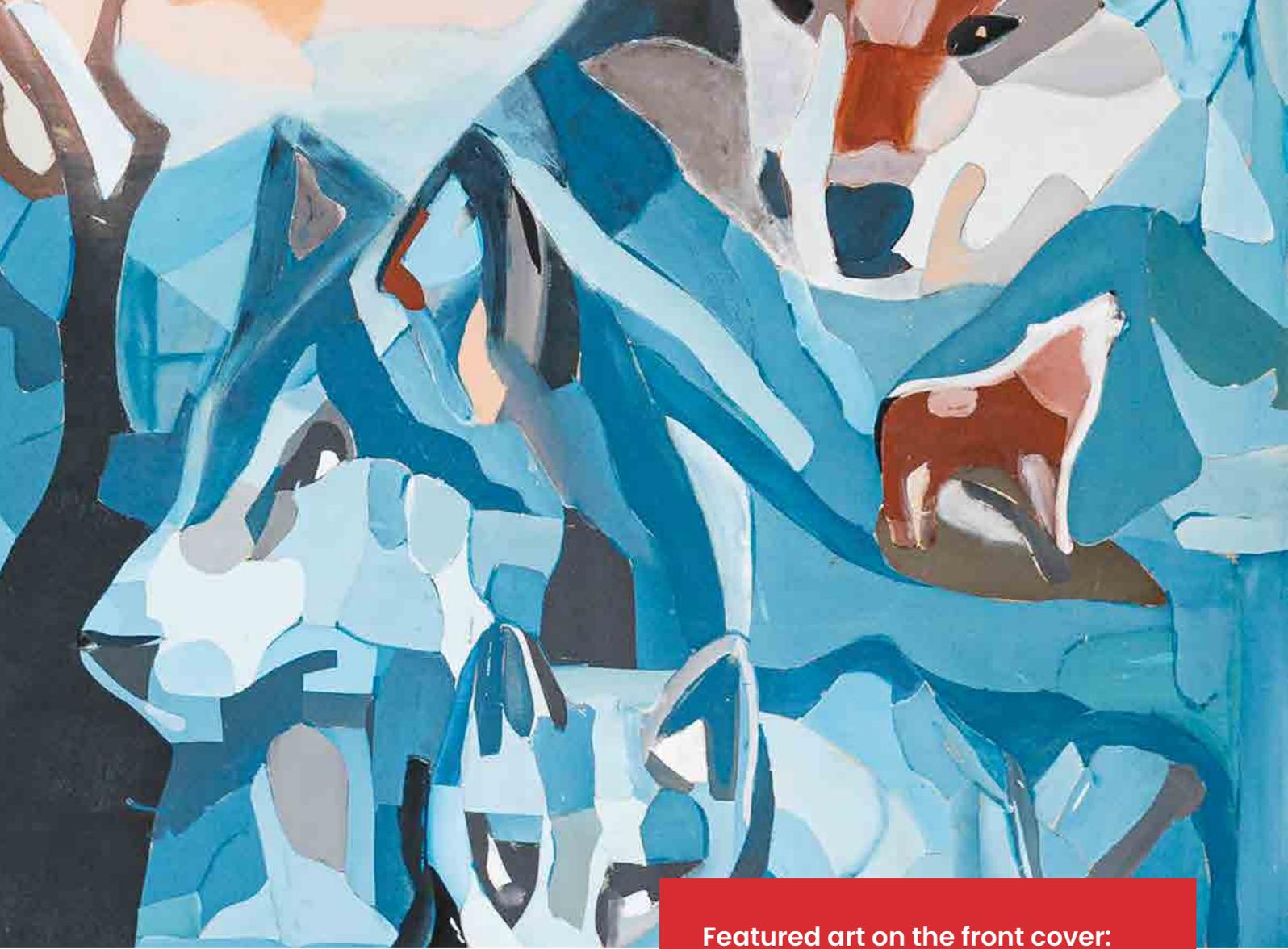




Year in Review
2021 – 2022

 **Good Shepherd**
Australia New Zealand



Our rights-based approach

We respect and recognise diversity and do not discriminate based on nationality, race, culture, gender, sexual orientation, religious beliefs, social background, disability, family status, marital status, age, or political opinions. Our human rights-based philosophy fiercely protects our clients' autonomy, actively endorses their rights, and robustly upholds their dignity and privacy. We embrace people from all walks of life, celebrating diversity in all its forms. Good Shepherd respects the living culture and heritage of First Nations Peoples. We will walk together with the First Peoples of Australia and New Zealand, acknowledging their stories and spiritualities, honouring their heritage and advocating for social justice for all.

Featured art on the front cover: 'Surviving the Wolves' by Lived-experience artist

"I am a survivor of domestic violence that happened over many months in 2022. My art depicts myself and the wolves who were trying to take me down. An angel from Good Shepherd by the name of Erika, took my hand and told me to trust in her and that everything would be ok. She was my lifeline to the outside world for many torturous months. She listened to me cry during my most darkest days. She gave me hope. She project managed the before and after removal of myself and my animals to a safe location. Today, nearly 12 months has passed. I am a strong woman who has come through to the other end. I am forever grateful for the organisation, people and resources that were available to me."

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Message from the Chair

Anne Astin

AM PSM PhD



As the world continued to reel from the impacts of the COVID-19 pandemic, Good Shepherd's work galvanised across 2021/22, bringing hope and opportunity for many thousands of people experiencing disadvantage.

Women have disproportionately faced more than two years of suffering. We have seen increased incidences of family illness and disruption, more unpaid care provision, major loss of work hours and opportunities, widespread mental health effects, new or exacerbated financial stressors and increased levels of family violence.

Yet, the Good Shepherd Australia New Zealand (GSANZ) focus has been steadfast on delivering social, wellbeing and economic recovery that supports women, girls and their families to be safe, well, strong and connected.

During the year, we grasped the opportunities not only to repair lives but to do better.

We did this case by case and with respect for each person, while also addressing the big systemic deficiencies that have come to a head during the pandemic.

The result is that we have cared for more people in our region than at any time in our history.

We are a part of a global community. And I'm proud to note that during the year under review, connections with our international Good Shepherd network have never been stronger.



Around the world, Good Shepherd is moving towards a model of lay leadership. We are redesigning our governance structure. GSANZ is playing a key contributory role in the development of a new, international strategy that will prepare us all for the future. The longer-term sustainability for the Mission set by our founder, Sister Mary Euphrasia, is our focus.

Closer to home, we continue to build our Mission with our partners in New Zealand and conduct dedicated project and program work with our peers across the Asia Pacific region.

As our Strategic Plan 2019–2022 comes to a close, we have been diligent and inclusive in development of our new Strategic Plan 2023–2027, aligning ourselves with the new iteration of the global movement yet staying flexible and responsive to our regional and local client impact on the ground.

Similarly, our internal Transformation Agenda has progressed, including reviews of our internal processes such as Strategy Alignment, Structure, Systems and Processes, Governance, People and Performance, to determine priority areas for building organisational capability and maturity, the platform for future growth and impact.

This work is vital to build foundations to not only extend our Strategy and Mission, but to engage more meaningfully with our clients who have lived experience of vulnerability and disadvantage.

As we look to the future, we see a few key themes emerging. Our service must be sustainable, inclusive and holistic. And we must pay the utmost respect to the rise of the client voice. Our integrated services will provide a continuum of care that involves and empowers individuals in ways that attend to the wellbeing of the whole person and the world in which they live.

2023 marks the 160th anniversary of Good Shepherd's presence in Australia. Planning is underway for acknowledgement where we hope to come together with our clients and our partners to reflect on a proud legacy, share the profound impacts of our work and outline our innovative plans for the future.

In closing, I acknowledge the Good Shepherd Sisters for their continued leadership and trust in us as custodians of their Mission.

Our great thanks go to our partners, particularly NAB and CommBank, state and federal governments, our donors and our commercial sector allies.

As collaboration is core to our ability to innovate and evolve, our cross-sectorial relationships will only become more important.

I extend my appreciation to my fellow Board Directors for their commitment and care. I wholeheartedly thank Diana Crossan for her magnificent service.

We welcome, Andy Diamond, Conny Lenneberg and Emma Saunders as our newest Board members and look forward to their contribution.

I am also indebted to our CEO, Stella Avramopoulos, and our Executive Team, for their outstanding leadership.

All of our staff and volunteers have my heartfelt thanks for giving so much of themselves during difficult times.

