



Putting women and girls at the centre



Good Shepherd

Australia New Zealand

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We respect the living culture and heritage of First Nations Peoples. We will walk together with the First Peoples of Australia and New Zealand, acknowledging their stories and spiritualities, honouring their heritage and advocating for social justice for all.

Our commitment



We are resolved to meeting the needs of women and girls experiencing complex and entrenched disadvantage.

“On behalf of the Board, I thank our teams for their commitment to creating positive change in people’s lives. I also thank our funders, donors and partners for their passion and for working with us to respond to the urgent needs of our time.

“We have developed a strategy for 2016-19 to deliver evidence-based services that put women and girls at the centre of all that we do. Our services are guided by the latest research insights as well as our expertise in:

- Safety and resilience
- Education pathways
- Financial security

“I want to acknowledge the women who led the organisation through our recent transformation and strategy development phase. Rhonda Cumberland, former CEO, guided Good Shepherd Australia New Zealand through a merge process in 2014-15 and set the stage for us to deliver a more integrated and targeted set of services nationally. Andrea Lott, Acting CEO, expanded on this work and strengthened the strategic direction and structure of our regional network so we can collectively have a greater impact on the communities we serve. Dimity Fifer, current CEO, came on board in April 2016 and will finalise this work, bringing her skill and understanding of delivering transformational change.”

“In keeping with our Good Shepherd mission, we highlight the need for gender equality so women and girls can fully participate in society and pursue their goals. We recognise that investing in services that improve the lives of women and girls is vital to creating an equal and just world. This is an important human rights issue and has a positive impact on families and communities.

“We do this in a rapidly changing society: one in which older women are the fastest-growing group of Australians experiencing homelessness; where 2.9 million Australians live in poverty, half of whom are women and a quarter of whom are children; and almost two-thirds of women in prison are sentenced for minor offences such drug use or property theft.

“Our work primarily focuses on women and girls who are experiencing multiple and complex challenges because of their gender and entrenched disadvantage.

“These groups include women and children experiencing or at risk of social and economic disadvantage, family violence and abuse; women, young people and children experiencing barriers to education; Indigenous women and girls; women experiencing, or at risk of experiencing, forced marriage or trafficking; and women impacted by the justice system.

“We hope you enjoy reading this report and connecting with the Good Shepherd network.”

Frank O'Connor, Chair (2014-16)

Dimity Fifer, CEO

Milestone moments

July 2015
NAIDOC
Week: Shared celebrations with local communities



17 September 2015
Fourth annual Power to Persuade Symposium: "Interrogating the arrival of the private (for-profit) sector"

18 September 2015
Inaugural Gender Forum: "Now you see it, now you don't: Gender in contemporary policy"

THE POWER TO PERSUADE

These events attended by policy leaders from civil society, government, private sector and universities

25 November - 10 December 2015
16 Days of Activism: Our social media campaign raised awareness of the issue of family violence

March 2016
The Waranana Centre opens a campus in Paddington, NSW

4 April 2016
Dimity Fifer, new CEO starts



April 2016
New executive team appointed



14 May 2016
Sr Monica Walsh elected Province Leader Australia/Aotearoa New Zealand



June 2016
Good Shepherd Australia New Zealand included in Financial Ombudsman Service Australia's "Community Top 10"



13 July 2015
Victorian Royal Commission into Family Violence begins. Rhonda Cumberland, former CEO, Good Shepherd Australia New Zealand called on to give evidence on links between family violence and financial security.

October 2015
Tour du Bon Pasteur: Pilgrimage to Angers, France where the Sisters of the Good Shepherd began in 1835



15 February 2016
Launched our new website



17 April 2016
Vale Sr Anne Manning



May 2016
Good Shepherd network strategy launched



16 May 2016
Women's Policy Action Tank launched



24 June 2016
Good Shepherd Day: A significant day in the Good Shepherd calendar, celebrating our heritage and embracing our future



We work with women from all around the world and are enriched by their lived experience.



GOOD SHEPHERD NETWORK



Amplifying our impact

We draw on the strength and expertise of our Good Shepherd network to amplify our impact.

Our international mission is to create an equal, just and peaceful world, especially for women and children, through ethical and audacious responses to the urgent needs of our time.

Our network vision is to create an emotionally, economically and physically safe world, especially for women and girls.

Our network purpose is to disrupt the intergenerational cycle of disadvantage and enable fullness of life, especially for women and girls.

Our areas of focus

To achieve our aim, and effectively steward our mission and resources, Good Shepherd Australia New Zealand will focus on:

- **Providing audacious service responses**—innovative, bold services that create a safer, fairer world for women and girls
- **Growing and connecting knowledge**—information and insights from within our organisation, network and sector that increase social impact and make a difference to individual lives
- **Providing wisdom, leadership and support**—working closely and cooperatively with others to disrupt cycles of disadvantage over the long term
- **Influencing for change**—challenging the systems that entrench poverty, disadvantage and gender inequality

Our values of **reconciliation, zeal, justice, audacity** and the **value of each person** guide us in all that we do.

We honour our history and our commitment to meeting the needs of women and girls experiencing complex and entrenched disadvantage.

Our Good Shepherd network in Australia and New Zealand includes:

- Good Shepherd Australia New Zealand
- Good Shepherd New Zealand
- The Trading Circle
- Good Shepherd Microfinance
- St Clare's School

The Good Shepherd network strategy was launched in May 2016.

**Interim statement*

Working co-responsibly

“Our foundress, St Mary Euphrasia, said ‘Do everything as far as possible through love and see what great things you can do.’ This has always been our approach and we are delighted that our mission partners embrace this characteristic of Good Shepherd mission.”

