible'

- Howard Schultz



OUR BOARD + COMMITTEES

BOARD OF DIRECTORS

Rhylla Webb (Chair)
 Clyde Wode
 Warren Acutt
 Alan Larsen
 Steven Deaves
 Alison Moss
 Angela Watson
 Sue Lancaster (Resigned January 2017)
 Dr. Phillip Moulds (Resigned January 2017)
 The Revd. Canon Michael Donaldson
 (Resigned April 2017)

GOVERNANCE POLICY COMMITTEE

Steven Deaves
 Alison Moss
 Angela Watson

VISITORS TO THE BOARD OF DIRECTORS MEETING

Bishop David Robinson

NOMINATED TO THE BOARD IN JUNE 2017

Archdeacon Tom Henderson-Brooks
 Melanie Lippitt-Plumb
 Stephen Nicholls

HOUSING COMMITTEE

Steven Deaves (Committee Chair)
 Rhylla Webb
 Rev. Canon Michael Donaldson
 Ian McKeague
 Colin Burke

FINANCE & AUDIT COMMITTEE

Alan Larsen (Committee Chair)
 Rhylla Webb
 Angela Watson
 Sue Lancaster

MARKETING COMMITTEE

Warren Acutt (Committee Chair)
 Rhylla Webb
 Clyde Wode
 Alan Larsen

| DIRECTOR | MEETINGS ELIGIBLE TO ATTEND | MEETINGS ATTENDED |
|--|-----------------------------|-------------------|
| Warren Acutt | 11 | 9 |
| Steven Deaves | 11 | 9 |
| Mike Donaldson (resigned 22 nd Apr) | 9 | 7 |
| Sue Lancaster (resigned 27 th Jan) | 6 | 5 |
| Alan Larsen | 11 | 10 |
| Alison Moss | 11 | 9 |
| Philip Moulds (resigned 31 st Jan) | 6 | 4 |
| Angela Watson | 11 | 7 |
| Rhylla Webb | 11 | 10 |
| Clyde Wode | 11 | 9 |



Rhylla Webb
Chair of the Board

Board report

"Your best life" - Something we all inherently strive for and the members of Anglicare CQ Board are aware that this is a greater challenge for many in our community than others.

To assist in meeting this challenge, the Board, over the previous twelve months, has been focused on the strategic intent of working with people to make the best of their lives by:

- Personally and corporately embracing the concept of 'Consumer Directed Care' with an emphasis on measurable outcomes across all the areas of the Child Protection, Housing & Community Programs.
- Continued provision of sustainable financial and organisational systems by approval of an ambitious IT Infrastructure Project
- Enhancement of AnglicareCQ's reputation as the provider of choice as we move into the competitive market environment of the National Disability Insurance Scheme.

In the achievement of these goals the Board has been supported by the dedicated staff members expertly lead by the CEO Suzie Christensen and her senior management team. There is recognition of the extra workload Board requests place on the senior management and we are appreciative of their willingness to meet these challenges.

I extend my thanks for the support received from the parishes of the Rockhampton Diocese and to our dedicated volunteers without whom AnglicareCQ's work would not be possible.

At the Board level, I would like to acknowledge the retirements of **Rev. Michael Donaldson**, long-term member **Ms. Sue Lancaster** and **Dr Philip Moulds** who have generously given of their time and expertise. Although **Mr. Warren Acutt** did not leave the Board until after the period covered by this report, I feel it is timely to also recognise his long-term commitment to Anglicare CQ.

Welcomed to the Board this year were **Ms. Bronwyn Dendle**, **Rev. Tom Henderson-Brooks**, **Ms. Melanie Lippitt-Plumb** and **Mr. Stephen Nicholls**. Each brings a wealth of experience and expertise and I am confident that Anglicare CQ will benefit from their contribution.

As evidenced in the preceding pages of this report, Anglicare CQ is working to help people make the best of their lives and it is a privilege for the Board Members to be part of this mission.

Rhylla Webb
Chair of the Board

CEO report

2016/17 saw a great deal of growth and change for Anglicare Central Queensland. In the first year of our new strategic plan Towards 2020, great progress has been made against each of our five themes.

