



# ANNUAL REPORT

2021/22



**william campbell**  
foundation



# Acknowledgement of Country

*William Campbell Foundation recognises and acknowledges the traditional custodians of the land on which we provide services. We recognise the strength and intergenerational resilience of Elders and honour the culture and wisdom that they have passed down to current and emerging community leaders. We also recognise and pay respect to our First Nations employees, participants, and their families and communities that we work within.*

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# Message from the Founder and Chairman

What a blessing the COVID pandemic was broken down early this year and that at last we can now live a more normalised life, particularly for the work we need to do within the Foundation.

It is with great pride that I can commend the work ethic and commitment of our Executive Team, our Management Team, our Caseworkers, all our operational teams and not least our carers, which has enabled the Foundation to function in a very professional and successful manner.

In particular I wish to extend my personal and that of the Board's appreciation for the continuing high level of competency that our CEO Sonia Liddicoat has displayed throughout the year.

The growth within the organisation continues and the success of each program designed to assist in the healing of the children entrusted to our care has become evident by the feedback we receive by both the community and relevant organisations.

It is very pleasing that our continuing positive working rapport with the Department of Communities and Justice (DCJ) is achieving such a congenial and respectful relationship.

My greatest pleasure is to witness the successful outcomes for so many children. These outcomes can only be achieved by dedicated workers and in particular the foster carers whose commitment to beginning the healing of the trauma most children have suffered in their past lives bears witness to the great successes that



**Bill Campbell, OAM, JP**  
Founder and Chairman

have been achieved. I am always reminded of the personal commitment birth children make to a successful foster care family and acknowledge their selflessness and generosity in sharing their family home and their loving parents with children who are introduced as complete strangers.

Of course my very sincere gratitude is to my family and the Board for their continuing support and involvement in keeping the dream alive.

Our future is full of expectations and excitement with the future construction of our 'Special Assistance School' William Campbell College. We have acquired the services of Amanda Cox, a consultant with sound experience in the teaching of K-6 year students, whose designated task was to complete the policies, procedures and curriculum requirements of the NSW Standards Education Authority (NESA).



Amanda has also completed necessary documentation and the Application for Initial Registration which she has submitted to the Department.

We have recently engaged New England Constructions to build the school and we expect commencement be in the next 2-3 months. New England Construction have been extremely supportive of this project and have assisted us greatly with pricing, their knowledge and advice.

The concept and final design for the school was created by Dual Design, Moruya New South Wales, whose owner Katrina Scobie has been so generous with her time and costs, and accommodating in preparing and lodging the Construction Plans with Shoalhaven City Council.

I could not let this opportunity pass me by without acknowledging John & Annie Paterson, Mironne Golan of HG Children's Foundation, Jeff Thompson of Standard

Supply Company, Richard Clifford of Richard Clifford Development for their generous financial and encouraging support for the development of the school.

Another exciting service we are anticipating and will be offering in the next 12 months is an accredited NDIS service provider. We are looking forward to this endeavour and are hopeful that in our next annual report we will be able to provide some promising developments.

“ My greatest pleasure is to witness the successful outcomes for so many children. ”



Chief Executive Officer  
Sonia Liddicoat

## Message from the Chief Executive Officer

2021 & 2022 has been a year of triumph, challenge, growth, and connection for William Campbell Foundation (WCF). Our teams have demonstrated a shared effort to do better, to help more families and support more children through permanency pathways and it is a pleasure to reflect and share our journey with you.

Firstly, I'd like to thank all levels of government for their ongoing support for the past year, as we navigated through another year of tricky waters. Our collaboration with our local Department of Communities and Justice (DCJ) contracting team has been effortless and we appreciate and thank them for their support.

To our peak body, the Association of Children's Welfare Agencies (ACWA) we would like to send a heartfelt thank you. ACWA consistently lead the way and always advocate to improve our sector, ensuring that we are stronger together.

The year it was saw a positive monitoring review from the Office of the Children's Guardian (OCG) where minimal improvements for the agency were identified. Our inaugural fundraiser for William Campbell College was held, an event that we were so pleased to be able to host post COVID and which was a great success.

We reunited several children and young people with their families through restoration work by our wonderful casework teams and increased our cultural work by sparking ongoing conversations and collaboration with our cultural partner, South Coast Medical Service Aboriginal Corporation.

