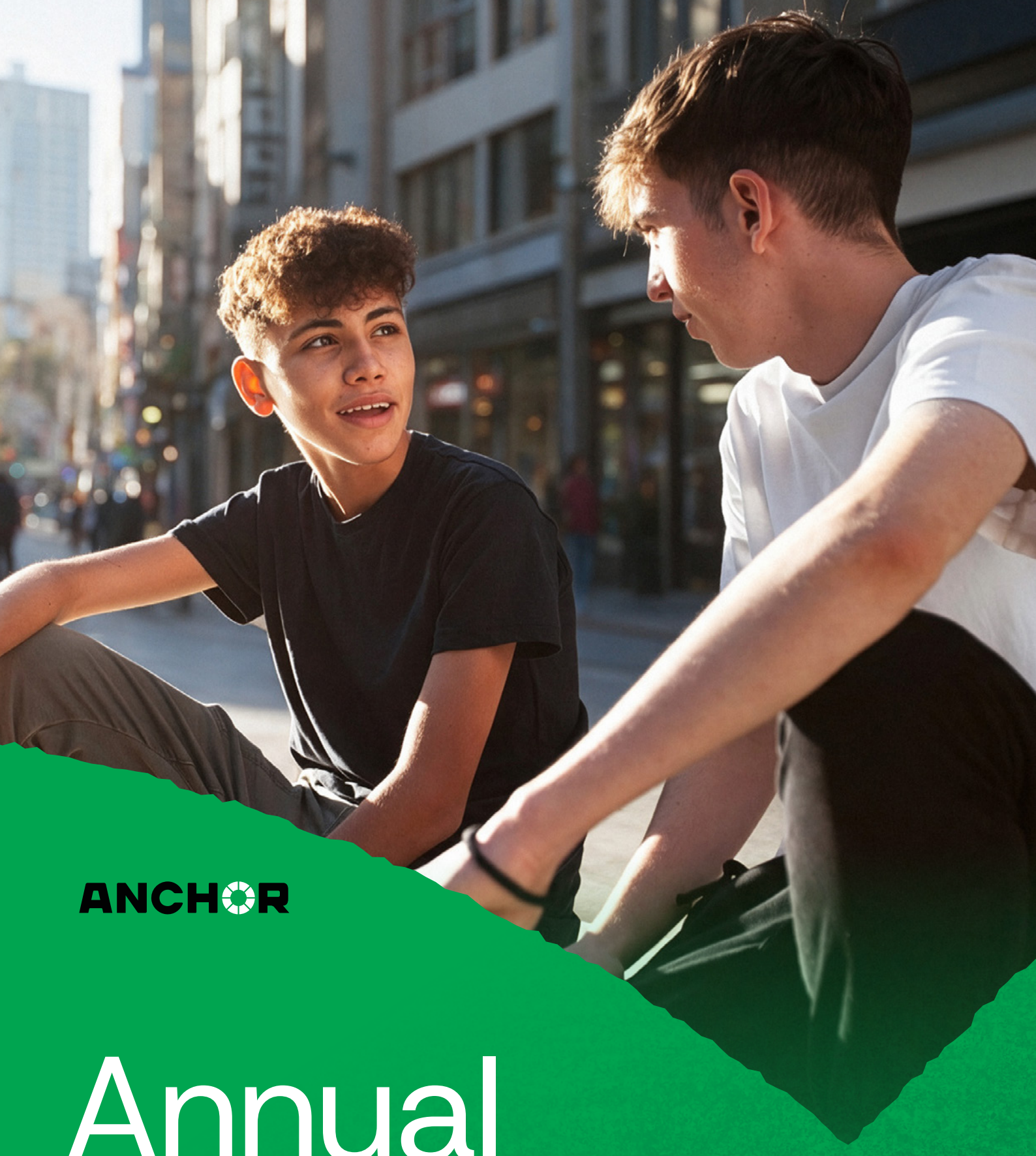
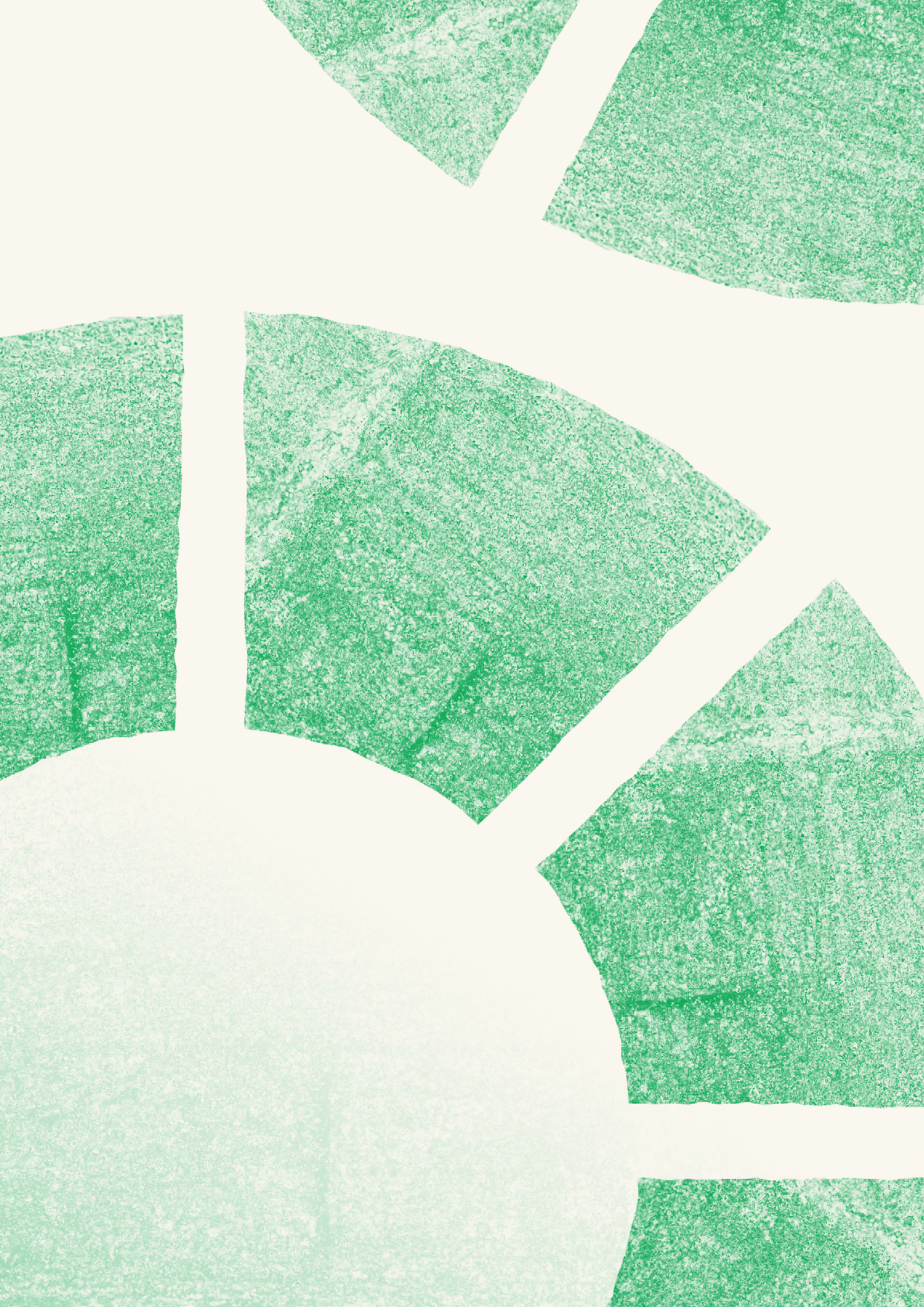


