



20

24

IMPACT  
REPORT



*womensshelter*  
ARMIDALE INC

# HONOURING OUR PAST

Women's Shelter Armidale acknowledges  
the rich cultural and spiritual connection that  
the First Nations people have with the country  
that we work and live upon.

We acknowledge that this always was,  
and always will be  
Anaiwan Country.

This is their country.  
These are their totems.  
Their ancestry is in the trees,  
in the fish,  
in the sky,  
in the stars,  
in the earth,  
in the storm,  
day and night.

This is what they sing.  
This is what they believe.

We respectfully remember  
the footsteps of the Elders who walked this land  
before you and I,  
and we honour the steps of all who will follow.







## Provide a safe space that empowers.

*"We see you.  
We hear you.  
We don't judge.  
You are not alone."*



Led by our community, we provide expertise and specialised support in homelessness, domestic and family violence for all women, children and their families who are in crisis.

Through empowering our community to embrace growth, we give them the means to define and shape their future.



## People Centred

We keep our clients' needs at the centre of our work.

## Innovative

We understand and address the challenges of access for regional Australia.

## Respectful

We see you. We hear you. We don't judge. You're not alone.

## Confidential

We're committed to providing safety by ensuring confidential service provision in our community.

## Representative


We reflect the diversity of culture, sexuality, age and lived experience in our community.

## Authentic Leadership

We are ethical, courageous and committed to making a difference. We've been here a long time and we're staying.

We acknowledge the impact of colonization on our community which informs the services we provide.

# OUR OPERATIONS TEAM



**TRANSITIONAL  
HOUSING**

**TRANSITIONAL  
HEALTH CARE**

**DOMESTIC, FAMILY & SEXUAL  
VIOLENCE SPECIALIST  
CASEWORKERS & SUPPORT TEAM**

**MAINTENANCE**

**SPECIALIST CHILDREN'S &  
YOUNG PEOPLE'S WORKERS**

**BUSINESS DEVELOPMENT  
& ADMIN SUPPORT**

# FROM OUR CEO

Today, as a community, we face tremendous challenges: the impacts of the ongoing epidemic of violence against women, the housing crisis, the rising cost of living, the growing humanitarian crises due to war, systemic poverty, racism and the many repercussions of climate change.

Our commitment to the New England region is unwavering. When it comes to supporting the most vulnerable in our community, the Women's Shelter Armidale continues to stand strong, going above and beyond to ensure the dignity and capacity of all those struggling to keep their heads above the water line.

Over the last 2 years, the need in our region has risen over 25% year on year. The New England region now sits with a domestic violence related assault rate a little over twice the NSW average. In the same period, while rates of homelessness in NSW have lowered overall post COVID, homelessness remains a major challenge in this region. More people in the New England are living in severely overcrowded conditions or in a range of temporary accommodations than ever before.

The projects and initiatives shared in this report – just a selection of the work that's been undertaken – demonstrate that our real 'superpower' as an organisation are our people and our ability to straddle the worlds of personal heartache, community movement and government bureaucracy. This allows us to cultivate the shared perspectives and understanding needed to address challenges that are too entrenched, significant and multi-faceted for any one organization to take on.

Some of the stand-out contributions of 2023/24, from my perspective, have been:

- The continued success and growth of our food program. Our team rally's around this program every week and we see a constant stream of people in our offices getting this most basic of needs met. Our chef, Brian, has developed a whole new fan club in the community and continues to find ways to provide wholesome and healthy meals on the smallest of budgets.
- The impact our maintenance team continues to have on saving and preserving tenancies, and on helping our clients find peace, solace and pride in their homes, no matter how temporary that home may be.
- The phenomenal growth in expertise of our casework team. These are some of the most dedicated and passionate individuals you will have the privilege to meet. The whole team has undergone constant training throughout the year and now represent what I believe are one of the most experienced and skilled casework teams in NSW.

Going forward we aspire to continue to be a leading voice in women's issue – guiding best practices and stepping towards a more equitable future for all. We also intend to accelerate our advocacy, and create positive impact through partnerships and working with our clients across all sectors. Our work to champion inclusion will continue to evolve and grow, as will our conviction to address systemic inequalities by enabling our community.

More than anything, the ongoing crises we face requires solidarity, honesty, a willingness to listen and a commitment to deep collaboration and shared learning. I hope this report demonstrates how our people, and partners, bring all of these qualities together and invite you to learn more about our commitments and progress in the following pages.

