



william campbell
foundation

Annual Report 2024-2025

Strengthening families, changing lives.



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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Thank You!



About Us

Our Vision

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

Our Values

Compassion

We have an all-heart attitude and always work with the best interests of those we support.

Accountability

We are responsible and accountable for our actions and decisions.

Reflection

We acknowledge what is working well and seek ways to improve.

Christianity

We provide unconditional love, a reason to hope and a future full of promise to aspire and achieve.

Respect

We accept others' rights, needs and differences as okay.

Stability

We seek stable families for children and young people to grow.

Our Work

- Long and short term Foster Care
- Clinical Services
- Chaplaincy, Wellbeing & Support Services
- Family Support Services
- Disability Services
- William Campbell College

"I was motivated to start the foundation by my experiences in my childhood and that of my sisters... as young children, it was very difficult for us to live with... always had a want of being able to provide and help in some way."

William "Bill" Campbell, Founder





William "Bill" Campbell, OAM, JP
Chairman and Founder

The 2025 financial year has been one of both challenge and achievement for William Campbell Foundation. As the landscape of care and community support continues to evolve, we have remained steadfast in our mission to provide children, young people and families with safe, nurturing environments and opportunities to thrive.

It is a privilege to witness the impact of our work every day, particularly through the dedication of our people. My sincere gratitude goes to our CEO, Sonia Liddicoat, whose steady leadership and deep commitment continue to guide the organisation through challenging times of uncertainty and change.

I extend my heartfelt thanks to our Executive Team, Team Leaders, Caseworkers and Staff, who consistently demonstrate professionalism, compassion and unwavering commitment to the children and young people we support.

Chairman's Report

Another year of growth, resilience and purpose



To our Carers and to their families, who share in the responsibility of care. We thank you. Your generosity, resilience and devotion form the heart of this organisation. The difference you make in the lives of children and young people cannot be overstated, and we remain deeply grateful for your ongoing partnership in this transformational work.

I would also like to acknowledge my fellow Board Members for their tireless dedication and governance oversight. Their strategic insight ensures the Foundation and College continue to operate with integrity, accountability and a clear vision for long-term sustainability.

This year, we celebrated several milestones that demonstrate our continued evolution as an organisation. The launch of the 2025–2030 Strategic Plan marks a defining moment in our journey, setting a clear direction for strengthening services, deepening impact and securing our future sustainability.

We also saw the continued success of William Campbell College, where staff have worked tirelessly to create a trauma-informed learning environment that provides children with not only education, but also hope and healing.

My deepest gratitude goes to all of the amazing staff and Amie Hunter, Principal at WCC. Amie's leadership is the College's guiding light.

This year has also seen personal loss. Just two short years after losing my beautiful wife Dawn, my daughter Donna was taken away from us way too soon. Donna worked tirelessly behind the scenes through her quiet determination and commitment to the Foundation and the College. We will never fill the void Donna has left, but we remain committed to honouring her memory.

Regardless of rising demands, workforce pressures and the complex needs of those we support, we continue to face them with determination and adaptability. Our mission remains clear and our commitment unwavering.

As Chairman, it is both humbling and inspiring to see the growth of the Foundation, not only in the number of children and young people we serve, but in the depth of care, skill and compassion that underpin everything we do. I am proud of what we have achieved together, and am confident that our future will continue to build on the strong foundations we have laid.

On behalf of the Board, thank you to everyone who contributes to this important work. Together, we are creating lasting change and shaping futures for the children, young people, and families we serve that are filled with hope, optimism and opportunity.

CEO's Report

Creating space for healing in an unpredictable sector

Sector Reform and System Review

During the year, the Out of Home Care sector continued to experience significant reform activity, particularly in relation to the Independent Pricing and Regulatory Tribunal (IPART) review and the NSW Department of Communities and Justice (DCJ) broader reform agenda for the OOHC system.

At the time of writing, the organisation has not received further advice from DCJ regarding which IPART recommendations will be adopted or the timeframe for implementation. While this uncertainty presents challenges for operational and workforce planning, the organisation has taken a proactive and responsible approach to preparing for potential change.

In anticipation of possible reform outcomes, preliminary planning and internal discussions have commenced in key areas identified through the IPART review, including:

- Salary structures and potential remuneration impacts
- Span of control to support sustainable supervision and practice oversight
- Caseload expectations for caseworkers, with a focus on quality practice, staff wellbeing, and improved outcomes for children and young people

These areas are critical to workforce sustainability and service quality, and any proposed changes will be carefully considered and implemented in consultation with affected staff.

The organisation remains committed to ongoing engagement with DCJ as further information becomes available and to aligning with the broader DCJ OOHC System Review and Reform Plan. Our priority is to ensure that any system changes strengthen outcomes for children and young people while supporting a capable, stable, and well-supported workforce.

Acknowledgement and Thanks

We extend our sincere thanks to ACWA for its continued leadership and advocacy on behalf of our sector. ACWA's thoughtful engagement, policy leadership, and commitment to collaboration have played an important role in advancing shared priorities and strengthening the voice of our community.

I extend my sincere thanks to the Board for their strong governance, strategic oversight, and unwavering commitment to the mission and values of the organisation. Their leadership continues to provide a solid foundation for our work.



Sonia Liddicoat
Chief Executive Officer

I also acknowledge the Executive Team for their professionalism, collaboration, and leadership throughout a demanding and complex year. Their commitment to continuous improvement and to supporting staff and carers has been instrumental in navigating ongoing sector reform.

Finally, I thank all staff across the organisation for their dedication, compassion, and resilience. The quality of care and outcomes achieved this year are a direct result of your hard work, integrity, and commitment to supporting children, young people, and families.

What's Ahead in the New Year

The year ahead is expected to be a significant one for both the organisation and the broader child and family services sector, with continued reform activity and opportunities to strengthen early intervention and family support.

CEO's Report

Over the past year, we developed a new five-year strategic plan that reflects our deep responsibility to children and young people entrusted to our care. At its heart is a commitment to providing safety, stability, and the opportunity for every child to thrive. Guided by our strategic pillars, Transforming Lives, Sustainable Impact, Disability Services, Community Connections, Our People, and Our School, the plan provides a clear roadmap for delivering meaningful, long-term outcomes.

A key focus for the coming year is the Family Preservation program. The organisation has submitted a tender in response to the DCJ Family Preservation procurement process. This program strongly aligns with our purpose of supporting families to safely care for their children and preventing unnecessary entry into the Out of Home Care system. We await the outcome of the tender process and, subject to a successful result, will work closely with DCJ and community partners to support effective implementation.

Additional priorities for the year ahead include:

- Strengthening workforce capability, wellbeing, and retention
- Continuing carer recruitment and support initiatives
- Enhancing outcomes measurement and data-informed practice

- Deepening collaboration with government and community partners

The organisation enters the new year with a strong foundation, a committed workforce, and a clear focus on delivering high-quality, child-centred services that promote safety, stability, and connection.