We look to a future where we may share our faith in fresh beginnings through a service-impact led approach that optimises our global connections, connects us with generous partners and donors, and most importantly, listens carefully and caringly to our client voice.

It is a true privilege to serve and represent you all.

Anne Astin
Chair

Message from the CEO

Stella
Avramopoulos



During 2021/22, the ongoing impacts of the COVID-19 pandemic continued to test us all. None more so than many thousands of women, girls and their families who faced new, increasingly complex and intensified distress.

Our regular research with Roy Morgan demonstrated that the 'newly vulnerable' cohort – people who had previously not sought our help – had not changed substantially from the previous year. Almost one in five working Australians continued to experience a range of wellbeing and financial consequences, with migrant women aged 14-24 and 65+ most impacted.

As a direct result, demand for Good Shepherd's services soared.

To guide our operational progress, we mobilised with characteristic humility, determination and compassion.

Our Strategic Plan 2019-2022 was a central, foundational support, identifying priorities and actions. Our Transformation goals to upgrade our internal processes and systems made important progress. Our focus on Values remained a steady guiding light. Our Good Shepherd Way, across all areas of our service delivery, became an embedded, integrated practice.



But most significantly, our vision that women, girls and families are safe, well, strong and connected was core to our work and provided an overarching framework for our diverse 70 plus programs.

The result was strong progress across all key objectives and building on the outcomes we achieved in the previous year. Across our programs, key achievements included wide-ranging operational success such as:

Our No Interest Loans (NILs) scheme celebrated its fortieth year by expanding to support more people.

As an increasing number of clients turned to payday lenders to manage their finances, NILs expanded its eligibility criteria to an additional 1.3 million Australian households and increased amounts available from \$1500 to \$2000.

We celebrated 10 years of Good Money Stores in Victoria. Since we opened our first Good Money store in Geelong in 2013, we have issued 11,244 No Interest Loans through Victorian Good Money stores.

We commenced a review of our Financial Inclusion Action Plan (FIAP) Program. This innovative initiative invites organisations from all sectors to partner with us to promote financial resilience for their customers, employees and partners. In 2021/22, we had 38 FIAP members across Australia.

We continued to provide much-needed support to women, children, and young people experiencing family violence through The Orange Door.

We partnered with nine local agencies in the southern Bayside Peninsula Area to refurbish The Orange Door – Hastings Access Point to ensure we are delivering a coordinated service to meet the emerging needs of our clients.

Our respected advocacy and systems change work stepped up. A feature of the year was in March when, ahead of the Federal Budget's release, our Client Advocate, Rosie Batty AO, travelled with me and our Director of Stakeholder Engagement and Partnerships, Sarah Trainor, to Canberra to meet with Ministers and Shadow Ministers to discuss our funding and policy priorities and amplify our client voice. We are continuing to build on this work, by advocating for ongoing and sustainable funding to deliver our much-needed services to our communities and to advocate for positive systemic change.

In closing, I would say that, while the year has been challenging, GSANZ continues to work towards a future of optimism and hope for the people we serve.

My deep appreciation goes to our Chair, Anne Astin, and our Board members who have been both respectful and brave in their decision making.

Our staff have been tireless and committed, demonstrating genuine care and professionalism for clients, many of whom have co-occurring and complicated needs.

Our wish is that the coming year brings opportunity for disadvantaged women, children and families after a period of upheaval for many.

In this annual report, we outline GSANZ's progress towards that goal over the 2021/22 financial year.

We are delighted to share it with you.

Stella Avramopoulos
CEO

About Good Shepherd Australia New Zealand





“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.”

Saint Mary Euphrasia Pelletier

Who we are

The Sisters of Good Shepherd was established in France over 400 years ago to respond to the needs of women and girls.

The first program was a refuge that offered new possibilities and empowerment to women and girls who were trapped in situations of poverty and exploitation who wanted to change their lives.

Saint Mary Euphrasia Pelletier carried forward this Mission, expanding internationally, and we are now the largest, longest running organisation supporting women and girls, located in 73 countries with consultative status on women and girls at the UN.

Good Shepherd has conducted our vital work in Australia since 1863 and Aotearoa New Zealand since 1866.

What we do

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

How we do it

Clients are always at the centre of what we do. We have always been focused on responding to their emerging needs and on providing innovative, locally tailored responses.

Our services are complemented by research, advocacy, and policy development that address the underlying structural causes of injustice and inequality to pave a way for a better tomorrow.

We know one sector cannot disrupt the growing hardship in the community; we are building cross-sector coalitions.



We are made up of two parts of the heart

Good Shepherd's logo is designed as a heart made from two shepherd crooks.

One crook symbolises how we nurture and support people through our programs and services.

The other crook symbolises how we protect and ward off predators through our advocacy work to challenge systems and change laws, policies and structures that keep women, girls and their families in disadvantage.



Good Shepherd staff attended the Walk Against Family Violence in Melbourne.



Vision

Our Vision is for all women, girls, and their families to be safe, well, strong and connected.



Mission

Our Mission is to tackle the significant issues impacting women, girls, and their families.



Purpose

Our Purpose is to enable fullness of life for women, girls and their 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

Snapshot of achievements



We were able to expand our services and respond to the growing needs of women, girls and their families.

Over 75,000 women and girls and their families were supported by our programs, up from 60,000 clients in FY2020/21. We worked on building our service infrastructure to be able to support 15,000 more clients to be safe, well, strong and connected.



We continued listen to our clients and participants and to adapt our programs and services to meet their emerging needs through the design of new and innovative service delivery models.

We worked closely with the Department of Social Services to integrate and expand the reach of our No Interest Loans (NILs) program to support an additional 1.3 million Australian households. In addition, we increased the loan amount from \$1,500 to \$2,000 and broadened the options that the loans could be used for. We also launched a telephone and online service to improve accessibility. A more streamlined NILs product has improved ease of access for our clients in response to rising cost of living pressures.



We advocated alongside Financial Counselling Australia, CHOICE and Consumer Action Law Centre for the regulation of Buy Now Pay Later (BNPL).

We released a report on the growth and harms of Buy Now Pay Later products using client data and practitioner insights. We led the advocacy for prioritisation of financial abuse prevention in the consultations with the Federal Government on BNPL regulation.



We amplified client voice and embedded lived experience in Good Shepherd’s systems and practices.

As part of our commitment to take a client-centric approach, we appointed survivor-advocate and 2015 Australian of the Year, Rosie Batty AO, as Good Shepherd’s Client Advocate. Rosie is instrumental in ensuring that our practices, systems and processes are informed by lived experience. Rosie accompanied our CEO, Stella Avramopoulos, and the Director of Stakeholder Engagement and Partnerships, Sarah Trainor, to Canberra to meet with Ministers and Shadow Ministers to ensure lived experience and our client insights into what women, girls and their families need are aligned to our funding and policy priorities.



Our policy analysis is reflective of emerging issues facing women, girls and their families and is cited as a source of authority across key platforms of influence.

We made 14 policy submissions and appeared at the Senate Inquiry into the purpose, intent, and adequacy of the Disability Support Pension. Fifty-three of our policy recommendations were reflected in final government reports.



Contributing to Good Shepherd’s International Foundation Strategy

Our CEO, Stella Avramopoulos, and the Director of Mission, Gendrie Klein-Breteler AM, travelled to Rome to participate in the planning for Good Shepherd’s new International Foundation Strategy. Twenty-four countries were represented at the meeting and 62 Good Shepherd Sisters and staff from all over our international network contributed to the four objectives of the plan. The Strategy will determine the next six years of Good Shepherd’s path, working towards consistent outcomes for women and girls in 72 countries across the world.

Our 2021/22 reach



Over 75,000

women and girls and their families supported by our programs, up from 60,000 clients in FY20/21



579

women provided with family violence case management support, including risk assessment and safety planning



424

women provided with a crisis after hours response



66

families participated in Parents under Pressure



69

individuals received Specialist Sexual Assault counselling (NSW)



51

parents and children participated in the Sydney Young Parents Program



29,631

hours of support provided to 505 families by our Victorian Family Services teams



121,319

people impacted from NILS and StepUP loans*

* Total number of people in the client's household.