*Penny Lamaro*

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# OUR GOVERNANCE TEAM

*"nothing without our Board..."*

Juliet Kaberry – President  
2 year term from 2023 election

Kye Single – Vice President  
3 year term from 2023 election

Natasha Ross - Treasurer  
3 year term from 2023 election

Penny Paliadelis – Secretary  
2 year term from 2023 election - retired from Board May 2024

Rachel Horton  
3 year term from 2023 election

Sarah Hunt  
2 year term from 2023 election

Steve Widders  
2 year term from 2023 election

Representative members

Sara McNeall - Embrace  
3 year term from 2023 election

Felicity Jacques - Armidale Rotary Club  
3 year term from 2023 election



# FROM OUR PRESIDENT

With our Management Committee changing yet again at the 2023 AGM, we have welcomed some incredible new members to the board who each bring new ideas and a wealth of experience.

Committee Members have increased and as a result our sub-committees have been meeting regularly. Our community donations continue to grow with a further increase since last financial year.

WSA's long term planning is starting to pay off. We were very excited this year, after many years of planning and building, to furnish and then open the Core and Cluster units (short term self-catered accommodation) which are situated next door to the Shelter. We were also very happy to see the commencement of renovations to the Cadet's Building which WSA will be utilizing for numerous programs in the coming years.

The staff continue to provide an outstanding service to the community. Quite recently I have heard via the community, of the incredible work the AWS staff are doing. I hear that they are hard-working and respectful to clients and they have gained the respect of other community services as a result. The Management Committee are once again so very grateful for their hard work and commitment.

As this is my last year as President, I wish to truly thank all of the committee members and staff who I have worked with over many years, for their passion, integrity and hard work. In particular, I thank Penny who, since commencing her employment, has lit a fire under us all! With her help, we realized how much more could be done and worked out how to start doing it. Her enthusiasm and energy is infectious and I look forward to seeing how much more can be achieved in 2025.

It has truly been a pleasure to be involved, and I am not gone but will continue to work within the committee in the hopes of seeing more of our plans come to fruition in the future.