WCF Children and Young Person's Advisory Board

We are particularly excited to be launching the WCF Children and Young Person's Advisory Board in the coming year. This initiative represents a meaningful step forward in ensuring that the voices of children and young people with lived experience actively inform organisational decision-making, policy development, and service design.

The Advisory Board will provide a structured and supportive platform for children and young people to share feedback, raise issues that matter to them, and contribute ideas to improve how we work alongside carers and families.

This initiative reflects our strong commitment to participation, empowerment, and genuine co-design.

Members will be supported to develop leadership, advocacy, communication, and problem-solving skills, while also having opportunities to engage directly with the WCF Executive Team and Board. By creating a clear mechanism for lived experience to reach organisational leadership, we are strengthening accountability and ensuring our services remain responsive, inclusive, and child-centred.

I would also like to extend special recognition to Tracey Billett, whose leadership, initiative and commitment will be instrumental in the development and implementation of the WCF Children and Young Person's Advisory Board. Tracey's passion for amplifying the voices of children and young people, together with her thoughtful and inclusive approach, will ensure this initiative is grounded in genuine participation and best practice.

Meet our Board

Volunteering with professionalism and purpose



Bill Campbell, OAM, JP
Chairman
1997 to present



Donna Campbell
Non Executive Director
1997 to 2025



Kelly Barbazon
Non Executive Director
2025 to present



Kimberley Campbell
Non Executive Director
2015 to present



Kerry Lindsay
Non Executive Director
2018 to present



Ryan Kiddle
Non Executive Director
2023 to present



In loving memory...

Donna Campbell

8 February 1961 to 4 August 2025

The Foundation experienced deep sadness this year with the passing of Donna Campbell. Donna's tireless commitment and dedication to her many years of service with William Campbell Foundation touched many lives. Her presence and kindness will be profoundly missed by all who knew and worked with her.

She was dearly loved by her father, Bill, and late mother, Dawnie. She was a devoted mother whose warmth and wisdom will be fondly missed by her two daughters, Kimberly and Kirsten. Her memories will live on in all of us who were fortunate enough to be loved by her.



Meet our Executive Team

Leadership built from consistency, dedication and shared experiences



Sonia Liddicoat
Chief Executive Officer
2010 to present



Michelle Freitas
PSP Regional Manager
(Shoalhaven)



Alicia Morris
Human Resources
Manager



Jennifer Nelson
Communications,
Marketing & Engagement
Manager



Luke Penniall
Disability and
Support Services
Manager



Tony Ryan
PSP Regional Manager
(Illawarra)



Jane Russell
Chief Financial Officer

"Years of shared experience and consistent leadership give our executive team a stability that strengthens every decision we make."

Sonia Liddicoat, CEO

Strategic Plan

2025 - 2030

Our Values

Compassion, Christianity, Accountability, Respect, Reflection and Stability

Our Vision

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

OUR PEOPLE		
TRANSFORMING LIVES	SUSTAINABLE IMPACT	We develop and invest in the people who make our organisation
WE WILL DO THIS BY	WE WILL DO THIS BY	WE WILL DO THIS BY
We will provide quality tailored services that achieve the best outcomes for those who most need them	We grow and strengthen to ensure long term sustainability which supports families and community	Attracting and maintaining professional, effective and highly skilled staff and carers
Providing evidence-based culturally appropriate interventions and outcomes focused service delivery	Seeking and introducing new opportunities to increase and diversify our revenue base	Providing timely, practical and relevant training and development to our people
By continuing to provide trauma informed therapeutic support to all children and young people, their families and carers	Developing a philanthropic program	Strengthening our culture through positive engagement and collaboration.
Family led decision making which encourages and supports our children, young people and their families to have a greater level of self determination	Developing reporting structures to support cost benefit and program funding analysis	Ensuring our staff and carers feel valued, supported and are included in decision making
Providing a safe, stable home environment for our children and young people	Delivering effective models of care that cater for all young children and their families	
DISABILITY SERVICES		WILLIAM CAMPBELL COLLEGE
WE WILL DO THIS BY	WE WILL DO THIS BY	WE WILL DO THIS BY
We will provide high quality individualised services to empower people through choice	We will have a trauma informed, purpose-built school that provides innovative education and learning in a rural setting	We will have a trauma informed, purpose-built school that provides innovative education and learning in a rural setting
Diversifying quality services and expanding NDIS income sources	Opening stage one of William Campbell College which accommodates 20 children.	Providing educational opportunities to children and young people who are unable to attend mainstream schooling.
Improving participant outcomes by focusing measurable results and successes	Improving accessibility and inclusion	Having experienced, trauma informed staff.
Improving collaboration and partnership with other service providers and stakeholders	Fostering collaboration and partnership with other service providers and stakeholders	Our curriculum being based on agriculture, permaculture, aquaculture, music, arts and crafts with a strong emphasis on literacy and numeracy
Improving data insights and feedback mechanisms	Investigating partnership opportunities that enhance our service delivery	
COMMUNITY CONNECTIONS		
WE WILL DO THIS BY		
We actively promote our organisation for the benefit of those we support		
Being the Agency of choice for the provider of service delivery		
Continuing to build our brand awareness and presence in the community		
Leveraging our network and relationships to drive growth and innovation		
Investigating partnership opportunities that enhance our service delivery		

Strategic Priorities 2025-2030

This year, the Executive Team and Board of Directors worked with Community Industry Group to set the future strategy for the organisation. WCF launched its new Strategic Plan 2025–2030, setting our course for the next five years. We are sharpening our focus on the areas that matter most.

Built around six key priorities, the plan reflects our commitment to strengthening services, deepening impact and ensuring sustainability for the future. Each focus area will be reviewed annually through detailed operational planning and rigorous implementation tracking, ensuring we remain agile, accountable and responsive to the needs of those we support.

Our sights are firmly set on continuous improvement: gathering data and insights to understand what works well and where we can focus our energy to ensure sustainability and alignment with best practice.

This is more than a plan. It represents our shared commitment to drive meaningful impact and ensure every child, young person and family we support can flourish now and into the future.

[Have a closer look at our Strategic Plan here.](#)



Transforming lives



Our People



Disability Services



Sustainable Impact



Community Connections



William Campbell College

Our Impact

Trauma-informed practice shaping and changing lives

Our focus has been and will always be on providing supports to children, young people and families to live with safety, dignity and opportunity to transform their lives through trauma-informed approaches.

Our programs and services drive our impact. In 2024-2025 we improved and changed lives, created opportunities and supported individuals and families across all service delivery streams.