29,154

hours of service achieved for financial counselling FY21/22, up from 28,952 in FY20/21



25

partners worked together to coordinate and deliver family services in Brimbank-Melton and Bayside Peninsula, Victoria



\$3,234,556

client debt waived through financial counselling support



28,368

hours of support by the Good Shepherd team in The Orange Door



2,373

financial capability conversations or financial coaching sessions with clients, up from 1,156 in FY20/21



9

member organisations of our Geelong place-based Financial Inclusion Action Plan completed their Foundation actions



303

clients supported through microenterprise programs LaunchMe and SA Small Business Recovery, up from 261 in FY20/21



10

organisations launched public commitments to act as part of the Northern Adelaide place-based Financial Inclusion Action Plan (FIAP)

The impact we seek



Priority areas



Economic participation and wellbeing

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



Safety

Women, girls, and their families live free of violence.



Resilience

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



Housing options

Women have safe and secure housing in supported communities.



System change

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

Our strategic priorities



1 Priority 1

Service excellence

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



2 Priority 2

Coalitions for impact

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



3 Priority 3

Whole system thinking and action

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



Our impact

Supporting women, girls, and their families by improving our programs and services and advocating for structural change

Service excellence

No Interest Loans expanded to reach an additional 1.3 million Australian households

In a bid to increase access to safe and affordable credit in the midst of rising cost of living pressures, we undertook a significant project to improve the delivery and access of our No Interest Loans (NILs) scheme.

Single mother of two, Rosetta Inachello, who is currently paying off a No Interest Loan, said she was thrilled to discover that the scheme existed and that it is helping her stay on top of her finances.

"I have been through a pretty tough time, so having a No Interest Loan where the repayments automatically come out of my account fortnightly has been very manageable because of the no interest," Ms. Inachello said.

"In terms of the process, I also liked how I was guided through it. I just needed some help."

Queensland Financial Resilience Program

Proudly delivered by the Queensland Government, Good Shepherd, and Neighbourhood Centres Queensland, the Queensland Financial Resilience Program provides a free, non-judgmental and confidential service that helps eligible Queenslanders understand their finances, become more financially secure and better manage their money. Our Queensland Financial Resilience Program uniquely offers clients one entry point for service support rather than being referred across teams.

This financial year we expanded our reach with our team of Financial Resilience Workers, Financial Counsellors and Social Workers now available in 20 locations across Queensland.



"I have been through a pretty tough time, so having a No Interest Loan where the repayments automatically come out of my account fortnightly has been very manageable because of the no interest."

Pictured: Single mother of two, Rosetta Inachello.

Good Money stores in Victoria celebrate 10 years

When Good Money was first conceived 10 years ago, it offered a new way of delivering community finance options to those who were missing out. Having a retail hub in main street locations revolutionised our reach with a 'one-stop shop' for community finance services. After the success of our first Good Money store in Geelong, we then opened in Collingwood and Dandenong and, five years later, in Morwell. Since they opened, we have issued 11,244 No Interest Loans through Good Money stores in Victoria.





2 Coalitions for impact

Since 2003, Good Shepherd has partnered with NAB, state and federal governments, and over 160 local community organisations in hundreds of locations across Australia to provide safe and affordable credit to help Australians manage their money.

“Through partners such as Good Shepherd, we can help people experiencing vulnerability by offering simple, easy, and affordable access to small loans – a safe alternative to predatory payday lenders.

“We’re particularly proud of how the No Interest Loans program has evolved over time, to support more Australians with the dignity of access to rental accommodation, essential household items, education supplies and cars.

“It’s important for anyone struggling financially to know help is available, whether that be through their bank or organisations like Good Shepherd.”

Jessica Forrest, Social Impact Executive at NAB



“Through partners such as Good Shepherd, we can help people experiencing vulnerability by offering simple, easy, and affordable access to small loans – a safe alternative to predatory payday lenders.”

Jessica Forrest, Social Impact Executive at NAB



Justice in action – Treasury Options Paper

In October 2022, Treasury released its options paper on Buy Now Pay Later regulation in Australia. As a result of Good Shepherd's advocacy, financial abuse was featured. We'll continue to build the case for financial abuse prevention, drawing on our client's experience and our research.



3 Whole system thinking and action



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

Safety net for sale: Good Shepherd reports on the role of Buy Now Pay Later in exploiting financial vulnerability

To ensure we are addressing the rise of Buy Now Pay Later (BNPL) products, we released a report drawing on unique Good Shepherd client data and practitioner insights about the harms of BNPL, and how they can be avoided. The research highlighted that BNPL was commercialising the social safety net and, in the absence of suitable, safer alternatives or adequate social security payments, we saw that BNPL is being used for essentials like children's clothing and baby products. Women are accumulating unmanageable BNPL debts after fleeing family violence, needing money for basics to re-establish their homes.

Good Shepherd joined a network of advocates including Financial Counselling Australia, CHOICE and Consumer Action Law Centre in calling for the regulation of BNPL products. Good Shepherd also called on the government to:

- **Establish a minimum income floor** by increasing income support base rates (including JobSeeker) to at least the Age Pension level.
- **Strengthen debt-free financial support** for family violence victim-survivors, by increasing the amount and accessibility of the Federal Escaping Violence Payment.
- **Maximise alternatives to BNPL** by supporting the promotion and delivery of No Interest Loans, and ensuring people have a regulated right to instalment payments for essential services.
- **Close regulatory loopholes** to ensure consistent consumer protection, with a focus on preventing unaffordable BNPL debts, unmanageable multiple accounts, and misleading marketing of BNPL.
- **Prioritise financial abuse prevention** in the BNPL regulatory regime.

Aiding recovery and healing for victim-survivors of family violence and financial abuse

Service excellence

Evaluating the Financial Independence Hub to improve recovery from financial abuse

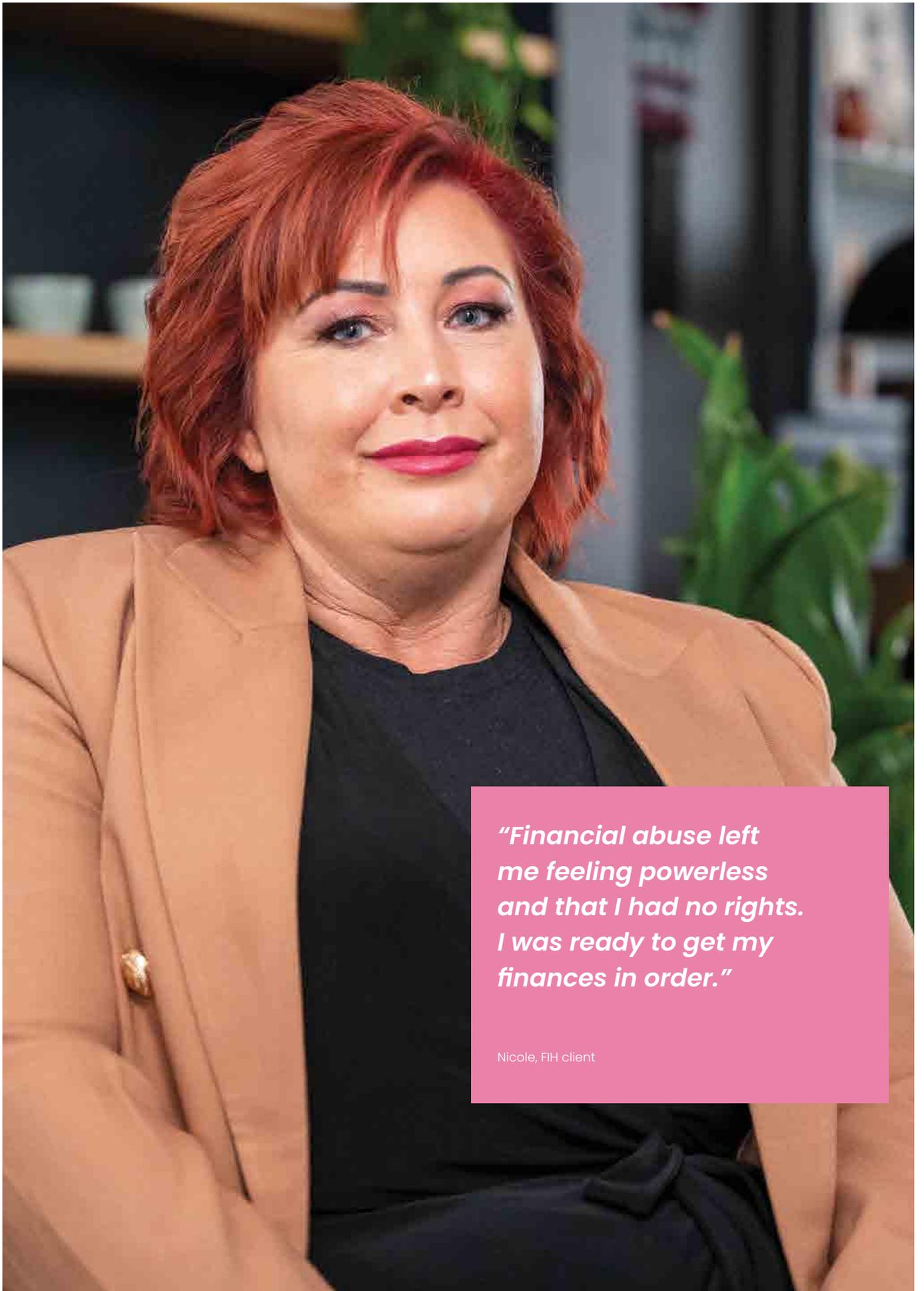
To ensure we are delivering a best practice, trauma-informed service to our clients, Good Shepherd's national program, the Financial Independence Hub (FIH) has been extensively evaluated to continually evolve the service to meet the needs of Women recovering from financial abuse.

