



**Empowering
children
& families**



**MacKillop
Family
Services**



MacKillop Family Services acknowledges Aboriginal* people as Australia's First Peoples and as the Traditional Owners and Custodians of the land on which we live, work and play. We pay our deep respects to Elders past and present and acknowledge all Aboriginal children, young people, families and staff who are a part of MacKillop Family Services. We embrace and commit to the spirit and work of self-determination and reconciliation.

* In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people.

We welcome lesbian, gay, bisexual, trans, gender diverse and intersex (LGBTIQ) people at our services. We pledge to provide inclusive and non-discriminatory services to LGBTIQ clients and are proudly working towards obtaining the Rainbow Tick accreditation.



Supporting young mums

Paige - a young mum with two children under the age of three - had limited access to informal or community supports until she was connected to our *Cradle to Kinder* program.

Cradle to Kinder provides intensive family and early parenting support to young parents aged 25 years and under. The program commences either during pregnancy or just after birth, and provides a flexible service focused on child development until the child turns five. The program supports the family to build resilience and build connections to culture and community. Child safety is a constant focus.

"I can't explain the depth of the support I've received," said Paige. "The program has helped me with everything from connecting me with a sleep school, to helping me access financial assistance for housing and childcare, to dropping

in with a pack of nappies and some clothes for Kody. It's been life-changing."

Paige has also been supported to nurture connection to culture for her children.

"I'm Maori and my partner is Aboriginal. I'm proud of being Maori and I want my kids to be proud of their indigenous culture too, so we're getting help with learning more about the Aboriginal culture. We're going to go to an Aboriginal playgroup, where we can connect with other families, connect with the land and learn songs in traditional language."

Paige is very proud about the support she has been able to provide her children.

"I feel very supported with *Cradle to Kinder*, I wouldn't have gotten to where I am now without them," she said.

Chair Report



The past year has seen MacKillop Family Services involved in many initiatives that have ensured we provide children and families with the support they need. One example is that in the middle of 2018, we were accredited to provide the first ever preschool in Weilmoringle, a community of less than 100 people in the remote central northern region of New South Wales. 151 years earlier our eponymous founder - Saint Mary of the Cross MacKillop - commenced the Sisters of St Joseph with the establishment of a school in Penola, which at the time would have been equally remote.

The connection between these two events is no coincidence. Our work embodies the spirit of the three congregations which came together in 1997 to become the organisation we know today, and we continue to live the values of our courageous and visionary founders in everything we do.

In addition to their commitment to deliver services where the need was greatest, our founders were also known for their leadership and advocacy for those they served. It was therefore fitting that MacKillop hosted its inaugural conference in March this year, exploring child-safe practice beyond the Royal Commission. The conference drew together almost 500 sector representatives to discuss strategies to ensure the learnings from the Royal Commission are not consigned to history, and it demonstrated MacKillop's commitment to leadership in child safety.

Other examples of responding to need include the mergers with St Joseph's Cowper in Grafton, MacKillop Rural Community Services throughout rural and remote New South Wales, and Good Grief, which has an international footprint. The integration of these ministries has meant that the most vulnerable communities across Australia continue to

be supported. Each of the organisations involved has been warmly welcomed into the MacKillop family. Already we have learned so much from each other and benefited from the deep relationships each of the merged entities has with the communities they work with in living out the gospel mission.

The work we do is never easy and managing this growth has placed additional pressures on all our staff. I want to acknowledge and thank them for their efforts, and particularly acknowledge the leadership of Dr Robyn Miller, who has ensured the growth is underpinned by child-focused, family-centred practice.

I also want to thank my fellow Board members for their voluntary commitment to governing the organisation in a period of such unprecedented demand for our work. I particularly acknowledge Colleen O'Dwyer and Terry Burke, who retired from the board after many years of dedicated service at the end of 2017, and Alan Curtain and Trish McNamara, who will retire at the 2018 Annual General Meeting.

This is my final report as Chair of MacKillop, and I want to conclude by acknowledging the thousands of volunteers, donors and other supporters who give so generously to our organisation. One thing I have learned in my four years as Chair is that it takes all of us to create meaningful change. I look forward to your continued support of MacKillop, under the capable leadership of my successor, Brian Keane, and hope that together we can create the best possible future for Australian children and families.

A handwritten signature in black ink that reads "Des Powell". The signature is written in a cursive, flowing style.

Des Powell
Chairperson

CEO Report



It is impossible to reflect on the past year without acknowledging the final report of the Royal Commission into Institutional Responses to Child Sexual Abuse.

Whilst the report encompasses 17 volumes and 409 recommendations, the findings can be distilled to one commitment, 'never again'.

We undertake an enormous responsibility at MacKillop and we are passionate about implementing the child safe standards. We believe every child deserves the best, and the best place for any child is in a supportive and nurturing family.

In this report, we are delighted to share some of the key initiatives we have undertaken to deliver on this belief. You will notice several themes recurring throughout, including the following:

1. A commitment to intervening earlier to strengthen parenting skills and prevent harm. We want to stop children needing to come into care, and work skilfully with their families to enable restoration if it is safe to do so. We are excited at the fantastic outcomes for families through new initiatives such as *Cradle to Kinder*, *Safe Early Years*, and the evidence-based *Multi-Systemic Therapy (MST)* and *Functional Family Therapy* programs.
2. A commitment to cultural safety and the right of our first peoples to self-determination. In the past year, VACCA delivered cultural awareness training to over 300 MacKillop staff, and we are particularly proud of our partnerships with Aboriginal Community Controlled Organisations across all three states in which we work.
3. A commitment to therapeutic practice across all our programs and strengthening our family work. We have focused intensely on staff training and enhancing the clinical expertise of our programs. We have employed Principal Practitioners to strengthen supervision and our support to vulnerable children and families. This

critical initiative would not have been possible without the generous support of our donors, to whom we are eternally grateful.

4. A commitment to education by providing teachers with the skills to engage young people who have been affected by trauma.
 5. A commitment to evaluation, evidence-based practice and enhancing practice quality not only within MacKillop, but across the sector through the establishment of the Sanctuary Institute; embedding the learnings of the Royal Commission through our successful inaugural conference; and our membership of a wide range of peak bodies and advisory groups.
- These positive developments have been achieved through the hard work of our extraordinary staff and 700 foster carers; a commitment to respectful relationships with the people we work with; and strong collaborative leadership and teamwork. I want to acknowledge our 1,200 strong workforce for their unwavering commitment.

I also want to thank the Members of MacKillop, our three founding congregations, our Board and particularly acknowledge our Chair, Des Powell, who is retiring from the Board at this year's Annual General Meeting. Des' contribution over the past four years cannot be overstated and I want to thank him for his wise counsel and generous leadership through a period of extraordinary growth. Des has provided stability and genuine support and guidance in my first two years as CEO.

To all our donors, volunteers and foster carers, thank you once again. The outcomes in this report are a tribute to your dedication and generous support.

Dr Robyn Miller
CEO

MacKillop Family Services Strategic Plan: 2018 – 2020

MacKillop Family Services launched its new Strategic Plan in November 2017, following extensive consultation with staff, volunteers, external stakeholders and donors.

The Strategic Plan was developed in the context of significant government reform and change, both nationally and at a state level in the three states in which we operate programs - New South Wales, Victoria and Western Australia.

The reform of social services is also active across Australia where we provide training and consultation in every state and territory. Our reach has also broadened internationally to include seven countries which use our Good Grief services and resources.

Our Strategic Plan defines a new vision for MacKillop and concentrates on increasing our capacity to reach and support more children, young people and families in a child-safe and culturally-safe way.

Our Vision

All children, young people and families are safe, thriving and connected to culture and community. MacKillop Family Services will care compassionately, respond large-heartedly and advocate courageously.

The three key focus areas outlined in MacKillop's Strategic Plan are:

1. Growing the capacity and reach of programs to empower children, young people and families to be safe, thriving and connected to culture and local community.
2. Being a national leader in the development of research, evidence-based practice and training to shape government initiatives and improve outcomes.
3. Deepening our commitment to cultural safety and expanding our support for Aboriginal self-determination and reconciliation through our connection with Aboriginal Community Controlled Organisations (ACCOs) and responding to invitations from local Aboriginal communities to build respectful partnerships.

We will seek to achieve these outcomes by:

1. Listening deeply and responding meaningfully to the voices of the people we serve
2. Building a trusted, sustainable and integrated organisation
3. Ensuring we have robust and reliable systems to enhance the quality of our practice
4. Attracting, developing and retaining the best people.





