william campbell foundation



2020 - 2021





Strengthening families, changing lives



Vijion

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

Ja Mes



Compassion
Christianity
Accountability
Respect
Reflection
Stability

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Founder's Message

What a year it has been with all it's challenges and difficulties brought on by the dreaded COVID-19 situation. I fully understand the impact COVID has imparted on all our management, staff, carers and the children and young people entrusted to our care.

I am so proud of the outstanding management of our CEO Sonia Liddicoat together with the resilience and the commitment everyone has displayed throughout the organisation, and I commend the wonderful forensic work our HR team have done throughout the year with their constant updates and concern over the wellbeing of all our staff, carers, children and young people.

I think it speaks volumes that we did not experience one positive COVID case within our organisation over the past 12 months.

I am so proud of the outstanding management of our CEO Sonia Liddicoat together with the resilence and commitment everyone has displayed throughout the organisation.

Irrespective of COVID, the growth within the organisation continues to meet the unique and special needs of our community and I think this was reflected in the collaboration and positive working relationship with the Department of Communities and Justice.

I believe that our conscientious communication and dialogue with the Department has formed the working relationship that has resulted in many positive outcomes for children and young people we have in our care.

We have an extremely committed management team that are continually striving for a work performance that provides for higher standards. Our front line working staff have done a tremendous job with all the restrictions of COVID, for which they are greatly appreciated.

I am grateful for the work our Finance and Admin staff do to enable the machinations of our organisation to run so smoothly.

Our Communications and Engagement team have done wonderful work throughout the year in keeping our services to the forefront within the community and their continuing assistance with our Chaplaincy and Wellbeing Team who provide the Christian core of our organisation and who do such wonderful recreation, spiritual and cultural learning to our children and young people.



As we grow, our property portfolio grows and a drive-by presentation of our farming property at Nowra Hill exemplifies the importance of the work carried out by our Maintenance team.

Our carers are the primary success of our organisation and without them we would not exist. I find them to be a special type of person, who can commit a love, understanding and the nurture of children who have experienced trauma, rejection, and much abuse throughout their tender years. To give up a part of their home and to share their daily lives with strangers who will one day in their adult lives acknowledge the value of the time they spent with their carers.

I can never speak about carers without referring to their birth children who unselfishly share their space and the love of their parents with other children.

To the Board, my profound gratitude for your honorary membership, advice, input and support in overseeing the operations of the Foundation.

Bill Campbell, OAM, JP Founder & Chairman



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CEO's

Message

The Year in Review

In any year, WCF is an organisation that knows how important it is that all children and young people have the opportunity to have a loving and safe home for life. It is what we strive for every day and whilst the work we do is often complex and crisis driven, it is also very satisfying and rewarding to see positive outcomes we can achieve for our children, young people, carers, individuals and families.

The last 12 months has been one of tumultuous change and fear for most people. When I was reflecting on the past year, I came across this quote by Virginia Satir "Life is not the way it is supposed to be. It is the way it is. The way you cope with it is what makes the difference". This year has reminded us of the absolute uncertainty of life and the things we take for granted. We have had to learn how to work differently while still achieving outcomes, to take risks while always maintaining safety and to be flexible without compromising our goals.

What our data has told us is that COVID-19 has had an impact on some of our placements. including our ability to accept new referrals, our carers, young people and families. Being confined to home, with no attendance at school for many months has been challenging, with this on top of not being able to see loved ones, having no breaks or holidays and no time hanging out with friends or playing sports.

Having the ability to be able to provide a safe home to all, with the demands and challenges that have come our way, has made for a difficult year. In saying that, together we stood tall, we accepted the challenges and did our absolute best and I am proud of the WCF team for what we have achieved.

Our Performance

Our Permanency Support teams continued their steadfast work for permanency pathways for our children and young people. As the pathways are primarily achieved over a 2-year period, we are currently working through:

- 4 Guardianship case plan goals
- 2 Adoptions, with one achieved and the other to be finalised in early 2022
- 1 Restoration achieved with a further 25 restoration case plan goals currently being case worked.