The evaluation involved an examination of the program drawing on qualitative and quantitative insights from current and former FIH participants, staff interviews and focus groups, stakeholder interviews, program data and an audit of case files. The evaluation found positive outcomes for people who had been through FIH, such as helping them feel more capable of progressing towards their financial goals and recovery. It also recommended some opportunities for growth and improvement, such as allowing for participants to share their lived experience and to support others to find out about the program.

The evaluation made 18 recommendations which are now being implemented including changes in marketing, developing better referral pathways aligned to the recovery journey, and continuing to co-design the program with people who have lived experience.

FIH participant, Nicole said the program had been life changing.

"Financial abuse left me feeling powerless and that I had no rights. I was ready to get my finances in order. My bank, through their domestic and family violence program did an amazing referral for me to Good Shepherd and I had my own personal cheerleader who was providing a safe space and support and was letting me know I was making progress."



“Financial abuse left me feeling powerless and that I had no rights. I was ready to get my finances in order.”

Nicole, FIH client



"I had my own personal cheerleader who was providing a safe space and support and was letting me know I was making progress."

Nicole, FIH client

2 Coalitions for impact

CommBank's commitment to end financial abuse

Since July 2021, Good Shepherd has delivered the Financial Independence Hub (FIH) funded by CommBank as part of their Next Chapter program that aims to reduce financial abuse. FIH is the first program of its kind, co-designed with people who have lived experience of domestic and family violence. It offers a free and confidential service for people who have experienced financial abuse to feel more confident with money, regardless of who they bank with.

"Through CommBank Next Chapter, we are committed to addressing domestic and financial abuse for our customers and the community.

"Financial abuse has a serious impact on individuals, families, and communities. Effectively responding to this complex issue requires innovative partnerships. We are proud of our partnership with Good Shepherd to deliver the Financial Independence Hub and look forward to continuing to work with them to help victim-survivors build their financial independence."

Nathan Barker, Head of Community Investment at CommBank



Commonwealth Bank

"Through CommBank Next Chapter, we are committed to addressing domestic and financial abuse for our customers and the community."

Nathan Barker, Head of Community Investment at CommBank



Providing a free helping hand to aspiring small business owners

Service excellence



Zeal, we are wholehearted in our purpose

LaunchMe is an innovative program providing one-on-one business coaching for aspiring small business owners and sole traders to help them start up and develop their business. LaunchMe also supports established small businesses that have been impacted by economic and/or environmental factors and need support to rebuild.

LaunchMe offers participants practical tools and resources to become business-ready and opportunities to upskill in areas such as sales, marketing, and social media promotion. Our LaunchMe coaches also offer referrals to external business professionals and access to Good Shepherd's other services such as Financial Counselling and Financial Capability.

LaunchMe Bushfire Recovery program receives funding boost

Bushfire Recovery received a boost in funding in East Gippsland and North-East Victoria from the Victorian and Commonwealth Governments under the Commonwealth-State Disaster Recovery Funding Arrangements (DRFA). This will enable the program to continue helping aspiring and existing small business owners to rebuild their businesses after the triple effects of droughts, bushfires, and COVID-19.

LaunchMe Victoria has been funded by the Victorian Government via the Department of Jobs, Precincts and Regions since 2018 and is funded until December 2023. LaunchMe SA continues to receive vital funding from the Government of South Australia through the Department of Human Services.

Supporting women in small business

LaunchMe was originally designed for people on low incomes who wanted to create self-employment opportunities and were looking to start a micro-business. Since the onset of COVID-19 and environmental disasters, LaunchMe has evolved and is well placed to not only assist startups but to also support established businesses in trying to rebuild and recover.

LaunchMe has been particularly successful in assisting the creation and recovery of women-led businesses, helped women like Bonhi Banerjee and Rebekah Clarke chase their business dreams and set them on the path to financial independence.

Ms Banerjee who owns Law Circuit, a business that connects people with the appropriate legal service, said that LaunchMe provided the guidance to push her business forward.

"I didn't have any experience with marketing or advertising, so when I started my business, I knew that I would need help with those areas," said Ms. Banerjee.

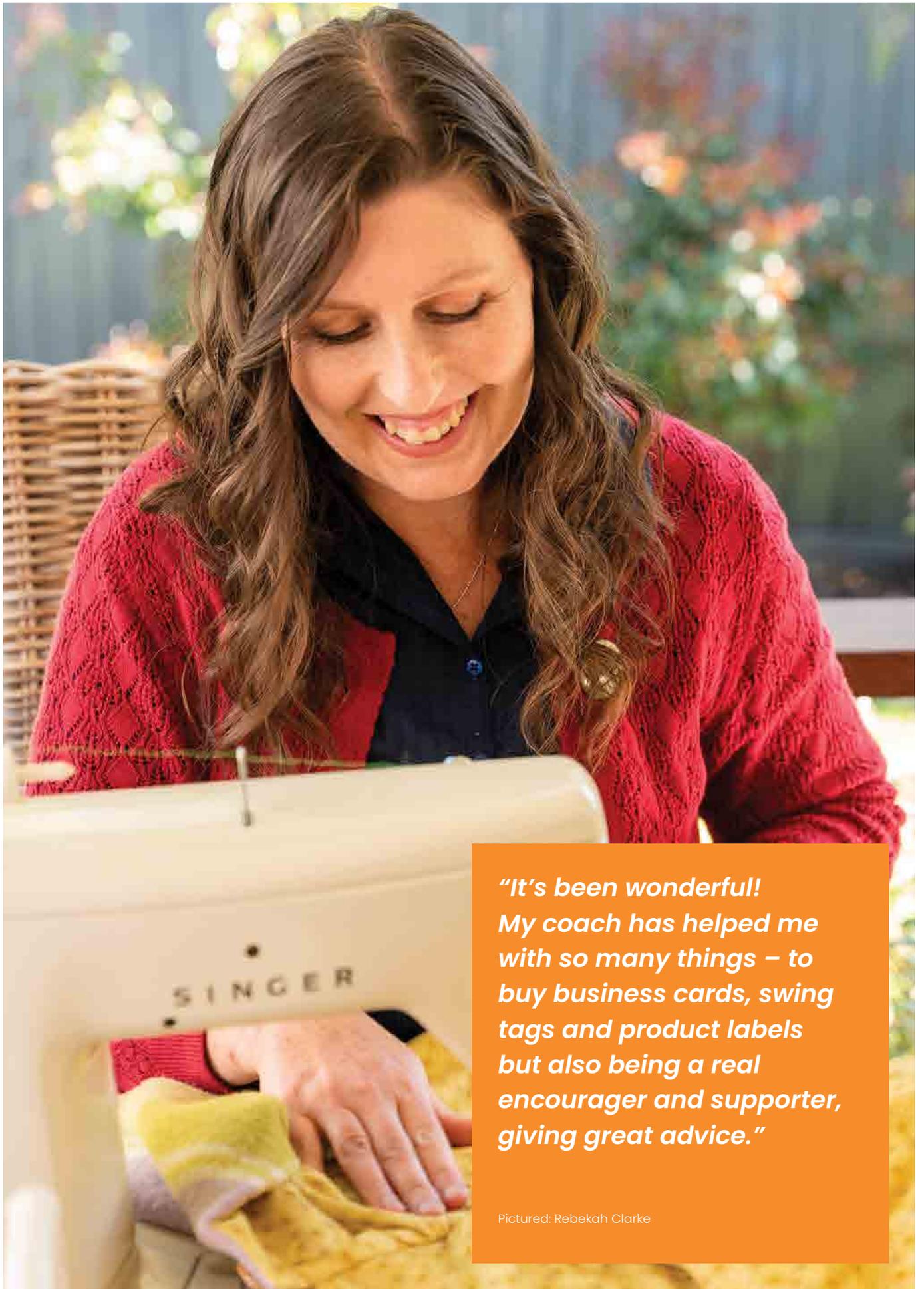
Ms Clarke, who is the owner of BekiLou, which refashions blankets and table linen into children's clothing said LaunchMe "jumped out at her" when she was searching online.

