



2024-2025

Annual Report

Anglicare
North Queensland

Acknowledgement of Country

We pay our respects to the Traditional Custodians of the lands across North and Far North Queensland, where Anglicare NQ provides its services, and where our staff and volunteers live and work.

We acknowledge Traditional Custodians throughout Australia as stewards of ancient wisdom, the world's oldest continuing culture and the deep cultural significance of the lands, skies, and waters.

We recognise the enduring strength, resilience, and profound contributions First Nations people have made, and continue to make, to our shared journey as a nation.

Copy: Liz Colahan / Ann Buxton

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**We thank Astrid Murray, previous Communications Officer for her contribution.*

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Art Work by Cecilia McPherson

We extend our continuing gratitude to artist Cecilia McPherson for allowing us to share her artwork (and elements from this design). Cecilia is a highly valued employee who won our 2023 in-house NAIDOC Week art competition with this captivating piece called 'Yamati'.



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Bishop's Message

It is true to say that we live in unsettled times.



Government policies change and shift and with that, models of funding; and Anglicare North Queensland (NQ) must respond also to changing and shifting social trends. But in these shifting times some things still hold constant including the need for care and compassion. The Christian faith teaches that the two greatest commandments are to love God and to love neighbour, and indeed you cannot love God if you do not love the people with whom you are in contact. Anglicare NQ in that sense are the hands of Christ stretched out in love for the less fortunate in our community, especially in Cairns and North Queensland.

There are several groups of people who make up the body that is Anglicare NQ. There is the Board chaired by Mr Trent Twomey, who guide Anglicare NQ and have oversight of policy and finances. There are the staff led most ably by Ms Liz Colahan, aided by dedicated volunteers. And there are the clients who also form part of the community that makes up Anglicare NQ. As Bishop, I have a role as "Visitor", and with the Diocesan Council of the Anglican Diocese of North Queensland, a role in the appointment of Board members. It is always a great joy to visit Anglicare NQ and see the good work it is doing.

Nevertheless, it is work that is constantly changing, and I am sure many of you take a great interest in the policies and funding priorities of both our state and federal governments. Likewise, we must be aware of the local environment in which we are living, both physical and social. Your Board and Executive Leadership need to always be across all of this. But we hold truths that transcend the shifting sands of our current lives.

May we always reflect the light and love and care that is at the basis of the work of Anglicare and indeed be the hands of Christ reaching out to all, regardless of creed or gender or sexuality or ethnic or cultural background.

May God bless you all.

+ Keith Joseph

The Right Reverend Bishop Keith Joseph
Bishop of the Anglican Diocese of North Queensland

Chair and CEO Report

As the Board and Executive pause to reflect over the accomplishments and challenges of the past year, it is impossible not to look forward to the excitement of celebrating 25 years of supporting our communities and the year ahead. This year we extended in all service streams, but mainly our Child Protection, Youth Training and Education and Community Outreach areas. With this came a significant growth in staff with incredible expertise and experience, and the opportunity to review our structures, practice and impact. We strived to meet Strategic Plan 2023-2025 goals whilst continuously testing with staff and clients, whether we had our strategy and change agenda right.

Remarkable inroads were made on our Reconciliation journey and absolute commitment to closing the gap within the communities we support. A tremendous commitment, shared language and purpose have emerged that inspire teams to work together to strengthen our engagement with First Nations clients and communities. These efforts have generated wonderful partnerships and innovative grassroots initiatives.

There has been renewal in both our Board and Management Teams as we have matured and identified the skills required to drive our Organisation forward. We would like to acknowledge all their contributions, but in particular, retiring Board Member, David Pugh. David remains a long-term supporter of Anglicare NQ, and we look forward to seeing where his journey goes next.

As we hand down this report, we are appreciative of the diverse sectors we work with and the local communities in which we operate. It is only through these partnership approaches that we will find solutions, identify opportunities and inspire hope in the people we support.

We welcome the changes and challenges ahead, in particular the rollout of the Child Safe Organisation legislation and Commission of Inquiry into Child Protection, which are two important milestones Anglicare NQ will continue to champion. Cost of living pressures, the availability of affordable housing and impact on our community's health and wellbeing continue to be our major advocacy priorities. We also thank the Anglicare Australia network for the opportunity to learn from other jurisdictions.

We are conscious of the privilege we have to work in and with the clients and communities we support. The courage it takes to ask for help is never lost on us and our teams remain committed to our values and being kind in all that we do. We thank our courageous and innovative teams for striving for best practice, never forgetting our purpose nor the intended impact of our services. The voice and rights of our clients are front and centre, as our staff inspire our governance and leadership to remain agile in our agenda and next steps, as we develop our 2026-2028 Strategic plan.



Professor Trent Twomey
Chair of the Board



Liz Colahan
Chief Executive Officer

Our Board

See the [About Us](#) section on our website to learn more about the knowledge, skills and experience our Directors bring to the governance and oversight of Anglicare NQ.



CHAIR

Professor Trent Twomey
Joined May 2019



DIRECTOR

Father Kenneth Lay
Joined May 2019



DIRECTOR

Kathy Romano
Joined July 2022



DIRECTOR

Dr Tim Linton
Joined April 2025



DIRECTOR

Paul Sjogren
Joined November 2024



DIRECTOR

Ashley Perez
Joined November 2024



DIRECTOR

Brad Shanahan
Joined February 2022
Resigned November 2024



DIRECTOR

Dave Pugh
Joined September 2021
Resigned June 2025

Our Governance Structure

In the 2024-2025 year, the Board of Anglicare NQ met regularly to fulfil governance responsibilities, fiduciary duties and to connect meaningfully with the work of the Organisation. The Board is assisted by three committees comprised of Board Directors, Executives and independent members.

