



# YEAR IN REVIEW

2022-23

**160** years



### **Acknowledgement of Country**

Good Shepherd Australia New Zealand acknowledge that First Nations Peoples, tangata whenua, as the traditional custodians of the lands on which we live and work.

We also acknowledge that Good Shepherd has not always been in right relationship with these traditional custodians, their culture, or their lands.

In the case of Aotearoa, we acknowledge Māori as tangata whenua, and we acknowledge and commit to Te Tiriti O Waitangi.

In the case of Australia, we acknowledge that the lands were never ceded, and that First Nations Peoples seek Treaty, Truth and Voice through the Uluru Statement from the Heart, which we fully support.

We pay our deep respects to Elders past and present and commit to seeking ongoing opportunities for friendship and partnership with Aboriginal, Torres Strait Islander and Māori custodians of all lands and language groups.

### **160 Years Young**

In 2023, we acknowledge 160 years of supporting women, girls and families in Australia.

The audacity and zeal of Saint Mary Euphrasia Pelletier still drives us today as we continue to disrupt, striving for equity, dignity and social justice.

**Cover image:** No Interest Loans client, Eunice Bartlett is featured on the front cover. Read more about her story on page 31.

**160**



**YEARS**

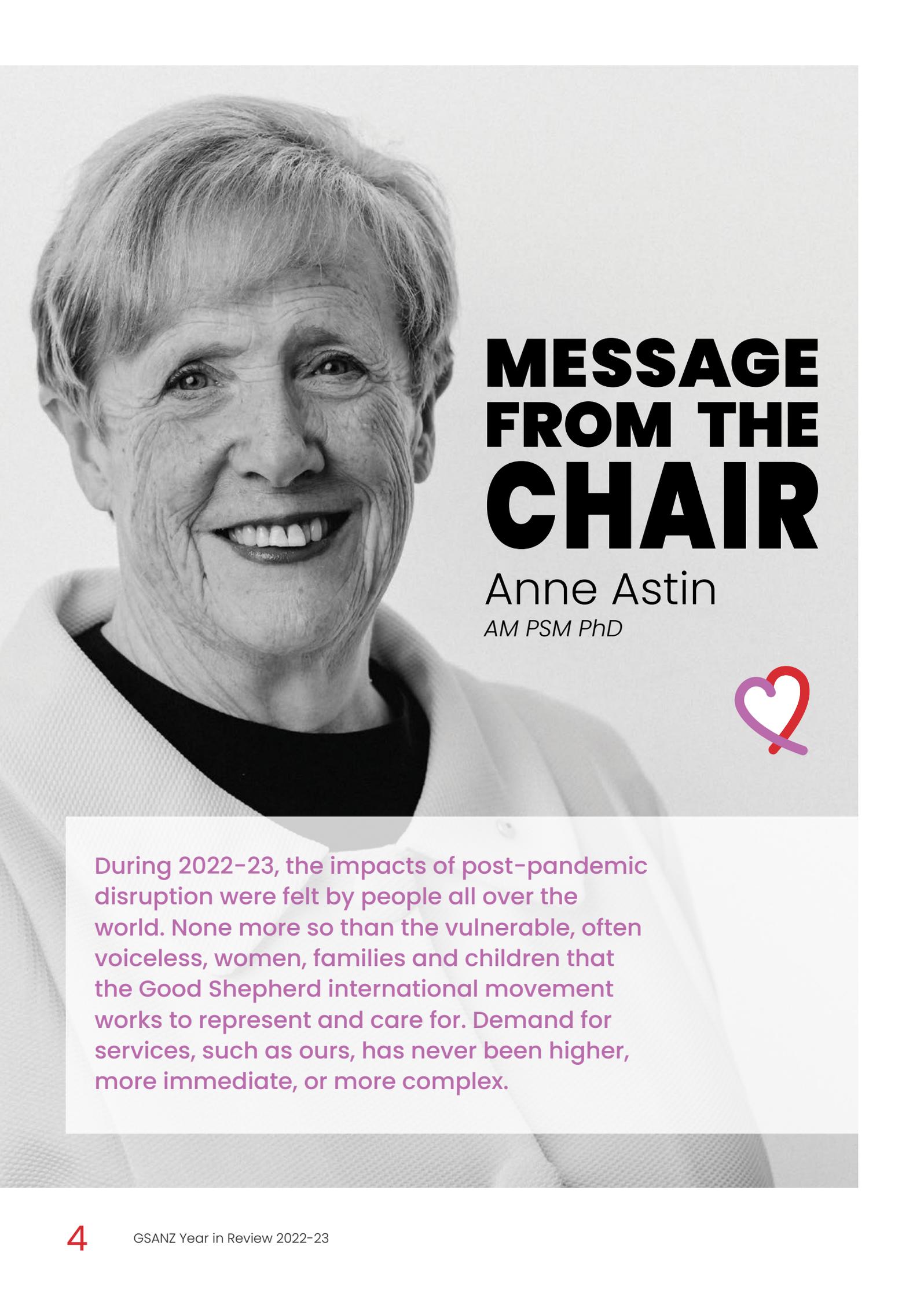
**YOUNG**

# CHOOSE ZEAL



# CONTENTS

<b>Message from the Chair</b>	<b>4</b>	<b>3. Housing options</b>	
<b>Message from the CEO</b>	<b>6</b>	Affordable Housing Project, NSW	54
<b>About Good Shepherd Australia New Zealand</b>	<b>8</b>	<b>4. Resilience</b>	
<b>Our Network</b>	<b>11</b>	<b>Youth and Family Services</b>	
<b>Our Programs and Services</b>	<b>15</b>	Youth Homelessness Service, Victoria	58
<b>Our 160 years timeline</b>	<b>16</b>	St Clare's, Perth	62
<b>Our Reach 2022-23</b>	<b>24</b>	School Focused Youth Service, Brimbank, Victoria	64
<b>The Impact We Seek</b>	<b>26</b>	Wallaroo Community House – Bayside Peninsula, Victoria	67
<b>Our Impact</b>	<b>27</b>	<b>Heritage Programs</b>	<b>70</b>
<b>1. Economic participation and wellbeing</b>		<b>Our Donors</b>	<b>74</b>
No Interest Loans	28	<b>Our People</b>	<b>78</b>
Financial Independence Hub	39	<b>The Green Door Story</b>	<b>84</b>
Financial Inclusion Action Plan	44	<b>Looking Forward</b>	<b>86</b>
Queensland Financial Resilience Program	49	<b>Our Financials 2022-23</b>	<b>93</b>
<b>2. Safety</b>			
Family Violence Services, Victoria	50		



# MESSAGE FROM THE CHAIR

Anne Astin

*AM PSM PhD*



During 2022-23, the impacts of post-pandemic disruption were felt by people all over the world. None more so than the vulnerable, often voiceless, women, families and children that the Good Shepherd international movement works to represent and care for. Demand for services, such as ours, has never been higher, more immediate, or more complex.

## During the year, across all our global chapters, we saw multiple and interlinked crises that impacted our clients in deeply profound and personal ways.

As a result, Good Shepherd Australia New Zealand (GSANZ) was inspired to chart a new foundational way forward by doubling down on our efforts to re-imagine and revitalise our offering.

Our 160-year anniversary, celebrated across our region, has been significant. It provides us with the opportunity to reflect on our legacy, build confidence and commit to a foundational change, based on the longevity of our 400-year-old worldwide Mission.

The importance of continuing our narrative is vital to our future but, more importantly, to the ways we care for many thousands of people every year. While we still have congregational members with us, continuing to learn where they've come from makes us realise how fortunate we are as trusted custodians to honour their legacy into the future.

At a governance level, GSANZ now faces an exciting opportunity to connect more deeply with our global congregation. We are, very proudly, part of an international community.

Strengthening our relationships with our New Zealand (Aotearoa) colleagues and partners in Mission will remain important. We are mobilising and adapting to consolidate authentic, synergistic, and mutually supportive relationships across the Tasman. Capitalising on commonalities and shared philosophies we see in Australia and New Zealand (Aotearoa) will lead us to better governance of both as 'one', while also respecting our individual uniqueness.

The strengthened governance arrangements will ensure we attract Directors to our respective Boards (GSANZ and GSNZ) who have the skills and experience to take us forward and deliver our upcoming Strategic Plan collectively.

And, operationally, in Australia, a whole-of-organisation re-positioning has led to deeper integration of services that offer our clients a more inclusive, inviting and streamlined experience. In New Zealand (Aotearoa), opportunities for increasing services to respond to significant client needs are also driving vitality and innovation.

Externally, judicious investment and reinvestment in relationships will lead to bolder, strengthened co-design of systemic policies and programs that change lives.

Across the year under review, the need for systemic change has never been more pronounced. As an example, in 2022-23, our work to develop the Good Shepherd Institute with Monash University continued to create an influential, world-class, multidisciplinary centre that will be launched in 2023-24.

Good Shepherd is now moving, steadily and determinedly, into the role of leading development of an ecosystem framework. Putting financial health and wellbeing firmly on the agenda of governments, businesses and the community sector is our commitment.

These interdependencies will ensure that we all have responsibility, accountability, and reporting duties to ensure we are delivering to the people in our care.

Our goal is to support truth-telling in real and earnest ways that is backed by 'big ideas.' And that we always respond to the 'at need' and 'in place' requirements of our clients in integrated and thoughtful ways.

The future for Good Shepherd is a steadfast and unrelenting focus on our clients. How we do this is through judicious relationships with investors, policymakers, partners, and our Sisters, to respond and innovate in a contemporary, fast-changing, and relevant way.

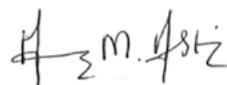
I extend my gratitude and thanks to our GSANZ and GSNZ current and recently retired Board Directors. I'd like to particularly acknowledge and extend my thanks to Michael Raper for his considerable contribution to the GSANZ Board during his tenure and for navigating the governance changes that have occurred.

My deepest appreciation goes to our network CEO, Stella Avramopoulos, whose zeal, commitment, tenacity, and passion are testament to the transformational leadership she is driving.

I also proudly acknowledge our executive, leadership and staff teams who continue to model compassion and professionalism in living our Good Shepherd mission.

And to our partners who have been generous, supportive, and respectful. With genuine indebtedness, I thank them.

It is an honour and privilege to serve you all.



**Anne Astin**  
Chair



# MESSAGE FROM THE CEO

Stella  
Avramopoulos

Against the backdrop of our significant 400-year global legacy, in 2022-23 Good Shepherd Australia New Zealand proudly acknowledged our 160th anniversary of supporting women, girls and families in Australia. We saw demand for our services soar during the reporting period as the post-pandemic socioeconomic crisis hit hard for those people experiencing vulnerability.

**As the world faced new environmental disasters, economic upheaval, housing crises and political unrest, Good Shepherd Sisters and delegates from 72 countries came together to develop a new, transformative way forward.**

I was honoured to be invited to participate in the Good Shepherd International Foundation's (GSIF) strategic planning forum in Rome, to determine its next five-year strategy.

This powerful and dynamic consultation process set the scene for the development of our own GSA NZ 2023-27 Strategic Plan.

Our new strategy aligns us with GSIF and defines the directional strategy for our Australian and New Zealand operations for the next five years. Our extensive consultation process saw more than 200 of our tireless frontline staff and leaders, our Australian and New Zealand Boards, Provincial Leadership Team, Stewardship Council and GSIF, and some 60 external cross-sector stakeholders – including key partners in government, community, philanthropic and corporate sectors – help us design and determine our direction.

The new Good Shepherd Australia New Zealand strategy will roll out in 2023-24 and position our organisation across the prevention through to recovery service spectrum, to better serve women, girls and families.

As well as our contribution to strategic issues, across the year our operational progress across Australia and New Zealand continued unabated.

Our previous 2019-22 Strategic Plan was our guiding light through the challenges of the pandemic. Our ongoing Lighthouse Program achieved impressive results in our digital uplift, improving internal efficiencies and simplifying client contact across our programs and services. Our Good Shepherd Way, that helps us bring our values to life, became more embedded in our services delivery.

Our advocacy and systems change work spread the Good Shepherd message in meaningful and influential ways. We are not only a trusted service provider to government, our partners and the for-purpose sector, we are also considered to be a reliable, 'boots on the ground' advisor.

Our November report, *'Safety net for sale: The role of Buy Now Pay Later in exploiting financial vulnerability'* and our shared advocacy with other sector partners, helped pave the way for the development of a new regulatory regime for BNPL products.

Our wholehearted support of the Voice to Parliament and the implementation of the Uluru Statement from the Heart is proving powerful. Our support of the 2022-2032 National Plan to End Violence against Women and Children has been acknowledged as pivotal, commending a sector-wide focus on addressing financial abuse and housing instability in ending family violence.

For a few years now, our research and on-the-ground insights identified that the wave of social and economic disparity would become a tsunami. Amidst the turmoil faced by individuals, families and communities caused by massive recent societal shifts, Good Shepherd has planned carefully and thoughtfully for the future. Our steadfast focus remains on keeping women, children and families safe, well, strong and connected, whilst also working to respond to emerging vulnerability and cost of living pressures.

