



**WILLIAM CAMPBELL**  
**FOUNDATION**

Giving children hope and a future

**Annual Report**

**2015 – 2016**

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## Our Vision

**To provide Christian care and accommodation for abused, neglected and homeless children and young people, to give them life opportunities with a strong focus on their educational needs.**

## Our Values

**STABILITY**  
**CHRISTIAN VALUES**  
**EDUCATION**  
**SAFE**  
**RESPECT & DECENCY**

# Our Board



Director



Director



Director



Director



Director



Director



Director

The management and control of the Foundation is entrusted to a Board of seven honorary Directors who are responsible for ensuring that the Constitution of the Agency is strictly adhered to, with its principles enunciated and performed in the spirit of our aims and objectives.

We are pleased to say that we have an active Board who are regularly consulted in all aspects of the organisation.

The Board is responsible for –

- observing an on-going duty of care towards the operation of the Foundation;
- taking an active interest in the working mechanisms of the Foundation, its Staff, volunteers and supporters;
- supporting all activities in a professional manner which are staged by the Foundation;
- networking in the community to garner support;
- solvency;
- ensuring any debt that is incurred in the establishment of the Foundation is funded;
- procuring on-going funding of the Foundation by the relevant authorities;
- controlling requisite fundraising and negotiating appropriate sponsorship;
- executing due diligence in its legal, fiscal, moral and ethical responsibilities.

## A Message from our CEO

The past 12 months has been an amazing time of growth for the Agency. Sadly, we have seen more children come into our Agency which has necessitated the need for more highly qualified staff and a complete restructure of our top level of management, ensuring we are able to strategically plan for our future with the knowledge that we have good management structures in place.

This growth has been very challenging as we discovered our Dapto premises were not able to cope with the number of staff we needed to have for the Illawarra area. Therefore we were able to secure temporary premises in Warilla that now caters for 12 staff including any staff member from other offices who may need to "hot desk" for the day.

We are now planning to do a 'knock down rebuild' of our existing Dapto premises which will be a purpose built, state of the art building, tripling our capacity to cater for staff, meetings, both internal and external and the various other needs that emanate from our work. We have engaged the services of a Town Planner, Architect and other Compliance officers to set about completing the required documentation for Wollongong Council. We believe this will take about 2 years from knock down to rebuild.

The recent Royal Commission into Institutional Responses to Child Sexual Abuse also brought out the real need for educational for children in care. This response has confirmed my belief that education is the key to a person's life in breaking the chain of hopelessness and despair.

Currently departmental and peak bodies are now focussing on educational needs for children in out of home care. They too have noted the real need for the children to have extra assistance with literacy and numeracy. It is becoming more evident in our society and certainly for children in care, that they are suffering educational deficits in their learning.

For many years I have held a desire to see the construction of our own “purpose built” school, emanating from my experiences as a child, knowing that education was a way to break the cycle. The school we build will be state of the art with all modern amenities, facilities, programs of achievement and other activities.

The Agency opened our first school in temporary premises in January 2010 but due to a severe lack of Government funding, closed the school on 19 September in 2014 after 3 ¾ years. During that time we were able to capture empirical evidence from the children we had attending to reinforce our belief that education was an essential part of a child’s healing. This evidence has further fuelled the passion to continue. The passion has not diminished in fact, has increased. Therefore we are currently in negotiations with our Town Planner and Shoalhaven City Council and various other regulatory bodies to pursue construction. We believe the foundations will be laid in early 2017.

During the past year I have been asked to speak to many community service clubs, churches and other forums about our Agency and how we “came to be in existence”. These opportunities have assisted in raising our Agency profile in the community and I am pleased to state that we enjoy the support of many community service clubs, churches, organisations and individuals, all of whom assist us in pushing forward to achieve our goals.

I cannot go past the need to thank our Fosters Carers for the work they do with the children and young people. It is with profound gratitude on their behalf and indeed all of us, to thank you for the sacrifices you undertake in giving of yourself to enable children and young people to become the person they are created to be, with love, nurture and a safe home.

I especially want to acknowledge the birth children of our Carers who unselfishly give up space, privileges and a part of their lives to accept foster children into their families. They are sometimes the unsung heroes who play an important role in the successful outcome of the child's inclusion into their family.

I would like to thank our management team and our staff for their unwavering faith in the Vision we hold for the children and young people, for our Agency and for adhering to our core values in all they do.

To our many Donors and Supporters, on behalf of the Board and the Agency please accept our extreme appreciation for your ongoing support. Pensioners to corporate donors are the lifeline of the organisation for who we will be forever indebted.

I look forward to the coming year with great expectations and deem it an enormous privilege to serve the children and young people who come into our care.

May I say I feel blessed to be involved with people that have such compassion and dedication, who ensure our work is done from the heart and is viewed as a vocation by their attitude to their work. Thank you all.

**Bill Campbell – OAM, JP**  
Chief Executive Officer

# Our Services

## **Foster Care**

Children and young people in foster care live with their Carers in the community in the Carer's home, or in cottages or houses provided by the Agency on our farming property or in the community.

Carers are afforded on-going 24/7 support through the out of home carer team's Casework Manager and Caseworkers as well as on-going training and support in a range of relevant areas. We provide psychological services, counselling services, mentoring, in-house Chaplaincy services and educational services.

## **Family Support Services**

This service accompanies our foster care program and offers a variety of programs including:

### **Emergency / Crisis Care**

Qualified and trained personnel are available at a moment's notice to provide emergency and crisis care when a referral comes to Family Support Services from Family & Community Services or another Agency.

### **Supervised Contact and Supervised Transport**

Family Support Services provides trained and qualified Staff who facilitate contact between children in out of home care, their birth family and 'significant others'. This service ensures that children are able to continue in a relationship with their birth family in a safe and supported environment.