2,230

Services provided to children, young people and families



124

Supported children and young people in care



40

School holiday programs held



605

Children attended school holiday program



65

Foster care placements



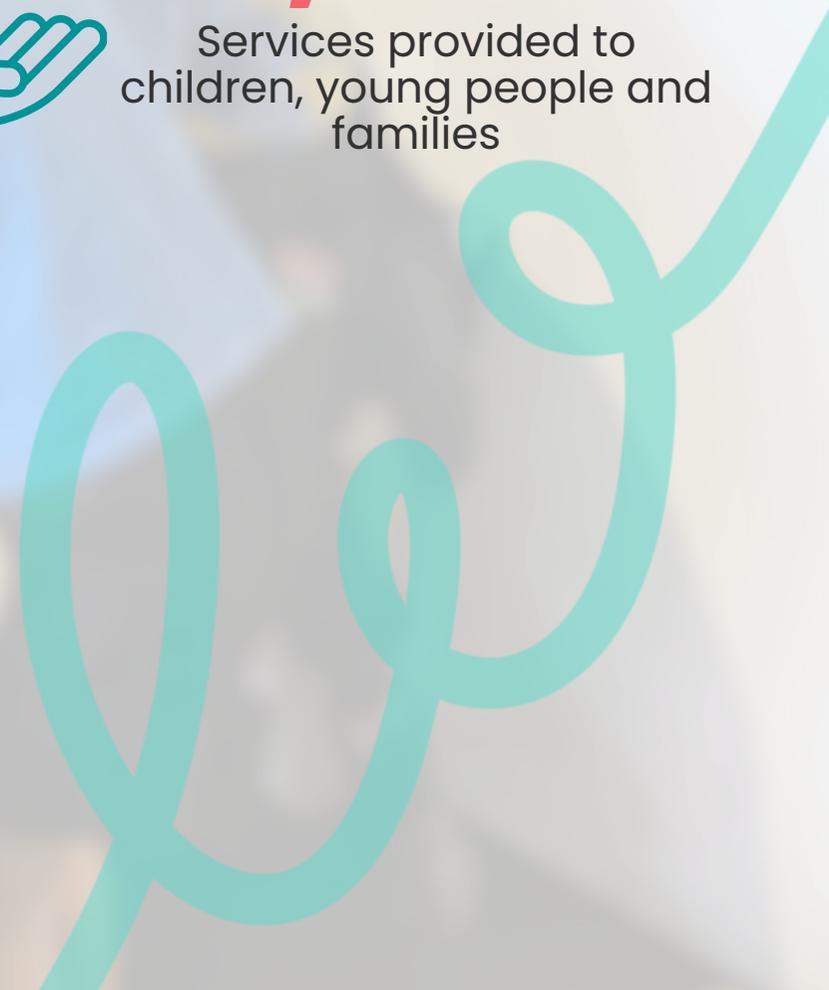
66

NDIS participants supported



119

Young people attending kids club and other activities



Transforming Lives



Person-centred therapeutic care changing one life at a time



We will provide quality, tailored services that achieve the best outcomes for those who need them most

We transform lives through our programs and services. Every child or young person in our care has access to all of our service offerings as needed.

Our life changing programs and services:



Foster Care & Permanency Support



Carer Assessment & Recruitment



Chaplaincy, Wellbeing & Support



Clinical Services



Disability Support Services



Family Support Services



Special Assistance Education

At the heart of our work is a commitment to transforming lives through services that respond to the unique needs of every child, young person, family and carer. We recognise that each story is different, and we respond with compassion, respect, and therapeutic care tailored to individual circumstances.

We achieve this by delivering evidence-based, trauma-informed, culturally appropriate and outcome-focused interventions that foster healing, growth and resilience. Our services extend to children and young people, their families, and carers, with a strong focus on safety, connection and hope. Through family-led decision making, we empower families to take an active role in shaping their futures, supporting self-determination and meaningful participation in their care journey.

Together, these approaches reflect our belief that lasting transformation begins with understanding, partnership and the shared goal of helping every person thrive. At WCF, our programs empower children, young people and families; helping them build skills, resilience and confidence to thrive both now and into the future. Through a combination of foster care, semi-independent living programs, and innovative wellbeing initiatives, we provide safe, nurturing, and purposeful environments for every child and young person in our care.



Foster Care, Permanency and Support Program

Providing support and stability with collaboration and compassion

Our Foster Care, Permanency and Support Program (PSP) is the cornerstone on which William Campbell Foundation was built. Though a challenging year with sector reform and an ongoing urgent need for carers to offer much needed permanency, we have persevered to successfully support 124 children, young people and families.

The Foster Care and PSP team provide one on one case management for every child and young person in our care. This involves not only regular visits and progress updates, but incident reporting, reportable conduct investigations and case conferences with natural parents and other stakeholders with the child's best interest at heart.

WCF works in collaboration with DCJ to ensure that we can support our children and young people within our PSP program. We have established and continue to maintain strong, mutually beneficial relationships with our local Child and Family District Unit (CFDU) and Community Service Centres (CSC) that prioritise meeting the needs of our children and young people.

Like all agencies across the sector, WCF has been impacted by the uncertainty surrounding upcoming reforms and the limited information available to share with staff, carers, and families.

To support our people during this time, regular updates are provided directly from the CEO, and staff are encouraged to raise questions or concerns with their team leaders through one-on-one and team meetings.

The absence of clear timelines or details around the reforms has created challenges, particularly in recruiting and retaining staff, leading to some instability in caseworker numbers across the Illawarra and Shoalhaven throughout the year. Despite these pressures, our wraparound supports have continued to shine—ensuring every child, young person, and family continues to receive a high level of care and consistency. We are deeply grateful to our colleagues in the Wellbeing, Clinical, and Family Support Services teams for their unwavering commitment and readiness to step in at a moment's notice.

As the year progressed, we maintained a strong focus on training and development, recognising the importance of investing in our people. Beyond upskilling, we are deeply committed to fostering a culture of care and collaboration—celebrating achievements, offering support across teams, and lifting one another up through times of change.



Michelle Freitas
Regional Manager
(Shoalhaven)



Tony Ryan
Regional Manager
(Illawarra)

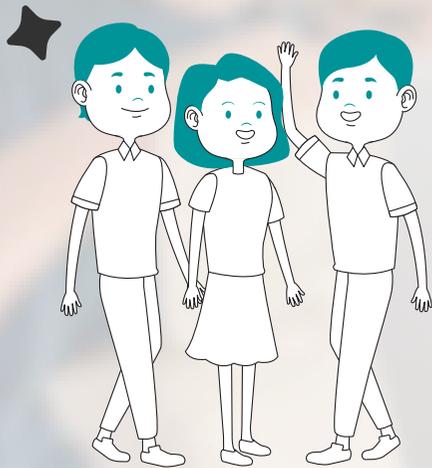


124

Supported children and young people in care

Preparing for Independence

Semi and Independent Living makes a difference in young people's lives



The Pre (SIL) Program commenced as a pilot initiative designed for young people aged 15 and over who demonstrate motivation and readiness to work toward independent living. The program focusses on developing practical skills, knowledge and confidence supporting young people who may eventually transition into the Semi-Independent Living Program. Each young person in Pre (SIL) is supported by a live-in Mentor or "house parent", who provides one-on-one guidance tailored to the individual needs, alongside a dedicated Caseworker, Clinician and Wellbeing Officer. While most participants aim to move toward greater independence, the program also helps identify individual needs to ensure the right future placement.

