

## **Annual Report 2011-12**









## **CONTENTS**

## **Page**

### **Vision**

2

### **Mission Statement**

2

### **Philosophy of Care**

2

### **Our Board**

3

Management Role

3

Control of Finances

3

### **Message from our CEO**

4

### **Our Patron**

5

VALE – Barbara Holborow

### **Our History**

6

### **Our Services**

8

Out of Home Care

8

Southern Brokerage –

8

Emergency/Crisis Care

8

Supervised Contact

8

Supervised Transport

8

Mentoring

8

William Campbell College – ‘Special Assistance’ School

8

Chaplaincy

8

Counselling Services

9

### **WCF Departmental Reports**

10

Operations Manager

10

Chief Financial Officer

12

Administrator

13

Southern Brokerage Manager

14

‘Special Assistance’ School

16

William Campbell College – Head Teacher

17

School Compliance Officer/Child Protection Officer

18

Chaplain

19

Counselling Manager

21

Farm & Project Manager

24

### **Moving Forward - Future Growth**

25

### **Organisational Structure**

26

### **Fundraising**

26

### **Sponsors**

27

### **Summation**

28



*Bill Campbell, CEO and founder of William Campbell Foundation*



*Open Day Term 2*



*'Stability, Growth and Achievement' These three words, underpinned by Christian love and caring, summarise the foundations of William Campbell Foundation*

## **VISION**

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

## **MISSION STATEMENT**

Our motto is Stability, Growth and Achievement. These three words, underpinned by Christian love and caring, summarise the foundations of William Campbell Foundation and form the process of ensuring that each child's safety, developmental needs, spirituality, cultural diversity, identity, self respect and dignity remains paramount at all times.

## **PHILOSOPHY OF CARE**

William Campbell Foundation's foundational belief is that every child has a fundamental birth right to be wanted, loved and nurtured and to be provided with a loving, stable family home environment. William Campbell Foundation will address these needs by offering out-of-home care that is superior in its expertise and execution.

Our highly qualified staff together with our professionally trained foster carers will continually monitor, with the child's active involvement, the progress of each child or young person and will provide or assist in the implementation of appropriate individual educational and developmental programs.

We believe our model of care will have far reaching effects both for the child's personal growth and the community, which will reap the benefits of each child eventually becoming a dignified and mature adult who can bring to society the benefits of their educational and personal achievements.

Reunification with and restoration to the child's birth family will be encouraged and achieved wherever it is in the best interest of the child. The Foundation is committed to maintaining life-long involvement with and offering support to, each young person leaving out-of-home care if they so choose, upon reaching maturity.

## MANAGEMENT ROLE

The management and control of the Foundation is entrusted to a Board of thirteen honorary Directors, who are responsible for ensuring that the policy and the Constitution of the organization 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.

This 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 staged by the Foundation in a professional manner; networking in the community to garner support; solvency; ensuring any debt that is incurred in the establishment of the Foundation is funded; procuring adequate 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.

## CONTROL OF FINANCES

The Foundation has a low cost fully computerized administrative office, not only for its accounting system, but also for its reporting system to Government bodies, Courts or authorities that may undertake ongoing monitoring of the Foundation.

The office provides a place where fundraisers, committees and directors can meet to update and refine the planning and development of the Foundation. An independent external Auditor audits the accounts and prepares the balance sheets each year for ready access by any authority that may have a direct interest in the Foundation. Financial records are available on request to Head Office.

All our Board member's profiles are on our website: -  
[www.wcfoundation.org.au](http://www.wcfoundation.org.au)



*Andrew Munro, General Manager*



*Serenity Lake on the 120 acre William Campbell Foundation property.*



*Bill Campbell, OAM, JP, Founder and Chief Executive Officer with Her Excellency, The Governor, Professor Marie Bashir, AC, CVO on Bill's receipt of an OAM*

Another extremely busy year has passed with many new developments in the life of the Agency. Our name branding in the social welfare sector to William Campbell Foundation has enabled us to really focus to our purpose and vision. WCF now sits as umbrella over all the many different and growing departments. Our name is becoming more well-known throughout the sector and we are enjoying great relationships with many different Government and Non-Government Agencies through the hard work of our wonderful staff in the Bomaderry office.

From July 2011, Family & Community Services (FACS) have been working at transitioning their existing carers to the Non-Government Agencies in light of the recommendations of Justice Wood, back in 2008. This option has been taken up by the present State Government and they are moving forward to ensure their existing carers move across over the coming year. We have had a number of FACS carers express interest in joining our ranks of carers so it has been a very positive time in this area.

One of our biggest changes in 2011 was the loss of one third of our funding from the Department of Family & Community Services (FACS). Many Agencies throughout NSW wore a huge toll of funding and staff cuts and there was much angst throughout the sector. Rather than penalize our carers who work so hard with the children and young people in their care, management had to make some very hard decisions in relation to making some roles redundant in our Agency.

This meant we had to keep our existing staff informed of the upcoming projected changes which was a very difficult time for both management and staff. We were not sure whose role would be made redundant until January 2012, where we had to release 5 staff members with another part time worker having her hours cut by half. This was an extremely difficult time in the life of our Agency however our remaining staff all rallied and pulled together to pick up the slack and work harder than ever.

Around this time the Agency purchased a house in Dapto, NSW, to further cement our presence in the Illawarra. Presently, our Town Planner has been working hard with Wollongong City Council to ensure we meet all their specifications and requirements to have the house converted from residential to business. This office will be managed by a Casework Manager and eventually 2 Caseworkers will use the office as their base. This will provide a great meeting place for Supervised Contact for FACS or other Agencies, as the need arises.

In February we were able to take advantage of a vacancy in the second cottage on our farming property and after negotiations and a Development Application lodged with Shoalhaven City Council in 2011, we gained approved for the temporary use of our "special assistance" school in that cottage. The Teachers and children were overjoyed with the move as our first temporary premises in North Nowra City Church (youth hall and later, the use of their craft room) which we used for 2 years, became too small and impractical.

It is wonderful having the children and Teachers enjoy the space and view to the Cambewarra Mountains! In March 2012, our General Manager Andrew Munro, took leave of absence for 6 months to take his family around Australia. In his absence, our Operations Manager, Sonia Liddicoat, stepped into the role and has managed the Agency throughout the very difficult time with the massive Government cuts throughout the sector.