### **Youth Work Support / Crisis Care**

Family Support Services provide support for a child or young person if the situation arises where they require supervision and support for a period of time whilst an out of home care placement is located. Trained Staff support children in a holistic manner to ensure continuity and stability whilst waiting for a more long-term option.

### **Mentoring**

Many young people require the support of a Mentor to assist them develop life skills or to help them through difficult times. Family Support Services Mentors come with the clinical backing of WCF's Psychologists who assist in the development and monitoring of behaviour support plans.

# Chaplaincy

We are proud to say that our Foundation is one non-Government Agency that has a full time Chaplain who works with our children, young people, Carers and Staff of the Agency.

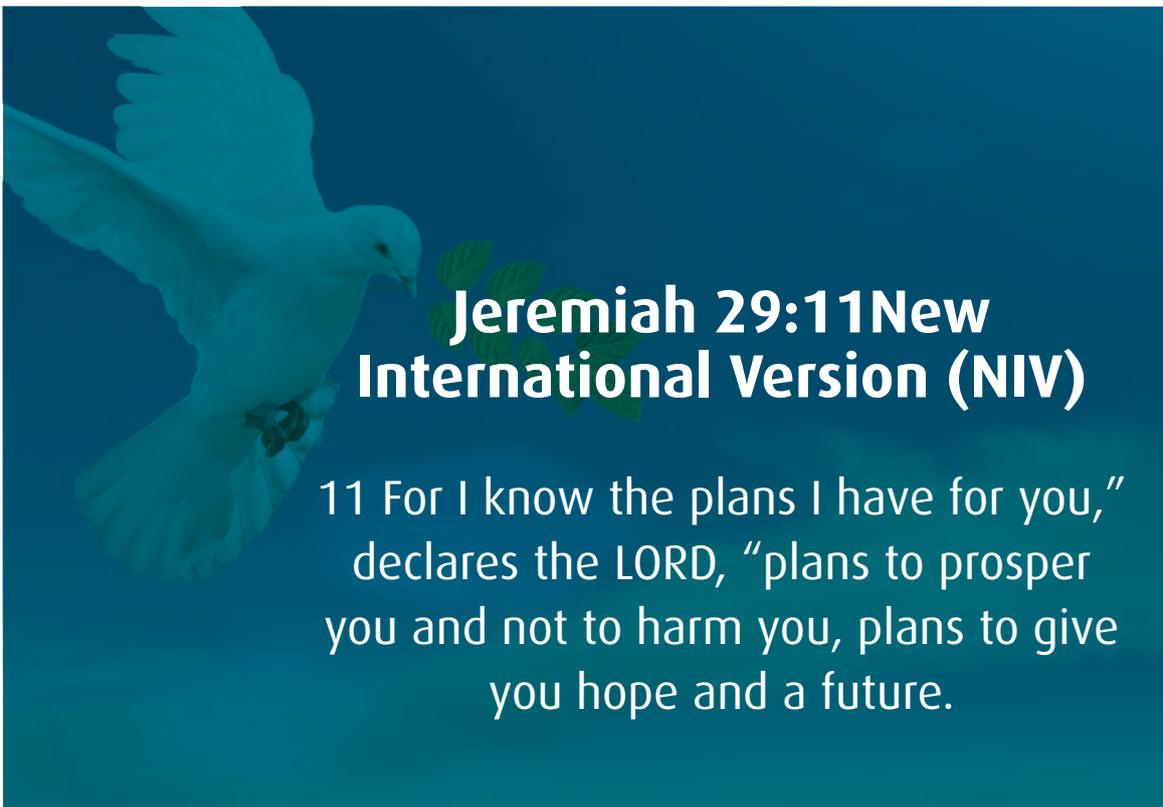
Further, this appointment continues to meet our statutory obligations to ensure that all children and young people are offered both spiritual support and cultural diversity in whatever capacity or belief they may hold.

Our Chaplain, Rachael, also mentors some of the older girls in our care.

Rachael continues to hold four Children's Camps each year – two for the boys and two for the girls. Feedback has been outstanding and we have also been able to have various staff members commit to assisting at the camps. Our staff are an amazing team of people who see beyond the immediate needs of the children and young people. We don't ever have to ask for volunteers, the staff put their hands up each time!

The response has been extremely positive and we are thrilled to have Rachael working in our Agency.

Rachael has indicated that she could not do the role she does, if it wasn't for the support of our staff and our amazing Foster Carers! We salute you!

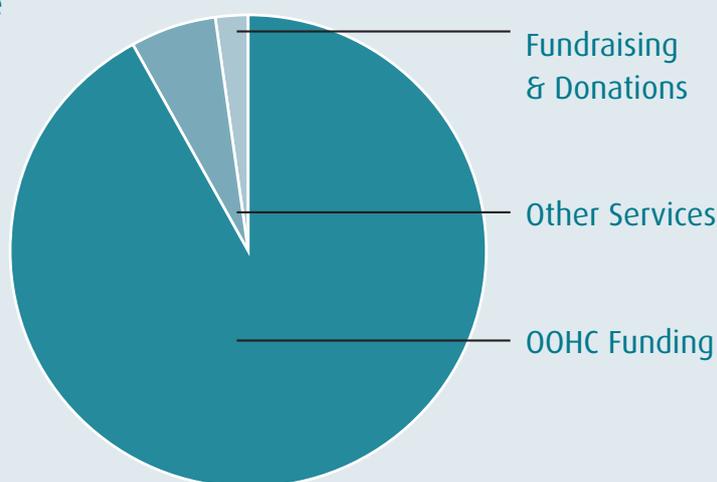


# Chief Financial Officer 2016 Financial Report

## The year in review

William Campbell Foundation's Audited Financial Report for the year ended 30 June 2016 shows a result of steady and consistent growth, building a stronger financial foundation to continue to build and expand in the years ahead. Spanning the Illawarra and Shoalhaven regions our three operations offices and Head Office are delivering services of the highest standard to children and young people in crisis.

