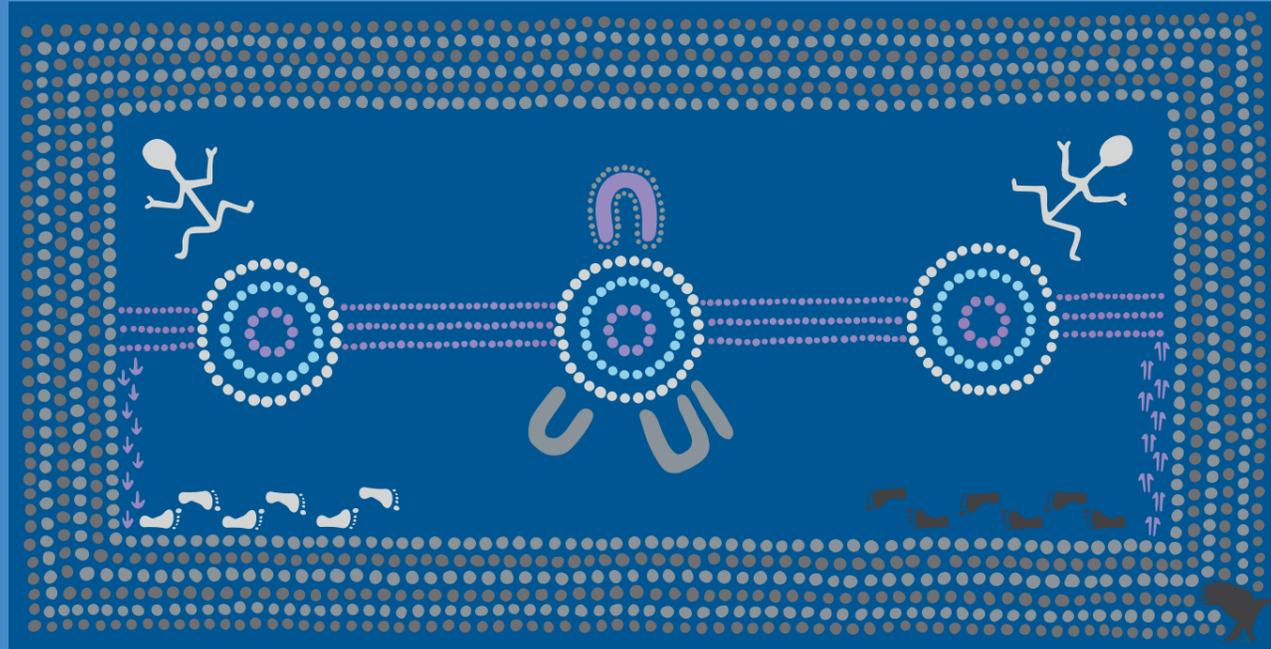




**Year in Review**  
2023-24



## Reflect RAP Artwork

Artist D. Kerr's statement

This artwork, now part of a Reconciliation Action Plan, stands as a powerful symbol of our collective commitment to understanding, respect, and unity between Indigenous and non-Indigenous Australians.

It is a reminder of the ongoing journey towards reconciliation, and the importance of honouring and preserving our rich cultural heritage, acting as a bridge between cultures and generations.

The artist is a Yorta Yorta female artist who has been part of The Torch program since 2015 and created emotive works about her family, children and connection to culture.



## Statement of Recognition

Good Shepherd Australia New Zealand acknowledges the Traditional Custodians of the lands and waters throughout Australia. We pay our respect to Elders, past and present, acknowledging their continuing relationship to land and the ongoing living cultures of Aboriginal and Torres Strait Islander Peoples across Australia. We recognise that the perspectives and voices of First Nations peoples should be at the forefront of conversations about family, domestic and sexual violence in Australia.

Cover image:

## Sacred Coolamon

The artwork portrays the Good Shepherd Sisters' enduring commitment to courageously walking alongside those experiencing disadvantage and vulnerability for over 160 years. The artwork conveys that we all walk under the watch of ancestral spirits, who see the good in all and show their approval every night in the sky.

The heart at the centre flows along the journey, symbolising transformation in the lives of women, girls, and families. The green leaves branching out are the nurturing, practical support that bring security, freedom from violence, wellness, strength, and connectedness.

The journey tracks represent the path to healing and liberation, with support networks aiding individuals in staying safe and connected. This symbol represents the culturally safe place where women gather to talk about a new journey.

Artist and story: Vicki Clark Mutthi Mutthi

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## How to read our Year in Review

We have structured this Year in Review to highlight how our 2023-27 strategy unites our operations in Australia and New Zealand under a single, cohesive direction. This strategy emphasises delivering integrated, holistic, and place-based services tailored to local needs, ensuring we are supporting the needs of our clients and communities.

Our strategy adopts an ecosystem approach that focuses on five key areas of endeavour. These include our timeless golden thread of mission and our values, the capabilities we are developing and the culture we are building to drive the impact we are committed to making.

We are shaping a dynamic system of innovation and collaboration, fuelling bold, positive change across our sector locally, nationally, and regionally.

In this report, we present key organisational milestones and the impact delivered over the past financial year, illustrating how the strategy is being brought to life in practice.

To maintain client dignity and privacy, and to respect the sensitive nature of our work, this report has not used client names and includes AI-generated imagery.

# Snapshot of FY24



69,000+

women, children and families supported by our programs and services



7,000

women and children supported through our family violence programs



\$2,905,050

debt waived for our financial counselling clients



13,352

people supported through our financial wellbeing and capability programs



486

women supported through our Safe, Strong and Connected prison program.



2,220

No Interest Loans for Vehicles (N4V) were provided



42,000

No Interest Loans provided (NILs)



3,128

clients supported with financial counselling



2,383

adults and children supported through our family, youth and children's programs



\$67.5m

in No Interest Loans provided

# Message from the Chair

Dr. Anne Astin AM PSM



In 2023-24, we emerged from the pandemic to find a different world. Patterns of disadvantage had multiplied exponentially, newly vulnerable cohorts had emerged, and the cost of living and housing crises were exacerbated. The year marked a turning point for Good Shepherd Australia New Zealand (GSANZ) as we sought to forge a new path, inspired and supported by our mission.

Our 2023-27 strategic plan was purposefully crafted with a vision that is unapologetically brave and ambitious.

We are now on the road less travelled.

## Disruption is a common theme in our history.

In 1863, the four Sisters who established Good Shepherd in Australia left through their French convent's Green Door to open a new beginning for the global mission.

More than 160 years later, based on new approaches and cross sector multi-partisan coalitions, we are rolling out a cutting-edge services plan to better serve women, girls, families and communities, collaborating globally and delivering locally, as we strive for equity, dignity and social justice.

In its first year, our strategy not only achieved and scaffolded our performance milestones, it elevated our mission locally and globally.

## New governance focus

We have been preparing ourselves for a new system of global Good Shepherd regionalised governance arrangements, announced in 2023. It is anticipated that 39 provinces around the world will soon be re-aligned into approximately 15 regions.

As a Board, we are now preparing GSANZ for what this means, both for us and our clients.

No matter what our structures look like, one feature of our work has, and always will, remain constant. By ensuring our Board perspectives align with and support our mission, we will always be able to deliver quality services.

Though we deal with the most vulnerable people in society at often the most difficult times of their lives, our honour is to provide them with the best quality services we possibly can. Our new governance arrangements will sharpen this focus.

## Caring and connected

During 2023-24, we remained vigilant on inclusivity and connection across our internal and external environments.

Our emphasis on cultural safety for staff and clients was recognised by The Rainbow Tick program, demonstrating we are both a safe, inclusive and affirming employer and service for the LGBTIQA+ community.

Our 2023-2024 Reflect Reconciliation Action Plan was created to set out the tangible steps we have taken, and will continue to take, to achieve meaningful and lasting change through the practice of 'dadirri', deep listening to and learning from First Nations' people.

Both of these achievements are testament to the Sisters' magnificent role modelling – every individual has value, and everyone is welcome.

## Into the future

In closing, 2023-24 was a watershed year.

I'd like to welcome our incoming New Zealand Chair, Lisa te Heuheu and thank Marian Kleist who stepped in for nine months as Interim Chair. We continue to work closely with our Aotearoa colleagues, looking forward to further alignments with mutual respect at the forefront.

I acknowledge outgoing Director Dr Andy Diamond and outgoing Independent Member of the Mission and Service Strategy Committee, Jacqui King for their support over the year. My fellow directors have been both visionary and hardworking in their demanding, voluntary contribution.