These committees are the Governance Committee, Finance and Risk Management Committee (FARM) and Care Governance Committee (CGC). The Governance Committee meets as required and the FARM and CGC meet at least quarterly. We acknowledge the contribution of independent non-Directors Julian Bodenmann (FARM) and Jade Gooding (CGC), who bring additional professional insights to our work.

During the 2024-2025 year, we welcomed Paul Sjogren and Ashley Perez to the Board and look forward to their contribution. We also farewelled long-term Directors Brad Shanahan and Dave Pugh. We acknowledge their commitment to the Organisation and their steady guidance, insight and fortitude over a period of significant change and growth. No longer a Director, but always a friend!

The Board visits operational sites and services, meets with partner organisations and spends time with managers, staff and volunteers to hear of their experiences of working with Anglicare NQ and to learn more about their challenges, achievements and aspirations. The Board is always keen to hear about what difference Anglicare NQ has made and how we can do things better.

Below: Board Directors and Executives learn about the community garden initiative in Cairns. Hearing directly from its creator, Bush Tukka woman Samantha Martin, about her aspirations and drive to make a difference to the wellbeing and nutritional health of First Nations people using ecologically sustainable methods was both moving, and inspiring.



Progress on our Strategic Plan

Anglicare NQ operates in a complex and changing environment. Our 2023-2025 Strategic Plan is a future orientated destination guide with ambitious goals and key result areas. While work has commenced on our next plan for 2026-2028, this snapshot shares several highlights from this financial year.

Services

High quality, client-centric, accountable, localised services

Growing our place-based work

We grew in all service streams and locations and consolidated our funding base this year. We also deepened our engagement with Yarrabah and Kuranda communities, appointed a Cultural Consultant (Youth Services) and through local partnerships now provide jobs and training opportunities for community members.

Advocacy & Communication

An informed, respected advocate for our clients and communities.

Campaigning for Housing Reforms

We supported the pre-state election 'Make Queensland Fair'. The 3 year 'Town of No-where' QLD Shelter lead campaign concluded October 2024 with a landmark government commitment to build 53,500 new social and affordable homes. The Rental Affordability Snapshot (April 25) with Anglicare Australia highlighted the challenges of accessing private rental for people on benefits or with a low income.

Partnerships

A valued partner for governments, the Anglican Church, First Nations and Community Organisations.

Supporting First Nations initiatives and events

Staff participated in NAIDOC Week through community marches, ceremonies, and Friday in the Park events in Cairns and Townsville. Guided by our commitment to stand alongside First Nations communities, we celebrated resilience and cultural pride and focussed on being a good ally. Staff created a video, sharing reflections on what "Keep the Fire Burning - Blak, Loud and Proud" meant to them.

People & Culture

Staff valued, supported and enabled to reach their goals.

Embedding professional supervision

Dr Paul Gibney was engaged to develop and support implementation of our Supervision Framework. This is focused on supporting employees and volunteers (in all roles and across all functions) to reflect on wellbeing, tasks and their practice. This project has involved identifying and training over 50 supervisory staff.

Systems & Governance

Efficient, user-centric systems, sound management and best practice governance.

Strengthening ITC infrastructure and systems

Our growth stretched people, infrastructure and systems but enabled us to scale up while responding to community needs. Several new business systems, ELMO (HR), Mango (WHS) and Sage (Finance) and the expansion of SRS (client management) have been embedded. Focus is now on optimisation, user training and finalising our ICT strategic plan.



16,779

individuals supported



280

staff



31

sites

A new Client Practice Framework

We exist to assist people experiencing vulnerability. Our care, support and casework efforts must be informed, consistent and effective. This year we co-designed an overarching Client Practice Framework with Dr Paul Gibney. This builds on the 3-day Foundation Training course in casework. Work is now underway to adapt the framework to the population groups, models and scope of each service stream.

Growing the Quality & Practice Team

Building on work undertaken by Executive Shirley Pevitt and the Quality Assurance and Licencing Officer we appointed an Executive lead and Practice & Partnerships Officer to create a Quality & Practice unit. This Team will focus on quality assurance, practice development, internal auditing, compliance against standards, building capacity, policy development, client feedback, data and our impact.

Elevating the voices of children and young people

With PeakCare and other agencies, we advocated for reforms in Non-Family Based Care, lodged a submission to the Parliamentary Inquiry into the Child Protection and Family Support System to ensure North Queensland's unique challenges are recognised. We also supported the national Home Stretch campaign and efforts to gain a better deal for young people exiting care.

Collaborating for Impact

We work with diverse peak bodies and regional, state and federal networks to drive positive social change and improvements in policy. Our deep experience in service delivery and commitment to collaborative approaches drive our efforts to address poverty, rising cost of living, housing pressures and growing negative discourse around youth, First Nations people and those experiencing homelessness and exclusion.

Parish partnerships and Chaplaincy

Recognising we need to sustain a safe, inclusive, and fair workplace and strengthen our partnership with parishes, a new Chaplaincy and Wellbeing role was established, ready for roll out in 2025-2026. This position will explore how we can work closer with parishes while providing staff support and pastoral care options, assisting with critical incidents and our responses to psychosocial hazards.

Building management capabilities

Managers can make or break an employee's experience of work! We established a Management Charter to clarify expectations and support decision making, strengthened the management system and established improved information sharing strategies and face-to-face leadership development forums for Executive, Management and Supervision teams.