Juliet Kaberry  
WSA President





# OUR PARTNERS

## MAKING OUR MISSION POSSIBLE



**Rotary**  
Club of Armidale



**Embrace**  
St Marks Church UNE



Communities  
& Justice



**dv collective**

# versO



**National Indigenous  
Australians Agency**



**Transport  
for NSW**



**JUL 2023 -  
JUN 2024**



**384** women and their families supported



**3070** short term & emergency accommodation bed nights



**134** new private and public housing tenancies begun



**11,440** frozen meals provided to community members.

**THE  
NEXT  
YEAR**

# What drives people to engage with our service?



# Who are our clients?



0 -  
18yrs

37%



19 -  
39 yrs

42%



Over  
60 yrs

3%



First  
Nations

63%

# SERVICES DELIVERY

## SPECIALIST DOMESTIC, FAMILY & SEXUAL VIOLENCE SUPPORT

### INTENSIVE CASE MANAGEMENT

CRISIS ACCOMODATION & HOMELESSNESS SUPPORT

TRANSITIONAL HOUSING

SAFETY PLANNING, SECURITY & RISK ASSESSMENT

FROZEN MEALS

SUPPORTED PLAYGROUP & KINDY GYM

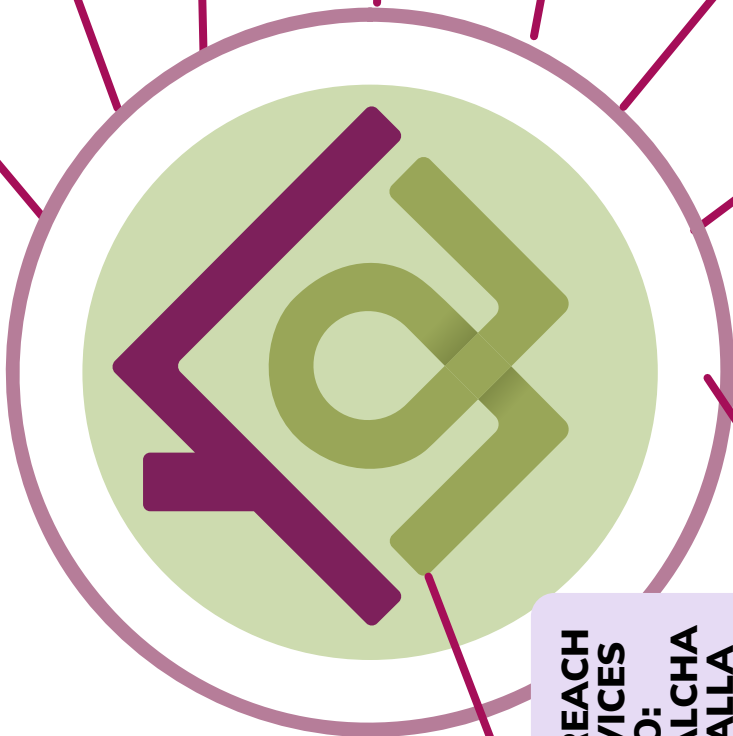
BIRTH CERTIFICATE REGISTRATION

SPECIALIST CHILDREN & YOUNG PEOPLE'S WORKERS

TRANSITIONAL HEALTH CLINIC

OUTREACH SERVICES TO:

- WALCHA
- URALLA
- GUYRA



**Rotary**  
Club of Armidale



# COMPLETE TRANSFORMATION OF OUR BACKYARD



The Rotary Club of Armidale has been an unwavering supporter of the Women's Shelter Armidale for the last 3 years. Masters in the art of fundraising with FUN, the members of the Armidale club have dug deep into their own resources as well as inspiring our community, to give generously to a range of projects, including this amazing playground upgrade.

Our old playground no longer met the standard for children's play areas but we could never have afforded to get the work done.

Through the hard work of Rotary volunteers, the collective wisdom and ingenuity of members and the Rotary dedication to Service means our families have a bright, safe and FUN place to play when at our shelter.

Thank you Armidale Rotary!

# NEW CRISIS ACCOMMODATION UNVEILED



On the 16th of August this year, we had an opening for 4 new units built on our shelter site.

We had the pleasure of having The Honourable Jodie Harrison, Minister for Women and for Prevention of Domestic Violence, at the opening, along with our Member for the Northern Tablelands, Brendan Moylan.

This new build is a pilot for a Department of Communities and Justice program called 'Core and Cluster'. Core & Cluster aims to create a *core* building of staff & supports and a *cluster* of units, for families who are fleeing violence while they are accessing support.



womensshelter

# Transitional



HEALTH  
CLINIC

To support people who have barriers to accessing healthcare as a result of experiencing Family, Domestic or Sexual Violence and/or homelessness, especially those who have high needs and vulnerabilities.

*Dr Kate Martin General Practitioner BPsych, MBBS, FRACGP*



- People have a right to quality healthcare
- People should feel safe to access healthcare
- Children and Young People have a right to services that prioritise their safety
- Healthcare and case management support are separated
- People have choice and control
- An active engagement approach is used
- The service is based on people's strengths, goals and aspirations
- A harm reduction approach is used
- We acknowledge the effect of trauma on individuals and families





# Helping Children Heal

Specialist Children & Young  
People's Workers

Specialist support for  
children and young people  
whose lives have been  
impacted by  
homelessness and/or  
violence.

Every child has the right to  
be safe at home.

Despite the prevalence of  
children's exposure to  
violence, we know that we  
can mitigate the impacts  
and help them heal by  
providing holistic, targeted  
and therapeutic support.



# TRANSFORMATIONAL HOUSING



## Transitional housing transforms lives

Without transitional housing being available, clients can become 'stuck' in crisis systems.

Transitional Housing is short to medium-term subsidised rental housing for those moving out of shelters. Leases are provided for the three to eighteen months that come between crisis and long-term stable housing.

Transitional Housing is the vital link in the chain of supports that are able to be provided by community services.

This housing is important in providing:

- Support to assist in stabilising circumstances before moving to longer-term housing.
- Providing safe, and secure accommodation for women and children.
- Assisting women to make informed and empowered decisions about their lives and their future





# Culture is Healing

Making cultural healing practice, including Smoking Ceremony for cleansing, accessible to community.





*“Because everything feels better on a full stomach”*

# THE **FOOD PROGRAM**

Average of **220** meals a week are produced.

Meals are **FREE**

Utilises **DONATED** or purchased ingredients.

**Only rule is: There are no rules.**

Take as **MANY** as you need, as **OFTEN** as you need.