I am immensely thankful to our CEO, Stella Avramopoulos, her executive team and staff for always striving to promote and safeguard the mission of the Good Shepherd Sisters

Our public, private and community sector partners have been exceptional, and I thank them.

The Province Leadership Team, the Good Shepherd Stewardship Council, and the wider Good Shepherd congregation have my utmost gratitude for their guidance, advice and care.

And to our clients, it is my great privilege to serve you all.

Dr Anne Astin AM, PSM  
Chair

# Message from the CEO

Stella Avramopoulos

2023-24 was incredibly transformative for Good Shepherd Australia New Zealand (GSANZ).

Characterised by service innovation, enhanced client engagement and amplified partner relationships, we commenced the implementation of our 2023-2027 strategic plan and celebrated two historic events – our 160th anniversary and the 20th anniversary of the NILs Partnership with National Australia Bank. It was a constructive year.

## Our new strategy marks a milestone in our evolution.

Guided by our mission, it will support us to live our values of being bold and audacious to take our community offering to the next level. It galvanises us to shape our service delivery across the prevention-to-recovery continuum, through an ecosystem approach that focuses on five key impact areas.

We are aligning multi-party strengths and building networked interdependencies. We continued to engage with our partners in government, the social services sector and industry to work with us to leverage assets, to increase place-based access and connection, and to activate multi-sector collaborations that deliver integrated, streamlined, tailored, culturally safe and rights-based service responses.

## 2023-24 highlights

Our 160th anniversary of supporting women, girls and families in Australia was a highlight. We commemorated its deep significance with the Sisters, our boards, staff and clients throughout the year. We held two special events, in Victoria at Cornwalls and in Canberra at Australian Parliament House, hosting partners from across Australia to respectfully acknowledge our past and share our aspirations for the future.

As a snapshot, other highlights included:

- We supported 69,000+ women, girls and families.
- We delivered 41,886 No Interest Loans through 247 local community organisations in 629 locations across Australia.
- We celebrated 20 Years of partnership with NAB, having delivered 314,538 microfinance loans since 2014 worth \$358.9m.
- Since 2003, we have provided 418,945 NILs loans, worth \$547m.
- Through significant investment from CommBank, we provided financial wellbeing support to 2,664 people that have experienced family violence through the Financial Independence Hub, building their financial health and wellbeing towards long term recovery.
- With our sector partners, we jointly and successfully advocated for regulation for Buy Now Pay Later schemes with the result that the National Credit Code will now apply to Buy-Now-Pay-Later contracts.
- Internally, we restructured our operating model. Considered and prudential investment in technology and talent, further embraced digital and staff uplift to streamline our operations, boost productivity and better serve our clients.

## The days ahead

Into the future, we are now better positioned with the people and plan to achieve greater outcomes for our mission.

I am particularly excited by the Good Shepherd Institute (a learning and research partnership with RMIT, Monash and Griffith universities), community sector partners, our corporate and philanthropic partners, our financial wellbeing network partners, and our global Good Shepherd network. Within our new Ecosystem

Enablement service area, we established our Audacity Centre to support sector and service innovations, and partner with social enterprises to amplify impact and embed new service models into national ecosystems.

We remained steadfast in our commitment to build our first housing project in Marrickville to develop an affordable, net zero-energy housing village for 50 women from CALD backgrounds.

This project rethinks affordable housing from a place-based ecological perspective that integrates financial health and wellbeing into the model. Importantly, we continued to leverage our own balance sheet to seed fund the project.

We focused on creating innovative approaches, being thought leaders and building new ways of working in cross-sector multi-partisan coalitions, for a better future. We know that no one organisation and no one sector can address our deep-seated societal challenges alone.

## Acknowledgements

During our year of progression and development, I would like to thank the Sisters and their global network for their enduring and unwavering support.

My sincere gratitude goes to our Chair, Anne Astin, and our Board for their strategic oversight, respect for governance and unequivocal support of our day-to-day operations.

And to our clients, we humbly walk alongside you. Your experience, resilience and courage are what drives and inspires us every day.

Our partners demonstrate unwavering commitment to our shared goals. They continue to care for our clients in meaningful ways that respect their human rights and elevate their voices.

Our staff represent the human face of compassion and professionalism. They have my heartfelt appreciation. My special thanks goes to the members of the CEO Staff Reference Group for their honesty and creativity.

I am proud to be on this journey with you all.



Stella Avramopoulos  
CEO

# Mission



**Vision**

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



**Mission**

Good Shepherd's mission is to strive for dignity and social justice for women, girls and families by collaborating globally and acting locally.



## Values



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



Reconciliation helps people find peace, wellbeing, and wholeness within themselves, others, and 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.

## Who We Are

Founded over 400 years ago in France, the Sisters of the Good Shepherd have been dedicated to addressing critical issues impacting women, girls, and families. Saint Mary Euphrasia expanded this mission worldwide, and since arriving in Australia in 1863 and New Zealand in 1866, that same spirit drives our work today.

## What We Do

We provide programs and services to empower women, girls and families, helping them to be safe, well, strong, and connected.

## How We Do It

Our clients are central to everything we do, and we adapt to their evolving needs through innovative, locally tailored solutions. We collaborate across sectors to create impactful partnerships, backed by research, advocacy, and policy development to address root causes of injustice.

## Our Global Network

Good Shepherd is the world's largest organisation dedicated to supporting women, girls and families, with a presence in over 70 countries, focusing on poverty, human trafficking, and violence against women and children. Good Shepherd Australia New Zealand (GSANZ) works closely with the Asia Pacific network, which spans 19 member countries. Our global reach is enhanced through the Good Shepherd International Justice Peace Office, which holds special consultative status with the United Nations ECOSOC.

## Good Shepherd International Foundation

The Good Shepherd International Foundation (GSIF) supports programs for women, girls and children facing vulnerability in over 30 countries across Africa, the Middle East, Latin America, and Asia Pacific, advocating for their rights and protection from poverty, trafficking, and violence.

### GSIF Global Impact:

- 
452,257
people involved
- 
139
new projects supported
- 
33
countries impacted

Through this expansive network, we are committed to making a lasting impact and transforming lives across the globe.

# Mission Highlights

## Heritage Programs

Our Heritage Programs continued to deliver effectively on their three streams of work in:

- **Archives** – supporting researchers and digitising case files
- **Chapel initiatives** – launching the Community Stream Program
- **Former Resident Information and Records Service (FRIRS)** – offering trauma-informed support to former residents of Good Shepherd institutions and their families.

“Thank you for my records. It is helpful to find peace with the past.”

Good Shepherd records inquirer: LR



**3,500+**  
people were supported through our Heritage Programs during FY24.

## Tribute to Gendrie Klein-Breteler for over 50 years of service

Following 52 years of service to the Good Shepherd mission, our Director of Mission, Gendrie Klein-Breteler transitioned in June 2023 to a well-deserved retirement.

Gendrie started her Good Shepherd journey in Abbotsford managing a refuge for teenage girls, worked on the front line with the Sisters in St Kilda and continued to manage a place-based counselling and support program for women for three decades.

She has been witness to the deeply emotional highs and lows of our mission work, wins and losses with a multitude of government and sector partners, and has an archive of client experiences that is unparalleled as a lay mission partner.



The Good Shepherd Sisters presented Gendrie with an appreciation scroll, a significant honour bestowed only upon those recognised for their exceptional commitment and dedication to the Good Shepherd Mission.

# 160 Years of Good Shepherd in Australia

- Australia and New Zealand event on **Good Shepherd Day**
- **Australian Parliament House** event
- **Donor Event** at Abbotsford Convent
- **Partnership Event** at Cornwalls

## Choose Zeal

Acknowledging the 160-year history and legacy of the Sisters of the Good Shepherd in Australia was a major focus of our activity in FY24.

We held a multitude of events that brought our internal and external stakeholders and partners together, to commemorate our humble beginnings, our spiritual and unwavering mission-led journey, and to reflect on how our mission is as relevant as ever in the face of the challenges facing women, girls and families today, in Australia and beyond.



Teams in the Mornington Peninsula, Victoria (above) and Salisbury, SA (below) creating their Green Doors.

## Good Shepherd Day

June 2023 marked the beginning of a series of events to acknowledge the 160th anniversary since the arrival of the Sisters of the Good Shepherd in Australia. Our teams from across Australia and New Zealand created green doors, symbolic of the original green door at the Sisters of the Good Shepherd Spirituality Centre in Angers, France.

An online Australia and New Zealand wide event brought our staff, boards and Sisters together, to experience a dramatised reading of diary extracts of the first four Sisters who sailed from Angers, France to Melbourne, Australia, and the reveal of a 160-year timeline, which mapped significant events in mission service across Australia, by the Sisters and partners in mission.