We have developed our own Case Management database, "Foundations" with thanks to our talented Jo Gault who built it from scratch and has done a brilliant job - we are so proud!

When we surveyed our staff earlier in the year, some of the feedback we received included that WCF is a great place to work and that we provide excellent support for children, young people, families, individuals and of course, our staff. Our staff also agree that we provide great training and staff development, and that the agency has a big heart for its people. WCF also give unconditional support and consistently keep children and young people at the centre of what we do, and we are passionate about quality outcomes.

We are so proud to know that every one of our team comes to work to make a difference for the people we support.



I would like to sincerely thank every person who works for and is a part of WCF, where we continue to strive for our goal of strengthening families and changing lives. WCF is a great place to work and the positive feedback that we received from our staff survey is a great testament to the quality of our teams and leadership at all levels.

To the Executive team, thank you for your

To our Chairman Bill, Dawn and our CFO Donna, I sincerely thank you for your guidance, your friendship, your counsel and your unwavering support for me in my role. It has been another great year alongside you.

To our Board members who have generously given their time and expertise in governing WCF,



ongoing commitment, support and collaboration during a challenging time - you are all valued for what you bring to the team.



We will additionally be looking at developing a Supported Independent Living Program in the Wollongong Area, alongside our current program running in the Shoalhaven.

Future Plans

2021.

culture alive.

We have been preparing for our NDIS

We will be submitting our registration

accreditation under the watchful eye of Luke Penniall, who is managing this process. We hope

to be an accredited NDIS agency by the end of

application for our school, William Campbell

for our school to open in Term 1 of February

College by the end of March 2022, with the aim

2023. We are incredibly excited to have our own

trauma informed agricultural school, which will

WCF will continue to strengthen our partnership

with South Coast Medical Aboriginal Service,

working towards the transfer of our Aboriginal

children to them to help support keeping their

WILLIAM CAMPBELL COLLEGE

be on our farming property at Nowra Hill.

(... together we stood tall, we accepted the challenges and did our absolute best and I am proud of the WCF team for what we have achieved.

Sonia Liddicoat Chief Executive Officer

The highlight of the year for me as Chairman of the Board was the introduction of the SIL (Supported Independent Living) program in September. The program is designed to create a pathway to independent living for young people who are leaving Out-of-Home care due to their age. It is an essential program which will provide learning, the skills required for independent living and enable each young person to feel confident in the big outside world and to assist them in maintaining stability and a platform for their working career and then entering into adulthood.

- Bill Campbell, OAM, JP

We were able to see the cottage on the farm that we sadly lost during the previous year's catastrophic bushfires, with the rebuild completed and looking amazing. The best part is seeing some wonderful carers and children enjoying the house. The house is named Marcelle House in memory of a lovely lady who was a wonderful supporter of WCF from it's early days.







The highlight for me this year was rejoining the
Board after a number of years' absence. It is
wonderful to see how much progress has been
made in that time and how many children have
been cared for. I'm also incredibly impressed by
our staff, who are so dedicated and professional.

It's great to be back.
- Christine Keyes

Our Board



It continues to be wonderful for me to be involved in a supportive Board of friendly people who always keep the Vision and Values of WCF as a highlight and priority in each decision at our meetings.

- Dawn Campbell







A highlight for me has been seeing how well WCF staff and carers have worked together to maintain care for children and progress for the organisation, despite the ongoing challenges of COVID.

- Kim Jones

Our Carers

At WCF we have many amazing Carers and we appreciate the dedication, love and support that they give our children and young people every day.

We asked our wonderful carers Ed and Kim how their experience as WCF Carers has been.

What are the best things about being a carer?

Being able to see the kids in our care feel safe, and to watch them settle into a comfortable, positive way of life. Seeing their confidence grow more and more each week enabling them to achieve goals that others may take for granted like; riding a bike without training wheels, making 'best' friends, or getting through an entire day at school without incident. These are huge achievements and it is very rewarding for us to watch and be a part of.