Families helping other families to thrive

A new program developed by The Australian Centre for Social Innovation (TACSI), in partnership with MacKillop, is helping children thrive by strengthening the relationship between birth parents and foster carers.

Sydney-based carers, Tracy and John Connolly, volunteered to participate in the pilot of the *Co-parenthood* program as they have always been committed to working with birth parents for the benefit of the children.

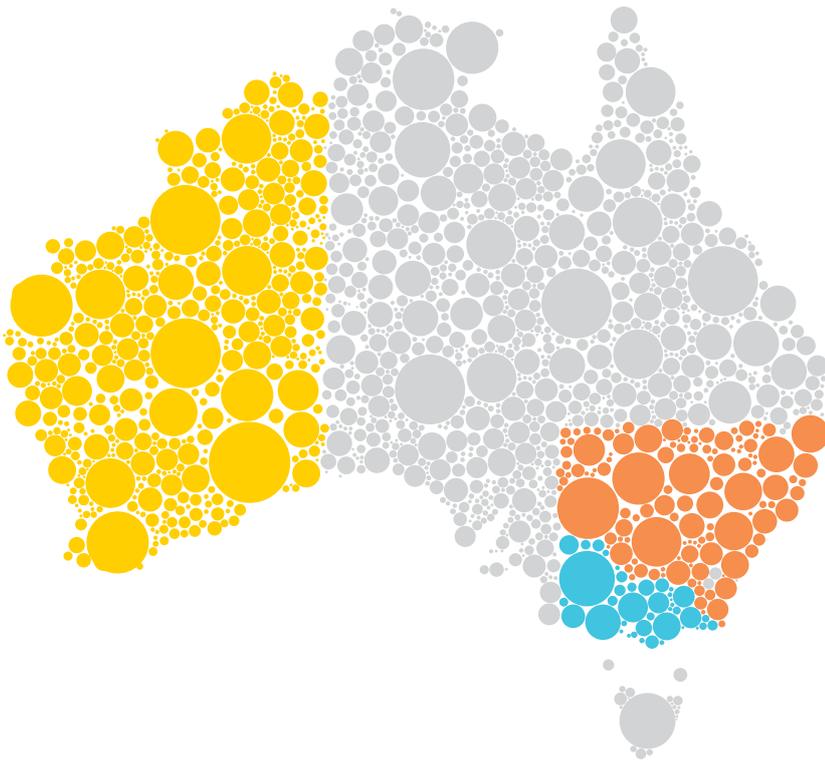
“Co-parenting is exactly what it says”, said Tracy. “It’s a new approach to foster care where parents, carers, case workers and the children work together so that children can return home, and stay home over the long term.”

The *Co-parenthood* program connects families to the supports they need to ensure they are safe and can heal from trauma. But its greatest benefit is that by strengthening the relationship between carers and birth families, it ensures there is ongoing guidance and support when the child returns home.

In the words of TACSI’s Lauren Weinstein, “the teams that have worked together to create *Co-parenthood* believe it’s more than just a service. It’s a movement of families helping other families to thrive.”

We gratefully acknowledge the Sidney Myer Fund for their support in funding the development of the *Co-parenthood* model. In 2018/19, in furtherance of Goal three of our Strategic Plan, we are designing a *Co-parenthood* model focused on reuniting Aboriginal families, with the generous support of the CAGES Foundation.

Where we are



Victoria

South Melbourne Hamilton
Bendigo Maidstone
Broadmeadows Melton
Footscray Preston
Forest Hill Warrnambool
Geelong Wodonga

New South Wales

Sydney Coonamble
Balranald Dubbo
Bateman's Bay Grafton
Bega Gulargambone
Bombala Lightning Ridge
Bourke Nowra
Brewarrina Nyngan
Cobar Walgett
Cooma Warren
Coonabarabran Wollongong

Western Australia

West Perth South Hedland
Bunbury Roebourne

47

offices

across NSW, WA
and VIC

70

homes

for young people in
NSW, WA and VIC

2

alternative

education schools

1200+

staff

701

foster carers

Our impact

We supported

1000+

young people

in out of home care
(foster care and residential care)

5500+

families

with early intervention
and parenting
supports

384

young people

with alternative
education

1000

people

with disability support

760

former residents

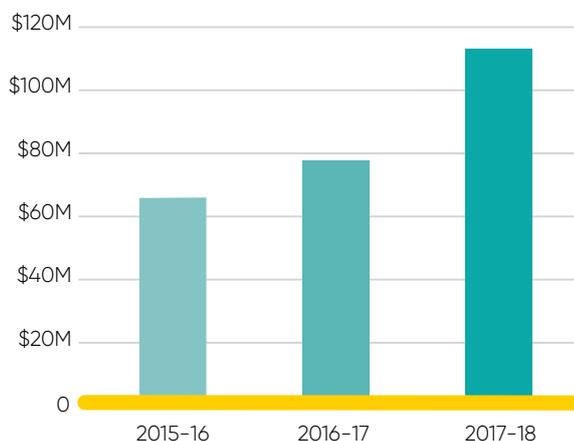
to access their records
resulting in 10 family
re-connections

310

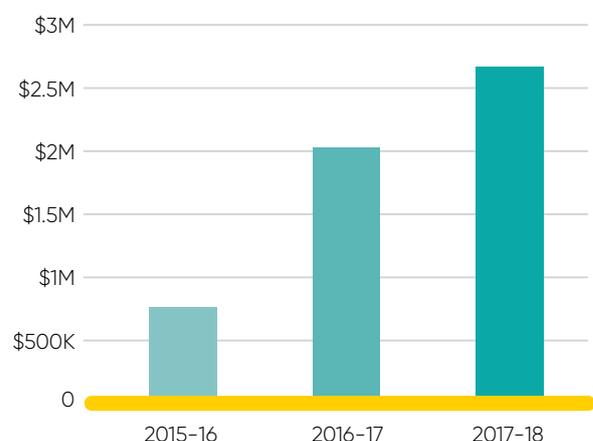
young people

experiencing
homelessness

Revenue growth



Fundraising and Philanthropy growth



Innovative program delivers therapeutic response

Kelly was exhausted when she relocated to Victoria with her newborn son. It had taken great courage and strength to leave a violent relationship with her former partner and after arriving in Victoria, Kelly needed support to create the life she wanted with her son.

The combination of the family breakdown, interstate travel, court proceedings, her inability to work, and caring for a newborn child impacted Kelly's social, emotional and financial wellbeing. She sought help and was connected with *Safe Early Years*, a program run by MacKillop Family Services to support young women recovering from family violence.

During her time with the program, Kelly was regularly visited by a Therapeutic Family Worker and a Maternal Child Health Nurse. The program helped her explore difficult emotions, reinforce self-care strategies and plan for the safety of her and her son. Kelly was also connected to financial and housing support, enabling her to move to independent living for the first time since her son was born.

"The *Safe Early Years* team helped us to find a home and get back on track. They helped us rebuild our lives and ensure we were safe. I will always be grateful to MacKillop," Kelly said

Safe Early Years is an innovative program designed by MacKillop that delivers therapeutic interventions for family violence victim survivors. In partnership with the Queen Elizabeth Centre and the Victorian Aboriginal Child Care Agency, we engage young women and their preschool children escaping from violence who want to work on their family and parenting skills. We also have a father outreach worker in the program.



Leading innovation

In March 2018, MacKillop held its inaugural conference - *Child Safe Organisations: Prevention and Practice Beyond the Royal Commission*. Almost 500 delegates attended the conference at the MCG, designed to explore evidence-based strategies to prevent child sexual abuse in the wake of the Royal Commission into Institutional responses to Child Sexual Abuse, and investigate cutting-edge approaches to child-safe practice.

The list of keynote speakers included Robert Fitzgerald AM, who shared the key learnings from his five years as a Commissioner at the Royal Commission. Bringing together managers and practitioners in the child and family sector, along with educators, researchers and policy-makers, the conference focused on strategies to promote child safety within organisations, and explored the long-term behavioural impact of childhood trauma.

At the conference, MacKillop launched an innovative new research project which will explore strategies to prevent young people living in out of home care being sexually exploited by adult perpetrators, and prevent harmful sexual behaviour between young people. The *Respecting Sexual Safety* project is being piloted in four homes and we will be seeking to publish findings from the research in 2019 in partnership with the University of Melbourne.

Our focus on research is evident in several research projects currently underway with

Monash University. We have established two Ph.D scholarship projects through Monash University to evaluate the impact of Sanctuary, our trauma-informed framework, and we continue our ongoing evaluation of *Cradle to Kinder* in the Loddon, Ovens Murray and Eastern metropolitan regions.

