



Annual Report
2022-2023

Anchor Community Care
Innovating for better outcomes

Contents

Our Vision

Every child, young person and family can overcome disadvantage and achieve their full potential.

Our Purpose

To ensure every child, young person and family experiencing disadvantage can obtain the support they need to have a safe and stable home, thrive, and achieve their goals in life.

2021-2024 Strategic Priorities

1. Sustainable growth and impact
2. Improved outcomes for people we support
3. Quality and safety
4. Credible voice and trusted partner
5. Organisational culture and capability

Our Child Safe Commitment

At Anchor, we are committed to the safety and wellbeing of all children and young people participating in our programs and the welfare of the children in our care will always be our first priority.

Equality Statement

Anchor welcomes all individuals, irrespective of sex, race, ethnicity, culture, language, religion, marital status, disability, sexuality, gender or age.

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Anchor acknowledges the Traditional Owners of the land and pays respect to their Elders, past and present.

Supporting your future. Supporting your future. Supporting your future.

Report from Chair

Phillip Campbell



The Board and I are extremely proud of what Anchor has been able to achieve in 2022-2023. As many other organisations did, we endured some difficult COVID-affected years, however in the past 12 months we have grown our services and geographic footprint. We are now ready and capable of accepting new challenges.

The growth of Anchor's unique Supporting Transitions Program has been very exciting. Funded via individualised packages which cater to each client's specific needs, the Program aims to transition 16 -18 year olds out of residential care and, via its family preservation component, to prevent children and young people from entering the residential system in the first place. The Supporting Transitions Program currently operates in Melbourne's east and south and soon will be expanding into Gippsland.

In February Anchor Inc officially became Anchor Community Care Ltd. By transitioning from an Incorporated Association to a Company Limited by Guarantee, the Board will have greater flexibility to guide Anchor's future development. Our governance structures are now determined by the Australian Securities and Investments Commission (ASIC) in addition to the Australian Charities and Not-for-profits Commission (ACNC).

We appreciate the continued support of the State Government of Victoria via the Department of Families, Fairness and Housing (DFFH). Anchor has two main service streams which are based on DFFH funding categories: firstly, Care Services incorporating Kinship Care, Foster Care and Supporting Transitions and secondly, Homelessness and Youth which includes crisis services, case management and youth homelessness services.

There have been some changes on Anchor Community Care's Board during 2022-2023. We were thrilled to welcome senior IT executive Chris Howard to the Board. Chris had previously chaired our Information and Communications Technology Committee as a volunteer and has been able to develop a sophisticated ICT Strategy for Anchor which will guide us well into the future. We also farewelled three Board members during this period; thank you to Cam Battaglia, Leah Calnan and Karen McComiskey for your valuable contributions.

As well as Chris, I would like to thank our other current Board members, both for their work as general Directors and their contribution to our specialist Committees:

- **Revenue, Planning and Growth Committee**
Brad Price (Chair), Michael Deidun and Adrian Martyn developed an Investment Strategy and laid the groundwork for future fundraising and investment initiatives.
- **Risk and Compliance Committee**
Joint Chairs Sue Allen and David Benady, together with members of the Executive Management Team, developed a risk management framework which provides a robust platform to manage risk, both strategic and operational.
- **Reconciliation Action Plan Committee**
Peter Cairns and Michael Deidun joined Anchor staff and external stakeholders to guide Anchor's Reflect Reconciliation Action Plan (RAP) journey.

On behalf of the Board, I would like to congratulate Anchor's Executive Management Team led by CEO Heidi Tucker along with Fiona Nicholls, Nicky Anderson, Peter Dinsdale, Georgina Van Stekelenburg and Helen Voogt-Dillon who have provided outstanding leadership throughout FY2023. Thank you also to our dedicated staffing group for their commitment to the clients we serve.

And last, but definitely not least, sincere appreciation is also expressed to our supporters and donors who enable us to provide innovative and high-quality service to our clients. Special thanks to the Foothills Foundation, Myer Eastland, Myer Community Fund and Together Financial Services for their long-term ongoing commitment to Anchor and Perpetual Trustees and Yarra Ranges Council who are supporting us to trial new approaches to address intractable social issues.