Valuing staff input and perspectives

Our Annual Staff Survey by My Pathway resulted in a healthy completion rate (66%), above average engagement (89%) along with 89% job satisfaction, with several areas for improvement identified. Survey results and proposed actions were road tested through staff forums and combined with Strategic Plan consultations.

Being a Child Safe Organisation

Staff are our biggest asset and frontline defence in efforts to keep children and young people safe. We are consulting with staff about what else we can do, investing in training, updating compliance and core training measures, ensuring job descriptions embrace contemporary practices, duty of care obligations and guide day-to-day work expectations.

Deepening our understanding of Risk

The CEO has led a comprehensive review of incidents and HR data and has dug deep to improve our understanding of operational risks, analyse trends and identify what constitutes strategic risks. This has resulted in a substantive redesign of the system, improved monitoring and reporting and a stronger prevention focus.

Ongoing Board development

A Board Coach has continued to work with and support Board development, evaluation and forward planning. Board meetings and scheduling are designed to accommodate site and service visits and opportunities for meaningful engagement with staff, volunteers, partners and where appropriate clients.

Executive

The Executive Team, comprised of the CEO, CFO and Executive Managers, collectively drive strategy, stakeholder engagement and quality assurance. The Team lead a mix of corporate functions, portfolios and service streams and helps sustain a safe, inclusive, accountable and positive workplace culture.



Liz Colahan
Chief Executive Officer
Commenced April 2022



Andrew Hay
CFO (2IC) & Company Secretary
Commenced September 2021



**Shirley Pevitt, Executive Manager -
Community Outreach & Practice**
Commenced October 2000



**Evan Martin, Executive Manager -
Housing & Homelessness**
Commenced October 2008



**Reverend Roby Babu, Executive
Manager - Diversion & Youth Services**
Commenced March 2021



**Andrew Dwyer, Executive Manager -
Community Services Townsville**
Commenced June 2024



**Ann Buxton, Executive Manager -
Quality Improvement Projects**
Commenced July 2024



**Natalie Musumecchi, Executive
Manager - Integrated Adult Services**
Commenced May 2025

Farewell

In February 2025, we farewelled Tanya Robinson. Tanya took Anglicare NQ on an important journey to explore how we better support First Nations staff and ensure our services are culturally safe and guide our reconciliation efforts. Then in June 2025, we farewelled Andrew Brackman, who strengthened policies, supported accreditation, implemented new systems and led our HR and WHS team. We acknowledge their commitment and contributions in many areas and wish them well.



Tanya Robinson
Executive Manager - First Nations
Commenced April 2024



**Andrew Brackman, Executive
Manager - People, Policy & Culture**
Commenced October 2022

Supporting Teams

It's been a year of challenge, change and inspiration. Our 280 staff (252 employees plus 28 volunteers) assisted over 16,779 people from 31 sites across North and Far North Queensland.

We established new services to meet community needs, grew and developed our workforce and reshaped management arrangements to better align with operational needs.

Providing clients with high-quality, responsive and consistent services is our priority. The best way to do this is to make sure our staff (employees and volunteers) are supported and connected to a team, feel valued, are well-informed, and understand the importance of their efforts. Providing professional supervision and ensuring staff are trained and equipped to do their job is critical.

In the 2024-2025 year, we also strengthened our staff support options by creating a new Chaplaincy role, implementing formal supervision for all positions and ensuring staff have opportunities to reflect and develop their practice. Dr Paul Gibney was engaged to provide supervision training and development sessions for over 50 employees who manage staff or provide supervision to teams and a 2-day Foundational Training course in values, communication and child safe principles for all employees.

We streamlined our management structure, established a schedule of monthly face-to-face forums for managers and supervisors to build connectivity across our dispersed operations, developed a 'Management Charter' and supported leadership development.

Below: some of our executive, management and supervision team at 'QHome' spending time with Anglicare NQ's critical, friend Dr Paul Gibney, doing supervision training.



Our Staff

Who works with us?

We are deeply committed to fostering a safe, inclusive, just and productive workplace where diversity is valued. At the end of June 2025, Anglicare NQ had a total of 280 staff, comprised of 252 employees and 28 volunteers. Our staff profile is 55% male and 45% female, 24% First Nations, with a dynamic cohort of staff from diverse cultural and linguistic backgrounds. Monitoring age diversity data is also important. The Community Services sector is ageing, that's why we care about attracting young adults, while continuing to value our older members of staff... and everyone in between!

Staff Support, Supervision and Development

We invested in staff wellbeing, building management capabilities, reducing the risk of psychosocial hazards and workplace injuries and have an active work health and safety program. Staff have access to an Employee Assistance Program, financial wellness workshops, salary packaging and discounts on essential goods and services. This year, we also created the role of Chaplain as an additional support option for staff, and this role will be filled by Reverend Roby Babu on a part-time basis in the 2025-2026 year.

This year, our strong training focus resulted in:

- ☑ The delivery of professional supervision training by Dr Paul Gibney to over 50 supervisory staff and managers, along with the rollout of Foundational Training to 102 employees.
- ☑ Implementation of risk assessment, case notes and in-service training on systems and databases.
- ☑ Assisting staff attend external courses, peak body events and conferences to ensure we maintain contemporary knowledge and connections within the community services to support our work.
- ☑ Investing in building strong, cohesive and responsive teams to support our focus on delivering quality services and meeting the challenges faced by our communities with kindness, capability, and care.

First Nations workforce

Our commitment to supporting First Nations clients, staff and communities is real. In the first half of the year, a series of consultations were also undertaken around reconciliation, closing the gap and how we recognise key dates and celebrate First Nations culture.