The end of June 2012 saw great stability in our Agency as we rationalized roles and departments, and all staff are now settled into their roles and working well as a team. The past 12 months have proved to be challenging but rewarding. On behalf of our Board of Directors, I would like to extend our sincere thanks to all staff in every department and most especially our wonderful carers who are consistently working toward giving the children and young people, greater opportunities in life!

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



## OUR PATRON

Our Patron is Barbara Holborow who has been involved with William Campbell Foundation for 12 years. Barbara is a former Children's Court Magistrate and was on the bench for 12 years.

Barbara was the founder of Hope for the Children Foundation whose Charter provided for early childhood intervention in dysfunctional and at-risk families. Her work in this area resulted in outstanding success. Barbara is a strong advocate for children and young people and we deem it a privilege she accepted the Patronage of William Campbell Foundation and the advice, expertise and knowledge she has afforded us in our ministry of care for children and young people in need is invaluable.

In recent years, Barbara has written 2 books – *Those Tracks in My Face*, *The Good, the Bad and the Inevitable*. These books document her time on the bench as a children's court Magistrate along with many of her experiences on the bench.



### STOP PRESS!

*Sadly, our wonderful Patron Barbara Holborow, passed away in May 2012*

*VALE – Barbara Holborow*

*Barbara Holborow... an enormous loss - 23 May 2012*

We are greatly saddened by the death of our Patron Barbara Holborow. It was a privilege Barbara afforded us when she accepted our invitation to become the only Patron of our children's Charity 11 years ago. Her knowledge and expertise in all matters relating to children's needs particularly children in crisis, children in out of home care ie; children who come into our foster care Agency.

She had a great passion for early intervention in assisting families who struggled to meet the needs of their children and set up the forerunner of this type of service with the Hope for the Children Foundation, which enjoyed wonderful success.

Her exploits on the Bench of the Children's Court are now legendary and promoted her to be the "Go-To Lady" especially by the media whenever controversy relating to children arose and expert advice or comment was demanded.

To us at William Campbell Foundation we will be forever grateful for the support, encouragement and counsel Barbara gave us. She is a one-off, she is irreplaceable, she was a unique person hardened by her life experiences of witnessing the injustices imposed upon children and young people, but softened with compassion and love for people with difficulties and a profound compassion for all children whatever their need. She will remain in our hearts and our future deliberations on the directions we take in modeling and executing our future services to children and young people.

We have been blessed to know an extraordinary human being as Barbara and our prayers and thoughts are with her family and friends. On behalf of all the children we have cared for in the past, the present and the future, we say thank you to our dear advocate, mentor and friend.

## OUR HISTORY

William Campbell Foundation was borne when Bill Campbell and his wife Dawn realized the need to provide alternative accommodation and care for young sibling groups of children who were living in environments of crisis. Bill and Dawn were actively involved with Lifeline and the Kemblawarra Child and Family Centre for many years.

This experience, coupled with Bill's personal experience of being separated from his siblings and placed into children's homes and institutions throughout his childhood, encouraged them to develop their vision into reality. William Campbell Foundation is a non-profit organization and a registered children's charity whose charter is to provide care and accommodation for abused, neglected and homeless children and young people.

In June 1999, Bill and Dawn, their daughter Donna and son-in-law Wayne Jones, purchased 120 acres of farmland at Nowra Hill on the beautiful South Coast of New South Wales. The deeds of the property are registered in the name of the charity. They set about providing a safe rural environment for abused and neglected children who would have the care, accommodation and opportunities for learning literacy and numeracy, agriculture, horticulture, permaculture, aquaculture, music, art, craft, IT, sports and personal development.

The farm was officially opened on 1 December 2001 with a six bedroom home donated by the Property Industry Foundation to cater for large sibling groups of children. A second six bedroom cottage on the farm has been subsequently donated by the Property Industry Foundation.

William Campbell Foundation has the following belief for children and young people in out of home care and will aim to:

Treat each child or young person as an individual and as such, will be treated with respect and dignity;

Allow individual needs and preferences to be respected wherever possible;

Encourage all children or young people to form peer relationships at school and in the wider community and maintain existing friendships. Social interaction will always be supported and monitored. Positive encouragement will be used with constructive redirection where necessary.

William Campbell Foundation encompasses a holistic approach towards the needs of children and young people in our care which includes educational, health, welfare, social, cultural, emotional and spiritual domains. Qualified and experienced personnel are employed by the Foundation to work closely together as part of an integrated team to ensure the best possible outcomes and an optimum level of care.

William Campbell Foundation is fully accredited by the NSW Children's Guardian and was awarded 5 year's Accreditation in 2009.



*Cottage 1 – donated by the Property Industry Foundation*





*Cottage 2 – donated by the Property Industry Foundation and currently used as temporary school premises*



*Model of the First Stage of William Campbell College.*

*Looking from our purpose built 'Special Assistance' School site*



## OUR SERVICES

### Out of Home Care – (Foster Care)

Children and young people in foster care live with their carers in the community or in cottages provided by the Agency on our farming property.

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

### Southern Brokerage 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 Southern Brokerage from Family & Community Services.

### Supervised Contact and Supervised Transport

Southern Brokerage provides trained and qualified staff who support contact between children in out of home care, their family and significant others. This service ensures that children are able to have a relationship with their birth family in a safe and supported environment.

### Youth Work Support/Crisis Care

Southern Brokerage provides support for a child or young person should the situation arise that they require supervision and support for a period of time whilst an out of home care placement is located. Trained staff support children in an 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 skills or to help them through difficult times. Southern Brokerage mentors come with the clinical backing of WCF's Psychologist who assists in the development and monitoring of behaviour support plans.

### William Campbell College – 'Special Assistance' School

In January 2010, William Campbell Foundation opened its 'special assistance' school which retains the name William Campbell College. The school provides individual tuition for children from K-6. The school will, in time, provide K-12 schooling. In June 2010, the NSW Board of Studies issued 5 year's registration to operate our 'special assistance' school.

Also offered at the school is a range of programs which provide occupational and living skills. These programs will eventually be offered to other disadvantaged children and young people in the community, including horticulture, agriculture, aquaculture, permaculture, arts, craft, IT, sports and personal development.

### Chaplaincy

We are proud to say that our Foundation is one non-Government Agency that has a full time Chaplain who works extensively with our children, young people, carers and staff of our Agency, as well as the students of our school. This appointment demonstrates we meet the statutory requirements that we honour all children and young people's spiritual and cultural diversity.