ANCHOR

Annual Report

2025–2026



ANCHOR

Our Vision

Homelessness should leave no one behind.

Every child, young person, and family is equipped to shape their future.

Our Purpose

We believe in an Australia where anyone experiencing homelessness has a pathway to safety and independence.

We're here to help them find it.

Our Mission

We believe in our work and each other, in listening, innovating, and improving every single day.

We lift each other up. Sharing stories and nurturing partnerships.

We never lose sight of the vision, and we never leave anyone behind.

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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Report from the CEO

Heidi Tucker



This year, Anchor celebrates 50 years of service to the community.

While Anchor as we know it was formally created in 2000, its foundations were laid much earlier, when a group of small community services—each working in the Outer East since the 1970s—came together with a shared purpose. I feel a deep sense of pride in having led this small but mighty organisation for the past 11 years. As we mark this milestone, I want to honour those who came before me, as well as our current staff, carers, volunteers and supporters, and the many people who will help shape Anchor's future.

Responding to growing community need

This year has been another challenging one for our community. As the cost of living continues to rise, people already experiencing disadvantage are falling further behind.

We are seeing increasing numbers of people seeking support because they do not have a safe and stable place to live. We are also hearing from people who never expected they would experience homelessness, but who are now presenting for assistance.

Using our voice for advocacy

I continue to use every opportunity to speak externally and help our community understand what is happening in their own backyard.

This includes my work on the Boards of The Centre for Excellence in Child and Family Welfare and the Council to Homeless Persons, where I support important advocacy with government and the broader community. This work is focused on ensuring there are sufficient resources to meet the growing needs of Victorians.

Delivering our Strategic Plan

FY26 marked the first full year of Anchor's 2025-2028 Strategic Plan. This ambitious plan sets the foundations for a future in which Anchor plays a major role in preventing homelessness for young people with a care experience, particularly through the MyLife Project.

Young people who grow up in state care too often appear in homelessness, justice and mental health data. MyLife aims to support young people over two years, from ages 16 to 18, so they are better equipped for adulthood when they leave care.

The data and results we have collected over the past five years show that MyLife is making a difference.

Growing the MyLife Project

We have an opportunity to open a fourth MyLife Project site in the south-eastern suburbs. Anchor's strong history of partnership is helping us expand this work, with the Woodards Foundation working alongside us in this next stage.

Anchor's long-term relationship with Koda Capital also enabled us to host a CEO Luncheon in March. This intimate event, supported by Koda, created an opportunity to discuss how philanthropy and the corporate sector can help grow MyLife.

Connecting with culture and Country

Another highlight this year was an all-staff afternoon in March with local Aboriginal Elders, who guided us on a walk through a reserve in Kallista.

It was extraordinary to walk on land that people have used for medicines and resources for more than 40,000 years. Taking the time to listen, learn and experience culture is a privilege that Aboriginal people share with us, and I believe our spirits were lifted by the experience.

The afternoon ended with a demonstration of fire-making through stick rubbing. Seeing a spark become fire was exciting and illustrated both the physical and technical elements of this practice.

Strengthening governance and risk management

A successful organisation such as Anchor is underpinned by strong systems and structures that support good governance and safe practice.

This year, we registered with the new Social Services Regulator and now comply with its requirements. The Regulator's primary role is to support the safety of people who use social services.

We also undertook important work to strengthen our approach to risk management by reviewing and enhancing the structures, systems, policies and processes that help us identify, mitigate and manage risk.

Anchor operates in an increasingly complex and evolving environment. To remain resilient and continue delivering safe, high-quality services, we must always seek to improve our approaches to risk management.

Thank you to our Board and Executive Team

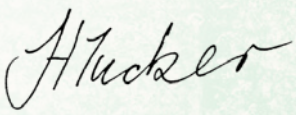
I would like to thank a very special group of people: Anchor's Board of Directors. Our Board members generously volunteer their time and expertise, providing guidance, advice and oversight that strengthen our work and support Anchor's continued growth and impact.

Dr Josh Fergeus joined us in May as the new Chair of Anchor. Very quickly he is showing his outstanding leadership capability and commitment to Anchor and our purpose.

