



Annual Report

2018/19



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Our Vision

All children and young people are safe, respected, nurtured and reach their full potential.



Our Purpose

OzChild supports vulnerable children and young people by providing healing, preventing abuse and neglect, and strengthening families.



Our Strategic Niche

We are thought leaders providing solutions to government and the sector that are front foot, collaborative, agile, strategic and systemic - with the sole objective to improve outcomes for children, young people and families.

FFT - Functional Family Therapy
FFT-CW - Functional Family Therapy – Child Welfare
MST - Multisystemic Therapy

MST-CAN - Multisystemic Therapy for Child Abuse and Neglect
TFCO – Treatment Foster Care Oregon

Who We Are

A leading child welfare organisation, OzChild has been committed to improving the lives of at-risk children, young people and families in our community for nearly 170 years.

We work hard every day to provide a better future for those in our care with the belief that every child and young person deserves the chance to shine.

We are immensely proud that OzChild has directly helped over 10,000 children, young people and their family members in the last year, and our influencing work, reaching politicians and policy makers, has benefited even more children and their families.

We are focused on providing support for children and young people in foster or kinship care and keeping families together where possible through the delivery of evidence-based programs and services aimed at strengthening and repairing relationships.

OzChild was one of the first non-government organisations to introduce evidence-based programs to Australia and have a proven record of working collaboratively with government to allocate investment in innovative solutions to achieve better outcomes for vulnerable children and young people.

Today OzChild employs over 700 staff, carers and volunteers in Victoria, New South Wales, Queensland and the ACT, delivering 26 programs and services, including family services, care and support services, Indigenous services and education services, to over 10,000 children, young people and their family members each year.

OzChild acknowledges the First Peoples of Australia as the traditional custodians of the land on which we work.

We acknowledge their culture is a living one, which relates to their ongoing connection to all things living and non-living on land, sea and sky. We pay our respects to their Elders past and present. May our children of today lead us to a better tomorrow.



A Message from our President



Providing support for vulnerable children and young people by providing healing, preventing abuse and neglect, and strengthening families. That is our purpose, and as President of OzChild I am enormously proud of what we have achieved in the last 12 months.

Our evidence-based programs are achieving life changing outcomes for young Australians and helping to keep families together.

In February 2019 we celebrated five years with Dr Lisa J. Griffiths at the helm of the OzChild ship. And in 2016 we commenced the delivery of evidence-based programs.

Transforming our business model, which OzChild has done over the past five years, requires confidence in strategic alignment and embedding systemic support that includes governance, leadership, funding, a strong and appropriate culture and hard work.

In this last financial year the organisation has cemented its place as the largest provider of evidence-based programs in Australia and demonstrated our commitment to ensure all children and young people are safe, respected and nurtured, and reach their full potential.

During this past year we have delivered 26 programs and services to more than 10,000 children, young people and family members. Our expansion into NSW and QLD means that on any given night OzChild supports more than 550 children and young people in the safe and loving homes of carers in our kinship, foster care and Treatment Foster Care Oregon programs throughout Victoria, ACT, NSW and QLD. In the course of the next year we expect that number will increase to more than 1,150 children and young people.

However, we know there is still much to be done.

As we venture into the final year of our strategic plan, we will continue to focus on *Strengthening our Impact* by providing the highest quality services to improve the lives of children, young people and families. And *Grow our Reach* by extending our services to more children, young people and families through innovative solutions and collaboration with others in the welfare sector to ensure broader access to children and young people in need.

And our commitment to *Develop and Nurture our People* remains unwavering as we continue to build a resilient and diverse workforce where child safety practises are embedded into everything we do. This commitment extends to our village of carers, our vow to care for and listen to their needs is at the forefront of a newly developed carer strategy which aims to further improve the carer experience and support the real needs of our carer families. There is no doubt; when carers are well supported the children and young people in their care thrive.

It saddens me that Aboriginal and Torres Strait Islander children and young people are 10 times more likely to be placed in out-of-home care than non-Indigenous children. Our commitment to improving the lives of children and young people does not discriminate, we are proud and humbled to walk alongside Indigenous leaders to help achieve better outcomes for our First Nation Peoples.

We are proud of the cultural competence of our staff and committed to strengthening our practices to ensure Aboriginal children and young people remain connected safely to their families and their cultures. Culture is at the centre of our well-being and identity. Ensuring these connections are upheld is not only important but imperative for the children in our care.

Our Bridging Cultures Unit, Dhiyaan Mirri, led by Associate Professor Dea Delaney-Thiele was formed in April 2019 and the strategic framework is now firmly in place and guiding our teams as they work to deliver culturally safe, sustainable, relevant and responsive services.

I extend a heartfelt thanks to our Chief Executive Officer, Lisa, and the Executive Leadership Team who, without missing a beat, display exceptional leadership to the whole organisation as they continue to advocate for the very best outcomes for children and young people. Lisa's work extends beyond our front door to the wider child welfare sector and we are privileged to have a seat at the table in many forums where strategy and public policy is formed. The vision and health of all those in the sector is vital as working together will help us all achieve our vision of a better world for children and young people.

And to our carers, taking a vulnerable child or young person into your homes, into your family and showing them love and kindness is admirable.

To make a difference in the life of a child is one of the greatest joys in life and I applaud you and thank you for your commitment.

I would like to acknowledge the outstanding contributions made by my fellow Directors. It is a delight to work with such an inspiring, dedicated and enthusiastic Board and I thank them on behalf of the organisation and the families we serve.

And to the team at OzChild, who work tirelessly every day to ensure we can continue to deliver our programs for at-risk children and young people, I thank you for your professionalism, enthusiasm, dedication and hard work as you deliver *The OzChild Way*.

Finally, I extend a heartfelt thank you to everyone who has supported our work through donations and grants, those who have volunteered their time, provided services and held fundraising events. This support uplifts us all. Your support acknowledges the importance of the work we do that helps to build a stronger and more resilient Australian community. Without this support we could not do what we do.

Together we can make a difference.

A handwritten signature in black ink, reading 'Helen Maxwell-Wright' followed by a stylized flourish.

Helen Maxwell-Wright FAICD

President

A Message from our Chief Executive Officer

For almost 170 years OzChild has been successfully supporting children, young people and families and for the past five years I have been privileged to be part of that journey.

I continue to be humbled by the support we receive from our generous donors, partners and of course, the Victorian State Government, Department of Community and Justice in NSW, the Community Services Directorate in the ACT, the Department of Child Safety, Youth & Women in QLD and the Department of Social Services.

This support has been crucial in facilitating the growth of evidence-based programs as we began delivering Treatment Foster Care Oregon (TFCO) in QLD and in Victoria the inclusion of Multisystemic Therapy and In-Home Care services in Melbourne's west saw our footprint increase significantly.

Similarly, our Functional Family Therapy – Child Welfare (FFT-CW) teams grew as this program expanded in Victoria with the opening of new offices in Shepparton and Mitcham to deliver FFT-CW to families to better protect children and young people, preventing them from entering out-of-home care.

As we continue to *Grow our Reach* at times I become overwhelmed by the growing need for our services in the community.

The past year has seen our portfolio of programs grow to 26 as at 30 June 2019. During this time we delivered our In-Home Care and Strengthening and Prevention Programs to more than 10,000 children, young people and their family members which undoubtedly has prevented many hundreds of kids from entering out-of-home care and in many cases reunited families. With a success rate of 94% of children remaining safely in families in our FFT-CW teams, we can see why.

The positive benefits and outcomes now being seen through these programs are exceeding our expectations, many did not anticipate this when we began service delivery of programs not run before in Australia.



Outcomes for the children and young people extend further than just preventing out-of-home care placements. Participants are experiencing improved engagement within the community, positive inclusion in activities and enhanced pro-social behaviours, not to mention greater attendance and participation at school.

Keeping children and young people with family is always the preferred option. Programs like TFCO, Functional Family Therapy and FFT-CW along with SafeCare®, Multisystemic Therapy and Multisystemic Therapy - Child Abuse and Neglect are not only achieving this but significantly improving the safety and wellbeing of kids and in many instances, creating more harmonious relationships within families. These programs are assisting in reducing stress and improving the mental health of parents, resulting in improved outcomes for parents and extended family members alike.

These programs are addressing the child protection crisis.

To help meet growing demand and really make a difference to the number of kids receiving child protection services it is imperative we see greater investment in evidence-based programs.

And, there is significant value in larger scale investment of the continuum of programs.

Whilst our learnings from the last few years have given us a greater understanding of what programs work for each cohort, in order to get serious about reducing the number of children entering out-of-home care we must be able to reach more families, intervening earlier.

We know it is no longer good enough for a child to only get what is available. We must strive to give a child what is needed and what the evidence says works. It's something I've said many times. Early intervention, family preservation, end-to-end solutions for children, young people and families is essential in ensuring better outcomes.

And our First Nations children and young people are no exception, that's why our commitment to improving the lives of Aboriginal and Torres Strait Islander people is so important to me.

Achieving better outcomes for Aboriginal kids, their family members and their Mob is at the forefront of our work through our Bridging Cultures Unit, thanks to the hard work of Associate Professor, Dea Delaney-Thiele and her team.

One of the largest pieces of work undertaken during the year was to establish OzChild's Bridging Cultures Unit, Dhiyaan Mirri.

Dea's passion has seen our commitment to First Nation Peoples come to life through our Bridging Cultures Unit, and I am incredibly proud of the work we have done and excited about the road ahead.

It is with a great deal of appreciation I thank and acknowledge the whole OzChild team. The dedication and enthusiasm of all staff is humbling.

I wish to also make mention of the board who have provided stability, effective governance and ongoing support over the past 12 months. I acknowledge and thank them for their dedication to the strategic development of the organisation and exceptional leadership.

Finally, I would like to recognise the tireless work of our Executive Leadership Team. Each member of our Leadership Team inspires me every day. Their commitment to our vision and our purpose is unwavering. Their hard work ensures we can achieve incredible results.

Yours in making a difference



Dr Lisa J. Griffiths
Chief Executive Officer

**"It is no longer
good enough
for a child to only get what
is available.**

**We strive to give a child
what is needed and what
the evidence says works."**



Our Work

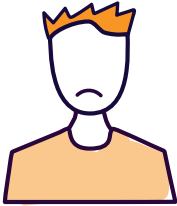
The number of children entering out-of-home care is consistently increasing. In Australia that number now exceeds 45,000.

Sadly, according to the Australian Institute of Health and Welfare's (AIHW) Child Protection Australia 2017–18 report, the rate of children receiving child protection services in Australia continues to rise.

The report shows around 158,600—or one in 35 children aged 0–17 received child protection services (an investigation, care and protection order or out-of-home care placement) in 2017–18.

72%

of children who received child protection services were repeat clients



That is, these children had previously been the subject of an investigation or discharged from a care and protection order or out-of-home care placement.