Reflecting our vision to 'work with people to make their best of their lives', we made a commitment to become an NDIS provider. Beyond registration, significant work has been undertaken across the whole organisation to prepare for the 01 November commencement in CQ. NDIS is an opportunity for us to extend the quality person centred care and support we are known for to more participants across the whole region, and we are excited to be part of the journey.

Our practice framework, vision and values have guided the team's participant engagement approach, from individual care planning, through to the tenant advisory group and strong involvement with our local youth. An organisational level engagement framework and plan was developed to underpin this approach into the future.

The Board, staff and participants have been involved in the development of an organisational outcomes framework. This will ensure our ability to monitor and measure progress towards goals with participants, validate the effectiveness of program activities, and better report to funders and potential investors the value of our work. It is an important building block in our Financing Unmet Need theme, complementing the invaluable contribution of volunteers in fundraising activities and our bargain store.

Another major initiative well underway in this financial year is the implementation of improved business systems across HR and payroll, finance and case management. These tools will deliver more efficient and effective daily work, allowing the team to spend more time supporting participants to live their best life.

Building our Positive Profile initiatives included the development of an integrated marketing and communications plan, refreshed social media presence and the commencement of a new website. Importantly, we hear over an over from foster carers, tenants and participants that they heard about AnglicareCQ because we worked with someone they knew – friends, family and colleagues. We are embracing these networks to reach out to our communities.

Working at AnglicareCQ means more than a job to our team, and the introduction of improved support across training and development, support and supervision and staff engagement has occurred. Demands on staff resources have delayed progress somewhat, and these initiatives will be ramped up in the next financial year.

Our team had a challenging year, with much change and extra work to complete strategic projects undertaken alongside critical front line service delivery. I thank each and every person for their continued efforts. Guiding an organisation through change can be difficult, however it is made less so when surrounded by a supportive and encouraging Board, dedicated leaders and a willing team.

This year, Anglicare CQ's annual report reflects the incredible work undertaken by staff across our services working in line with our strategic direction, values and vision. I continue to be inspired by the strength and determination of those we support, their stories and the challenges they overcome to live their best life.

Suzie Christensen
Chief Executive Officer



Suzie Christensen
Chief Executive Officer

A photograph of Lance Laphorn, a man with glasses and a light blue shirt, sitting at a desk with a calculator and a telephone. A large blue circle is overlaid on the left side of the image.

Lance Laphorn

General Manager,
Business Services

Finance report

The 2016/2017 financial year has been a big year for AnglicareCQ with a number of critical projects being worked on. These projects include upgrading our business systems, developing our outcomes framework and preparation for the commencement of NDIS on 1st November 2017. These projects have brought some challenges, however AnglicareCQ has performed quite well financially. The organisation shows a deficit for 2016/17 of **\$359,850**. The deficit includes a \$313,062 loss on the revaluation of a number of properties owned by AnglicareCQ, as a result of the downturn in the property market.

Net assets have decreased by \$745,050 as a result of spending prior year funds across a number of contracts and the investment of cash reserves in the three major projects. These are our business systems upgrade, outcome framework and the NDIS.

Net asset remains at \$3.9 million and includes cash reserves of \$4.2 million dollars.

The 2017 – 2018 financial year will see the finalisation of implementation of a number of our business systems including payroll, finance, and a client database including embedded outcome framework. These timely projects will support AnglicareCQ move into the NDIS area from 1st November 2017. AnglicareCQ is projecting significant growth in the disability area under the NDIS and has undertaken significant preparation work to ensure we can assist and provide the best support for participants within an uncertain environment.

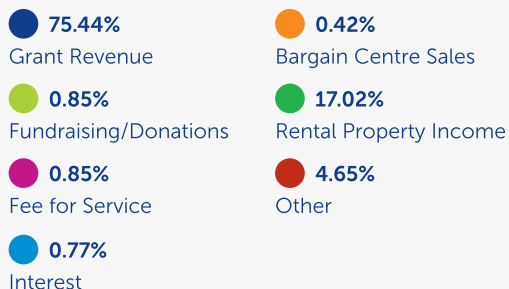
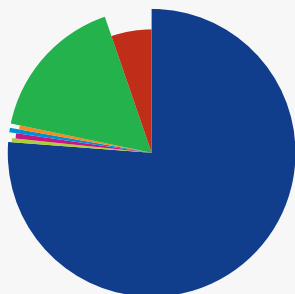
The overall financial position of ACQ remains sound.