The SIL Program, much like the Pre (SIL) Program aims to foster independence, but for young people 16 years and older who have demonstrated readiness to live independently while still receiving guidance. Unlike Pre-SIL, these young people do not have a live in Mentor, but are closely supported by their WCF team. Their living arrangements can vary, but the consistency of support from their Careworker, Clinician and Wellbeing Officer never waivers. Exit planning is guided by readiness, with aftercare services and community connections assisting in continuity.

PRE (SIL)

- 4 Young People supported
- 2 Young people successfully transitioned to SIL
- 2 Young people successfully completed work experience with ongoing employment for one

All remained engaged in their education and attended various wellbeing programs to support resilience, connection and personal growth.

SIL

- 6 Young People supported
- 1 Young Person became an Australian citizen supported by the program

All participated in maintaining their connections with WCF after care services and other community networks further building their independence and confidence.

Preparing for Independence



Pre (SIL) Pre Semi-Independent Living

Over the past 12 months, the PreSIL Program has delivered strong outcomes for participants, including:

- **Workplace experience:** One young person fulfilled her dream of working at an architecture firm, receiving positive feedback from both her employer and house parent. Another participant gained work experience at a dairy farm, with the potential for ongoing employment alongside schooling.
- **Educational engagement:** All participants remained actively engaged in education, setting and pursuing academic and vocational goals with support staff.
- **Wellbeing and personal development:** Young people participated in Rising Together, a wellbeing initiative facilitated by WCF's Wellbeing Team, providing opportunities for resilience-building, connection, and personal growth.

The success of the PreSIL Program reflects WCF's commitment to equipping young people with the skills, confidence, and support networks needed to thrive beyond care, helping them take meaningful steps toward a brighter, more independent future.

While many participants work toward transitioning into the Semi-Independent Living (SIL) Program, PreSIL also plays a critical role in identifying each young person's strengths, challenges and readiness for the next stage. This careful, child-centred approach ensures future placements are well-considered and set young people up for long-term success.

Currently, three young people are actively engaged in the PreSIL Program, building the skills and confidence needed for greater independence. A further two young people have successfully transitioned from PreSIL into SIL — a significant milestone in their journey toward self-reliance and adulthood.

Semi-Independent Living (SIL)

During 2025 the SIL Program has achieved significant milestones, including:

- **Citizenship achievement:** One young person proudly became an Australian citizen—a milestone reflecting years of persistence and personal growth, supported throughout by WCF staff. She expressed gratitude for the guidance and encouragement she received during the ceremony.
- **Community and aftercare connections:** Several participants successfully exited the program with planned pathways and links to aftercare services, ensuring continuity of support. Many former SIL participants remain in regular contact with WCF, sharing updates and seeking guidance.
- **Building independence:** Participants strengthened confidence, life skills, and community engagement while maintaining connections to trusted supports and resources.

Living arrangements vary with some participants living independently in WCF leased units, and others sharing accommodation with another young person in the program. Caseworkers, Clinicians and Wellbeing Officers provide support based on individual needs.

Exit planning is guided entirely by each young person's progress and readiness. Upon leaving, young people are supported to engage with aftercare services, community networks and other supports available to them.

The achievements within the SIL Program demonstrate the importance of sustained support, meaningful relationships and community connections in helping young people navigate the transition to adulthood with confidence and stability.



Chaplaincy, Wellbeing & Support Program



Through Christ-centred care

Our Chaplaincy, Wellbeing and Support Program is the beating heart of our services. Our dedicated staff provide a variety of services, including our Kids' Club after school program. The program focusses on providing safe, relaxing and fun spaces for children and young people to spend their time. Our focus is on helping them to build healthy and supportive peer relationships and develop social and emotional skills. Kids' Club includes programs like Brick Club, Minecraft, Cooking Club, Guys Group, Girl Power and Swimming - to name a few.

These programs have been the catalyst of personal growth and development across all age groups of the children and young people who have participated. We are so proud of all of their achievements, and we are excited to commence our Young Persons Advisory Board in February 2026. This will provide a fantastic opportunity for the kids' voices to be heard as well as develop personal and professional skills for future growth.



Brick Club

Building connections brick by brick. Encourages teamwork, creativity and social skills through Lego-based activities.



Girl Power

Supports girls to develop confidence, empathy, self-identity, social skills, positive friendships and resilience.



Beach & Water Skills Program

Builds water confidence, swimming skills and safety awareness.



Guys Group

Supports boys in developing leadership skills, self-esteem, respect and positive relationships.



Minecraft Group

Builds communication, patience, empathy and resilience through collaborative gameplay.



Rising Together

Provides workshops on alcohol and other drugs, healthy relationships, apprenticeships, ID, driving, renting and budgeting while connecting participants to their peers and external services.



Cooking Club

Builds life skills, confidence and social engagement through cooking and meal preparation.



Run Beyond Project

Prepares participants to complete a 10km running event while developing goal-setting skills, commitment and resilience.

Kids' Club & Wellbeing Programs

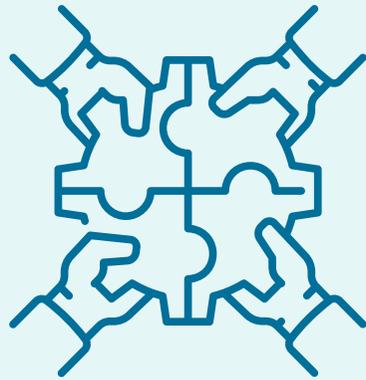
Incoming 2026: Children's and Young Person's Advisory Board

We take a child-centred approach in everything we do. For this reason we hold high ambitions in 2026 to engage children and young people in the decision making process by introducing a **Children's and young Person's Advisory Board**.

This initiative will aim to not only increase their participation in our different program offerings but ensure their voices are heard through ongoing policy development.



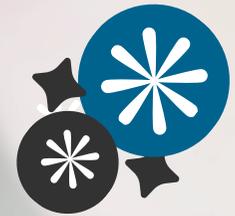
Decision making



Problem solving and planning



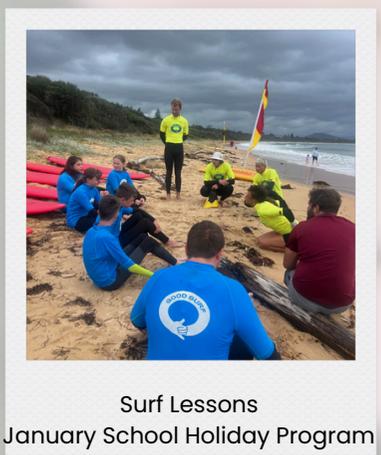
Achieving together



School Holiday Program

Connecting with each other and the community through fun and learning

It's been another year of activities for our primary and high school-aged kids with sibling connect days, a girls' pamper day, the Royal Easter Show, coastal walks, Junior Park Ranger Program participation, Fit and Fun program, NAIDOC celebrations, cupcake decorating, beach trips, parks, shopping and clinical services facilitated activities fostering skills development and resilience.