## Income Source

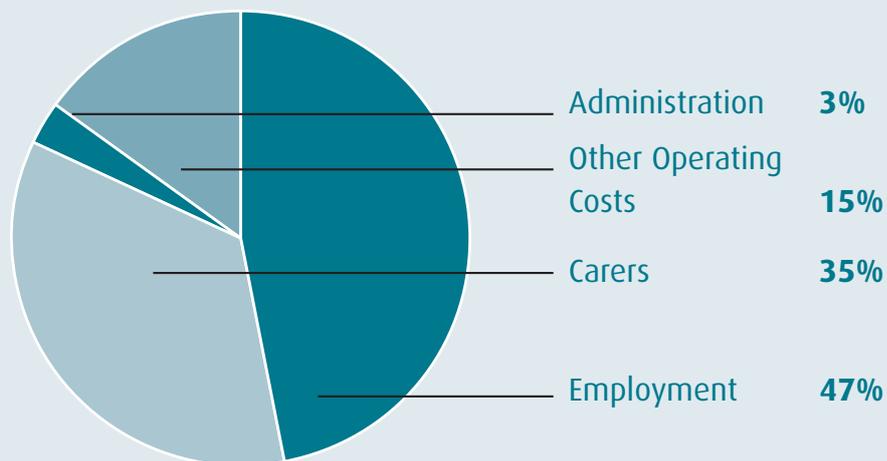


The total revenue from all sources for the year was \$5.7m, an increase of 10% on the previous year.

This has enabled the Foundation to produce a surplus of \$211,087 which is retained for the continued building of secure cash reserves for re-investment into expansion of existing or development of new programs.

Expenditure has continued to be monitored with strict procedures in place to ensure the best management of Government funding and private and corporate supporter's donations received.

## Expenditure



## Financial Position

The net equity of the Foundation at the end of the financial year has increased by 20.7%. The key features of our financial position and net equity for the 2016 year are –

- Increase in cash reserves
- Increase in Plant & Equipment assets due to purchase of additional motor vehicles
- Increase in Liabilities of 2%
- Net Equity of \$1.23m, an increase of 20% on 2015 result.

It should also be noted that properties held by William Campbell Foundation are recorded in the Financial Report 'at cost.' These properties are –

- Farm Property of 100Ac 16 Gannet Road Nowra Hill – at cost
- 198 Princes Highway Dapto – at cost
- 19 Cavanagh Lane West Nowra – at cost.

## Our People

We are very fortunate at WCF to have wonderful people working across all areas of the Organisation. They are 100% committed to successful outcomes for all the children and young people in our care. Many of our staff, full-time, part-time and casual have shown great longevity in their commitment and stability with us. We have at the end of the financial year –

	2016
Full Time & Part Time staff	32
Casual Staff	27

## The year ahead

For the financial year ahead 2016/2017 the unfolding vision for WCF is being established with a strong financial base on which to build. There are new programs being developed for tender to Family and Community Services. We have new sibling groups of children moving onto the cottages on our Farm at Nowra Hill.

New Development - Our exciting development for the year ahead will be the beginning of construction of a purpose built school on our property at Nowra Hill. This school will be specifically targeted to children in the Out-of-Home-Care Program and children who have suffered trauma in their lives.

These children find it extremely difficult to cope in the mainstream school environment, and require intensive support. Sometimes this will be done on a one-to-one basis. We will provide this service together with comprehensive therapeutic services. We will be seeking and negotiating capital funding from grants and corporate supporters. This vision has been long held passionately by our Founder and CEO Bill Campbell who has great support for this vision within the community from teachers, psychologists and educationists.

## A BIG thank you to Sidney Myer Grants!

We are very thankful for Sidney Myer Grants who donated \$92,365 towards for our new case management database, to be implemented early 2017. We are excited to be adapting to the complex and changing business environment. After an in-depth review of our systems, processes and technology platforms, we have determined that an appropriate client management system will form an essential foundation for organisational growth and development.



SIDNEY MYER FUND

## Would you like to Partner with us?

There are many ways to partner with us to assist in giving our children and young people hope and a future.

- Financial Help – There are lots of options in which you can offer financial assistance, including donations, fundraising on our behalf, sponsorship, bequeaths, Annual Dinner Committee.
- Volunteers – Volunteers in education, Kids Clubs, farm maintenance, fundraising functions, mentoring, supervision, cleaning, transport services.
- Foster Carers – Without our amazing carers we cannot operate. We are always in need of carers for short term, medium term, long term and respite care.

We would love to discuss these options with you. Our Head Office staff will be happy to assist you speak to the person who can help you to help us!

# Operations Manager's Report

Giving children hope and future is what drives us at WCF. When a child or young person cannot live at home or with family, we provide safe and stable homes through our Out of Home (OoHC) care program. In the past year we have given hope and future to 104 children and young people by providing a home to them. Foster Carers and their families play a vital role in transforming young lives and they cannot do this alone. We have a dedicated team of staff that support our Carers and assist our children and young people to reach their full potential. I gratefully acknowledge the work that you do and sincerely thank you all.

In addition to our Out of Home Care Program we also offer the following services:

- Supervised contact and transport
- Youth Work Support/Crisis care
- Restoration work
- Chaplaincy
- Mentoring
- Supported Family group home.
- Respite
- Clinical services

We currently have three out of home care offices. They are located in Warilla, Bomaderry and Ulladulla that support our services from as far as Campbelltown to the North, Adaminaby to the South and Southern Highlands to the west.

One of our challenges that we have faced this past year has been the high number of referrals for children and young people needing a placement, which we have not been able to accept, due to the lack of foster carers.- the same issue that all Agencies across the sector struggle with. Sadly, there is such a shortage of foster carers to meet the ever-increasing demand. This is an area that is always a priority and one that we focus on.