MacKillop is also leading innovation in data management. In 2017-18, we further developed our customised case management system - EDDI - which now provides an integrated enterprise solution to support evidence-based practice, outcome measurement and case management in the community sector. In the past year alone, 14 new EDDI modules were developed. At the time of writing there are more than 2,000 users of EDDI in the child, youth and families sector, across 33 community service organisations.

MacKillop continues to engage in an extensive range of governance groups and advisory committees to inform and influence policy and evidence-based research. These include:

- Our CEO is a board member of Catholic Professional Standards Ltd (set up in response to the Royal Commission, to lead change and audit child safe standards in Catholic entities nationally) and Catholic Social Services Australia
- Our CEO chaired the Protective Schools Taskforce, reporting to the Victorian Minister for Education about strategies to make Victorian schools safe

- Roadmap for Reform Ministerial Advisory Group and Learning System and Practice Implementation Group (Vic)
- Association of Children's Welfare Agencies (ACWA) board
- Aboriginal Children's Forum
- Department of Family and Community Services Co-commissioning Working Group (NSW)
- DHHS Family Services Outcomes Working Group on the development of an outcomes monitoring framework
- Quality Assurance Framework Local Implementation Team (NSW)
- VCOSS / Centre for Excellence Redress Roundtable, focusing on the development of organisational systems of redress and current developments in Victoria and nationally regarding government-led redress schemes
- National Therapeutic Residential Care Alliance
- Catholic Social Services Victoria Policy and Advocacy Committee
- Fostering Connections Governance Committee
- HomeStretch Campaign Advisory Committee
- Family Safety Victoria Faith-based family violence service provider network chaired by Commissioner for Gender and Sexuality
- Catholic Social Services Victoria Working Group on responding to sexual abuse of children within the Church
- National Coalition meeting - 4th Action Plan of the National Framework for Protecting Australia's Children 2009 - 2020, Canberra
- Consultation regarding the Child Information-Sharing (Vic) changes to be implemented in September 2018

Sanctuary Institute Australia

Launched in 2017, the Sanctuary Institute Australia is the only accredited Sanctuary Model training and consultancy service provider in Australia. At MacKillop, Sanctuary is embedded in all our policies, procedures and practices, and underpins all service delivery. It ensures we operate from a therapeutic framework grounded in trauma, attachment, child/adolescent development, reflective and evidence-based practice.

The Sanctuary Institute held its first Network Day in March 2018. The Institute also commenced a national tour, which will visit Brisbane, Sydney, Adelaide, Perth and Melbourne in 2018/2019. This two-day seminar explains how the Sanctuary Model creates safer, more inclusive and healthier cultures in schools, community service organisations and the broader community. In 2017-18, the Sanctuary Institute continued to support five organisations towards Sanctuary accreditation. The team also worked closely with our Education services to develop RELATE (Rethinking Learning and Teaching Environments) which provides a trauma-informed framework linked to the Australian education curriculum. A suite of resources has been developed to support the implementation of RELATE.

We have also started working with Monash University and are engaging two PhD scholarship students to focus on building an enhanced evidence-base for the Sanctuary Model.





The impact of Sanctuary

Anglicare NSW South, NSW West and ACT became interested in the Sanctuary Model when they were looking for a framework to support them to build safe communities to help people heal from trauma. Over the past year, Anglicare has worked closely with two Sanctuary consultants who have introduced the Sanctuary Model to staff and supported the organisation to embed the Sanctuary commitments.

“Not all our workforce is trained yet, but we have staff trained in Sanctuary at each of our sites, and we have already started to notice significant differences, noticeably in the way we communicate,” said Ann Ponsonby, Executive Manager of Business Development and Innovation.

“Sanctuary has helped us think about the language we use and how it impacts on those around us, and it encourages deeper conversations and reflection on the work we do. Staff have started to embrace the concept of self-care and are more closely attuned to self-care plans. Sanctuary teaches us it is vital for staff to remain well and healthy themselves, to be able to take care of the people they work with,” Ann said.

In 2017-18, MacKillop and Anglicare partnered and received funding to deliver the *Intensive Therapeutic Care* program in NSW.

“Sanctuary has provided both organisations with a shared language and a common understanding of trauma, its impact on behaviour and how to respond, which gives us an automatic advantage in working together in the provision of intensive therapeutic care,” Ann said.

Building community connections for families

In June 2018, a heavily pregnant Nataye and her three other children were referred to MacKillop's *Engaging Melton Families* team by the childrens' school counsellor. They had recently left a violent home and were in urgent need of permanent accommodation, furniture, baby items and winter clothing.

Kylie Maxfield, Engaging Melton Families Worker, met with Nataye and immediately set to work. She organised an appointment with Salvation Army Social Housing & Support, sourced essential baby items from Geelong Mums, advocated with the local maternity hospital for an enhanced maternal health nurse, and facilitated an introduction to Western Emergency Relief Network, who donated beds, blankets, kitchen items and essential furniture.

"Nataye is a very determined, resilient and caring mother with a beautiful family", said Kylie. "Now they are feeling more secure, Nataye and her kids are able to see a future for themselves."

"I am so thankful to MacKillop", said Nataye. "Without Kylie's support I wouldn't be where I am today. With my immediate material needs for my family taken care of, and a local support network established, I can now focus on my longer-term goals, which include studying for a certificate in disability care, finding work in this field, getting my driver's licence and obtaining Australian citizenship."

MacKillop continues to support Nataye and her family, providing child-focused and family-centred assistance with an emphasis on empowerment.

Engaging Melton Families is delivered in partnership with the Victorian Aboriginal Child Care Agency (VACCA).





Children, youth and family

Some families experience complex issues that lead to unsafe and unstable home environments. Without appropriate supports, these vulnerable families are unable to ensure the safety and wellbeing of their children.

MacKillop works with families who are seeking to address these complex issues. We collaborate with other organisations, and help engage extended family and the broader community to create safe and stable environments, where all family members are supported to reach their goals.

Where children and young people are temporarily unable to live with their families, we provide care in a safe and stable home environment and help them to either transition to independent living or return to their family when appropriate. In all cases, our goal is to ensure they are well placed to look after their health and wellbeing and develop into capable adults.

All of our children, youth and family services are child-focused and family-centred, and are built on a foundation of cultural safety.

Supporting families

Highlights of the year include:

- Implementing *Cradle to Kinder* in the Loddon, Ovens-Murray and inner Eastern regions of Victoria, with partners Bendigo Community Health Services, Catholic Care Sandhurst, Gateway Health and Mercy Health. This evidence-informed program has

supported over 100 babies at serious risk and their parents to care for their 0-5 year-old children. The outstanding outcomes achieved have resulted in an extension of funding for a further two years

- Commencing *Safe Early Years* in the southern metropolitan region of Victoria. Delivered in partnership with QEC and VACCA, the program has supported 90 young families who have experienced violence in the home to restore and strengthen the family unit, with a focus on building positive and safe relationships (see case study on p10)
- Launching *Functional Family Therapy - Child Welfare* (FFT) in Wollongong, Nowra and Western Sydney. FFT has supported over 350 families, with 40% of participating families identifying as Aboriginal
- Commencing the *Indigenous Healing Service* in Port Hedland (WA) in partnership with Wirraka Maya to provide therapeutic care to children, young people and families affected by child sexual abuse and/or family violence
- Launching *Family Futures* at our Family Relationship Centre in Broadmeadows (Vic), providing culturally-safe support to over 300 multicultural and indigenous families who are separated or at risk of separation, and are facing family violence

- Receiving additional funding to continue *Parents as First Teachers* in rural NSW, to support families with young children to nurture their child's healthy development
- Extending the *Families NSW* service for an additional three years to provide early intervention support for expecting families or families with young children in rural NSW
- Participating in a new *Integrated Family Services* program in Melbourne's western region to support families to stay together or work towards reunification
- Introducing *Family Focus MST* in partnership with VACCA and Wathaurong (an Aboriginal Community-Controlled Organisation in Barwon) which supports 16 families in Melbourne's Metro West and Geelong to create positive lasting change. This evidence-based program aims to prevent young people entering residential care

respond to family violence, an increasing issue for young people facing homelessness

- Supporting 138 young people in the early stages of family breakdown across Geelong and rural NSW through the *Reconnect* program. As a result of the outcomes achieved, *Reconnect* has received a further three years of Federal government funding.