I have again enjoyed working with the Anchor Executive Management Team as we embarked on the 2025-2028 Strategic Plan and am incredibly grateful for their hard work and commitment. Thank you to Helen Voogt-Dillon, Georgina Van Stekelenburg, Nicky Anderson and Fiona Nicholls. Our team is well supported by Paula Barras, our Executive Coordinator.

On behalf of Anchor, I am grateful for our Department of Families, Fairness and Housing colleagues who support Anchor by always being available for contract advice, child protection matters and form such a critical partnership in the safe delivery of services to children, young people and the adults.

Finally as we embark on another year I know Anchor is on solid ground with a capable and committed Board of Directors, competent and high performing staff, our Foster and Kinship Carers who provide a safe, stable and nurturing home for children and the many supporters and community members who make our work possible.



Heidi Tucker
Chief Executive Officer

Report from the Chair

Dr Josh Fergeus



It is a great privilege to present my first report as Chair of Anchor Community Care, having commenced in the role in May 2026.

I feel fortunate to have joined an organisation that is highly respected across the community services sector, supported by a committed and capable Board of Directors and a dedicated team of people who are making a difference in the lives of the children, young people and families we support.

This year marks an important milestone for Anchor as we celebrate our 50th anniversary. Over five decades, we have grown significantly in our capability, sophistication, service delivery and geographic reach. While much has changed, our purpose remains steadfast. We believe that everyone experiencing homelessness should have a pathway to safety, stability and independence, and we are here to help them find it.

We know that the right support, at the right time, can be transformative - particularly for children and young people. Our focus is not simply on responding to immediate need, but on creating opportunities for lasting change and better futures.

We are grateful for the continued support of the Victorian Government through the Department of Families, Fairness and Housing (DFFH), which enables Anchor to deliver high-quality services to vulnerable children, young people and families.

Anchor's work is delivered through two key program streams aligned with DFFH funding categories. Care Services encompasses Kinship Care, Foster Care and the MyLife Project, while Homelessness and Youth includes crisis services, case management and youth homelessness programs.

We are also fortunate to receive valuable support from corporate partners, philanthropists and charitable foundations. On behalf of the Board, I extend Anchor's sincere thanks to our supporters and donors.

The Anchor Board of Directors continues to evolve, and this year we were delighted to welcome three new Directors: Stuart McGurn, Eris Fink and Bruce Wade. I look forward to working with them as we continue to strengthen Anchor's governance and provide strategic leadership for the organisation's future.

In particular, I would like to acknowledge the significant contribution made by Michael Deidun, who served as Anchor's Interim Chair from December 2025 to May 2026, and to my fellow office bearers Vice Chair and Co-Secretary Sharika Jeyakumar and Treasurer Nigel Haskins. On behalf of Anchor, I extend my sincere thanks to Michael, Nigel, and Brad Price, who will conclude their service on the Board at the 2026 Annual General Meeting. Their expertise and commitment to Anchor are greatly appreciated.

On behalf of my fellow Directors, I congratulate Anchor's Executive Management Team, led by CEO Heidi Tucker for their outstanding leadership throughout the year and finally I extend my heartfelt thanks to Anchor's dedicated staff, foster carers and kinship carers. Your compassion, professionalism and commitment are at the heart of everything we do.



Dr Josh Fergeus
Chair

Our Board



Back row from left: Brad Price, Bruce Wade, Eris Fink, Steve Peterson, Adrian Martyn, Mark Sayer.

Front row from left Michael Deidun, Heidi Tucker (CEO), Dr Josh Fergeus, Sharika Jeyakumar.

Absent: Nigel Haskins, Stuart McGurn

Office bearers

Dr Josh Fergeus – Chair

Sharika Jeyakumar – Vice Chair and Secretary

Nigel Haskins – Treasurer

Finance and Investments Committee

Nigel Haskins – Chair

Brad Price

Michael Deidun

Adrian Martyn

Stuart McGurn

Eris Fink

Bruce Wade

Risk and Compliance Committee

Steve Peterson - Chair

Sharika Jeyakumar

Mark Sayer

Nigel Haskins

Our team

Belief, Authenticity, Collaboration, Empathy. Our staff bring Anchor's values to life every day in the work they do.

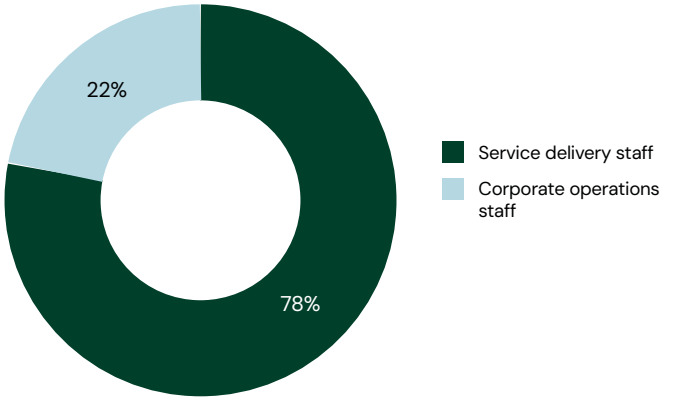
Anchor's people are the foundation of every service outcome. This year's focus on people and culture centred on building capability, consistency and wellbeing, welcoming new talent and formalising the practices that define the "Anchor Way."



Anchor staff award winners 2025

Every role contributes to quality

Delivering safe, consistent services depends on the whole organisation, not only those working directly with clients. This year's training investment extended across frontline and back-of-house teams alike, reflecting Anchor's recognition that corporate and operational roles are as integral to service quality as direct practice roles.



Investing in capability

Anchor's People Strategy focused on creating development pathways that build our people's skills and support career progression. Professional development was informed by individual goals from performance appraisals and broader capability needs, strengthening practice and supporting safe, consistent, high-quality services.