Surf Lessons
January School Holiday Program



Cup Cake Decorating
April School Holiday Program



Bush Walking
July School Holiday Program



Construction Workshop
October School Holiday Program

605
Attendees

40
Activities

Movement, Expression and Belonging

Learning dance and movement with the Australian Ballet

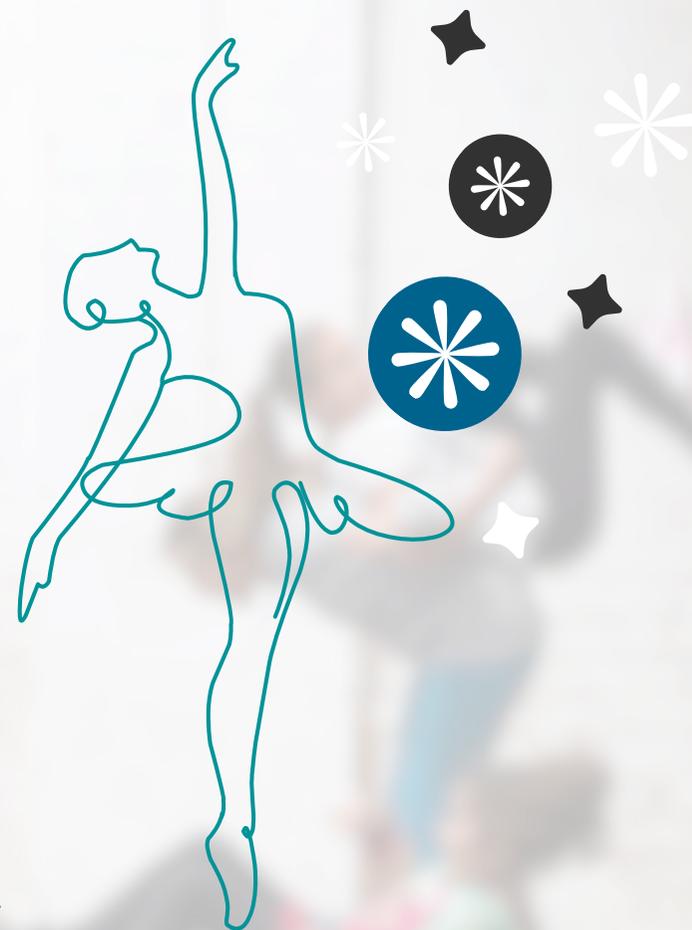
In late June, children and young people from our programs were invited to take part in a series of inspiring choreographic workshops delivered by The Australian Ballet's Education and Outreach Program. Designed for children aged five and over, the workshops welcomed participants of all abilities and provided a joyful introduction to dance, creativity and performance.

Across the afternoons, the children explored movement through warm-ups, creative games and guided activities that introduced them to the building blocks of choreography. Together, they learned how to shape a dance of their own, drawing on imagination, teamwork and personal expression before sharing their final performance with friends, family and WCF staff.

A highlight of the experience was a special performance by the professional dancers and educators themselves, which was met with delight and admiration from both children and adults alike. Being immersed in a professional dance environment gave the children a rare opportunity to see how creativity, discipline and collaboration come together to create something truly special.

The workshops offered a safe and uplifting space for children and young people to express themselves in new and sometimes unexpected ways. The pride on their faces as they watched their ideas come to life was priceless, and the sense of achievement shared by everyone in attendance was deeply moving.

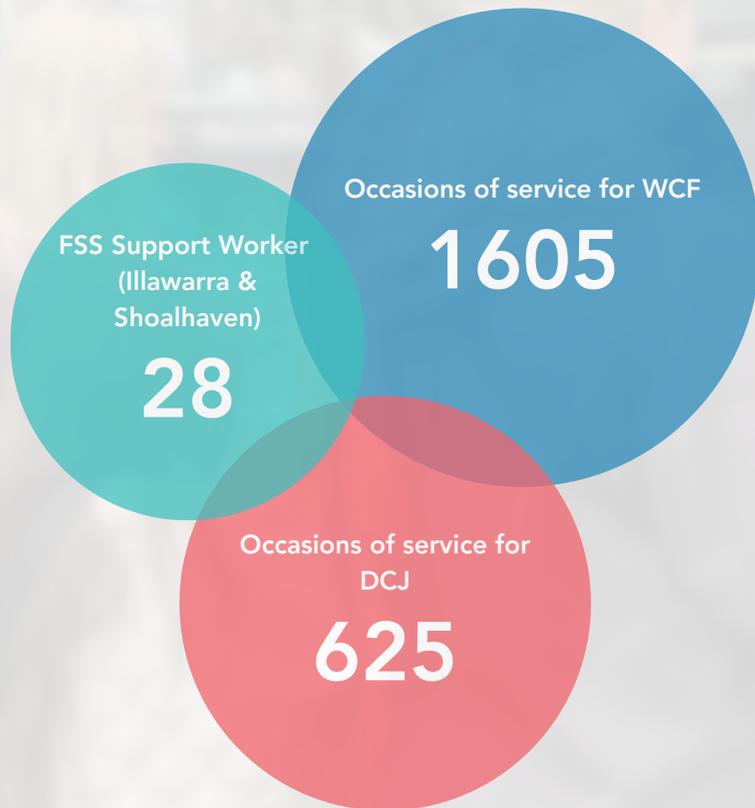
We extend our heartfelt thanks to the Australian Ballet team: Ella Havelka, Tristan Field and Latoya Brown for their generosity, patience and warmth in sharing their time and extraordinary talents with our children.





Family Support Services

Throughout 2024-25 the Family Support Services (FSS) Team continued to provide quality, therapeutic support to children and young people in out-of-home-care, focussing on strengthening family relationships and building family capacity.



2,230
Occasions of service delivered

Key Achievements

- Welcomed five (5) new Community Support Workers to the team.
- Increased networking and relationship building with internal and external stakeholders, including supporting complex case reviews.
- Supported individual mentoring and wellbeing sessions focussed on emotional awareness, goal setting, self-esteem and life skills (including driving skills).



Clinical Services

Therapeutic models of care guiding practice

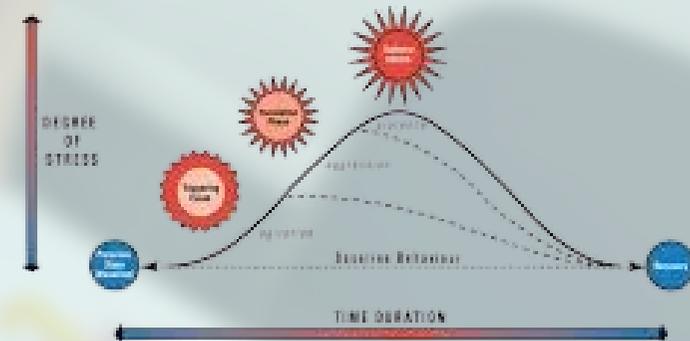


The Clinical Services Team provides high-quality, child-focused services, grounded in trauma-informed, child-centred and strengths-based approaches. Interventions include Positive Behavioural Support Plans (PBSs), Individual Crisis Support Plans, counselling, mentoring, carer support, training and practice development.