## Donors Morning Tea

In October 2023, we hosted a donor's 160 Years Young morning tea at the historic Abbotsford Convent to recognise and thank the generosity of our long-standing donors with beautiful reflections, sincere appreciation of their selfless contributions and warm exchanges of stories of impact.



At the Donors Morning Tea, GSANZ CEO, Stella Avramopoulos with GSANZ Client Advocate, Rosie Batty AO.

## Partnership Event

In October 2023 we held a successful 160 Years Young partnership event that painted a unique picture of the myriad of our cross-sector partners. This included the government, corporate, philanthropic, social services and community sectors that we have and continue to partner with, as we work with and through others in our delivery of mission.

Our event was hosted by our partner, Cornwalls law firm. Aunty Zeta delivered a discerning Welcome to Country, while the Hon. Natalie Hutchins, Victorian Minister for Women gave an inspiring keynote address, speaking highly of Good Shepherd's achievements and impact. The level of engagement our partners showed was a testament to the impact our work has on individuals and communities.



Victorian Minister for Women, The Hon. Natalie Hutchins, speaking at the 160 Years Young Partnership Event



At the Partnership Event, from left Sr. Caroline Price, Sr. Noelene White, Molina Asthana (GSANZ board director), Anne Cherry (GSANZ board director) and Thu-Trang Tran (GSANZ board director).



At the Partnership Event, from left Sr. Caroline Price, Provincial Leader Sr. Monica Walsh, GSANZ CEO Stella Avramopoulos, Sr. Anne Dalton and Sr. Noelene White.

## Australian Parliament House Event

In November 2023, we hosted an event at Australian Parliament House in Canberra together with the Co-Convenors of the Parliamentary Friends to End Violence Against Women and Children, Senator Larissa Waters, Bridget Archer MP and Alicia Payne MP.

The Hon. Amanda Rishworth MP, Minister for Social Services delivered a keynote speech, speaking very highly of the work delivered by GSANZ in partnership with the Department of Social Services.

Our event gathered key political and government partners in acknowledgement of our 160 years of service in Australia and to unveil and share two key strategic initiatives in our strategy – the Good Shepherd Institute and our affordable housing solution, The Village – Marrickville (NSW). Partners were also keen to learn more about the work of Ecosystem Enablement and our Audacity Centre.



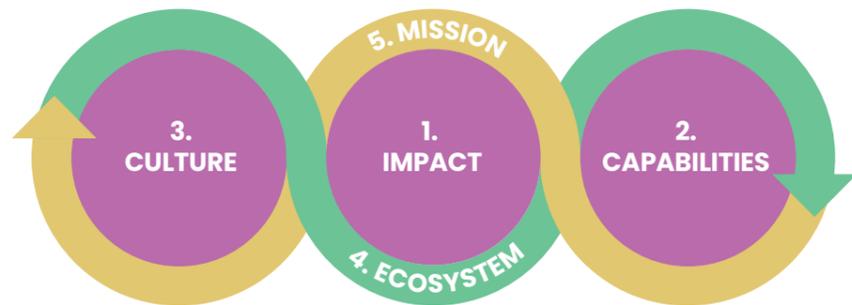
At the APH Event, photo includes Minister for Social Services Amanda Rishworth, Senator Jana Stewart, Co-Convenors of the Parliamentary Friends of Ending Violence Against Women and Children Senator Larissa Waters, Mrs Bridget Archer MP and Ms Alicia Payne MP, Secretary of DSS Ray Griggs, Executive Director of the Office for Women Padma Raman PSM, Group Manager of DSS Patrick Burford, Sisters of the Good Shepherd, GSANZ Chair Dr. Anne Astin, GSANZ Treasurer Anthony Healy, GSANZ CEO Stella Avramopoulos, CommBank Executive Manager Gunjan Pagare and GSANZ staff.

# Our New Strategic Focus

In June 2023, the GSANZ board approved our 2023-2027 strategic plan, and FY24 saw us embark on an ambitious journey to lay the operational foundations required for its implementation.

Our strategy is designed to enhance our impact on the lives of our clients by influencing, activating and amplifying the broader ecosystem, while maintaining a sharp focus on excellence in how and what we deliver for them. Our approach emphasises holistic, integrated, place-based, and client-centred program and service delivery, alongside efforts to influence policy, drive reform, and strengthen partnerships with stakeholders across various service systems.

We focus on five key areas of strategic endeavour. We aim to fulfil our Mission by mobilising these interdependent core areas to shape our service delivery across the prevention to recovery continuum of services. This comprehensive approach aims to amplify our positive influence and build better futures for those we serve.



(Above) The five endeavours strategic framework

### 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 Five Impact Areas



## Big Ideas in our 2023-2027 Strategy



During the reporting period, a comprehensive restructure was undertaken of our executive and senior leadership teams, that saw existing talent move up and across, and married up with new talent from the social services, NFP, government and corporate sectors.

Client Services shifted from a programmatic structure to a focus on specific geographies for integrated place-based services.

Our corporate services amalgamated the full suite of HR, IT, Audit and Risk, and Finance.

We stood up the Ecosystem Enablement service area which included the Audacity Centre for innovation, Service Navigation and Support bringing together digitally enabled services, and our Service Ecosystem, Design and Development team of national specialists.

Building on the foundations of the Research, Advocacy and System Impact team, we commenced the establishment phase of the Good Shepherd Institute, bringing in a pillar for Training, Development and Sector Capability, and a pillar for Lived Experience and Co-Production.

FY24 was a year of change for GSANZ, with transitions that will continue to evolve as our strategy and the challenges and injustices we are called upon to address, shift and transform. Our success will depend on how we collaborate, how we shape and operate interdependencies, and how we effectively interface internally and externally, to tap into, activate and amplify our internal and external ecosystem of knowledge and assets.



From left EGM Client Services Dr. Dave Vicary, EGM Corporate Services Michael Malakonas, CEO Stella Avramopoulos, EGM Good Shepherd Institute – Establishment Phase Robyn Saranah, EGM Ecosystem Enablement Nicholas Verginis and EGM Mission Catherine Dillon.

**Client Services** has transitioned from a programmatic structure to operationalising integrated, place-based delivery of programs and services that are driven by holistic client needs; our services are focused on working with & through local community and social service ecosystems.

**Ecosystem Enablement** has been designed to shape and enhance the external service ecosystem to best enable Good Shepherd's impact objectives, through new frameworks, operating models, strategies and initiatives. Its areas of focus include innovation, entrepreneurship, business development, service navigation & support, and stakeholder engagement.

**Good Shepherd Institute** partners with universities, corporates and philanthropy to deliver research, policy, advocacy, services impact and evaluation, skilling, sector level capability building, co-design & production framework, and is also working to develop interculturality uplift within our organisation and the sector more broadly.

## The Leadership Odyssey

The Office of the CEO ran a comprehensive series of fortnightly Ways of Working workshops for the Senior Leadership Team (SLT) from February 2024 right through to the end of FY24, which continued into FY25.

This bespoke Leadership Odyssey immersion was designed and delivered with key impact partners of GSANZ covering areas of strategic focus to enable the SLT to deliver our 2023-2027 strategy.

In addition to building team connectedness and a collaborative and interdependent way of working, we unpacked and workshoped our impact areas, learnt about our broader social services historical and sector context, reflected on how social impact ecosystems are formed, and what and how working in place and community means in our contemporary context.

Our SLT remains steadfast on developing a dynamic and resilient organisation together, that will be uncompromising in its delivery of mission.

Special guest speakers included Prof. Sir Michael G. Marmot from University College London, Prof. Ingrid Birkett from Griffith University, Prof. Mathews Nkhoma from RMIT, Prof. Helen Skouteris from Monash University and Paul Linossier.



GSANZ SLT with Prof. Sir Michael G. Marmot from UCL, Prof. Mathews Nkhoma from RMIT, and Prof. Helen Skouteris and Dr. Mandy O'Connor from Monash University.



Prof. Ingrid Birkett and Dr. Joanne McNeill from Griffith University providing a master class to our SLT on social services ecosystems.