How do you think carer's help our children and young people?

I think carer's go a long way in helping children from difficult or traumatic backgrounds reconnect socially and emotionally with their environment (home, school, and friends) and hopefully help them understand that life can keep moving forward in a positive way.



What important lessons have you learnt being a carer?

As adults who have raised a family of our own, we know our guidance, care, and love has not only provided a solid foundation for our kids to build on, but also the tools to deal with the ups and downs of everyday life. We see our children grow and develop their own personalities, find friendships, move through the school years, graduate, get a job, and find relationships and we think "it's just how life is supposed to go". We don't really stop and think about the influences we had in shaping that life.... It just happens.

We have learnt that "it's not always how life goes" and it doesn't always "just happen". Being able to provide strong foundations for children is a gift that not all parents (for whatever reasons/circumstances) get to share.

...they will not easily give their trust and affection; you must earn it by offering security, routine, patience and understanding.



What have our children and young people taught you?

The little things really do matter. Everyone has a different story and develop different ways for coping and surviving their story. Sometimes 'naughty' behaviour is not just naughty behaviour, and you need to find out what emotional trigger has been set off, or maybe what appears to be defiant behaviour is really a child just trying to keep control of their own life.

Children are very resilient developing their own coping and defensive mechanisms, and as such they will not easily give their trust and affection; you must earn it by offering security, routine, patience and understanding.

What do you think is important to show and teach our children and young people?

Children in care have usually come from harsh, traumatic backgrounds and often develop trust, anxiety, and emotional issues. Basic life skills such as building friendships, behaving in a socially appropriate manner, going shopping, even catching a bus or train can be challenging for many children in care.

Providing them with the tools and skills to deal with everyday life and challenges is a goal we think most carers strive for. It is wonderful when you see the beginnings of trust, when you hear genuine laughter, and see the children making friendships, having sleepovers, and enjoying life as kids should. It's a beautiful thing.



Connection WCF 15... Loving Inspiring Genuine Empowering Child-focused Teamwork C All-encompassing Embracing Caring Caring Supportive Resourceful Devoted Inclusive & Accomplished Cohesive