Our Chaplain Rachael, also mentors some of the older girls in our care. Response has been extremely positive and we are thrilled to have her working with our Agency.



## Counselling Services

WCF also provides a professional counselling service with Marie Novella-McMahon at the helm. Marie has many qualifications including:

- Bachelor of Social Work
- Master of Counselling
- Master of Adult Education and Human Development
- Graduate Certificate in Suicidology
- Master of Suicidology
- Certificate IV in Assessment and Workplace Training.

Marie also holds certificates in bereavement for children and adults, addictions, group work and is an Accredited Supervisor for Social Workers. She also takes referral from General Practitioners and works with refugees from the Congo, Rwanda, Burma and Iraq.



*A male Bower bird, part of the abundant fauna on the property*



*Problem solving for students at William Campbell College*



*Taking on the challenge of a Climbing Maze on a student excursion*



*Beach excursion for students, Jervis Bay 2011*

A good childhood is most of all founded on relationships and trust. When relationships are broken and trust is lost the consequences are hard to mend. At William Campbell Foundation that is what we do, we try very hard to mend and rebuild the relationships and trust of the children we care for.

Our CEO and founder, Bill Campbell, was a child that grew up in care back in the 30's through to the 50's where he spent much of his childhood separated from his siblings, in and out of foster homes and boy's homes, so he knows very well the scars of broken relationships and trust. In this day and age, it is very unfortunate that we have to still consider rebuilding the lives and restoring the hope of children in a country like ours, but the fact is, this need exists and is more widespread than most people understand. At William Campbell Foundation, when we say that what we do is in our DNA, it really is.

I have been at William Campbell Foundation for nearly two years and it has been a very rewarding experience for me. When I commenced back in November 2010, I developed a new program for the Agency called Southern Brokerage. This program provided supervised contact and transport, mentoring and crisis care primarily for the Department of Family and Community Services. This program has grown enormously over the past two years into a very healthy and robust program thanks to the now manager Alicia Morris. I can't thank Alicia enough for the hard work, commitment and dedication that she shows to the Agency and to providing a quality service to the department.

In July 2011, I moved into the role that I am currently in, as Operations Manager for the Agency. In this role I am responsible for overseeing all of the Agency's programs and ensuring the smooth running of our Bomaderry office.

The past year has been one filled with many challenges for myself as the Manager and for the Agency. With the new OOHC reforms introduced by the Department of Family and Community Services, whilst there were positives, there were also negatives for us. The new funding arrangements were a significant reduction on our then current funding levels. As a result the Agency had to make significant cuts to our staffing and other operational expenditure. We were saddened that we had to make five of our staff redundant, (and one part-timer had her hours cut in half), not an easy task but as a relatively small Agency, we were forced to make these adjustments to remain sustainable.

We made a commitment that the cuts would not impact on carer allowances and made the decision that it would dramatically affect caseworker caseloads - that we would do it tough for a six-month period. Our priority from January 2012 until June 2012 was to focus on consolidating and stabilising the remaining team and ensuring that all of our placements remained stable and our carers were adequately supported. Some of the usual procedures we follow that had to be put on hold were training, policy review, recruitment and carer reviews.

One of the main positives with the changes for us was that we were able to enter into a funded contract with the Department of Family and Community Services after only ever being ICA (Individual Client Agreement) funded. This was a real achievement for us, and an acknowledgement, of the great work that we had done. Since signing our new agreement the Agency has been able to meet all of its contractual agreements.

I am very lucky to work with such wonderful staff, Rick, Darren, Jenny, Michelle, Rachael, Emma, and Alicia who do their very best every day and as a Manager, you can't ask for much more than that. Everyone has done over and above the call of duty during our most difficult times and I have appreciated that immensely.

I believe our carers are the backbone of the Agency. They too, have a very tough but rewarding role, along with Agency staff. Our carers have been faultless in their role in providing safe and nurturing placements for our most vulnerable children. I thank you all for the tireless work you do.

It has been a pleasure meeting and getting to know our Board of Directors. At every meeting I attend, I am pleased that their involvement, suggestions, ideas and robust discussions have assisted in making the Agency such a great place to work.



To Bill and Dawn, two very remarkable people that I have the upmost respect for, I feel forever humbled in your presence. To Suellen, the most efficient person I have ever met, your constant support and encouragement means more than you will know. To my faithful mentor Andrew, you always have faith in me and I never stop learning from your wisdom.

In closing, William Campbell Foundation is a wonderful organisation to work for; they have given me the freedom, support and guidance to assist me in my role in taking the Agency into its next phase of its journey.

**Sonia Liddicoat**  
Operations Manager



*Sonia Liddicoat*  
*William Campbell Foundation Operations Manager*



*View of Cottage 1 from the eastern side*



*Entrance gate to Cottage 2*



*Donna Jones*  
*Chief Financial Officer*

Financial reporting of William Campbell Foundation is produced on a monthly basis using an internal accounting software package. Reports are tabled for the Board of Directors meetings on a monthly basis. The Chief Financial Officer and CEO regularly monitor and analyse all aspects of the financial requirements of the Foundation. The preparation of the financial reports and other accounting duties including payroll are completed by the Chief Financial Officer with the assistance of a part time staff member. This has enabled WCF to complete such requirements in a timely manner whilst being able to maintain low administrative costs.

The financials of the Foundation are audited by external independent auditors at 30 June each year for compliance requirements of ASIC, Financial Institutions and Family & Community Services. Financials are also audited 31 December each year to enable financial questionnaire and accountability statements to be completed and lodged with the Department of Education.

This financial year has shown growth in all aspects of the Foundation's operations –

- We have seen continued steady and sustainable growth in our out-of-home-care services which has required an overall increase in specialised staff;
- Brokerage Services has developed and grown over the year with increases in casual staffing requirements;
- Our "Special Assistance School" is still in its infancy in regard to numbers growth, however has been achieving excellent results in assisting our students with their high needs. The school has been supported financially as part of the Foundation. Submissions currently are being reviewed by the Department of Education for additional recurrent funding for our school and capital funding submission is being reviewed for the construction of a purpose built school on our Nowra Hill property.

With continued growth in the sector, WCF is committed to develop and introduce new and innovative services to provide children and young people with the best possible range of services. This expected growth will necessitate additional staff supports and increase in assets.