As we enter the third and final year of the 2021-2024 Strategic Plan having exceeded our objectives, I look forward to working with my fellow Board members and the Executive Management Team to develop the next Strategic Plan which will further strengthen Anchor's financial and operational capability to ensure sustainable growth.

Report from CEO

Heidi Tucker



I would characterise 2022-2023 as a year of 'climbing and striving'. After finally returning to some normality after COVID, we were able to leverage the solid work we had undertaken in 2021-2022 against our strategic priorities of:

- Sustainable growth and impact
- Improved outcomes for the people we support
- Quality and safety
- Credible voice and trusted Partner
- Organisational culture and capability

When we established our Supporting Transitions program in a small Pakenham cul-de-sac in 2021, we could not have predicted the positive impact it would have on the wellbeing of our clients - young people aged 16- 18 years who are transitioning from residential care to living independently.

We have significantly grown our service offerings funded by the Department of Families, Fairness and Housing (DFFH) through Targeted Care Packages for vulnerable children and young people to ensure that they can transition from, or avoid needing, residential care. In many cases children and young people have been able to reconnect successfully and safely with family.

We are continuing to grow our reach and preparations for operating our supporting transitions service further southeast into the Gippsland region are well underway.

I am grateful to Anchor Community Care's service delivery staff across all our teams who never give up and always maintain a positive attitude in providing professional support to our clients.

As our Kinship and Foster Care teams continue to work towards every child and their family receiving the right support at the right time to enable them to thrive, we anticipate that there may be some change in both our

home-based care programs in the future. Unfortunately, Foster Care is in decline nationwide with fewer people available to volunteer their time and having the capacity to care for a child who has a history of trauma and difficulty. The Victorian Government is favouring that children who cannot live with their birth parents reside with relatives. This provides great benefits to the children but grandparents and other family members often require significant support to provide a safe, caring and stable home. Our Kinship care program is growing and we anticipate that this trend will continue.

I am proud of the high-quality operational support that Anchor's Corporate Services, People and Culture and Business Development and Support (BDS) teams provide to our service delivery staff as the number of people we support grows.

This year our BDS team has been able to secure some valuable philanthropic and grant funding which allows Anchor to go beyond what it can achieve relying only on government funding. The team has also led the development of an Impact and Outcomes Framework which will guide our service provision to ensure that the support we provide matters. As well, the framework will support us to evaluate our programs and demonstrate their value to our funders.

Anchor Board member Chris Howard, Executive Manager-Corporate Services Fiona Nicholls and Information and Compliance Coordinator Melina Anastassiou-Stein have drafted an ICT Strategy which will increase our capability and data security over the next three-five years.

We have a stable asset base, including the establishment of an investment portfolio with Koda this year. This will enable Anchor to be financially secure and thus invest in our business to support future growth and innovation which is so important to the people we serve.



Anchor Executive Management Team – From left: Georgina Van Stekelenburg, Executive Manager – Business Development and Support; Helen Voogt-Dillon, Executive Manager - People & Culture; Heidi Tucker – Chief Executive Officer; Nicky Anderson, Executive Manager - Care Services, Paula Barras, Executive Coordinator; Peter Dinsdale, Executive Manager - Youth & Homelessness Services, and Fiona Nicholls, Executive Manager - Corporate Services

During the past 12 months we have significantly progressed our journey toward the goals of our Reflect Reconciliation Action Plan (RAP). Our commitment to reconciliation with Aboriginal people is evidenced by stronger connections and working relationships with Aboriginal Controlled Organisations, increased understanding of elders and our unwavering commitment to being trusted allies of Aboriginal people.

I attended numerous events during the year however the Foyer Foundation conference, which was held in September 2022, stands out. The input to the conference from young people with a lived experience of a Youth Foyer was remarkable. They know what is needed and how we should deliver services - I came away with a renewed commitment to listen to the 'lived experience'.

My admiration for our senior executive team continues to grow. This year they have all achieved so much and the teams they lead continue to produce excellence and results. I am extremely grateful to Nicky Anderson, Peter Dinsdale, Georgina Van Stekelenburg, Helen Voogt-Dillon and Fiona Nicholls for their commitment to Anchor and support of myself in my role of CEO. I cannot forget Paula Barras our Executive Co-ordinator

who supports myself, the executive and the Board of Management- a big job, thank you Paula!