While a 24% First Nations workforce is significant, we are keen to better support and develop our First Nations staff and create new pathways into employment with Anglicare NQ across all levels.

In 2025-2026, further work will be done on job descriptions, recruitment, creation of additional First Nations identified roles and cultural competency and unconscious bias training for managers.



Reach and Impact



16,779 people received assistance between 2024 and 2025



72,339 safe bed nights provided to children, young people and adults



110 children & young people cared for through our non family based care



76,425 times water was distributed through 'Safe Night Out'



111,339 episodes of support and care



11,270 (68%) First Nations people accessed services



6960 customers accessed affordable goods or emergency relief through 'Pantry & Wardrobe'



749 young people and young adults secured support, skills, training and or jobs



Housing and Homelessness



A fresh start - the relocation of Cairns Homelessness Services Hub

After years of searching for a new location, in March 2025, we moved to 52A Comport Street in Portsmith, Cairns. The new Hub is more spacious, has better facilities and is family-friendly. The Hub has an outdoor sitting area, comfortable waiting area and more interview rooms. We heavily promoted the move and continue to do so, to make sure people know where to find us.

What do we do?

Our information and support hub and integrated immediate housing response, tenancy sustainability and crisis and transitional accommodation services assist people who are homeless, those at risk of homelessness and people in crisis. These services are flexible, caring and designed to meet practical needs and to work with people to explore options, connect with supports and navigate solutions.

Being homeless is stressful. It puts people's physical, financial and mental wellbeing at risk, disrupts children's schooling and reduces food security. Prolonged periods of homelessness can impact on relationships and people's ability to maintain (or find) a job. It can also create safety risks, make it harder to manage health issues and feel like it will never end.

We know the right support at the right time makes a big difference. Our dedicated staff are respectful, creative and persistent, supporting people through tough times to achieve a brighter future.

Anglicare NQ also contributes to longer-term solutions through local service networks, working with partners on advocacy campaigns and contributing to the QLD Housing Ministers Advisory Council.

Why are people homeless?

Australia has a major housing supply and affordability problem. In North and Far North Queensland, this is compounded by dispersed rural and remote populations, high building costs, severe weather systems, natural disasters and the fact that our regional cities are heavily impacted by peak tourism periods.

Apart from a lack of affordable housing, people become homeless for many different reasons, including financial issues, domestic / family violence, abuse, separation, death of a loved one, loss of a job, a health crisis, when leaving statutory care or concluding a period of incarceration.

Homelessness impacts on young people, adults, couples and families. Some groups of people are more likely to be at risk of homelessness. It is also important to understand that when times are tough, the cost of living is high, rents increase, and when there are just not enough houses to go around then people's lives, relationships and ability to cope can become more fragile.

Highlights this year

- ▶ **Unclogging the bottleneck in Crisis Accommodation (at QHome)** - this year we focused on ensuring our adult housing and homelessness and Cairns based diversion services worked better together. This resulted in streamlined assessments, more coordinated casework and improved outcomes for clients and has provided staff development and team building opportunities.
- ▶ **Sharing healthy meals, building skills and growing food together** - QHome, QStride & QKitchen find creative ways to bring residents living in crisis and transitional supported accommodation together to combat isolation, improve nutrition and wellbeing and develop practical and relational skills. With access to a commercial-grade kitchen, training room, elevated vegetable gardens and outdoor areas our onsite meals and activities provide opportunities to join in, learn and socialise.
- ▶ **Partnership with Services Australia** - in mid-2024 we expanded the co-located services at the Cairns Homelessness Services Hub by welcoming a Services Australia Community Partnerships Officer (CPO). This improves client's access to Centrelink, Medicare, Health Care Card, Child Support, Crisis Payments and assists with sorting out entitlements, eligibility and benefit claims.
- ▶ **Continuing partnership with Legal Rights Service** - immediate access to a lawyer makes such a difference when people have tenancy issues, are at risk of eviction, have an issue with debt, their employer or are going through a separation. Having a lawyer on site at The Hub is also a fantastic source of information and guidance for staff engaged in complex casework and advocacy.
- ▶ **Funding for Front Door** - through North Queensland Primary Health Network (NQPHN) funding we can assist people at The Hub to access mental health supports through a Stepped Care Model.
- ▶ **Increased funding for our Youth Accommodation Services St Margarets and St Johns** - we received increased funding from Queensland government for these two critical services, allowing us to establish a contemporary dual worker model in each house. Youth homelessness rates are through the roof and increasing. Young people will now have more support at this crucial time to navigate solutions such as returning to family, finding longer term housing, getting a job or moving closer to support networks.

Below - our Housing and Homelessness Executive and some of the Managers, Team Leaders and Supervisors who support staff and coordinate accommodation facilities and casework support.



Diversion and Public Safety



(L-R): Brendan Anderson - Team Leader Community Transport, Toni Murphy - Senior Team Leader MPIP/Jama Bama, Roby Babu - Executive Manager and Jason Wray - Senior Manager Diversion Services.

Reducing harm and improving community safety

The high consumption of alcohol is a serious public health issue in Australia. The sustained abuse of alcohol can lead to addiction and often co-exists with other drug use, chronic disease and or mental health issues. It is harmful to individuals and creates risks for partners, dependent children and family members. When alcohol abuse and dysregulated behaviours play out in public spaces it moves from being a 'private' matter into the public domain and impacts on the broader community.