Toward the end of last year, due to our growth we determined the need to review and make changes to our current management structure. Our most experienced OoHC Manager Tracey Billett, has stepped into the role of Regional OoHC Manager. Tracey manages our four OoHC Managers across our three offices. Tracey has a strong focus on a collaborative approach to all that she does and we believe she will enhance our existing OoHC program as we move forward into the future.

Our management team commits to reflective practice as we constantly look at how we can improve on our service delivery to strive for better outcomes for all the people, organisations and Agencies we work with. At WCF, we continue implementing the Safe home for Life reforms and enter into the new re-contracting with Family and Community Services with optimism and believe that new opportunities will be forthcoming for the Agency's future.

Our CEO and Founder, Bill Campbell, continues to inspire us with his Vision. The road he has travelled continues to leave a lasting imprint that will always drive the work we do and I feel privileged to be part of his Vision now and into the future.

To the management team, Head Office staff and our Board - thank you whole heartedly for your commitment, sharing the load, your ideas and for working together as a team.

I finish this report with the following statement from the late Henry Ford –

“Coming Together is a Beginning

Keeping Together is Progress

Working Together is Success”

**Sonia Liddicoat**

Operations Manager

William Campbell Foundation

# Administrator's Report

Running Head Office is always challenging and we have found that this past year has been no exception! Like all Agencies with any planned changes there are some growing pains but overall the year has been fabulous with a number of new staff joining our ranks in the various departments and offices.

In 2015 we were able to demonstrate that we are a Child Safe Organisation, meeting all the requirements of the NSW Office of the Children's Guardian and having produced a CSO magazine for interested parties.

Due to the overall growth in the Dapto area and many more staff being employed in the northern area, we began looking for new premises as our Dapto offices lacked capacity, with us signing a lease for new temporary premises in Warilla, in March 2016. Moving to Warilla has allowed us to look at options to develop the Dapto premises with a purpose built building that will take us further into the future with greater capacity for more staff. We envisage the 'knock down rebuild' will take us approximately 2 years once the plans go through Wollongong Council and we meet their requirements.

In May 2016, the NSW Office of the Children's Guardian attended 3 of our 4 offices to conduct an Internal Audit to ensure we are complying with all statutory, reporting and accreditation obligations. We are confident we have passed the Audit as it takes some three months to receive the Children's Guardian response report.

Over the past year we have worked steadily on an Information Technology plan to take us at least five to seven years into the future. Ideally a ten year plan was envisaged however with technology changes, five to seven years has been determined to give us good IT infrastructure to ensure the Agency is fully supported by a robust data system that will be stable and maintain a good foundation for our future.

Our staff continue to work tirelessly toward making a difference in seeing successful outcomes for children and young people, each one being a "link in the very important chain of the child's life" along the way.

I am sure 2016 / 2017 will continue to see the fulfilment of our Vision in giving children and young people, hope and a future.

**Suellen Emerton**

Administrator

William Campbell Foundation

# Carer Recruitment, Training & Support Program Manager's Report

I had the privilege of joining the hardworking Carer Recruitment, Training and Support Team at William Campbell Foundation in January 2016. I joined an existing team that were focused on ensuring potential new foster carers were thoroughly trained and equipped to take on the task of fostering.

Since the Safe Home for Life reforms in 2014, we have also revised our recruitment strategies toward those who can provide a safe and nurturing home on a short-term basis whilst Family and Community Services (FaCS) look at restoring the child to their family. We also remain in need of those carers who can be committed long term and provide a home for children who are unable to return to their birth family.

This year Amanda Kelly and Ngaere Rayner have provided a number of different training opportunities to our carers that will assist them in their crucial role, along with essential training by our Principal Psychologist, Emma Butler, and Alicia Morris who presented Child Protection and Allegations Against Employees. Other guest speakers have also been engaged to present current topics. Additionally, Shared Stories Shared Lives training for potential carers has also been convened and this training has been offered on weekdays, weekends and evenings.

We have all been working toward gaining accreditation to use the newly revised 2016 Step-by-Step Carer Assessment Tools. The tools help us to ensure we are making consistent carer assessment decisions so that our children are placed with carers who are able to provide trauma-informed and nurturing care. Amanda and Ngaere attended the familiarization training sessions held by our peak body, Association of Children's Welfare Agencies (ACWA) on the 2016 Step by Step Carer Assessment Tool, in late 2015 and have been using the piloted tool since January 2016.

Our team continues to support carers by being available to talk through non-casework issues and as part of our annual review process we are looking to gather information from carers about how they believe we can best support them.

We are looking forward to a year of continued improvement in our service and want to acknowledge the amazing work of carers in providing a welcoming home to our children and young people and who continue to work with us in the child's best interests.

I want to acknowledge WCF staff as well as FaCS staff on our working together in a collaborative way with respectful and professional relationships. This cooperation increases our ability to make better-informed decisions regarding potentially compatible placements.

I would like to take this opportunity to thank our team members Ngaere and Amanda for their hard work, dedication and commitment to recruiting, training, assessing and supporting our wonderful foster carers. And let's not forget our amazing foster carers, without whom we could not do the work we do with the children and young people placed in our care!

## **Carol Duddy**

Manager

Carer Recruitment, Training & Support  
William Campbell Foundation

# Family Support Services Manager's Report

I commenced as the Manager of the Family Support Services Program in October 2015, and have found my new role both challenging and rewarding.

Formerly known as Southern Brokerage Services, the program was renamed in November 2015 to Family Support Services. The name change reflects the future direction of the program whilst incorporating the Safe Home for Life Reforms from 2014 and making sure we continue to make a positive difference in the lives of children and young people we work with. New promotional material for the program is planned for the near future.

Family Support Services currently has a pool of 27 casual Community Support Workers, and this number is set to grow in the coming months, due to the demand for the program's services. Our workers bring a variety of life and work experiences and qualifications including Certificate IV in Community Services, and Psychology. Our workers are in high demand from Family and Community Services, and continue to provide quality supervised contacts, transports, and mentoring services to children in out of home care and to children at risk of entering out of home care. Our program continues to provide services to areas within southern Sydney, the Illawarra, Shoalhaven and the Eurobodalla.