Our Fundraising Team has also been working hard on organising our annual fundraising dinner which is expected to continue to raise funds to contribute to the capital construction of our "Special Assistance School".

**Donna Jones**  
Chief Financial Officer



## ADMINISTRATOR'S REPORT

The past 12 months from July 2011 to June 2012 have presented many challenges but also great rewards for all the hard work from the WCF team.

Staff knew that the State Government had informed Family & Community Services that they were changing their funding to all non-Government Agencies so we waited with baited breath, to hear the outcome. FACS kept all Agencies informed with many Information Sessions throughout the year and we were informed we also had to tender for all our services, which meant our previous funding via fee-for-service, would eventually be abolished.

We followed FACS' procedure and applied for funding, and were pleased to be told we were on the list of recurrent funded Agencies for both out-of-home care services and the crisis/emergency arm (Southern Brokerage). This funding stream, although less than fee-for-service, gives the Agency a sense of financial stability. Numbers were crunched and belts tightened to evaluate more cost savings. We were heartened by the knowledge that we were not the only Agency facing this dilemma.

The changes to our funding stream took their toll for a while on management of WCF who agonized over having to put off 5 staff (4 full time and one part timer had her hours cut in half) which was a horrible time for all concerned. However, we all put our shoulders to the wheel and pressed forward, made the hard decisions and have had to move on.

In my 14 years with WCF I can happily state that the staff of WCF have always worked extremely hard, sometimes under trying circumstances, notwithstanding the challenges of massive changes to our funding. All of existing staff picked up extra work from the staff losses and never complained.

Managing the Head Office has always proved a challenge to ensure that policies, procedures and processes were in place to keep everything running smoothly. I now have assistance from my great part-time worker Kerrie Goodridge, 2 days week, which has assisted me in further cementing the smooth running of Head Office.

Working closely with Bill Campbell as his PA has been an amazing journey of "learning from the master" in relation to how traumatized children and young people feel when they are taken from their family members. I am very grateful for this experience. Dawn, Bill's wife, is another amazing person with an incredible gift of love. She is well known for her "one liners" that cause us all to have a good belly laugh!

I believe the Agency is growing in a very measured and sensible way. It is a pleasure to work with such dedicated professionals in the out-of-home care department, both staff and Managers, the school and the crisis care team and I would like to take this opportunity to thank all Staff of WCF, for their dedication and commitment to the task at hand, often under challenging circumstances!

Special thanks must go to Andrew Munro for his vision and advice and to my wonderful co-worker, Sonia Liddicoat. Sonia's ability to see a situation from a completely different angle astonishes me! She has a natural gift of wisdom, a rarity these days! Donna Jones is another "quiet achiever", squirreling away behind the scenes, doing the hard yards!

I am grateful to be a part of an amazing team!

**Suellen Emerton**  
Administrator



*Suellen Emerton*  
*Administrator, PA to the CEO*

Southern Brokerage Services is a program created and initially managed by Sonia Liddicoat (now Operations Manager) in November 2010, with myself, Alicia Morris, joining the program in January 2011 to become the Program Manager.

Southern Brokerage Services aims to provide the best quality service in Supervised Contact and Transport, Mentoring, Crisis Care and Family Preservation to Community Services.

### **Service Details**

#### **1. Supervised Contact & Transport**

Our Supervised Contact and Transport service provides transport and supervision for children and young people in OOHC who have contact with their natural family. Community Support Workers collect children from their carers and transport them to the contact venue, supervise the contact for the designated time, return the child and/or young people to the carer and then, with the assistance of a template and guide, write a detailed written report of the contact.

#### **2. Mentoring & Youth Services**

Our Mentoring service involves working with children, young people and families who are in need of support by implementing specific agreed upon one-to-one programs to achieve goals that are part of the individuals Case Plan. The role of the Community Support Worker is to work with children, young people and families as a Mentor, providing positive role modelling and skill building. Mentors are required to engage in appropriate and positive activities, to assist the child or young person to develop independence, to be a consistent, positive influence in the child or young person's life and provide fortnightly written reports to the Manager.

#### **3. Crisis Care and Support**

Our Crisis Support and Care service provides short-term direct care and supervision for child or young person people during the interim period prior to securing a permanent OOHC placement for them and for child or young person experiencing difficulties in their current placement. Community Support Workers provide direct care and supervise the child or young people in need of crisis support and care. This may require the worker to do shift work and stay overnight with a child or young person for a period of time in a motel or caravan park. During this time, the worker should identify any needs or difficulties the child or young person is experiencing and assist them to find solutions. It is also important that the worker maintains accurate records including, but not limited to, progress notes and petty cash records

#### **4. Family Preservation Program**

This program aims to work with families where there is an imminent risk of children needing to come into care but there are also identified strengths within the family that can be built on to increase the level of family functioning, safety and wellbeing and ultimately prevent children from needing to be placed into care.

The Southern Brokerage Services program has experienced significant growth since its inception, particularly in the Shoalhaven area with the intention to branch further into Shellharbour and Wollongong, the far South Coast and Sydney. Over the past 12 months, Southern Brokerage Services has worked with over 150 families and comparative figures indicate a growth of 52% in workload between 1 July 2011 and June 2012 with the program continuing to grow every month.

Southern Brokerage Services currently has a workforce of 26 casual staff with the need for workers continually apparent. The program would not be able to operate at the high standard it does without the workers and their continual hard work, loyalty and strong work practice standards.

The future goals for the program are to continue to increase the area we service, including Batemans Bay, Bega, Southern Sydney and Western regions while continuing to grow within the Shoalhaven and Wollongong areas. Southern Brokerage Services is also in the process of looking for a permanent Crisis Care residence to operate from, for our highly sought after Crisis Care program.

The program has recently submitted a tender for what is now called Non Placement Support Services, which includes Supervised Contact, Transport and Youth Support for Family and Community Services (FACS). Southern Brokerage Services was successful in this tender and is now a pre-approved Agency in providing these services for FACS.

I would like to take this opportunity to say a big thank you to all of the Community Support Workers that work for this program. They are the most dedicated, thorough and reliable team I have ever had the pleasure of working with and without their support, my job would be impossible.