Over **11,000** meals produced in 2023/24.



good life beef



Premier  
& Cabinet

# YOUR LIFE. YOUR RHYTHM **DRUMMING**

Connection  
Friendships  
Laughter



*Deborah Dixon-Ives  
from the Barney Street Band*

## WEEKLY COMMUNITY GROUP



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# Understanding YOUNG PEOPLE doing it tough

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**Conference**  
**28 – 30 May 2024**

Understanding the complex and interlocking issues of homelessness, violence against children and young people, cultural safety, and trauma Informed mental health supports.

▶ **Over 100 Delegates attended**

▶ **International Speakers**

▶ **Key Government partnerships**



Produced by:



**womensshelter**  
**ARMIDALE INC**

In partnership with:



# 2023 - 2025 OPERATIONAL PRIORITIES

*DELIVER EFFICIENT AND SUSTAINABLE SUPPORTS TO STAFF  
THAT INSPIRES & CONNECTS THEM WITH THEIR HIGHEST  
PROFESSIONAL PURPOSE*

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*INCREASE AVAILABILITY OF RESPONSIVE & DIVERSE FUNDING  
THAT INCREASES ORGANISATIONAL SUSTAINABILITY*

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*DELIVER EMPOWERING, CLIENT-FOCUSED SERVICES THAT  
IDENTIFY & ADDRESS THE MAIN DRIVERS OF VIOLENCE IN THE  
HOME*

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*PROVISION OF HOLISTIC, RESPONSIVE, WRAP-AROUND SERVICING  
THAT REDUCES OVERALL REPEAT ENGAGEMENT WITH  
HOMELESSNESS SERVICES*

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*STRENGTHEN CAPACITY OF OUR FIRST NATIONS COMMUNITY TO  
ENGAGE WITH THEIR OWN HEALING WITHIN FUNCTIONAL,  
COMMUNITY OWNED SYSTEMS*



# 2023 - 2025 STRATEGIC PLAN

FOCUS AREA	GOAL	KEY STRATEGIES
STRENGTHEN GOVERNANCE	By the beginning of 2023 have a strengthened Management Committee with seven (at least) members	<ul style="list-style-type: none"> <li>Reinvigorate our Management Committee</li> <li>Review and redesign processes and practices</li> </ul>
EARLY INTERVENTION AND PREVENTION	Have staffed trained to provide early intervention/prevention school programs by mid-2023	<ul style="list-style-type: none"> <li>Become acknowledged experts in homelessness, D&amp;FV and women's issues</li> <li>Deliver early intervention and prevention training in key settings such as schools</li> </ul>
CULTURALLY LED SERVICE DELIVERY & PRACTICE	By end of 2023 be recognized in the community as the service of choice for First Nations women, children and their families	<ul style="list-style-type: none"> <li>Prioritise delivering services that are led by First Nations knowledge to ensure that healing is central to all the WSA provision</li> <li>Workplace culture strengthened to ensure cultural safety</li> </ul>
MANAGING GROWTH	To diversify funding streams & realise new service pathways and manage cultural change associated with growth	<ul style="list-style-type: none"> <li>Ensure sufficient resources to deliver on new projects such as Core and Cluster (mid 2024) and Cadets Building (early 2023)</li> <li>Develop a process for agreeing to commit to new growth opportunities</li> </ul>
IMPROVING OUR SYSTEMS	To achieve ASES accreditation by June 2024	<ul style="list-style-type: none"> <li>Work towards ASES accreditation by reviewing and improving all our policies, procedures and systems</li> <li>Investing in the skills, capacity and professional development of staff</li> </ul>