These figures paint a very grim picture for Australian children. So, what is the answer to breaking this cycle, to keeping kids out of the system?

At OzChild we are focused on *Strengthening our Impact* through evidence-based programs. The release of this report highlights the very real need for us to continue to focus on delivering programs proven to work, programs backed by evidence.

We cannot continue to rely on the recruitment of foster or kinship carers to care for these kids, we must address the underlying issues, the reasons why children are being placed in out-of-home care.

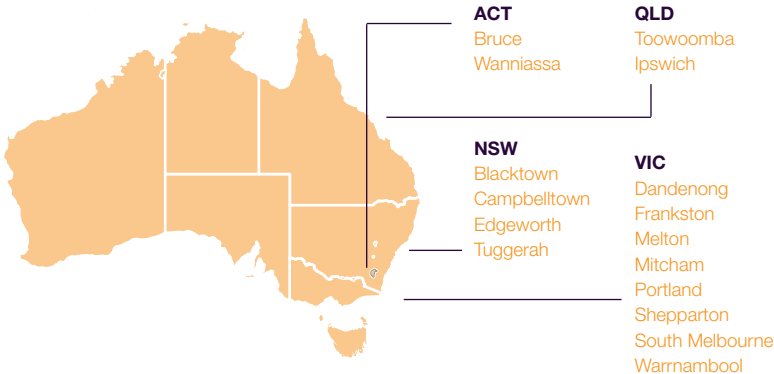
To ensure better outcomes are achieved for children and young people we must continue to challenge the status quo and lead systemic change.

Through the diligent implementation of evidence-based practices we are delivering an innovative and creative intervention approach to addressing the growing need to achieve better and more sustainable outcomes for children, young people and their families

Our early intervention and prevention programs are leading the way in improving life outcomes and reducing the number of children entering out-of-home care.

The introduction of new programs like Functional Family Therapy and Multisystemic Therapy and their adaptations along with Treatment Foster Care Oregon, and SafeCare® are not only strengthening our organisation's impact but interrupting the cycle of disadvantage many children and young people face.

Intervening early to prevent children and young people entering out-of-home care is now at the forefront of our approach to tackling the crisis, and significant positive outcomes have been achieved in the last 12 months in VIC, QLD, NSW and the ACT.





Strategic Plan New Frontiers 2020



STRENGTHEN OUR IMPACT

We will measure the success of our programs through utilisation of strong evidence-based methodology and structured reporting of our clients' outcomes, particularly the impact of our work on our clients' safety, wellbeing and permanency outcomes.



GROW OUR REACH

We will double our client base through national delivery of evidence-based programs.



INTERGRATE OUR BUSINESS SERVICES

We will strengthen our business efficiency and financial sustainability to purposefully invest in the lives of children and young people.



DEVELOP AND NURTURE OUR PEOPLE

We will develop and nurture our people to build a workforce that reflects the diversity of our children and young people, that is equipped to continually improve outcomes for our clients and customers, and is supported by our unique ethos and values.

OzChild's Commitment to Our First Nation Peoples

OzChild is committed to actively supporting and taking steps towards achieving real reconciliation with Aboriginal and Torres Strait Islander Peoples. Our relationships with our First Nation Peoples are relevant across various aspects of our organisation, including:

- The children and young people and families supported through our programs.
- Community representatives and local Elders advise and partner with us in the design, implementation and evaluation of our programs.
- And our Aboriginal and Torres Strait Islander staff have a role in supporting our programs or facilitating cultural security across the organisation.

We are committed to ensuring all our staff move beyond cultural awareness to actively ensuring cultural needs are met for individuals. This means that cultural needs are included in policies and practices, so all Aboriginal and Torres Strait Islander children and young people are treated equitably.

And we focus on ensuring those children who come into our care receive care that is both safe and culturally responsive and respectful.

In July 2019 our two year Innovate Reconciliation Action Plan (RAP) ended. Through our Innovate RAP we focused on building organisational capacity to effectively support self-determination of Aboriginal and Torres Strait Islander children, families, and communities.

During the period of this RAP OzChild's commitment to *Strengthening our Impact* through the implementation of evidence-based programs and improving the cultural competence of our staff and carers has been changing lives. Now with the guidance of a Stretch RAP we must ensure these programs are delivered effectively, respectfully and in collaboration with local communities to support the cultural needs of Indigenous families.

We have made substantial progress on our journey towards reconciliation, an incredible amount of work has been done to ensure this journey continues on a successful path.

The most significant investment made to ensure we are meeting our responsibilities and delivering culturally appropriate programs was to form a Bridging Cultures Unit within the organisation, Dhiyaan Mirri.

For too long our First Nation Peoples have not been heard. Cultural needs were not being met and therefore programs and services delivered have not been culturally appropriate or respectful.

The tide is changing.

We have been working hard to turn things around. Respecting cultural strengths and values is at the heart of the way we are now delivering programs to support our First Nation Peoples.





Artwork credit: Rod MacIntosh

Bridging the Gap with the Support of a *Family of Stars*

Driven by our commitment to ensure better outcomes for Aboriginal and Torres Strait Islander children, young people and their Mob, in April 2019 OzChild's Bridging Cultures Unit, Dhiyaan Mirri was born.

Dedicated to working with all OzChild teams to endeavor to keep First Nations children and young people connected to their families, communities, cultures and country the Dhiyaan Mirri team will work across OzChild services; build partnerships and encourage participation, source and provide information and data relating to Indigenous children and young people and seek to continuously improve the quality of programs and services through research and evaluation.

There is no doubt those being let down most by the child protection system are Australia's Indigenous children and young people.

Aboriginal and Torres Strait Islander children and young people are on average 10 times more likely to be placed in out-of-home care than non-Indigenous kids but in some states it's as high as 17 times.

In QLD, five Aboriginal or Torres Strait Islander children are removed daily, and in Victoria, if you are Aboriginal you will be 15 times more likely to be removed. In addition, Aboriginal and Torres Strait Islander children are being shifted through a revolving door of unstable placements, with an average of five to eight in the first 12 months.

According to the 2018 Family Matters Report*, the rate of Aboriginal children being removed from their families is expected to triple by 2037.

Removal is a band-aid fix and has far-reaching and long-lasting consequences for children, families, carers, and communities.

Our Bridging Cultures Unit, Dhiyaan Mirri – meaning Family of Stars is determined to turn things around.

Tremendous progress has been achieved by the team in just a few short months, but there is still much work to be done. To support the self-determination of Aboriginal and Torres Strait Islander people we understand the importance of adopting culturally appropriate processes for individual, family and community decision making.

And the inclusion of Aboriginal and Torres Strait Islander communities and organisations to design, develop and deliver these programs is imperative.

We will continue to improve the cultural awareness, knowledge and skills of our staff, and never stop engaging with Aboriginal and Torres Strait Islander People and communities to ensure the very best outcomes are achieved for Indigenous children and young people.

* The Family Matters Report is a collaborative effort of SNAICC – National Voice for our Children, the University of Melbourne and Griffith University

A Valuable Village of Carers

Foster and kinship carers play an enormous part in achieving better outcomes for children and young people - they are changing lives. The true value and worth of a carer cannot be underestimated.

OzChild has a rich history of providing care for children and young people which dates back to 1851. Whilst our programs and services have evolved, we have never lost sight of our vision that all children and young people are safe, respected, nurtured and reach their full potential.

This is only achievable with the support of a tight-knit community, a village of carers. And that village of carers is worth more than their weight in gold!

OzChild carers are not only changing the lives of the children and young people in their care, they are also contributing significant costs savings to the government.

Our Treatment Foster Care Oregon (TFCO) program alone providing substantial savings.

A TFCO placement costs in the order of \$240,000 per child, including carer reimbursement rates. This represents a significant cost saving to government when the average cost to keep a child in residential care in 2013 was \$400,000 (ABC News). Today, we anticipate these costs have escalated to approximately \$600,000¹.

But, more significantly, results from the program have seen children and young people treated either returned to their families or move to a long-term home-based care placement, and not re-enter residential care in the following two years.

When you consider these savings, and the costs associated with Alternative Care Arrangements for kids, including that of residential care houses, hotels and caravans, carers are invaluable to the out-of-home care system.

“

The \$1 million it was costing taxpayers to run each individual (residential care) house each year would be better spent on supporting foster carers or training professional in-house carers, who could properly care for children in need.

- Victoria's Child Safety Commissioner
Bernie Geary 2017

”



In 2018, 270 carer households contributed 1 million volunteer hours to our foster care program



That's a full-time salary of \$82,438 for 38-hour work week. Carers offer 168 hours a week, equating to a salary of \$364,464 per annum



According to the ABS, a volunteers time is valued at \$41.72 per hour = \$41,720,000



In 2019, 462 placements were made with OzChild carers.

It is these statistics that inform our new *Thriving Families Change Lives* carer strategy and confirm the absolute need to improve the experiences for carers and the support afforded to them.

Fostering Brighter Futures

With more than 45,000 children and young people in out-of-home care across Australia the role of foster and kinship carers is critical.

On any given night OzChild supports over 550 children and young people to have a home across our kinship, foster care and Treatment Foster Care Oregon programs throughout Victoria, ACT, NSW and QLD.

In 2018 that support extended into NSW and QLD with the introduction of the Treatment Foster Care Oregon (TFCO) program which is helping to reunite children and young people with their families, kin or long-term care after treatment, breaking the cycle of disadvantage for some of our country's most vulnerable children, moving them out of residential care into a family environment.

For more than 30 years OzChild has been providing foster and kinship care support in Victoria. During the last year over 500 children and young people within 270 households across southern and western Melbourne were supported through our foster care programs, and over 400 kinship children and families.

From 1 June 2019 we began delivering home-based care services: foster care, therapeutic foster care and lead tenant in Victoria's west division with 70 placements at the end of the 2019 financial year.

After a call to help meet the demand for foster care, OzChild's southern division teams began expanding their support into the Gippsland region during the start of the 2019 financial year. This work will continue with a team on the ground into the back end of 2019 as we continue to *Strengthen our Impact* in this area.

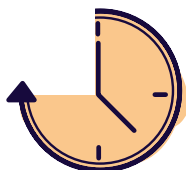
In 2019 the support offered to our carers was strengthened with the development of our very first mobile app. The Village App was released in April 2019 with the aim to build a better-informed village of carers, keeping them up to date with the latest sector news, information, events and more.

The first of its kind in the Victorian child welfare sector, and possibly in Australia, The Village App is providing OzChild's foster and kinship carers with the information they need, when they need it.

The app is part of OzChild's commitment to seek out innovative ways to provide greater support for carers and develop a better informed village of carers.

Our commitment to caring for our carers will see our three-year carer strategy come to life in the 2020 financial year. With a promise to provide exceptional home-based care for children and young people to thrive by empowering and supporting our carers. Our Thriving Families strategy aims to ensure everyone in the household thrives in our care.