Providing nurturing homes for children and young people

Highlights of the year include:

- Launching a comprehensive review of every young person in residential care with MacKillop in Victoria. The review - called *Outcomes 100* - will inform recommendations to enhance residential care and have direct influence on our approach to each young person
- Enhancing therapeutic practice across all out of home care services by appointing four Principal Practitioners to support front-line staff
- Partnering with Anglicare to establish a new *Intensive Therapeutic Care* program in Blacktown, Liverpool and Queanbeyan and also delivering the program in Lismore. This will enable us to deliver trauma-informed care to an additional 96 young people in NSW over the next year
- Reforming our foster care program and supporting our foster carers to respond to the new Permanency Support Program in NSW
- Establishing new residential care homes in Bendigo and Geelong, and live-in carer homes in Bendigo and Echuca, supporting an additional 19 young people in care
- Launching a new *Co-parenthood* model in partnership with TACSI (see case study on p7)
- Supporting children in care to connect with their families, resulting in 170 family reunifications
- Centralising our foster care recruitment team in Victoria and appointing an Enquiry Line Operator

“ Routine and a structured environment are key...It took months for me to see the wall come down with Jake*, for him to feel safe and to have that glimmer of hope in his eyes. ”

Foster carer, Grafton

**name changed to protect identity*

Tackling youth homelessness

Highlights of the year include:

- Introducing a family finding model to build support networks for vulnerable young people and reduce their risk of homelessness
- Strengthening the capacity of staff in our homelessness programs in Western Sydney to

- Continuing to grow our After-Hours service. The team supports clients and foster carers across NSW, VIC and WA and provides after-hours support to external agencies
- Formalising our agreement with Woolkabunging Kiaka Inc to provide *Other Home Care*, a culturally-safe program to support Aboriginal children in South-West WA
- Winning the Award for Excellence in Innovation at the 2018 Resi Rocks Awards for our Equine-Assisted Social and Emotional Learning hub in Barwon South West
- Participating in the Department of Health and Human Services' Therapeutic Life Story Work project. The initiative has resulted in less absconding, a greater understanding by Police of the impact of trauma, and more trust built between the Police and young people in care
- Operating *NEWPIN* in our mums and bubs home in Melbourne's Eastern division. The program has supported two children to stay with their mothers and is supporting two young mums to reunify their family
- Achieving an average rating of 3.5 out of 4 across all Victorian residential care homes in Department of Health and Human Services unannounced audits
- Delivering residential care to young people in Grafton for the first time, as a result of a merger with St Joseph's Cowper. The eight young people were previously supported in a group home setting and now live across five houses within the community.

Future Focus

- Building on the evidence-base from our new programs to expand the reach of our early intervention programs across Australia
- Successfully implementing the *Intensive Therapeutic Care* program in NSW
- Drawing on the learnings of Outcomes 100 to enhance our approach to residential care
- Transitioning Aboriginal young people in our care to the case management of Aboriginal Community Controlled Organisations
- Building the capacity of our After-Hours Service to meet the growth in demand across MacKillop
- Enhancing support to families in Melbourne's west by being part of the new Melton Health and Community Hub, where a range of services will be co-located
- Growing our capacity to provide therapeutic support to children, young people and families affected by trauma
- Completing a transfer of business with South West Emergency Care for Children (SWECC) which provides crisis relief for families in south west WA.

“While I've been with MacKillop I've had a case manager who actually listens and cares. To him I'm not just another person with issues that isn't worth the time. I'm a person who needs to be listened to and helped and thanks to MacKillop, I'm getting that help.”

Young person in care, WA

The impact of stability and therapeutic support

Twin sisters Lisa* and Rachel* entered MacKillop's Sibling Sanctuary home four years ago, at the age of 10. The girls had experienced a chaotic early life and had been in care since they were four, moving through seven different residential care facilities before coming to MacKillop.

"For the first time, we feel like we have a home and we don't have to worry about when we will be moved to the next house," Lisa said.

When they arrived, the girls were constantly fighting and were violent towards each other and staff. The first non-negotiable rule established in the house was the Sanctuary commitment of non-violence. Despite early difficulties, staff began to slowly see a change in the girls' behaviour. They encouraged the girls to think about their emotions and how their words and actions impacted on others.

Before long, violent incidents, which had occurred almost daily, began to reduce and there has been no violence at all in the home in the last eighteen months. The girls have learned how to talk respectfully to each other and best of all, they have learned how to articulate their feelings. If something gets too much, the sisters have learned to remove themselves from a volatile situation.

Both are now attending school regularly and have developed a relationship with their extended family. The team have worked closely with the girls to foster their connection with their family and culture.

**Names changed to protect identity*



Education

Many of the young people and children we work with are disengaged from mainstream education. They need a safe space, where there is a deep understanding of the impact of trauma on their behaviour, before they can begin to heal, grow and re-engage in learning.

Recognising that education is not a 'one size fits all' mechanism is a key strength of MacKillop's education program. We support each child to find their individual path to learning.

Utilising RELATE, a framework informed by Sanctuary staff in our Maidstone and Geelong campuses focus on the individual needs of each student. The framework helps to create a safe and engaging environment where all students are supported to engage with their education.

This year our education provision has been strengthened by the addition of the Good Grief suite of programs which deliver evidence-based grief and loss education programs and training in Australia and overseas. The Good Grief programs are designed to assist children, young people and adults to understand their experience and attend well to their grief following major loss experiences.

Highlights of the year

- Successfully transitioning three students from our Maidstone Primary School campus back to their host school
- Developing and implementing the Respectful Relationships Curriculum (a key recommendation of the Royal Commission into Family Violence)
- Establishing the MacKillop Café, run by VCAL students at our Geelong campus
- Coordinating professional development in trauma-informed approaches to education for Victorian-based Government and Catholic Schools, including a cybersafety workshop for 60 teaching staff, thanks to the support of the Sidney Myer Fund
- Successfully producing *Alice in Whittington*, a play based on Alice in Wonderland, which talked about the key themes of the Sanctuary Model. Students were involved in every aspect of the production, from writing to acting, set and costume design, sound and lighting
- Enhancing our students' knowledge and understanding of Aboriginal culture through the *Identity, Culture and Creativity Project*, funded with the generous support of the Tee-Up for Kids Foundation and Bendigo Bank
- Achieving accreditation for the Gidgee Preschool, a new preschool for 3-5 year old children in the remote community of Weilmoringle in northwest NSW

“

I'm not the only person struggling and having a hard time. I have support. I'm not the only one.

11 year old participant in Good Grief's Seasons for Growth ”

- Coordinating 32 in-school student interventions through the *School-Focused Youth Service*, including therapeutic art, group and individual mentoring, martial arts therapy, anger management programs and anti-bullying programs. The program has supported 221 students and 18 schools
- Coordinating Student Wellbeing Networks in the cities of Moonee Valley, Maribyrnong and Melbourne
- Increasing the capacity of our education outreach program (CIRC), which now provides education to 75 young people living in residential care
- Introducing animal-assisted learning in our education outreach program
- Good Grief's *Seasons for Growth* program was selected as an impact case study for the Australian Research Council's Excellence in Research for Australia (ERA) round 2018
- Delivering training for *Seasons for Healing* in Alice Springs, Echuca, Bendigo, and North Sydney, and for the Indigenous Unit at James Cook University. Delivered by Good Grief, *Seasons for Healing* is a culturally-appropriate, small group education program for Aboriginal and Torres Strait Islander adults who are managing experiences of change, loss and grief
- Conducting the Good Grief Connections conference in Sydney, ACT and Melbourne with keynote speakers Prof Anne Graham and Dr Robyn Miller. 185 delegates attended this half-day conference aimed at educating professionals about the impact of grief, loss and trauma
- Presenting at the Generation Next Conferences - Youth Mental Health in Brisbane, ACT, Perth and Melbourne
- Launching the evaluation of the *Seasons for Growth Children and Young People's* program (3rd edition) by James Cook University. The evaluation captured pre and post program data and introduced a standard quality of life measure for children and adolescents (KIDSCREEN).

Future Focus

- Partnering with Catholic Education Melbourne to expand our specialist services and provide professional development to Catholic Schools across Victoria
- Continuing to run peer-to-peer education for educators in mainstream education settings, based on the experiences of the teachers in our specialist schools
- Supporting Case Managers and Residential Care staff with strategies to engage young people living in residential care with education
- Seeking philanthropic funding to continue to develop and implement animal-assisted learning initiatives for students disengaged from education
- Increasing the reach of the *Seasons for Growth Children and Young People's* program and expanding it to existing clients of MacKillop programs
- Continuing to build the international partnerships and reach of our Good Grief programs
- Providing RELATE training - a whole of school approach to teaching children who have experienced trauma - to schools in the Northern Territory.