We brought our people together, celebrated our big successes and connected with each other through everyday moments.

The year ahead will see William Campbell College, our trauma informed school, open on our property at Nowra Hill which

we are ecstatic about. We will become an accredited NDIS provider, supporting participants with choice and individualised supports for their lives.

Our staff will be undertaking Therapeutic Crisis Intervention (TCI) training, increasing skills in providing trauma sensitive supports to our children, young people, carers and individuals.

2023 will also see a new 5-year strategic plan, as well as our 5-year OCG accreditation renewal being due in 2024. We have a big year ahead, a year that I know our entire agency will approach with great passion, dedication, and commitment.

Thank you to our Board of Directors for another year of wisdom, validation, and support. To the WCF Executive Team, you are the best bunch of professional people I've had the pleasure to work with.

Our Leadership Team, who always step in and do the hard yards consistently supporting your teams to achieve, deserve a big thank you. And to our entire staff, your commitment to our children and young people and all our families is outstanding. I am filled with pride when I see how you always encourage them to reach for the stars and I feel very blessed to work alongside all of you.



".... your commitment to our children and young people and all our families is outstanding. I am filled with pride when I see how you always encourage them to reach for the stars and I feel very blessed to work alongside all of you."



# Our Board



My highlight for me as Chairman of the Board was the lodging of our Application for Registration as a 'Special Assistance School.' This enormous task was undertaken by our Policy & Curriculum Developer Amanda Cox. Culminating in a very positive meeting with representatives from NESAS - New South Wales Education Standards Authority. Overall I felt a great sense of pride the commitment our staff and carers have made through the COVID pandemic.

- Bill Campbell, OAM, JP



It was a year with many challenges that were met by our wonderful management, staff and carers and encouraged me greatly on seeing good positive outcomes for the Foundation.

- Dawn Campbell

Being a member of the Board for another year I have seen more growth and the amazing way our staff and carers work together. Working through the challenges of keeping everything as normal as possible during COVID has been achieved brilliantly by our committed and passionate people.

- Donna Campbell



My highlights for 2022 have been being part of the leaders team meetings and listening to their passion for the William Campbell Foundation and the work it aims to achieve in supporting young people. The Team Leaders always focus on the positive aspects in assisting young people. Another highlight has been the commitment and dedication by Amanda Cox and those working with her to ensure William Campbell College opens at the beginning of 2023. It is wonderful that Bill and Dawn will see their ongoing dream of a permanent trauma informed school come to fruition.

- Kerrie Lindsay



The highlight of being a board member with WCF this year has been seeing the amazing progress we have made with William Campbell College. It has been wonderful to see this dream of Bill's finally become a reality again, and I am excited to see the difference this will make in young peoples lives in the years to come.

- Kimberley Campbell

# Our Organisation

Throughout 2021-2022  
WCF has had .....



**151**  
**Children and Young People**



**115**  
**Dedicated Carers**



**90**  
**Children and Young People supported by our Clinical Services Team**



**83**  
**Families supported through our Family Support Services**



**56**  
**Full Time and Part Time Staff**



**33**  
**Children and Young People attended Kids Club and Homework Club**



**54 Children attended SWAG Camps**



**26**  
**Casual staff**



**77**  
**Children and Young People supported by the Chaplaincy, Wellbeing and Support Team**



**15 Children and Young People attended Guys Group and Teen Group**



# Carer Assessment and Recruitment

Carer Assessment and Recruitment were able to increase their team numbers in 2022 and this has allowed us to form a stronger presence in WCF as well as the Illawarra/ Shoalhaven. It has enabled us to focus more on local recruitment and reaching a wider net of community members in the areas that WCF work and operate. We have broadened our recruitment strategies, with a focus on local community engagement and the local need for care.

The team are fortunate to be able to engage with our carers and local community regularly and have the time to dedicate to forming and strengthening important relationships. The team show constant enthusiasm and compassion to their roles and our carers, and are always eager to meet potential and current carers.