The program is flexible in its service delivery and is often relied upon by Caseworkers who often require changes, and at very short notice ... "I am truly grateful that you guys make all these changes with so much ease. It makes one aspect of this job a bit less stressful ..." (FaCS Caseworker).

Our future focus for the Family Support Services program will also be concentrating on developing and maintaining positive relationships with Family and Community Services and other Non Government Organisations and looking at how we can improve our services to them. This will include looking at the training schedule for the community support workers to ensure that our practice remains contemporary and child focused.

I have been very fortunate to work with a really professional and dedicated team who are flexible, compassionate, and knowledgeable. I would like to extend a special thank you to both Ashlea Taylor and Kerry Roddam who have assisted me in the smooth running of the program as their help has been invaluable.

## **Belinda Charlton**

Manager

Family Support Services

William Campbell Foundation

# Child Protection & Compliance Manager's Report

I was pleased to be appointed the Agency's Child Protection and Compliance Manager in mid 2015. Since being with the Agency for almost 5 years in a range of roles, I was keen for a new challenge and have found the role so far to be rewarding and demanding in equal parts.

In relation to the Child Protection part of this role, the position is predominantly responsible for managing all Allegations into Reportable Conduct of employees, as well as overseeing the management of Child Protection concerns that are raised within the Agency. The position very much involves working in collaboration with the various OOHC teams. When I commenced in the role, I spent a significant amount of time working on the development of clear processes and recording mechanisms to maintain consistent and effective responses to allegations and concerns in line with our legislative requirements.

In relation to the Compliance part of this role, the position is responsible for all aspects of Work Health and Safety and ensuring our compliance to the Office of the Children's Guardian standards.

During the year I have attend training and professional development from the OCG, Ombudsman, and ACWA to further enhance my existing skill base and to ensure that the Agency is always kept fully abreast of any legislative or practice changes within the various sectors.

I look forward to the next 12 months to see this role expand and grow within the Agency and I would like to say a huge thank you to the Board and all WCF staff for their support and encouragement. It's such a pleasure to work for an Agency that continually works to meet the needs of vulnerable children as its number one priority.

**Alicia Morris**

Child Protection and Compliance Manager  
William Campbell Foundation

# Principal Psychologist's Report

WCF Psychological Services currently consists of Psychologist Alex Mitchell and myself with our service extending across all three offices in Warilla, Bomaderry and Ulladulla. Alex and I continue to work as active members of the Out of Home Care team by developing strong, open and respectful working relationships with Caseworkers and Managers, allowing us to support the Agency's growth and development.

Challenges this past year have been the need to ensure all the children and young people who are in need of a Behaviour Support Plan are properly and timely assessed to ensure the reports are relevant and current. These reports are needed to implement behaviour management of the children and young people in care, to ensure they are adequately supported in their placements with their carers.

As always we have had a busy, rewarding and productive year, some of the things we have been working on include:

- Psychological Services has supported the Foster Carer Recruitment and Support Team by providing a range of training opportunities to foster carers, including topics such as Reparative Parenting, Brain Development and Shared Stories: Shared Lives.
- Psychological services also has an allocated section in the Newsletter so that each month we can provide information, tips and tricks to help our foster carers.
- I have been working with Caseworker Alicia Forlano to assist in the development of an Education Program that will support children in our Agency who have missed out on their basic foundational education in literacy and numeracy. The aim of the program is to provide early educational reparative opportunities for children in out of home care who are at risk of poor school outcomes using an interactive learning environment which is aimed at increasing not only their basic skills in literacy and numeracy but also their self-esteem and confidence. A pilot if this program is due to start in September 2016.

We believe we have some great ideas for the coming year and feel confident that we will continue to see great outcomes.

## **Emma Butler**

Principal Psychologist  
William Campbell Foundation

# Farm Manager's Report

The past twelve months have been huge for the Agency with many different aspects of my role on the farm and in the Agency, developing and growing. Finding time to do everything has been the most pressing issue!

During 2015 I was able to gain assistance from Dale Martin one day a week on the farm, which has proved most helpful. Dale has been able to keep the paddocks slashed as well as provide manual labour, which frees my time for other activities and jobs that come my way.

Our farming property at Nowra Hill is looking wonderful as I continue to plant new trees and shrubs and establish more self sustaining gardens. Bird life on our farm is prolific along with a number of very large monitor lizards that have made the farm their home! Wombats, kangaroos and other animals roam the farm and each day I see something different by way of animal activity. Serenity Lake sees many different types of birds flock to drink and live and of course, our lake is 'staffed' with the obligatory family of ducks.

The upkeep of the two cottages on the farm has been continuous however early in 2016 we were able to contract out a general overall update on both cottages which included maintenance and appliance repair and painting inside and out. The end result has been outstanding.

Part of my role has been to provide Mentoring to some young boys in our Agency and they particularly like riding in the farm tractor as we tour the farm. I have found too that the boys love anything that is 'hands on' in relation to tools and learning new activities that involve manual labour. It has been a privilege to see these young boys keen to return to the farm!

I love the diversity of my role which is never dull and always changing.

I am thrilled to say that I work with an amazing team of dedicated people, whose main aim is to ensure that all children and young people in our Agency's care, be given opportunities to learn and grow, and become settled and established in their individual placements.

## **Craig Rogers**

Farm Manager

William Campbell Foundation

# Chaplain's Report

The role of Chaplain at WCF is to assist the organisation meet responsibilities of the NSW legislative requirements as well as the NSW Children's Guardian in relation to spiritual development and religious rights of children and young people placed within WCF care. The Chaplaincy role is unique as it is a full time pastoral care position that is available to staff, carers and their families who may want or need pastoral care and spiritual support. As a Christian Agency, it's one of the defining areas that separates us from other Agencies, as we are still the only Foster Care Agency to employ a full time Chaplain. The role as WCF Chaplain is multi faceted and diverse, and continues to be tailored to serve growth and development of WCF.