Our natural curiosity, our focus on disruption and our commitment to holistic, person-centred service delivery has prepared us well for the future. We will continue to collaborate globally and deliver locally, as we strive for equity, dignity and social justice.

My heartfelt appreciation goes to our Board for their strategic oversight, esteem of governance and their unequivocal support of our day-to-day operations.

Our partners have staunchly collaborated with us to support our clients in a range of meaningful ways that respect their human rights and amplifies their voices.

And our staff have been nothing short of outstanding, representing the human face of both compassion and professionalism to our clients every day.

To our clients, your lived experience is the driver, motivation and inspiration for our mission – we feel honoured to be working with you, honouring your stories and wisdom.

We are delighted to present our 2022-23 Year in Review to you.



**Stella Avramopoulos**  
CEO

**ABOUT  
GOOD  
SHEPHERD  
AUSTRALIA NEW ZEALAND**





“While the essential content of our Mission is unchanging, the outward form should be dynamic and evolving.”

Saint Mary Euphrasia Pelletier

## Who we are

The Sisters of Good Shepherd was established in France over 400 years ago to respond to the significant issues impacting women, girls and families. Saint Mary Euphrasia carried forward the Mission, expanding internationally. The audacity and zeal that brought us to Australia in 1863, and New Zealand in 1866, still drives us today.

## What we do

We provide programs and services that support women, girls, and families to be strong, safe, well, and connected.

## How we do it

Clients are at the centre of what we do. We continue to respond to their emerging needs to provide innovative and locally tailored responses. We know one sector cannot disrupt hardship in the community, so we are building cross-sector services and coalitions to have whole system impact. Our services are complemented by research, advocacy, and policy development to address the underlying structural causes of injustice and inequality.

## We see our Vision and Values like a gold thread

We see our Vision like a gold thread woven into the fabric of every aspect of our work.

Our way of responding might change, but our Vision for all women, girls and families to be safe, well, strong and connected has never wavered.

We are guided by our Values of **Reconciliation, Justice, Audacity, Zeal** and seeing the **Value of Each Person**.

Our Values set the tone for how we walk alongside our clients and engage with our partners and our people.





## Vision

We aspire for all women, girls, and families to be safe, well, strong and connected.



## Mission

To tackle the significant issues impacting women, girls, and families.



## Purpose

To enable fullness of life for women, girls and families experiencing hardship.

## Values



Seeing the **Value of Each Person** and respecting everyone's rights.



**Reconciliation**, by supporting people to find peace, wellbeing, and wholeness within themselves, with each other and in their environment.



**Justice**, by challenging systems and behaviours that disadvantage people and advocating for positive change.



**Audacity**, having the courage to speak out, follow new paths and take action for the Mission.



**Zeal**, we are wholehearted in our purpose.

# OUR NETWORK

Making an impact globally

## Good Shepherd is the largest, longest-running organisation supporting women and girls in the world.

Good Shepherd Australia New Zealand is a member of the global Good Shepherd network, which has increased to more than 73 countries since 1835.

The global network focuses on issues such as poverty, human trafficking and violence towards women and children.

We are also one of 19 member countries of the Good Shepherd Asia Pacific region. We work together to advance equity and social justice and support our communities to thrive.

Good Shepherd International Justice Peace Office has special consultative status with the United Nations Economic and Social Council (ECOSOC) for our work with and for women and girls.



## Good Shepherd International Foundation

### Improving the lives of girls, women and children

The Good Shepherd International Foundation (GSIF) is a not-for-profit organisation committed to supporting the programs of the Good Shepherd sisters for women, girls and children living in vulnerable conditions in the most impoverished areas of the world.

We protect and promote the rights of people affected by poverty, human trafficking, migration, gender-based violence and other violations of human rights in more than 30 countries of Africa, Middle East, Latin America and Asia Pacific.

**452,257**  
People Involved

**139**  
New Projects Supported

**33**  
Countries



Image caption TBC

## Strengthening relationships across the globe

In October 2022, CEO, Stella Avramopoulos and Director of Mission, Gendrie Klein-Breteler AM joined international colleagues in Rome to contribute to Good Shepherd International Foundation (GSIF).

In February 2022, Asia Pacific Regional Manager, Onalie De Silva Ariyabandhu from GSIF visited Australia to learn about our client service delivery model.

These networking opportunities support us to share knowledge and expand culturally safe and responsive programs across the global network.



Pictured left to right: Good Shepherd Sister and NGO representative to the UN, Winifred Doherty and GSANZ CEO, Stella Avramopoulos.



Pictured left to right: GSANZ CEO, Stella Avramopoulos, Regional Manager Asia Pacific, GSIF, Ondlie De Silva Ariyabandhu and Director, Mission, Gendrie Klein-Bretele AM.



# OUR PROGRAMS AND SERVICES

PROGRAM	ACT	NSW	NT	QLD	SA	TAS	VIC	WA
Financial Independence Hub	♥	♥	♥	♥	♥	♥	♥	♥
No Interest Loans	♥	♥	♥	♥	♥	♥	♥	♥
Financial Inclusion Action Plan	♥	♥	♥	♥	♥	♥	♥	♥
Corporate Referrals Program	♥	♥	♥	♥	♥	♥	♥	♥
Good Shepherd Archives	♥	♥	♥	♥	♥	♥	♥	♥
Former Resident Support	♥	♥	♥	♥	♥	♥	♥	♥
Family Violence Services							♥	
Family Violence Counselling							♥	
Integrated Family Services		♥					♥	
Parenting Programs		♥					♥	
Youth & Education Services		♥					♥	♥
Youth Counselling		♥					♥	
Community Houses							♥	
Good Money Stores				♥	♥		♥	
Financial Coaching & Referrals		♥		♥			♥	
Financial Counselling							♥	
Financial Sector Training		♥						
Good Shepherd History Centre							♥	
Good Shepherd Chapel							♥	

Since 1863, we have  
supported women, girls  
and families in Australia.

**160**   
**YEARS**  
**YOUNG**

## Before colonisation

For thousands of years, Aboriginal and Torres Strait Islander societies develop their network of diverse cultures with separate laws and ceremonial traditions, home country, Dreamings and languages.

## Incarceration and work

Following Captain Cook's landing and the onset of colonisation in Australia, there is disruption and displacement of Aboriginal and Torres Strait Islander Peoples.

Pre 1770

1770-1850



**1835** Order of Sisters of Good Shepherd founded in France by Saint Mary Euphrasia.



## Institutionalisation care and work

In the absence of a social security system in Australia during the 19th century, charitable institutions provide relief to those who need support.

**1851** Gold rushes in New South Wales and Victoria begin.

**1890s** Depression.



# 1850-1890

**1863** Sister Mary Euphrasia carries forward the Good Shepherd Mission by sending four sisters to Australia in response to the growing number of women in distressed circumstances in the Melbourne area.

*"It is up to you to make it possible that those exhausted and lost in the ways of the world should find strength in the shade of this healing tree."*

Sister Mary Euphrasia

**1863** Abbotsford Convent opens and begins admitting women and girls experiencing disadvantage.

**1864** Magdalen laundry at Abbotsford is opened.



**1879** St Euphrasia's School, Abbotsford opens for children in the surrounding districts.



**1883** St Anthony's Oakleigh, Victoria opens for training and education for girls who were deemed by the Children's Court to be in need of care.



**1886** Good Shepherd Sisters arrive in New Zealand and open a large residential facility for women and children suffering disadvantage at Mt Magdala Convent in Christchurch.

## Places of refuge, relief and charity

War, a pandemic and the Great Depression increase the number of Australians requiring aid. To meet the growing need, Good Shepherd expands its reformatory schools and institutions across NSW, Tasmania, Queensland, and New Zealand.

**1902** Commonwealth Franchise Act gives mostly non-Indigenous women the vote in federal elections.



**1912** Australian Government introduces a maternity allowance.

**1914-1918** World War I.

**1919** Influenza pandemic reaches Australia.



**1932** Height of the Great Depression, with 32 percent unemployment.

**1938** Aboriginal Day of Mourning.



**1939** Start of World War II.

# 1891-1940

**1892** Rosary Place, Marion Hall, Albert Park opens to alleviate overcrowding at the Abbotsford Convent. Closes 1973.

**1893** Mt St Canice in Tasmania established to provide residential care and schooling for women and girls experiencing disadvantage.



**1904** Home of the Good Shepherd in Leederville, Western Australia opens to provide residential care for teenage girls and women.

**1905** St Aidan's Orphanage, Bendigo is established to cater for people experiencing homelessness. This was the only Good Shepherd facility in Australia to care for boys.



**1913** Ashfield, NSW opens residential care, reformatory school and Magdalen laundry. It is the first Good Shepherd facility in NSW.

**1931** Mt Maria, Brisbane/Good Shepherd Home for Girls is established for the reformation of girls and the care of poor and neglected children.

**1940** Maryville Aged Care Boronia, Victoria established to provide a guesthouse for elderly women and former residents of Rosary Place in Albert Park.

## Greater community integration of services

From the mid-20th century, the philosophy of protecting 'vulnerable persons' from harm and exploitation within an institution is beginning to shift.

**1943** First women in Australian Parliament.

**1945** End of World War II.

**1945** National introduction of sickness and unemployment benefits.

**1961** Introduction of the oral contraceptive pill.

**1962-1972** Vietnam War.

**1962** All Aboriginal and Torres Strait Islanders granted the right to vote.

**1962** Vatican II calls on thousands of bishops and other religious leaders to the Vatican City to forge a new set of operating principles for the Roman Catholic Church.



**1966** Wave Hill Walk Off and end of White Australia Policy. Marriage Bar abolished.

## 1941-1971

**1942** "The Pines," a home for teenage girls opens in Adelaide including a reformatory school and Magdalen laundry.

**1948** Toongabbie, a holiday home and farm school for girls opens in Western Sydney, NSW.



**1956** St Clare's School in Perth, Western Australia is established to provide support and empowerment to girls (Yr 8 -12) who find mainstream school environments difficult.

**1967** Good Shepherd Sisters establish their prison program commencing at HM Prison Pentridge in Victoria. Good Shepherd staff continue to deliver prison programs and visitations today.



**1968** Good Shepherd Neville Training Centre established, a security centre for 'delinquent' girls.

## Targeted welfare assistance and de-institutionalisation

The 1970s saw the closure of most of Australia's residential institutions. Children's homes, homes for people with mental illness and people with disability were closed. It was also an era of great structural reform including refreshed education, health systems and social welfare.

**1971** Women are granted loans without requiring a male guarantor.

**1972** the right to Equal Pay for Women established.

**1973** Supporting Mother's Benefit introduced.

**1975** Family Law Act passed and a 'no-fault' divorce clause introduced.

**1984** Introduction of Medicare.

**1992** High Court decision in Mabo case recognises native title.



**2000** Care Leavers Australasia Network formed.

## 1972-2000

**1972** Good Shepherd Aged Services founded.

**1975** Abbotsford Convent Sold.

**1976** Good Shepherd establishes Youth and Family Services.



**1980s** St Albans, Hastings and St Kilda communities established offering family counselling, supported accommodation, No Interest Loans and financial counselling, teenage foster care, emergency housing and refuges for victims of family violence.

**1981** The Good Shepherd Sisters provide funds to establish No Interest Loans.



**1982** Rosemount Day Centre established to provide youth services.

**1990s** Good Shepherd opens its first family violence refuge on the Mornington Peninsula in Victoria. This was the first refuge of this type following the era of Good Shepherd hostels.

**1993** Trading Circle established.



**1990s** Good Shepherd Social Justice Network is formed.

***"When any person is oppressed, excluded, or deprived in any way, we are all impoverished. Where any part of creation is abused or destroyed, our lives are diminished. We are therefore prepared to challenge persons, institutions or structures that negate fullness of life and human dignity."***

Mission statement expressed by the Provincial Chapter 1990



## Recovery and Advocacy – client-centred, wrap-around support.

The Commonwealth refines its approach to social security through improved Family Tax Benefits and equal child support that is better aligned to contemporary attitudes. The Department of Human Services was created to help manage and coordinate the work of Centrelink and other Commonwealth payments and services.

**2003** Forgotten Australians Report Released.

**2008** National Apology to Aboriginal and Torres Strait Islander Peoples and Stolen Generation.

**2009** National Apology to Forgotten Australians and Former Child Migrants.

**2013** Royal Commission into Institutional Responses to Child Sexual Abuse begins.

**2013** Introduction of the National Disability Insurance Scheme.

**2015** Royal Commission into Family Violence begins.

**2018** National Redress Scheme begins.

## 2001–2023

**2003** Good Shepherd partners with the National Australia Bank to deliver more No Interest Loans (NILs).

**2012** Good Money stores open in Victoria, offering a new way of delivering community finance options to those who need them the most.



**2013** The Good Shepherd Sisters issue a formal apology to Former Residents.

**2015** Waranara Day Program Centre in Marrickville, NSW registers as a special assistance secondary school (Yr 9–12).

**2016** Financial Inclusion Action Plan (FIAP) established to enable organisations from diverse sectors to combine forces to enhance financial inclusion, resilience, and wellbeing in Australia.