Formalising the Anchor way

The development of Anchor's Practice Framework and Client Voice Framework marked a step towards formalising the "Anchor Way," providing a shared foundation for how we work and ensuring client voices meaningfully influence service design and delivery.

Welcoming new talent

Anchor welcomed new people this year, bringing fresh skills and perspectives to our teams. Structured onboarding and early access to development ensured new starters could contribute to high-quality service delivery from the outset.

Looking ahead

This work supports Anchor's 2025-2028 Strategic Plan, which recognises that a strong culture of safety and wellbeing enables the attraction, development and retention of exceptional talent.

Anchor staff awards

The second edition of our staff awards took place at the 2025 staff Christmas Party where we celebrated outstanding impact and contributions.

Leadership Award

Leanne Nicholson – Executive Manager, Youth and Homelessness Services

Highly Commended: Lu Yin, Marc Lim

Culture Award

Riann Harrison – People and Culture Officer

Highly Commended: Errin Smith, Edwina Rymarz

Rising Star Award

Dharpan Podduturi, ICT Support Officer

Highly Commended: Gemma Louise

2025–26 in numbers

Anchor's impact extends beyond the number of people supported, it reflects the intensity and continuity of care provided. More than 28,500 nights of foster, kinship and emergency accommodation were delivered, alongside early intervention, family preservation, homelessness and outreach support.

This demonstrates Anchor's role across the full service continuum, from preventing homelessness and preserving family connections to providing immediate accommodation and longer-term care.

Homelessness services

437
people at risk of homelessness accessed our Homelessness Crisis service

443
people assisted to access short-term or emergency accommodation

3,327
nights of short-stay emergency accommodation provided

247
reports of rough sleepers received and triaged through the Rapid Response Program

606
support periods provided to families in transitional housing

Out-of-home care

149
children supported through Foster and Kinship Care

218
Foster and Kinship Carers supported

25,230
Nights of care provided to children in Foster and Kinship Care.

Youth programs

55
young people supported through Foyer and MyLife

57
young people in care were supported through family reunification or family preservation

Spotlight on the homelessness crisis

The severity of Australia's housing and homelessness crisis has brought record numbers of people to crisis response services across Victoria. Anchor has worked hard throughout 2025/26 to develop creative solutions for support, often in partnership with other Specialist Homelessness Services and funding providers.

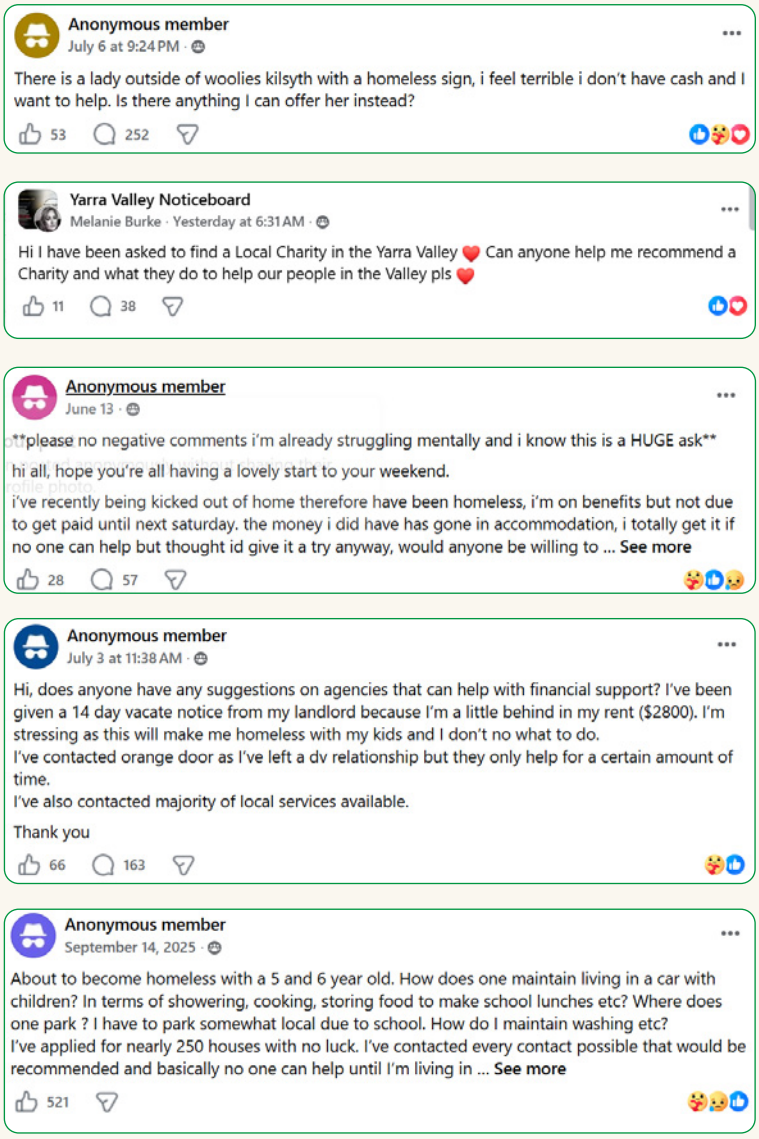
Community Housing Limited (CHL) has been instrumental in providing additional brokerage funding in 2025/26, enabling Anchor to increase crisis accommodation options that keep families and individuals out of dangerous rough sleeping situations.

However, crisis support that sees people living in motel for long periods of time, particularly families with young children, is not appropriate nor suitable accommodation. Motels are not sustainable and a significant increase in social and community housing and affordable rentals is desperately needed.

With affordable housing and rental properties being almost totally unavailable in Anchor's service areas, our team sees the knock-on effect in the number of people requiring housing support every day.

During this time, continued support from our partners and donors is what makes the difference, providing everything from support options, through to generous donations that creates opportunities and provides comfort during a challenging time.

Facebook community noticeboard activity across 2025/26



“People we’ve never seen before”

An alarming trend witnessed by our homelessness team this year has been the increase in demographics that have never been seen in homelessness services before.