Over the last 12 months, the Chaplaincy role has reached over 50% of the children and young people in WCF. This has exceeded my expectations and has been possible through the ongoing support of staff and carers. Sonia (Operations Manager) has made it a priority to ensure that the Chaplaincy role is kept in the forefront of the management team and is integral in the overall development of the Agency. As a result, we've seen the Agency's acceptance and understanding of the role go from glory to glory and strength to strength.

I continue to facilitate kids camps for our children and young people and we also invite children from our carer's families to attend. These camps offer spiritual support and development and building self-esteem in our children and young people. We have had four camps in the last twelve months and have reached our goal in running a camp every school holidays. WCF Staff continue to be committed to our kids by assisting at these camps, which would not be possible without their support. We continue to utilise other ministries and services such as the SHINE team from Albion Park who have had a great impact on our young girls, empowering them to love and value themselves. We are also really excited to have our first Leaving Care Camp toward the end of year for young people aged 15 years and over.

Kids Club continues to grow with an increase in numbers over the last 12 months with 30 using the program across the Agency areas. Kids Clubs are a great way for WCF to meet legislative requirements of supporting the spiritual development of our children. There are learning activities and lots of fun but most importantly, it gives me the opportunity to teach Christian living lessons in a fun and practical way.

I continue to mentor our young people and provide support in the development of their musical ability and other life skills. This includes anything from teaching scripture, writing resumes, learner driver supervision and job hunting. Chaplaincy support assists our young people to develop areas they are interested in and passionate about, as well as providing a listening ear when they feel a need.

In the early months of the year, we sent out a Chaplaincy survey to gauge our carer's understanding of the Chaplaincy role with a positive response. It also demonstrated that not all carers were aware of the role and how Chaplaincy support can benefit them. I continue to conduct various training events with carers and promote the Chaplaincy role. I also attend regular training and professional development that will assist in the correlating of Chaplaincy and OOHC. It's so exciting to be part of a ministry that God is using to bring about hope and a future in the lives of children and young people.

**Rachael Riddington**

Chaplain

William Campbell Foundation

# Education Project Report

Research indicates children in out of home care perform significantly lower than their same aged peers at school and are at risk of adverse outcomes such as repeating grades, high absenteeism, poor academic performance, suspension and disengagement from school.

Education has long been recognised as fundamental in long-term positive outcomes in adulthood. A child's level of engagement with learning and school, whether this be at an emotional, cognitive or behavioural level can influence their willingness and motivation to learn, finish their education and become adults who are well adjusted, successful and able to navigate the world. Research has shown young people who positively engage in learning are less at risk of unemployment, poverty, homelessness and delinquent behaviour as well as are less likely to have poor physical health, low self esteem, emotional and psychosocial and relationship difficulties.

Through my experience in education and out of home care I recognised the need to devise more innovative ways of reaching children in out of home care. Many children come into care with significant gaps in their education due to their experiences which may include transience, trauma and abuse. Trauma affects a child's ability to learn and often results in negative educational experiences. I believe that we need to adapt learning styles to meet the varied needs of children in care in both an academic and reparative way.

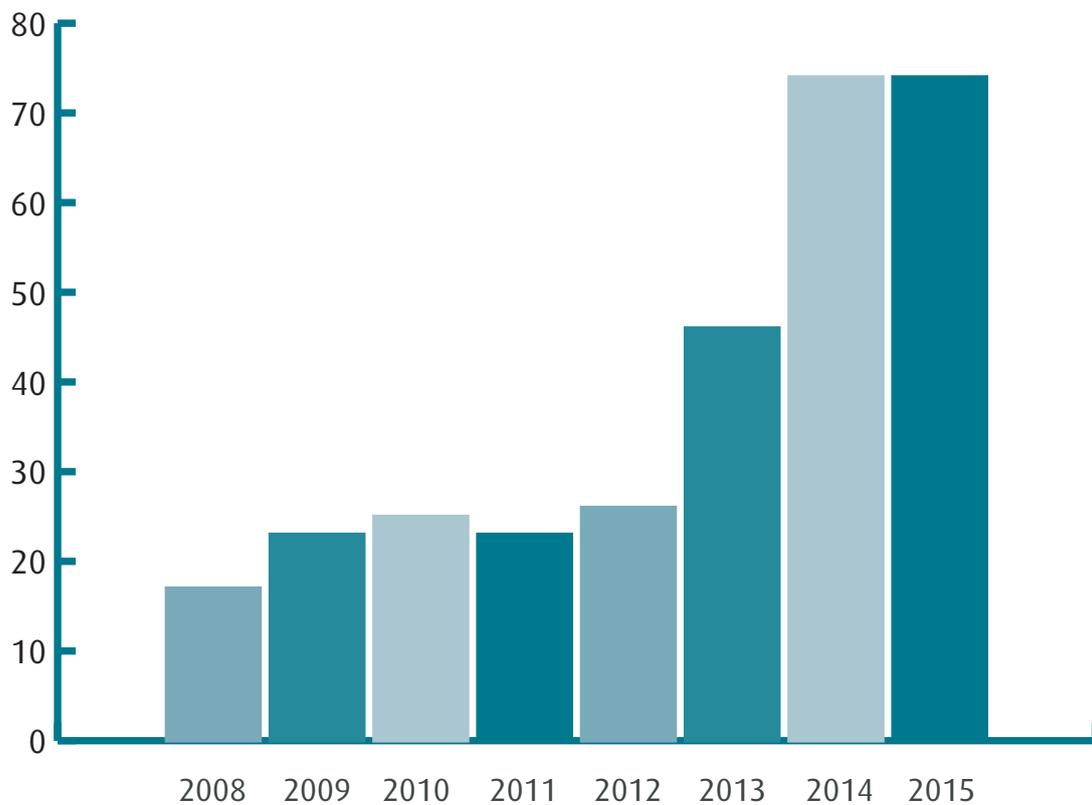
Our Education Project was devised as a way of addressing the gaps in education that some children experience. The program is based on each child's individual strengths and interests and aims to change a child's perspective on education and learning. The focus is on providing children with an interactive learning environment aimed at improving their basic skills in numeracy and building their self-esteem, confidence, resilience, social skills, memory and ability to regulate their emotions. The project relies on volunteers who provide an hour of their time per week to work 1 to 1 with children in their home.