Bama Dakil Diversion Centre offers a centrally located overnight shelter and quality care for people who are inebriated, need monitoring and or have nowhere safe to go. People have access to meals, bathroom and laundry facilities and a safe bed. In addition, Wheels of Wellness (WOW) provides a visiting medical service once a week. Importantly this Centre is also a hub for our integrated services including:

- **Community Transport**, an after-hours mobile outreach service that locates people on the street who are intoxicated and in need of help and gets them to the safety of Bama Dakil.
- **Mobile Public Intoxication Program (MPIP)** is an intensive case management and support service providing tailored support to help people address health issues, access treatment and rehabilitation services, explore options and reconnect with family, community and support systems.
- **Cell Watch**, is a visitation and support service for people in Police holding cells that helps detainees to deal with the impact of confinement and connect with the assistance they need.
- **Jama Bama**, provides health focused non-judgemental support for people affected by alcohol related harm. This program keeps people out of emergency services and provides opportunities to develop new skills, participate in meaningful activities and regain hope.

Highlights this year

- ▶ **“Breaking the Cycle Reduce Demand”** this initiative has enabled us to establish Jama Bana a critical program getting good results by disrupting the risk of people entering the cycle of alcohol abuse and rolling entry into the Bama Dakil Diversion Centre through engaging in creative and meaningful day time activities that give people a purpose, connection and hope.
- ▶ **Collaboration between Queensland Police, Cell Watch and QKitchen** - our well respected Cell Watch service, has built trust with Police Officers working at the Cairns watchhouse through providing a consistent presence, assisting watchhouse detainees and supplying affordable and nutritious meals prepared by QKitchen (and First Nations trainees).
- ▶ **Recieved an Anglicare Australia Award** - in the Reconciliation section for our innovative approach to working with First Nations clients accessing the Bama Dakil (People Strong) Diversion Centre. New approaches have seen more people wanting to Return to Country rather than stay on the streets Cairns while, yet others are ready to explore accommodation and/ or rehabilitation options.
- ▶ **Our Safe Night Out, rest and recovery service was busy** - 3,605 supports were provided across Townsville and Airlie Beach with 76,425 bottles of water distributed to help people rehydrate. People are assisted to access First Aid, security, Police and or friends or families if in distress.
- ▶ **Collaboration with Bush Tukka Woman and the community garden** - clients get the option of working in the community garden with Samantha Martin and her team; caring for bush tucker and diverse food crops, learning new skills and supporting this amazing initiative. The welcoming environment and culturally responsive model are restoring the health and nutritional wellbeing of First Nations people through kindness and sustainable food growing methods.

Below: Harmony Day at the Bama Dakil Diversionary Centre. Jama Bana team, Bush Tukka Woman Samantha Martin and local Police create an unforgettable cook up!

“ With intensive support and culturally focused mentoring our staff have been inspired by the motivation and hard work of several regular visitors to the Bama Dakil Diversion Centre. Clients have engaged with the Jama Bana daytime activities, reduced their alcohol intake and secured access to the QHome Crisis Accommodation Service opening up pathways to better health and housing options. ”



Non-Family Based Care



Members of our Tablelands NFBC Team



Members of our Cairns NFBC and SILS team

What do we do?

Across Townsville, the Tablelands and Cairns Anglicare NQ provide flexible Non-Family Based Care (NFBC) 24/7 and semi-independent living service (SILS) for children and young people in statutory care placed by Child Safety on temporary, interim or longer-term care orders. Our dedicated Residential Care Workers, Care Coordinators and Managers provide stable, safe, culturally affirming and homelike living environments and tailored supports to meet the physical, emotional, social, educational and development needs of individual children and young people and sibling groups.

Children and young people have rights and their voice must be heard so we involve them in day to day and longer term decisions. We also embrace opportunities to build safe relationships with family/extended family, strengthen connections with community, culture and country and support family reunification efforts.

In sync with Child Safety case plans, we work with each child and young person and significant others involved in their care, support and development to design a Support Plan with goals based on each person's situation, needs, cultural identity, preferences and aspirations. Then we bring that Plan to life and support children and young people to engage in school, sports, activities and ensure any health, mental health, developmental or disability related needs are met. For young people preparing for adulthood, we work with them to develop the skills, knowledge and insights they will need to successfully transition to independent living and to have sustainable support systems around them.

Why are children and young people in care?

Some families struggle to meet their children's safety and care needs. When Child Safety and the Courts determine that a child or young person can no longer stay at home an approved alternative living arrangement must be found. Child Safety has options ranging from placements with family members, Kinship Carers, Foster Carers, 24/7 residential care or semi-independent living arrangements. These latter options become more relevant where children or young people's needs are more complex and may be beyond the scope of available Foster Carers or where there is a large sibling group that requires intensive support for themselves and to reengage with family.

Highlights this year

- ▶ **By obtaining an additional 6 bedroom** leased property and negotiating with Child Safety for longer term funding we were able to reunite a sibling group that had not been able to live together for many years.
- ▶ **Regular school attendance and educational attainment is life changing.** We are pleased to report that most children and young people have been enrolled in school. With stable attendance and tutoring support, they are progressing well.
- ▶ **Staff were thrilled to see a young man** who they had supported for many years complete a training course and enter the Defence Force.
- ▶ **Creating a sense of community** - children and young people are supported to connect with others through shared events and activities such as camping, day trips and monthly dinners.
- ▶ **Achieved 100% training rate** for Therapeutic Crisis Intervention for Non-Family Based Care staff. This skills staff in positive behaviours and de-escalation for when young people are distressed.
- ▶ **Anglicare NQ is an active member** of PeakCare, supports young peoples involvement with CREATE and contributes to government consultations.
- ▶ **Anglicare NQ co-sponsored the 2025 'Home Stretch' conference** and we continue to back this ongoing campaign focused on securing legislative changes to ensure the age of young people leaving care is extended to 25 years, to better reflect parental responsibility.
- ▶ **Anglicare NQ was subject to 6 monthly** announced and unannounced visits to each Non-Family Based Care site. While there are always aspects to improve on, we received positive assessments by Child Safety Licensing Officers.
- ▶ **Dr Paul Gibney has worked with the NFBC Stream** to develop a shared Framework for Practice. This work supports our strong focus on improving practice, embedding consistent approaches and sustaining quality.