# FINANCIAL STATEMENTS

AUDITOR:  roberts  
morrow +

## Women's Shelter Armidale

### Statement of profit or loss and other comprehensive income

For the year ended 30 June 2024

	Note	2024 \$	2023 \$
<b>Revenue</b>			
Revenue from contracts with customers	5.b	67,565	139,316
Revenue from other sources	5.b	1,518,202	1,041,226
Finance income		15,474	4,859
Rent		3,480	3,563
Auspice income	5.d	383,013	-
Net gain on disposal		-	13,209
Other income	5.c	63,631	1,403
<b>Total Revenue</b>		<b>2,051,365</b>	<b>1,203,576</b>
Depreciation		(31,248)	(16,488)
Employee benefit expenses		(1,110,302)	(801,919)
Plant & equipment		-	(1,614)
Project expenses		(210,972)	(151,511)
Administrative expenses		(303,981)	(212,746)
Motor vehicle running costs		(16,447)	(16,301)
Occupancy costs		(69,066)	(26,880)
Auspicing expenses		(385,783)	-
<b>Total expenses</b>		<b>(2,127,799)</b>	<b>(1,227,459)</b>
<b>Profit (loss) before income taxes</b>		<b>(76,434)</b>	<b>(23,883)</b>
Income tax		-	-
<b>Profit (loss) for the year</b>		<b>(76,434)</b>	<b>(23,883)</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>(76,434)</b>	<b>(23,883)</b>

The accompanying notes form part of these financial statements.

# Women's Shelter Armidale

## Statement of financial position

As at 30 June 2024

	Note	2024 \$	2023 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	6	163,145	862,011
Trade and other receivables		16,248	58,012
Other financial assets	7	600,000	333,164
Prepayments		5,000	15,233
<b>Total current assets</b>		<b>784,393</b>	<b>1,268,420</b>
<b>Non-current assets</b>			
Other financial assets	7	10	10
Property, plant and equipment	9	218,713	73,420
<b>Total non-current assets</b>		<b>218,723</b>	<b>73,430</b>
<b>Total assets</b>		<b>1,003,116</b>	<b>1,341,850</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	11	89,560	74,743
Employee benefits	12	48,139	38,174
Contract liabilities	8	-	305,240
<b>Total current liabilities</b>		<b>137,699</b>	<b>418,157</b>
<b>Non-current liabilities</b>			
Employee benefits	12	46,341	28,183
<b>Total liabilities</b>		<b>184,040</b>	<b>446,340</b>
<b>Net assets</b>		<b>819,076</b>	<b>895,510</b>
<b>Equity</b>			
Hope donation		6,702	6,702
Retained earnings		704,424	780,858
Reserves		107,950	107,950
<b>Total equity</b>		<b>819,076</b>	<b>895,510</b>

The accompanying notes form part of these financial statements.

## Women's Shelter Armidale

Statement of changes in equity  
For the year ended 30 June 2024

<b>2023</b>	<b>Retained earnings \$</b>	<b>Hope donation \$</b>	<b>Building and donations \$</b>	<b>Total equity \$</b>
Opening balance	804,741	6,702	107,950	919,393
Profit for the year	(23,883)	-	-	(23,883)
<b>Closing balance</b>	<b>780,858</b>	<b>6,702</b>	<b>107,950</b>	<b>895,510</b>

<b>2024</b>	<b>Retained earnings \$</b>	<b>Hope donation \$</b>	<b>Building and donations \$</b>	<b>Total equity \$</b>
Opening balance	780,858	6,702	107,950	895,510
Profit for the year	(76,434)	-	-	(76,434)
<b>Closing balance</b>	<b>704,424</b>	<b>6,702</b>	<b>107,950</b>	<b>819,076</b>

The accompanying notes form part of these financial statements.

## Women's Shelter Armidale

Statement of cash flows  
For the year ended 30 June 2024

	2024	2023
	\$	\$
<b>Cash flows from operating activities:</b>		
Receipts from customers	740,064	95,258
Payments to suppliers and employees	(2,119,090)	(1,238,419)
Interest received	24,609	4,859
Receipt from grants	1,165,671	1,262,559
<b>Net cash flows from/(used in) operating activities</b>	<b>(188,746)</b>	<b>124,257</b>
<b>Cash flows from investing activities:</b>		
Proceeds from sale of motor vehicles	-	25,584
Purchase of property, plant and equipment	(176,531)	-
Payment for investments	(266,836)	(104,368)
<b>Net cash provided by/(used in) investing activities</b>	<b>(443,367)</b>	<b>(78,784)</b>
<b>Cash flows from financing activities:</b>		
Payment of lease liabilities	(67,380)	-
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(699,493)</b>	<b>45,473</b>
Cash and cash equivalents at beginning of year	862,011	816,538
<b>Cash and cash equivalents at end of financial year</b>	<b>162,518</b>	<b>862,011</b>

The accompanying notes form part of these financial statements.

“...to know even one life has  
breathed easier because you  
have lived.

This is to have succeeded.”

Ralph Waldo Emerson



***womensshelter***

ARMIDALE INC