The recruitment of foster carers is one of the greatest challenges to the future of the out-of-home care system. Working in partnership with our carers it is our aim to ensure the greatest support is provided and we improve the day-to-day carer experience.



In Australia a child enters care approx. every 45 minutes², yet only 0.04% of the population are foster carers³.

To learn more about how you can become a foster carer please visit ozchild.org.au

¹ Government Services Report - 2018

² Australian Institute of Health and Welfare Child Protection Australia 2017–18 report

³ Based on ABS Victorian population data and Foster Care Association of Victoria statistics on carer numbers



Early Intervention Key

Strengthening relationships within families and intervening early to prevent children entering out-of-home care is the key to reducing the rate of children receiving child protection services and subsequently being placed on care and protection orders.

It is no longer good enough to accept the rising number of children being abused, neglected or harmed, or whose parents are unable to provide adequate care or protection.

According to the Australian Institute of Health and Welfare's (AIHW) Child Protection Australia 2017–18 report, the rate of children receiving child protection services in Australia continues to rise. Between 2013–14 and 2017–18, the rate of children who were the subjects of substantiations rose from 7.2 to 8.5 per 1,000 children. The rate of children on care and protection orders also rose, from 8.7 to 10.1 per 1,000 children, and the rate for children in out-of-home care rose from 8.1 to 8.2 per 1,000 children⁴.

One in 35 children received child protection services in 2017–18.

With these startling figures in mind, there is no doubt, we must do more to protect children by delivering programs aimed at supporting parents.

Progressing our evidence-based change in program delivery saw the introduction of a Functional Family Therapy program in Tuggerah on the NSW Central Coast during the 2019 financial year complementing the Functional Family Therapy - Child Welfare (FFT-CW) programs already running in Blacktown, Campbelltown, Edgeworth and in the ACT.

The Functional Family Therapy (FFT) program in Tuggerah is supporting families with young people aged between 11-18 years who are exhibiting aggressive and in certain cases violent behaviour and substance misuse. During the 2019 financial year 10 families were supported by this program.

FFT-CW is an adaptation of the Functional Family Therapy model designed for children and young people aged 0-17 years. Designed to assist with

placement prevention or reunification protecting children from entering out-of-home care (OOHC) is the central objective of the FFT-CW program – recognising that children will have profoundly better outcomes if they are supported to remain with family.

OzChild's first FFT-CW program in outer eastern Melbourne began service delivery in late 2018 along with a new team in Shepparton in the north east of Victoria. These two new sites in Victoria expanding the program already servicing the south east of Melbourne.

During the 2019 financial year, across all programs in Victoria child protection referred 148 families to our teams. 141 families participated, 19 of which identified as Aboriginal or Torres Strait Islander. Within the year 43 families successfully completed the program.

FFT-CW is also being delivered by our teams in NSW and the ACT. Since the program's inception in 2016, in Blacktown, Campbelltown, Edgeworth, ACT and in Victoria - 877 families have been referred - 475 referred during the 2019 financial year.

Our first FFT-CW team dedicated to our First Nation Peoples based in the ACT commenced service delivery in partnership with Gugan Gulwan in late 2018. During the 2019 financial year 18 Aboriginal families participated in the program in the ACT with two families completing the program during the year.

Across NSW, ACT and VIC our teams celebrated 141 graduating families in the 2019 financial year.

At the end of the 2019 financial year 274 families were still engaged of which 67 were Aboriginal or Torres Strait Islander families.

⁴ Australian Institute of Health and Welfare Child Protection Australia 2017–18 report

Measuring our Outcomes

OzChild programs are evidence informed and we measure our outcomes across all programs where we can through a comprehensive service evaluation to track the outcomes being achieved and to inform continuous improvement initiatives.

This process is part of our commitment to *Strengthen our Impact* and nurture an evidence informed continuous quality improvement culture. At the conclusion of the year we engaged with children, young people and their family members who participated in our Family Preservation programs to ensure the work we are doing is contributing to our three main outcome objectives of **Safety, Permanency and Wellbeing**.

Our Prevention and Strengthening Families programs in Victoria, ACT and NSW were evaluated for this report with other services to be measured in April 2020.

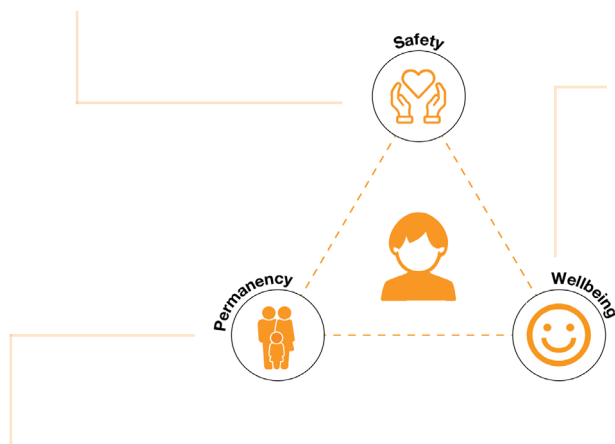
The outcomes presented within this report represent the following programs:

- SafeCare® (VIC)
- Functional Family Therapy – Child Welfare (FFT-CW) (VIC) (NSW) (ACT)
- Treatment Foster Care Oregon (TFCO) (NSW) (VIC) (QLD)

The purpose of our work through our Prevention and Strengthening Families programs is to alter the life trajectory of the children and young people using evidence informed programs to impact on out-of-home care (OOHC) placements.

First Priority – Safety

OzChild's first priority is to ensure the safety of children, young people and families who access our services, so they can feel safe at home and live free from family violence and child abuse and neglect.



Second Priority – Permanency

Ensuring children can live in safe and loving homes with family who provide for their safety and wellbeing is our second priority. Reducing the need for OOHC placements for children and young people provides permanency for a child and the family.

Third Priority – Wellbeing

In order to ensure children are healthy and happy and parents can meet their children's needs, a broad range of outcomes relating to child and family wellbeing are measured, including family functioning, emotional and physical health, and social and cultural connections.

Measuring the mental health of parents and children, child and parent interactions and parenting stress across all OzChild's preventative programs is equally important

Functional Family Therapy - Child Welfare

Functional Family Therapy Child Welfare (FFT-CW) is an adaptation of Functional Family Therapy (FFT) that provides services to young people (0-18 years old) and families in child welfare settings.

In NSW OzChild has been delivering the FFT-CW program since 2017.

OzChild Shepparton and Mitcham (VIC) – our newest FFT-CW teams began service delivery in September 2018 with Mitcham fully staffed and Shepparton running at 50% during the financial year. During this period 28 families were accepted for the service.

Our FFT-CW team in the ACT, in partnership with local Aboriginal organisation Gugan Gulwan Youth Aboriginal Corporation began delivering a world first program servicing only First Nations families identified as 'at risk' by not only child protection, but also the community in December 2018. During the financial year 18 families were accepted into the program.

As a result, outcomes for these three teams are limited as we are only capturing around six – seven months of data.

Important to note that all families were referred to FFT-CW because they had an active child protection concern.



203

families are still
in treatment



141

families have completed
treatment



only **7**

families have had children
removed by Child Protection



22

families have withdrawn
from treatment

FFT-CW Treatment Completion

In NSW of the 298
families accepted



94%

of children stayed with
their families

In Victoria of the 141
families accepted



86%

of children are still with
their families

In ACT of the 18 families
accepted



100%

of children are still with
their families

Fidelity Ratings for FFT-CW

Fidelity refers to the extent to which practitioners are adhering to model parameters and practicing in a way that is considered faithful to the core philosophies and goals of a model

Edgeworth Team 1 (NSW)	Campbelltown Team 1 (NSW)	Campbelltown Team 2 (NSW)	Blacktown Team 1 (NSW)	Blacktown Team 2 (NSW)
4.30	3.72	4.53	4.14	3.75

Outer East (VIC)	Bayside (VIC)	Shepparton (VIC)	ACT
4.40	3.47	3.29	5.83

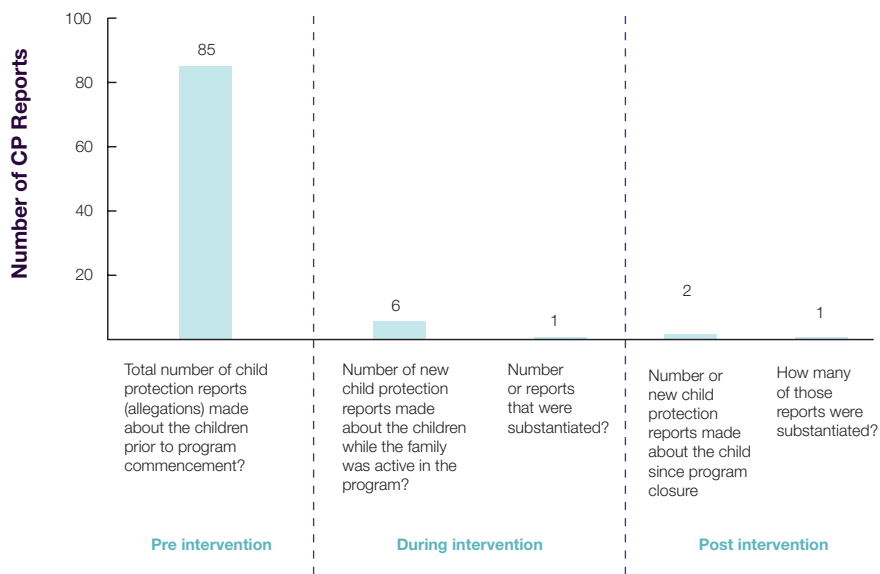
- OzChild teams have consistently performed beyond the expected fidelity
- This is comparable with the evaluated outcomes for FFT-CW in New York City, published by Turner et al in 2017*

*Turner CW, et al (2017) "Summary of comparison between FFT-CW and Usual Care sample from Administration for Children's Services", Child Abuse & Neglect 85-95

Implementation of FFT-CW

The following graph shows how we have been able to align clients progress with the number of reports (new and substantiated) at the pre, during and six months post the intervention.