# Building our Theory of Change

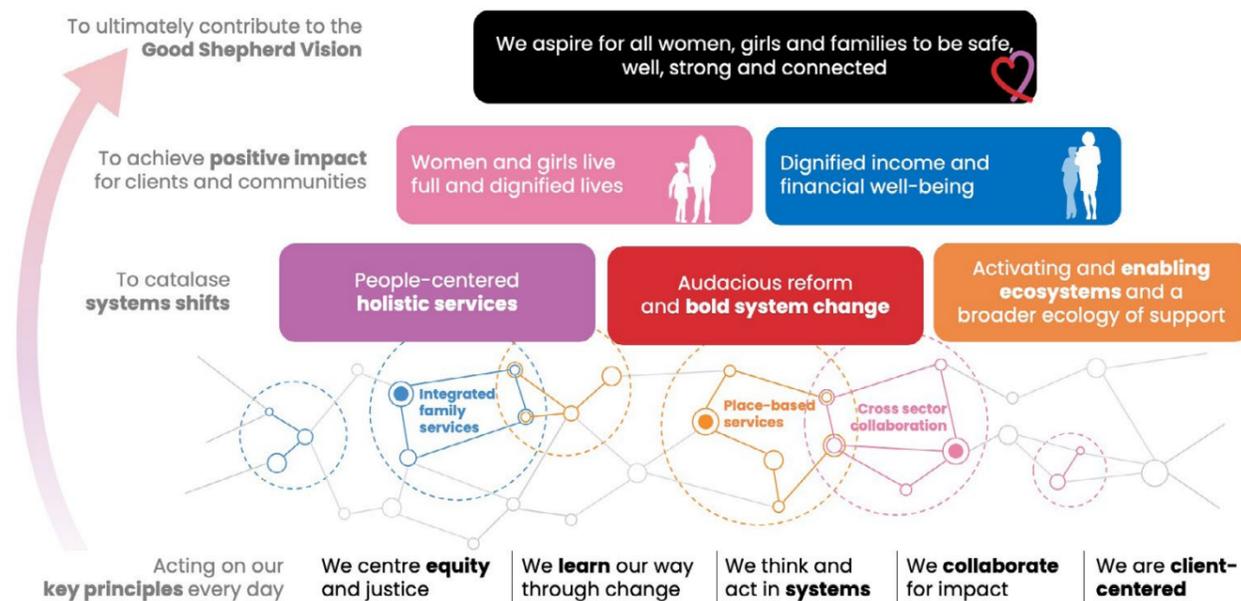
To guide and measure our impact through the implementation of our 2023-2027 strategic plan, the development of a Theory of Change and an Impact Framework was a priority initiative of FY24.

We built on work undertaken with UNSW's Centre for Social Impact and partnered with Clear Horizon Consulting to do this work. This involved workshops and consultations with our board, CEO and SLT. Griffith University's Centre for Systems Innovation was also consulted as part of this process.

By June 2024, we developed the theory of change and a five-tier measurement framework.

In FY25 we will roll out an extensive education program across GSANZ to support our people to use the Most Significant Change tool to measure our impact. We will also determine the key quantitative and qualitative data points that we will monitor our impact against.

## Theory of Change



# Our Theory of Change

Our theory of change is rooted in the Good Shepherd vision of creating a world where women, girls and families can thrive.

To achieve this vision, we focus on two primary impact areas from our 2023-2027 strategic plan:

- Promoting financial wellbeing
- Supporting full and dignified lives

These two areas serve as the foundation for the positive changes we seek to make in people's lives.

To drive these outcomes, we also target systemic shifts by leveraging three additional impact areas from our 2023-2027 strategic plan as tools for transformation:

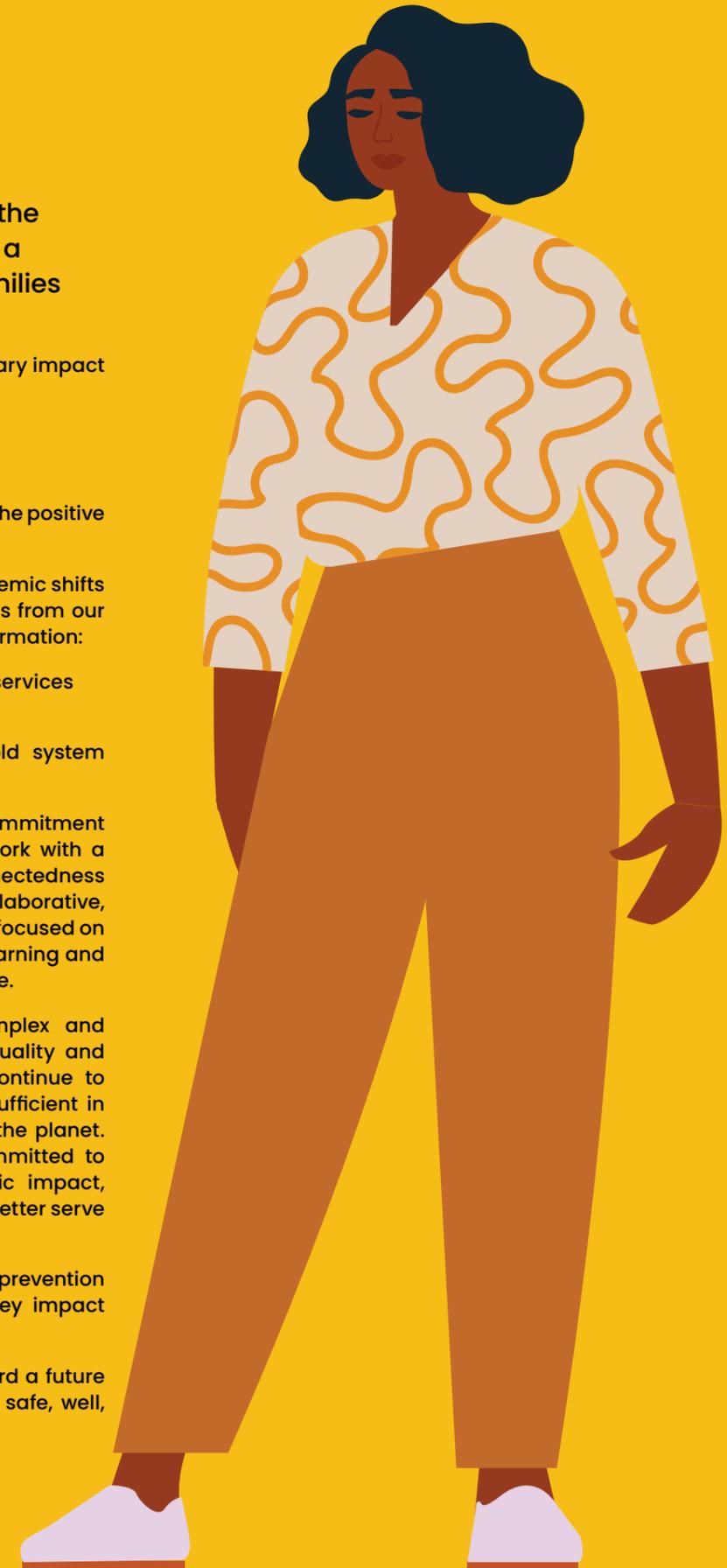
- People-centered, place-based holistic services
- Activating and enabling the ecosystem
- Integrating audacious reform and bold system change

At the core of our theory of change is a commitment to equity and justice. We approach our work with a systems mindset, recognising the interconnectedness of the challenges we face. Our efforts are collaborative, both internally and externally, as we remain focused on being client-centered while continuously learning and evolving to meet the needs of those we serve.

We operate in a sector filled with complex and intersecting challenges, where social inequality and the adverse effects of climate change continue to rise. Existing service systems are often insufficient in addressing the needs of both people and the planet. In response, Good Shepherd remains committed to driving both service impact and systemic impact, embracing bold and audacious reforms to better serve women, girls, families, and communities.

Our approach to service delivery spans the prevention to recovery continuum, focusing on five key impact areas that guide our efforts.

Through these impact areas, we work toward a future where everyone has the opportunity to be safe, well, strong, and connected.



# Impact Areas in Action

Our 2023–2027 strategy focuses on five impact areas, which guide what we do and how we do it as we deliver for individuals and communities, in a mission-focused way.

These impact areas are weaved together and cannot work in silos – to tackle the challenges women, girls and families face we need systems-shifting, ecosystem-based, integrated, tailored and safe services and programs.

We follow a partnership approach to leverage assets, knowledge and infrastructure around solutions for clients that go across the prevention through to recovery service continuum.

In FY24 we set this strategic approach in motion, preparing the soil, building the scaffolding, and identifying programs and services where our strategy was already thriving.

**“One person is of more value than that of the whole world.”**

– St Mary Euphrasia



## I am....

I am a lap swimmer. I am an open water swimmer. I am a lover of icy dunks. I am a jump in the ocean and swim through the sunrise then soak in a steaming tub until sunset kinda woman.

I am a walker. I am a hiker. I am a runner. I am a cyclist. I am a nature and birds and outdoors and let's pitch a tent and rest by the river kinda woman.