Sincere thanks also to our Board of Management for the support and guidance they provide to me and the executive team. The sum of their skills and professional experience is incredible and they provide Anchor with outstanding governance. Together we have created a growing, stable and impactful organisation which changes lives. Thank you to our Chairperson Phillip Campbell whose experience and insight is of immense value to both myself and Anchor more widely.

This year has seen us all climb and strive together. I feel like we are approaching 'base camp' but we are well prepared to continue to the summit. Anchor is committed to being an organisation that our government and those in need can depend upon. We are well placed for future growth in wider geographic areas and know that the new services we have developed do work. As we move into the final year of our current Strategic Plan, we are preparing to set a vision taking us well beyond the usual planning cycle of three years to 2033. We are in exciting times.



Our Board

Anchor's 2022-2023 Board, from left, Brad Price, Peter Cairns, Heidi Tucker (CEO), Phillip Campbell (Chair), David Benady, Michael Deidun and Adrian Martyn. Inset: Sue Allen and Chris Howard.



Anchor Community Care Sub Committees

Appreciation is expressed to staff who are the current members of Anchor's sub committees:

Better Workplace Team

Helen Voogt-Dillon (Chair), Errin Smith, Jessica Bray, Julie Smith, Paula Barras, Sheryl Weeks, Tara Ward, Teah Edelmaier and Tyrell Mills

Excellence in Practice

Avi MacMull (Chair), Alison MacDonald, Anita Tyson, Georgina Van Stekelenburg, Helen Voogt-Dillon, Melina Anastassiou-Stein, Natasha Quarm, Nelson Chitando and Rachael Stephenson

Occupational Health and Safety Committee

Helen Voogt-Dillon (Chair), Anny Fabre, Carolyn Berton, Leanne Moody and Sharon Mbabazi

Reconciliation Action Plan Committee

Lauren Gordon (Chair, Anchor staff), Alice Anastasio (Anchor staff), Andrew Peters (Swinburne/Richmond FC), Georgia Gill (Anchor staff), Heidi Tucker (Anchor staff), Helen Voogt-Dillon (Anchor staff), Michael Deidun (Anchor Board), Natasha Quarm (Anchor staff), Nikki Madgwick (OONAH), Peter Cairns (Anchor Board), Sharon Nixon (Anchor staff) and Talia Appleby (Anchor staff)

Our Staff

Our ability to create positive outcomes for the people who we work with is made possible by our dedicated, knowledgeable and passionate staff members.

Supporting our teams to thrive

We are investing in our leadership capabilities to set the organisation up for growth and to ensure the delivery of each outcome required to match the demand for our services.

Anchor's Future Leaders Program is a six month program that charts individual growth plans and provides formal and rigorous leadership training modules whilst offering personalised one-on-one coaching to managers.

Delivered by the Synergen Group, the program has seen Anchor managers enhance their professional capabilities, upskill existing competencies, grow professionally within their domain of expertise and explore ways to build new value within the teams they manage.

The program has helped managers unlock clearer vision for future work, better support their teams to deal with daily challenges, and proactively drive Anchor's positive workplace culture.

“

As our organisation grows and we look to the future, there are a multitude of opportunities that lie ahead.

We want to be proactive in pursuing growth, and that requires a strong commitment to sustainable business practices.

Enhancing the leadership qualities and culture of our team is a big part of this process.