"It's been wonderful! My coach has helped me with so many things – to buy business cards, swing tags and product labels but also being a real encourager and supporter, giving great advice," said Ms. Clarke.



"I didn't have any experience with marketing or advertising, so when I started my business, I knew that I would need help with those areas."

Pictured: Bonhi Banerjee



"It's been wonderful! My coach has helped me with so many things – to buy business cards, swing tags and product labels but also being a real encourager and supporter, giving great advice."

Pictured: Rebekah Clarke

LaunchMe has helped hundreds of small businesses – and the people behind them

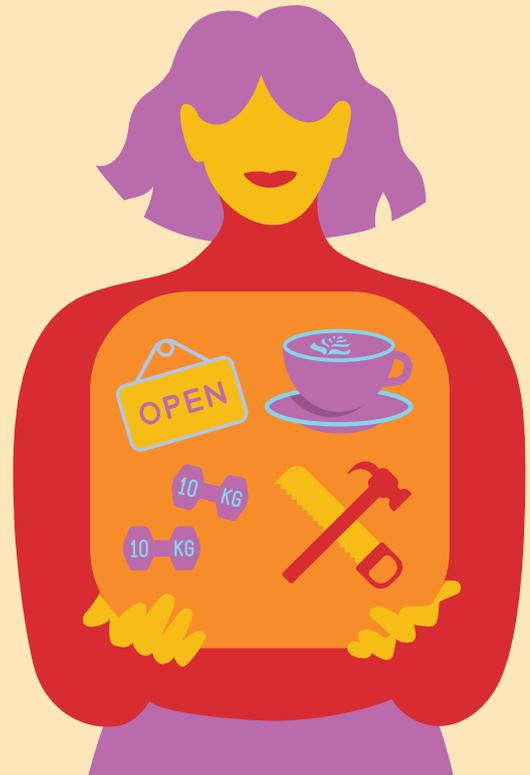


420 From 2017 to 2022, LaunchMe engaged 420 participants

61% of our participants are women

67% of those who completed LaunchMe generated income during the project

14 We've had 14 startups created by Aboriginal and Torres Strait Islanders (so far)



Supporting families to thrive

Service excellence



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

Parents Under Pressure

Parents Under Pressure (PuP) is an evidence-based program that provides therapeutic parenting support for families to enhance parent-child relationships, parenting and child capacity, family functioning and child development.

Monica inspires Mum's confidence

"I'd been looking for help and guidance on how to be a mum and handle two small kids, my oldest son has National Disability Insurance Scheme (NDIS) funding. I called the NDIS, explained I was struggling. They provided webinars and that's all because the funding is for my son, not for me as a parent.

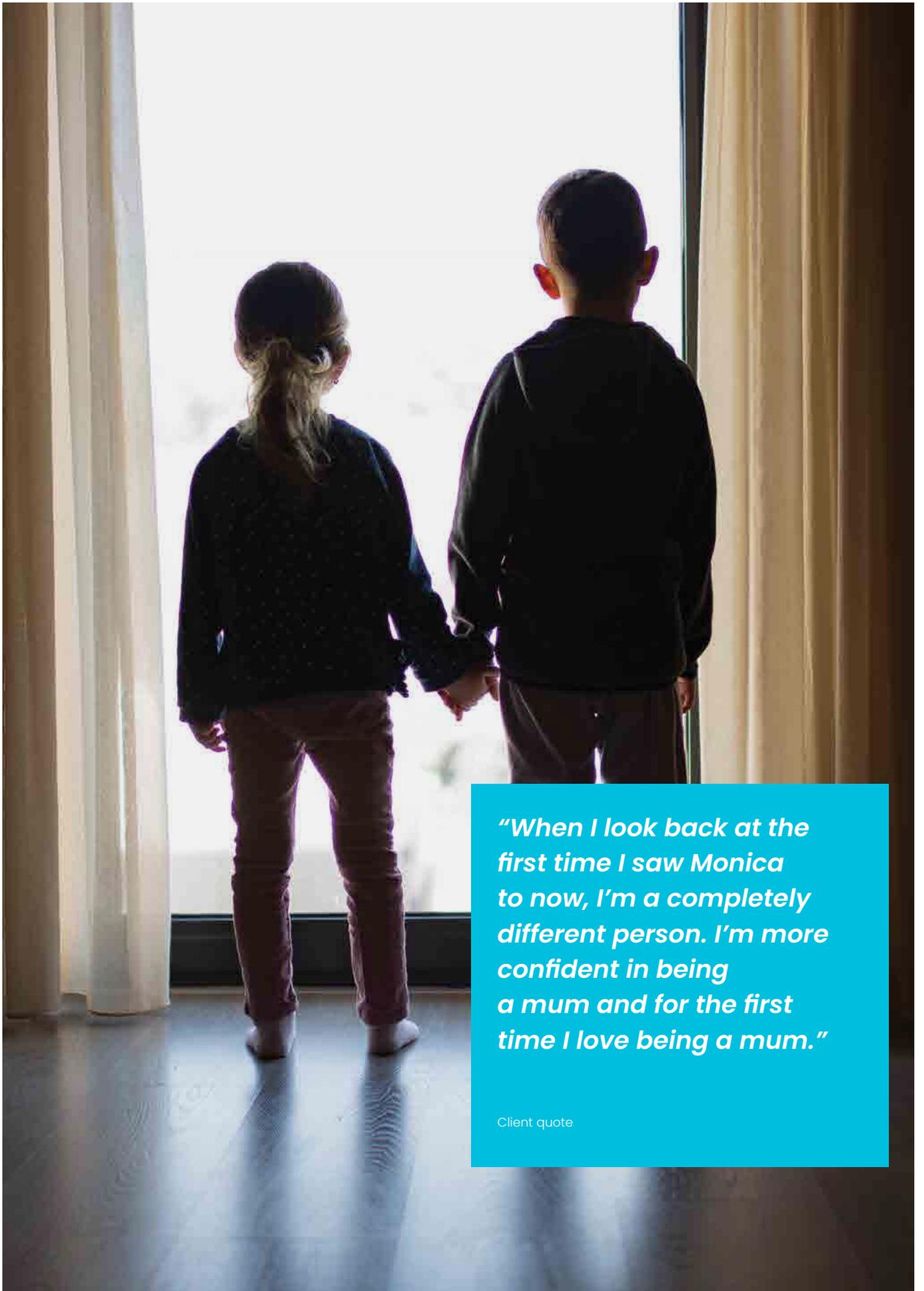
I spoke to my son's kindergarten teacher, and I explained to her how he was acting at home, that I was struggling with how to deal with him, and how I couldn't find any help.

When I picked him up from kinder, the teacher gave me a pamphlet for Good Shepherd. I called and spoke to Monica. We spoke for a few minutes, and she said, 'I can help you.'

Monica came to my house and met my son, and she was amazing with him and she understood why I was a mess.

It was nice to have Monica there to help me. I could let my guard down and tell her everything and she didn't judge me. In our sessions, Monica would always give me strategies to deal with certain situations. It was refreshing to have someone who knew what they were talking about and understands how hard it is to be a mum. The flexibility of days and time Monica could visit made the process so easy.

I wish other parents who needed a little bit of extra help and support knew about this service! When I look back at the first time I saw Monica to now, I'm a completely different person. I'm more confident in being a mum and for the first time I love being a mum. Yes, it's hard, but I feel more confident in myself to be able to handle situations with the kids and everyday life. Monica is so kind – she was my biggest supporter to get me where I am today."



“When I look back at the first time I saw Monica to now, I’m a completely different person. I’m more confident in being a mum and for the first time I love being a mum.”