'Care through Cookies' young people from Good Shepherd Anglican Church, Edgehill, bake colourful cookies for every child and young person we care for.



Members of our Townsville NFBC Team and the Safe Night Out Rest and Recovery Team Leaders from Townsville and Airlie beach.



Youth Support, Training and Job Pathways



What do we do?

Our Youth Support Program (YSP) offers a voluntary, free, and confidential service to young people aged 12-21 years who are at risk of disconnecting from family, community, or support networks; disengaging from school, training, or employment; experiencing harm, including self-harm and or facing homelessness. YSP focuses on working with young people to foster positive relationships with family and community; engage in education, training, or employment; lead healthy, violence-free lives and secure safe and stable living environments.

The Cairns Education, Training & Employment Program (CETEP) (funded by the Queensland Department Trade, Employment and Training) provides wrap around case management for young people and young adults who are assisted to undertake skill assessments, placements, accredited training, job preparation, careers advice, job search activities through 4 training areas 'Youth Skills', 'Skill Up', 'Community Work Skills' and 'Get Set for Work'.

Why do we focus on young people and young adults?

Young people and young adults are our community's future, so we invest at critical points of transition and change to provide strategic support, guidance and options. We walk with young people to build skills and support their move towards independence. When young people from low socio-economic backgrounds get a job and grow in confidence it helps them to envisage a positive future. These achievements have a broader impact - young people become role models, families experience pride, economic well-being increases, and this disrupts intergenerational cycles of poverty.

Anglicare NQ and our YSP and CETEP staff are inspired when we see young people and young adults overcome life's challenges, gain confidence and find their purpose.

Highlights this year

- ▶ **Appointment of Team Leader and Cultural Advisor for Youth Services** - this year we recruited Brian Connolly to this critical role to make sure our work with First Nations young people, young adults and communities is culturally safe. Brian also supports the development of partnerships with First Nations communities and organisations.
- ▶ **Establishment of 'Youth Opportunity Program' in Yarrabah** - this year we secured six CETEP contracts, including three specifically for the Yarrabah community. With 35 young people showing interest, we are off to a solid start and well supported by our deep partnerships with the community, Council, Wugu Nymbil, Gurriny Yealamucka Health Services, STEPS and Civil Safety. This is more than a skills course it is an opportunity to uplift the next generation of leaders at Yarrabah community.
- ▶ **Young woman gets 2nd year Chef apprenticeship after 3 years** of dedicated effort including doing a Certificate 1 in Hospitality and traineeship with our own QKitchen services. This is what a young person can achieve through hard work and access to long term integrated supports.
- ▶ **Consulting with Kuranda community and First Nations organisations** - we knew there was concern over the lack of training and pre-employment opportunities for young people in Kuranda. After consultations a pilot has been established to explore interest and test demand.
- ▶ **Townsville Education, Training and Employment Program (TETEP) completed** its initial trial, a review was undertaken to assess impact and consider next steps. We recognise there is an expanding landscape of service providers in the region, so we have some reflection to do.
- ▶ **Young women get their driver's license**, complete qualifications and are making real progress toward long-term employment in traditionally male-dominated fields. This is great outcome and shows what can happen when young people are motivated and have access to the right opportunities.
- ▶ **Young man finds his purpose** - through intensive preparations, completing studies and a commitment to get fit and healthy, a young man was a Top 3 finalist in the QLD Training Awards and is progressing well through complex assessments in his pursuit to join the Defence Force.

(L-R): Team Leader QKitchen, Rasim Shahmuradov with trainees
Middle: Sha'adae Karo and R- Doreen Collins

Some of our Youth Support, Training and Job Pathways leadership team. (L- R): Senior Manager Anupa Mathew, Team Leader/Cultural Advisor Brian Connolly and Executive lead Reverend Roby Babu



Community Outreach

What do we do?

Our amazing team of 28 volunteers, 1 part time employee and Coordinator 'Community Outreach' Gemma Knox, provide a dignified shopping experience and respectful outlet for affordable food, clothing, household items and emergency relief. Through a partnership with Oz Harvest and Food Bank we also assist members of the community to make ends meet through the purchase of heavily discounted basic food supplies.

With rising costs of living, increasing rates of homelessness and many individuals and families still recovering from the impact of Cyclone Jasper and serious flooding events, the 'Pantry and Wardrobe' gives people a safe place to visit and 'Shelter from the Storm'. Customers connect with each other and our volunteers and staff for a chat, information or assistance. Some come to check out what is available in the clothing racks while others call in for some respite from the heat or rain.

Highlights - More than an Op Shop

- ▶ **Emergency Relief Outlet** - through a subcontract with CentreCare we receive a small allocation of Federal Emergency Relief Funds to distribute to people who meet criteria (after an assessment). We maximise what we can provide through bulk purchases and seeking donations of food and personal hygiene products from supportive local businesses.
- ▶ **Caseworker on site** - Anglicare NQ has a focus on strengthening service integration, so with growing demand, we stationed a Caseworker from the Cairns Homelessness Hub at the 'Pantry and Wardrobe' to assist with assessments and referrals to crisis accommodation and support.
- ▶ **Partnerships keep this going** - the 'Pantry and Wardrobe' doesn't receive funding for operating costs. We can only keep going through the contribution of our volunteers, sales and donations and the important partnerships we have forged over many years.