- Helen Voogt-Dillion, Executive Manager
People & Culture

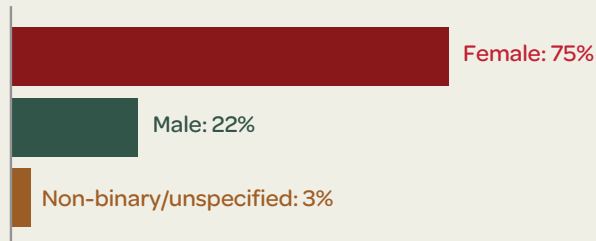




2022-2023 Snapshot

Our organisation by numbers*

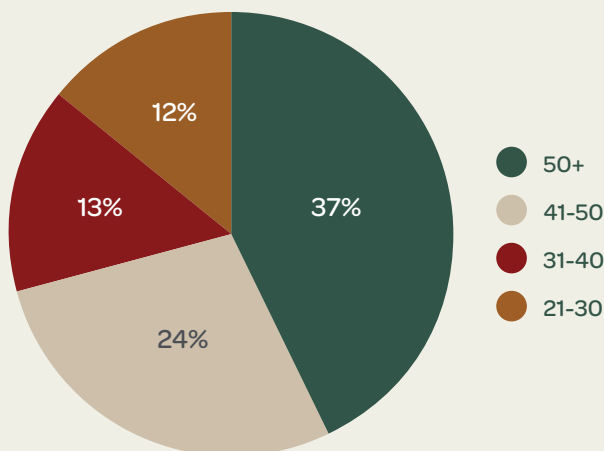
Gender



Employment Status

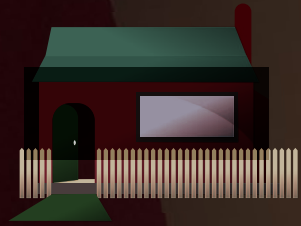


Age



*As at 30 June, 2023

How we have helped this year



384

People received short term or emergency accommodation support.

1,250

Nights of short-term emergency accommodation provided.

119

Children and young people supported by Anchor's youth services.

259

Carers supported by Anchor's Out-of-Home Care program.

261

Children and young people cared for through Anchor's Foster and Kinship programs.

62,833

Nights of care provided to children in foster and kinship care.

The Impact Your Support Makes

Critical to the services we deliver each day, is the support we receive from individuals, organisations and community groups who entrust us to make a real impact in the lives of those in need. Each year we receive donations, grants and in-kind support which help us improve the outcomes for the most vulnerable in our community. In 2022-2023 this support has helped to:

Make a difference in our clients' lives

- Assistance to eight families fleeing family violence to establish themselves with basic necessities in a new home and new location;
- Small financial packages of support to 100 beneficiaries across our programs to ensure families and individuals could meet their daily needs, obtain specialist care which meant they were not further disadvantaged or maintain connection to community or family;
- Personalised Christmas presents for each child and young person we work with, including the birth children of our foster carers;
- Three Christmas parties specifically for clients and their families,
- Produce boxes full of fantastic fruits and vegetables distributed to all our clients.

Launch Exciting New Projects and Programs

- A Rapid Response Program to meet the needs of rough sleepers in the Yarra Ranges;
- A pilot project aimed at addressing the needs of children who accompany parents who present to our homelessness services;
- School holiday programs for all young people in our Foster and Kinship Care programs;
- Art program for young people to create connections and identity,
- Life and living skills for young people in our Youth Foyer.



Innovation & Change: Supporting Transitions

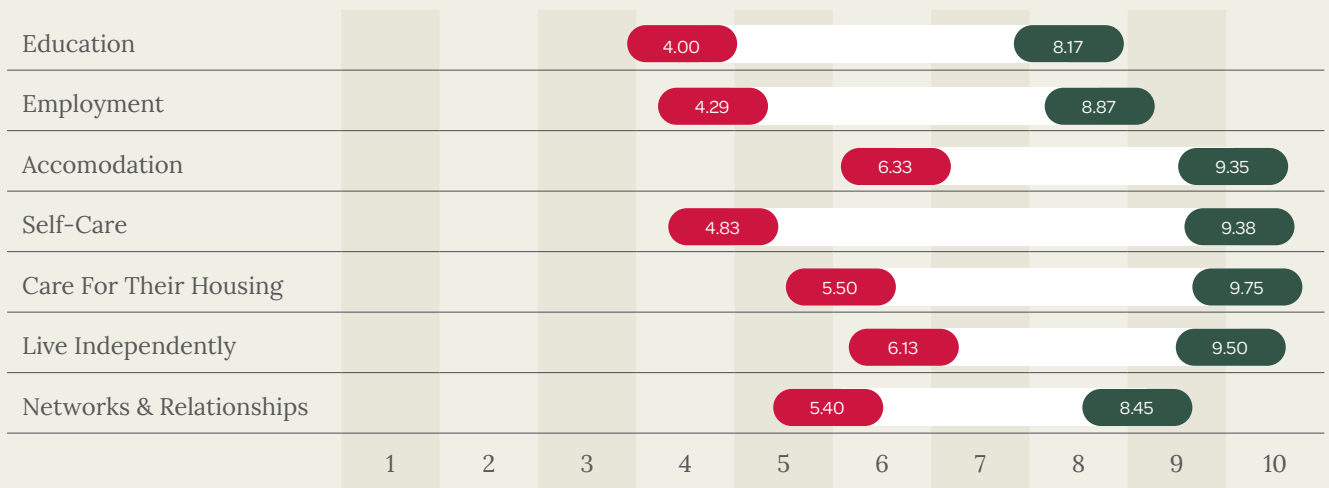
Anchor’s Supporting Transitions program was born out of a desire to create better outcomes for young people exiting residential care.