I would also like to acknowledge the Executive Management staff of William Campbell Foundation - Bill, Dawn, Donna, Suellen and Andrew as well as all my office colleagues for providing and operating an Agency that I am very proud to say I am a part of – where every day feels like we are making a big difference. I think I can speak for the entire office team when I say that none of us would be able to do our job so effectively without Sonia at the helm. The support and seemingly endless amount of knowledge as well as the laughter and acknowledgement of every team member makes our days all that much easier.

I look forward to another year continuing to provide a robust, successful, sought after service to children and their families.

**Alicia Morris**

Manager

Southern Brokerage Services



*Alicia Morris*  
*Manager, Southern Brokerage Services*

#### *Family Preservation Program*





## **WILLIAM CAMPBELL COLLEGE**

### **'SPECIAL ASSISTANCE' SCHOOL**

William Campbell College is a quality 'special assistance' unique school for children and young people who have not been able to compete with their peers in mainstream schooling due to their lack of literacy and numeracy which may have emanated from the abuse they have suffered in their young lives. This could be through medical issues or by other means.

The uniqueness of the school allows for our teachers and staff to work in a cohesive manner with out-of-home care staff from our Agency which allows a fuller understanding of the children's individual needs.

In August 2009 the out-of-home care arm of the Agency was awarded 5 year's full Accreditation by the NSW Children's Guardian which means that we have met every legislative and statutory requirement for any out-of-home care Agency in NSW.

Accreditation further cements our determination to deliver quality outcomes for all children and young people in our Agency and continue with the vision to build a school that gives outstanding support and outcomes to children who would not have the opportunities we are offering them. These opportunities include but are not limited to:

**Agriculture**  
**Horticulture**  
**Animal husbandry**  
**Aquaculture**  
**Permaculture**  
**Information/Technology**  
**Music**  
**Arts**  
**Craft**  
**Sports**  
**Woodwork**  
**Metalwork**  
**Outdoor education**  
**Swimming and water sports**

*Student project to learn about raising poultry*



*Stability, Growth, Achievement*

In June 2010, William Campbell College was granted 5 year's registration by the NSW Board of Studies who acknowledged that the School is unique in its concept and vision.



*One of the student projects was to learn to incubate eggs*



*The 'Taj Mahal' of chicken coops  
Thanks to the tremendous help from  
staff at Bunnings South Nowra*



*Students learning metalworking  
under supervision*



*Shaun Howard, Head Teacher*



## **HEAD TEACHER'S REPORT**

The past twelve months have been huge for our school. In January 2012, we moved to our farming property making use of the second cottage after approval from Shoalhaven City Council for temporary use of its premises.

This move has been a big step in the right direction. The location of the temporary school at Nowra City Church became quite inappropriate due to the limited space. Since being at the farm we have been able to plant seedlings that haven't died, and we are about to harvest our first beetroots to turn into dip in cooking! The children love being involved in the vegetable plot we have established and take great pride in seeing vegetables harvested.

Having the school staff attend some much needed professional development over the last year has also been a big bonus. While it has been a steep learning curve for our staff, we are finding the difficult job of teaching at William Campbell College much easier. We are becoming more confident and proficient at what we do. The more training we undertake, the more we realize we are on the right track, and are achieving some very positive results with students who potentially find schooling very difficult. Key professional development has been the introduction of yearly 'Therapeutic Crisis Intervention' training, Jen Gerub's "Sensory Integration Workshop" and Bruce Perry's "Teaching the Disorganized Brain".

Our school has had its first enrolment from a non-WCF child, which means we are finally getting our name out in the community.

Implementing a weekly play session for students where they 'get to be the boss', has also proved a big hit and the children love the game and look forward to it every week.

There are still some challenges. We look forward to having a more permanent "purpose built" school building. We need to look at changing what we do to accommodate the increasing number of students we have enrolling. Another issue has been when students have been removed from our school by Family & Community Services (FACS), when our staff believe the children should stay. Removals such as this will change once WCF has full case management transferred across from FACS which is gradually occurring.

The rewards have been the decrease in escalations of behaviour of most of our students, which in turn means more time spent on set tasks, which equals more learning. The increase in interest in the school from outside people, as well as our school population and the continual improvement of our students academically, despite all the barriers to learning that our students must overcome is another plus. The children continue to surprise us with what they can learn, given the right opportunity.

We aim to reach our maximum population in our current setting which is ten students and we plan to continue to build strong relationships with community partners such as Nowra Christian School, PCYC and Sailability partners.

**Shaun Howard**  
Head Teacher

## SCHOOL COMPLIANCE OFFICER'S REPORT

## AND CHILD PROTECTION OFFICER'S REPORT

On 10 March 2011, Ricky Nolan obtained accreditation from the NSW Association of Independent Schools to be an accredited School Child Protection Officer.

In 2011 the school Child Protection Officer undertook training with College staff on:

- i) Child Protection. What it is, roles and responsibilities;
- ii) Staff Code of Conduct. What it is, roles and responsibilities.

All staff attended this training session and were asked to read and sign an undertaking to abide by the Staff Code of Conduct.

In July 2011 there was one child protection investigation relating to an incident where a student was physically restrained for safety reasons. The findings from that investigation were:

- i) The conduct did not constitute 'reportable allegations' under the Ombudsman Act 1974 as the application of physical restraint was to safeguard against injury to the student and another student, and
- ii) The conduct was covered by a determination made under section 25CA of the Ombudsman Act 1974, which provides exemptions to certain types of conduct constituting 'reportable allegations' under that Act. In this incident, the determination allows for holding a student by the shoulders and arms to restrain him/her. The NSW Association of Independent Schools was notified accordingly. The school Child Protection Officer revised the College's Child Protection Policy in October 2011 to ensure it is applicable to the unique circumstances of the College, as well as to ensure compliance with appropriate legislation and guidelines.

Ricky Nolan  
School Compliance Officer/Child Protection Officer



*Ricky Nolan, School Compliance Officer/Child Protection Officer*

*At William Campbell Foundation every child's protection is of the highest priority*



*Horticulture and Permaculture are current programs on the property*



## **CHAPLAIN'S REPORT**

The last 12 months, (July 2011-June 2012) have been the inaugural role of the WCF Chaplain. The role of the Chaplain is to assist WCF meet responsibilities of development and religious rights of children and young people placed within WCF care. The Chaplain is also available to staff, carers and their families and children. The role of the Chaplain is subject to the personal choice of children, young people, carers and staff within WCF. The Chaplain's role is diverse and versatile, with availability for support that extends throughout all departments of WCF.