It is our belief that our Education Project will assist children to overcome any barriers that may restrict them from learning and help them to reach their true potential.

**Alicia Forlano**

Co-Ordinator Education Project  
William Campbell Foundation

# Our Growth



The above chart shows the growth of the Agency since 2008 with authorised Foster Carers becoming part of our dedicated team of Carers.

Like all Agencies, WCF is constantly recruiting and advertising for more Foster Carers so we can continue offering quality placements for children in need.

We offer support of our Carers by providing a call out number 24/7, as well as on-going training topics that are relevant, meaningful and topical.

We acknowledge that we cannot do the work we do, if it wasn't for our Carers! They care for the children and young people 24/7 and do an amazing job doing so. We would also like to thank our Foster Carer's birth children and extended family members, as they too welcome the children into their lives and homes, being prepared to share their family's care and support. Thank you to you all!

# Fundraising

Our fundraising for 2015-2016 has been a challenge due to an absence in the role, that has not allowed us to focus greatly on fundraising projects.

In spite of this difficulty, we have been overwhelmed by the various community groups who have asked for our Founder and CEO, Bill Campbell, to speak at their meetings. These talks have often generated donations and other support which is very much appreciated.

Additionally, other unsourced donations have also been forthcoming which has been a blessing to our Agency. These have come from service clubs, individuals, businesses and organizations.

Currently our donations have been going to two different areas.

Our Chaplaincy department under the care of our Chaplain, Rachael Riddington, has been able to source great care packages for our children and young people with the money that has been donated to her department. These care packages are issued when the children come into care. Additionally, Rachael conducts Christian Living programs and issues Bibles and other resources to the children and young people who are interested in learning more about spiritual meaning and how their lives are not worthless, God loves them and has a plan and purpose for their lives.

We have also continued to contribute money to our building fund to construct a special 'purpose built' new school on our farming property at Nowra Hill. Construction of our new school is our number one priority at the present moment.

Our existing fundraising team have indicated their on-going support when we decide to push ahead with our Annual Dinner.

**We remain profoundly grateful to all our Sponsors and donors for their support over many years.**

# Future Growth Moving Forward

WCF's Board has a commitment to a collaborative approach to strategic planning, involving the various Managers of departments who may have identified needs both within the Agency and the community. We are keen to see programs implemented that will grow the Agency and provide solutions to the various needs that have been raised.

Additionally, we have plans to construct purpose built administrative buildings for both our Bomaderry and Warilla staff. This will give us capacity to cater for more staff to underpin our existing and new programs for the future. Our Ulladulla office was moved to larger premises the previous year as the opportunity was there at the time so we have catered for the growth in that area.

We are pleased that our new Information Technology systems that are currently being built will also take us forward for a minimum of five to seven years. This also includes a whole new telephone system to complement our computer usage as our telephone system will 'marry' into our computers.

We are looking to source corporate and community support for the construction of our purpose built state of the art school that will cater for the children and young people in our Agency who are struggling with their educational needs. Education is the backbone of our Agency and we believe if we can educate the children to see beyond their initial start in life, they will be able to achieve anything they set their hearts to!

We have formed a School Committee with 6 founding members who have committed to ensuring that they have a strong strategic plan in place with tasks allocated to each person, along with timelines, to bring about the physical construction of our school.

All WCF departments and staff work tirelessly toward fulfilling our Vision.

We are very thankful for the support of Sidney Myer Grants who donated \$92,365 for our new case management database, to be implemented early 2017. We are excited to be adapting to the complex and changing business environment. After an in-depth review of our systems, processes and technology platforms, we have determined that an appropriate client management system will form an essential foundation for organisational growth and development.

We are confident that our strategic planning is on track and our future is secure as we forge ahead with our plans for the Agency's continued success.

# Our Services

## **WILLIAM CAMPBELL COLLEGE – ‘Special Assistance’ SCHOOL**

In January 2010, William Campbell Foundation opened its ‘Special Assistance’ School, William Campbell College.

The school provided individual tuition for children from K-6. In June 2010, the NSW Board of Studies issued 5 years registration to operate the school.

In spite of the fact that we were able to collate excellent empirical evidence to support the continuance of the school, due to a severe lack of Government financial support (both State and Federal) we had to close the school on 19 September 2014.

However this closure has not deterred us from planning for the future for our own ‘purpose built’ school to be constructed on our farming property at Nowra Hill and if anything, has made us more determined to see the construction of the school come to pass.

There is more and more evidence emerging from various forums that are being staged that show education is a desperate need for children in out of home care. Our Founder and CEO, Bill Campbell, identified the need many years ago and that’s why we are committed to forging ahead to see the fulfilment of the dream.