I am a meditator. I am a yogi. I am a part of something bigger. I am a Buddha on the sideboard and clary sage smudging and crystals under my pillow kinda woman.

I am a writer. I am a reader. I am a storyteller. I am a collector of moments and seeker of meanings and let me get lost in the words kinda woman.

I am a non-drinker. I am a vegan. I am a wake up before dawn and hunker down before dusk kinda woman.

I am sensual. I am earthy. I am soft. I am loving. I am a long holds and slow touches and lingering goodbyes kinda woman.

I am kind. I am generous. I am intuitive. I am a remember all the important dates and bake a batch of cupcakes for people kinda woman.

I am a mother. I am strong. I am needed. I am always there. I am an armful of cuddles at drop off and a sobbing at the school play kinda woman.

I am here. I am now. I am a leaping into life like I've never leapt before kinda woman.

And today, I am smiling – fluid in my movement and firm in my boundaries. Eyes open and feet dancing, I am my kinda womanhood. Because, while who I am and how I am may spark furious anger in one man, I am enough. I am enough.

Written by Louise \* (name changed) – a client of GSANZ

# Women, Girls and Families Live Full and Dignified Lives



## Financial Independence Hub

During the reporting period, the Financial Independence Hub (FIH) was able to reach more victim-survivors of financial abuse right across Australia than it had in other years since the program started in 2020. Delivered nationally, we supported 2,664 people.

FY24 saw the introduction of group financial wellbeing sessions within FIH's service model, creating the opportunity to raise community awareness into financial abuse.

FIH continued its ongoing test-and-learn cycles, evaluating areas like client goal setting, interest-free loan processes, referrals, and coach allocation to improve the service's effectiveness.

At the operational level, in January 2024 FIH shifted into our newly established Ecosystem Enablement service area, to facilitate its future integration and optimisation to being a digitally enabled and human facing service that is co-delivered with and through community.

**2,664**

People supported in FY24

**8,983**

Participants from 2020 to the end of FY24.

**"I am not the same woman I was. Engaging with Good Shepherd empowered me to find my voice, rebuild my life, and show my children that cycles of abuse can be broken."** – Maria's\* testimonial

## Looking Forward: Sustaining and Expanding the Partnership with CommBank

CommBank's Next Chapter team and GSANZ evaluated the program and found that by the end of FY24, it had 8,983 participants since its inception in 2020. Together, we decided to extend our FIH partnership to the end of FY28.

FIH is poised to expand its reach and deepen its impact, and create a scalable model. This collaboration illustrates how social impact partnerships between social services

not-for-profits and corporates, can create a supportive ecosystem.

Together, we can give victim-survivors personal agency and build capability, confidence and dignity on their healing and recovery journey.

## FIH Program Overview

The Financial Independence Hub (FIH), launched as part of CommBank Next Chapter in 2020, addresses financial abuse by offering critical support to victim-survivors. The service is confidential, trauma-informed and provides free recovery supports towards building long-term financial independence.

In addition to financial coaching and financial counselling, FIH provides interest free loans to eligible participants to support recovery from financial abuse.



**55**

FIH interest free loan applications were approved in FY24



**\$609,977**

The total of loans that were dispersed



**\$12,200**

The average loan amount

### Loan Purpose:

**59%**

Car purchase

**5%**

Health related

**14%**

Legal fees

**5%**

Car repair

**14%**

Housing (bond, rent, furniture removal)

**3%**

other

## Integrated Family Services

Integrated Family Services provides tailored support for families, combining case management, family violence support and counselling. Through early intervention and ongoing support, the program helps families access essential resources and strengthens their ability to overcome challenges, fostering healthier relationships and stability in their lives. This holistic approach promotes resilience, strengthens relationships, and fosters unity stability.

**550**

Families supported through the program in FY24, contributing to safer, more connected communities.

## Family Violence Peer Support

The Family Violence Peer Support Group creates a safe, supportive environment for survivors of family violence. The program empowers women by building confidence, emotional resilience, and strong support networks. Through structured discussions and creative activities, participants feel empowered and better equipped to manage the effects of family violence.

**"You're in a room with people that have gone through the same experiences... you don't have to be worried about what you're saying. They get it."**  
– Peer Support participant

## Parents Under Pressure (PuP)

PuP is a home-based program focusing on early intervention. It empowers parents, promotes positive parenting, and strengthens family relationships. In FY24, it supported families in Brimbank, Melton and Mornington Peninsula in Victoria, improving family dynamics.

**104** Families supported in FY24.

## Youth Homelessness Service

This service provides critical holistic support for young people (16-25) at risk of homelessness. It combines crisis assistance, case management, and advocacy, linking youth to housing, essentials, education, employment, and health services.

**38**

Clients were supported.

**70**

Supported with brokerage funding.

## Building Blocks

Building Blocks Young Parents Playgroup supports caregivers under 25 and their preschool children in Brimbank, Victoria. This program develops parenting skills, prepares children for kindergarten, and promotes emotional and social development.

**"I've enjoyed attending the playgroup. The routine every week helps my children learn what is expected and the activities to help with their learning e.g., fine motor skills, imagination."** – Playgroup participant"

**57**

Participants engaged by the program, including 26 mothers and 31 children.



## School Focused Youth Services

The School Focused Youth Service supports students at risk of disengagement, offering tailored programs such as life skills, art therapy, and wellness initiatives.

**171**

Participants reached for this program in FY24

## Supported Schools

- Albanvale Primary School
- Jackson School
- Keilor Downs Secondary College
- Monmia Primary School
- St Albans Heights Primary School
- St Albans North Primary School
- Stevensville Primary School
- Sydenham Hillside Primary School
- Brimbank Schools

## Our strategy in motion:

**GSANZ is disrupting the way we look at affordable housing, putting Her at the centre.**

In 2020, the GSANZ board took a bold step forward, approving an Affordable Housing Strategy to address women’s housing insecurity.

Building on the legacy of the Sisters of the Good Shepherd in Marrickville (NSW), we leveraged our assets and committed a significant \$21 million investment to secure a 5,500sqm site in Marrickville in October 2023.

We stood firm on this commitment and featured housing as one of our Big Ideas for community impact in our 2023-2027 strategic plan.

CEO Stella Avramopoulos speaking to cross-sector stakeholders on International Women’s Day 2024 about our disruptive housing solution - event hosted by Morgan Stanley



## Partnering to design and deliver.

Backed by funding from the Siddle Foundation in 2023, we partnered with RMIT University to host co-design workshops, to support the built form design concept of The Village - Marrickville and the range of support services we will provide to Her and the broader community

During the reporting period, our CEO Stella Avramopoulos launched an extensive series of engagements to raise awareness and build allies and coalitions with the government, corporate, philanthropic and social services sectors, on how we could approach women’s housing insecurity in a disruptive way.

In partnership with the Director of The UCL Institute of Health Equity, Professor Sir Michael G. Marmot, who is also the Father of the Social Determinants of Health (SDH), we are working to apply SDH principles to our housing model.

The collaborative partnership we built during the reporting period with Housing All Australians has gathered a dedicated team of socially conscious architects and consultants to bring The Village - Marrickville to life. We are on track to submit our Development Application for planning approval to the Inner West Council in early 2025.



In April 2024, Professor Sir Michael G. Marmot visited the site where we will build The Village - Marrickville, with our CEO, Executive Management Team and other GSANZ leaders.



CEO Stella Avramopoulos speaking at the Catholic Social Services Australia Conference on our disruptive housing model

## The Village – Marrickville (NSW)

**An integrated housing and service solution in Marrickville for women 55+ experiencing housing instability with place and community at its heart.**

GSANZ is seeking to develop The Village - Marrickville as its flagship affordable housing project, to create a model that is scalable in communities across Australia to create solutions to women’s housing insecurity.

Selecting a location that has the potential to become a vibrant community hub, serves as a beacon of support for women and a bridge to sustainable, secure and community-centred living. This project is being designed to address the housing needs of women over 55 who have experienced, or are at risk of, housing instability, particularly those from a culturally and linguistically diverse (CALD) background.

The Village at Marrickville will offer around 50 affordable, safe, and long-term homes.

## A Collaborative Ecosystem Model for Holistic Support

**Our innovative ecosystem model will bring together a range of wraparound services through both on-site and outreach programs.**

Services at The Village will include:

- Community counselling and coaching
- Allied health services
- Potential for an Early Years Centre to support young families
- Social and networking spaces for residents
- Onsite concierge and supportive living services.

## Systems level advocacy

**In October 2023, GSANZ completed a submission to the National Housing and Homelessness Plan consultation process conducted by the Australian Government’s Department of Social Services.**

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

As a major family violence services and youth homelessness services provider, we are calling on the National Plan to recognise housing as the bedrock of women’s safety and financial security.