### **William Campbell College**

#### **Music**

The Chaplain has a tremendous opportunity to help discover and develop musical talents and gifts in each of the students at WCC. The Chaplain has had weekly music lessons, focusing largely on percussion, rhythm, timing and beat. All students have readily participated in music and express a love for music and for playing instruments. Students have also helped to re-decorate the music room and create a fun and inspiring environment and atmosphere.

#### **Christian Living**

The Chaplain facilitates weekly Christian Living lessons at WCC. Students are discovering the Bible chronologically and creating a Bible Timeline, which they add to every week. Students enjoy cutting pictures out of the children's Bible and placing them on the timeline. Students are all active participants in the games and object lessons that emphasis the meanings and morals of each lesson.

#### **WCF – Mentoring**

The Chaplain works closely with three WCF teenage girls on a weekly/fortnightly basis. The Chaplain has built strong rapport and relationship with each of these girls and works closely with their carers and caseworkers. The Chaplain also works closely with the girls to promote positive self-image, self-respect and self-esteem. Various activities like the gym, bushwalks, music lessons and shopping trips are undertaken in the mentoring program.

The Chaplain has built strong rapport and relationship with all WCF children. The Chaplain is involved in transport with students for after school, extra-curricular projects. When needed, the Chaplain assists other WCF staff with transport for WCF children and young people when they are unable to take them.

#### **WCF – Pastoral Care**

The Chaplain commenced a monthly prayer breakfast in March 2012 for all WCF staff, carers, and other who may like to attend. The Prayer Breakfast is held on the farm on the last Friday of each month at 7am. The Chaplain is hoping to convene a Prayer Meeting at Head Office once a week.

In affiliation with Increase Ministries, the Chaplain helps facilitate the provision of birthday and Christmas presents for all children and young people in WCF, along with home cooked meals for WCF staff and carers who are enduring hardship, crisis and difficulties.

The Chaplain regularly meets and prays with various carers in WCF to offer support and encouragement.

#### **Freedom From Abuse Forum**

On March 14 2012, Increase Ministries hosted the first ever, Freedom From Abuse Forum at Tullimbar school hall. The forum is a part of Bill Campbell's vision to see hurting, abused and rejected people set free through a relationship with God. Bill shared his story of abuse and rejection and how his life was changed through a relationship with God. There were over 30 in attendance. Some of the other highlights included –

- Poem/Children of the Street performed by Rachael and Rebekah Riddington;
- Follow-up provided by trained individuals from Increase Ministries and WCF counselling services;
- Supper and follow up at the end of the night.

At Bill Campbell's request, the Chaplain is currently recording a poem by Bill Lasham converting it into song, Children of the Street, for a video montage to be put on Facebook. This will hopefully be completed by the mid July 2012.

### **The Chaplain's Personal Vision of WCF**

To provide safety and stability for children who are otherwise at risk of harm. To ensure all children in care are placed in an environment where their personal growth and ability to achieve in life is paramount at all times.

#### **Rachael Riddington**

Chaplain



*'Personal growth and ability to achieve in life is paramount at all times'*



*The Foundation's Chaplain, Rachael Riddington*



*View of the temporary school premises donated by the Property Industry Foundation*

*A Green Bell Frog blends in with the leaves in the garden on the property*



It has been an extremely busy year in the Counselling Department with the following achievements -

### **1. Torture and Trauma Counselling**

In September 2011 contract work was sourced with Companion House in Cook, ACT. This work commenced with one to two days a week in Goulburn for refugee victims who have experienced torture and trauma. The refugees had arrived from Rwanda and the Congo. Many of these Refugees have lived in camps for 14-15 years prior to being accepted under Australia's Humanitarian resettlement program. There were approximately thirty to forty clients that I have been directly and / or indirectly involved with during this time.

### **2. Palliative Care Clinical Supervision**

In September 2011, Clinical Supervision commenced on the fourth Wednesday of every month to several Palliative Care staff from Berry, Kiama and Shellharbour Hospitals.

### **3. Nowra Counselling**

In January 2012, an arrangement was developed between Christ Mission Possible operating out of the "Bounty Motel". This venture provided opportunities for local Nowra practitioners to refer clients for counselling services through the Enhanced Primary Care Program providing a Mental Health Care Plan.

### **4. Goulburn Counselling**

In April 2012, a Women's Refuge in Goulburn sought counselling services from William Campbell Foundation. The St. Vincent de Paul ("Vinnies") refuge provides accommodation and support for women experiencing domestic violence, homelessness, mental health issues, overseas pre-arranged marriages, who have a language problem and find themselves needing to work through the Australian Immigration system to sort their citizenship status.

### **5. Goulburn Multi-Cultural Centre**

In July 2012, Clinical Supervision was requested by the Goulburn Multi-Cultural Centre. In addition to this request was a request for counseling services for refugee clients that require a translator.

### **Continuing Professional Development**

As an Accredited Mental Health Social Worker, Counsellor/Psychotherapist/to maintain professional recognition, professional development together with clinical supervision is a prerequisite.

Several attendances are listed below:

- Centre for Community Welfare (CCWT) Sydney - Work Effectively in the Problem Gambling Sectors: Loss and Grief caused by Child Abuse and Domestic Violence
- Motivational Interviewing: Youth Mental Health First Aid: Working with Children of Parents with Mental Illness: Mental Health Practitioner Course: Collaborative Care in Mental Health & Substance Abuse: Physical and Mental Health Co-morbidities: Multiple Intelligences, eclecticism and the therapeutic alliance: and others.
- Attended the Inaugural National Mental Health Recovery Forum 2012 as a representative of the Psychotherapy and Counsellors Federation of Australia (PACFA) held in Melbourne.

The Psychotherapy and Counsellors Federation of Australia (PACFA) asked if I would attend on their behalf, the "Inaugural National Mental Health Recovery Forum" held at the Melbourne Convention and Exhibition Centre. There were representatives from all States as well as overseas representatives and guest speakers.



This inaugural conference is an Australian Government initiative under the National Mental Health Strategy.

There were many learned and eminent guest speakers who delivered their address on such topics as - Recovery in acute care - with seclusion and restraint: National Standards: Embedding safety and quality in mental health services: From policy to practice in community managed mental health services: Measuring experiences: A quality approach to understanding aspects of recovery oriented mental health care: However, the presentation on "Trauma informed policies, trauma specific services and care, for Indigenous", indeed all Australians, in mental health recovery was outstanding. I can certainly relate the following to children who come into care.