From overwhelmed to excited

12-year-old Zack is excited about going to high school next year, but it hasn't always been this way.

When he was in grade three of his mainstream school, Zack refused to enter the classroom as he found the environment of a class of 28 overwhelming. Teachers tried everything to help him, including erecting a screen around his desk to shield him from the rest of the class. Zack spent the rest of the year hiding behind the screen.

In grade four, Zack completely disengaged from school. In that year, he spent less than one term in the classroom. It was heartbreaking for his parents and teachers to see him struggle so much.

Since securing a place at the Maidstone Primary School, Zack has thrived.

He is now completely engaged with his education and refers to his classmates as his friends, which he never did before. Where before he felt different and excluded, now he is happy to be involved in all activities. Through the Sanctuary Model, Zack has learned to express his feelings and choose the strategies that will help him cope. His teachers listen carefully to him and Zack is thinking about a future where he would like to join the police force or become a teacher to help kids like himself.

"He is my happy, cheeky bubbly boy again, we got him back when he went to MacKillop," said Kim, Zack's mother.

Living the amazing life he deserves

Xander is an eight-year old boy who lives in the remote town of Walgett, in NSW. When his Mum, Kylie, was 20 weeks pregnant, Xander was diagnosed with hydrocephalus (an accumulation of fluid in the brain). All his life, he has encountered barriers and his family have struggled to find the support they needed due to his complex disability.

Four years ago, the MacKillop Rural early childhood intervention and therapy support team started supporting Xander and his family, providing therapy sessions developed by local physiotherapists and occupational therapists, and working on an NDIS plan to get Xander a wheelchair and other aides.

“Even when he started school two years ago he attended in a standard stroller as the family could not gain access for a wheelchair and did not have the \$10,000 it would cost to purchase a chair suitable to his needs”, said Tanya Whitley, early intervention worker.

After supporting Xander and his family to develop an NDIS plan, a new walker was delivered along with a new bathroom commode, car seat and all-terrain chair.

“You can imagine Xander and his Mum’s face”, said Tanya, “they were so excited. It was a really special day thanks to the NDIS, his occupational therapist and the MacKillop early intervention team pushing for Xander to have access to equipment which will help him live the amazing life he deserves,” she said.



Disability

MacKillop's Disability Services support children and young people with a disability and their families through a range of tailored services. In the past year, our disability services assisted over 1,000 children, young people and their families through innovative and participant-focused case management, community inclusion, capacity-building programs, respite, recreation and supported accommodation.

At MacKillop, our approach is respectful, friendly and professional. We are committed to empowering young people and adults to live the life they choose.

Highlights of the year

- Welcoming the adult disability services and early childhood intervention and therapy support teams of MacKillop Rural Community Services, with operations based in Balranald and north-west NSW
- Acquiring new funding to deliver National Disability Insurance Scheme (NDIS) services in rural NSW
- Transitioning all our adult disability clients in Balranald to the NDIS
- Supporting and advocating for 160 children with a disability or development delay and their families in NSW
- Hosting 76 camps and recreational activities for 148 children and teenagers with a disability

- Supporting 27 young people with the *SiBz* program - providing emotional and recreational opportunities for the siblings of children and young people with a disability
- Providing NDIS support coordination to 29 clients in Barwon and seven clients in Melbourne
- Providing flexible support packages and case management to more than 80 families in western Melbourne
- Delivering training to the Outside School Hours Care (OSHC) mainstream service sector to be better equipped to support children with disabilities
- Managing 521 Intake Team enquiries - part of MacKillop's *Disability Planning and Support* services in western Melbourne.

Future Focus

- Continuing to support clients with the transition to the competitive marketplace created by the NDIS, and building our organisational capacity to operate effectively in the new market, without sacrificing the unique characteristics of our longstanding programs
- Drawing on our experiences of working in remote communities across NSW to advocate for better outcomes for children, young people and families living with a disability in these regions under the NDIS model

Heritage and Information Service

The Heritage and Information Service preserves the records of children who grew up in the orphanages of our founding agencies and provides supported release of records to former residents and their family members. The service reconnects former residents with each other and with separated family members.

Highlights of the year

- Assisting with the release of 760 records and facilitating 10 family re-connections
- Supporting former residents to share their experiences with the Royal Commission into Institutional Responses to Child Sexual Abuse
- Running a Masterclass - *Finding identity and family: Learnings from 20 years of supporting people to access childhood records* - at the MacKillop conference. The Masterclass shared best-practice approaches in contemporary record-keeping practice
- Hosting a Christmas party for the former residents of the St Vincent's Boys' Orphanage, reconnecting over 100 men and their families
- Opening the Heritage Display to the public for Open House Melbourne in July 2018. Former residents shared their stories with the 200 participants who attended the opening and gave a vivid picture of their lives growing up in an orphanage
- Providing guidance and information to the Healing Foundation, a national

Aboriginal and Torres Strait Islander organisation that is seeking to develop a supported record release process for Stolen Generation records

- Jenny Glare, the General Manager of the Heritage Service was presented with the *HESTA Unsung Hero* award, which recognises an individual in the community sector who has made an exceptional contribution to social justice in Australia, by enhancing the wellbeing of individuals or communities experiencing disadvantage

Future Focus

- Drawing on our experience in supported release of records to develop a training program to enhance the skills of present day staff in recording the lives of the children and young people in our care
- Standing in solidarity with care leavers impacted by child sexual abuse by hosting events across all MacKillop sites to recognise the National Apology on 22 October 2018
- Resourcing the team to meet the increase in demand prompted by the conclusion of the Royal Commission and the launch of the National Redress Scheme
- Implementing an oral history and videography project to capture the stories of former residents to ensure their stories are never forgotten





Understanding our family through records

"I was always intrigued by a photo that mum had kept hidden for years. It showed a little girl wearing a bonnet, and there was writing on the back in a language I couldn't understand," Maria Canzano said.

After receiving a letter from State Trustees seeking to find family members of Anna Homzova, the suspicions of Maria and her sister Nora (pictured) were confirmed. They had another sister they had never known about.

With the support of relatives, Maria discovered the photo - destined for her grandmother and signed by her mother - was dated 1 November 1953 and said, "From your loving granddaughter, Anna."

"I'm sure the photo is of my sister, the little baby dubbed 'Little Ship Mite' by the Captain of the ship on which she was born during the journey from Czechoslovakia to Australia," Maria said.

After their brother, Steven, found a newspaper photo of their mum arriving with Anna in her arms, Maria and Nora sought out more information and discovered Anna was admitted to St Joseph's Baby Home in 1953. After several sessions working through Anna's records with MacKillop's Heritage team, Maria and Nora began to piece together their sister's life.

"MacKillop helped me make sense of the records. We became part of the story as it unfolded," Maria said.

Despite having mixed feelings about investigating a previously unknown part of her mother's life, the more Maria learned the more she knew she needed to finish the puzzle.

"It's like starting a book, getting half way through it then putting it down. I have to finish the story," Maria said. "I simply could not have done this without the support of the Heritage team."

Instilling a culture of safety across MacKillop

As MacKillop's Wellbeing and Safety Manager, Roland Fielding is tasked with strengthening the safety of both the children, young people and families we work with, and our staff.

"Client safety is critically important, but staff safety is also a priority. It's not just about having fire extinguishers on hand and sitting correctly at our desks. It's about instilling a culture of safety in everything we do," he says.

MacKillop's trauma-informed framework, Sanctuary, has provided Roland with a strong foundation to maintain an unrelenting focus on safety. "Safety, open communication and emotional intelligence are three of the seven commitments of Sanctuary. These are all elements required for ensuring the safety of our staff, and the people we work with," Roland said.

To increase the safety of our staff and the young people we care for, MacKillop has committed to training all residential care staff in the Therapeutic Crisis Intervention (TCI) system. We have enhanced our induction program by including additional mandatory training requirements and introduced formalised shadow shifts to provide peer to peer training.

"TCI training ensures all residential care workers have the skills they need to recognise a trigger and support the young person to regulate or de-escalate their emotions."

"This creates a preventative model that increases the emotional intelligence of the children we work with, and safety for both the children and staff," Roland said.



The foundations of our work

Often unseen in the background, our support staff develop initiatives, systems and projects that support our frontline staff to empower children, young people and families across all our services in NSW, VIC and WA.