**2017** Good Shepherd Former Resident Support Program established.

**2017** LaunchMe initiative begins in South Australia and Victoria to assist aspiring small business owners to start and develop their businesses.



**2018** Good Shepherd joins other Victorian social services organisations in rolling out The Orange Door network of support

and safety hubs, in accordance with the recommendations of the Royal Commission into Family Violence (2016).

**2021** Core and Cluster Refuge established to provide accommodation that promotes women's safety, is accessible to people with disabilities, provides private units and enables connections with the community, work, and school.

**2021** Good Shepherd partners with the Commonwealth Bank to deliver the Financial Independence Hub (FIH) that aims to provide support to those experiencing financial abuse.

**2022** Good Shepherd Former Residents Reunion held at the Abbotsford Convent.

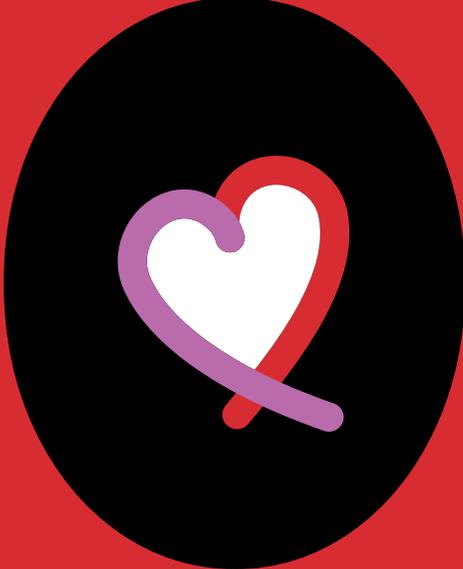
**2023** Good Shepherd's Reflect Reconciliation Action Plan is approved by Reconciliation Australia.



**The audacity and zeal of Saint Mary Euphrasia still drives us today. 160 years later in 2023, we are radically reshaping Good Shepherd to meet the emerging needs of our clients.**



# OUR REACH

A stylized heart logo is positioned within the letter 'O' of the word 'OUR'. The heart is white with a purple outline and a red outline. The word 'OUR' is in a large, bold, black sans-serif font. Below it, the word 'REACH' is also in a large, bold, black sans-serif font.

2022-23



**120,000+**

women, girls and families supported by our programs and services, up from 75,000+ clients in 2021-22

**33,139**



hours of support given to women and children by Good Shepherd through The Orange Door, up from 28,368 hours in 2021-22



**582**

women and children supported by the Family Violence After-Hours Outreach Crisis Response Program (VIC), up from 424 in 2021-22



**1,598**

individuals supported through the National Financial Independence Hub up from 766 in 2021-22

**40,111**



people supported through the Power Saving Bonus in partnership with Neighbourhood Houses (VIC)

**38,260**



No Interest Loans (NILs) issued to support people with access safe and affordable credit, up from 31,437 in 2021-22



**3,118**

No Interest Loans for vehicles issued to support people to purchase a vehicle



**3,067**

people experiencing financial hardship supported with financial counselling

**\$3,674,206**



client debt waived through financial counselling support, up from \$3,234,556 in 2021-22

# THE IMPACT WE SEEK

## Priority areas



### 1. Economic participation and wellbeing

Women, girls and families are enabled to be economically strong.



### 2. Safety

Women, girls and families live free of violence.



### 3. Housing options

Women have safe and secure housing in supported communities.



### 4. Resilience

Women, girls and families are equipped to overcome the challenges they face.



### 5. System change

Positive change in laws, policies, financial instruments, social norms, and behaviours.

## Our strategic priorities

### Priority 1 Service excellence

We will focus on services that ensure women, girls and families avoid their disadvantage becoming entrenched.



### Priority 2 Coalitions for impact

We will embrace coalitions to help women, girls and families in need of support to navigate the available services and systems.



### Priority 3 Whole system thinking and action

We will make an enduring impact by creating system change that provides security and opportunity.



# OUR IMPACT

# 1. ECONOMIC PARTICIPATION AND WELLBEING

Women, girls, and families are enabled to be economically strong.

## Service excellence

# NO INTEREST LOANS

Supporting people experiencing financial vulnerability with access to safe and affordable credit.

For 42 years, we have been delivering No Interest Loans (NILs) to support eligible people with access to safe and affordable credit to purchase essential goods and services.

The NILs program was established in 1981 after the Good Shepherd Sisters observed a need to lend to people experiencing financial vulnerability.

Despite advice from their trusted advisors that the program was too 'risky,' the Sisters led with audacity and zeal and asked the question: **"But what if it does work?"**

**From**  
**But what**  
**if it does**  
**work?**

**To** nearly

**\$0.5bn**  
**HELPING**  
**1 MILLION**  
**AUSTRALIANS**

How one audacious question and one amazing partnership have reshaped how people experiencing financial vulnerability are supported.

## More than *just* a loan

**Sadly, Pensioners – especially the one in four older Australians living in poverty – are often first to be impacted by the rise in cost-of-living pressures. Despite having carefully planned budgets, when unexpected expenses arise, it can be hard to make ends meet.**

Edi Spina found herself in that position after her washing machine unexpectedly broke down. Thankfully, she reached out to our NILs community partner at her local Salvation Army, who suggested she apply for a No Interest Loan.

“I rang them on Monday and, by Wednesday afternoon, I received my washing machine. That’s how quick it was,” Edi recalls.

Since paying off her new washing machine, Edi has since used NILs to help her pay for a new pair of prescription glasses and a fridge.

Edi said that the NILs application process was dignified and didn’t make her feel like a “science-experiment” because she’s a low-income earner.

“I didn’t feel judged, and they wanted to be sure I could repay it comfortably.”

To Edi, NILs was so much more than a loan. It improved her confidence to feel she could get what she needed without having to sacrifice quality.

“I got a beautiful new fridge and washing machine which gave me this automatic feeling like I was like everyone else – like a normal person.”

Pictured: NILs client, Edi Spina holding her beloved dog, Mr P next to her beautiful new fridge.





Pictured: Eunice Bartlett

## Eunice Bartlett

**Proud First Nations woman, Eunice Bartlett desperately needed a loan to have her car repaired. However, the overwhelming paperwork and her lack of trust in 'white services,' left her feeling apprehensive about reaching out.**

"I didn't want to feel stigmatised. For an Aboriginal person, unfortunately sometimes you can expect a negative experience," Eunice explains.

Eunice was referred to Good Money in Salisbury by NAB and she loved the process and the service so much she said she plans to come out of retirement to help connect her community to NILs.

"Amie from Good Money is just so helpful! I felt overwhelmed with the paperwork, but she made the process so easy. I kept asking Amie, 'Is this alright – how do you think I'll go?' She made me feel clear on the process. It was just lovely!"

When asked if Eunice would recommend NILs to others, she said. "I already have told people about NILs – I told my sister and have already talked to five or six of my relatives. NILs has made a big difference in my life, and I am keen to connect my community to the program.

"I feel so happy!"

## Thank you to our NILS community partners and volunteers

### MercyCare NILs Volunteer, Ian Bardwell

After retiring from a 45-year career in banking, Ian Bardwell joined MercyCare NILs in Western Australia as a volunteer.

For ten years he has used his skills to support people experiencing vulnerability, developing his own philosophy: 'Never judge people and always show compassion.'

"The most challenging thing about my role is wanting to do more to help people, but not being able to," Ian said.

He is passionate about helping others, especially those from the refugee and migrant community.

"In my experience as a NILs volunteer, I have found that especially refugee people are so thankful to be in a new country and to be safe from political and social insecurity and danger, that they are motivated and want to contribute to their new county.



"They want to work, but to do this they need to have a driver's licence, a stable home with essentials. They don't want to have to rely on the government, but they are often excluded from a traditional bank loan.

"NILs has allowed them to get on this track and give them that start that they struggle to get."

## The history of NILs

### But what if it does work?



**1981 – Establishing:** The Good Shepherd Sisters ask, "But what if it does work?" and NILs is born. Throughout the 1980s the Good Shepherd Sisters launch NILs in Victoria via the youth and family services division and gain momentum working with the Vic State Bank and other capital funding sources.

**1993 – Formalising:** The Victorian NILs network is established with philanthropic funding and toolkits established to help our community providers set up NILs.

**1995–1999 – Expanding:** Funded by the Good Shepherd Sisters and the Commonwealth, the NILs network expands into South Australia, New

South Wales, Queensland and Western Australia and the NILs National Community Network is established.

**2003 – Partnering:** Good Shepherd partners with the National Australia Bank to deliver No Interest Loans (NILs) to support more people.

“Getting a No Interest Loan enabled me to buy an electric bike. Being a disabled Pensioner, it’s hard for me to get around, so NILs gave me my freedom back.”

NILs client, Denice Caldwell



**2005 – Recognition:**

The United Nations Year of Microfinance recognises NILs as part of a global social justice movement.

**2008 – Growth:**

Recovery response to the global financial crisis includes additional funding from state and national governments.

**2012** – Good Money stores open in Victoria, offering a new way of delivering community

finance options to those who need them the most.

**2016–2017** – Good Money Stores open in Queensland and South Australia.

**2021** – Funding and capital partners; Department of Social Services and NAB support a pilot program to fund NILs for Vehicles.

**2022** – NILs product are expanded to a \$2000 loan amount for an extended range of loan

purposes. Income eligibility limits are increased in response to the cost-of-living crisis. These changes open up NILs to an eligible audience of 3.4 million households nationally. **Good Shepherd records its biggest year in NILs loans issued.**

**Today:**

From humble beginnings, NILs is now a national program delivered by Good Shepherd and 170 Community Service Providers across 600+ locations nationally.

## 2 Coalitions for impact

### Celebrating 20 years of partnership

In 2003, Good Shepherd Microfinance partnered with National Australia Bank (NAB) to provide a robust base of capital funding for the No Interest Loans program. Since then, together, we've delivered over 360,000 loans, impacting millions of lives across Australia. No Interest Loans (NILs) are now offered by 170 local community organisations in over 600 locations nationally.

We thank NAB for their ongoing partnership. Our great appreciation also goes out to state and federal governments, our NILs community network partners and NILs volunteers.



### NILs in New Zealand

In the 1990s, the Good Shepherd Sisters in New Zealand provided small, interest free loans to families from refugee backgrounds to help with family reunification costs. In 2014, Good Shepherd NZ expanded the reach of its microfinance services in partnership with the Bank of New Zealand and the Ministry of Social Development. They now partner with a range of other community partners to deliver NILs and Low interest StepUP loans across the country. In 2022, all microfinance loans delivered by Good Shepherd NZ and its partners became fee and interest free under the Good Loans brand.

### Partnership at a glance

#### NILs over the last 20 years

**915,000+**

Supported people on low incomes

**\$365k**

NILs delivered

**\$446m**

NILs provided

#### NILs demographics FY2022-23

**65.1%**

Female

**34%**

Male

**7.5%**

Couple

**28.2%**

Sole parent



“Without access to inclusive credit or banking, people can be at risk of falling into poverty and missing out on opportunities, like buying a car so they can take up a job they wouldn’t be able to get to otherwise. We are proud to have partnered with Good Shepherd to offer almost 370,000 no-interest loans worth \$464.7m since 2003, making it one of Australia’s most impactful and long-standing corporate community partnerships. This is central to our ambition to help our communities prosper.”

NAB Chief Operating Officer, Les Matheson

### NILs demographics FY2022-23

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**11.4%**

Parenting Payment

**24.6%**

Disability Support

**14.2%**

Job Seeker

**27.8%**

Indigenous

**65.8%**

Non-Indigenous

## The 2022 NILs Conference

We successfully held our in-person 18th NILs Conference in 2022 after two years of delivering the initiative virtually.



Pictured left to right: Senior Fellow Melbourne University's School of Government, James R.F. Shipton, GSANZ CEO, Stella Avramopoulos, EGM - Retail NAB, Krissie Jones, GM Financial Services & Consulting - Roy Morgan Consulting, Suella Qemal and MC, Natalie Bochenski.

1. Economic participation and wellbeing



Pictured: She's on the Money Founder, Victoria Devine.



Pictured: Former QLD State Manager, NILS Community Network, Karen Denham with NILS Community Providers.

**3 Whole system thinking and action**

## Protecting women from abusive and coercive Buy Now Pay Later debt

On 22 May 2023, the Federal Government announced its commitment to regulate Buy Now Pay Later (BNPL) products, to better protect women against abusive and coercive debt.

After months of advocacy, we were able to highlight the links between economic insecurity, BNPL products and family violence, which we see amongst our clients.

We look forward to working with the government to develop the appropriate regulatory safeguards, to ensure we are protecting women.

We are also indebted to our network of advocates including Financial Counselling Australia, CHOICE, Consumer Action Law Centre and the Redfern Legal Centre.



**1** Service excellence

# FINANCIAL INDEPENDENCE HUB

Supporting victim-survivors to recover and heal from family violence and financial abuse

**The Financial Independence Hub (FIH) is a national, trauma-informed service that supports victim-survivors of family violence to manage their finances. By working one-on-one with a dedicated hub coordinator,**

FIH assists participants to have:

- Judgement-free conversations about money
- Help to create a savings plan
- Support to manage finances, bills, debts, and credit scores
- Access to No Interest Loans
- Connection to tailored support services.