Specifically, families with two parents who are both working and earning incomes, yet still unable to afford housing or rentals, and unable to secure accommodation.

Anchor continues our whole-of-family approach to addressing instances of homelessness, helping with immediate needs and basic necessities.

While some geographic areas are experiencing positive progress with increased housing, Anchor’s service areas have severely restricted housing options for people experiencing homelessness.

In the face of this, Anchor has been redoubling efforts to coordinate more closely with other services to find innovative solutions. We collaborate closely on data capture initiatives, to inform a clearer picture of the reality of homelessness in the Outer Eastern metropolitan region.

Anchor outreach workers attend a rough sleeping site.



50 years of belief

In 1976, on a street in Blackburn, a small house was acquired by a local Baptist Church to support young people experiencing homelessness.

The 'half-way house' was designed to support teens with short term crisis accommodation, keeping them from being sent into youth prisons, which at the time were the only solutions for police.

The church, and those who started the halfway house service, were compelled to find better ways of supporting young rough sleepers.

Being a new approach, the small service found themselves very busy. As the community around the home grew, so too did the group of people, eventually forming an organisation of their own. They called themselves the Supported Housing Advocacy and Care (SHAC).

SHAC was a trailblazer of support and compassion in Melbourne's Outer East and attracted many workers who were eager to make a difference in a rapidly changing social services sector.

They weren't alone. Over the next two decades, a number of community and church-led groups formed various other organisations providing homelessness and foster care support, with each one having their own rich history of supporting the communities most vulnerable:

- Upper Yarra and Lilydale Emergency Accommodation Program (UYLEAP)
- Mt Evelyn Community Christian Care (MECCA)
- Knox Community Youth Accommodation (KCYA)
- Yarra Ranges Community Christian Care (YRCCC)

As the demand for homelessness services and foster care grew, the sectors became more regulated and funding more competitive. A number of smaller organisations saw an opportunity to merge and broaden their impact.

It was in 2002, with around 15 staff members, that Anchor Inc. was formed.

The SHAC Team 1980s





CONTACT June 1976

Talking about youth... meet our Youth Minister...

Rev. Alan Marr is his name. He's young and modern in his approach, has a real understanding of teenage problems, and is loved and respected by young and old alike.

Alan grew up in Melbourne and became a Christian as a teenager. He went to Newport Baptist Church, and in his teens led the youth group at this church. He went to Altona High School, and worked in the Public Service before entering Whitley College. In 1970 Mordialloc Baptist Church called Alan as part-time student pastor for three years, and on completion of his studies at Whitley, he was appointed full-time pastor for one year.

The Marr Family

In March, 1975, Alan joined the Pastoral Team at Blackburn Baptist Church as Youth Minister. Here there is an extensive youth programme, catering for about 600 young people in Boys' and Girls' Brigades, a youth programme for Junior Hi, Senior Hi, 18+ Group and the Drop-in Centre.

Alan's wife, Jenny, was brought up in the North Balwyn Baptist Church, where she was actively involved in youth work. She directed a youth choir, "the Living Sound". Jenny studied at the Conservatorium of Music, and graduated with a Bachelor of Music degree.

Alan and Jenny were married in 1972. They have a delightful baby daughter, Kirsten, who is eight months old.

Although Alan leads a very busy and varied life, he still finds time to read, play golf, listen to music, and watch vintage movies.

Alan has a real understanding of the problems of being a teenager today. As Youth Minister, he is constantly reminded of the problems in our society and the disturbances of young people in an insecure world. The message that we share with him is that the Man, Jesus, who came to this earth 2,000 years ago is aware of our problems today and has an answer for each one. Whether we are young or old we need Him in our lives.

In "The Case for Christianity", C.S. Lewis, a professor at Oxford University for many years, states:

"A man who was merely a man and said the sort of things Jesus said would not be a great moral teacher. He would either be a lunatic - on the level with a man who says he is a poached egg - or else He would be a Devil of Hell. You must make your choice. Either this Man was, and is the Son of God: or else a madman or something worse. You can shut Him up for a fool; you can spit at Him and kill Him as a demon; or you can fall at His feet and call Him Lord and God."

OUR PASTORAL TEAM

Rev. Rowland Croucher, 27 Holland Road, BLACKBURN SOUTH.

Rev. Alan Marr, 98 Eley Road, BLACKBURN SOUTH.

Mr. Robert Colman, 9 Newbigin Street, BURWOOD.

Rev. Tom Keyte, 18 Timber Ridge, DONCASTER.

Rev. Bill Hadden, 26 Joan Crescent, BURWOOD EAST.

News from BLACKBURN BAPTIST CHURCH 19 Holland Road, Blackburn.

A HALF WAY HOUSE our community project

Over the past few years many young people have come to us needing accommodation. Some have found living at home to be impossible, others have come from the country to study and work. A real need for further development in this area has become apparent. Over the last 12 months we have provided temporary and permanent homes for at least 100 young people. Almost a year ago the Drop-in Centre Team applied to the Federal Government for a Grant for assistance, and we received $6,380 to put towards Half-way House accommodation.

Our willingness to help has become known in the area, and young people have been referred to us from the Nunawading Council, Youthline, Commonwealth Employment Service, Social Welfare Department, Maroondah Half-way House, Psych. and Guidance Branch of the Education Department, Maroondah Social Health Centre, as well as doctors and churches in the region.

Over the last 6 months we have been approached by an increasing number of young people needing accommodation. This has led us to the purchase of a well-located house which will become our Half-way House. The house will not be a boarding house, but rather a centre for crisis accommodation and support. It is anticipated that after a short time the young person would return to his home or a permanent situation be found for him.

There will be four permanent resident staff in the house who will be responsible for the discipline and care of the people accommodated, and for arranging permanent accommodation.

Maintenance and building will be on a voluntary basis. If you are interested in supporting this community project, or know of anyone needing emergency accommodation, please contact our office, phone 877.3359.