We are committed to the professional development of staff and in 2017-18, we launched a broad range of new training opportunities for staff to strengthen their skills and provide high quality, therapeutic and trauma-informed support.

We have also undertaken significant development of our systems and processes to reduce the administrative requirements on frontline staff and maximise efficiencies across our services.

Our focus on deepening our engagement with community and realigning our brand to reflect the environment we work in, the services we deliver, and what we stand for has supported the growth of the organisation and the introduction of MacKillop Family Services to new communities.

Highlights of the year

- Launching our new brand in November 2017. The new brand resulted in a new vision statement for MacKillop, a brand strategy that responds to the future challenges in our sector, and a refreshed visual style
- Strengthening staff safety by supporting over 160 staff to complete TCI training and launching an Operational Safety and Quality Framework
- Updating our induction program for all staff and developing a specialised induction program for residential care workers that incorporates additional training to ensure their safety
- Introducing regular group supervisions delivered by the CEO and supported by the Learning and Development team for Area Managers, Coordinators, House Supervisors and Therapeutic Practitioners in Victoria's out of home care program
- Partnering with the Bouverie Centre to offer Family Sensitive Case Management training to all out of home care staff, to enhance their skills at engaging the families of the young people in our care
- Developing a program to centralise the recruitment and onboarding, compliance monitoring, group supervision and rostering of all casual staff in Victoria's out of home care programs
- Continuing our *Koorie Youth Traineeship* program in partnership with the Victorian Aboriginal Childcare Agency, to provide young Aboriginal people with work opportunities

“Coming together with Aboriginal communities and having a yarn goes a long way to developing and strengthening relationships and trust in our services.”

Kylie,
Engaging Melton Families

- Renegotiating our Enterprise Agreement for Residential Care Workers and administration staff
- Introducing a new Human Resources Information Management System to streamline and automate employee information and payroll processes
- Deepening our engagement with the community through participation in initiatives such as Open House Melbourne, the Walk Against Family Violence March and important Aboriginal celebrations such as NAIDOC Week and National Reconciliation Week
- Introducing Aboriginal Cultural Awareness training for all staff. In the past year, 379 staff have completed this training
- Appointing a General Manager of Aboriginal and Torres Strait Islander Service Development
- Achieving reaccreditation for three significant program areas: Victorian out of home care, family services and disability (Department of Health and Human Services Standards); NSW out of home care (Child Safe Standards for Permanent Care); and NSW Disability Service Standards
- Implementing a new Critical Incident Management System mandated by the Victorian Government in January 2018
- Training staff in the requirements of the Victorian Reportable Conduct Scheme introduced in July 2017

- Strengthening our approach to regularly capturing responses of young people participating in our programs, and refining our client feedback and complaint systems
- Updating our policies, procedures and our code of conduct in line with the new child safe standards and recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse
- Continuing to embed Sanctuary across all of our services
- Introducing a tool to support effective matching of young people in residential care. The matching tool considers the behaviours within the home, the external environment and staffing model

Future Focus

- Achieving reaccreditation as a Sanctuary organisation in April 2019
- Launching our Reconciliation Action Plan in 2019
- Developing an Aboriginal Workforce Recruitment Strategy
- Continuing to develop our systems and processes to ensure the voice of children and families informs service delivery and development
- Implementing a new Human Resources Information Management system
- Continuing our commitment to diversity by working towards Rainbow Tick accreditation
- Launching our new website

Welcoming New Organisations

In 2017/18, we welcomed three new organisations to MacKillop Family Services.

Good Grief, based in North Sydney, is a former ministry of the Sisters of St Joseph. The team provides evidence-based programs and training in Australia and overseas to assist children, young people and adults to process the effects of grief, loss and change.

MacKillop Rural Community Services, also a former ministry of the Sisters of St Joseph, delivers child and family services, youth services and disability services to 13 locations across rural and remote NSW from its head office in Dubbo.

St Joseph's Cowper, a former ministry of the Sisters of Mercy, is based in Grafton, Northern NSW. St Joseph's Cowper provides foster care, youth residential care, mentoring and educational support for internal and external clients.

Naomi Burke St Joseph's Cowper

"The St Joseph's Cowper team has benefitted from specialised supports available within a larger organisation such as the Clinical Services team. Since joining MacKillop, our foster care program has grown from 22 to over 50 children. In the year ahead, we're looking forward to the roll-out of Intensive Therapeutic Care in Northern NSW. It's exciting to be part of reforms aimed at transforming residential care so that highly-specialised programs are tailored to meet individual needs of young people."



Fiona McCallum Good Grief

"The past twelve months has been a time of change, challenge and excitement with our transition to MacKillop Family Services. The successful transition was made possible due to the commitment and efforts of the Good Grief team, the MacKillop leadership and team and the Members who invited us so warmly into the fold. We are grateful for the ongoing support of the Sisters of Perpetual Adoration and especially grateful to our founders, the Sisters of St Joseph for their courage and wisdom on deciding where our journey would continue. The Good Grief training and programs will complement MacKillop's trauma-informed model, Sanctuary, and we look forward to expanding our program to support to the children, young people, families and staff at MacKillop."



Corrie Taylor MacKillop Rural Community Services

"Sanctuary training and practice has allowed all MacKillop Rural staff to feel connected and comfortable to check in with each other on how they are feeling and to focus on goal-setting. It has also really assisted with communication and managing difficult conversations, as we now have a common language. We have been enriched by this process."



Excellence Awards

The MacKillop Excellence Awards recognise excellence in practice, and an outstanding commitment to MacKillop's values. The Awards are named in recognition of the founders of our three congregations, Edmund Rice, Catherine McAuley and Mary MacKillop.

The Catherine McAuley Award for excellence by a carer

Winner: Sandra Morrison

Sandra has been a foster carer with MacKillop for the past 16 years. During this time, she has provided unwavering commitment to the children she has cared for. She has always encouraged them to remain in contact with their birth family when safe to do so, and has supported many of them to transition to independent living. Sandra currently cares for three young people in a MacKillop home and her commitment is as strong as ever. She is a consistent, safe, nurturing and loving adult, and will do whatever it takes to ensure the young people feel like the house is their home. Sandra has supported them to re-engage in education, helped them to manage their emotional regulation and nurtured their relationships with each other and their families. As an Aboriginal woman, Sandra is passionate about supporting the young people she cares for to remain connected to culture, and through this commitment she has helped them to thrive.

The Catherine McAuley Award for excellence by a volunteer

Winner: Melissa Milne

Melissa commenced volunteering with MacKillop in 2017 as a family mentor, supporting a young parent with a newborn baby. She would visit the family at least once a week, providing practical assistance, transport, and social and emotional support. More recently, she has devoted her time to supporting children from diverse cultural backgrounds with a disability and their families. Melissa's passion, commitment and enthusiasm are boundless. She has supported families to travel to appointments and school; explored rental options and attended house inspections with them; assisted families to complete childcare enrolment and Centrelink forms; and supported children to re-engage with their school. She has also collected and distributed donated gifts for children in our care. Melissa is always happy to help and is a valuable asset to MacKillop, and all the families she supports.

The Edmund Rice Award for excellence in practice by any permanent member of staff

Winner: Rhiannon Walker

Rhiannon is the Area Manager for Northern Services in Victoria. Throughout her seven years with MacKillop she has demonstrated a deep commitment and care for her staff and the children in their care. She frequently visits residential homes in the northern region and is constantly encouraging staff to develop innovative strategies to deliver better outcomes for children and young people. In 2016, her outstanding work in developing a culturally safe home for children who are Deaf or hearing impaired was recognised when she was a finalist in the Robin Clark Awards. More recently, she has led the implementation of the Cradle to Kinder program in three regions, and has introduced new residential care and foster care programs in Bendigo. In addition to her frontline work, Rhiannon has demonstrated outstanding leadership in supporting the implementation of new initiatives such as the Critical Incident Management System, which are fundamental to ensuring the safety of the children and young people in our care.

The Edmund Rice Award for excellence in practice by a team

Winner: Community Engagement

The Community Engagement team is responsible for generating revenue from individuals, philanthropic organisations and government, and sharing the stories of the outstanding outcomes delivered across MacKillop each and every day. Over the past two years, the team has grown independent income by 69 per cent and reinvigorated the narrative of MacKillop in a way that acknowledges our history, while positioning the organisation for future growth across the spectrum of services from primary prevention to tertiary support. In 2018, the Community Engagement team undertook a significant project to reshape our approach to foster care recruitment. This process has resulted a significant growth in foster care enquiries across MacKillop. The team also encompasses the Heritage Service, which has helped almost 800 care leavers to fill in the gaps in the stories of their lives over the past year, and supported a number of care leavers to bravely share their story with the Royal Commission into Institutional Responses to Child Sexual Abuse.