Changes in Allegations Pre and Post Therapeutic Intervention Clients case files 01/11/2018 to 28/06/2019



Number of CP Reports Pre, During & Post Intervention

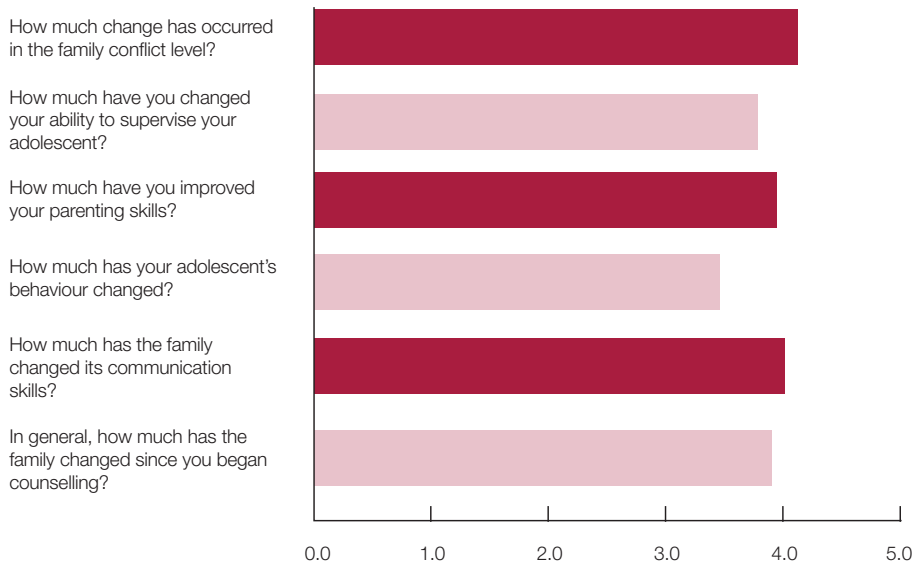
FFT-CW Outcomes Measure

Parents

Parents, adolescents and Family Practitioners also complete a separate outcome measure at the end of the program to assess how much the family has changed since the program began. These are the Client Outcomes Measure-Adolescent/Parents (COM-A/P) and the Therapist Outcome Measure (TOM).

In the time period that parents completed the COM shows that the families positively attribute changes in their family situation due to the work implemented by FFT-CW.

COM-P FFT-CW NSW Team 1



The higher the number the greater the change

Treatment Foster Care Oregon

Transforming Lives

Imagine as a child a life in residential care. It's scary, lonely, and at times, dangerous. The Royal Commission into Institutional Responses to Child Sexual Abuse study on exploring the experiences of children and young people in residential care reported in late 2017 that most young people in residential care felt they were at risk of physical violence, sexual threats from their peers and from outsiders, and of ongoing bullying and harassment.

This is no life for a child or young person. We must be able to do more, to give our most vulnerable children the chance to live the kind of childhood everyone deserves.

OzChild is offering a cost-effective alternative to residential care for children and young people aged 7-17 years through a proven evidence-based, internationally successful program, Treatment Foster Care Oregon (TFCO).

And it's working! Working to keep children and young people from ENTERING residential care, it's working to EXIT children and young people from residential care and Alternative Care Arrangements and it's working to REUNIFY children and young people back to their families and communities.

This program is truly changing lives.

TFCO in NSW

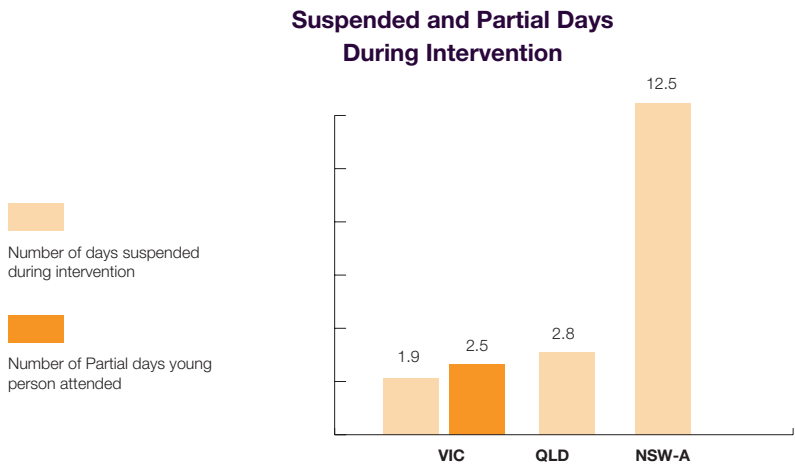
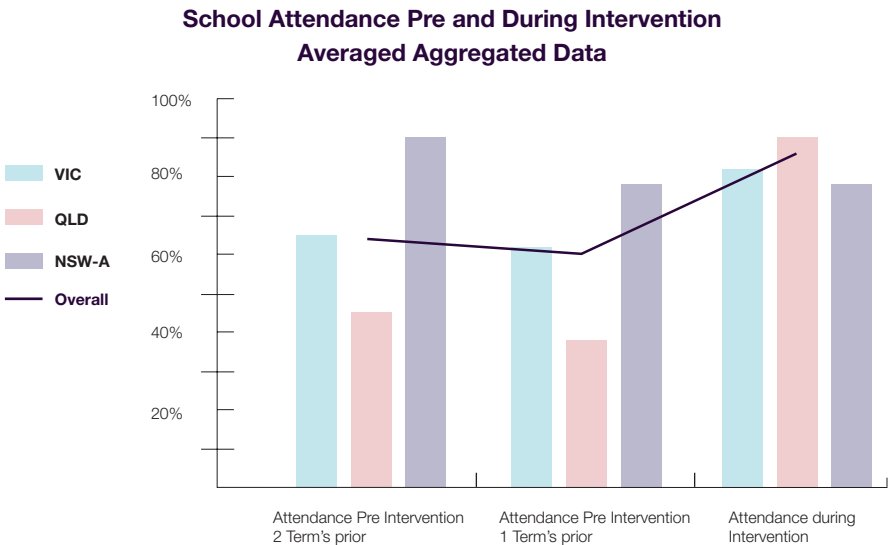
In NSW we began delivering TFCO in March 2019 with two teams - delivering TFCO-C for children aged 7-11 and TFCO-A for adolescents.

One of the immediate positive outcomes of TFCO is the number of accredited carers. In NSW in less than 12 months of program delivery we have 14 accredited carers.



School Attendance and Suspension

In TFCO it appears that in general there was an increase in attendance at school and limited days of suspension.



As TFCO is still in its very first year in NSW, it will be useful to observe the longer-term trend of the program outcomes to see if children and young people successfully graduate and achieve some of the outcomes that have been demonstrated in Victoria and Queensland where the program has been running for a longer period than in NSW.

Improving Parenting Skills to Better Protect Little Ones

The number of children aged 0-4 years who were the subjects of substantiations in 2017-18 was 26.2 per 1,000 children. Of the children receiving child protection services in Victoria, 41% are aged 0-4 years (AIHW).

These figures are not new, in fact each year they continue to rise. The very real need to better protect newborns and toddlers from abuse and neglect is clear and was the driving force behind OzChild's quest to break the cycle of disadvantage many children face.

This resulted in OzChild being the first Australian agency to be accredited as a SafeCare® provider to increase the safety and wellbeing of newborns and toddlers.

The SafeCare® program addresses the need to improve the parenting skills for parents of children aged 0-5 who are at risk of or have been reported for child neglect or physical abuse - assisting with placement prevention and reunification of children from the out-of-home care system.

Since the program's inception in Melbourne's south east 208 families have been referred and 56 parents have graduated.

As of 30 June 2019, OzChild's SafeCare® team were working with 44 open cases.

In 2019 OzChild was delivering the SafeCare® program in Melbourne's south east and in the 2020 financial year the program will be up and running in the north east of Victoria – within the City of Shepparton – one of Victoria's top 15 most disadvantaged local government areas. Evidence links disadvantage with child maltreatment - it is our hope our entry into this region will improve the health and wellbeing of children within the Goulburn Valley.

OzChild's 2018-19 Strengthening Families Outcomes Report revealed the following results for families receiving SafeCare®;

Of the 58 families who participated in SafeCare® during 2018-19, 28% successfully completed the program – the remaining 72% were still engaged at the end of the 2019 financial year.

94% of graduating parents were able to correctly identify when they needed to take their child to the Emergency Department and 100% were able to correctly identify when a child should be taken to the GP.

Extensive randomised studies have shown highly positive outcomes achieved through SafeCare® compared to services as usual in increasing parenting skills, reducing likelihood of child maltreatment reports, reducing parental depression and increasing program satisfaction.



Outcomes for SafeCare®

From 1 July 2018 to 30 June 2019, 87 families (including 162 children) were referred to the SafeCare® program, this included 18 Aboriginal families and one Torres Strait Island family.

During this period, 60 families were closed with 16 families having completed all three modules and one having completed one module and one having completed two modules. 42 families are still in treatment.

On average, SafeCare® showed an improvement in family safety in the pre and post measures that were used. Whilst some work has been done on follow up post intervention, regarding the number of child protection reports, this will require consistent further follow up work to assess the effectiveness on re-reports in this space.

Sick or Injured Child Checklist

Three modules are delivered as part of the SafeCare® program. The Health module is designed to educate parents on how to manage their children's health and medical needs. 17 families completed this module. To complete this module families need to get all questions correct, over half were getting these questions wrong at the start of the program.

By the end of the intervention, these percentages changed with positive results.



By the end of treatment 94% of families were able to Correctly identify when they needed to take their child to the Emergency Department, compared to 41% pre intervention



By the end of treatment 100% of families were able to Correctly identify when a child should be taken to the GP, compared to 47% pre intervention

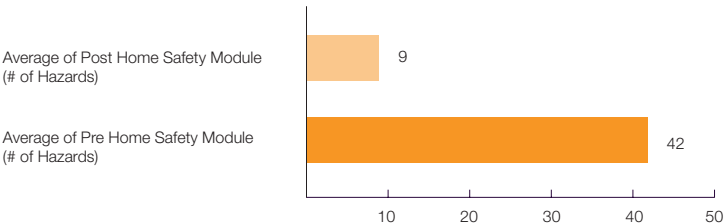


By the end of treatment 100% of families were able to Correctly identify when a sick child should stay home, compared to 35% pre intervention

Hazards in the Home

For the Home Safety module, families must reduce the number of hazards in their home. 19 families completed this module. At baseline, homes had more than 42 hazards and they decrease by the end of the module to approx. 9 (usually people in rental homes can not reduce all hazards e.g. attaching bookcases to walls).

Hazards in the Home (n=19) for SafeCare® 2018-19



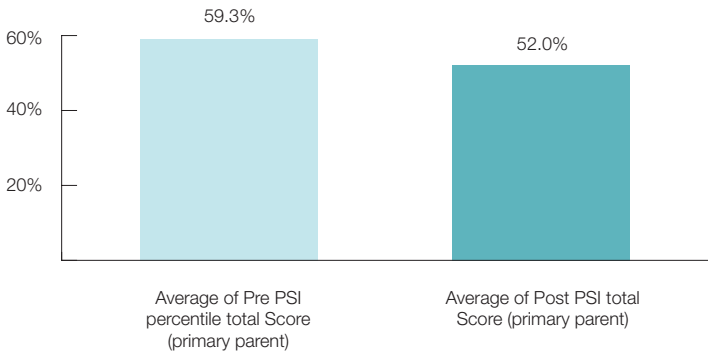
Parenting Stress Index

The Parenting Stress Index (PSI) (Abidin, 1990) is a self-report screening tool that helps providers and families identify the sources and different types of stress that come with parenting. Parents report their level of agreement with 36 items that fall into three subscales:

- **Parental Distress (PD)**—The extent to which parents feel competent, restricted, conflicted, supported, and/or depressed in their role as a parent.
- **Parent-Child Dysfunctional Interaction (P-CDI)**—The extent to which parents feel satisfied with their child and their interactions with them.
- **Difficult Child (DC)** — How a parent perceives their child to be, whether the child is easy or difficult to take care of.
- **Total Stress** — Indication of overall level of stress a person is feeling in their role as a parent.