Remember to get in touch! If you have spare time and are interested in volunteer work, have goods to donate, or just want to find out more about what we do or how you can help!

Below: our Coordinator Gemma Knox (on the left) briefs the CEO, Board Directors and Executives on the difference that the 'Pantry and Wardrobe' makes in the day to day lives of local community members.



Corporate Services



Work Health & Safety

WHS is everyone's responsibility, and we need a tight schedule to stay on top of site checks, equipment audits and compliance requirements. We also need positive leadership and consistency to maintain prevention measures, sustain hazard identification and risk mitigation efforts and to keep our incident management and reporting system responsive to organisational needs. We recognise the efforts of our Work, Health and Safety (WHS) Coordinator and WHS Committee.

Quality and Practice

This team supports accreditation, registration and licensing and internal quality assurance measures. Capacity building, internal service audits and implementation of continuous improvement activities are priorities. The Team also helps with policy development, coordinates and delivers positive behaviours and practice related training. Feedback, analysis of client data and exploration of outcome measures are also being progressed. Still in its infancy, this team has a busy schedule ahead.

Human Resources

Our HR team consolidated the HR system (ELMO), reduced vacancy turnaround times, supported hiring managers, ensured new recruits met compliance needs, and received timely inductions. HR monitor legislative changes to make sure employee entitlements are in line with industrial requirements, provide guidance to managers on staff matters, assist staff with information and options and monitor staff turnover. HR rolled out the annual Staff Survey, supported implementation of supervision, produced HR metrics and compliance reports, supported workforce planning and trend analysis. We thank the HR Team for their efforts, insights and productivity.

Finance, Fleet & Facilities

Our hard-working Finance Team keep the wheels turning through timely payment of invoices, reconciliation of income and expenditure, production of financial reports, lodgment of funding acquittals, asset management and processing of payroll. Finance works with management on budget development and costings for tenders. We acknowledge the Finance Team for completing the implementation of the new Sage finance system and thank our busy Fleet & Facilities Officer who keeps 50 cars on the road and coordinates repairs and maintenance on 31 properties.

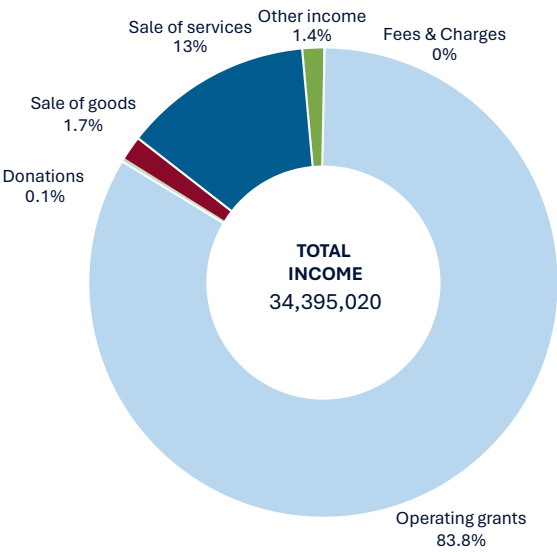
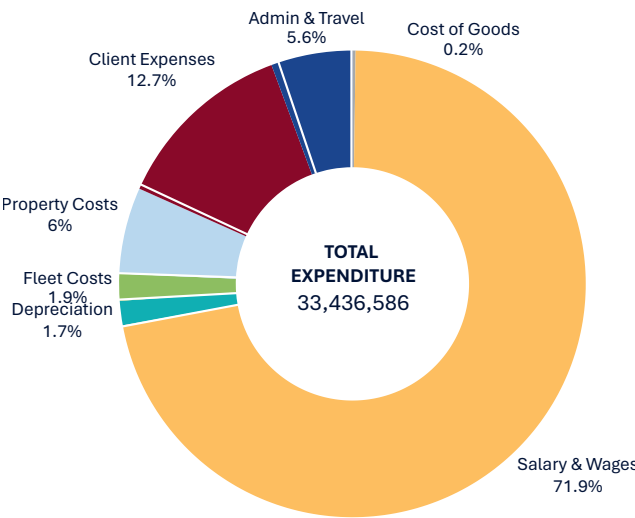
Administration & Communications

Our Administration section supports CEO, Executive, Board, and its Committees and our management forum logistics, prepares papers, coordinates archiving, triages complaints and manages sensitive files, administers the policy library and supports events. Our Comms Officer refreshed the Intranet, made policies more accessible, launched fortnightly 'All Staff' updates, initiated a series of 'Did You Know?' articles and stories to share the impact of our work. Key events and campaigns such as NAIDOC, Reconciliation and Homelessness weeks and Closing the Gap and RUOK Days were amplified to help raise awareness and drive positive change.

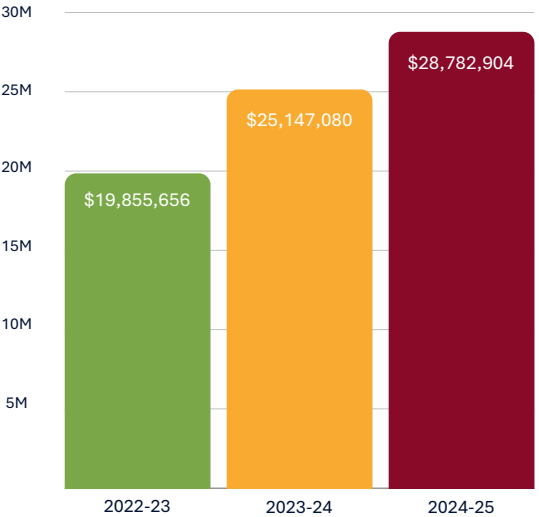
Financial Performance

Anglicare NQ produced a sound result for the 2024-2025 financial year. This builds on the results of prior years to ensure the ongoing financial sustainability of the organisation. This means Anglicare NQ can continue its important work supporting people and communities.