## Foster Care Week

For Foster Care Week, WCF joined multiple agencies across the Shoalhaven and Illawarra in hosting the Foster Care Week Picnic at Integral Park, Dapto. WCF had the special privilege of running the BBQ and providing families with sausage sandwiches for the day. The day was a great success, with 30 families attending the day and the sun providing some much needed warmth after the rain. Other activities on the day including a jumping castle, face painting and other craft activities.

The CAR team also wrote special messages to our carers to be put onto Social Media highlighting the work they do within WCF and the role they play in providing safe and stable homes for children and young people in care. We acknowledge the love and care our carers provide to the children in care with WCF, and appreciate their constant hard work and dedication to their roles.

“ We acknowledge the love and care our carers provide to the children in care with WCF, and appreciate their constant hard work and dedication to their roles.”



## #DOGOOD Campaign

WCF implemented a #DOGOOD campaign to focus on giving back to the community. As part of the campaign the CAR team spent time at Dapto Mall and Nowra Stocklands on 12 and 13 April handing out free packets of hot cross buns to the community.

Community members were initially wary in Nowra and didn't believe that the hot cross buns were for free, however the enthusiasm of the CAR team eventually won them over and all the hot cross buns were gone within the hour.

In Dapto, Hollea and Jayne were able to have conversations with multiple people and spread awareness of WCF's vision and goals, reaching out to the Dapto community.

Pay It Forward Day was on the 28th April 2022 and to continue with the #DOGOOD campaign WCF went to four cafés in Warilla, Dapto, Ulladulla and Nowra and paid for over 150 coffees across our regions.

All these events were huge successes and it was an empowering opportunity to be able to give back to the community



# Clinical Services

Our Clinical Team has successfully supported over 70 children this year together with numerous carers and birth families. The Team have been working on developing resources such as social stories, information sheets and specific program packages. These info sheets and resources can be used across the agency and to share with Carers. The specific programs are planned to be tailored and be delivered in small groups. This will include, but not be limited to emotional management groups, art expression, anger management

The Team have worked hard on developing a staff and carer friendly version of the Attachment Regulation and Competency Therapeutic Framework (ARC) to deliver across WCF. This training has been offered in a variety of formats and the pictures below were taken at a staff ARC training session in March 2022, which produced positive feedback.

The Team are proud of the support they have provided to children, staff, carers and birth families over the year and are looking forward to what's to come



# Chaplaincy, Wellbeing and Support

“Every child deserves a champion. An adult who will never give up on them who understands the power of connection and insists they become the best they possibly can be”. ~ Rita Person. The Chaplaincy and Wellbeing Support Program recognises the legal requirement to support children’s rights to practice their religion in conditions of freedom and dignity. As a team we provide holistic care that improves the outcomes in a child and young person’s life.

This year we have been able to reach 77 children across all of our different programs. We have established a leaving care teenage program in the Ulladulla region that helps to develop living skills and promotes preparation for future planning once the young person age’s out of care. Our Wellbeing Officers have also been doing incredible work with our teenage boys through the provision of driving lessons and support in obtaining their licenses.

This year we have had a focus on developing cultural activities to support our young people with their life story work

and culture. To help support this we have taken our Aboriginal and Torres Strait Islander children to Canberra where they participated in a smoking ceremony at the tent embassy and were informed that the tent embassy is a place of connection and community when trying to reconnect to culture and family. We were also able to take our children to the Indigenous all stars and Mauri all-stars football match. Our Aboriginal Wellbeing Officer has been working with a young person to create his own digeridoo and sessions have occurred with a young person to reconnect them to their Croatian heritage.

Moving forward next year; we will be working towards further development of policies and structures to support further growth and development of the Chaplaincy and Wellbeing Support Program. There are plans to streamline referral systems and further implement service agreements that stipulate desired goals and outcomes. These initiatives will allow for tracking or progress and measure successes within the program.



“ Every child deserves a champion. An adult who will never give up on them who understands the power of connection and insists they become the best they possibly can be. ”

~ Rita Person.



## Our People

What a year it has been for WCF's Human Resources Program!

In the past 12 months, we have implemented a number of new systems and programs to support ongoing staff growth, satisfaction and safety of our workforce. Through our staff survey in early 2022, the feedback we had included that staff wanted more opportunity to connect with each other and as a result there have been some new initiatives this year for our team members. These have included:

- Staff Picnic – this event was hosted for the first time in June 2022 and will be an annual event. Feedback from staff was all positive, even if the bake-off competition we hosted got quite competitive!
- RUOK? Events – whilst we were in lockdown last year for the RUOK?