Our Service Delivery Model



TCI Stress Model of Crisis



ARC Framework



Graphic by Jeremy Karpman, 2017; Adapted from ARC: Eisenberg & Kirschbaum, 2010; Kirschbaum & Blauden, 2005



Clinical Services Team Outcomes

Evidence based therapeutic care informing our practice standards



12

Research papers completed



53

Positive Behaviour Support Plans Implemented



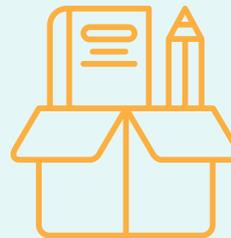
16

Individual Crisis Support Plans Implemented



24

Children and young people counselled and mentored



Agency-wide embedding of TCI and ARC Frameworks into daily practice

Disability Services

Every person has the right to access, equity and dignity



We will provide quality, tailored services that achieve the best outcomes for those who most need them.

Creating opportunities and building capacity

At William Campbell Foundation, we believe that every person deserves the opportunity to live a life of dignity, purpose and independence. Our Disability Services are built on this belief; supporting participants to achieve their goals, exercise choice and control, and experience genuine inclusion within their communities.



40%

Referrals are from other services

We are on a growth trajectory

Our Disability Services continue to grow in reach and impact. We are proud to empower people living with disability to live more independently, participate more fully in their communities, and exercise greater choice and control over their lives.

Through our NDIS-registered services—including Support Coordination, Art Therapy, Behaviour Support and Plan Management. We continue to build meaningful, person-centred relationships that deliver measurable outcomes and genuine progress for participants.

60%

Referrals are from word of mouth





Disability Services

Navigating change and growth

Luke Penniall
Disability and Support
Services Manager



14

participants accessed
Art Therapy

As WCF's NDIS services continue to grow, the organisation navigates a range of operational and sector challenges.



40

participants received
Support Coordination

The ongoing evolution of NDIS reforms has created significant administrative and compliance pressures across the sector. Frequent policy changes, pricing updates and new reporting frameworks have required continuous adaptation. Despite these challenges, WCF has remained committed to sustainable compliance, data-informed practice, and service continuity—ensuring that participants continue to receive timely, effective support.



The team attended
expos and other
networking events
across our region
throughout the year

Workforce transitions required careful planning to ensure continuity of service delivery. Through proactive handovers and succession planning, WCF maintained consistency and avoided disruption for participants.

At the practice level, Support Coordinators have faced difficulties balancing funding periods, budgeting for support coordination hours and managing participant expectations within the changing NDIS environment. Coordinators have met these challenges through transparent communication, strong time management and advocacy; ensuring participants remain informed and supported even when faced with funding limitations.



Our People

Strengthening practice through attracting, retaining and empowering our people



We will provide quality, tailored services that achieve the best outcomes for those who most need them.

At the heart of William Campbell Foundation are the dedicated staff and carers who bring our mission to life every day. The success of our work depends on their professionalism, compassion and commitment. Over the past year, we have focussed on investing in our teams by creating an environment where individuals feel valued, supported and empowered to grow.

By attracting and retaining highly skilled staff and carers, providing relevant learning opportunities, and fostering a culture of collaboration, we continue to strengthen the foundations that enable our organisation to thrive. Together, we are building a workplace where every person feels included, respected and connected to our shared purpose.

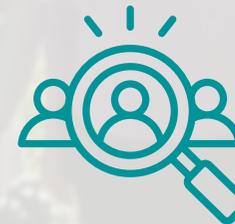
I have always admired what WCF do and feel so very blessed that I am able to apply my experience in the finance industry to an organisation that really makes a difference in the lives of so many young people.

Alicia, Payroll and Accounts Coordinator



77

Permanent Employees



17

New staff recruited



21

Casual Employees

Our People

Development and growth



Alicia Morris
Human Resources
Manager

Throughout the year we continued to build a capable and supported workforce. Recruiting skilled professionals, fostering continuous learning and prioritising staff wellbeing remains central to achieving positive outcomes for the children and young people in our care.

Staff development remained a key priority, with a strong focus on enhancing skills and promoting safe, therapeutic practices. Our Therapeutic Crisis Intervention (TCI) training expanded, equipping staff with evidence-based strategies to prevent and de-escalate crises while fostering safe, supportive environments.

Notably, Tessa Layton, PSP Team Leader, and Shannon Mullaney, Clinical Services Team Leader, achieved TCI Trainer accreditation, enabling them to deliver in-house training and support ongoing staff development.

We also partnered with Curijo and Eleanora de Michele Consultancy to deliver targeted training, including:

- Cultural Learning Journey
- Managing Challenging Conversations

These sessions reinforced our commitment to culturally responsive practice, effective communication, and meaningful engagement with children, young people, carers, and families.

Developing our therapeutic skills to keep kids safe



Staff interacting in a TCI training session. A three day session is held regularly throughout the year for new staff, and a refresher course is held annually for trained staff to further embed our therapeutic practices.

I adore working for WCF because I get to support young people and their families through difficult times. I really enjoy getting to know each and every one of them on a deeper level. It makes a big difference having such a supportive team and agency by my side.

Alysha, NDIS Support Coordinator





Sonia Liddicoat
15 years



Michelle Freitas
15 years



Our People

Celebrating milestones

At William Campbell Foundation we take pride in our staff retention rates. We had a few special milestone anniversaries this year, starting with our CEO celebrating 15 years at WCF.



Aimee Oakes
10 years



Alysha Foard
5 years



Leland Foster
5 years



Jo Gault
5 years

Thank you for your service!



Tessa Layton
5 years



Hayley Munilla
5 years



Alicia Nicol
5 years



Jane Quigan
5 years



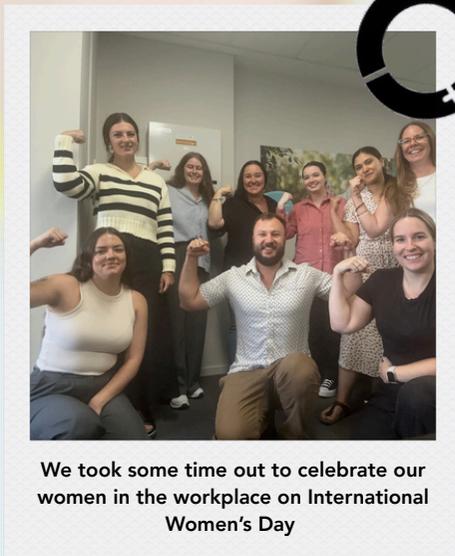
I like working for William Campbell Foundation because I'm passionate about advocating for Children and young people and amplifying their own voices. I enjoy working in such a positive environment with a very supportive team.

Jess, CAR Caseworker

RUOK?



Staff checked in with each other over a coffee for RUOK Day



We took some time out to celebrate our women in the workplace on International Women's Day

International Women's Day



Our People

Workplace wellbeing

Workplace health and safety remained a key area of focus. In September 2024, we conducted a WHS Roadshow, visiting programs across the organisation to engage directly with staff.