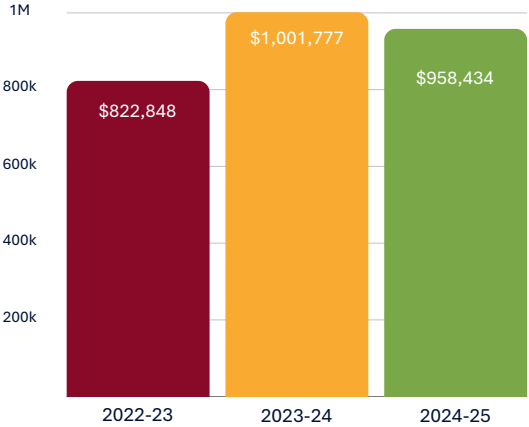
Expenditure and Income 2024-2025



Grant Funding (Comparative)



Surplus (Comparative)



Financial Statement

Statement of comprehensive income for the year as at 30 June 2025

	2025	2024
	\$'000	\$'000
	\$	\$
Grant revenue	28,783	25,147
Other revenue	5,565	4,110
Total revenue	34,348	29,257
Raw materials and consumables used	(73)	(40)
Employee benefits expense	(24,054)	(20,544)
Depreciation and amortisation expense	(561)	(681)
Motor vehicle expenses	(625)	(315)
Operating and support costs	(4,238)	(2,849)
Rental and other cost	(2,001)	(1,949)
Travel and training costs	(133)	(110)
Other expenses	(1,669)	(1,715)
Total expenses	(33,353)	(28,203)
Operating surplus	994	1,053
Net finance cost	(36)	(51)
Operating surplus before tax	958	1,002
Income tax expense	-	-
Net surplus	958	1,002
Other comprehensive income for the year, net of tax	50	32
Total comprehensive income for the year	1,008	1,034

Future ESG Reporting

Anglicare NQ is in the early stages of developing Environmental, Social & Governance (ESG) reporting to enhance accountability. This year we reduced print quantities, improved our corporate office recycling initiatives and supported community gardens and food growing activities. Environmental sustainability, social responsibility & ethical governance will help reduce poverty and improve long term outcomes for vulnerable people.



Statement of financial position as at 30 June 2025

	2025	2024
	\$'000	\$'000
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents	9,783	6,880
Trade and other receivables	623	679
Contract assets	227	241
Inventories	7	1
Other assets	427	355
Total current assets	11,067	8,155
Non-current assets		
Other investments	70	70
Property, plant and equipment	2,369	2,091
Total non-current assets	2,439	2,162
Total assets	13,506	10,317
Liabilities		
Current liabilities		
Trade and other payables	2,526	2,249
Contract liabilities	2,613	969
Provisions	1,204	1,127
Leases	364	430
Total current liabilities	6,707	4,744
Non-current liabilities		
Provisions	38	48
Leases	925	667
Total non-current liabilities	963	715
Total liabilities	7,670	5,489
Net assets	5,837	4,828
EQUITY		
Revaluation surplus	480	430
Retained surplus	5,357	4,398
Total equity	5,837	4,828

Supporters

Funding Bodies

Anglicare NQ acknowledges with gratitude the following entities that have continued to support our work throughout 2024 - 2025.

- **Queensland Government Departments:** Families, Seniors, Disability Services and Child Safety / Housing and Public Works / Trade, Employment and Training and Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism.
- **Other Funding Sources:** North Queensland Public Health Network (NQPHN)/ Centacare FNQ

Donors

A special thank you goes to the many individuals and local businesses who have donated, proceeds from events or in-kind goods to Anglicare NQ this year. We appreciate your kindness and generosity.

Friends, Partners and Collaborators

We recognise and value the importance of the community groups and organisations who support our services and the people we work with. These contributions, partnerships and collaborative efforts make a real difference. In particular we acknowledge Alluna Trust and Uncle Henry, Foodbank, Oz Harvest, Coles-Second Bite, Alive Pharmacy, Services Australia, Legal Rights Services, YAL, Harolds House, WoW, Bush Tukka Woman and the Anglican Mothers Council.

Memberships



Accreditation

- ✓ Anglicare NQ is an Australian Charities Not-for-profits Commission (ACNC) registered Charity.
- ✓ Anglicare NQ is accredited under the Human Services Quality Framework (HSQF).
- ✓ Anglicare NQ is a Licensed Provider of Non-Family Based Care in Queensland.
- ✓ Anglicare NQ is certified as compliant with the Workplace Gender Equality Act 2012.

Recognising 25 Years of Service

This year, we celebrated the remarkable 25-year tenure of Executive Manager Community Outreach, Shirley Pevitt and Cell Watch Support Officer Julie Brown. Unwavering dedication, professionalism, strength and compassion are the hallmarks of their work and both have had an enduring impact on the lives of countless individuals and families across the region. Shirley and Julie have supported vulnerable people, advocated for their rights, mentored other staff and continue to uphold Anglicare NQ values.

Below: CEO, Liz Colahan with Shirley Pevitt and Julie Brown handing out their Certificates of Recognition.



CONTACT US

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