Event, this year we celebrated with a new initiative 'Creating Connections'. Staff were paired up with another staff member who they would not normally have day to day contact with, to have lunch or a coffee and to spend time genuinely connecting one on one.

- Increasing HR availability for staff – we've had members of the HR team visiting other offices to give greater access to the team for all of our staff, to raise concerns, ask questions or just to meet each other face to face. This has been very well received by our teams and has been especially helpful after two years of challenges in being together as a workforce through COVID19.

The HR program has also been working through some critical projects and safety requirements this year, including:

**Policy Development and Review** – Our HR team are responsible for ensuring all of the policies, which guide the work that our agency does, provide contemporary and current information for staff. We've been working through the implementation of a new program called Policy Connect – an online database of policies and forms for our staff, to increase accessibility and compliance.

**COVID19 Response** – A major focus for the HR team over the past 2 years has been managing the agency's response to the COVID19 pandemic. At times a logistical challenge, our team was responsible for ensuring that the agency was consistently compliant with all government restrictions and in keeping our staff and carers updated.

**Quality Assurance Framework** – The HR program built a Quality Assurance Framework for the agency, designed to guide and support the quality of service that WCF provide to the people we support, under governance from the WCF Board.

We are very excited for some upcoming initiatives including more staff surveys and

pulse checks and we are implementing a Human Resources Information System to manage our staff records, which will provide information on our staff numbers, positions, retention, and recruitment at the touch of a button.

We will additionally have a Project and Compliance Officer join our team by the end of this year, with the purpose of the role being to plan and implement a range of projects to drive agency continuous improvement, increasing outcomes through service delivery and quality assurance. With our 5-year accreditation with the Office of the Children's Guardian coming up next year – this position will be a very welcome support to our teams!



# William Campbell College

It has certainly been a very busy and exciting time for the William Campbell College and a year worth celebrating!

The focus for the end of 2021 was the monumental task of developing the College policies, procedures and curriculum to meet the requirements of the NSW Education Standards Authority's (NESA) requirements for opening a new Independent School in NSW and prepare our application for the March 2022 deadline.

In September we made the decision to join CompliSpace, a leading provider of Governance, Risk and Compliance services to non-government schools across Australia. With their extensive experience and expertise, they were able to provide assistance with our school registration application and will continue to support the College meet the complex, and ever-changing compliance challenges facing Independent schools.

After months of hard-work we submitted our application to NESA to open the College for 2023. Following a review of our

application and an onsite inspection in April, we received the news that NESA was recommending the William Campbell College to the Minister of Education and Early Learning to be granted initial registration for Kindergarten to Year 6 and to be granted recognition as a Special Assistance School for the year 2023.

On August 3rd, we received the fantastic news that the Honourable Sarah Mitchell MLC Minister of Education and Early Learning had granted initial registration of the William Campbell College as a Special Assistance School from Kindergarten to Year 6 for 2023.

The support of everyone involved with our application was invaluable and it was marvellous to be working with such a committed and passionate team. It was an absolute honour to be a part of a huge step forward in Bill's dream to open the College.

Since then, things have certainly not slowed down. We held the College Breaking of the Ground Ceremony on the 24th of May onsite at 16 Gannett Road. Our DA Modifications to the College plans were approved by Shoalhaven City Council on the 30th of May, and we received our Construction Certificate with Steve Watson and Partners shortly after.

Stage One of the build commenced in July with New England Constructions. Mark



Waldock and his team, along with Katrina from Dual Design, have worked tirelessly to meet council and certifier requirements and make quick progress with the build. Within 6 weeks they have excavation work underway for the road and carpark and a slab down with wall frames up and roof trusses currently going on. Without their commitment and persistence, we would not be on track to finish our build for opening in 2023.

Behind the scenes, fundraising and advertising efforts are in full swing, recruitment is underway for teachers and SLSO's and we are taking student enrolment enquiries through the College website. A school uniform has been decided, and resources, furniture and equipment are being ordered.

Our first annual fundraising dinner was held on October 7th, 2022. It will be a fantastic

night and a great opportunity to include our local community and businesses in the opening of the College.