DIAL-A-STORY Robert Colman reads stories for the little ones 1 1631

Our Tennis Club...

is geared for competitions. Matches are played on most Saturday afternoons, summer and winter.

There is a grade especially for junior players under 16. We have had notable successes in Junior grades over the past 3 years. The courts are available for hire most afternoons, and evenings during daylight saving.

Saturday morning coaching is available for people who want to learn the finer points of the game.

...nd our Cricket Club...

which has two senior teams and one junior team. There are about 50 members, counting the juniors. New members are welcome. Senior practice on Wednesday nights at Nunawading High School from 4.30 until 7. Juniors, Under 16, practice from 4.30 until 6.30pm on Tuesday. If you are interested in watching a game we play at Highbury Road Reserve. We have a very young team, with a 19 year old Captain. A few from the Football Club have joined us. Alan Marr is a keen cricketer, and plays with us every Saturday.

Blackburn Baptist Church newsletter, 1976

A Big History

We are incredibly proud of our history of supporting people experiencing homelessness, and children and families in the out-of-home care sector.

Our roots began with a handful of people who stood up and made a difference in the lives of young people when no one else could. They broke the mould to do things differently, in ways that achieved better outcomes for young people in incredibly tough situations, and who were always driven to do more.

50 years on, the way we work and the sectors we work in look vastly different from in the past, but our drive to innovate, break the mould, and most importantly, our belief in the potential of every individual young person, has never diminished.

Anchor – a history

A long journey with more stories, triumphs and challenges than could ever be captured in a few pages. Anchor is proud of our history, and as committed as ever to continue building Pathways from Homelessness for those who we support.

1976

Operating out of an old house in Ferntree Gully, the Supported Housing Advocacy and Care (SHAC) program, an initiative by the Baptist Union in Blackburn, is set up as a response to youth homelessness in Melbourne's east.

1980s/1990s

Various community services form providing crisis support in the homelessness and foster care space. The key organisations from this period are:

- Supported Housing Advocacy and Care (SHAC)
- Knox Community Support Services
- Yarra Ranges Community Christian Care

2002

On 1 March, 2002 SHAC and YRCCC officially merged to become Anchor Inc. Anchor Foster Care was based in Ferntree Gully and Homelessness Services in Lilydale.

2005

Knox Community Support Services and Anchor Homelessness Service amalgamated under one structure.

2010

Anchor's Foster Care team was expanded to include Kinship Care based in Knox. The homelessness service remained based in Lilydale.

2011

Support for Young People program established in Lilydale.

2017

Anchor's head office established in Scoresby. The Homelessness service relocated from Main Street, Lilydale to the Lakeside, Box Hill Institute campus in Lilydale.

2021

Anchor launched its Supporting Transitions Program (now called the Anchor MyLife Project), establishing its first site in Pakenham in 2021.

2022

Support for Young People service officially accredited as a Youth Foyer by the Foyer Foundation.