FIH supports people of all gender identities and is open anyone residing in Australia (they don't have to be a permanent resident or have a visa).



Women's economic inequity and insecurity are at the heart of gendered violence. Put simply, a lack of money forces women to stay with abusive men.

**At least 1 in 4 women\*** who want to leave a violent partner are unable to because they don't have enough money.

\* Australian Bureau of Statistics (ABS). 2017. Personal Safety Survey, Australia, 2016 (ABS cat. no. 4906.0). Canberra, ACT: ABS.



**Heather\* came to FIH after coming out of an abusive relationship that continued to have an impact on her and her two children, years after it ended.**

Her ex had accumulated debt in her name and she was left with an unattractive credit score, no income, family home or career.

With the help of FIH, a tonne of willpower and love and strength, Heather was able to regain financial independence and to take control of her life.

She has since regained a perfect credit score, has created two start-up companies, gained full-time employment and has bought a forever home for her and her children.

"It's not only the expertise of all individuals involved with my story that has been life-changing financially. It is their manner, lived experience and trauma-informed approach that has made a once unmanageable situation peaceful and inspiring throughout," Heather said.

"There is a silver lining to trauma. Victims find immense strength in the community who just get it. Through their professionalism, empathy, validation, calmness, humour and urgency, Good Shepherd has alleviated my pain and given me the strength to rebuild."

\*Name changed.

**2** Coalitions for impact

## Galvanising coalitions for change

The Financial Independence Hub is funded by CommBank as part of their Next Chapter program that aims to reduce financial abuse.



In FY2023:

**1,598** 

Participants supported

 **1,985**

Financial coaching sessions provided

 **9,733**

Financial counselling sessions provided to 281 participants

**2,973** 

Phone calls answered and 7,189 outbound calls made



Extended opening hours from 7am to 7pm, Monday to Friday

 **13**

Conferences attended



### Since FIH's inception:

 **4,478**

Participants supported to gain financial independence and control

**\$75,000** 

In loans to support participants to purchase a car, pay legal fees or make their homes safe



### Through the evaluation, participants reported they:

Were better able to deal with the needs they sought help with



Felt FIH listened to them and understood their needs



Were satisfied with the service they received



Felt more confident managing their finances



### **3 Whole system thinking and action**

## **Audacious system change is needed to address financial abuse**

An effective national approach to addressing financial abuse requires the coordinated efforts of all levels of government and regulatory bodies.

“(Financial abuse) is like the hidden shackles that, even though you leave them, you’re still tied to them. You’re handcuffed to them. And you want to break free, but they just won’t let you.”

FIH Participant (2022)

Our campaign for change in this space has been focused and unwavering, consistently advocating to government for:



**Access to sufficient basic income and adequate social security payments**



**Safe and affordable housing**



**Affordable or free childcare**



**Reliable child support payments**



**Additional financial resources to facilitate leaving abusive relationships safely.**

### **Good Shepherd’s involvement in policy, legislative and regulatory reform in financial abuse has included:**

- **August 2022** – Submission to Australian Energy Market Commission (AEMC) Draft Determination Protecting Customers Affected by Family Violence
- **November 2022** – Safety net for sale: The role of Buy Now Pay Later in exploiting financial vulnerability
- **November 2022** – Good Shepherd response to the National Principles to Address Coercive Control: Consultation Draft
- **December 2022** – Senate inquiry into the extent and nature of poverty
- **February 2023** – Senate Standing Committee on Community Affairs: The extent and nature of poverty in Australia
- **March 2023** – Support for the Australian Council of Social Service ‘Raise the Rate for Good’ initiative to raise JobSeeker.
- **Advocacy** around the Disability Support Pension

# FINANCIAL INCLUSION ACTION PLAN

## Working together to enhance financial wellbeing

### Geelong place-based FIAP

Eighteen leading organisations from a range of sectors across Geelong committed to take action to enhance the financial resilience and wellbeing of their community.

Stakeholders from local businesses, not-for-profits and government agencies pledged to use their collective influence through the creation of a shared Financial Inclusion Action Plan (FIAP), which was published in March 2023.

This is the second phase of FIAP, which was initially launched in 2020 with 10 pioneering organisations in Geelong.

The Foundation FIAP demonstrated the power of some of Geelong's prominent leaders coming together to better support their communities through financial vulnerability.



Pictured: Representatives from the 18 organisations across Geelong at the official Foundation FIAP launch.

## Northern Adelaide place-based FIAP

Following the success of the Geelong Foundation FIAP in 2020, the Department of Human Services (DHS) of SA extended an opportunity for FIAP to enhance financial wellbeing in Northern Adelaide.

Launched in April 2022, the Northern Adelaide FIAP reflects the collective commitment of 11 organisations to 'Build a Financially Resilient Community Where People Thrive.'



Pictured: Representatives from the 11 organisations across Northern Adelaide at the FIAP launch.



## 2 Coalitions for impact

### Taking a place-based approach

Place-based FIAPs bring together organisations in a specific location to address issues of financial wellbeing in their local communities.

The place-based FIAP program works on the premise that organisations on the ground are best placed to understand local challenges. They can identify the risks and triggers of financial stress and can take practical actions to address these in collaboration with others.

#### Geelong FIAP members include:

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**Northern Adelaide FIAP members include:**

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### **3 Whole system thinking and action**

## **2023 and beyond**

### **Geelong, Victoria**

The Geelong Region Build FIAP members will continue to implement and deliver the agreed actions over the coming two years. They will also build on opportunities for collaboration amongst existing, new, and future Geelong region FIAP members.

The monitoring and evaluation of each action will be important to measure the outcomes and impact of this FIAP. It will allow organisations to demonstrate change, learn what works and what doesn't, and

capture the data to know the difference their actions are making. At the conclusion of the two-year period, a formal verification report will be developed and published.

### **Northern Adelaide, South Australia**

On 29 June 2023, the Impact Report for Northern Adelaide FIAP was published and communicated to FIAP members which marks the completion of the Foundation FIAP. We are open to exploring co-funding opportunities to continue this work and move the Northern Adelaide community to the next stage of FIAP.

**1** Service excellence

# QUEENSLAND FINANCIAL RESILIENCE PROGRAM

Building a better financial future

**The Queensland Financial Resilience Program provides eligible Queenslanders with a free, non-judgemental and confidential service to help them become more financially secure and better manage their money.**

This innovative pilot program supports our clients with early intervention to crisis support and recovery, including:

- Financial conversations
- Financial counselling
- Connection to social workers.

Clients also have the option to undertake sessions in a way that works for them, including face-to-face, group work or virtually.



**2** Coalitions for impact

## Galvanising coalitions for change

Good Shepherd entered a contract with the Queensland Government to deliver the Queensland Financial Resilience Program. The Queensland Government determined 27 priority areas across the state.

In conjunction with Neighbourhood and Community Centre's QLD (NCQ), we engaged local centres in these priority areas to maximise their relationships, knowledge and understanding of their communities.

When someone comes into the program, we help them navigate our financial programs within Good Shepherd to ensure continuity of services and the best possible client experience.

## 2. SAFETY

Women, girls and families live free from violence.

**1** Service excellence

# FAMILY VIOLENCE SERVICES, VICTORIA

Delivering trauma-informed services with dignity.



## Family violence is a national crisis



On average, a woman is killed by an intimate partner every 10 days in Australia<sup>1</sup>.

One in three women has experienced physical violence since the age of 15, and one in five has experienced sexual violence<sup>2</sup>.

One in five Aboriginal and Torres Strait Islander women aged 15 and over has experienced physical violence in a 12-month period<sup>3</sup>.

We need an audacious response across prevention through to recovery and healing to ensure women and children's long-term safety and economic security.

### Family Violence Services

We provide specialist family violence services to women and children across the Bayside Peninsula and Brimbank-Melton regions including:

- Intake and assessment
- Case management
- Refuge and accommodation services
- Psycho-education programs
- Healing and recovery programs.

1. Australia's National Research Organisation for Women's Safety (ANROWS). 2018. Violence against women: Accurate use of key statistics (ANROWS Insights 05/2018). Sydney, NSW: ANROWS.

2. Australian Bureau of Statistics (ABS). 2017, Personal Safety Survey, Australia, 2016 (ABS cat. no. 4906.0). Canberra, ACT: ABS.

3. Australian Bureau of Statistics (ABS). 2016. National Aboriginal and Torres Strait Islander Social Survey, 2014-15 (Cat. No. 4714.0). Canberra, ACT

## 1 Service excellence

### Family Violence Core and Cluster Refuge

At the Core and Cluster Refuge, we provide safe housing for up to six to eight weeks for women and children escaping family violence.

#### Providing a trauma-informed service with dignity

We know that leaving a family violence relationship requires immense resilience, so we work hard to build rapport and trust with our clients.

“The women we walk alongside in refuge are there out of pure safety reasons,” said Family Violence Services Program Manager, Erin Price.

“So, we look at their experience of family violence and their immediate safety needs, but also what impact violence has had on other life domains such as housing, education and training, employment, economic status and health and wellbeing.”

“We look at someone’s individual experience and provide a dignified service accordingly.

We support people to bring pets into refuge, because we know that they’re family members and can be a determining factor for someone leaving a family violence relationship. “

“We also don’t have any curfews because these women have experienced such control in family violence relationships, so we lead in a way that is strengths-based and empowering.”



## 2 Coalitions for impact

We work collaboratively with our clients and enlist support from other Good Shepherd programs and external agencies where appropriate. We take a ‘no wrong door approach’, which means we take referrals from women who self present and other professional agencies such as Safe Steps.

We work with Victoria Police, Corrections Victoria, Specialist Family Violence Courts and Child Protection to ensure perpetrators of violence are held accountable for their actions. We also use the Family Violence Information Sharing Scheme (FVISS) and Child Information Sharing Scheme (CISS) to ensure that perpetrators are held accountable and women and children don’t need to retell their stories.

## The history of our refuge

**1978** Peninsula Family Violence Program begins as a refuge.

**1987** The refuge changes its name to Valerie House Wimmin’s Collective Inc. (VHWC.) named after a prominent US feminist.





## “I feel so supported by Good Shepherd”

Family violence victim-survivor, Leah\* is currently staying at the Core and Cluster Refuge after years of being controlled and abused by her ex-partner.

Leah took the brave step to leave her relationship, after she sustained a brutal beating which left her with a broken nose. Her partner’s mother witnessed the incident, called the police and insisted she seek safety.

After coming through Safe Steps Family Violence Response Centre, she came to Good Shepherd’s Refuge and has been amazed at her own transformation.

“I am a completely different person to what I was in week one and week two,” Leah said.

“I am stable for the first time in 28 years. I am feeling good about myself, and I have my confidence back – I am feeling awesome!”

Leah, a Taungurung woman from the Kulin nation, said Good Shepherd has connected her with several different services, including Indigenous-led organisations.

“I have been connected to First Nations organisations and with a Financial Advisor. Because every partner I’ve ever had controlled my money, I am learning how to control money and pay off my debts. I even have ‘me money’ to buy a candle or hair dye if I want it.”

## “I am really grateful for everything Good Shepherd has done for me”

When asked what the future looks like now, she replied confidently.

“I am hoping to do more education and get my community service certificate. I have already been offered a job as a Social Worker, so I am thinking that will be my next step, as soon as I get stable housing. My goal is to help other women to do what the Good Shepherd people have helped me do.”

\*Name changed.

**2000** Valerie House Wimmin’s Collective, the refuge arm, together with a developing outreach service become Good Shepherd Youth and Family Services – Domestic Violence Peninsula Program.

**2021** Core and Cluster Refuge established to provide accommodation that promotes women’s safety, is accessible to people with disabilities, provides private units and enables connections with the community, work, and school.



## 3. HOUSING OPTIONS

Women have safe and secure housing in supported communities.

# AFFORDABLE HOUSING PROJECT, NSW

Having a place to call home is a fundamental human right.

There is currently a significant shortage of safe and affordable housing options in Australia and sadly, it is often a barrier to women and children escaping family violence.

Due to an ageing population, housing policies and a significant gap in financial security between

men and women across their lifetimes, older women – aged 55 and over – are the fastest growing cohort of people experiencing homelessness in Australia (ABS, 2016 Census).





**1 Service excellence**

## Rethinking affordable housing

Affordable housing is at a crisis point in Australia and while there are many efforts to address the challenge, they largely rely on traditional models and approaches. We need transformative thinking and models to provide a solution at scale.

Older women are the fastest growing group experiencing homelessness in Australia, and in coming years (especially following COVID-19), it is anticipated that a significant proportion of older women will be at risk of homelessness. Failing to respond would decrease a woman’s ability to live to their potential and has significant social and economic costs.

Good Shepherd is undertaking a multimillion-dollar affordable housing project to provide approximately 45 dwellings for senior women in Marrickville. We are co-creating with experts and women with lived experience. The model and learnings will be leveraged and shared to scale the impact.

RMIT University has been commissioned to research the affordable, long-term, and sustainable housing options available.