In summary, generational, developmental and complex trauma, its cause and effect in the lives of many people with mental health diagnosis. Trauma contributes substantially to physical, mental, emotional and spiritual distress. This is often overlooked within the clinical diagnosis. Government policy development and delivery must become trauma informed. Recovery from trauma requires cross sector collaboration and interdisciplinary teaching learning practice for trauma specific programs, services and care. The workforce must be skilled and qualified to undertake such work. It is important that research is supported to provide the evidence we need to fully respond to the traumatised backgrounds of people with mental illness and other distress circumstances.

Following on from this Conference an address to the Federation members regarding this inaugural National Mental Health Recovery Forum was undertaken.

## **Challenges**

There are always challenges within this type of counselling service. The cultural backgrounds, values, beliefs, the enormity of their social/psychological/spiritual problems and circumstances. Ensuring adequate referral services are available to them. Several clients who have been referred to me to date, have a cultural background from Congo, Rwanda, Burma and Iraq. These cultural backgrounds present added challenges with regard to a language barrier. An interpreter is accessed through the Telephone Interpreting Service (TIS). The session then becomes a three way process which at times can be limiting to the counselling process. The essence is to continue to build rapport, trust, respect and alleviate their fears.

A further challenge is that given General Practitioner's very busy schedules, it is difficult to secure a time with the Doctors to promote WCF services. Most Doctors have already acquired their professional network referral services. Most successes have been by word of mouth.

## **Addressing the Challenges**

There is so much to value in mental health services. Orienting these assets towards supporting recovery may involve change in work practices. For example, evidence from recovery narratives points to the need for a strong emphasis on the person's own goals and strengths. Assessment processes that only identify deficits and not strengths and community resources may not fully support personal recovery.

Just as recovery is often described as a journey rather than an outcome, there is also a journey of change within mental health systems. The most challenging part of the journey may be shifting values held within the system, so that people with mental illness(s) are seen as part of the solution not part of the problem.

## **Moving forward for the next twelve months**

- Continue to promote and maintain the counselling and clinical supervision services with the local General Practitioners in Goulburn and Nowra;
- Awaiting acceptance for William Campbell Foundation to be part of the Division of General Practitioners – Macarthur;
- Submit application to be accepted as part of the Shoalhaven Division of General Practitioners;
- Contract with Australian Catholic University Strathfield, to provide supervision for Social Work Students who are in placement with various organisations;

- Source any other opportunities with the Counselling / Clinical Supervision services;
- Maintaining Professional Development requirements, to remain Accredited;
- As the WCF Counselling Services only began in September 2011, inroads have been made, however, there is much more to accomplish.

**Marie Novella-McMahon**  
Counselling Services Manager



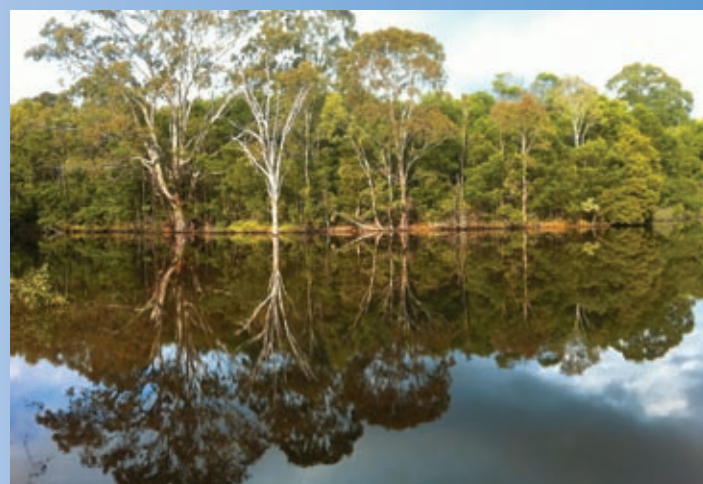
*Marie Novella-McMahon  
WCF Counselling Services Manager*



*A visitor to the chook pen*



*Lunch and recreation area*



*Location for the Aquaculture program*

## FARM & PROJECT MANAGER'S REPORT

My work on the farm as Farm & Project Manager over the past 12 months has kept me extremely busy. I have been able to keep the strategic planning of weed management up to date with six monthly quality environmentally approved sprays occurring on the black wattle and lantana.

With Shoalhaven City Council's approval, I have worked towards the eradication of foxes on our property. Sadly, the foxes carry vermin and are extremely toxic to our environment. We have some 34 chickens in a very large fenced and protected area, (the Taj Mahal of all chicken coops!) and still a fox was able to take two chickens. We are constantly monitoring the care and protection of the chickens. They are also proving to be a good little money spinner with excess eggs being sold to various staff, carers and shop keepers in the local area.

The main dam on our property has had remedial work on the dam walls to strengthen them for the overflow of large amounts of water with heavy rain.

I am also working toward the construction of a boardwalk in memory of our late Patron, Barbara Holborow. This boardwalk will take visitors down through a canopy of trees and bush, to the main dam. Picnic tables are being constructed at the dam site so visitors can take advantage of the beautiful area.

Future plans include aquaculture at the main dam which will also be a learning tool for our students at our school.

The Fairbridge Foundation shed allows me to house our Case IH 80hp tractor as well as using our purpose built areas within the shed, to store farm items, do woodwork, metal work and other repairs to farming equipment. Some assistance is given to me from time to time by one of our carers in Cottage 1 who is a fitter and turner. This extra assistance has proved invaluable. Together we can work on maintenance to both cottages as the need arises.

Landscaping is an on-going process as we have 120 acres to see fully established. A lot has already been completed but it is a long-term project as we see various areas designated for activities for the children at our school, including permaculture, horticulture and agriculture. Plans for the future of the farming property are emerging and I believe in the next 12 months, we will see bigger and better plans being formed and implemented.

**Craig Rogers**

Farm & Project Manager



*The Case IH 80hp tractor*

*Craig Rogers  
Farm & Project Manager*



*Craig maintaining the  
landscape*



*The hens approve of the benefits of  
Craig's fox eradication program*





*Location for the Horticulture program*

*The Hatchery – part of the ongoing Aquaculture program*



## **MOVING FORWARD – FUTURE GROWTH**

All non-Government Agencies across the sector face on-going challenges to ensure sustainable future growth and expansion.