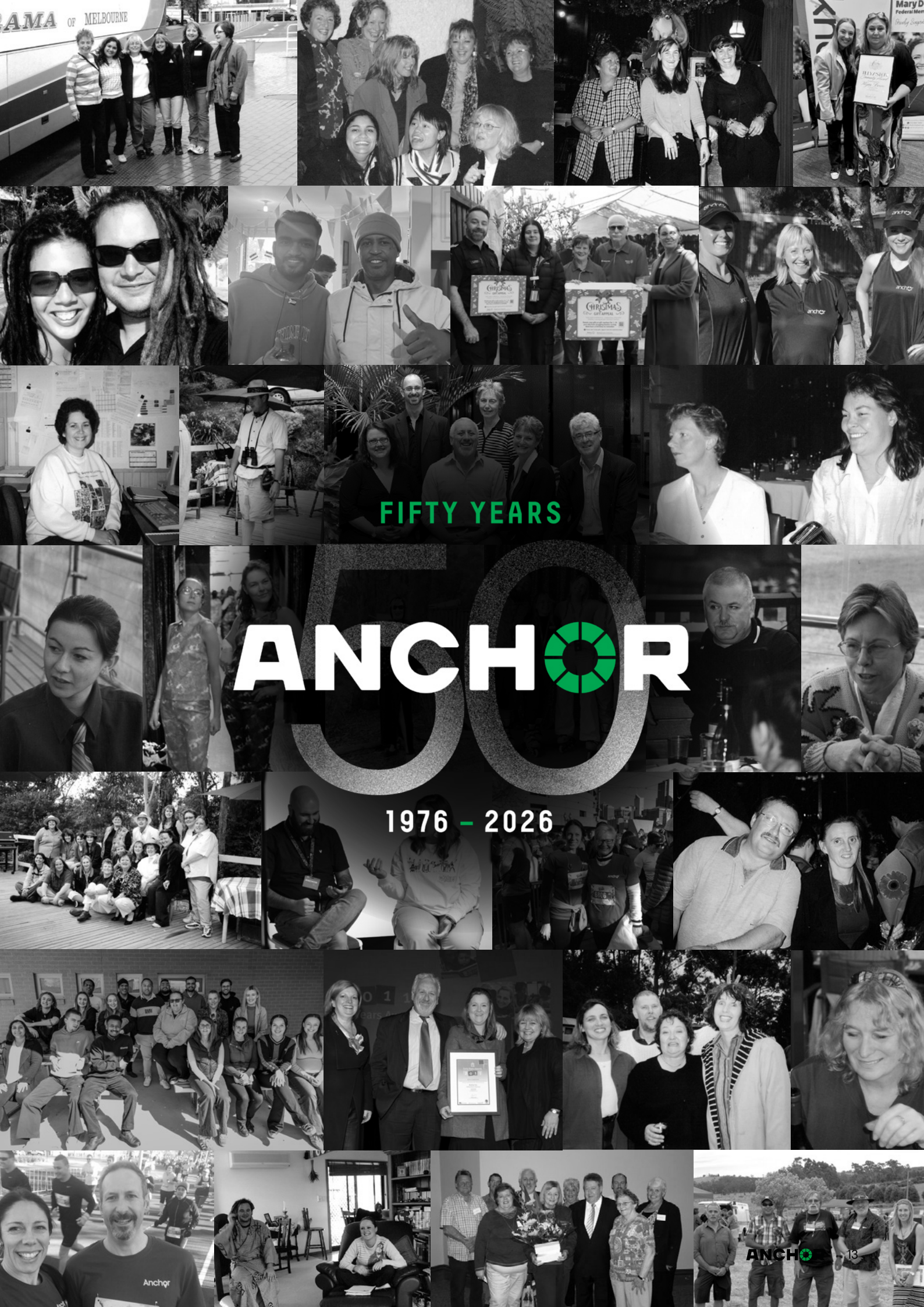
2023

Anchor Inc becomes a company limited by guarantee and changed its name to Anchor Community Care Ltd.

Two more MyLife sites are established in Melbourne's east and Gippsland.

2026

Anchor's 50th Year in the Community.


FIFTY YEARS
50
ANCHOR
1976 – 2026

Changemakers

What makes a changemaker? At Anchor, we are fortunate to be able to work with many different people from all walks of life who are dedicated to doing all they can to make a difference in the community.

Their generosity, empathy, and energy are infectious. Each year, we see brilliant examples of the community coming together and this one was no different.

Lilydale Rotary "Wishing Tree" campaign

Uniting a community of businesses and generous community members to ensure that every child and young person who Anchor supports through our Homelessness services receives a personal gift under the Christmas Tree.





Together Financial Services guiding Santa to the right places

Long-term partnership and commitment in making Christmas feel special for some of the most vulnerable children in Victoria.

Food boxes make a mountain of difference

Anonymous couple in the Yarra Ranges makes a monthly donation of 50 boxes of fruit and vegetables to the families we support. This totals 600 boxes each year; almost 4.2 tonnes of fresh and healthy food.





XL Events leading workplaces to make a difference

Corporate engagement days that make a serious impact. From massive cook-offs that put food on the table for people experiencing homelessness, to toy building days where workplaces collaborate to build bikes for young people.

Myer Eastland bring the fun

Trivia night and movie screening fundraisers were a part of Myer's support of Anchor this year. The staff's work over many years to support people experiencing homelessness in the community saw staff member Irene awarded the Australian Heroes of Retail Risk – Community Hero Award.



Managing the demands of an evolving system

Foster Care and Kinship Care

50 years of working in the foster care sector, and being an early agency to tender for kinship care services, has taught us that the only constants in out of home care are system change and evolution.

The unwavering dedication of our carers to meet the needs of the young people they are supporting has shone through this year, at a time where Anchor has engaged heavily in sector collaboration to ensure the way we support children, carers and families as a whole sector is improved.

Broadly, there has been an increase in the complexity of children's needs, particularly in mental health, developmental, and behavioural needs.

The demands on Foster and Kinship Carers have never been higher, and our team has worked tirelessly to assist and support them with everything that life and the system has thrown at them.

This year, Anchor has placed an emphasis on building the capacity of carers to support the unique needs of each child for whom they care.





Donations help knock down barriers

Financial support for carers is a considerable need, and Anchor has provided vouchers to help with cost-of-living challenges.

Donations from our generous supporters in the community enable us to address barriers faced by care families, simply by being able to tackle the many different costs that carers face – everything from unexpected bills, improvements to their home, and school costs, through to advocating for funding for major expenses such as dental surgery and mental health diagnosis for children in care.

Youth homelessness prevention

The reason why Anchor has remained a force in the community is because of our ability to change, evolve, and adapt as the youth homelessness and out-of-home-care systems have.

This comes from a position of understanding, and a desire to innovate and find new ways of delivering the outcomes that children and young people deserve.

Youth homelessness is predictable, because the young people most likely to experience it are already known to government systems years before it happens through child protection, out-of-home care, and the schools and services that see a childhood come apart in slow motion.

Anchor's position is that the point of intervention should sit firmly inside that window, while a young person is still in care and connected to adults around them, well before they present to a crisis service with nowhere to sleep.

Today, young people leaving out-of-home care are asked to reach independence at an age when most of their peers are still living at home, being supervised and taken care of. The distance between leaving care and sleeping rough is measured in weeks. Once a young person is homeless, education stops, work becomes impossible, exposure to exploitation rises, and contact with the justice system becomes more likely. Every one of those outcomes costs the state more than the housing and the support that would have prevented it.

Anchor's programs are designed to interrupt that sequence at the points where it is still reversible. Our Foster and Kinship Care work recruits, trains and supports carers across Melbourne's outer east, because placement stability in childhood is one of the clearest predictors of whether a young person will still have a home at 19. Our MyLife Project takes young people in from 16, whilst they are still in care, so that the move to independence is planned across years rather than triggered by a birthday. Our youth-at-risk and Foyer programs at the Lilydale Youth Foyer place youth workers alongside young people as coaches and mentors, holding a consistent relationship through exactly the period when most young people fall out of contact with services altogether.

Many young people now in youth justice experienced abuse, violence or neglect before they entered the child protection system, and arrived at the justice system with their sense of worth, identity and connection to community already eroded. Anchor believes that community safety is served by investing in prevention by supporting young people to leave care with stable housing, sustained mentorship and a reason to believe in their own future. This is what will prevent them entering the justice system or chronic homelessness.



Supporter acknowledgements

Collaboration and partnership sit at the heart of everything we do. It supercharges our work and makes a world of difference in the way we are able to help the people we serve.

We are deeply grateful to everyone who supported our work, shared our values, and helped to create change in the community.