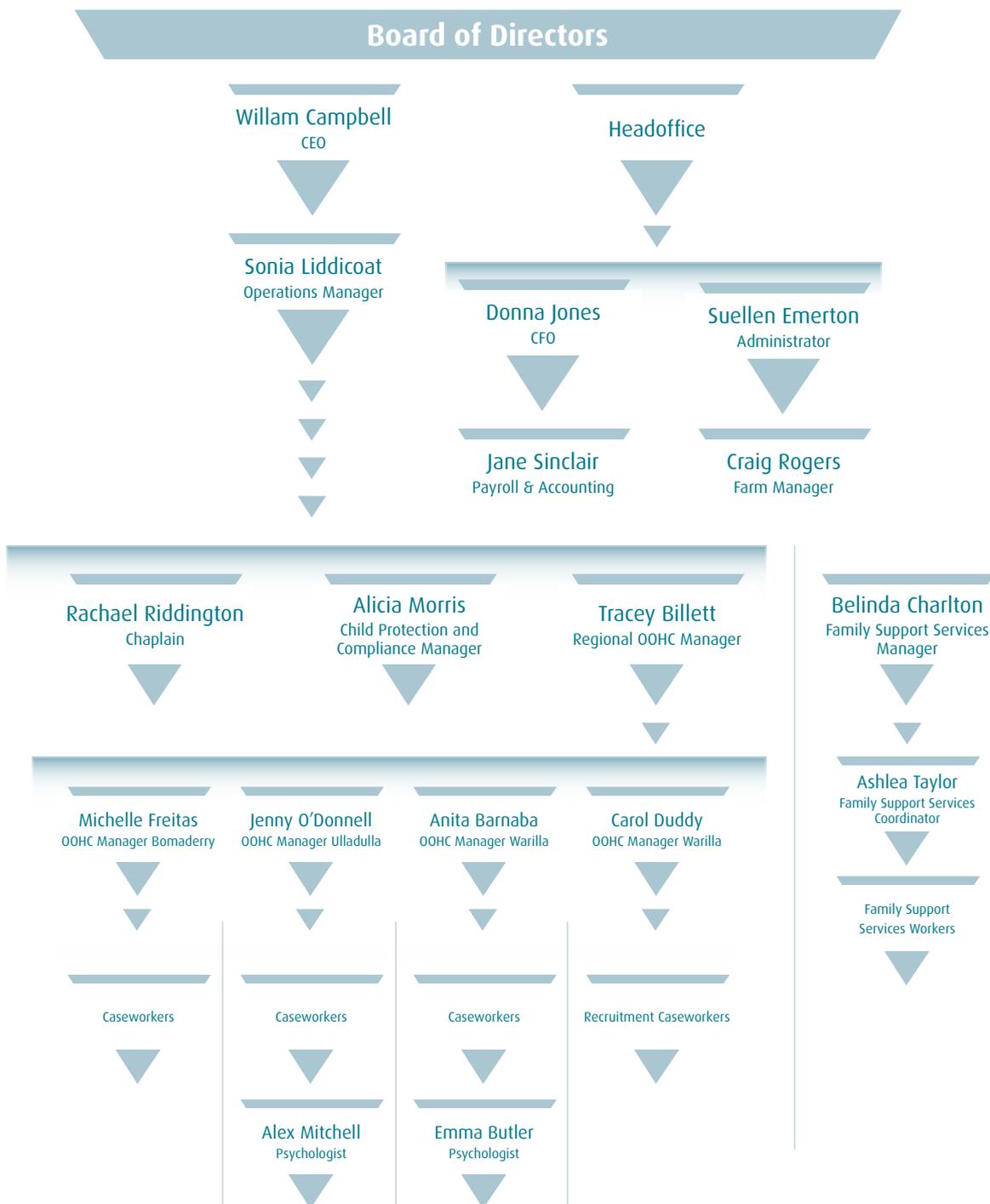
We have recently formed a School Committee with six committed Staff who are forming a strategic plan to see the school come to fruition.

We are also currently in negotiations with our Town Planner, Shoalhaven City Council and various other regulatory bodies to fulfil the requirements of our Master Plan so we can begin construction which we believe will occur by the end of 2016.

We envisage our school to be ‘state of the art’ in its vision, construction and purpose and know that at the appointed time, it will become a reality.

# Organisational Chart

## Bomaderry/Ulladulla/Warilla Offices



# Thank You

## Donations and Fundraising

During this financial year we have received wonderful support in the form of donations and gifts to support the children we have in care. We would like to thank all those who have assisted us this year. We value and appreciate every donation large and small. We are most grateful and would like to THANK YOU on behalf of all the children in the care of William Campbell Foundation!

ANZ Bank Staff Kiama	JA & JL Dingle	Restor'd Worthy Goods
Ann Sudmalis – MP for Gilmore	Joanna Gash	Rotary Club Wollongong
Berry Quilters	Joan & Cedric Miller	Rotary Club of Illawarra Sunrise
Bob & Noelene Sinclair	John & Barbara Street	Talon Construction Group
Bomaderry Bowling Club	John & Kathleen Le Bas	The Crossway, Dapto
C & J Miller	Kiama Quilters	Valerie Pickens
Country Women's Association Berry	Leslie & Vic East	Vic & Leslie East
Elaine J Keough	Livers	WAPLES Marketing
Foster Care Angels Incorporated	My House, Shellharbour	Wesley Opportunity Shop Nowra
Garry & Fiona Jones	Oatley Uniting Church Opportunity Shop	Women's Country Association, Berry
Grill'd Pty Ltd	Pastors Chuck & MaryAnn Mansu	
Gateway City Church Wollongong	Paul Green	
Gerringong Quilters	PBP Group Holdings Pty Ltd	
Greg McDonald	Phillip & Penny Russell	
Hayworths Guitars	Pranita Daya – Guardian Pharmacy Kiama Downs	
Increase Ministries, Albion Park	Plaztech Industries	
InsideOut Illawarra	Ray White Real Estate Kiama	
	Sel f Less	

William Campbell Foundation counts it a privilege to serve children and young people at risk. We have been in operation now since 1998 and have not reviled from the task set before us.

We have a proven track record of providing quality care, accommodation, nurture and education to children and young people.

We are proud to offer professional and well qualified Staff to support children, young people and Carers, in achieving William Campbell Foundation's vision, ethos and purpose.



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