Results show there was a 7% reduction in the overall stress of the parent on completion of the SafeCare® program.

Result for Parenting Stress for Safecare® (n=23) 2018-19



7.3%



Reduction in the average parenting stress score

Daily Activity Checklist

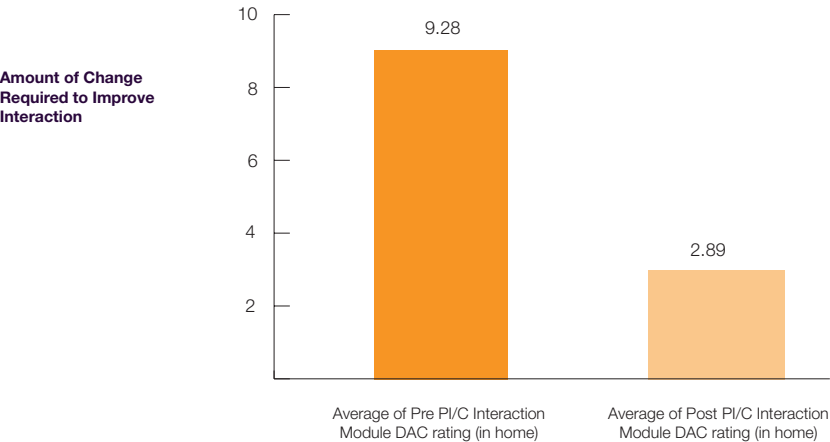
The third module in SafeCare® is Parent-Infant/Child Interaction, in which parents are asked to choose three activities (such as play, eating, toileting) to work on to achieve improved interactions with their child. Parents rate with the therapist the amount of change that is required within that activity using the Daily Activities Checklist (DAC), on the following scale: 0 = no change, 1 = very little change, 2 = some change, and 3 = a lot of change.

On average, prior to commencing the module, parents indicated that “a lot of change” was required on the activities they had chosen to work on. Upon module completion, parents said those same activities only required “a little change”.

Note: The numbers completing this module were 27 administrations of the DAC, as parents were providing ratings for the top three activities they struggled with the most.

Parents are asked to identify three areas for improvement in interactions with their infant / child

Daily Activity Checklist (n=27) For SafeCare® - In Home 2018-19



On completing the module, parents said that those same activities required only a little change.

A Changing Landscape Drives Improved Outcomes

The landscape of programs and services delivered by OzChild has changed considerably over the last five years.

Since the arrival of our Chief Executive Officer, Dr Lisa J. Griffiths in February 2014 the organisation has been on an evidence-based journey, striving to deliver programs that deliver real and measurable outcomes for children, young people and families.

Throughout her career, Lisa has been instrumental in introducing systemic change involving primary prevention programs, evidence-based interventions and community awareness projects that address long term strategic needs, and enhanced outcomes for the community.

Lisa firmly believes in evidence-based programs to deliver tangible outcomes for vulnerable people and is a strong advocate for using what works for Australian children and families.

This belief drove the introduction of new evidence-based models into the suite of programs offered by OzChild. Now the largest provider of evidence-based programs in Child Protection, Family Violence and Youth Justice in Australia, OzChild is leading the sector achieving greater outcomes by doing what works!

During 2015 OzChild's exploration journey began as our Executive Leadership Team sought out the most relevant and impactful programs available for vulnerable children, young people and families that could be confidently brought into the Australian cultural context.

We intentionally looked at programs backed by high quality international research, demonstrating that the intervention is effective for the intended client group.

2014	2015	2016	2017	2018	2019
<ul style="list-style-type: none"> - Study tour to New York - Full strategic shift - Investment in Evidence-Based Programs 	<ul style="list-style-type: none"> - Environmental scanning - Priority on outcomes - Exploration of Evidence-Based Programs 	<ul style="list-style-type: none"> - Launched FFT-CW, SafeCare® and TFCO (VIC) - Commenced partnership with New York Founding 	<ul style="list-style-type: none"> - Study Tour to New Zealand - Launched FFT-CW and MST-CAN (NSW) 	<ul style="list-style-type: none"> Launched: <ul style="list-style-type: none"> - TFCO (QLD & NSW) - FFT-CW (ACT) - FFT-CW (VIC East) 	<ul style="list-style-type: none"> Launched: <ul style="list-style-type: none"> - MST (VIC) - FFT (NSW) Study tour to: <ul style="list-style-type: none"> - Western Europe - England - Netherlands - Norway - Scotland - Singapore

Since 2016, 20 evidence-based teams have been implemented to deliver seven evidence-based programs in Victoria, NSW, QLD and in the ACT.

Five years into our journey, and with a dedicated workforce of family and child therapists, project and program managers, coaches, case managers, carer intake and recruitment teams – to name just a few, significant life changing outcomes are being achieved for children and families.

“

The impact evidence-based programs are having on the people we work with is impressive. In relation to OzChild's work, I hear often of positive experiences of children and families as a result of these interventions. I know our Child Protection practitioners are also complementary and the referral demand flow is consistent as the news of positive outcomes are shared with others, - Keith Smith, Director Outer Eastern Melbourne - East Division, Department of Health and Human Services

”

Volunteer Mentor Lends a Hand

Our family services team deliver a range of programs which help keep families together, especially in times of crisis. We believe early intervention and prevention are key to tackling the growing number of children and young people being placed in foster or kinship care.

Liam* was just seven years old when his whole world came crumbling down. Like many fathers are to their sons, Liam's dad was his hero. He looked up to him, he loved him, he could never have imagined a time when he wouldn't be around.

Four years ago, mum Sharon* had to tell Liam, his dad wasn't coming home. Sadly, he had passed away unexpectedly.

"Liam was devastated, as were all my kids, but he took it particularly hard. He is very emotional, he really understands things, and very deeply," Sharon told us.

"Liam found it hard to manage his emotions, he was angry and sad and would often just 'blow up'," remembers Sharon.

Along with foster and kinship care, OzChild provides family strengthening and prevention programs.

Keeping kids safe, out of harm's way and nurtured to reach their full potential underpins the support programs we offer to vulnerable children, young people and their families. OzChild's *Positive Horizons* mentoring program is one such program.

"Liam had lost his dad, he had no other positive male role models in his life, and I didn't know what to do. I did know that something had to change as he was having trouble at school and at home things could become explosive at times," said Sharon.

That's when Max stepped in, a trained OzChild volunteer mentor who was able to give Liam emotional support, provide him with a one-on-one outlet and help him manage his emotions.

"The mentor program can make an incredible difference, not only for the child or young person, but for the whole family. Max had a calming effect on Liam, he worked with him to find ways to help him manage his emotions and anger and just take him out to have fun, something that had been missing since his dad passed away," said Claire, the program coordinator.

While Max has been an enormous positive influence in Liam's life, it didn't stop there. Liam's mum and siblings have also benefited from the program.

"Things at home have improved 100%, there are not as many fights, and Max would often take all three of the kids out, while Liam was his focus he made them all feel better. I can't tell you how glad I am that he came into our lives," Sharon said.

Programs like this provide additional support for a child or young person like Liam, or a single mother struggling with a new baby, even families or parents who need guidance to provide a safe and loving home for their kids.

Max's role as volunteer mentor to Liam has now officially ended, but the two remain firm friends. And the family are slowly getting back on track.



"Liam is like a different kid now, he loves going to school, has 100% attendance rate and is getting straight B's. Max still keeps in contact and takes Liam out or drops around to see us," Sharon recently told us.

If you would like to know more about becoming a volunteer mentor, please call our team on (03) 8796 0000 or visit ozchild.org.au

**names have been changed*

We thank Liam and his mum for permission to share their story

Nurturing the Mental and Emotional Wellbeing of Kids

At OzChild our vision to see that all children and young people are safe, respected, nurtured and reach their full potential, drives the five education programs we deliver in Victoria as part of OzChild's Strengthening Families portfolio - to nurture the social-emotional capacity of children and young people through early identification and intervention.

Our dedicated team in Melbourne's south east and Gippsland deliver five early intervention school-based programs servicing southern and bayside Melbourne, the inner west and south eastern suburbs of Melbourne, as well as the east and outer east, Mornington Peninsula and Gippsland region.

These programs include:

- **Time to Shine;** a nine week group psychoeducational program for secondary school students identified as being at risk of school disengagement because of low psychological wellbeing. The program aims to improve the resilience of students and facilitate improved educational outcomes.
- **Shine Assist;** with the growing need to support the mental health of children and young people a program involving OzChild psychologists works in conjunction with families, schools, and medical practitioners to provide individual or group counselling via the Medicare Better Access Initiative.
- **OzChild School Services;** provides a pool of registered psychologists, speech pathologists and mental health social workers for placement in schools to manage leave vacancies or program assistance.
- **Your Past, Their Future Mentoring Program;** pairs community members with students who have been identified as showing early signs of disengagement from school. The community member mentor and student mentee meet weekly for one hour at the student's school.
- **Raising School Attendance Outreach Program;** places an outreach worker within school wellbeing teams to identify students and their families who are disengaging from school. The outreach worker works with families to identify underlying issues related to student disengagement and coordinates strategies and resources to address presenting issues.

During the 2019 financial year these programs were delivered in 52 schools supporting 1,345 students across metropolitan Melbourne.

In Gippsland during the 2019 financial year 87 students from eight schools were supported by these programs.

OzChild's education services are evidence-informed and include quantitative and qualitative outcomes data, which is clinically informative, easy to implement, empirically supported, and culturally relevant.

The overall demonstrated impact of our education programs includes:



Significant improvement in school attendance



Considerable decrease in behavioural difficulties and levels of emotional distress



Marked improvement in prosocial behaviour and peer relationships

Thanks to the support of Suncorp and Suncorp employees OzChild supported 90 students in five secondary schools through the Time to Shine Program during the 2019 financial year.



"I never had any friends until I started coming to this group. I now have friends, and we hang out at lunch and recess."

- 14 year old female participant of Time to Shine program

OzChild's Shine Assist Program was in place in 41 schools during the 2019 financial year.

89% of schools rated their OzChild clinician as having 'great' or 'outstanding' ability at connecting with students.

772 students received support through the Shine Assist program during the year. Parents provided qualitative feedback to assist in measuring successful outcomes.

84% of parents reported the Shine Assist program has had a 'somewhat positive' or 'positive' impact on their child's well-being.