## RMIT University’s findings:

### Alone and together

Designing affordable, long term and sustainable housing options for women over the age of 55 requires physical spaces which allow for the balance between privacy and access to a broader community. This is a central aspect of good practice.

### Partnership and collaboration

Housing service delivery must be driven by partnership and collaboration at all levels. That is, different services must work with each other but, most importantly, they should be designed, provided and evaluated in collaboration with residents.

### Agency, stability and security

Intersecting with housing construction and services design, women’s agency is central and involves having a choice in the type of housing, autonomy at home, and opportunities for social interaction at home, in the community and neighbourhood. Stability and security are core to belonging and wellbeing. This includes living in a physically safe environment as well as security of tenure.



## 2 Coalitions for impact

### The power of co-design

On behalf of Good Shepherd, RMIT University has commenced co-design workshops with women with lived experience in this age cohort and with a group of sector stakeholders. The workshops are exploring the barriers and solutions to housing insecurity.

Consultation with a diverse range of stakeholders has taken place to ensure we are leveraging knowledge and assets to explore new models of affordable and sustainable housing.

### Big changes to housing policy requires collective advocacy

We joined the Australian Council of Social Service (ACOSS) in advocating to the Federal Government for better quality housing that reduces energy bills and carbon emissions.

We are also joining SACOSS and housing advocates in the push for major rental reforms in South Australia. This is needed to limit excessive price hikes, end no-cause evictions, and create enforceable energy efficiency standards for lower bills and improved health outcomes.





Pictured: GSANZ CEO, Stella Avramopoulos participating in the Federal Government's Safe Places roundtable discussion.

### **3** Whole system thinking and action

Advocating for a significant increase in affordable and sustainable housing for women and children remains a priority for the organisation.

According to our client insights, in addition to homelessness, a lack of long-term, secure housing is one of the biggest barriers for women escaping and recovering from family violence. This difficulty is compounded for women whose visa or right-to-work status creates financial insecurity.

In March 2023, we provided feedback to the Safe Places Emergency Accommodation Program Inclusion Round, an initiative under the Australian Federal Government's National Plan to End Violence against Women and Children 2022-2032.

As a leading housing and frontline family violence organisation, we recommended the government ensure that women from culturally and linguistically diverse backgrounds are:

- Provided with safe and accessible emergency accommodation
- Not restricted from accessing longer term accommodation due to their Visa status, and
- Supported with specialist services that understand their specific experience of family violence and abuse.

In June 2023, our CEO, Stella Avramopoulos participated in the Federal Government's Safe Places Emergency Accommodation Program roundtable discussion, alongside other specialist housing and family violence service providers.

## 4. RESILIENCE

Women, girls and families are equipped to overcome the challenges they face.

# YOUTH AND FAMILY SERVICES

Supporting families to thrive.

## YOUTH HOMELESSNESS SERVICE, VICTORIA

Over **22,000** Victorians are sleeping rough, of which **6000** are under 25 years of age<sup>1</sup>.



1. Regional Local Government Charter Homelessness and Social Housing Group, Inquiry into homelessness in Australia, 2019.

**There is a severe shortage of age-appropriate housing for young people who are often made homeless by rising rental costs and family violence.**

Housing insecurity and homelessness make it difficult for young people to stay engaged in education and training, or access health services.



Contributing Factors to Homelessness



While these contributing factors can have long-term ramifications, we are working hard to help change that.

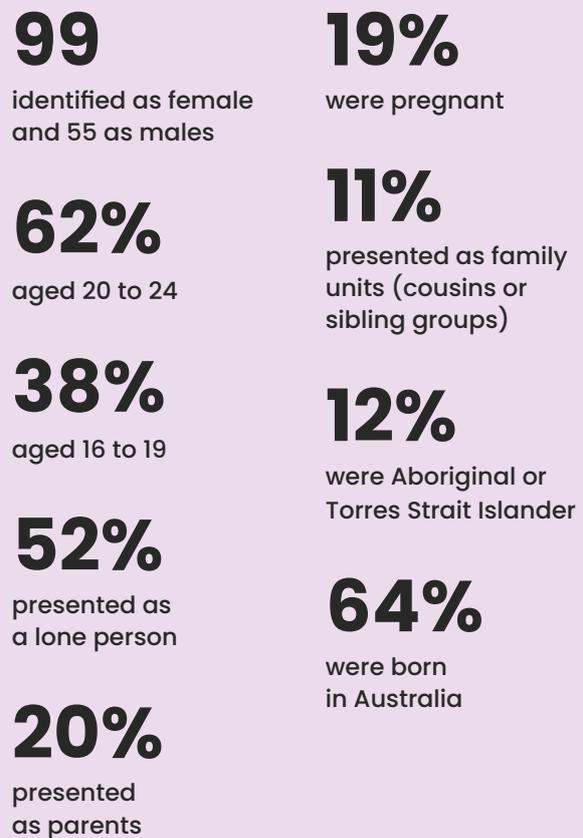
**1 Service excellence**

**We support young people to create a brighter future**

We provide support and case management to young people aged 16-24 years old, who are experiencing – or are at risk of – homelessness.

Working in the west, north and inner-city suburbs of Melbourne, we tailor our offering to enable greater **independence** and **housing stability** for young people.

This FY2022-23, we supported 154 clients



**2** Coalitions for impact

## Working together to keep young people safe and resilient

To ensure young people have the support they need to rebuild their lives, we collaborate with three organisations across Melbourne including the Salvation Army in Sunshine, Unison Housing in Seddon and Launch Housing in Collingwood.

Partnering with other leading homelessness services enables us to walk alongside young people and help them reach their full potential.

### Walking alongside our clients – stories of resilience

20-year-old, Melanie\*, was first referred to Good Shepherd when she was four weeks pregnant and at risk of being evicted due to rental arrears. The owner of the property was taking Melanie to VCAT, and she was facing serious charges for another matter for which her ex-partner was incarcerated. Although she had been previously employed,

because she was struggling with her mental health, she was unable to work.

### Building trust

Understandably, Melanie found it hard to trust people and it took a couple of months for her case manager to build rapport with her.

She eventually revealed that her ex-partner had been violent, was involved in a gang and that she feared for her life. In addition, her property had been broken into multiple times and one of her animals was killed. It became apparent that she may have been coerced into participating in criminal activity.

We worked with Melanie to create a safety plan and advocated for her rental arrears to be waived. The VCAT case was dropped which meant she was able to stay in her apartment without any damage to her rental history.

Sadly, her apartment was broken into again and she had to flee to emergency accommodation. Good Shepherd provided material aid and support during her stay; however, we were unable to find her dog friendly accommodation. We worked closely with Melanie to identify how we could keep her safe at her apartment.





We applied for family violence funding and advocated for security cameras to be set up, for the locks to be changed, and for barriers to be installed on her balcony.

With a strong support network, a safety plan, and safety devices installed at her property, Melanie expressed that she felt safer, and she was able to stay in her rental property.

The Case Workers provided support letters for Melanie around her legal matters and encouraged her to speak about the violence she had experienced. In a collaborative effort with her legal team, Melanie was granted a diversion from the magistrate and does not have a criminal record provided she follows conditions of diversion.

She is also alleviated from debt after being provided with support letters for fines incurred during the time she was experiencing intimate partner violence.

Melanie was supported to access the Escaping Violence Payment to pay for rent in advance, as well as free dental care and baby supplies to help her prepare for the arrival of her baby.

### **On the path to recovery**

Excitingly, Melanie gave birth to a healthy baby in early May and is connected to Caroline Chisholm for a range of parenting supports.

Melanie is now thriving with:

- A stable place to live
- A positive rental history
- No criminal record
- No contact with her abusive ex-partner
- Regained trust in people
- A contact for support
- Casual employment as a Support Worker.

The future looks a lot brighter for Melanie than when we first met her. She is now an aspiring Social Worker and we couldn't be prouder of her progress.

\*Name changed

# ST CLARE'S SCHOOL, PERTH

St Clare's School is a gift to the Perth region from the Good Shepherd Sisters, whose zeal and audacity made this work possible.

St Clare's provides a safe and individualised learning environment to support girls unable to engage in mainstream schooling.

The school removes obstacles to learning and assists students to re-engage in education while providing relevant therapeutic assistance.

A combination of trauma-informed care and positive education theory ensures all students flourish and grow throughout their schooling and beyond.

## Class of 2022: A story of resilience

After a prolonged hiatus from secondary school, \*Cara, came to St Clare's in 2021.

Due to the extended absence, it was challenging for her to catch up on missed academic tasks and requirements.

However, with the help of individual academic and therapeutic supports, Cara was able to reconnect with her studies. She also gained the confidence to seek part-time employment, obtain her driver's licence and apply for a university bridging course after completing Year 12.

Just eight months after finishing her secondary school studies, Cara enrolled in a bachelor's degree at a local university. Cara acknowledges that none of this would have been possible without the individualised care and practical support she received at St Clare's School.



\*Name changed

## The history of St Clare's School

**1956** St Clare's is established for around 12 girls at the Good Shepherd Sisters' premises in West Leederville, Perth. Sister Patricia Evans is the founding Principal.

**1967** New classrooms with diverse facilities are built to respond to the need for more services highlighted by the Child Welfare Department and the Department for Juvenile Offenders.

**2002** The Sisters transferred governance of St Clare's School to the Catholic Archdiocese of Perth.



Pictured left to right: Good Shepherd Sister, Jacinta Unger, St Clare's Principal, Clare Kanakis, Director, Mission, Gendrie Klein-Breteler AM.



Pictured: The unveiling of a new extension including a 'Green Door' at St Clare's School.

**2006** St Clare's School celebrates 50 years of service.

**2007** The first in a line of lay Principals is appointed to St Clare's School. The Sisters remain involved on the School Board, and very connected to its Mission.

**2023** Opening of The Green Door at the school, replicating the Green Door in Angers, France.

**1 Service excellence**

# SCHOOL FOCUSED YOUTH SERVICE, BRIMBANK, VICTORIA

## Enhancing student engagement and wellbeing

We support primary and secondary students at risk of disengaging from school through early identification and targeted intervention.

Students are provided with fully funded facilitators to deliver 8–10 week programs in activities such as art therapy, martial arts, cultural diversity and Stride Peer Mediation.

We also provide training for staff to support students through youth mental health first aid, wellness in the classroom and how to create LGBTQIA+ inclusive classrooms.

Supports provided to school staff, families and carers are tailored, evidence-based, developmentally appropriate, and trauma-informed.



The students we support may be experiencing the following barriers to school engagement including:

- Behavioural or mental health concerns
- Homelessness
- Bullying
- Family breakdown or violence
- Low or inconsistent attendance
- Low educational/academic achievement
- Part of a cohort experiencing vulnerability such as young carers, students in out-of-home care, refugees, people with disability or Aboriginal and Torres Strait Islanders.

## Supporting children and young people to thrive: stories of resilience

From a young age, Tom\* lacked a stable figure in his life and suffered developmental trauma and physical and emotional neglect. He was often exposed to his biological mother's drug and alcohol abuse, and to her periodic incarcerations. He also suffered intense grief from being separated from his younger half sibling, who was placed into foster care.

While he was eventually reunited with his father a few years into primary school, he then dealt with the trauma of his father's cancer diagnosis (now in remission) and losing a very close family member.

Despite the challenges, Tom engaged well at primary school and was well-liked by his peers and teachers. However, when Tom approached Grade 4, concerning signs started to emerge whereby he would become extremely angry and upset when triggered, particularly in the yard. This continued to flow into Grade 5, where his outbursts became more frequent and intense.

Tom's developmental trauma means that he has trouble regulating his emotions, has low self-esteem and often experiences anxiety about his father's health and the separation from his half-sibling. He also finds it difficult to navigate friendships and reflect on how his actions and words impact his peers.

## The power of early identification and targeted intervention

Tom was eager to participate in the School Focused Youth Service program. He enjoyed the therapeutic space, being creative and sharing. Tom engaged well with the facilitator and enjoyed the journaling activities and weekly discussions at the start of each session. Tom said that he found the art therapy beneficial and wished it to continue.

While Tom's challenges require ongoing support, his teacher is using the journaling pack to help him when he's triggered. He also likes using his journal and art pack to help him when he's heightened or needs some alone time.

\*Name changed.



## 2 Coalitions for impact

“I have had the absolute privilege in collaborating with Good Shepherd over the past few years to deliver wellbeing programs to our deserving students with a range of complex issues. The programs have been extremely successful for our students and our school. I can say without a doubt that when these programs were offered, the students were totally engaged and, for some, their school attendance rates improved as the program provided that extra motivation to attend school. Now you can’t put a price on this level of success!”

Lucia Vorpasso, Assistant Principal – Student Engagement and Wellbeing, Monmia Primary School

### Art therapy program – St Albans North Primary School

#### Giving students a vehicle to express themselves through creativity

- Art therapy is used to help students who are disengaged or at risk of disengaging from school, to explore their creativity and build their confidence, self-esteem and emotional awareness.
- The program provides a safe space for students to articulate their thoughts, emotions and perceptions that may be difficult to verbalise.
- It also gives them a vehicle to express themselves and work through barriers at their own pace.