These interactive sessions:

- Reviewed WHS fundamentals
- Introduced the new Field Work Safety Policy
- Encouraged open dialogue around safety concerns and improvements

Staff were empowered to raise issues, share ideas, and contribute to a culture of continuous safety improvement.

We will continue to focus on the health and wellbeing of our staff by building on our progress. We will work to:

- Further embed the OCG's Code of Practice
- Strengthen internal policies
- Expand support for staff, children, young people, carers and families

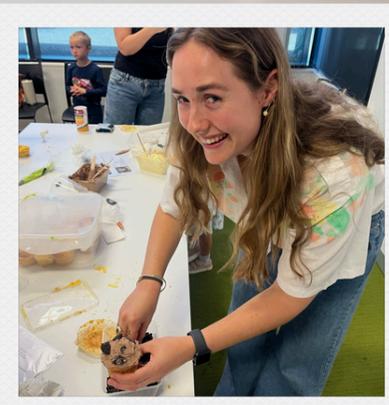
All of which will build the capacity of our teams and partners, fostering safety resilience and positive outcomes for those we support.

Our People

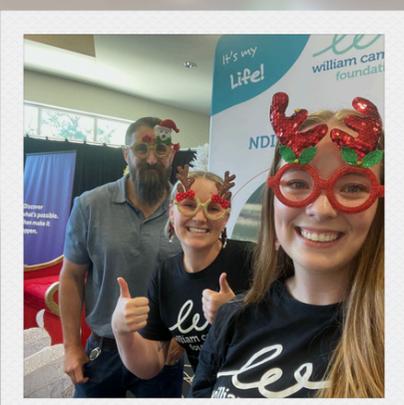
At work and play



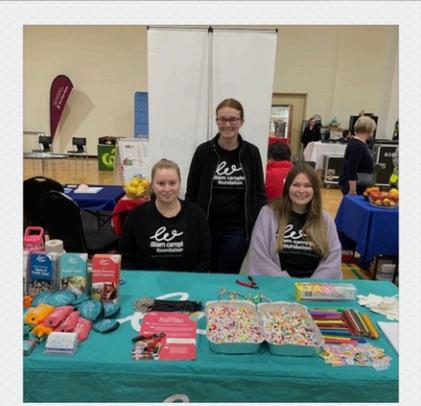
PSP Nowra Team bringing Christmas cheer!



Cupcake decorating at School Holiday Program



NDIS Team having a Merry time.



WCF CAR Team out and about in the community.



A rare sighting of our FSS team together and not out in the field.



Fun with community partners at WCF Family Fun Day.

Community Connections

It takes a village



We actively promote our organisation for the benefit of those we support

Connecting for Purpose

At William Campbell Foundation, we recognise that true impact extends beyond the services we deliver. It is built through the meaningful connections we foster with our communities, partners and stakeholders. Our commitment to community connection means strengthening collaboration, visibility and inclusion, so that more children, young people, families and carers can access the support they need to thrive.

Throughout late 2024 and into 2025, the Communications, Marketing and Engagement Team focused their efforts on building and strengthening relationships, both internally and externally. The team has continued to enhance tools and resources to increase brand awareness, support and drive engagement, fundraising and initiate carer enquiries.

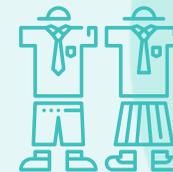
Over the past year, the team has delivered a wide range of marketing and engagement initiatives across multiple platforms, alongside leading key organisational events such as the Family Fun Day, a widely anticipated event that provides a place for carers, kids and WCF staff to strengthen shared relationships by having fun together.



KEY ACHIEVEMENTS



Implemented a new CRM for engagement and fundraising



Facilitated introduction of new uniforms for 2026



Enhanced website to better improve accessibility and engagement



Supported major community events through staff volunteerism



Our Campaigns

Telling an authentic story of compassion through lived experience

Bill's Story

Founded on lived experience

It all started with Bill. His experience as a child in care and his vision for the William Campabell Foundation's purpose and mission. WCF is Bill's vision and his legacy.



Start the conversation

Creating a community of care

Our carers are at the core of our service delivery. Without them, we would be lost. It is through their dedication and caring that our kids are able to learn to live a life filled with possibilities.



It's my life

Accomplishing great things together

We support our NDIS participants to get the best outcomes through support coordination and plan management. Our approach is all about choice, empowerment and individuality. We ask participants to tell us what works for them and do our best to make that happen.



William Campbell College

A year of growth and development



WILLIAM CAMPBELL COLLEGE



We will have a trauma-informed, purpose-built school that provides innovative education and earning in a rural setting.

From strength to strength

In 2024 the school catered for years Kindergarten to Year 6, set on 120 acres of natural land, our campus is located at Nowra Hill. The school is non-denominational and coeducational with a slightly higher ratio of boys to girls.

Most of the students on arrival were performing below the expected age academically and were either school refusers or of low attendance. Therefore, learning programs and individual plans are tailored to meet the needs of the students.

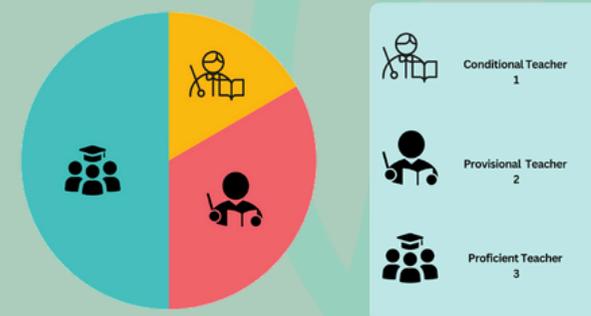
Our dedicated staff

Our staffing at the school is made up of both primary and secondary trained teachers. Teachers undergo additional specialised training to support our students. At our school we embrace all faiths and backgrounds for all our staff and students. We have staff who identify as Aboriginal or Torres Strait Islander, and we continue to encourage applications from First Nations teachers and other staff.



The support and reassurance is second to none. The level of communication and care is superior — I often speak to their teacher or a member of staff daily.
Parent or Carer of a WCC Student

If we struggle with big feelings we get to stay at school and work through it
Year 3 student



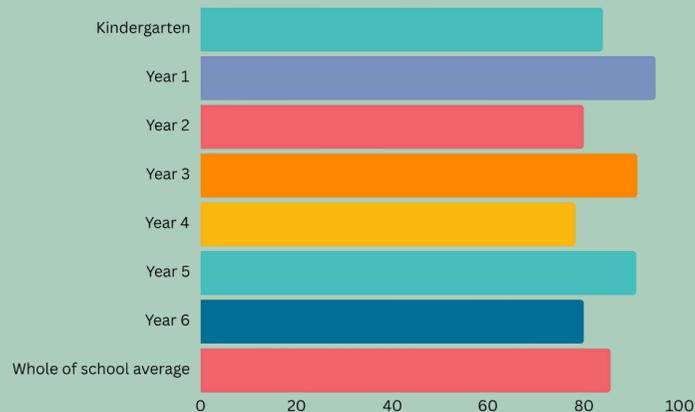
William Campbell College

Making a big impact in kids lives

Attendance Rates

Attendance rates for 2024, like in previous years, change throughout the year. At WCC we have a rolling enrolment practice which creates fluctuations in student enrolment numbers in any given year.