Client quote

Mary and her teen are supported

Mary, a single mother of teenage children, was referred to Good Shepherd's Parents Under Pressure (PuP) program due to concerns about one of her teenager's verbally and physically aggressive behaviour. Mary felt overwhelmed with stress and had tried numerous strategies to respond to her child's behaviour.

The initial PuP assessment highlighted Mary's strengths including her insight into her struggles, her willingness to seek support, and her love and desire to understand her children better so she could support them.

When discussing her initial goals, Mary said that she didn't want to 'flip out' and get angry and yell and expressed wanting to improve her relationship with her children. This was broken down into short term goals including being able to remain neutral when faced with challenging behaviours and being more present in her parenting.

PuP support included exploring Mary's own experience of being parented and how it influenced her parenting style and values, helping her identify triggers for her anger and her teens, and gave her practical strategies to help her stay neutral when faced with challenging situations. We also supported her with mindful parenting tools.

After engaging with the PuP program for seven months, Mary saw some significant changes including an improvement in her mood and a reduction in anxiety and stress symptoms. Mary has also noticed improvements in the day-to-day functioning of her family.

Throughout the final few sessions, Mary reported feeling much calmer, more settled, and not agitated and rushing all the time.

She said that there have been no more outbursts from the children, that she had not yelled at them in a long time and that she feels her relationship with her children is a lot better.

Firmer Foundations NSW

Firmer Foundations is a dual-purpose program that includes free financial wellbeing coaching for people in NSW as well as a capacity building arm that trains organisations to engage the people they work through positive financial conversations.

The program aims to help participants and facilitate financial conversations about:

- setting personal money goals,
- enhancing budgeting skills,
- increasing financial knowledge, including rights and entitlements.

To measure the effectiveness of the program, we recently reviewed the client outcomes following their participation in the Firmer Foundations program.

All participants who took part in the review, reported feeling less anxious and calmer and some even reported feeling more confident about managing their money.

"Now I set a budget before I go out with friends or go to the shops. I stick to it."

Early Intervention Parents Under Pressure client quote



Pictured above is child led play with a four-year-old boy. He wanted to play Santa Claus and hang up stockings. So, he raided his sock drawer and painstakingly laid out all the socks over the 'fireplace.' This fun play allowed this hyperactive child to practice patience and mindfulness.

2 Coalitions for impact

Parents Under Pressure embraces coalitions in the Brimbank/Melton and Bayside Peninsula Alliance areas. The program receives referrals from local maternal child health services, early learning centres, kindergartens, the Wallaroo Community Centre, hospitals, the Victorian Police and The Orange Door.

3 Whole system thinking and action

Parents Under Pressure (PUP) program extended

The Parents Under Pressure pilot program will be extended until 30th June 2023. We will work alongside Griffith University to complete a report to review and canvas longer term funding options.

"You were just exactly what I needed in my life to help sort out my mind. Thank you for your encouragement and kindness. YOU are ace AND Good Shepherd!"

Early Intervention Parents Under Pressure client quote

Delivering services to women and their families through our specialist family violence recovery refuge

1 Service excellence

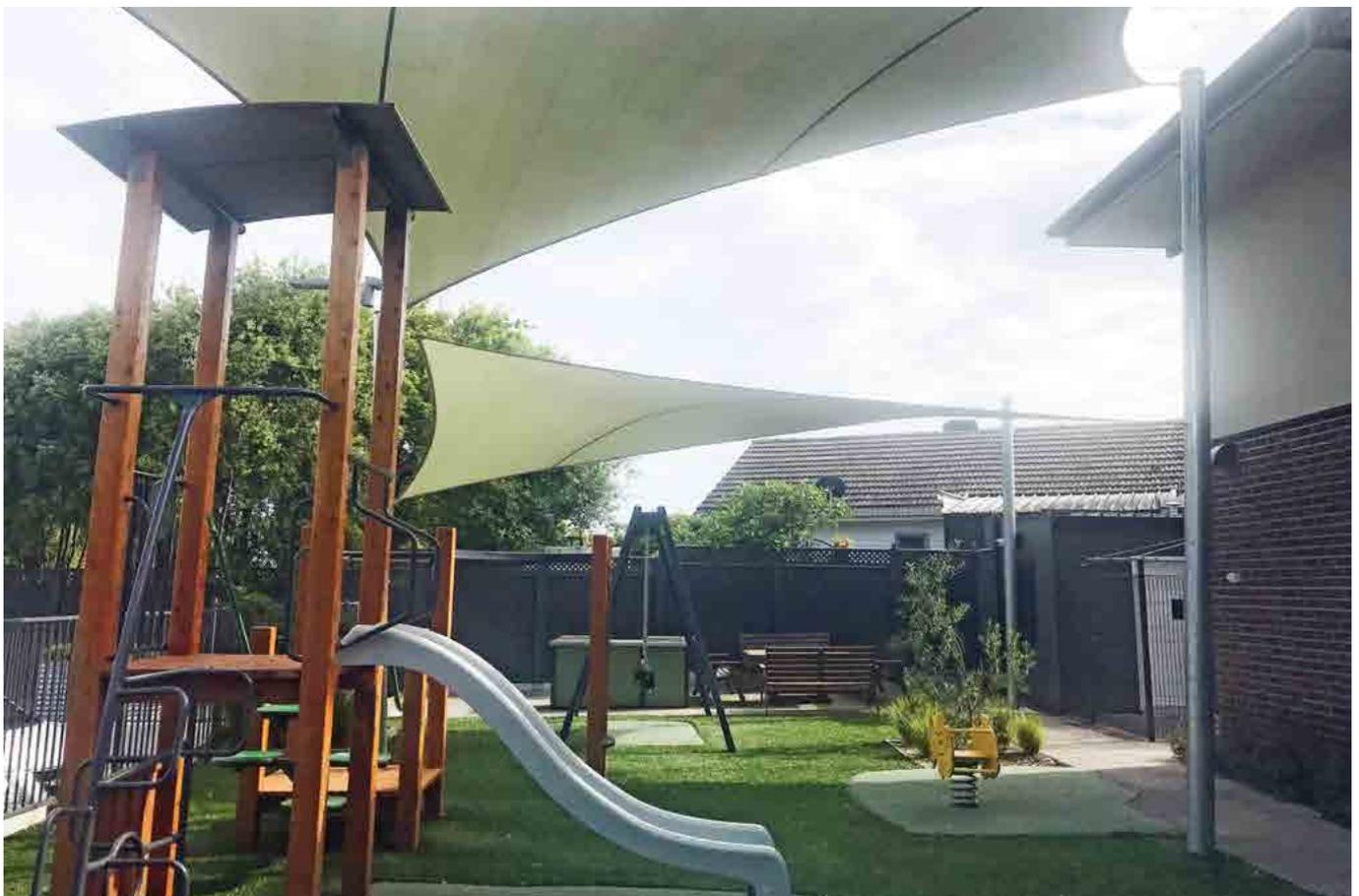
Family Violence Core and Cluster Refuge

Good Shepherd continues to provide safe housing at the Core and Cluster Refuge for up to six to eight weeks for women and children fleeing family violence. We understand that leaving an abusive relationship requires immense resilience and strength. Building rapport and trust with our clients is paramount. Everything from the design of the space to the way the team interacts with clients is trauma-informed, so we can achieve the best possible outcome for our clients long after they have left the refuge.

Providing a culturally safe space

Sadly, women from culturally diverse communities experience more social isolation, visa abuse and barriers to accessing services that can leave them more likely to experience family violence. While there is an urgent need to expand culturally safe refuges across Australia, we are proud to accommodate women on temporary visas because of the challenges they face finding a safe place to live.

We support women on temporary visas by ensuring they can maintain a connection to family, culture, and community. They are allowed to have visitors at the refuge and no strict curfews on families, means they can also meet with loved ones out of area, provided it is safe to do so.





Sita finds peace

Content warning – This story contains descriptions of family violence

After experiencing coercive control, stalking, threats to kill her and her children, isolation, and physical abuse at the hands of her husband, Sita*, who was on a temporary student visa from India, felt isolated and unsafe.

Her husband controlled her every move, not allowing her to do anything to support her visa application, meaning she would be sent back to India.

Before coming to Good Shepherd, Sita had previously been placed in another refuge where she was tracked down by her husband, held hostage for a week, verbally, physically, and sexually assaulted while her young children were with her.