## The history of Youth and Family Services

**1976** Good Shepherd establishes Youth and Family Services.

**1980** Good Shepherd offers emergency accommodation and housing services to families.

**1984** Good Shepherd offers Long Term Youth Accommodation in Abbotsford, Melbourne, expanding to St Albans, Melbourne in the late 90s.



# WALLAROO COMMUNITY HOUSE – BAYSIDE PENINSULA, VICTORIA

Wallaroo is a welcoming place for the local community in the Bayside Peninsula area to connect, make friends, learn skills and build confidence.

Funded in part by the Department of Families, Fairness and Housing, Wallaroo offers a variety of parenting, education and recreational activities that are evidence-based, person and family-centred, and trauma-informed.

Community members are also linked to other relevant Good Shepherd and community family services organisations if required.

## National Families Week 2023

Each year, Wallaroo Community House participates in National Families Week (15–21 May), a chance for people and organisations to come together to celebrate families.



Pictured left to right: Good Shepherd Community House Coordinator, Melissa Rigby and Family Counsellor, Gayle Daff getting ready for the Families Day event at Wallaroo Community House during National Families Week.

**1991** Family Services in the Bayside Peninsula is established.

**1996** Family Services in the west of Melbourne is established.

**2002** Wallaroo Community House in the Bayside Peninsula is established.

## A heartfelt thank you to our workforce and volunteers

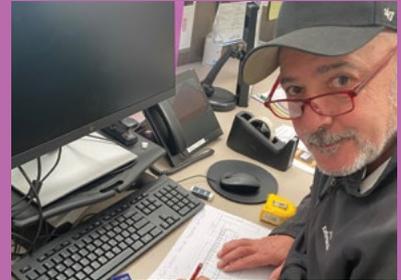
We acknowledge our workforce and volunteers at the Wallaroo Community House for their zeal, commitment, talent, and loyalty.



Shannan Sims, Administration Extraordinaire



Chris Standing, Lead Community Gardener



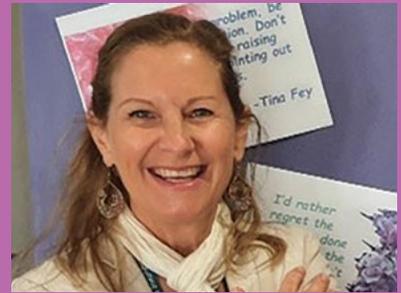
Adrian Callegari, Community Garden and Administration Support



Kathy Heffernan, Reception



Dianne Aiello, Aboriginal Craft Group Leader



Maree Davies, Administrative Support

Not pictured: Angeline Grant, Community Play Group Leader and Tracey Jellett, Community Activities Support

## The Chalk Board – June 2023

The Chalk Board was a project completed by students from Western Port Secondary College. The picture shows the chalk drawing by one of the students who coloured in one of the faces reflecting the young person's cultural identity and inclusivity within the community.



## Early years strategy for children in Australia

On 4 February 2023, the Department of Social Services opened consultation on its Early Years Strategy.

The Strategy is intended to help the Government to create a more integrated, holistic approach to the early years and better support the wellbeing of children aged 0 to 5 years.

Recognising how critical the early years are for children's development, the Strategy will be a roadmap for national programs, funding and frameworks impacting the country's youngest children and their families.

Our response sets out what the Government can do to improve outcomes for children who are born and raised in more vulnerable and disadvantaged circumstances. It is based on consultations with practitioners, and analysis of client data.

Our submission advocates for the need for Government to integrate the portfolios and policies that intersect with the wellbeing of children through the Early Years Strategy by:

- Addressing the contexts, prevalence, and potentially lifelong impacts of different early childhood traumas
- Investing in training existing family violence practitioners, and resourcing more practitioners, to recognise children as victim-survivors in their own right
- Prioritising prevention by targeting maternal safety, financial wellbeing, and programs that nurture secure attachment between vulnerable parents and their children, and support caregivers to provide for their children's material and emotional needs
- Focusing on the historical and longstanding oppression of Aboriginal and Torres Strait Islander Australians and their children that continues to 'leave them behind' non-Indigenous children.



# HERITAGE PROGRAMS



**Our Heritage Programs incorporate Archives and Records Management, The Chapel and History Centre, along with Records Access and Information for Former Good Shepherd Residents.**

Our work supports Good Shepherd by ensuring that our institutional history is acknowledged, and through our work we continue to honour and support all who resided at a past Good Shepherd institution.

**The Good Shepherd Archives**

The Archives and Records Team safeguards all Good Shepherd's records, dating from 1863 up until today. The team is pivotal to ensuring that all records are protected and that GSA NZ is aligned with current records standards and best practice.





### **The Good Shepherd Chapel**

Our Chapel has transformed over time to become a cherished community venue where people can gather, share, learn, enjoy and reflect. It is a vibrant space, well known for its historical significance and as a wonderful backdrop for special events, rich with character and ambience. Situated within the historical and heritage listed buildings of the Abbotsford Convent precinct, the Chapel is surrounded by landscaped gardens and views of the Yarra River.

The Chapel is available to celebrate weddings, baptisms, and funerals. The Chapel, Mezzanine and Gallery spaces can also host music performances, spoken word, art or cultural events that are aligned with the Good Shepherd values.

Mass is celebrated at the Chapel on Monday, Wednesday, Friday and Sunday from 9:30-10am. Everyone welcome.

### **History Centre**

The History Centre provides a dynamic view of the Good Shepherd Sisters' story, shares the diverse experiences of Former Residents and provides an overview of the nine institutional sites across Australia and New Zealand. The National Memorial to Former Residents is in the Chapel Garden.

### **Former Resident Support – Acknowledge, Honour and Remember**

From 1863 to the 1980s, Good Shepherd institutions in Australia and New Zealand housed girls and young women at risk due to poverty, homelessness or family crisis.

The Former Resident Information and Records Service (FRIRS) provides a free and confidential support to former residents or their family members to receive copies of their personal records and historical information of their time in Good Shepherd institutions. Contemporary support includes assistance through referral to information and services relevant to former residents.

We remember, acknowledge and honour all the women and children who spent time in Good Shepherd institutions.

*"...thank you for the prompt, trauma-informed and well-presented approach that your team takes in supporting my clients in receiving records."*

Eliza, Relationships Australia, Tasmania



# OUR DONORS

# THANK YOU FOR YOUR SUPPORT

We are grateful to everyone who supports Good Shepherd. Donations help us sustain our vital work to advocate for positive social change and to help women, girls and their families access the support they need.

## Why I give to Good Shepherd Jill Fisher

### How long have you been giving to Good Shepherd?

I have been giving regularly to Good Shepherd since 2017 when I held an all-girls dance party fundraiser for our local Good Shepherd team as my 60th birthday celebration.

We raised over \$3,000 to support the holiday program and young mothers/babies support programs on the Mornington Peninsula. These programs were identified as a funding priority by the local team. We invited someone from Good Shepherd to talk to our group about their work supporting women, girls and children on the peninsula.

We also had a fabulous night of laughter, companionship, fun and lots of dancing!

### Why do you give to Good Shepherd?

I choose to give in honour of my great, great aunt Mother Peter Claver/Elizabeth Golding who was a dedicated and highly respected member of the Good Shepherd Order in Victoria in the early 1900s.



Pictured: Good Shepherd Donor, Jill Fisher.



Pictured: Mother Peter Claver/Elizabeth Golding.

Originally from Galway, Ireland, Elizabeth arrived in Queensland with her sisters in 1886, before entering the order at Abbotsford in 1901. She was Prioress of St Aidan's Orphanage, Bendigo in 1920 and, later, Mother Superior of Oakleigh Convent in 1929. She died in 1933 and is remembered as a woman of leadership and kindness who 'shed' cheerfulness and peace.

I also choose to give to Good Shepherd because I know what a difference their programs make in the lives of women of all ages and their children in my local community – and beyond. I've had very dear friends who've found themselves in difficult circumstances beyond their control who have found support from Good Shepherd and similar agencies absolutely lifesaving to help them through their darkest times.

**What would you say to others thinking of giving to Good Shepherd?**

Your support has a direct and positive impact on the health, safety and wellbeing of women and children experiencing vulnerability in the community.

Good Shepherd's programs focus on building capability and strong, safe futures for women and children through practical and compassionate strategies. Even a little can go a long way, so please consider giving whatever you can.

**What is your hope for the future for women, girls and families?**

That's a big question. I am really saddened to hear regular reports of tragic circumstances for many women, girls and children in our community – be this from lack of secure employment, housing, family/relationships or health.

However, it's also fabulous to see women being more recognised and celebrated for their immense capability and contributions. So, my hope is that, together, we continue to strengthen and value both the roles and capacity of women in our society and the range of support available to them to establish and maintain their own safe and rewarding futures.

## Why I give to Good Shepherd

"On my trips to Hastings it's clear Good Shepherd is doing good work. As well, our family had great guidance over credit card debt for an elderly family member some years ago. I once had a client too who worked for Good Shepherd for a while who was very positive."

"Cost of living is impacting the homeless, people are struggling in daily life."

"I am a survivor of domestic violence myself with four kids, had little to no help, paying it forward is important to me."

"I wish to support financial literacy and independence for vulnerable families."

"Great causes need support always!"

"Your catch phrase, 'she's saving to escape domestic violence.' That was me six years ago and it was impossible to achieve."

"I am fortunate to live with a wonderful partner and it saddens me to know so many do not have this partnership, love or security in their lives."

"I would like to support the safe relocation of women, girls and their families experiencing family violence."

"Saw article in The Guardian and thought 'what a good idea' (about Good Shepherd's No Interest Loans program)."

"I saw the article in The Guardian about women benefiting from your No Interest Loans program."

"The need of so many women in our city today."

# OUR PEOPLE

Our team is comprised of more than 500 talented, kind, hard-working people whose personal and professional values reflect our Vision for all women, girls, and families to be safe, well, strong and connected.

## People highlights

### Good Shepherd Day

To mark the anniversary of Sister Mary Euphrasia carrying forward the Good Shepherd mission to Australia, every year staff come together to celebrate Good Shepherd Day. The internal event is a time for the team to reinvigorate their connection to our mission and values, and to celebrate our achievements.

This year, the team reflected on 160 years of Good Shepherd in Australia and how we have responded throughout the decades to best serve the needs of women, girls and families.





### The Green Door activity

Before embarking on the long and arduous journey to Australia to carry forward the Good Shepherd Mission, the Sisters walked through the Green Door in Anger, France.

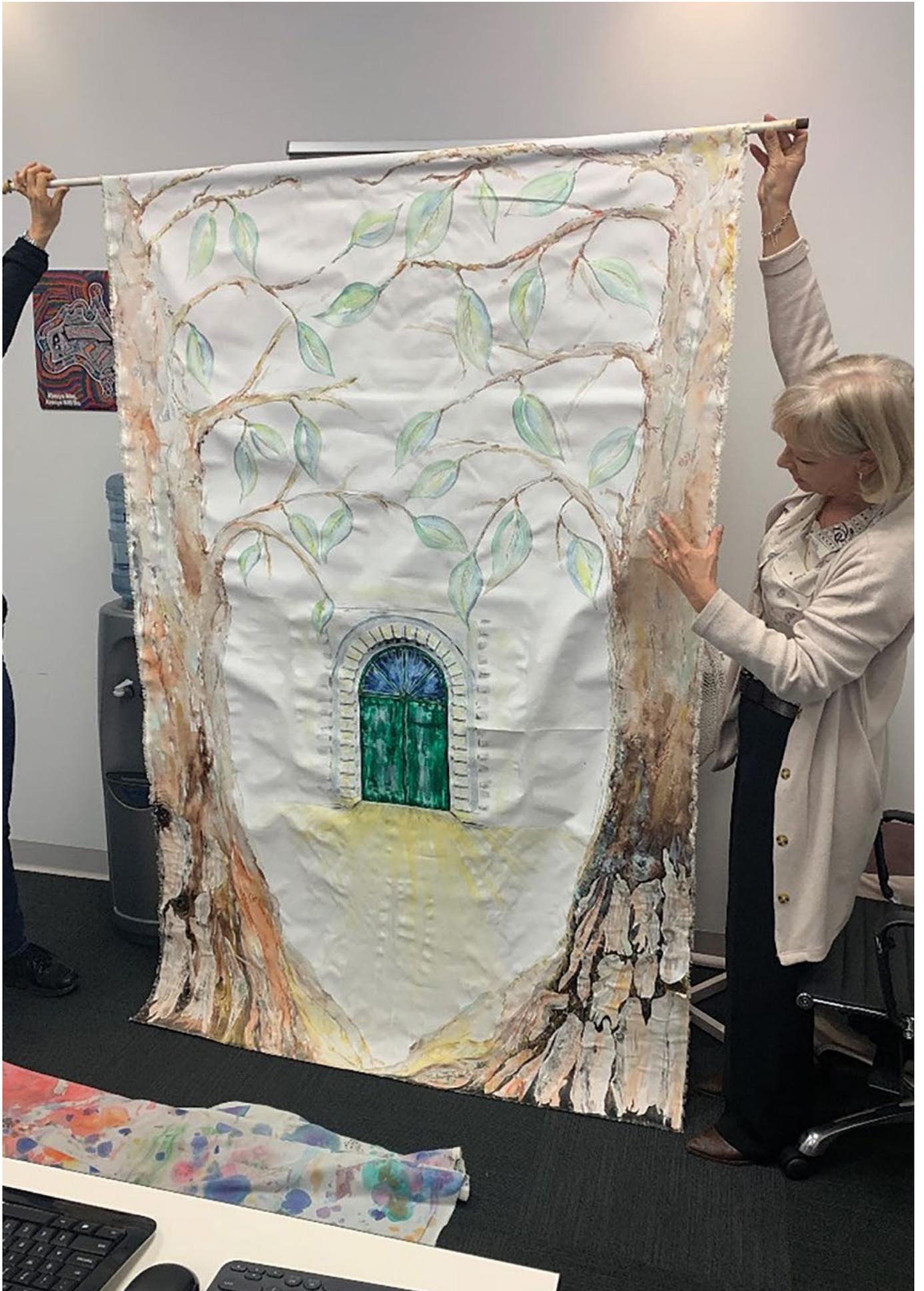
The 'Green Door' has become symbolic of the courage and commitment of the Sisters and staff to open new doors for the Mission. That commitment continues to this day.