School Attendance Rates



"I love that my child now comes home proud of the work they've achieved at school — we've never had this before."

Parent or Carer of WCC student

"I feel supported at school"

Year 4 student

Year 3 NAPLAN



NAPLAN Participation

2024 marked a significant milestone for William Campbell College. Our first cohort of students participated in the National Assessment Program – Literacy and Numeracy (NAPLAN). This was an exciting and important step forward in the development of our school and its academic journey. We are extremely proud to report that we achieved 100% participation and completion of the NAPLAN testing – a strong testament to the commitment of our students, staff and families in embracing this key aspect of national educational assessment.

Our students' results were significantly below the national average across all assessment areas. These results highlight the ongoing impact of early childhood experiences on student learning and underscore the importance of our targeted educational support. In response, a clear and explicit whole-school learning program has been introduced, placing a strong emphasis on developing foundational skills in literacy and numeracy.

Our response to these results offer an important starting point and will ensure continued improvement from year to year.

Sustainable Impact

Our financial security is fundamental to our ongoing success

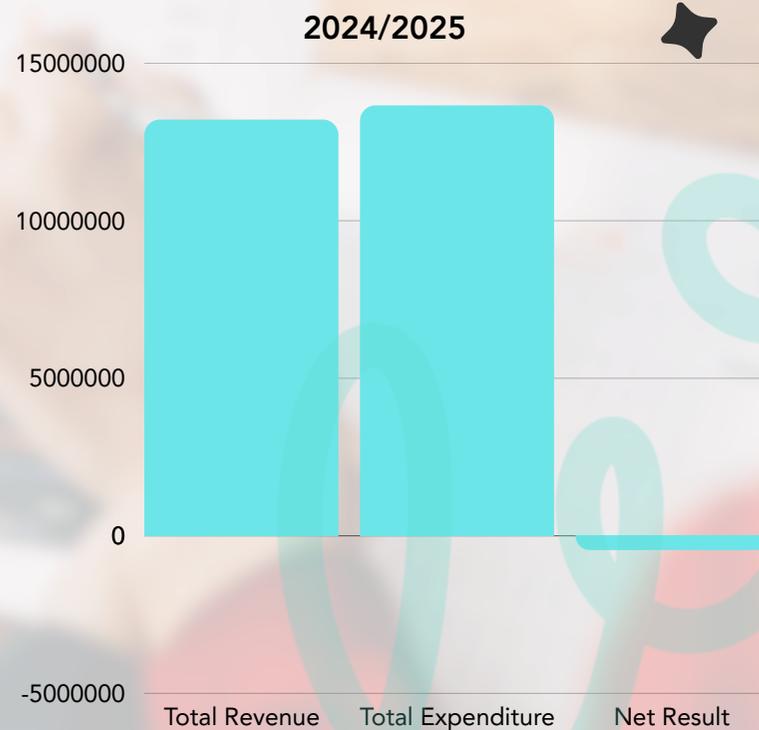


We grow and strengthen to ensure long-term sustainability, supporting families and communities

At William Campbell Foundation, sustainability is about more than financial stability—it's about ensuring our services remain strong, adaptable, and impactful well into the future. By growing our capacity, diversifying our income streams, and embedding efficiency and transparency into all we do, we continue to build a solid foundation that supports children, young people, families, and carers for generations to come.

To achieve this, we are focused on identifying new opportunities to strengthen our revenue base, including the development of a philanthropic giving program to engage supporters and foster community investment. We are also enhancing our internal reporting structures to better understand the relationship between cost, benefit, and program outcomes—ensuring every dollar contributes meaningfully to improved lives and stronger families.

Equally, we remain committed to delivering innovative, evidence-based models of care that are responsive to community needs. Through this blend of strategic growth, financial stewardship, and service excellence, William Campbell Foundation continues to create sustainable impact—building resilience today while securing the future of our mission.

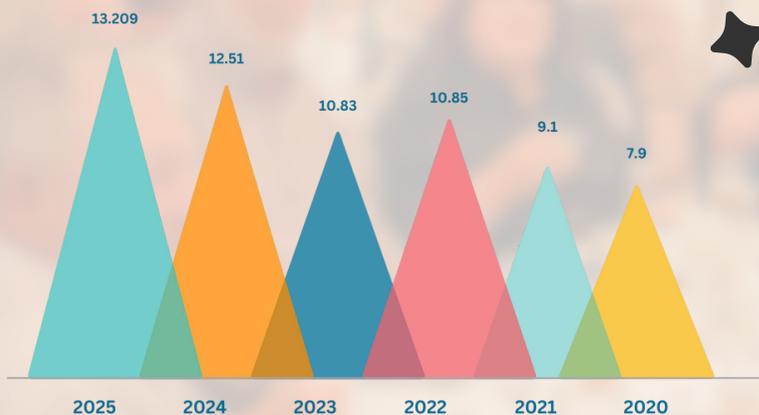




Sustainable Impact

Investing in our future

Revenue from Continuing Operations Financial year



Throughout the year, we continued to invest strategically in our core activities, including:

- Strengthening our foster care, family support and disability programs.
- Advancing educational initiatives and infrastructure at William Campbell College.
- Undertaking detailed cost and resource reviews to improve operational efficiency.
- Developing our new 2025–2030 Strategic Plan to guide long-term sustainability and growth.

To support operational continuity and manage cash flow, we secured overdraft facilities and commenced a financial recovery strategy focused on efficiency, accountability and innovation.

As we look to the year ahead, we remain confident in our strategic direction. Through enhanced cost management, fundraising initiatives, and continued collaboration with funding bodies, we are positioning the Foundation for a more stable and sustainable future.

Our commitment remains clear—to deliver high-quality, trauma-informed care and education while ensuring the long-term financial strength of the organisation. By investing wisely today, we are safeguarding our mission for tomorrow.

Thank You

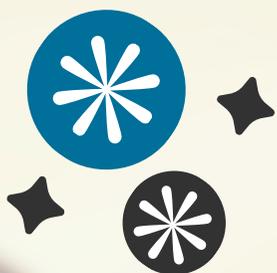
We could not continue to do our work without the generous support of our donors, sponsors and gift givers. Our gratitude is without measure for everything you do to ensure our ongoing ability to help children, young people and families across the Illawarra and Shoalhaven.

We have donors who prefer to remain nameless but are there every year making cash donations in excess of \$10k, \$20k, \$50k. You know who you are and we thank you!

Our sponsors throughout the year who assist us in subsidising school fees for our students, activities for our children and young people in care, and providing cash and gifts in kind to help us maintain the level of care we strive to continue to deliver.

We are fortunate to live in one of the most generous regions in Australia. Our community members, local businesses and government agency partners make what we do possible. We are proud to work together with you. We look forward to building and strengthening our relationships for many years to come.





Our Supporters

Event Sponsors



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foundation**

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