There are so many hardworking and dedicated staff within the Foundation working tirelessly behind the scenes to bring the College to life. Special thanks go to Sonia, Bill, Donna and Dawn, our CFO, Jane and the Board. Also to our Communications and Engagement team, Hollea, Emma and Heather, our Human Resources Manager, Alicia and our Administrator, Suellen.

It has been a year of proud accomplishments. The next 12 months will be even more so, with the construction of stage 1 of the College to be completed and the opening of the College to our students in 2023.

Amanda Cox  
Principal





participation and provision of direct supports. This has been an enormous undertaking for WCF, and we look forward to updating everyone as soon as we have our registered provider status and are able to offer our person-centred services to all participants in the Illawarra and Shoalhaven areas.

## WCF Disability Services

WCF have completed all aspects of the application process to the NDIS Commission to become a fully registered NDIS service provider. Following this, an independent audit was required and WCF also needed to undertake a high-level proportionate audit due to the size and structure of the organisation.

In preparation for the audit, we reviewed our policies, procedures, structure, and reporting requirements to ensure that these were in line with the NDIS practice standards. Our teams spent a considerable amount of time adapting and developing new disability services policies, procedures and practices that reflect our values and those of the NDIS. The independent audit concluded in November 2021 and WCF received overwhelmingly positive feedback regarding our existing structures and intended future service rollout in the disability sector. The final information was provided to the NDIS commission in December 2021 and at this time we were advised that a determination regarding our provider status could take up to 12 months.

As at the end of the 2021/22 financial year we are still waiting on this determination.

WCF disability services marketing has been well and truly underway with the development of pamphlets, newspaper advertisements, social media content, having a presence at relevant communities of practice and through other continual network initiatives. WCF is providing limited services to select participants where appropriate, prior to attaining registration and in accordance with NDIS legislation. We currently have a support coordinator on board that specialises in this role and has a passion for connecting participants to the services and supports they require according to their preferences.

All our specialised databases and electronic systems are operational and are ready to be widely utilised when we are given final approval from the NDIS Commission to expand our services. We intend to explore what services we can offer from our existing WCF sites, and this may include supported independent living, short-term accommodation, respite, community



# Our Supporters

Your support has enabled us to help children, young people and their families in our local communities who are in need.

Anytime Fitness Shellharbour and Albion Park  
 Bakers Delight Albion Park, Nowra and Ulladulla  
 Berry Country Women's Association  
 BNS Party Stuff  
 Bomaderry Bowling Club  
 Choice Pharmacy  
 City Women's Illawarra  
 Citylife Church  
 Colourful Castles  
 Commonwealth Bank of Australia  
 Cupitt's Winery  
 Dapto Leagues Club  
 Dual Design Pty Ltd  
 Elite Energy  
 Farm Buddies Animal Nursery  
 Flagstaff  
 Good360  
 HG Children's Foundation  
 i98FM  
 John & Annie Paterson Trust  
 Kells the Lawyers  
 Kennards Hire  
 Koorong  
 Levers  
 New England Construction Pty Ltd  
 Nowra Farmers Market  
 Oak Flats and Shellharbour Community Bank Branches  
 Pillar Clothing Co  
 Plaztech Industries  
 PowerFM

PRD Real Estate  
 Ray White Kiama  
 Richard Clifford  
 Rotary Club of Bomaderry  
 Sel F Less  
 SHINE Ladies Albion Park  
 South Coast Business and Financial Solutions  
 South Coast Strength Coach  
 Standard Supply Co  
 The Bugle  
 Turfco  
 Win TV  
 Your Merch Au