On Good Shepherd Day, staff were encouraged to create their own Green Doors to display at their work site as a physical reminder of the story.

Staff embraced their creativity with various interpretations of the brief, including a collage of the Green Door, creating individual Green Doors with the Good Shepherd Values and even painting a door in the office green.



Pictured: Staff from across the organisation on Good Shepherd Day, showcasing their Green Door creations.



## Good Shepherd backs First Nations Voice to Parliament

The Uluru Statement from the Heart calls on all of us to build a better future by establishing a First Nations Voice to Parliament enshrined in the Constitution.

As Australia's oldest charity supporting women, girls and families, Good Shepherd wholeheartedly supports the Voice to Parliament and the full implementation of the Uluru Statement from the Heart.

A Voice to Parliament is a historic step forward. It enshrines an Aboriginal and Torres Strait Islander Voice in the Australian Constitution and creates a mechanism for their participation in the decisions, laws and policies that affect their communities.

It is also an opportunity to formally acknowledge and pay our respects to the world's oldest, continuous culture, and their connection to their lands and waterways.

The Voice to Parliament is an important step in implementing the Uluru Statement from the Heart in full. Voice, Treaty and Truth are fundamental elements if we are to right the wrongs of the past, turn good intentions into action, and build fair and truthful relationships with First Nations peoples.



The Uluru Statement from the Heart aligns with our Values of justice and reconciliation, and our commitment to work towards these with audacity and zeal. Now that the proposed wording for constitutional change has been put to Parliament for debate, we look forward to working with other service organisations and within our communities to share information, build understanding and achieve this milestone together.

We have been invited to walk alongside First Nations peoples, and we humbly accept this invitation to contribute to collective efforts, to deliver a future that is hopeful, fair and just.

## Employee wellbeing

### Employee Assistance Program

All Good Shepherd employees have access to our Employee Assistance Program (EAP) delivered by Converge International.

The EAP is a voluntary and confidential service, providing a range of supports to our people from Employee Assist, Manager Assist, Career Assist, Conflict Assist, Nutrition and Lifestyle Assist, Money Assist and Family Assist. EAP offers our workforce and their immediate family members access to specialist helplines including a First Nations Helpline, LGBTQIA+ helpline, Domestic and Family Violence Helpline, Aged Care helpline, Disability and Carers helpline, a Spiritual and Pastoral Care helpline and a Youth and Student Helpline.



We are proud of our partnership with Converge International and the support we can provide our people with their health and wellbeing.

## Rainbow Tick

The Rainbow Tick is a quality framework that helps organisations show that they are safe, inclusive, and affirming services and employers for the LGBTIQ+ community.

In 2020-21, we were awarded Rainbow Tick accreditation for our specialist Family Violence program. This demonstrates that our program provides a safe and welcoming place for LGBTIQ+ identifying clients and service participants.



We continue to meet the ongoing assessment and quality improvement requirements to remain Rainbow Tick accredited.

## IDAHOBIT Day

To show our support for LGBTIQ+ people, we celebrated IDAHOBIT Day (International Day Against Homophobia, Biphobia, Intersex Discrimination and Transphobia) on May 17th.

CEO of Joy Media, Ange Barry, was invited to speak to staff about the history of IDAHOBIT Day and to discuss issues of equality and acceptance for people from the Rainbow Community.



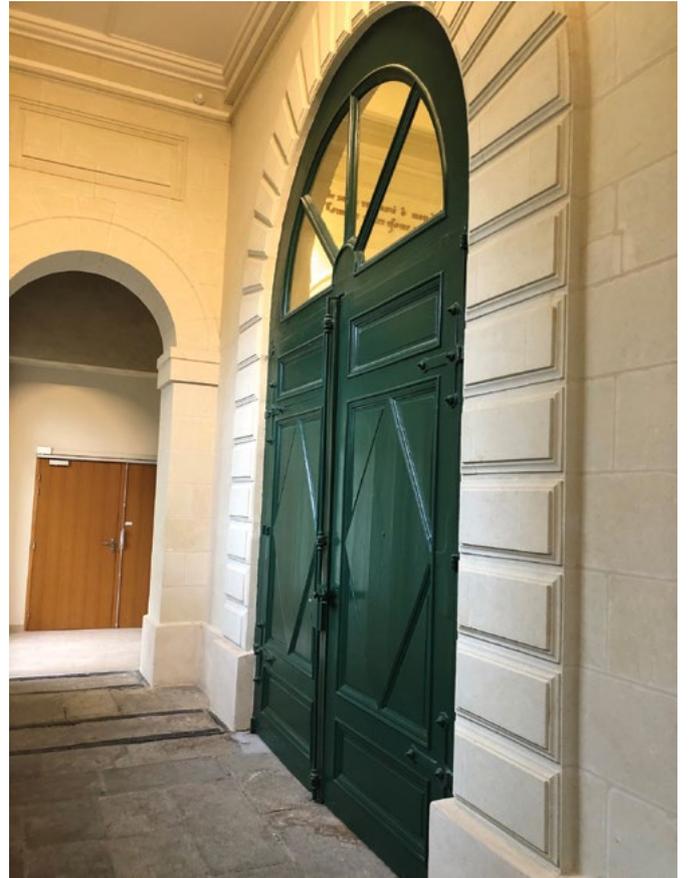
Pictured: CEO, Joy Media, Ange Barry and former Acting Chief Information Officer, Kerry Chapman.

# THE GREEN DOOR STORY

In the mid-1800s, Saint Mary Euphrasia Pelletier established a Good Shepherd Refuge in Angers, France.

It was from Angers that Good Shepherd Sisters were sent out to establish new Mission projects around the world. They were farewelled to their new destinations by all the Sisters in the community as they left the Convent, via the main entrance, which was a large wooden green door. This is the door that the four Sisters who established Good Shepherd in Australia walked through in 1863.

The 'Green Door' has become a symbol in Good Shepherd, representing the commitment of Sisters and staff to expand and open new doors for the Mission.



Pictured: 'The Green Door' in Angers, France.

# LOOKING FORWARD



# 2023-2027 STRATEGIC PLAN



**Our audacious new strategy will better serve women, girls, families and communities, as we collaborate globally and deliver locally.**

During the reporting period, we brought to a close our 2019-2022 Strategic Plan that brought about significant transformation and impact across our Australian operations. It steered us through the turbulence of COVID-19, climate disasters and the emergence of new vulnerable cohorts.

The journey followed a top-down, bottom-up, inside-out and outside-in approach, ensuring a holistic and well-rounded perspective in shaping our new strategy.



**Pictured from left to right (seated):** Sister Anne Dalton, Sister Brigid Lawler (USA), Provincial Leader, Sister Monica Walsh and Sister Teresa Donworth (NZ).

**Pictured from left to right (standing):** GSNZL Board, Sara-Jane Elkin, Facilitator, Dr. Richard Rawling, GSNZ Board, Anne Cherry, GS Stewardship Council, Janet Cribbes, GSNZ Chair, Dr. Anne Astin, GS Stewardship Council, Dr. Sara Cotterall, GSNZ CEO, Stella Avramopoulos, Mariposa Holdings Limited (MHL) Board Chair, Chris Gallaher, GS Stewardship Council Chair, Ian Grisold, GSNZ Chief of Staff, Zoe Angelj, Staff member and GSNZ Board, Conny Lenneberg.

# 2023-2027 STRATEGIC PLAN



Pictured: The consultation process on the Strategic Plan.

In August 2022, we embarked on a bold and transformative 10-month journey, drawing insights from our colleagues in New Zealand and across our ecosystem.

We conducted a comprehensive series of discussions, workshops, consultations, and research endeavours, spanning local, national, and global landscapes.

Our consultative process included strategic consultations and workshops with more than 200 staff and leaders across Australia and New Zealand.

We also consulted with our Boards, the Provincial Leadership Team, the Stewardship Council, and over 60 cross-sector stakeholders across government, community, philanthropy and the corporate sector. These insights, recommendations and ideas collectively informed the new strategy.



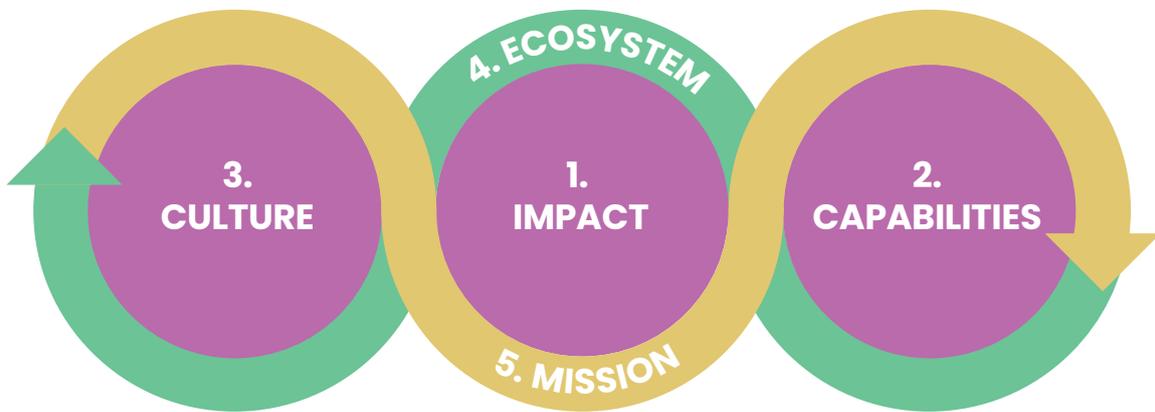
Pictured: The consultation process on the Strategic Plan.

It focuses on five key areas of strategic endeavour that will weave together through integral and dynamic relationships to deliver on our Mission.

It is a directional strategy that will build on the interdependencies between Australia and New Zealand, within the broader Asia-Pacific regional context of the global Good Shepherd network.

## Our new strategy has five strategic areas of endeavour

We aspire for women, girls and families to be safe, strong, well and connected.



### 1. THE IMPACT WE SEEK

Shaping our service delivery approaches across the prevention to recovery service continuum across five impact areas.

### 2. CAPABILITIES WE NEED

A dynamic, relationally adept and resilient organisation, uncompromising in its delivery of Mission.

### 3. CULTURE WE WILL BUILD

Foster mindset, underpin operating models and embed behaviours that drive the impact we seek and embody interculturality.

### 4. & 5. ECOSYSTEM & MISSION THREADS

The philosophy of change to shape the heart and mindset of what we do and why we do it.

## Our new Green Door of opportunity

In June 2023, the Board approved the GSANZ 2023–2027 Strategic Plan, opening a new Green Door for Australia and New Zealand. The Plan embraces innovation and will roll out a cutting-edge social services strategy, to better serve women, girls, and families.

# 2023–2027 STRATEGIC PLAN

It adopts an ecosystem approach that creates, activates and amplifies multi-sector partnerships, assets and thought leadership, to develop and deliver place-based, integrated, streamlined, tailored and rights-based social services.

## THE IMPACT WE SEEK

We will shape our service delivery approaches across the prevention to recovery service continuum, focusing on FIVE IMPACT AREAS.



People-centred  
holistic  
services



Audacious  
reform and bold  
system change



Activating  
and enabling  
ecosystems and  
a broader ecology  
of support



Women, girls  
and families  
live full and  
dignified lives



Dignified  
income and  
financial  
wellbeing

Our strategy repositions the organisation as an influential ecosystem enabler that, true to the Good Shepherd tradition, works with and through others. The Strategic Plan centres the women, girls and families we serve. It also draws from our history to do justice to our Mission and ensure the viability of Good Shepherd Australian New Zealand for generations to come.