Young individuals in state care are among the most disadvantaged people in Victoria. Typically, they have experienced significant trauma due to abuse and neglect and can often struggle to engage meaningfully in education or a family home environment.

Compared to their peers, young people exiting residential care without adequate support in place generally experience poorer outcomes across many areas in their lives.



The program is actively evaluated and from the first two years of the program young people reported significant improvements across multiple domains:



Before After

These outcomes are being shared across the Out of Home Care sector and there has been much interest from DFFH and other service providers to expand this program in new locations where demand is high.

In 2021, Anchor embarked on a new way of working with these vulnerable youth. In partnership with the State Government of Victoria's Department of Families, Fairness, and Housing (DFFH), the launch of our Supporting Transitions program has provided stable individualised accommodation, whilst working with young people to build their resilience, independence, and motivation to succeed in their own way.

The program is emblematic of Anchor's innovative culture that achieves better outcomes for those we support. Active evaluation from the first two years of the program shows that young people are making significant improvements across multiple domains.

These outcomes are being shared across the Out-of-Home Care sector, and there has been much interest from DFFH and other service providers to expand this program in new locations where demand is high.

Helping Emily to shine

When Emily's mother passed away and her father started a new family, she found herself lost, grieving and with an overwhelming feeling of rejection.

She entered the Residential Care system and found herself on a vulnerable and dangerous trajectory, becoming victim to exploitation by both peers and older males. She felt utterly alone and isolated in her situation and resorted to self-harm in order to cope.

Emily entered into Anchor's Supporting Transitions program at the age of 16, after being identified as someone ready to exit residential care and transition into independent living.

Her journey to independence and empowerment was a slow one, as she adjusted to her new surroundings and took time to build trust with staff who worked with her.

Initially, she found it challenging and would go missing for weeks at a time. There were continued concerns regarding exploitation, family violence and deteriorating mental health.

The Anchor team's tenacity, commitment and genuine care for her wellbeing were instrumental in Emily slowly beginning to discover and develop her own resilience and self-worth.

Despite her own challenges, Emily possessed a strong voice and a determined goal to create a life where she had safety and independence.

Using the Supporting Transitions theoretical underpinnings of self-determination theory and positive psychology, the team provided unwavering support and guidance over the two years that Emily was with Anchor.

Now at 18 years old, Emily has successfully transitioned from our program and transformed into a remarkably independent, engaged and motivated individual.

She has since secured a private rental of her own, begun work in the construction industry and is confidently navigating the everyday demands of adulthood.

She maintains strong connections with services that can provide ongoing assistance, and proudly talks about her journey and achievements.





Commitment to Reconciliation

Anchor is a strong supporter of reconciliation action as a key strategic thrust in our organisation, celebrating a significant milestone in the organisation through the launch of our Reflect Reconciliation Action Plan (RAP) in July 2022.

Having been strong advocates for Aboriginal and Torres Strait Islander people for many years, the launch of our RAP was the next logical step in Anchor's journey to contribute to a reconciled, just and equitable Australia for Aboriginal and Torres Strait Islanders.

Based around the core pillars of relationships, respect and opportunities, we are focused on strategically turning good intentions into positive actions for everyone.

The launch of our RAP is the start of Anchor's journey to foster reconciliation with Aboriginal and Torres Strait Islander peoples and communities by championing meaningful opportunities and celebrating their history, culture and stories.