Children and Young People **Dedicated** Carers

Families supported through our Family **Support Services**

72

Children and Young People supported by the **Clinical Services Team**

Full time and Part time Staff

Children and Young

People attended SWAG

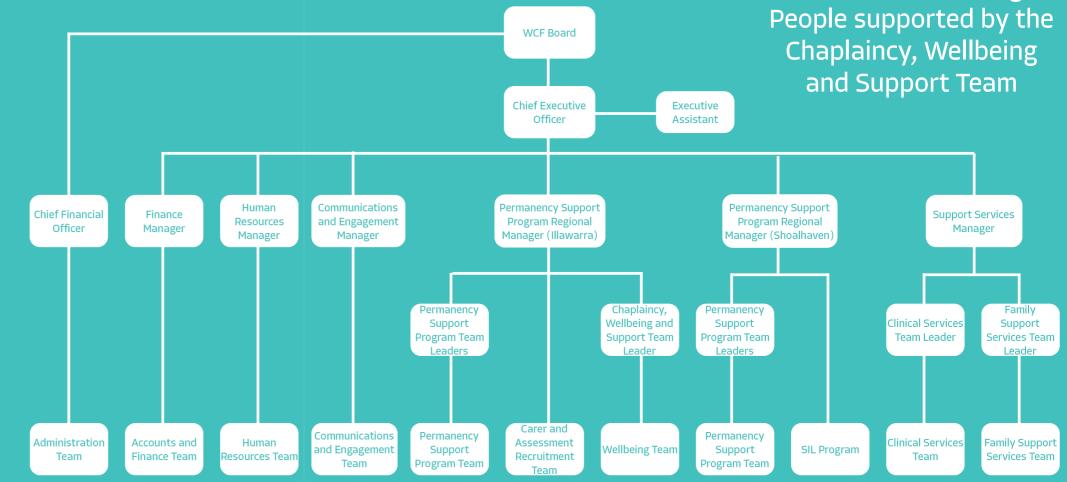
and SHINE Camps

Casual Staff

Children and Young People attended Kids Club and Homework Club

Children and Young Chaplaincy, Wellbeing





Our Future



SPECIAL ASSISTANCE AGRICULTURAL SCHOOL

As Founder, it has been a dream of mine for many years to build a unique special assistance school for children who have suffered trauma in their lives, and therefore have great difficulty to adjusting or even attending mainstream schooling.

William Campbell College will be a Christian School with a trauma informed and therapeutic approach to education. The school will be unique because there is no other facility of its kind, its approach and curriculum are highly regarded by the education system and the community. This special assistance school is critical in developing the future of young Australians who are not able to attend "mainstream school".

The College, with an initial capacity of 20 students growing to 60 students, will be located at Nowra Hill on the South Coast of New South Wales. The 50-hectare property is owned by the Foundation and currently has two purpose-built houses used in the Out-of-Home foster care program.

We are currently writing the Curriculum, and Policies and procedures which meets the standards of NESA (National Educational Standards Authority).

The construction of the school is estimated to be completed in readiness for the first term in 2023.

We are extremely confident that we will meet all the educational requirements and obtain our registration to meet the 2023 school opening.

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

- Bill Campbell, OAM, JP



The Purpose of William Campbell College

The College is uniquely designed to meet the specific needs of children who have or are currently experiencing trauma due to the neglect and abuse they have suffered in their lives.

William Campbell College provides support and education through high quality, inclusive, individualised educational programs in accordance with the specifications of the NSW Educational Standards Authority. It is recognised that many of these children will be functioning at an academic level well behind their cohort and our aim is to provide academic, emotional, physical, social, cultural and spiritual supports to meet the needs of the children in an inclusive learning environment.

Empirical evidence of the four years' experience previously gained in our temporary school, demonstrated that educating traumatised children convinced us of the urgent need to create a stable, long-term, well-founded and established educational facility to provide the expertise and professional help these children and young people require. This evidence has shown that children gain enormous benefits from flexible learning environments.

As the College develops, it will utilise a blended approach to learning by allowing students the opportunity to experience outdoor educational programs which will include agriculture, permaculture, aquaculture, creative and performing arts including craft, music and spiritual development. All of these programs enable each child to become involved in what interests them most and will form a large part of their therapeutic healing combined with their academic growth. The therapeutic use of animals in healing child trauma has a well proven history and will be one of the essential tools we will be using in the student's growth and achievement.



Our Values

STABILITY through:

- A safe and personal learning environment.
- Shared positive relationships built on trust, compassion and support.
- Effective learning partnerships between teachers, students, carers, agencies and other support networks.
- Consistency in approach and expectations.

GROWTH through:

- The development of the whole person cognitive, physical, emotional and spiritual.
- Emphasis on the values of respect and dignity.
- Identification and development of leadership potential.
- Positive mentoring relationships.

ACHIEVEMENT through:

- An atmosphere of encouragement.
- An engaging, dynamic and relevant curriculum.
- Identification and nurturing of students' gifts and abilities.
- Academic programs focused on individual needs and interests.
- Students experiencing success in their learning.

Bill Campbell, OAM, JP

Please check out our website which has lots of information on the College and if you would like to be involved in any way, you can make contact with us here https://www.wcfoundation.org.au/williamcampbellcollege



B Disability Services

We have been moving towards our goal of becoming a fully registered NDIS provider throughout 2021 and have made some great steps towards achieving this. A considerable amount of thought, planning and collaboration has occurred to determine a way in which we can become a registered NDIS provider in a manner that embodies the WCF vision and values. To highlight the choice, empowerment and individualised approach that we are striving to achieve for participants within our service, we have decided upon the catchphrase "it's my life!". This represents the control, autonomy and self-determination that all people who access disability services are fundamentally entitled to, along with our commitment to be intrinsically motivated to deliver the services with an unconditional positive regard. To put it simply we want people to tell us what they want and what works for them!