# Dignified Income and Financial Wellbeing



## No Interest Loans

### NAB and Good Shepherd Supporting Australian Communities

All Australians deserve to have access to safe, fair and affordable credit.

In October 2023, we celebrated 20 years of our social impact partnership with National Australia Bank (NAB).

This important No Interest Loans (NILs) milestone, marked the delivery of almost 380,000 microfinance loans worth \$482.6 million. In doing so, together NAB and GSANZ had helped close to one million Australians on low incomes, primarily through access to loans with no interest or fees.

Over 20 years, this collaboration has evolved into a national movement, sustained by the dedication of local community organisations, NAB and Good Shepherd employees, volunteers, supporters, and critical backing from state and federal governments.

In alignment with our commitment to Indigenous communities, FY24 saw 11,558 NILs loans totalling \$17.7 million provided to Indigenous Australians, comprising 27.6% of all NILs loans issued that year.

The partnership is a great example of the community sector, business and government working together to address an important societal issue.



Ross McEwan, Group CEO NAB and Stella Avramopoulos, CEO GSANZ launching the 20 Year NAB and GSANZ partnership event with a Charity Trading Day fundraiser for our The Village – Marrickville affordable housing project that raised **\$200,000**.

## “But what if it does work?”

With this question from Sister Anne Dalton, the first-ever Australian microfinance loan was born.



In 20 years of partnership, NAB and Good Shepherd have provided more than 378,000 microfinance loans worth more than \$482 million that have helped more than 940,000 people on lower incomes afford:



### Launch Me

#### LaunchMe Empowers Multicultural Women Entrepreneurs: Building Dreams and Businesses in Northern Adelaide

LaunchMe is a program supporting multicultural women in Northern Adelaide to build small businesses through personalised coaching and mentorship. Since July 2023, it has helped 20 women from diverse backgrounds launch ventures like catering, counselling, and retail. Extended to December 2024, the initiative aims to boost financial resilience and self-employment, supporting 30 women annually across South Australia.

### Good Money

#### Good Money Hubs: Empowering Families Against Rising Living Costs

Good Money hubs provide essential support for individuals and families through No Interest Loans (NILs), referrals, and partnerships that enhance access to essential goods and services. Serving Victoria, Queensland, and South Australia, Good Money hubs approved 3,951 loans from a total of 14,357 inquiries in the last year. Technological advancements, like an online client portal, have improved access, while partnerships with The Good Guys and JB HiFi Business have provided \$67,429 in savings and broadened product choices for clients.

### Financial Counselling

#### Good Shepherd’s Financial Counselling Program: Supporting Financial Resilience

For over 30 years, Good Shepherd’s Financial Counselling Program has provided critical support to financially vulnerable individuals and families. Staffed by qualified financial counsellors, the program offers crisis prevention, management, and recovery services through information, advocacy, and resources.



#### CASE STUDY: Debt Waiver Requests – Brimbank and Melton

A Good Shepherd financial counsellor recently helped a 49-year-old client with bipolar disorder and schizophrenia secure waivers for a personal loan and credit card debt, which had exceeded his Disability Support Pension. Living in NDIS housing in Melbourne’s west, he was falling short by \$290 every fortnight.

With Good Shepherd’s support, his debt was cleared, easing his financial stress and enabling him to focus on basic needs. He expressed relief and a renewed sense of control, underscoring the critical role of financial counselling for those facing both financial and mental health challenges.

### Financial Capability

#### The Financial Capability Program supports individuals in addressing financial challenges, making informed choices, and developing long-term money management skills.

For over 30 years, Good Shepherd’s Financial Counselling Program has provided critical support to financially vulnerable individuals and families. Staffed by qualified financial counsellors, the program offers crisis prevention, management, and recovery services through information, advocacy, and resources.



## Strategy in motion:

The Queensland Financial Resilience Program (QFRP) is working in place and in community to build individual and community financial wellbeing and resilience.

Delivering locally within the community ecosystem is a cornerstone of our 2023-2027 strategic plan.

The QFRP is an exemplar of how we partner with government and community to embed place-based financial resilience and counselling services for unique local needs, across specified priority areas throughout Queensland.



We deliver the QFRP through Neighbourhood and Community Centres in 27 high priority locations.

### Evidence-based engagement and funding extension

Following the pilot phase of QFRP, GSANZ received confirmation in FY24 that funding for the program was extended through to June 2025. This was a result of evidence-based engagement with government, grounded in evaluation reports that underlined the meaningful service impacts of QFRP on individuals and communities.

During FY24, UNSW completed an evaluation of QFRP and an internal evaluation was also conducted by our own research and evaluation team.

The outcomes illustrated how the program is delivered through a genuinely collaborative, long-term and in-place approach, and can continue to build thriving communities. Our model, characterised by place-based partnering and shared design, shared stewardship, and shared accountability for outcomes and impacts, can continue to address specific community needs and foster financial empowerment.

“Honestly, she didn’t promise me that things would go as well as they did, she just gave me budgeting tools and information on how to really use them and she was an amazing advocate. It ended up that she did in fact change my life and I have to this day kept using her budget to stay on track. I owe her that much” – Survey respondent

### Building on the success of the QFRP model

The Queensland Government invited GSANZ to deliver a new program to support people impacted by the 2021/2022 flooding events in 20 Local Government Areas. Building on the success of QFRP, the Financial Wellbeing and Recovery Program provides services to individuals experiencing continuing complex, intersectional social issues, and financial vulnerability. The program will be delivered until March 2026, using a similar in-place and in-community model to QFRP, building capability and recovery capacity with individuals and their communities.

funded by the Queensland Government

enabled by Neighbourhood Centres Queensland

service delivered by GSANZ and a local network of neighbourhood centres

supported by Financial Counsellor’s Association of Queensland

### Testimonial from the Port Douglas Neighbourhood Centre:

Clients come to the service at **debt recovery** and **early intervention** stages to address debts, financial over-commitment and financial hardship.

Clients are “feeling overwhelmed and in debt” and are “wanting financial freedom”.

“The program allows a tailored end to end response for vulnerable people in financial difficulty. They are dealing with a trusted local worker and organisation rather than having to engage with numerous services”

The purpose of the QFRP is to offer a local service committed to providing support to individuals and families to engage with and improve their financial wellbeing and resilience.

The program:



includes multi-disciplinary teams such as financial resilience workers, financial counsellors, and other supports.



maximises local relationships, knowledge and understanding within each community collaboration to spread the resources across a network of priority areas.



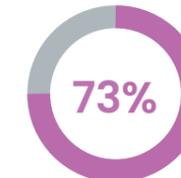
enables service response from early intervention to crisis support and from financial conversations to financial counselling.



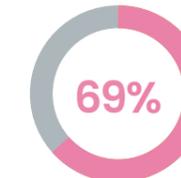
builds the capability and skills of program workers and centres at the place-based level.

### Enhanced financial capability

Survey respondents (N = 243) reported an improvement in their financial capability after participating in the program.



I know more about where to get help with my finances



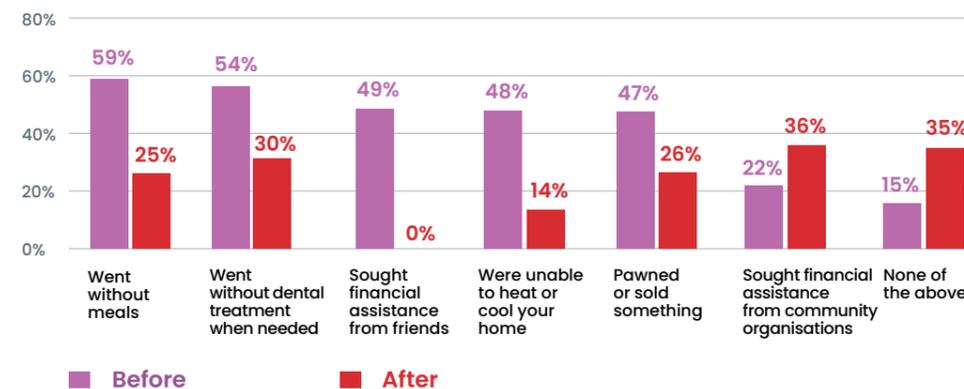
I better understand my financial situation



I feel better able to speak up about my financial rights and needs



I feel more confident about managing my day-to-day finances



### Reduced financial hardship

After participating in the program, there was a lower percentage of survey respondents (N = 231) who reported that they were experiencing several financial hardship indicators.