In the past year we have:

- Launched our Reflect RAP program
- Forged partnerships with ACCO's and ACHO's
- Embedded cultural training as part of staff onboarding process
- Revamped key staff workplace policies
- Developed a Partnership framework
- Built up a supplier diversity strategy focusing on equal opportunities for Indigenous partners
- Strong involvement in significant cultural events throughout the year

Anchor is committed to continue listening and learning from our Aboriginal community partners, and walking alongside them through our Reconciliation journey.

A need for action

In March 2023, census data revealed that the number of Aboriginal and Torres Strait Islander Victorians without a home has risen by 42 per cent over five years.

This concerning rise has created an urgent need for supporting Aboriginal communities through targeted housing, health and wellbeing funding.

Anchor is an active advocate of raising awareness on this trend with our stakeholders, as well as in discussions with members of Parliament and the media.



Supporter Acknowledgement

The passion, commitment, and dedication of our supporter and stakeholder communities give Anchor the ability to tackle homelessness and disadvantage together.

Anchor proactively builds partnerships and collaborates on a range of initiatives. The collaboration and engagement we have with our stakeholders across the outer-east area and

beyond plays a vital role in delivering effective services on the ground.

Anchor expresses sincere appreciation to our generous donors and in-kind supporters, as well as our project partners that have worked with us in 2022-23.

Project Partners

Box Hill Institute of Tafe	OONAH Health and Community Services
Community Housing Limited	(OONAH Belonging Place)
Department of Education and Training	Reconciliation Australia
Department of Families, Fairness and Housing	Swinburne University of Technology
Dr Andrew Peters	Synergen Group
Foster Care Association of Victoria	The Foyer Foundation
Hadi Hayek	VACCA
Haven; Home, Safe	VISHN
Inspiro Community health Service	
Melba Support Services	

In-Kind Support

Childrens House of Early Learning	Manchester Road Dental Surgery
Chirnside Park Country Club	Maz's Hair and Beauty
CIRE	MiCare
Eastern Regional Libraries – Lakeside	Mingarra Retirement Village
Evelyn Ridge Retirement Village	Physica Yarra Valley
Fully Promoted	Seen Outdoor
Gami Chicken and Beer	Stockdale and Leggo – Lilydale
Genesis Health and Fitness- Lilydale	Swinburne Childrens Center
Harrow and Harvest	The Generosity Collective
Lakeview Kindergarten	The Running Company Lilydale
	Thomson Geer Lawyers
	Together Financial Services

Donors

Bellbird Ladies Golf Club Inc	Lilydale Rotary	St James Lodge Pty Ltd
Community Enterprise Foundation	Lilydale Uniting Church	Street Smart Australia
Department of Justice –Ringwood Magistrates Court	Michael Deidun	The Anne Maree and Bernard Myles Quinn Memorial Trust
Foothills Foundation Inc	Mt Evelyn Christian Reformed Church	The Colin and Brenda Gailbraith Trust
Heidi Tucker	MYER Charitable foundation	The Fred Archer Charitable Trust
Heritage Golf Club	Myer Community Fund	The Ian Dodd Trust
Isabel Anton	Perpetual Limited (IPAP)	The Queens Fund
Jeanette Raikos	Peter Cairns	The Schiavello Group Charitable Foundation
Joan Etherington	Red Caps Golf Club	Together Financial Services
Knox City Council	Ritchies Stores	Yarra Ranges Council
Kris Faife & Associated Pty Ltd	Rochelle Norrie	

Financials

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2023

	2023	2022
	\$	\$
Revenue	8,819,459	7,412,205
Other income	483,002	331,692
Employee benefits expense	(6,655,047)	(5,020,291)
Depreciation and amortisation	(200,917)	(199,520)
Administration costs	(354,244)	(253,280)
Governance	(24,736)	(23,408)
Communication	(54,670)	(43,826)
Furniture and equipment	(25,511)	(11,054)
Information technology	(96,022)	(111,557)
Property costs	(263,298)	(222,018)
Learning and development	(47,672)	(90,021)
Service delivery costs	(1,442,308)	(1,449,876)
Travel and transport	(61,520)	(40,341)
Finance costs	(4,712)	(3,444)
Surplus / (deficit) before income tax	71,804	275,261
Income tax expense	-	-
Surplus / (deficit) for the year	71,804	275,261
Other comprehensive income, net of income tax		
Items that will not be reclassified subsequently to profit or loss		
Donation of Anderson Street Properties	-	2,780,000
Items that will be reclassified to profit or loss when specific conditions are met		
Fair value movements on investments held at FVOCI	31,014	-
Other comprehensive income for the year	31,014	2,780,000
Total comprehensive income for the year	102,818	3,055,261