The initial application to the NDIS commission was submitted in April 2021 after careful consideration into the services that we would like to offer. Ideally, the services will be available as a package deal comprising support coordination, specialist support coordination, plan management, community participation, assistance with daily living, transport, therapeutic and clinical supports, behaviour support and development of life skills. We are currently providing direct supports, mentoring, assistance with daily life and support coordination to participants while awaiting our registration status. We are reaching out to other service providers and education providers to spread the message that we have a place within our disability services for all participants. While this is the case, working with children is one of our specialties as an organisation that has been providing exemplary services to children and young people for over 20 years.

Our Future

In the NDIS world which is primarily governed by billable hours, productivity and efficiency has been a key focus. To maximise our effectiveness we have combined our expansive knowledge with the latest technology, the most notable of which is an impressive client relationship management database that has many automated functions to increase output.

Our Family Support Services and Disability Services Team Leader, Eloise Mosely, is currently overseeing support coordination functions and we look forward to expanding the team with specific support coordinators as demand increases. The team is currently operating out of Campbell Cottage in Nowra, which is situated next to the Department of Communities and Justice office.

The HR team and Support Services Programs have collaborated to refine a multitude of documents, key policies, procedure manuals and relevant forms needed for our disability service. These have been carefully adapted to suit our specific needs and have now been submitted to an independent auditor to assess suitability of registration under the NDIS commission. The aim is to obtain our initial registration prior to January 2022 and be up and running with even more services. Whilst the audit process, ongoing service delivery, networking and practice refinement within the program are a continuing priority; a marketing campaign also underway.

To complete this successfully, we are working closely with the Engagement and Communications Program on the NDIS marketing campaign. We look forward to expanding the disability services program and taking WCF into a new chapter on its journey of empowering and creating positive opportunities to support individuals and families.



Our Supporters

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

Kells the Lawyers

Ray White Kiama

Choice Pharmacy

Pillar Clothing Co

Pineapple Painting

Plaztech Industries

Woolworths Kiama

Dapto Leagues Club

Kiama Downs Pharmacy

Bomaderry Bowling Club

Starfish Education Centre

Rotary Club of Bomaderry

SHINE Ladies Albion Park

South Coast Strength Coach

Farm Buddies Animal Nursery

Jerry and Marion Hessenberger

Commonwealth Bank of Australia

Berry Country Women's Association

Awaken Church Wollongong Central

South Coast Business and Financial Solutions

Oak Flats and Shellharbour Community Bank Branches







Our Financials

Donna Jones

Chief Financial Officer

It has been an amazing year for our Foundation despite all the challenges we have all faced during the COVID pandemic. Our staff transitioned to working from home and looked after each other with regular zoom meetings and communication. They all continue to keep our Vision and Values at front of mind as they keep our continuity of operations progressing.

William Campbell Foundation has continued to achieve steady growth and strength in our Financial position. Every year we focus on our Governance and implement procedures to continue to maintain our strong Governance and Policies for the management of our expenditure and budgets.

THE YEAR IN REVIEW

Looking back over the financial year it was a year when our Head Office Finance & Administration Team have shown amazing teamwork and are a great example of co-operation and working together. They all have such a caring and supportive attitude for each other showing it is really what makes a totally cohesive and committed team. Our Finance Manager Jane Russell and our Administrator Suellen Emerton have shown great leadership and set wonderful examples of their whole of Agency support for all those working with our children and young people every day.

We were able to see the rebuild of Cottage 1 after the catastrophic bushfires from the previous year. Fortunately, we had sufficient insurance cover over the house, contents, tractor, farm fencing and equipment. The house looks beautiful and is being enjoyed by some wonderful carers and children. Our Farm Manager has been working hard on re-establishing the lost habitat for all the beautiful wildlife we had living on the farm and for the children we have in care to enjoy and explore.