OzChild's Education Services in Gippsland have achieved some outstanding results with students' attitudes towards school and attendance improving remarkably.

The Your Past Their Future Mentoring Program is having a positive change on young people who had been exhibiting early signs of disengagement from school.

23 students were mentored during the 2019 financial year.

“

I like that I can go and chat and **have fun**. I can talk to my mentor about things in my life. It's helped me to feel encouraged to try things, like give a speech for school captain. She made me think about **things differently**. She **made me believe in myself more**.

- Grade 6 mentee

”

50% of participants improved their attendance over the year

The aim of OzChild's Raising School Attendance Outreach Program is to re-engage students who have started to fall away from school, addressing the underlying reasons why disengagement has occurred.

During the 2019 financial year 64 students were supported by the program which resulted in improved attendance at school for 60% participants.

“

Initially the outreach worker struggled to engage with the student's mother as she did not answer her phone or return calls. However, **through persistence and patience**, engagement did slowly improve and by the end of Term 2 the student's attendance had **significantly improved** from 69% to 87%.

- School Principal

”

Scholarships Take the Pressure Off

As more families feel the strain of soaring education costs and increased cost of living, many young people may be forced to give up on their dreams as financial hardship puts pursuing extracurricular activities out of reach.

The Chance to Shine Scholarship Program aims to ease some of the financial strain by supporting the dreams of young people.

Established in 2010 to build on the support available for young people and their families the Chance to Shine Scholarship Program awarded its first scholarship in 2011.

Since then close to \$134,000 in scholarship funds have been awarded to 94 young people to assist them in pursuing their goals in arts, music, sports, education and more.

During the 2018/19 year 11 scholarships were awarded to lessen the financial burden often experienced for young people when following their dreams.

Chance to Shine scholarships are available for young people aged between 10-18 years. The funds are awarded to those who have demonstrated a passion and talent in their chosen area.

Keeping young people engaged in activities they show talent in or have a passion for is important for their self-esteem and provides opportunities for community engagement, personal development, improved educational outcomes and positive social networks, benefiting not only the young person involved, but their families and wider community too.

Scholarships of up to \$1,500 are available giving young people the opportunity to follow their dreams and develop pathways to build their future.

In 2018/19 scholarships were awarded to assist young people with the cost of drum lessons and a new drum kit, payment of fees for Gymnastics Victoria and dance classes along with singing and drama tuition.

In our endeavour to provide more support for young people OzChild continues to explore other scholarship models to support further education for financially disadvantaged young people.

OzChild would like to thank the funders of the Chance to Shine Scholarship Program, and those who have generously donated to the program since its inception in 2010.



Overcoming the Odds

At just 17 years old Bailey has already achieved incredible things. Diagnosed with cerebral palsy at six months he has never lost sight of achieving his goal to walk and excel in his favorite sport.

Bailey received a Chance to Shine scholarship in 2018 so he could continue to pursue his basketball dreams.

When Bailey applied for the scholarship he said “I have been training really hard every day so I can achieve my dream. Having this scholarship would give me confidence to push myself harder.”

The Chance to Shine scholarship provided him with financial assistance to purchase a state-of-the-art wheelchair, facilitating his dream to one day make it to the Paralympics.

Bailey is a staunch advocate for people in wheelchairs, pushing through challenges to reach his goals, his determination is fueled by his motto “Life’s too short to hold back.”

“

I live my motto every single day.

**You cannot give anything but 100%
you can give more, but not less.**

**I live by this motto because I know, if
I don’t, my disability will take control
of me and you can’t let that happen.**

”

When Bailey got out of his walker and off his crutches the first thing he wanted to do was play sport. His mum and dad took him to Aussie Hoops – the beginning of his love for basketball.

“I loved normal basketball but I was not able to go as far because as I got older, the other kids got faster and stronger and I couldn’t keep up.

“Wheelchair basketball has given me a new purpose which I throw myself into with all my heart. I just love it,” said Bailey.

Now playing wheelchair basketball his sport took him to Queensland in 2018 for a tournament where his team took out third place. Bailey’s coach says he is driven, “always willing to give things a go,” and believes in the next few years it would be no surprise if we saw him playing on the men’s national side.

Bailey only turned to wheelchair basketball in June 2017 and has since made the 2018 Junior Victorian Wheelchair Basketball team. His ultimate goal is to make the Paralympics, but first a training camp in Sydney is in his sights with the hope of representing Australia in the Men’s U23 World Wheelchair Basketball Championships in 2021.

Bailey’s mum beams with pride when reflecting on her son’s journey.

“I couldn’t be prouder of him, I now reflect back and think, all these years on, he is complete, he has found his happy place.”

Enduring 16 operations in his short life, Bailey’s determination saw him walk and able to do things most other teens his age take for granted. In 2019 he featured as part of the Royal Children’s Hospital Good Friday Appeal in Melbourne and represents Victoria in the Under 23 Junior Kevin Coombs Cup, Victorian wheelchair basketball team. Walking freely on his own was just the start of his inspirational journey.

Rising above his disability with such determination and a positive attitude there is no reason this young man won’t realise his dream and make it to the Paralympics.

We wish Bailey the best of luck!



We thank Bailey and his mum Michelle for sharing his story

A Community That Cares Makes a Significant Difference

Each year we continue to be overwhelmed by the growing number of people who care as much as we do about creating a brighter future for kids.

Support from individuals and the community is incredibly important and goes a long way to ensure we can support those in need.

During the 2019 financial year donations from individuals remained steady and support from corporate partners continued to be important.

Raising awareness of our work and the need for caring adults to take on the role of foster carers really does make a significant difference.

It is with sincere gratitude we thank our friends at Laser Electrical Carrum Downs, who, in May 2019 organised a Mother's Day makeover for one very deserving foster carer. Helen Fox has been a foster carer with OzChild since 1987, and over that time has cared for dozens of children and young people.

Helen's home, which has provided a safe and loving place for so many children over the years received the makeover thanks to the generosity of the crew at Laser Electrical as well as a host of other trades and suppliers.

Improvements the team made have transformed Helen's home. The installation of a brand new 4kw solar system, new air conditioning units, a revamped front garden and BBQ area and a fresh coat of paint for the fence and kitchen will make an incredible difference.



Above right: David Gibson with Helen Fox

Below: Laser Electrical Mother's Day makeover crew with OzChild foster carer, Helen Fox

Thank you to Laser Electrical Carrum Downs for their continued support along with the terrific tradies, suppliers and companies who generously donated their time, labour and materials to make the day such a success, making an enormous difference to the lives of Helen and the children in her care.



During the 2019 financial year we were incredibly grateful to receive the support of the Suncorp Brighter Futures Committee, who for the second year chose to support OzChild's Time to Shine program.

With an initial donation of \$25,000 to help us deliver our Time to Shine education program to secondary school kids in Melbourne's south east, Suncorp employees also contributed through workplace giving, which was generously matched by the company and the committee also held fundraising activities throughout the year.

Employees also volunteer their time to help us out, in the 2019 financial year we were delighted to have Suncorp team members support us during the Wishing Tree Appeal and volunteers also got their hands dirty at a working bee in June to clean up an office site we vacated earlier in the year.

Thank you to the Suncorp Brighter Futures Committee Members who work tirelessly to promote our cause to Suncorp employees and host fundraising and awareness raising events throughout the year



Suncorp Brighter Futures Committee



Suncorp Volunteers with OzChild Staff

During December each year we hold our Wishing Tree Appeal. In 2018 we were blown away by the support we received, with 60 organisations and schools participating in the appeal which provides gifts for children and young people who have been supported by one of our programs, including kids in foster and kinship care with OzChild. Thanks to the generosity of supporters we collected over 4,000 presents which were distributed to families for Christmas Day.

For the first time we also included Christmas hampers in our appeal drive, and the response was nothing short of amazing. For many, this time of year can be hard. Often the superheroes caring for our children struggle to make Christmas a special time.

Support during the Wishing Tree Appeal extended to some very generous donations received in lieu of gifts to help support our program delivery. A big thanks to BRM Projects, DDS Group, ANZ, Hickory Group, Goldwind Australia, Wattle Grove Primary School and Beaumaris Secondary College and ABN Group.

We thank all the volunteers who assisted with collection of presents and sorting of gifts. It makes an incredible difference to the number of families we can help.



From the bottom of our hearts, on behalf of all the children, young people and families we support, we thank everyone involved who made our 2018 appeal a great success.

Meet Our Leadership Team

OzChild's Executive Leadership Team (ELT) has been working together for the past five years, dedicated to introducing new programs to not only strengthen the organisation's impact but interrupt the cycle of disadvantage many children and young people face. The ELT has driven the implementation of innovative interventions to better protect children and young people, with the aim of improved life outcomes and reducing the number of children entering out-of-home care.



Dr Lisa J. Griffiths

Chief Executive Officer

Lisa's role as Chief Executive Officer at OzChild sees her contributing strongly within the sector, holding Non-Executive Director positions with the Centre for Excellence in Child and Family Welfare and the Roadmap for Reform Implementation Ministerial Advisory Group (VIC), the Ministers Advisory Group (NSW). Lisa also contributes her expertise to a variety of other committees as she works tirelessly to strengthen relationships to ensure best practice is placed at the forefront of the community sector.

Since joining OzChild in early 2014 the organisation has undergone a significant revamp turning its financial position around, introducing evidence-based programs and expanding its operations nationally. Lisa is a strong advocate for using 'what works' for Australian children, young people and families facing vulnerabilities and has led the introduction of new evidence-based models across several jurisdictions.



Michelle Van Doorn

National Executive Director of Services

Michelle is a long-standing member of the OzChild family having been part of the team in Victoria for more than 13 years.

As the National Executive Director of Services Michelle is charged with overseeing the delivery of OzChild's 26 programs and services throughout VIC, NSW, QLD and in the ACT.

Michelle is also responsible for the Clinical Governance of the organisation.



Associate Professor Dea Delaney-Thiele

National Executive Director, Dhiyaan Mirri Bridging Cultures Unit

A proud Dughutti, Yuin and Kamilaroi woman, Dea is a passionate human rights advocate for Aboriginal Peoples' right of self-determination.

Dea is responsible for the Cultural Competence of the organisation, driving and delivering on our Reconciliation Action Plan and for building and maintaining Aboriginal Partnerships.



Mark Powell

Chief Operating Officer

For more than a decade Mark has been part of the OzChild team.

Having held several positions within the organisation Mark is now the Chief Operating Officer and is accountable for leading the sustainable financial development and performance of OzChild, delivering the Quality and Risk Framework and leading the People and Culture function.

Mark is also responsible for Business Improvement, Governance and Legal along with IT and Infrastructure within the organisation.



Jarrod Edwards

Chief Transformation Officer

A graduate of Leadership Victoria's Williamson Community Leadership Program and with a background in engineering and regulating high risk industries Jarrod Edwards arrived at OzChild just over two and a half years ago.