Partners

Adventist Development and Relief Agency (ADRA)

Department of Families, Fairness, and Housing

Dr Dans Medical Clinic

Holy Fools - Felix House

Jim Fuller Community House

Mental Health and Wellbeing Local - Lilydale

Ngwala Willumbong Aboriginal Corporation

Opendoor

Parks Victoria

Sacred Heart Mission

Services Australia - Centrelink

StableOne

Swinburne University

Victoria Police

Woodards Foundation

Yarra Ranges Council

In-kind Support

Bunnings Warehouse (Lilydale & Bayswater)

Habitat for Humanity

XL Events

Good 360

Rapid Relief Team

Cire

Harkaway Hills College

Grant Providers & Major Donors

Andrews Foundation

Barro Group

Bernadette Hally

Breakpoint Software

Brian M. Davis Charitable Foundation

Croydon-Mooroolbark Lions Club

CVGT Employment

Department of Industry, Science and Resources

Department of Treasury and Finance

Equity Trustees

Flora and Frank Leith Trust

Knox City Council

Loanmarket

Marrich Charitable Foundation

Mr Darren Powierski

Ms Isabel Anton

Ms Mary Doyle MP

Myer Community Fund

Myer Eastland

Red Caps Golf Club

Ringwood Court

Rotary Club of Boronia

St James Anglican Church

StreetFleet

The Foothills Foundation

The Ricketson Foundation

Together Financial Services Pty Ltd

Uniting Church Lilydale

Uniting Church Tecoma (Treasure Shop)

Yarra Ranges Council

Financials

Statement of profit or loss and other comprehensive income for the year ended June 30 2026	2026 $	2025 $
Revenue	12,003,429	11,543,096
Investment movement surplus	(214)	44,530
Other Income	691,396	666,428
Employee benefits expense	(8,684,961)	(8,454,216)
Property Amortisation	(432,498)	(430,647)
Administration Costs	(406,269)	(585,087)
Governance	(25,339)	(28,303)
Communication	(47,618)	(45,996)
Furniture & Equipment	(19,581)	(2,289)
Information Technology	(135,158)	(175,180)
Property Costs	(247,648)	(286,974)
Professional Development	(81,766)	(130,345)
Service Delivery costs	(1,893,614)	(1,804,369)
Travel & transport	(95,489)	(105,054)
Finance costs	(30,162)	(41,872)
Surplus / (Deficit) for the year	**594,508**	**163,722**
Items that will not be reclassified subsequently to profit or loss	0	0
Other comprehensive income for the year	0	0
Total comprehensive income for the year	594,508	163,722

Statement of financial position as at 30 June 2026	2026 $	2025 $
Current assets		
Cash and cash equivalent	2,870,813	2,165,029
Receivables	25,240	76,288
Other financial assets	1,422,909	1,356,268
Other assets	61,508	115,320
Total current assets	**4,380,470**	**3,712,905**
Non-current assets		
Property Plant and Equipment	5,436,937	5,440,853
Right-of-use assets	505,953	858,645
Other assets	41,736	40,453
Total non-current assets	**5,984,706**	**6,339,951**
Total assets	**10,365,176**	**10,052,856**
Current liabilities		
Trade and other payables	689,645	688,147
Lease liabilities	357,830	380,414
Employee provisions	745,374	739,467
Other liabilities	1,425,968	1,449,461
Total current liabilities	**3,218,817**	**3,257,489**
Non-current liabilities		
Lease liabilities	188,601	527,001
Employee provisions	50,200	45,276
Long-term provisions	172,963	83,003
Total non-current liabilities	**411,764**	**655,280**
Total liabilities	**3,630,581**	**3,912,769**
Net assets	**6,734,595**	**6,140,087**
Equity		
Retained surplus	6,526,556	5,932,048
Revaluation surplus	208,039	208,039
Total equity	6,734,595	6,140,087

Statement of cash flows for the year ended 30 June 2026	2026 $	2025 $
Cash flow from operating activities		
Donations received	153,398	102,058
Interest received	97,479	72,034
Operating revenue	11,877,357	11,998,478
Interest paid	(30,162)	(41,872)
Other receipts	526,453	542,721
Payments to suppliers and employees	(11,492,313)	(11,789,092)
Net cash provided by operating activities	**1,132,212**	**884,327**
Cash flows from investing activities		
Purchases of Property, Plant & Equipment	(55,388)	(36,275)
Proceeds from sale of Property, Plant & Equipment	0	1,700
Proceeds from disposal of available-for-sale investments	0	3,575
Net cash used by investing activities	**(55,388)**	**(31,000)**
Cashflow from financing activities		
Payment of Lease Liabilities (net)	(371,040)	(302,255)
Net Cash provided by /(used in) financing activities	(371,040)	(302,255)
Net Increase/(decrease) in cash and cash equivalents held	705,784	551,072
Cash and Cash equivalents at beginning of the financial year	2,165,029	1,613,957
Cash and Cash equivalent at the end of the financial year	2,870,813	2,165,029

Annual statements give true and fair view of financial position of Anchor Community Care Ltd

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, Joshua Fergeus and Nigel Haskins being members of the Board of Anchor Community Care Ltd, 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 2026.

Chairperson - Dr Joshua Fergeus

Treasurer - Nigel Haskins

Dated this 1st day of October 2026

These financial statements have been audited by an independent auditor Postan Miller and Associates Pty Ltd

Suite 32, Level 3, 25 Claremont Street
South Yarra Vic 3141
September 2026

Access to the complete audited financial statement is available at www.anchor.org.au

Anchor Community Care Ltd. 44 Lakeview Drive Vic 3179



ANCHOR

Pathways from Homelessness

Anchor Community Care Ltd
44 Lakeview Drive, Scoresby VIC 3179

P: 03 8761 9040
E: info@anchor.org.au

ABN: 80 952 878 595
ACN: 666 453 836

Anchor recognises the history and impact of colonisation upon all Aboriginal peoples, and we commit to progress reconciliation through our work, our relationships and our people.

We acknowledge the traditional custodians of the lands and waterways on which we live and work: the Wurundjeri people, the Boon Wurrung People, the Bunurong People, and the Gunnai Kurnai People.