Of course COVID-19 arrived with all its disruption. Due to William Campbell Foundation being an essential service in the care and protection of children, we were able to continue our work and did not suffer any loss of our funding stream from the Department of Justice & Communities.

Thank You to our Chief Executive Officer! I would like to make special mention and express how grateful I am as one of our Founding Board members, to see the growth and strength of our Foundation as a whole under the direction of our CEO, Sonia Liddicoat. Sonia has celebrated her 10th year with us and with her wisdom, understanding, compassion and professional approach to everything she does, has made us such a fantastic organisation. She cares very deeply about the children we have in our care and the carers and families who care for them. She shows her great appreciation of all our staff and values their commitment to all we do.

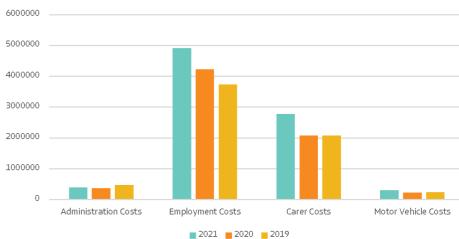
I look forward with great anticipation at what will unfold in the next 10 years with Sonia leading the way for William Campbell Foundation.

FINANCIAL RESULTS

Our Audited Financial Report for the year ended 30th June 2021 shows a surplus for the year of \$114,997. These funds have been set aside in reserves to provide for future program costs.

Key features of our 2021 results – Total Revenue - \$9.15 million, an increase of 15.7% Expenditure Total - \$9.14 million. Increase of 18.9%







The Year Ahead

Introducing our new Chief Financial Officer!

I am delighted to introduce Jane Russell as our new Chief Financial Officer, to commence in the role from 1st July 2021. Jane has been with us as our Finance Manager for many years and has worked with me on the succession plan over the past 2 years and moves into her new role as Chief Financial Officer for William Campbell Foundation. I have complete confidence in Jane for this role.

Jane values every donation and every dollar of our funding, and is always working towards continued successful growth of our organisation. She is 100% committed to the Foundation and holds closely our vision and values every day.

I will continue on in my position as a Director on the Board with special interest in finance, school development and future growth of the Foundation.

We will be actively progressing all the areas of our 'Special Assistance School'. We will be completing the very big task of the school registration submission with NESA. Construction of the school will begin!

Our Finance team will be growing with new staff appointed to manage an increasing workload, due to growth in program areas and the preparations for the school.

The best part will be to watch the further advancement of our Founder's vision unfold.

WILLIAM CAMPBELL FOUNDATION



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 2021, 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:

- giving a true and fair view of the Registered Entity's financial position as at 30 June 2021 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 report on the requirements of the nsw charitable fundraising act 1991 and nsw charitable fundraising regulations 2008.

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.

WILLIAM CAMPBELL FOUNDATION



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.

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

We have audited the financial report as required by Section 24(2) of the NSW Charitable Fundraising Act 1991. The directors are responsible for the preparation and presentation of the financial report in accordance with the NSW Charitable Fundraising Act 1991 and the NSW Charitable Fundraising Regulations 2008. Our responsibility is to express an opinion on the financial report based on our audit,

Auditor's Opinion.

In our opinion:

- (a) the financial report has been properly drawn up and associated records have been properly kept, during the financial year ended 30 June 2021 in accordance with:
 - (i) sections 20(1), 22(13) of the NSW Charitable Fundraising Act 1991; and,
 - (ii) sections 7, 9(6) and 10 of the NSW Charitable Fundraising Regulations 2008.
- (b) the money received as a result of fundraising appeals conducted by the Registered Entity during the financial year ended 30 June 2021 has been properly accounted for and applied in accordance with the above mentioned Act and Regulations.

WSC Group - Audit - Ptv Ltd

A F Gilbert, CA

Director

Dated this day of Octo

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