As Chief Transformation Officer Jarrod is responsible for Business Development and Project Management within the organisation along with the Marketing, Communications and Fundraising arm and Business Performance Analysis.



Alison Dall Stosic

Director, Office of the Chief Executive

With decades of experience in project management and executive organisation, Alison is the right-hand woman to our Chief Executive Officer and provides invaluable support to the OzChild Executive Leadership Team (ELT) in her role as Director, Office of the Chief Executive.

Day-to-day Alison ensures Lisa and other members of the ELT are set up for success, particularly in the areas of stakeholder management, planning, reporting and internal OzChild communications.

Meet Our Board

Our board of directors is dedicated to the best possible outcomes for children and act in an honorary capacity.



Helen Maxwell-Wright FAICD | President

Helen Maxwell-Wright has been a member of the OzChild Board since 2002. Helen currently serves ex officio on all Board Committees and chairs the newly formed Brand Committee. Helen's professional life spans the non-profit, health and commercial sectors. Helen is an experienced non-executive director whose portfolio includes Firefly Health and various advisory board appointments with the Australian Medical Council (SEAC), MBS Taskforce (various Clinical Committees), Medicines Australia (Panel of Chairs of the Monitoring Committee) and the Australian & New Zealand College of Anaesthetists and the College of Intensive Care Medicine. Helen is a Fellow of the AICD and recipient of the 2001 Centenary Medal for services to health and politics.



Stephen Fontana APM | Vice President and Chair OzChild Cultural Competence Committee

Stephen joined the OzChild board in 2014. His career with Victoria Police began in 1975, and in early 2008 Stephen was promoted to the rank of Assistant Commissioner in charge of the State Emergencies and Security Department .

Stephen was the Assistant Commissioner Crime Command from July 2012 until May 2018 when he commenced in his current appointment of Chief Information Officer (CIO) for Victoria Police and in a dual-role also leads the Information, Systems and Security Command (ISSC).

As CIO, Stephen is responsible for the governance, strategic direction and management of Victoria Police information technology and communications systems and applications, and for the overall management and strategic direction of enterprise information management and protective security.

Stephen was awarded the Australian Police Medal in the 2002 Australia Day Honours.



Dr Angela Williams | Vice President

Angela joined the board in 2013. With a background in forensic medicine, Angela has helped many women, children and families in crisis. Currently working as a specialist physician with the Victorian Institute of Forensic Medicine, Angela is also a foster carer and interested in tangible programs that concentrate on the emotional and practical wellbeing of children.



Michael Wootten FAICD FCPA | Treasurer

Michael joined the board in 2014 and has over 25 years' experience in executive finance and leadership roles within the water, emergency services, and local government sectors. Michael worked in the water sector as a Chief Financial Officer for six years and was appointed Director of Finance and Administration at the Country Fire Authority (CFA) in 2001. He continued to work with the CFA in finance and leadership roles becoming Executive Director of Business Services then Chief Executive Officer. He then served as Chief Executive Officer of the City of Whittlesea, and is currently the Chief Financial Officer & Corporate Secretary of City West Water.

Michael holds undergraduate qualifications in accounting and computing, and a Masters' degree in Business. He is a Fellow of both the Australian Institute of Company Directors, and CPA Australia



Catherine Dunlop

Catherine, who joined the board in 2015, is a lawyer in work health and safety and in inquiries and inquests.

She is a partner at Maddocks Lawyers, the Deputy Chair of the Emergency Services Foundation, and the President of the Health Complaints Commission Advisory Council.



Patrick Baker

Patrick is a philanthropy and non-profit specialist and is currently the Director of The Alfred Foundation. Previously he was the Partnership Executive at Perpetual Private, where he was a senior member of the national leadership team for Community and Social Investment managing key stakeholder engagement across corporate, philanthropic, not-for-profit and private wealth networks. Patrick joined the board in April 2018.



Dr Sandra Heriot

Dr Sandra Heriot has 18 years of experience working in NSW university and government positions. With a broad range of experience and expertise in clinical, research, academic, public administration and executive areas, Sandra currently provides consultancy services and high level advice to health and human services in government and non-government organisations.

Sandra's last government role was at the NSW Department of Communities and Justice (previously FACS) where she contributed to a number of key reforms including the NSW Government's Their Futures Matter and the Targeted Earlier Intervention program. Sandra oversaw the design, commissioning and large-scale implementation of reform funded evidence-based programs and services.

Sandra joined the OzChild board in March 2019.



Penny Beeston

Penny joined the OzChild board in August 2018. With a background in education, management and leadership, Penny has been Leadership and Executive Coach and Consultant and Director at Strategic Options since 2015.

Across her career, Penny has worked with vulnerable children, adults and families, initially as a special needs teacher before growing an extensive leadership career across a diverse range of For-Purpose organisations in the disability sector. In the decade prior to establishing her own business, Penny was CEO of a complex statewide For-Purpose organisation supporting children and adults on the Autism Spectrum and their families.

Penny now helps leaders to succeed. The executives and leaders Penny coaches work across a broad range of Government agencies, business, education and community organisations.



Russell Hopkins | Retired

Russell has over 30 years' experience in the local government sector and is currently the Director of Community Services for the City of Whittlesea. He has held management positions in Local Government for 20 years, including responsibility for services for children, young people and multicultural and indigenous communities.

Russell retired from the OzChild board in November 2018.

Highlights of 2019

Throughout the year we celebrated new office openings, held Yarning Circles and welcomed Ministers and MP's to chat about our work. Our foster and kinship carers were acknowledged and thanked at our annual Carer Dinner and Foster Care Week provided an opportunity to spread the word in Melbourne's CBD. This is just a snapshot of a few of the wonderful highlights from 2019.



Minister Gareth Ward pays a visit to our team in Edgeworth NSW



Dandenong office opening ceremony, Dr Lisa J. Griffiths with Minister Gabrielle Williams, Uncle Shane, Emma Bamblett and Helen Maxwell-Wright



Dr Lisa J. Griffiths, Chief Executive Officer cutting the ribbon at the opening of our Shepparton office with Suzanna Sheed MP and OzChild staff



Local Elders, Aboriginal Community members and agency representatives at our TFCA Cultural Adaptation Yarning Circle held in NSW



OzChild National Services Leadership Team in Toowoomba with Myra Biru Gururu dance troupe lead by OzChild's William Haupt



Emerald Quiltaholics members with quilts that get donated to new foster and kinship care families – something they have been doing for OzChild for more than 10 years



Kinship Carer Victoria Lolika awarded the JC Butler Award for 2019 with Jarrod Edwards and Helen Maxwell-Wright



Andrea Elliot received the Elizabeth Tudor Award for 2019 acknowledging 11 years as an OzChild foster carer



OzChild Op Shop volunteers making a difference everyday



Artist Kenz working on his display in Melbourne's CBD for Foster Care Week 2018



Our Financial Year

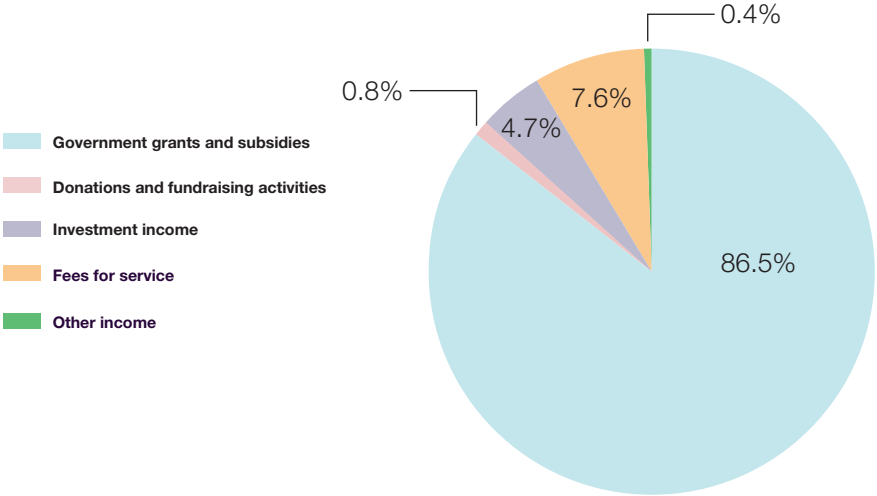
During the 2019 financial year support from local and state governments, individual donors, community fundraisers, corporate partners and trusts and foundations made an incredible difference to the lives of many.

These partnerships are fundamental to our work, without others believing in what we do we simply could not do it.

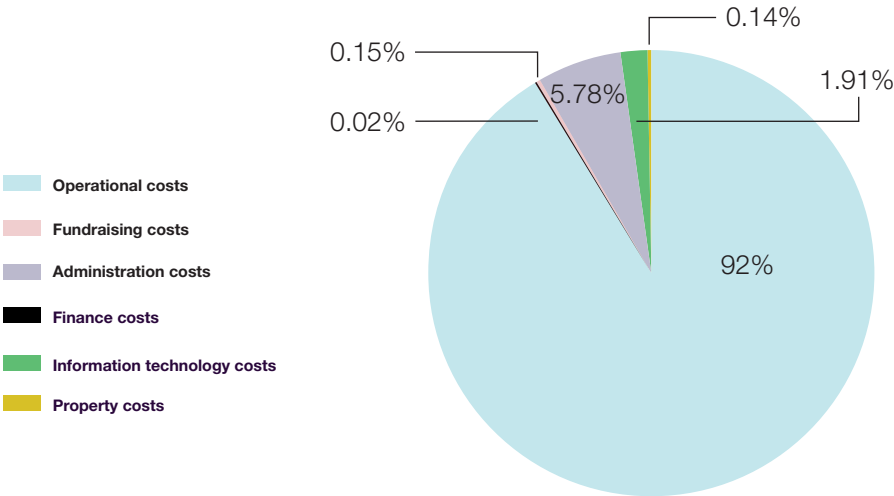
We extend our sincere thanks to all our supporters, we are extremely grateful to have you on our team.

Financial Snapshot

Funding Breakdown



Where we Invested



Treasurer's Report

The 2019 financial year has seen OzChild strengthen our service delivery performance through entry into new jurisdictions and continuing to invest in innovative programs.



The 2019 result was highlighted by an operating deficit of \$1,668,213 (2018: deficit of \$69,561) with a comprehensive deficit of \$1,145,001 (2018: surplus of \$623,094). The \$1,668,213 operating deficit reflects the transition of disability services to the NDIS alongside planned investment into services and business capability.

Financial year 2019 saw OzChild's operating revenue increase by 27%, adding to the 43% increase in financial year 2018. This was a result of OzChild strengthening its entry into NSW, adding two Treatment Foster Care Oregon programs and a Functional Family Therapy program being delivered alongside the existing Functional Family Therapy – Child Welfare and Multi Systemic Therapy – Child Abuse and Neglect programs. OzChild also commenced delivery of three Functional Family Therapy – Child Welfare in new jurisdictions, two in Victoria's east and one in the ACT in partnership with Gudan Gulwan, a local Aboriginal Youth Corporation.