The Mary MacKillop Award for 'Courage in Life', acknowledging the great endeavour exercised by a family

Winner: Smith Family

In October 2017, the three Smith brothers moved into a MacKillop residential home. Their mother, Suzanne, was determined to be reunified with her boys and courageously worked with MacKillop to achieve this goal. Suzanne spent most days at the home parenting, cooking family meals, cleaning and supporting her sons. She ensured the home was culturally safe, sharing quotes, artwork, family photos and happy memories to display around the home. During their time in the home, the boys re-engaged with education and remained focused on their goal of reunification. The Smith family have now left the MacKillop home, and with the support of a targeted care package, are looking to move with their mother into their own family home.

The Mary MacKillop Award for 'Courage in Life', acknowledging the great endeavour exercised by a child or young person

Winner: Sarah

Two years ago, Sarah was isolated from friends and family, not attending school, and grappling with substance abuse. In 2018, she made the decision to change her life. Sarah attended counselling, completed detox, enrolled in an online education course, and rebuilt trust and rapport with her carers. She gained a casual job in the maintenance industry, which she attends 3-5 days each week, and is building new skills and experiences as she prepares to leave care. Sarah has demonstrated strong determination and courage to envision a better future for herself, develop long-term goals to achieve that vision, and commit to the actions required to realise these goals.

Winner: Reece

Reece was 11 years old when he first came into care in 2016. In 2018 he was placed with a new carer family, and with their support he has embraced new structure and routine, re-engaged with education, and actively participated in his local football team. He has developed trust and rapport with his teacher and school Principal and was nominated to be School Captain. He has made significant positive changes in his life within the past 12 months, demonstrating care, compassion and kindness. Reece continues to strengthen his relationships with his mother and siblings, and actively seeks to help other students at his school.

Governance

Our unwavering passion to empower vulnerable children, young people and families propels us to continually evolve and improve. Strong governance drives the culture at MacKillop and is fundamental in ensuring the delivery of high quality services, and a continued focus on child safety.

MacKillop is governed by a Board of Directors comprising one representative nominated by each of our three founding congregations, and ten independent non-executive Directors.

Our Directors perform their roles on a voluntary basis and exercise independent judgement, always acting in the organisation's best interests. Each Board Director accepts full responsibility for the governance of MacKillop, in accordance with legislative requirements, best practice standards in corporate governance and community expectations. Where a conflict of interest is likely to arise, Directors will refrain from the decision-making process.

Our Board sets the organisation's strategic direction and oversees all performance and risk assessment. It is comprised of a series of committees to advise on key governance issues. These committees are:

- Audit and Risk
- Ethics
- Ethos and Culture
- Governance
- Finance and Investment
- Quality and Research
- NSW Reference Group

The Board delegates executive and operational responsibilities, including strategy implementation through formal delegated authorities to the Chief Executive Officer.

The Board's composition and performance is regularly reviewed to ensure it has an appropriate mix of skills and experience and is operating in an effective manner.

New Directors participate in an organisational induction program, and all Directors are supported to be involved in ongoing formation and development activities.

Members

The Members of MacKillop are the owners of the company. There are six Members - two from each founding Congregation. The Members set the rules for the company's constitution and purpose. They also appoint the company Directors, company Secretary and the CEO.

Members:

Sr Kath Tierney rsm, Sisters of Mercy

Sr Annette Schneider rsm, Sisters of Mercy

Br John Webb cfc, Christian Brothers

Br Peter Clinch cfc, Christian Brothers

Sr Kerrie Cusack rsj, Sisters of St Joseph

Sr Mary Davis rsj, Sisters of St Joseph

**We would like to acknowledge Sr Colleen O'Dwyer (Sisters of St Joseph) and Br Terence Burke (Christian Brothers) who were congregational representatives on the MacKillop Board up until November 2017*

Board

Chair



Mr Des Powell
Governance Committee

Deputy Chair



Dr Garry Nolan
Governance Committee



Ms Kerry Brettell
Quality and Research
Committee



Mr Alan Curtain
Quality and Research
Committee



Mr Matt den Elzen
Finance and Investment
Committee
Governance Committee



Ms Robyn Fry
Ethics Committee



Mr Brian Keane
Audit and Risk Committee



Dr Patricia McNamara
Quality and Research
Committee



**Professor Peter
Steane msc**
Ethics Committee



Mr Greg Thompson
Finance and Investment
Committee

Congregational Representatives*



Sr Patrice Orchard rsm
Sisters of Mercy
Ethos and Culture
Committee



Mr David Beaver
Christian Brothers
Quality and Research
Committee



Ms Anita Mueller
Sisters of St Joseph
Ethos and Culture
Committee

Financial Summary

The financial information presented in this Annual Report has been derived from the audited Financial Report of MacKillop Family Services for the year ended 30 June 2018. A copy of the full financial and auditor's report is available at www.mackillop.org.au

About MacKillop

At MacKillop Family Services, we work for the rights of all children to be free to enjoy their childhood in a safe and loving home, where they are nurtured and have a sense of belonging and cultural identity. We provide out of home care including foster and residential care, disability services, youth support and outreach services, educational services, family support and preservation services, and heritage and information services for former residents.

We actively look for new ways to progress our programs and services based on the latest evidence, and we work with universities, organisations, governments and communities to conduct research, advocate, and partner so together we can create the best future for all children and families. We do this through self-generated funding, federal and state government funding, and financial support from individual donors and philanthropic organisations.

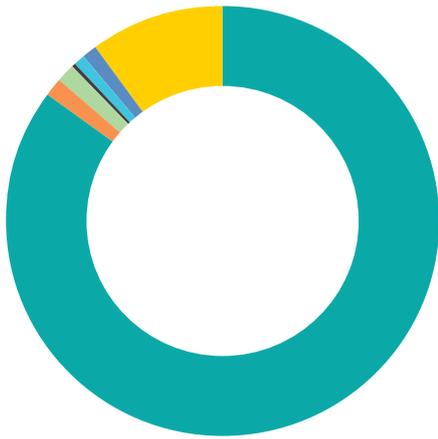
Our staff work with over 700 foster carers from 117 offices and homes located across Victoria, New South Wales and Western Australia.

Financial Summary

The company recorded a surplus from ordinary operating activities of \$6,100,902 (2017: loss \$2,005,198) on total revenue of \$112,995,823 (2017: \$77,677,428). Other income from non-ordinary activities, such as bequests, totals \$1,570,483 (2017: \$1,369,826), resulting in a net gain for the year of \$7,671,385 (2017: loss \$635,372).

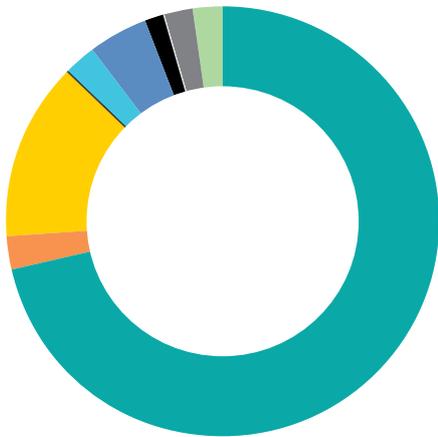
The reported 'other comprehensive income' in the Statement of Comprehensive Income in the published financial report is the recorded gain or loss in MacKillop's equity holdings within its financial assets, which is yet to be realised. After taking into account the gain in revaluation of financial assets for the year of \$1,094,376, the resulting total comprehensive income (gain) for the year is \$8,765,761 (2017: gain \$574,033).

It is worth noting that the surplus for the current year of \$6.1m included extraordinary items of \$4.2m from business transfers, \$5.3m from property transfers from the Christian Brothers and bequest income of \$1.6m.