As a result of the abuse, Sita was left homeless and unable to work, she was isolated from family, unable to drive whilst being a full time stay at home mother caring for her young children. Her self-esteem was at an all-time low.

When Sita and her children came to Good Shepherd, we worked with her and supported her mother to come over from India to stay with her in the refuge. Sita was also able to enrol her children into childcare, gain employment, get her Learners Permit, and continue her education. She was also supported to eventually move safely from the refuge into a transitional house and apply for a protection visa in collaboration with Refugee Legal.

“I feel safe and have no stress and I am feeling more confident and overall, I am feeling good. I felt listened to, and Good Shepherd respected my culture and background.”

Sita*

Sita has since been supported with material aid, safety planning, emotional support and ongoing risk and case management, and she has more confidence and is happier and stronger than when we first met her.

“I feel safe and have no stress and I am feeling more confident and overall, I am feeling good. I felt listened to, and Good Shepherd respected my culture and background. I am really happy with Good Shepherd. I liked the activities and birthday and Easter celebrations in the refuge and the help I got with childcare and my visa.”

*Some details have been changed to protect privacy

2 Coalitions for impact

Taking a person-centred approach

We work collaboratively with our clients and their families enlisting support from other Good Shepherd programs and external agencies where appropriate. We also collaborate with external services that work with perpetrators to hold them accountable for their actions.

3 Whole system thinking and action

As the refuge has been operating for over 12 months, we are always looking at continuous improvement and taking onboard feedback from our clients through case engagement, feedback and survey data.

Clients are also consulted about what they would like to see in the way of groups, activities, workshops, tutoring, therapeutic sessions and celebrating calendar events.

The energy sector introduces measures to protect customers experiencing family violence

After Good Shepherd's joint submission to the Australian Energy Market Commission (AEMC) calling for the protection of customers affected by family violence, the Commission adopted a number of protections for customers, including requiring energy retailers to develop and implement family violence policies and conduct sensitive debt management. This was a tremendous advocacy win for Good Shepherd and an example of how energy retailers can play an integral role in protecting victim-survivors of family violence.

Roy Morgan insights

We commissioned Roy Morgan to provide insights on a range of topics such as the state of employee financial wellbeing in Australia and cost of living trends over the last two years. Audience segments aligned with factors such as current employment status, receiving government benefits, household type and housing tenure type. The cost-of-living insights build on our 'New Vulnerable Research'. This research explored the economic impact of the Coronavirus pandemic and identified a new group of economically vulnerable people, with young people, recent migrants and women among those hardest hit.

Corporate Financial Wellbeing and Hardship Support Programs

We proudly partner with AMP, CommBank and Transurban to deliver financial hardship support to their clients including financial counselling, short term case coordination and support for family violence, mental health issues and economic abuse.

We also partner with Woolworths to offer a unique support program to their staff and their immediate family members who may be experiencing financial hardship.

Working towards a fully integrated client experience



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

Good Shepherd is currently undertaking a large-scale digital transformation project that will enable the organisation to take a more refined, client centric, trauma-informed, and evidence-based approach to service delivery. The project involves the creation of a new client database and loan management system where client data can be stored safely, shared sensitively and with consent. The standardisation of practices will increase efficiencies, reduce paper-based processing, decrease the administrative burden on our staff, and will allow us to spend more time with existing clients and to take on new ones.

What does the project entail?



Transforming our systems



Improving the process



Replacing numerous systems with one streamlined system



Providing an online website for clients to check their loans

Why?

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

- Improve client experiences and outcomes
- Improve your experience in applying for and processing loans
- Improve our data, systems processes and workflows
- Improve our reporting and advocacy for social change



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.

Meet one of our donors, Pamela Purton

How long have you been giving to Good Shepherd?

Fifteen years.

Why do you choose to give to Good Shepherd?

I donate to Good Shepherd because I used to chat with Sister Mary when she was residing at the Eva Tilley Memorial Home, many years ago. I got to know Sister Mary well and learned of her work at the Abbotsford Convent.

What would you say to others thinking of giving?

Giving to Good Shepherd is important because what they do is really good. They work for the empowerment of women.

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

No more violence! But realistically, it's that they find a better life, that they can restart again with their families, that they don't have to suffer any more.

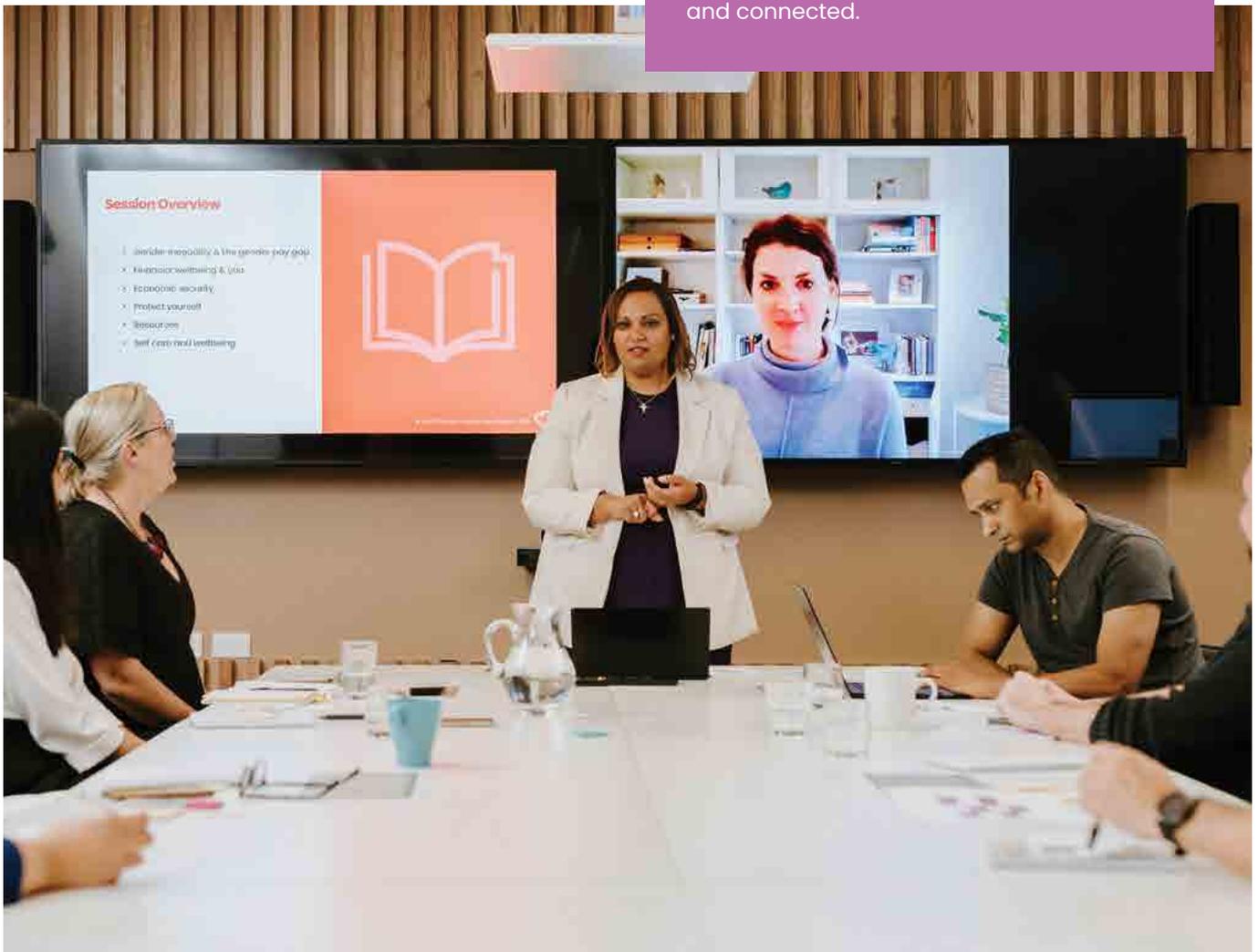
Our people

Together, it is up to all of us to carry forward the Good Shepherd Mission.

Our team is comprised of over 500 talented, kind, hard-working people whose personal and professional values reflect Good Shepherd's vision for all women, girls, and their families to be safe, well, strong and connected.