# BIG IDEAS IN OUR 2023-2027 STRATEGY



## FOR CLIENTS

- Holistic and Integrated
- Digitally Enabled
- Housing\*
- Families, Youth and Early Years
- Recovery\*



## FOR THE COMMUNITY

- Ecosystem Enabler: Scale, partner and embed Place-based programs
- Audacity Centre\*
- Platform provider: Digital and org backbone support

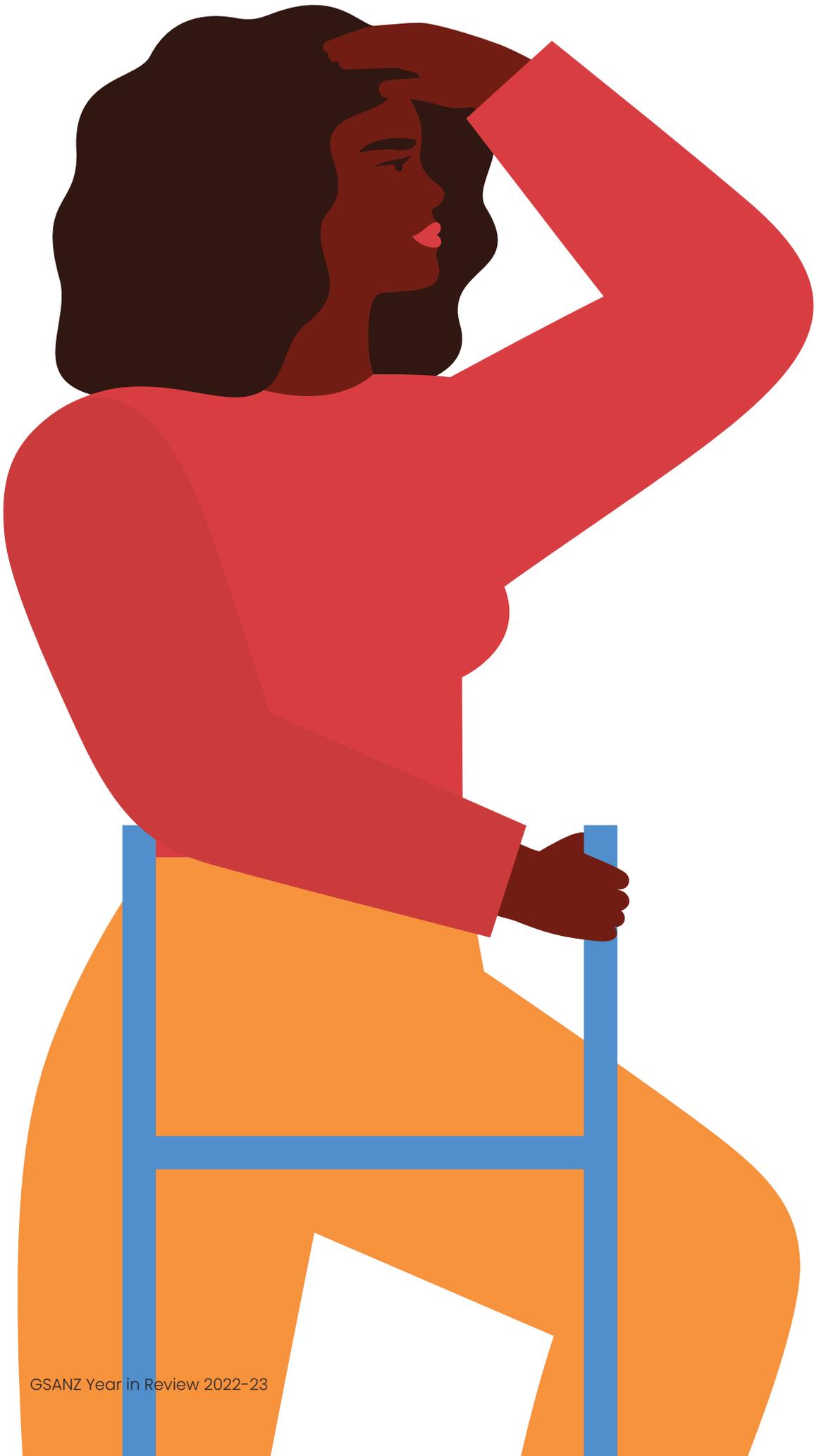


## FOR THE WHOLE SYSTEM

- GS Institute
- GS Global interface and support
- Climate Justice and Health
- Australian Financial Health and Wellbeing Network and aligned actions

## Our partners and coalitions

\* Australian initiative



# OUR FINANCIALS

2022-23

## Directors

The names of the directors in office at any time during, or since the end of, the year are:

Names	Position	Appointed/Resigned
Dr. Anne Astin	Chair	Appointed 01 Dec 2019
Molina Asthana	Director	Appointed 01 Dec 2019
Gill Callister	Director	Appointed 01 Dec 2019
Anne Cherry	Director	Appointed 24 Oct 2018
Dr. Andi Diamond	Director	Appointed 01 Feb 2022
Anthony Healy	Director	Appointed 03 Feb 2021
Conny Lenneberg	Director	Appointed 01 Feb 2022
Michael Raper	Director	Resigned 30 Nov 2022
Emma Saunders	Director	Appointed 25 Apr 2022
Thu Trang Tran	Director	Appointed 03 Feb 2021

## **Basis of preparation**

These summary financial statements have been prepared as special purpose financial statements as, in the opinion of the Directors, it is unlikely there are users of these financial statements who are not in a position to require the preparation of reports tailored to their information needs. These financial statements have been prepared in order to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012. These financial statements do not consolidate the Good Shepherd Services entity (ACN: 132 221 820) despite the Directors being the same individuals as Good Shepherd Australia New Zealand. Good Shepherd Services has prepared a separate set of financial statements which is considered to represent more faithfully the governance approach applied. Good Shepherd Australia and New Zealand's partially consolidated special purpose financial statements comply with the recognition and measurement requirements in Australian Accounting Standards except for the requirements set out in AASB 10 Consolidated Financial Statements. The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes.

For further information and a copy of the full financial statements, please contact [info@goodshep.org.au](mailto:info@goodshep.org.au) or the publications sections of our website: <https://goodshep.org.au/our-publications/>

## Statement of comprehensive income

For the year ended 30 June 2023

	2023 \$	2022 \$
Revenue	78,298,559	61,041,464
Cost of sales	-	-
Employee benefits expense	(48,164,732)	(42,255,044)
Depreciation and amortisation expense	(3,295,872)	(1,700,514)
Program delivery expenses	(13,120,292)	(7,968,807)
Property, occupancy and utilities expenses	(1,079,682)	(1,002,217)
Consultants and investment management fees	(2,232,810)	(1,392,127)
Communication and IT	(4,404,839)	(2,926,461)
Repairs and maintenance	(216,541)	(170,366)
Advertising, marketing and promotions	(891,222)	(720,738)
Travel and motor vehicle expenses	(705,310)	(363,712)
Other operating expenses	(2,647,461)	(1,788,693)
Finance costs	(145,390)	(121,842)
Surplus/(deficit) for the year	1,394,408	630,943
Other comprehensive income: Items that will not be reclassified subsequently to profit or loss		
Changes in fair value of FVOCI financial instruments	(61,593)	(508,210)
Realised gains/(losses) on disposal of financial assets	475,632	-
Other comprehensive income for the year	414,039	(508,210)
Total comprehensive income / (loss) for the year	1,808,447	122,733

This summary Statement of Comprehensive Income has been extracted from the full audited financial statements prepared for the Financial Year Ending 30th June 2023.

## Statement of financial position

As at 30 June 2023

	2023 \$	2022 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	10,286,333	11,081,464
Trade and other receivables	3,089,655	13,590,778
Financial assets	7,831	4,463,534
Other assets	1,285,966	1,094,458
<b>TOTAL CURRENT ASSETS</b>	<b>14,669,785</b>	<b>30,230,234</b>
<b>NON-CURRENT ASSETS</b>		
Right-of-use assets	2,389,835	2,542,765
Property, plant and equipment	2,351,474	2,236,946
Intangible assets	9,778,590	2,883,553
<b>TOTAL NON-CURRENT ASSETS</b>	<b>14,519,899</b>	<b>7,663,264</b>
<b>TOTAL ASSETS</b>	<b>29,189,684</b>	<b>37,893,498</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	2,793,863	3,427,787
Employee benefits	4,904,109	3,790,851
Income in advance	7,969,362	18,299,318
Lease liabilities	1,169,765	1,040,858
<b>TOTAL CURRENT LIABILITIES</b>	<b>16,837,099</b>	<b>26,558,814</b>
<b>NON-CURRENT LIABILITIES</b>		
Employee benefits	20,982	433,323
Lease liabilities	1,642,218	2,020,423
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,663,200</b>	<b>2,453,746</b>
<b>TOTAL LIABILITIES</b>	<b>18,500,299</b>	<b>29,012,560</b>
<b>NET ASSETS</b>	<b>10,689,385</b>	<b>8,880,938</b>
<b>EQUITY</b>		
Reserves	792	62,385
Retained earnings	10,688,593	8,818,553
<b>TOTAL EQUITY</b>	<b>10,689,385</b>	<b>8,880,938</b>

This summary Statement of Financial Position has been extracted from the full audited financial statements prepared for the Financial Year Ending 30th June 2023.

## Statement of cash flows

For the year ended 30 June 2023

	2023 \$	2022 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from government and donors	84,255,558	58,079,561
Payments to suppliers and employees	(79,674,576)	(63,344,242)
Interest received	133,239	32,768
Dividends received	168,101	170,522
Interest paid	(145,390)	(121,842)
Net cash provided by/(used in) operating activities	4,736,932	(5,183,233)
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Proceeds from sale of plant and equipment	–	–
Purchase of plant and equipment	(986,810)	(1,211,334)
Net proceeds from / purchase of financial assets	4,869,742	(171,626)
Purchase of intangible assets	(8,121,602)	(2,678,982)
Net cash provided by/(used in) investing activities	(4,238,670)	(4,061,942)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Repayment of lease liabilities	(1,293,393)	(1,049,590)
Net cash provided by/(used in) financing activities	(1,293,393)	(1,049,590)
Net increase/(decrease) in cash and cash equivalents held	(795,131)	(10,294,765)
Cash and cash equivalents at beginning of year	11,081,464	21,376,229
Cash and cash equivalents at end of financial year	10,286,333	11,081,464

This summary Statement of Cashflows has been extracted from the full audited financial statements prepared for the Financial Year Ending 30th June 2023.

## Good Shepherd Australia New Zealand

ACN: 135 641 217

### Responsible Entities' Declaration

The directors have determined that the Company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the Company declare that:

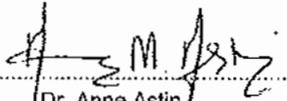
1. The financial statements and notes, as set out on pages 11 to 28, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
  - (a) comply with Accounting Standards as stated in Note 1; and
  - (b) give a true and fair view of the Company's financial position as at 30 June 2023 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

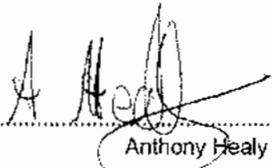
### Declaration under the *Charitable Fundraising Act 1991* (the "Act")

The Directors of the Company declare that:

- i) the Statement of Comprehensive Income gives a true and fair view of the state of affairs of the Company with respect to fundraising appeals;
- ii) the Statement of Financial Position gives a true and fair view of the state of affairs of the Company with respect to fundraising appeals;
- iii) the provisions and regulations of the *Charitable Fundraising Act 1991* and the conditions attached to the authority to fundraise have been complied with by the Company; and
- iv) the internal controls exercised by the Company are appropriate and effective in accounting for all income received and applied by the Company from any of its fundraising activities.

This declaration is made in accordance with a resolution of the Board of Directors.

Director .....  
  
Dr. Anne Astin

Director .....  
  
Anthony Healy

Dated 20 September 2023

This declaration is extracted from and references the full audited financial statements prepared for the Financial Year Ending 30th June 2023.

**Good Shepherd Australia New Zealand**

**Independent Audit Report to the members of Good Shepherd Australia New Zealand**

**Opinion**

In our opinion, the summary financial statements as derived from the audited financial report of Good Shepherd Australia New Zealand for the year ended 30 June 2023 are consistent, in all material respects, with the audited financial report of Good Shepherd Australia New Zealand for the year ended 30 June 2023, in accordance with the basis of preparation described in the summary financial statements.

**Summary financial statements**

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards and Division 80 of the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012* applied in the preparation of the audited financial report of Good Shepherd Australia New Zealand for the year ended 30 June 2023. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Good Shepherd Australia New Zealand.

**The audited financial report and our report thereon**

We expressed an unmodified audit opinion on the financial report in our report dated 20 September 2023.

**Responsibilities of Directors for the Summary Financial Statements**

The directors of Good Shepherd Australia New Zealand are responsible for the preparation of the summary financial statements in accordance with the basis of preparation as described in audited financial report of Good Shepherd Australia New Zealand.

**Auditor's Responsibility**

financial statements are consistent, in all material respects with the audited financial report which were conducted in accordance with Australian Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.



**ACCRU MELBOURNE (AUDIT) PTY LTD**  
Chartered Accountants

20 September 2023



**A N SAMADI**  
Director



**Good Shepherd's  
vision is that all  
women, girls and  
families are safe,  
well, strong and  
connected.**



**Good Shepherd**

Australia New Zealand

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