OzChild has continued on its strategy of *Growing our Reach* through evidenced-based interventions, with 20 evidenced-based teams on the ground.

Due to planned investments, OzChild's asset base decreased by \$1.14M, still at a strong net asset position of \$24.22M (2018: \$25.36M).

On behalf of the Finance, Risk, Audit and Compliance Committee, I would like to extend my thanks to Chief Executive Officer Dr Lisa J. Griffiths, and the finance team led very capably by Chief Operating Officer Mark Powell, for their support and assistance throughout the 2019 financial year. I continue to be confident that our investment into evidence-based services over the past two years, combined with an ongoing commitment to maintaining high quality service delivery, provide a strong foundation for OzChild's future financial sustainability, and its delivery of core services to assist children and young people.

A handwritten signature in black ink, appearing to read 'Michael Wootten', with a long horizontal line extending to the right.

Michael Wootten | Treasurer

Comprehensive Income

Statement of profit or loss and other comprehensive income as at 30 June 2019

This statement also shows Other Comprehensive Income which includes unrealised gains and losses on market based investments and service providers.

	2019 (\$)	2018 (\$)
Operating revenue		
Government grants and subsidies	34,057,211	26,624,764
Donations and fundraising activities	304,040	391,674
Investment income	1,845,384	1,349,570
Fees for service	3,003,336	2,405,607
Other income	143,183	226,672
Total operating revenue	39,353,154	30,998,287
Operating expenses		
Operational costs	37,735,171	28,684,716
Fundraising costs	63,399	90,906
Administration costs	2,372,930	1,619,932
Finance costs	10,209	12,678
Information technology costs	782,566	627,836
Property costs	57,092	31,780
Total operating expenses	41,021,367	31,067,848
Operating surplus (deficit) for the year	(1,668,213)	(69,561)
Endowment funds revenue		
Increment in endowment funds	20,000	20,000
Fair value profit/(loss) on endowment investment properties - managed funds	75,000	50,000
Endowment surplus	95,000	70,000
Operating & endowment surplus (deficit) for the year	(1,573,213)	439
Other comprehensive income		
Fair value movements on available-for-sale financial assets - managed funds	283,512	426,802
Gain on revaluation of service properties	144,700	195,853
Other comprehensive surplus	428,212	622,655
Total comprehensive surplus (deficit) for the year	(1,145,001)	623,094

Financial Position

Statement of financial position as at 30 June 2019

This report includes a summarised version of the audited financial statements. A full version of the financial statements is available on our website at ozchild.org.au

	2019 (\$)	2018 (\$)
Current assets		
Cash and cash equivalents	5,117,491	5,205,565
Receivables	1,829,187	1,029,886
Financial assets	189,489	5,165,659
Other assets	387,414	308,697
Total current assets	7,523,581	11,709,807
Non-current assets		
Financial assets	19,009,479	18,837,382
Property, plant and equipment	9,942,154	5,196,456
Endowment property	1,100,000	1,025,000
Other assets	158,397	-
Total non-current assets	30,210,030	25,058,838
Total assets	37,733,611	36,768,645
Current liabilities		
Provisions	2,039,354	1,586,864
Other	7,163,313	7,626,467
Payables	4,056,376	1,917,436
Total current liabilities	13,259,043	11,130,768
Non-current liabilities		
Provisions	259,186	277,494
Total non-current liabilities	259,186	277,494
Total liabilities	13,518,229	11,408,262
Net assets	24,215,382	25,360,383
Equity		
Endowment funds	18,136,400	18,041,400
Asset revaluation reserve	3,069,985	2,925,285
Financial asset valuation reserve	4,552,963	3,853,789
Accumulated surplus/(deficit)	(1,543,965)	539,909
Total equity	24,215,382	25,360,383

Thank You

The work we do would not be possible without the support of so many individuals, organisations and corporations who have made financial contributions, helped with fundraising or donated products, knowledge or time throughout the year.

Government

- Department of Social Services

VIC

- Department of Health & Human Services
- Department of Justice & Regulation
- Department of Education & Training

NSW

- Department of Family & Community Services

QLD

- Department of Child Safety, Youth & Women

ACT

- Community Services Directorate

Our Partners

- Aboriginal Child, Family and Community Care State Secretariat (AbSec)
- Aboriginal Health & Medical Research Council
- Aboriginal Legal Rights Movement - SA
- ACT Together consortium;
 - Australian Childhood Foundation
 - Barnados
 - Premier Youth Works
 - Relationships Australia
- Anglicare Victoria
- Australian Childhood Foundation
- Communities for Children
- CREATE Foundation
- Dhauwurd-Wurrung Aboriginal Community Controlled Organisation
- Faculty of Education at Monash University
- Foster Care Association of Victoria
- Frankston City Council, Family Youth Services
- Functional Family Therapy LLC
- Goolburri Aboriginal Health Advancement
- Grandparents Victoria
- Gugan Gulwan Youth Aboriginal Corporation
- Gunditjmara Aboriginal Community Controlled Organisation
- Kambu Corporation for Health
- Kinship Carers Victoria

- Kirrip Aboriginal Corporation
- MST Services
- Mums Supporting Families in Need
- National SafeCare® Training and Research Center
- The Centre of Excellence in Child and Family Welfare
- The New York Foundling
- Treatment Foster Care Consultants
- Victorian Aboriginal Child Care Agency (VACCA)
- Winda-Mara Aboriginal Community Controlled Organisation
- Yerin Aboriginal Health Services Limited

Contributors

- A Smile Bin Hire
- ABN Group
- Aemi Casin
- Aesop
- Airmet
- Altona North Child Care Centre
- ANZ
- ANZ Mornington
- Apple
- Arbonne
- Ashcombe Maze and Lavender Gardens
- Aspar
- Aussie Home Loans
- Australian Higher Education Industrial Association
- Australian Pacific Touring
- Bannarring & District Community Bank® Branch of Bendigo Bank
- Baluk Arts Gallery Mornington
- Beaumaris North Primary School
- Beaumaris Secondary College
- BGL Corporate Solutions
- Body Shop
- Booran Holden
- Brand Collective
- Brian M Davis Charitable Foundation
- BRM Projects
- Brocor Landscaping

- Bureau Van Dijk
- Cameo Cinemas Belgrave
- CBRE
- Certola Legal
- Cheltenham East Primary School
- Cherry Energy Solutions
- Club Alamanda
- Collier Charitable Fund
- Commonwealth Bank - Waverley Gardens Shopping Centre
- Cottee Parker Architects Pty Ltd
- Cube Group
- DDS Group
- Dentsply Sirona Pty Ltd
- Designinc
- Diggers Club
- Dobbs Docherty
- Early Childhood & School Education Group
Department of Education and Training
- Endota Spa
- Enviroscope Maintenance
- Esri Australia
- Fit Impact
- Glennys Leury
- Goldwind Australia
- Gravity Zone
- Hays
- Haywood Wilkins & Associates
- Herald Sun
- Hickinbotham Winery
- Hickory Group
- Hyundai Mobis
- Jasco Network Solutions
- Jessie Mcpherson Private Hospital
- Kenshi Candles
- Krystal Shield
- Langham Hotel Melbourne
- Laser Electrical Carrum Downs
- Laser Electrical Mount Evelyn
- Marcia Langton
- Marvel Stadium
- Mills Oakley
- Monash Centre for Health Research and Implementation
- Moorbank High School Interact Fundraising
- Moray & Agnew
- Mornington Primary School
- Mount Martha Public Golf Course
- Narre Warren North Girl Guides
- NCR Australia
- Office National
- Ozchild Op Shop Volunteers
- Paul John Office National
- **Peninsula Aquatic Recreation Centre**
- Phillip Island Nature Park
- Pincus Family Foundation
- Puffing Billy
- Raddisson Hotels
- realestate.com.au
- Retroke Karaoke
- Roma Deli
- Ros and Andy Thompson
- Searoad Ferries
- Selbys Canvas and Shade
- Septimus Jones & Lee Solicitors
- Service Air Conditioning Melbourne
- Shield Chemicals
- SiteTech Solutions
- Southern Golf Club
- Stamford Hotel
- State Trustees - Thomas & Louis
- Suncorp
- Suncorp Brighter Futures Committee
- The Antaeus Charitable Fund (a charitable fund of Lord Mayor's Charitable Foundation)
- The Antaeus Charitable Fund (via Morgan Clients Giving Fund)
- The Bread Roll Shop
- The Flora & Frank Leith Charitable Trust
- The Harvey Patterson Trust, managed by Equity Trustees
- The Penny Drop
- The WashRoom Laundromat
- Trees Adventure
- Vaughan Constructions Pty Ltd
- VCAT Social Club
- Verve Travel Management
- Victorian Building Authority
- Victorian Government Solicitor's Office
- Village Cinemas
- Wantirna Community Bank
- Warren Opportunity Shop Inc
- Watharuong Glass and Arts
- Wattle Grove Primary School
- Windsor Management Insurance Brokers Pty Ltd
- Xtend Barre Bayside
- Zone Bowling



contact us today

VICTORIA

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T. (03) 9212 3900

Frankston

Ground Floor
20 Davey Street
Frankston VIC 3199
T. (03) 8796 0000

Hamilton

Frances Hewett Community Centre
2 Roberts Street
Hamilton VIC 3300
T: 1300 361 680

Melton

38 Station Road
Melton South VIC 3338
T: (03) 9747 8310

Mitcham

Unit 1
5 Redland Drive
Mitcham VIC 3132
T. (03) 9212 5657

Portland

4 Gawler Street
Portland VIC 3305
T: 1300 361 680

Shepparton

56 High Street
Shepparton VIC 3630
T. (03) 5829 6501

Traralgon

2/55 Grey Street
Traralgon VIC 3844

Warrnambool

19 Jamieson Street
Warrnambool VIC 3280
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NSW

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38 Prince Street
Blacktown NSW 2148
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Campbelltown

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Campbelltown NSW 2560
T. (02) 8664 9100

Edgeworth

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737 Main Road
Edgeworth NSW 2285
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QLD

Ipswich

Unit 3
9 William Street
Goodna QLD 4300

Toowoomba

208 James Street
South Toowoomba QLD 4350

ACT

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26 Thynne Street
Bruce ACT 2617
T. (02) 6110 2203

Wanniassa

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Wanniassa ACT 2903

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OzChild Op Shop

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Highett VIC 3195
T. (03) 9695 2200

ozchild.org.au



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OzChild is an Income Tax Exempt Charitable Entity and Deductible Gift Recipient.

OzChild is committed to continually improving our services and processes. Our quality system is accredited against ISO9001. To view our quality statement please visit the OzChild website.