Revenue

	2018	2017
● Government grants	85.1%	92.3%
● Enterprise income	1.4%	0.4%
● Bequests	1.4%	1.8%
● Trust funds	0.4%	0.5%
● Donations/fundraising	0.6%	0.8%
● Investment income	1.1%	1.5%
● Other income - includes transfer of assets from Christian Brothers, WorkCover recoveries, profit on sale of properties & vehicles, transfer of business and other minor income	10.0%	2.7%



Expenses

	2018	2017
● Employee benefits expense	71.4%	71.4%
● Depreciation and amortisation expense	2.6%	2.7%
● Client expense	13.3%	12.5%
● Fundraising and volunteer expense	0.2%	0.9%
● Occupancy expense	2.5%	2.6%
● Property maintenance and equipment expense	4.3%	4.8%
● Motor vehicle running expense	1.4%	1.3%
● Audit and legal expense	0.1%	0.2%
● Administration expense	2.1%	2.3%
● Other expenses	2.1%	1.3%



Year

Revenue Growth

2013 - 14	\$70,872,766
2014 - 15	\$64,707,927
2015 - 16	\$66,011,401
2016 - 17	\$77,677,428
2017 - 18	\$112,995,823

Acknowledgements

Support from the community helps MacKillop Family Services to provide enhanced outcomes for children, young people and families. We are grateful for the financial support that has enabled us to employ Principal Practitioners to enhance our trauma-informed practice, increase our work with Aboriginal communities, develop a volunteer engagement strategy and provide additional support for vulnerable children, young people and families. We'd like to thank those in the community who generously supported us during 2017-18.

Corporate and Community Supporters

4 Dimensions Building Contractors
AquaClear
Bob Stewart of Kew
Brophy Family and Youth Services
Craig & Rhodes Pty Ltd
Greater Box Hill Parish
L J Whiting Pty Ltd
Latrobe Golf Club
Lions Club of Waverley Inc.
Loyola College
Mulnot Foundation Ltd
National Australia Bank Limited
Rotary Club of Preston
Salesian College (MacKillop House)
Sisters of St Joseph
St Brigid's Church
Sunshine Magistrates Court
Toorak Ecumenical Churches Opportunity Shop
UBS AG, Australia Branch

In-Kind Supporters

Blacktown City Council
Brighton Grammar School
Knight Sport
MacKillop College Werribee
Maribyrnong City Council
NBA Glazing Projects Pty
Royal Agricultural Society of Victoria
The Spottiswoode Hotel
Toorak Ecumenical Movement and Food for Friends

Gifts in Wills

Estate of Margaret Conway
Estate of Mary Ann Edwards
Estate of Peter Burkett
Estate of the Late Paula Noelle Barry
Estate of Bernard Michael Fitzpatrick
Estate of WE & ME Flanagan
Estate of Patrick A Foley
Estate of Leo Byrne Halpin
Estate of Father Leo Hartnett
The John Henry Charitable Trust
Estate of James McConnell Kerr
Estate of Patrick Peter Lacey
Estate of James Moloney

Estate of Edward O'Connell
Estate of Leonard John O'Rourke
Estate of Jan Carmel Plier-Malone
Estate of John E Taylor
The Martin Michael Healy Charitable Trust
The William and Mary Ievers and Sons Maintenance Fund
Estate of John Michael Toohey
Estate of Charles Tutty

Major Individual Supporters

Anonymous (19)
Dr Thomas & Mrs Mary Adamson
Mrs Marie Ohsan Chu
Mrs Rita Andre
The Hon Justice Bernard Bongiorno AO
Mrs Phyllis Breen
Father Thomas Brophy
Ms Naomi Brown
Mr Leo Browne
Mr Paul Cannon
Ms Diane Carmody
Mr Kevin Cosgrave
Sister Caroline Dale rsj
Mr Luke Duane
Ms Margaret Durlacher

Dr John Dwyer QC & Mrs Joan Dwyer OAM
 Sister Joan Eudey rsm
 Dr Mary & Dr Peter Fama
 Mr Michael Fenton
 Mr William Finighan
 Ms Fiona Fisher
 The Fitzgerald Family
 Dr Prudence Francis
 Mr William Frilay
 Mr Walter Giugni
 Ms Jennifer Glare
 Terry
 Mr Bernard Grimes
 Mr Leslie Hardiman
 Mrs Carole & Judge Leo Hart
 Mrs Lucy & Mr Oliver Hodson
 Dr Peter Howe
 Mrs Ailsa Hulbert
 Mr Terry Jordan
 Mr John Kain
 Mr Lawrence Lavelle AM
 Mr Paul & Mrs Patricia Lightfoot
 Dr Therese Lovell
 Mrs Giuseppina Luci
 Mr Kevin Luscombe AM
 Mr Stewart & Mrs Brygyda Maiden
 Mr Jim & Mrs Noreen McCarthy
 Mr Peter McGuigan
 Dr Anthony Millar
 Mr Terry Morrow
 Mr Paul Mullaly
 Mr Greg Noonan
 Mr & Mrs Anthony & Genevieve Nunan

Mr John Olle
 Ms June Purdue
 Mr John Ralph AC & Mrs Barbara Ralph
 Mrs Christine Sellar & Mr Michael Sellar
 The Hon Judge Frank & Mrs Ann Shelton
 Mr Peter Sotir
 Ms Penelope Swain
 Mr Bernard Sweeney
 Mr Gerard & Mrs Betty Vaughan
 Mr B Waldron OAM & Mrs M Waldron
 Mrs Barbara Wouters

Trusts and Foundations

The William Angliss (Victoria) Charitable Fund
 Bendigo Bank Community Enterprise Foundation
 Beswick Family Fund
 CAGES Foundation
 The Dimmick Charitable Trust
 David Taylor Galt Charitable Trust, managed by Equity Trustees
 Give Where You Live Foundation
 The Good Guys Foundation
 Flora & Frank Leith Charitable Trust
 Mary MacKillop Foundation (now Mary MacKillop Today)
 Sidney Myer Fund
 Queensland Community Foundation - The Gordon Homes for Children

John T Reid Charitable Trusts
 Rockpool Foundation
 The R E Ross Trust
 Tee-Up for Kids Foundation
 Victorian Women's Benevolent Trust
 Joe White Bequest

Government

Commonwealth Funding

Department of Social Services
 Department of Education, Employment and Workplace Relations (DEEWR)
 Department of Health - Primary Health Network (PHN)
 Prime Minister and Cabinet

Western Australia Government

Department of Child Protection and Family Support

NSW Government

Department of Health - Kids and Families
 Department of Family and Community Services
 Department of Industry

Victorian Government

Department of Health and Human Services (DHHS)
 Department of Education and Training (DE&T)

Using horses to help kids heal

Working with horses is a recognised therapy to help reduce stress. Recent evidence shows that horses are therapeutic and can help treat conditions such as addiction, problems with mental health, PTSD and autism.

With the support of local philanthropic funds, MacKillop launched an Equine-Assisted Social and Emotional Learning hub in south-west Victoria, to introduce the therapeutic benefits of working with horses to young people in residential care.

The hub, near Warrnambool, allows children and young people to benefit from the healing process of safe and creative relational experiences with horses. Trained staff work with young people to care for and respect horses and develop a sense of ownership and achievement in this care.

The equine facility brings a new dimension to equipping young people with the skills they need to live independently and to be more connected to their communities.

Brooke*, a 14-year old in our residential care program who loves horses, has learnt a new way of engaging with them through her participation in the program.

"It's not just about controlling the horse. Paul (the trainer) teaches us to feel what the horse is feeling and respond to that," she said.

Mark*, also in residential care with MacKillop, has been part of the program for 3 months.

"It feels really good when I get in the flow. I get to know my limits and the horses limits," he said.

**names changed to protect identity*



Support us

By supporting MacKillop, you can help empower the children and young people in care, support those who are experiencing homelessness, provide children with a disability and their families with additional support, and help families impacted by trauma to heal.

How you can help

If you share our vision for ensuring every child in our care is given the opportunity to live and grow in a safe, nurturing environment, please support us. You can:

- Donate online at mackillop.org.au or call 1300 218 935
- Become a Childhood Partner with a monthly gift and give children the ongoing support they need.
- Leave a gift in your Will that will help families into the future. For a confidential discussion or more information, call our Planned Giving Specialist on (03) 8687 7449
- Give through your salary by setting aside an amount of your choice from each pay cycle
- Become a foster carer and make a positive impact on the life of a child. Call 1300 791 677 or visit mackillop.org.au/fostercare.
- Organise your own fundraiser for MacKillop through your parish, business, school or community group and we can provide resources, guest speakers and more. Call our Community Engagement Officer on (03) 8687 7552 to find out more.
- Speak with our Philanthropy Manager on (03) 9257 2215 if you are from a trust or foundation.

Stay connected

We'd love to share with you our latest news, initiatives, community events and some of the great differences our teams are making to those in need.

To hear more about us:

Sign up for our e-newsletter at



mackillop.org.au



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Twitter @mackillopfs



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