Results of an internal evaluation conducted on QFRP activity in FY24, to understand the program’s impact on participants

## Systems level advocacy

In January 2024, GSANZ made a submission to the federal Department of Social Services’ Review of Financial Wellbeing and Capability (FWC).

Our 38 recommendations included:

- the strong role that FWC programs can play in disasters, the need for an integrated financial wellbeing strategy, the importance of digital financial literacy, and the need for protection from technology facilitated abuse.
- recognising that place-based approaches harness and share resources in communities that are ‘place-based ready’, but are hindered without longer-term, flexible funding arrangements and backbone support.
- developing consistent financial capability training for all frontline domestic and family violence staff, domestic and family violence training for FWC workers, and incorporating trauma-informed principles into all FWC programs.



# Our strategic impact areas guide how we deliver for clients

There are three Impact Areas in our 2023-2027 strategy that highlight how we deliver for clients. They cut across three interdependent and interrelated spheres of responsive integrated services, the broader ecological network of support and action, and systems level change and reform.

## Continuing the success of Financial Inclusion Action Plans

With launch of our 2023-2027 strategy, FIAP was included as one of our Big Ideas with the objective of expanding it into the Australian Financial Health and Wellbeing Network. Work on its metamorphosis continues in FY25.

In FY24, FIAP had:

- 8 members working through active action plans. Three of those were 3-year 'Build' action plans including a sector-changing leadership action.
- The University of Technology Sydney (UTS) launched its first Foundation FIAP
- Several members completed their FIAPs, including Liberty Financial and QBE, who worked hard to improve access to safe, affordable financial and insurance products, respectively.

The University of Wollongong (UOW) and Equifax both came on board to develop their first Foundation FIAPs. These are due to be launched in early 2025.



UOW students on each end, FIAP Member Coordinator Anne Barrow – middle left, UOW Deputy Vice-Chancellor (Academic and Student Life) Senior Professor Eileen McLaughlin – centre, Professor Roslyn Russell – middle right

## Partnering with Fitted for Work

In May 2024, GSANZ formalised a unique and collaborative partnership with social enterprise Fitted For Work, to enhance support for women's empowerment and resilience. The two organisations will share resources, expertise and knowledge of the lived experience of our clients over an 18-month period, to support even more women into employment.

This partnership aims to create a unified approach to building financial independence and personal resilience, focusing on employment, safety, and community connection. Good Shepherd CEO Stella Avramopoulos and Fitted for Work's CEO Donna de Zwart see this as a valuable opportunity to deepen their impact and broaden pathways toward women's economic empowerment.



CEO Stella Avramopoulos and Fitted for Work CEO Donna de Zwart

*"Together, our impact can be so much greater than the sum of our parts."*



GSANZ's Audacity Centre team with Selba-Gondoza Luka, founder and CEO of Afri-Aus Care and other Afri-Aus Care stakeholders.

## Laying the Foundations of the GSANZ/RMIT/Afri-Aus Care partnership

In FY24, a unique partnership was formed between GSANZ, RMIT's College of Business and Law, and the strong community matriarchs known as 'the mamas' of Afri-AusCare. The partnership recognises the importance of community-led place-based solutions that are culturally sensitive and rights-based.

GSANZ's Audacity Centre conducted thorough research into relevant in-place and in-community business and entrepreneurship models programs to determine what would be the ideal program for an urban-based African community, with a gendered lens. Throughout the year the team made several visits to the Afri-Aus Care community house in Springvale, Victoria and commenced a co-design process that continued into FY25.



Sisters of the Good Shepherd and GSANZ staff at The Voice Rally in Melbourne in October 2023.

## The Voice Referendum

GSANZ openly, publicly and actively supported Australia's The Voice Referendum held in October 2023. We hosted an internal national event with speaker Senator Jana Stewart who along with our staff with Aboriginal and Torres Strait Islander heritage, spoke of the significance of this historic opportunity for reconciliation. Our staff also participated in Yes Rallies in September 2023. Despite the rejection of the proposal, GSANZ remains committed to reconciliation, recognises that we have a history as an organisation has not always been in right relationships with Aboriginal and Torres Strait Islander peoples and will continue to engage in ongoing truth telling.



Our staff at the Welcome to Country ceremony at Wallaroo Community Centre in Victoria that launched our Reflect RAP in December 2023.

## Reflect Reconciliation Action Plan Launch

In December 2023, GSANZ officially launched its Reflect Reconciliation Action Plan (RAP) with smoking ceremonies and welcome to country events across our Australian operations. This work was led by our Senior Aboriginal Cultural Advisor, Uncle Ron Briggs and our dedicated RAP Working Group. The full program of activity required to complete our Reflect RAP was on target to be completed in December 2024.

## 16 Days of Activism against Gender-Based Violence

GSANZ has always been at the forefront of advocacy to address women's disadvantage and vulnerability. The provision of family violence services is in our DNA, as we work to address the devastating impacts of violence against women.

In November 2023, we once again collectively raised our voices together with our partners to mark the International Day for the Elimination of Violence Against Women and the beginning of 16 Days of Activism against Gender-Based Violence.



Our staff stood strong at the 25 November, International Day for the Elimination of Violence Against Women



From left Senator Jana Stewart, Senator Larissa Waters, Ms Alicia Payne MP, GSANZ CEO Stella Avramopoulos, GSANZ Chair Dr. Anne Astin, Mrs Bridget Archer MP and Minister for Social Services Amanda Rishworth.

## Federal and State Government Advocacy

As policy entrepreneurs at the local, national and global level, we draw on lived experience, research and evidence, innovative models and practice in our advocacy. In FY24, we completed a number of government submissions into and participated at related hearings:

### Federal Government

- Department of Social Services Review of Financial Wellbeing and Capability programs
- Draft Buy Now Pay Later legislation
- Inquiry into Australia's Human Rights Framework
- The Early Years Strategy for Australian children

### State Government

- Victorian Family Violence Action Plan
- Victorian Inquiry into Climate Resilience
- Victorian minimum rental standards
- Victorian Inquiry into capturing data on family violence perpetrators in Victoria

# Workforce

Enhancing our core capabilities to be uncompromising in our delivery of mission.

Our workforce capabilities are key to building a dynamic, relationally adept, and resilient organisation and are fundamental drivers of our five strategic impact areas.

To have the impact we seek, we need to enhance our core capabilities.

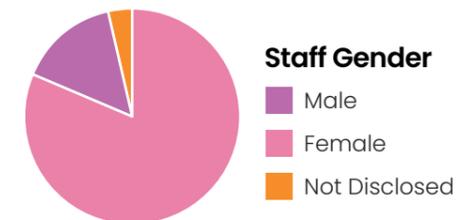
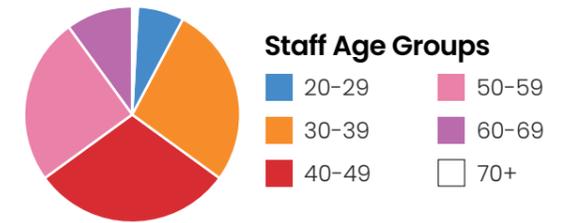
This includes developing a resilient workforce, with multidimensional skills and agility. This requires managerial, leadership and governance excellence. FY24 was a significant period of change for our workforce, as we implemented a phased restructuring with widespread consultations to:

- Operationalise new service areas, Ecosystem Enablement and the Good Shepherd Institute
- Consolidate Corporate Services
- Transform Client Services from a program-based to a place-based focus.

Our focus was and remains on embedding and strengthening collaboration and reducing silos.

We established a Staff Reference Group to sense check and gather feedback directly from the front line to the CEO, on how to help teams understand and apply strategic principles, to support the strategy to translate effectively into daily practice.

As a human services organisation, our people are our greatest asset. Building and enhancing their supports as they deliver services on the front line for our clients, advances our mission.



# IT Systems

Empowering Good Shepherd with a resilient, scalable, and client-centric infrastructure.

Through comprehensive upgrades in data management, security, and client services, Good Shepherd has enhanced its operational capabilities, security posture, and client engagement. These improvements have created a solid foundation for continued growth, safety, and efficiency.

### Key Features of Good Shepherd's Strategic Transformation:

- Automation and Efficiency: Reducing manual processing and improves data accuracy.
- Data Warehouse Integration: Creating a single, reliable source for all data, allowing for seamless access and unified reporting.
- Proactive Cybersecurity: Establishing a 24/7 Security Operations Centre (SOC) and threat mitigation strategies secure data and ensure business continuity.
- Cost Efficiency: Eliminating outdated systems, reduces redundancy, and maximises resource allocation.