Lance Laphorn, CPA

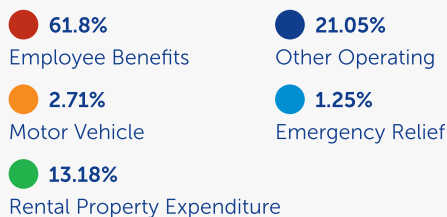
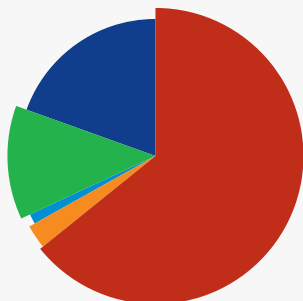
General Manager: Business Services

AT A GLANCE

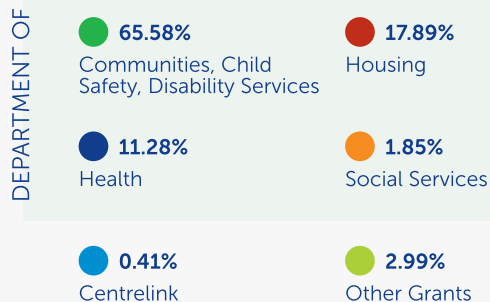
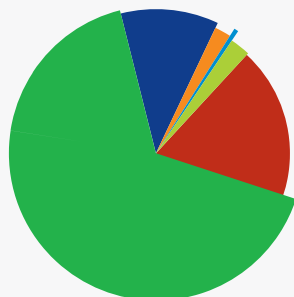
REVENUE



EXPENDITURE



GRANT REVENUE BY FUNDING PARTNER



COMPARATIVE TABLE

STATEMENT OF FINANCIAL PERFORMANCE

| REVENUE | 2015/16 | 2016/17 | MOVEMENT \$ | MOVEMENT % |
|------------------------|---------------------|---------------------|------------------|---------------|
| Grant Revenue | \$13,277,437 | \$13,405,692 | \$128,255 | 0.97% |
| Fundraising/Donations | \$150,251 | \$53,584 | -\$96,667 | -64.34% |
| Fee for Service | \$149,974 | \$101,563 | -\$48,411 | -32.28% |
| Interest | \$135,831 | \$110,560 | -\$25,271 | -18.60% |
| Bargain Centre Sales | \$73,413 | \$82,886 | \$9,473 | 12.90% |
| Rental Property Income | \$2,996,397 | \$2,909,320 | -\$87,077 | -2.91% |
| Other | \$817,516 | \$887,923 | \$70,407 | 8.61% |
| TOTAL | \$17,600,819 | \$17,551,528 | -\$49,291 | -0.28% |

| EXPENDITURE | 2015/16 | 2016/17 | MOVEMENT \$ | MOVEMENT % |
|---------------------------------|---------------------|---------------------|------------------|--------------|
| Employee Benefits | \$10,905,941 | \$11,308,145 | \$402,204 | 3.69% |
| Motor Vehicle | \$478,742 | \$467,599 | -\$11,143 | -2.33% |
| Emergency Relief | \$219,917 | \$215,641 | -\$4,276 | -1.94% |
| Rental Property Expenditure | \$2,326,121 | \$2,171,558 | -\$154,563 | -6.64% |
| Other Operating | \$3,715,038 | \$3,435,373 | -\$279,665 | -7.53% |
| Loss on Revaluation of Building | | \$313,062 | \$313,062 | 100.00% |
| TOTAL | \$17,645,759 | \$17,911,378 | \$265,619 | 1.51% |
| Net Surplus/(Deficit) | -\$44,940 | -\$359,850 | | |