Statement of Financial Position

As At 30 June 2023

	2023	2022
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,689,612	2,545,161
Trade and other receivables	85,244	42,791
Other financial assets	1,144,049	-
Other assets	53,017	49,472
TOTAL CURRENT ASSETS	2,971,922	2,637,424
NON-CURRENT ASSETS		
Property, plant and equipment	5,471,391	5,422,827
Right-of-use assets	281,147	91,939
Other assets	40,453	41,453
TOTAL NON-CURRENT ASSETS	5,792,991	5,556,219
TOTAL ASSETS	8,764,913	8,193,643
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	687,136	515,860
Lease liabilities	81,239	95,897
Employee benefits	558,045	515,520
Other liabilities	1,173,951	1,124,174
TOTAL CURRENT LIABILITIES	2,500,371	2,251,451
NON-CURRENT LIABILITIES		
Lease liabilities	198,711	4,431
Employee benefits	40,544	39,007
Long-term provisions	83,003	59,288
TOTAL NON-CURRENT LIABILITIES	322,258	102,726
TOTAL LIABILITIES	2,822,629	2,354,177
NET ASSETS	5,942,284	5,839,466
EQUITY		
Reserves	239,053	208,039
Accumulated Income	5,703,231	5,631,427
TOTAL EQUITY	5,942,284	5,839,466

Statement of Cash Flows

For the Year Ended 30 June 2023

	2023	2022
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Donations received	34,729	65,912
Interest received	49,405	8,316
Receipt from grants	8,819,161	7,403,720
Interest paid	(4,712)	(3,444)
Other receipts	394,745	350,896
Payment to suppliers and employees	(8,788,224)	(7,073,794)
Net cash provided by/(used in) operating activities	505,104	751,606
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payment for property, plant and equipment	(112,931)	(62,922)
Purchase of available-for-sale investments	(1,100,000)	-
Proceeds from sale of property, plant and equipment	-	40,000
Proceeds from disposal of financial assets	-	1,147,663
Net cash provided by/(used in) investing activities	(1,212,931)	1,124,741
CASH FLOWS FROM FINANCING ACTIVITIES:		
Payment of lease liabilities (net)	(147,722)	(128,456)
Net cash provided by/(used in) financing activities	(147,722)	(128,456)
Net increase/(decrease) in cash and cash equivalents held	(855,549)	1,747,891
Cash and cash equivalents at beginning of year	2,545,161	797,270
Cash and cash equivalents at end of financial year	1,689,612	2,545,161

Annual statements give true and fair view of financial position of Anchor Community Care Ltd (formerly known as Anchor Incorporated).

The Board has determined that the company is a reporting entity and that the financial statements have been prepared in accordance with the Australian Accounting Standards – Simplified Disclosures, the Corporations Act 2001 and the Australian Charities and not-for-profits Commission Act 2012, outlined in Note 1 to the financial statements.

We, Phillip Campbell and Peter Cairns, being members of the Board of Anchor Community Care, certify that: The statements attached to this certificate give a true and fair view of the financial position of Anchor Community Care during and at the end of the financial year of the company ending on 30 June, 2023.



Phillip Campbell



Peter Cairns



Anchor

Head Office and Care Services

44 Lakeview Drive
Scoresby, VIC, 3179
Phone: 03 8761 9040

Homelessness Support Services

Building L5, Level 1,
Box Hill Institute Lakeside Campus
Jarlo Drive
Lilydale, VIC, 3140
Phone: 03 9760 6400

Youth Development Services

PO Box 103
Lilydale, VIC, 3140
Phone: 03 9738 7003

Anchor Community Care Ltd

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ACN: 666453836