Together, these efforts create a secure, scalable, and efficient framework, empowering Good Shepherd to better serve its clients, enhance operational resilience and continue making a positive impact.

# Our financials

## Statement of Comprehensive Income

For the Year Ended 30 June 2024

	2024 \$	2023 \$
Revenue	72,064,864	78,298,559
Employee benefits expense	(49,325,863)	(48,164,732)
Depreciation and amortisation expense	(3,357,164)	(3,295,872)
Program delivery expenses	(7,736,467)	(13,045,590)
Property, occupancy and utilities expenses	(1,353,560)	(1,111,205)
Consultants and legal fees	(2,055,831)	(2,178,460)
Communication and IT	(4,603,104)	(5,655,710)
Repairs and maintenance	(269,075)	(195,879)
Advertising, marketing and promotions	(546,020)	(989,402)
Travel and motor vehicle expenses	(755,960)	(705,197)
Other operating expenses	(739,962)	(1,416,714)
Finance costs	(102,903)	(145,390)
Loss on disposal of assets	(84,173)	-
Surplus for the year	1,134,782	1,394,408
Other comprehensive income:		
Items that will not be reclassified subsequently to profit or loss		
Changes in fair value of FVOCI financial instruments	(71,276)	(61,593)
Realised gains on disposal of financial assets	860	475,632
Other comprehensive income / (loss) for the year	(70,416)	414,039
<b>Total comprehensive income for the year</b>	<b>1,064,366</b>	<b>1,808,447</b>

## Statement of Financial Position

As At 30 June 2024

	2024 \$	2023 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	2,574,578	10,286,333
Trade and other receivables	2,119,429	3,089,655
Financial assets	7,786,185	7,831
Other assets	1,363,954	1,303,994
<b>TOTAL CURRENT ASSETS</b>	<b>13,844,146</b>	<b>14,687,813</b>
<b>NON-CURRENT ASSETS</b>		
Right-of-use assets	1,455,502	2,389,835
Property, plant and equipment	2,441,845	2,351,474
Intangible assets	10,639,522	9,778,590
<b>TOTAL NON-CURRENT ASSETS</b>	<b>14,536,869</b>	<b>14,519,899</b>
<b>TOTAL ASSETS 28,381,015</b>	<b>29,207,712</b>	<b>37,893,498</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	3,840,298	2,811,891
Employee benefits	4,902,919	4,904,109
Income in advance	5,998,994	7,969,362
Lease liabilities	1,217,208	1,169,765
<b>TOTAL CURRENT LIABILITIES</b>	<b>15,959,419</b>	<b>16,855,127</b>
<b>NON-CURRENT LIABILITIES</b>		
Employee benefits	145,807	20,982
Lease liabilities	522,037	1,642,218
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>667,844</b>	<b>1,663,200</b>
<b>TOTAL LIABILITIES</b>	<b>16,627,263</b>	<b>18,518,327</b>
<b>NET ASSETS</b>	<b>11,753,752</b>	<b>10,689,385</b>
<b>EQUITY</b>		
Reserves	(70,484)	792
Retained earnings	11,824,236	10,688,593
<b>TOTAL EQUITY</b>	<b>11,753,752</b>	<b>10,689,385</b>

## Statement of Cash Flows

For the Year Ended 30 June 2024

	2024 \$	2023 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from government and donors	76,990,994	84,255,558
Payments to suppliers and employees	(72,658,882)	(79,674,576)
Interest received	34,575	133,239
Dividends received	404,276	168,101
Interest paid	(102,903)	(145,390)
Net cash provided by/(used in) operating activities	4,668,060	4,736,932
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of plant and equipment	(1,073,897)	(986,810)
Net proceeds from / (purchase) of financial assets	(7,848,770)	4,869,742
Purchase of intangible assets	(2,245,821)	(8,121,602)
Net cash provided by/(used in) investing activities	(11,168,488)	(4,238,670)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Repayment of lease liabilities	(1,211,327)	(1,293,393)
Net cash provided by/(used in) financing activities	(1,211,327)	(1,293,393)
Net increase/(decrease) in cash and cash equivalents held	(7,711,755)	(795,131)
Cash and cash equivalents at beginning of year	10,286,333	11,081,464
Cash and cash equivalents at end of financial year	2,574,578	10,286,333

## 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 1 December 2019
Molina Asthana	Director	Appointed 1 December 2019
Gillian (Gill) Callister	Director	Appointed 1 December 2019
Anne Cherry	Director	Appointed 24 October 2018
Dr Andrea (Andi) Diamond	Director	Resigned 11 February 2024
Anthony Healy	Director	Appointed 3 February 2021
Cornelia (Conny) Lenneberg	Director	Appointed 1 February 2022
Emma Saunders	Director	Resigned 30 September 2023
Thu-Trang Tran	Director	Appointed 3 February 2021
Lisa te Heuheu	Director	Appointed 15 August 2024

## 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 majority of 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 special purpose financial statements comply with the recognition and

measurement requirements in Australian Accounting Standards except for the requirements set out in AASB10 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 on the Code please refer to the ACNC website.

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 section of Good Shepherd Australia New Zealand website: <https://goodshep.org.au/our-publications/>



## 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 2024 are consistent, in all material respects, with the audited financial report of Good Shepherd Australia New Zealand for the year ended 30 June 2024, 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 60 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 2024. 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 31 October 2024.

#### 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

31 October 2024

**A N SAMADI**  
Director

## 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 9 to 24, 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 2024 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 31 October 2024

# Acknowledgements

We would like to thank the members of our Provincial Leadership Team, Good Shepherd Stewardship Council, Good Shepherd Australia New Zealand (GSANZ) board, Good Shepherd New Zealand Limited (GSNZL) board, and the Mariposa Holdings Ltd board, for their contributions and stewardship of mission.

## Provincial Leadership Team

Sr Monica Walsh - Province Leader  
 Sr Caroline Price - Province Treasurer  
 Sr Anne Dalton - Member  
 Sr Jan Ryan - Member  
 Sr Pam Molony - Member

## Good Shepherd Stewardship Council

Janet Cribbes - Chair  
 Bianca Quan - Member  
 Ian Grisold - Member  
 Jan Dunne - Member  
 Sara Cotterall - Member  
 John Hutchings - Member

## Good Shepherd Australia New Zealand (GSANZ)

Anne Astin - Chair  
 Gill Callister - Director, GSANZ Mission & Service Strategy Chair  
 Anthony Healy - Director; Finance, Audit & Risk Committee Chair; Property, Investment & Asset Committee Chair  
 Anne Cherry - Director; Finance, Audit & Risk Committee Member, Mission & Service Strategy Member  
 Molina Asthana - Director; GSANZ Mission & Service Strategy Member  
 Conny Lenneberg - Director; GSANZ Mission & Service Strategy Member  
 Thu-Trang Tran - Director

## Independent Subcommittee Members

Sr Noelene White - GSANZ Mission & Service Strategy Member  
 Sr Caroline Price - GSANZ Finance, Audit & Risk Committee Member  
 Brian McGovern - GSANZ Property, Investment & Assets Committee Member  
 Neville Azzopardi - GSANZ Property, Investment & Assets Committee Member

## Good Shepherd New Zealand Limited (GSNZL)

Lisa te Heuheu - Chair  
 Emma Saunders - Chief Executive  
 Ally Gibbons - Director  
 Marian Kleist - Director  
 Sr Teresa Donworth - Director

## Mariposa Holdings Ltd

Chris Gallaher - Chair; GSANZ Finance, Audit & Risk Committee Member; Property, Investment & Asset Committee Member  
 Alex Low - Director  
 John Hutchings - Director  
 Mark Green - Director  
 Sr Teresa Donworth - Director

# Funders

We are grateful to our social impact partners for funding our programs and services in Australia.

## Government Funders

Commonwealth Government  
 Victorian Government  
 South Australian Government  
 Queensland Government  
 NSW Government  
 Association of Independent Schools of NSW  
 Mornington Peninsula Shire

## Corporate funders

Allied Credit Pty Ltd  
 ANZ Bank  
 Building Edge  
 Commonwealth Bank of Australia  
 Mavrix Investments Pty Ltd  
 National Australia Bank  
 Professional Advantage  
 Transurban  
 Woolworths

## Foundations

Australian Charities Foundation  
 Matana Foundation  
 The AMP Foundation  
 The Smith Family  
 The Siddle Foundation

## Charities

Family Life  
 Giving Hope  
 Launchpad Youth Community  
 Trustees of the Christian Brothers

## Philanthropists

Brigidine Sisters  
 Hunter & Panousis  
 Mary Collings  
 Narjia Brownlie  
 Rita Andre  
 Craig Salisbury



**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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