| GOV'T FUNDING PARTNERS | 2015/16 | PERCENTAGE | 2016/17 | PERCENTAGE |
|--|------------------------|----------------|------------------------|----------------|
| Dept. of Communities, Child Safety, Disability Services (Other) | \$1,722,361.61 | 12.97% | \$1,608,420.00 | 12.00% |
| Dept. of Communities ,Child Safety and Disability Services (Child Safety Programs) | \$6,076,373.00 | 45.76% | \$6,349,748.00 | 47.37% |
| Dept. of Communities, Child Safety, Disability Services (Disability Programs) | \$909,354.00 | 6.85% | \$899,306.58 | 6.71% |
| Dept. of Housing and Public Works (Housing) | \$2,374,742.00 | 17.89% | \$2,418,875.00 | 18.04% |
| Dept. of Health | \$1,497,998.00 | 11.28% | \$1,494,648.00 | 11.15% |
| Dept. of Social Services | \$245,732.47 | 1.85% | \$249,991.22 | 1.86% |
| Centrelink | \$55,016.64 | 0.41% | \$56,389.80 | 0.42% |
| Other Grants | \$395,859.28 | 2.98% | \$328,313.09 | 2.45% |
| TOTAL | \$13,277,437.00 | 100.00% | \$13,405,691.69 | 100.00% |

COMPARATIVE TABLE

STATEMENT OF FINANCIAL POSITION

| ACCOUNT | 2015/16 | 2016/17 | MOVEMENT \$ | MOVEMENT % |
|-------------------------------|--------------------|--------------------|---------------------|-------------|
| Cash | \$5,008,667 | \$4,215,110 | -\$793,557 | -16% |
| Accounts Receivables | \$110,352 | \$106,206 | -\$4,146 | -4% |
| Other Current Assets | \$121,220 | \$108,669 | -\$12,551 | -10% |
| TOTAL CURRENT ASSETS | \$5,240,239 | \$4,429,985 | -\$810,254 | -15% |
| TOTAL NON CURRENT ASSETS | \$3,746,211 | \$3,317,007 | -\$429,204 | -11% |
| TOTAL ASSETS | \$8,986,450 | \$7,746,992 | -\$1,239,458 | -14% |
| TOTAL CURRENT LIABILITIES | \$1,753,364 | \$1,735,067 | -\$18,297 | -1% |
| TOTAL NON CURRENT LIABILITIES | \$2,576,547 | \$2,100,436 | -\$476,111 | -18% |
| TOTAL LIABILITIES | \$4,329,911 | \$3,835,503 | -\$494,408 | -11% |
| NET ASSETS | \$4,656,539 | \$3,911,489 | -\$745,050 | -16% |
| Retained Surplus | \$4,228,446 | \$3,911,489 | -\$316,957 | -7% |
| Reserves | \$428,093 | | -\$428,093 | -100% |
| EQUITY | \$4,656,539 | \$3,911,489 | -\$745,050 | -16% |



REACHING GOALS
TOGETHER

"MY ABILITY
is stronger than
MY DISABILITY"



OUR LOCATIONS

BARCOLDINE

82 Ash Street
Barcaldine Qld 4725
(07) 4651 2161

BILOELA

79 Kariboe Street
Biloela Qld 4715
(07) 4992 2421

BLACKWATER

14 Wey Street
Blackwater Qld 4717
(07) 4982 6535

EMERALD

44 School Lane
Emerald Qld 4720
(07) 4982 4062

GLADSTONE

50 Young Street
Gladstone Qld 4680
(07) 4972 8220

LONGREACH

15 Pelican Street
Longreach Qld 4730
(07) 4658 0431

MOURA

Pharmacy building,
Marshall Street
Moura Qld 4718
(07) 4997 3473

ROCKHAMPTON

160-164 Musgrave Street
Nth Rockhampton Qld 4701
(07) 4837 5300

BARGAIN STORE

193 Denison Street
Rockhampton Qld 4700
(07) 4927 5269

WINTON

75 Elderslie Street
Winton Qld 4735
(07) 4657 1734

Anglicare
Central Queensland
your best life

anglicarecq.com.au
1300 769 814