# Our Finances

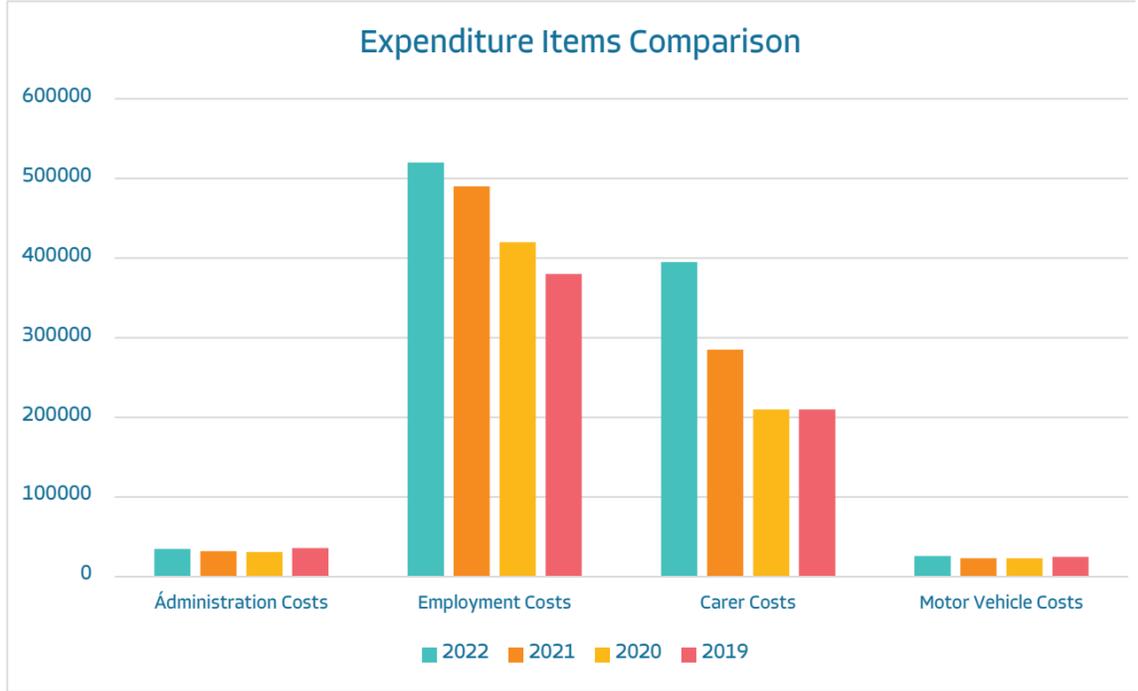
## Financial Results

Financial information included in this report has been extracted from our independently audited financial statements. The financial statements have been prepared in accordance with the Australian Accounting Standards. Disclosure requirements have been met as per the Australian Charities and Not for Profit Commission.

Reserves are used for re-investment into our Permanency Support Program or kept

in reserve accounts to assist in building strength and security in supporting our Business Continuity Plan and for any unforeseen funding shortfalls or economic changes.

Key features of our 2022 results –  
 Total Revenue - \$10.85 million, an increase of 18.5% from 2021.  
 Expenditure Total - \$10.65 million, an Increase of 16.5% from 2021



This year included the approval of New South Wales Education Standards Authority (NESA) for us to operate a ‘Special Assistance School’ on our property at Nowra Hill. So in the year to come we are very excited to begin construction of the school. The school will be ready to open in 2023 and is a very long held dream of our Founder to establish an education facility of this type to enable all children to succeed whatever their difficult background may have been.

Our Finance team has done an exceptional job in keeping head office running smoothly and getting prepared to have the school as part of our wonderful organisation.

Donna Campbell  
 Director



## Independent Audit Report to the members of WILLIAM CAMPBELL FOUNDATION

### Report on the Audit of the Financial Report

#### Report on the requirements of the NSW Charitable Fundraising Act 1991 and NSW Charitable Fundraising Regulations 2008

We have audited the financial report of WILLIAM CAMPBELL FOUNDATION, which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the responsible persons' declaration.

In our opinion the financial report of WILLIAM CAMPBELL FOUNDATION has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of the Registered Entity's financial position as at 30 June 2022 and of its financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of Responsible Entities for the Financial Report

The responsible entities of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible entities are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Registered Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Registered Entity's financial reporting process.

## Independent Audit Report to the members of WILLIAM CAMPBELL FOUNDATION

### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

WSC Group - Audit - Pty Ltd



A F Gilbert, CA  
Director  
Dated this ..... 2nd ..... day of ..... November ..... 2022



## Vision

Through Christ-centred care, we are committed to supporting and creating positive opportunities to empower children, young people, individuals, and families.

## Values

Compassion

Christianity

Accountability

Respect

Reflection

stability



1300 000 WCF

[wcfoundation.org.au](http://wcfoundation.org.au)