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



People highlights

Good Shepherd Day

To mark the anniversary of the Good Shepherd Sisters arriving in Australia to provide support and safe housing for women and girls experiencing hardship, every year we celebrate Good Shepherd Day. The internal event is a time for the team to reinvigorate their connection to our Mission, values, and purpose and to come together to celebrate our achievements.



“Ensuring that we are continuing the mission of Good Shepherd, whether internally within the organisation or to our stakeholders and community, is something that I see regularly and I love that I can be a part of that change.”

Good Shepherd staff member



Ash Dargan, renowned recording artist/didgeridoo player, Cultural Educator, and a proud Larrakia man from Darwin.



Chris Hume, Program Leader for Mullum Mullum Indigenous Gathering Place (MMIGP) performing a smoking ceremony on Wurundjeri country.

Annual Engagement Survey

As part of our commitment to employee health and wellbeing and engagement, in 2021 we sent out our first Employee Engagement Survey to collect confidential real-time feedback from our people to measure their connection, motivation, and commitment to Good Shepherd.

Since implementing the survey, we have made a number of improvements for Good Shepherd employees and are now in a position to annually benchmark the organisation's engagement survey results. This ensures we are continuously living our values and improving our practices, so that our people feel valued and supported.

"Absolutely love my role, the people are a strength to the organisation and the mission aligns with my core values."

Good Shepherd staff member

Reconciliation

We understand that reconciliation with the Indigenous communities of Australia and New Zealand is an important step towards healing and the realisation of justice in our region. It is our belief that until reconciliation and partnership are achieved, we will continue to be diminished as individuals, communities, and nations.

We are excited to continue our learning in this space.

“The connection to the Good Shepherd Sisters and the values and mission are the strongest asset of the organisation.”

Good Shepherd staff member



Rainbow Tick

The Rainbow Tick is a quality framework that helps health and human services organisations show that they are safe, inclusive, and affirming services and employers for the LGBTIQ community. The Rainbow Tick Standards are designed to build lasting LGBTIQ inclusion. In 2020/21, we were awarded accreditation for our specialist Family Violence program, demonstrating that our program is a safe and welcoming place for LGBTIQ+ identifying clients and service participants. We continue to meet the requirements to remain Rainbow Tick accredited including participating in ongoing assessment and quality improvement.



Financials
2021 – 2022

Our Directors

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

Names	Position	Appointed/Resigned
Anne Astin AM PSM PhD	GSANZ/GSS Chair	Appointed 01 Dec 20
Anthony Healy	Director	Appointed 03 Feb 2021
Molina Asthana	Director	Appointed 01 Dec 2019
Gill Callister PSM	Director	Appointed 01 Dec 2019
Dame Diana Crossan	Director	Resigned 04 Feb 2022
Michael Raper	Director	Re-Appointed 01 Dec 2019
Anne Cherry	Director	Re-Appointed 01 Dec 2021
Thu Trang Tran	Director	Appointed 03 Feb 2021
Conny Lenneberg	Director	Appointed 01 Feb 2022
Andi Diamond	Director	Appointed 01 Feb 2022
Emma Saunders	Director	Appointed 25 Apr 2022

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 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 or the publications sections of our website:

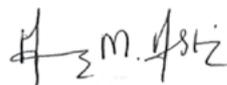
<https://goodshep.org.au/our-publications/?type=annual-reports#searchpub>

Declaration by directors

In accordance with a resolution of the Board of Directors of Good Shepherd Australia New Zealand, the Directors declare that in their opinion:

- a) There are reasonable grounds to believe that the Company will be able to pay all of its debts as and when they become due and payable.
- b) The summary financial statements set out on pages 1 to 2 have been prepared in accordance with Subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012, including:
 - i) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the year ended on that date; and
 - ii) complying with applicable Australian Accounting Standards to the extent described in the Basis of Preparation and the Australian Charities and Not-for-profits Commission Regulation 2013.
- c) The summary financial statements and associated records of the Company have been properly kept during the year end 30 June 2022 in accordance with the provisions of the Charitable Fundraising Act 1991 (NSW), the regulations under that Act and the conditions attached to the organisations authority. 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 appeals.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.



Anne Astin
Director



Anthony Healy
Director

Statement of comprehensive income

For the year ended 30 June 2022

	2022 \$	2021 \$
Revenue	61,041,464	58,047,078
Cost of sales	-	(33,795)
Employee benefits expense	(42,255,044)	(34,309,855)
Depreciation and amortisation expense	(1,700,514)	(2,359,634)
Program delivery expenses	(7,968,807)	(9,907,533)
Resource allocation and donations	-	(29,603)
Property, occupancy and utilities expenses	(1,002,217)	(1,103,386)
Consultants and investment management fees	(1,392,127)	(877,365)
Communication and IT	(2,926,461)	(3,765,154)
Repairs and maintenance	(170,366)	(324,577)
Advertising, marketing and promotions	(720,738)	(1,009,541)
Travel and motor vehicle expenses	(363,712)	(291,516)
Other operating expenses	(1,788,693)	(2,325,391)
Finance costs	(121,842)	(150,569)
Surplus/(deficit) for the year	630,943	1,559,159
Other comprehensive income: Items that will not be reclassified subsequently to profit or loss Changes in fair value of FVOCI financial instruments	(508,210)	955,751
Other comprehensive income for the year	(508,210)	955,751
Total comprehensive income / (loss) for the year	122,733	2,514,910

Statement of financial position

As at 30 June 2022

	2022 \$	2021 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	11,081,464	21,376,229
Trade and other receivables	13,590,778	7,700,025
Financial assets	4,463,534	4,800,118
Other assets	1,094,458	1,612,761
TOTAL CURRENT ASSETS	30,230,234	35,489,133
NON-CURRENT ASSETS		
Right-of-use assets	2,542,765	2,745,329
Property, plant and equipment	2,236,946	1,645,939
Intangible assets	2,883,553	351,309
TOTAL NON-CURRENT ASSETS	7,663,264	4,742,577
TOTAL ASSETS	37,893,498	40,231,710
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	3,427,787	2,983,251
Employee benefits	3,790,851	3,516,201
Income in advance	18,299,318	21,449,974
Lease liabilities	1,040,858	1,029,042
TOTAL CURRENT LIABILITIES	26,558,814	28,978,468
NON-CURRENT LIABILITIES		
Employee benefits	433,323	144,093
Lease liabilities	2,020,423	2,350,944
TOTAL NON-CURRENT LIABILITIES	2,453,746	2,495,037
TOTAL LIABILITIES	29,012,560	31,473,505
NET ASSETS	8,880,938	8,758,205
EQUITY		
Reserves	62,385	570,595
Retained earnings	8,818,553	8,187,610
TOTAL EQUITY	8,880,938	8,758,205

Good Shepherd Australia New Zealand

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

Report on the requirements of the Charitable Fundraising Act 1991 and the Charitable Fundraising Regulations 2015

We have audited the financial report as required by Section 24(2) of the *Charitable Fundraising Act 1991*. Our procedures included obtaining an understanding of the internal control structure for fundraising appeal activities and examination, on a test basis, of evidence supporting compliance with the accounting and associated record keeping requirements for fundraising appeal activities pursuant to the *Charitable Fundraising Act 1991* and the *Charitable Fundraising Regulations 2015*.

Because of the inherent limitations of any assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An audit is not designed to detect all instances of noncompliance with the requirements described in the above-mentioned Act(s) and Regulations as an audit is not performed continuously throughout the period and the audit procedures performed in respect of compliance with these requirements are undertaken on a test basis. The audit opinion expressed in this report has been formed on the above basis.

Opinion on the requirements of the Charitable Fundraising Act 1991 and the Charitable Fundraising Regulations 2015

In our opinion:

- (a) the financial report of Good Shepherd Australia New Zealand has been properly drawn up and associated records have been properly kept during the financial year ended 30 June 2022, in all material respects, in accordance with:
 - (i) sections 20(1), 22(1-2), 24(1-3) of the *Charitable Fundraising Act 1991*; and
 - (ii) sections 10(6) and 11 of the *Charitable Fundraising Regulations 2015*;
- (b) The money received as a result of fundraising appeals conducted by the entity during the financial year ended 30 June 2022 has been properly accounted for and applied, in all material respects, in accordance with the above mentioned Act and Regulations



ACCRU MELBOURNE (AUDIT) PTY LTD



R A LANE
Director

13 October 2022



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



Level 1, 485 La Trobe Street, Melbourne VIC 3000
03 9270 9700 | info@goodshep.org.au | goodshep.org.au