WCF is no different. This past year has been huge with WCF's management facing many real challenges regarding the loss of approximately one third of our funding by January 2012, securing recurrent funding and ensuring we have positive plans to take us strongly into the future. The engagement of quality staff in all departments is another issue.

Management is also aware we need to ensure we do not expand too quickly without putting in more strong structures and firming our policies and procedures to keep our quality improvement functioning and our focus forward.

Our Annual Dinner in 2011 allowed us to raise some \$20,000 toward the physical construction of our 'special assistance' school. We have been actively sourcing both Government and non-Government Agencies for capital growth monies and will continue to do so.

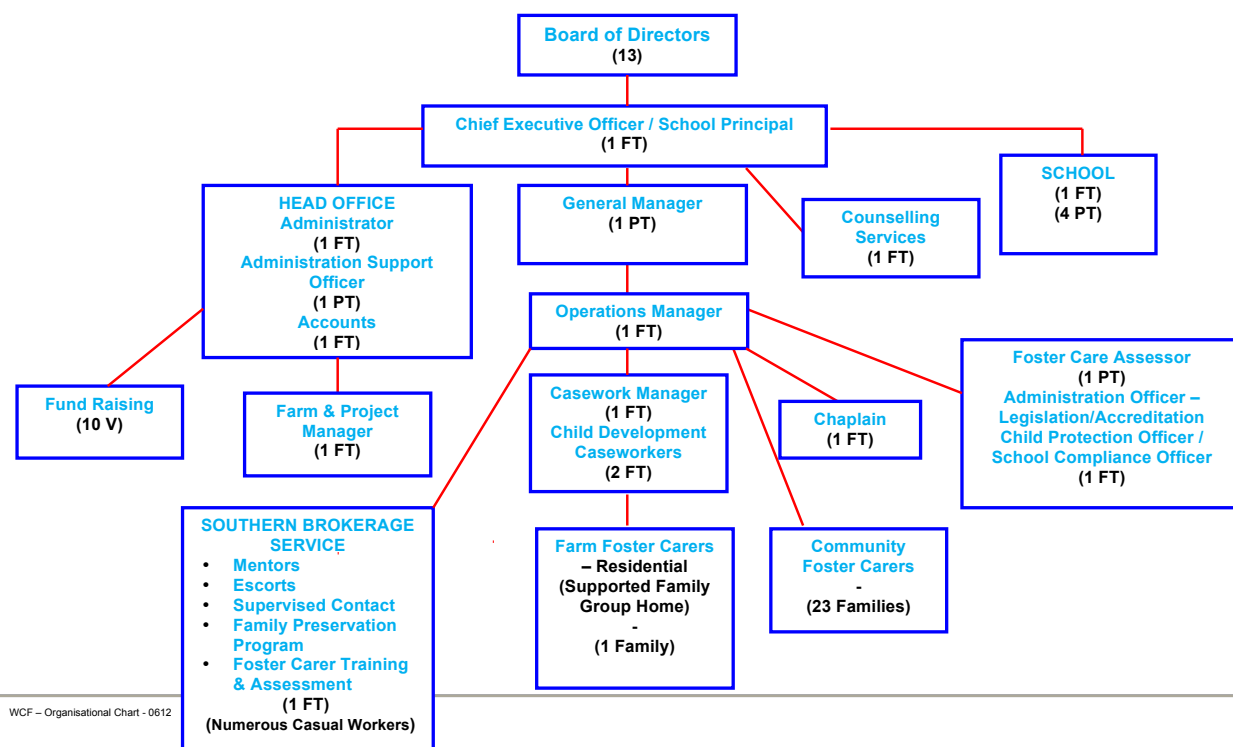
In the past 12 months we purchased a property in Dapto which will be another base for a Casework Manager and 2 caseworkers and is designed to service the social welfare needs of the Illawarra area. This property will allow us to have a firm home base for these caseworking staff and will also ensure less travel for some staff who currently travel to our Bomaderry office from the northern suburbs of Wollongong. Further, supervised contact can occur in these premises as it is a fully functioning house with all amenities and will have a purpose built children's playground, bar-b-que area and landscaped gardens.

Our Bomaderry office will continue to adequately service the Shoalhaven and southern areas.

We are blessed to have great leadership in our Agency, incredible staff, awesome carers, great children and young people, an effective and active Board, a fabulous Fundraising Committee, and firmly believe that this following year will be our best yet!

If you would like to be a part of our future, why not call our Head Office on 1300 130 585 or (02) 4237 5566 for more information.

## ORGANISATIONAL STRUCTURE



## FUNDRAISING

Fundraising is always a challenge for any Agency and more so these days where people in the community are often struggling with the basic cost of living. We are blessed to have a fantastic Fundraising Committee, headed up by two of our Board Members, Maria Thomson and Stephen Royall.

Maria and Stephen have worked tirelessly, along with the other Fundraising Committee Members – Lorraine Lehman-Jones, Renee Lever, Belinda Green, Linda McKay, Leanne Gamble, Alan Dicker, Bill Campbell and Suellen Emerton, to effect a great outcome for our Annual Dinner.

Renee Lever from Levers Picture Framing and Art Supplies, came up with the original idea of a Brush with Celebrities a number of years ago. This idea has proved itself time and again and we are thrilled each year, to have a number of different celebrities complete a spontaneous painting for us in a shopping centre. This past year we were at the Wollongong Mall and had a wonderful time with the various celebrities like Bianca Dye (i98FM), Ben Creagh (St George Illawarra Dragons), James Reeson (Chef, Alive & Cooking), Kerryn Johnston (WIN TV), Trent Bowater (Entertainer), Andrew Johns (Rugby League star), Glen Saville (Wollongong ahm Hawks). Their paintings were auctioned off on the night of the Dinner which was held at Villa D'Oro in Flinders Street, Wollongong.

The Dinner proved to be very successful with us raising around \$20,000. Plans for 2012 Dinner will be bigger and better! All of which has been put aside for the construction of our school. If you are interested in assisting us, please call our Head Office on 1300 130 585.

## SPONSORS





## SUMMATION

William Campbell Foundation count it a privilege to serve children and young people at risk. We have a proven track record of providing quality care and accommodation 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.

For more information, please contact:

### **William Campbell Foundation**

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