Sr Monica Walsh, Province Leader, Sisters of the Good Shepherd



“As Good Shepherd Sisters, we express our gratitude to the Good Shepherd Australia New Zealand Board and executive team for the 2016-19 strategic plan. It points our Good Shepherd network in a strong and sustainable direction; one that the Sisters fully support.

“Our own strategic planning continues and we will focus on the following over the next four years:

- Fostering transformational leadership (inclusive of all mission partners)
- Developing new models of governance
- Approaching the reality of ageing creatively
- Continuing to nurture the environment and foster a spirituality of interconnectedness with all of creation
- Valuing our Asia Pacific connections
- Continuing to reach out to former residents of our past institutions with justice and compassion

“We remain active as advocates for social change. For example we wrote to the Australian Prime Minister regarding the treatment of asylum seekers on Nauru and Manus Island; we also wrote to senior cabinet ministers to act on global challenges such as climate change. We amplified our voice through social media activity and local vigils.

“We look forward to our ongoing work with mission partners and thank all Board members, staff and volunteers for the important work they do in the community. We see the respectful and caring way they are with clients, the difference they make, and their joy when we get together as one Good Shepherd,” said Sr Monica.

Vale Sr Anne Manning



On 17 April, 2016 Good Shepherd sadly farewellled Sr Anne Manning, Good Shepherd Sister for 50 years and Province Leader Australia/Aotearoa New Zealand 2012-15. One of Sr Anne’s most audacious initiatives was starting the fair trade project, “The Trading Circle”, which markets products from income-generating projects of Good Shepherd ministries throughout Asia. The idea for The Trading Circle evolved out of Sr Anne’s involvement with a group of Aboriginal women in Dareton, NSW who wanted to start a small business. In recent years, Sr Anne worked closely with the Sisters in Australia and New Zealand to plan their succession and share responsibility for mission with lay mission partners. Much of Sr Anne’s final work was supporting mission partners through this succession process.

The road to reconciliation: many steps taken, many to go

Reconciliation is one of our core values. We learn from the past and move forward in a spirit of healing and partnership so we can strengthen relations between people.

Good Shepherd works for the dignity of all peoples and cultures, and has long been committed to Indigenous reconciliation. This requires the building of respectful relationships between Indigenous and non-Indigenous people—and understanding how the actions of the past affect the lives of First Nations Peoples today.

The Sisters have a considerable history of working with and for Aboriginal women and girls. This work included targeted, specialised programs that were developed and delivered by the Sisters or in partnership with other organisations, for example the sewing, art and mothers groups in Dareton, New South Wales; the Aboriginal Play Group, Aboriginal Women’s Art Group and Aboriginal Domestic and Family Violence Project in Koondoola, Western Australia; as well as pastoral care provided in Queensland, New South Wales, Western Australia and New Zealand to individuals and families. The Sisters have participated in networks to drive policy change and their work has been underpinned by an ongoing and active practice of reflection.

As a new organisation, Good Shepherd Australia New Zealand recognises that our work towards reconciliation requires a strengthened commitment, which includes fostering relationships that deepen respect and trust between the wider Australian community and First Nations Peoples. Our Reconciliation Action Plan continues and will be refreshed and relaunched in 2017.

In 2017, we will publish a report that documents the work of the Good Shepherd Sisters towards reconciliation. We aim for this report to be a foundation for a process of organisational reflection in the tradition of the Sisters. It will inform our refreshed Reconciliation Action Plan and further embed a culture of reconciliation within Good Shepherd Australia New Zealand.

We respect the living culture and heritage of First Nations Peoples and commit to reaching a level of cultural understanding that is expressed through appropriate behaviours by staff and volunteers across our programs and services.

We will walk together with the First Peoples of Australia and New Zealand, acknowledging their stories and spiritualities, honouring their heritage and advocating for social justice for all.



Aboriginal artist, Sabine Amos, was commissioned to create an art piece that embodies “shepherding”. This mandala opens up pathways for people reach a place of full potential, providing opportunity for reflection and personal growth.

What we do

Addressing the urgent needs of our time

“What are we doing in this world, and why are we here, if not to contribute to the wellbeing of our neighbours?”

St Mary Euphrasia, Foundress, Sisters of the Good Shepherd

Good Shepherd Australia New Zealand was established by the Good Shepherd Sisters to bring together committed and compassionate people to address the urgent needs of our time. Good Shepherd Sisters, staff, volunteers and Board members work together as mission partners, co-responsible for interpreting, living and developing the mission.

Gendrie Klein-Breteler AM, Mission Lead, was awarded an Australia Day Honour, January 2016. She was appointed a Member in the General Division for “significant service to the community”. Gendrie said, “It’s a recognition of the collective effort across our organisation. It’s for all my colleagues and volunteers at Good Shepherd—and the courageous and inspirational women we work with. I’m proud to be part of a network of such dedicated, compassionate and responsive people. All of us are custodians of the mission.”



Gendrie Klein-Breteler AM, Mission Lead.

Our mission framework is integrated in all aspects of our organisation. It is comprehensive, measurable and enables Good Shepherd people to fulfil the mission in a way that is authentic for them.

This year more than 300 staff, volunteers, Sisters and Board members participated in mission programs. These included orientation sessions on

Good Shepherd’s heritage, values, culture and work. Other programs, such as Leaders for the Future and Leadership for Mission, aimed to deepen participants’ understanding of mission.

Journey to Good Shepherd heartland

In October 2015, thirteen mission partners got on board “Tour du Bon Pasteur”. This tour was a special pilgrimage to Angers, France—the town where St Mary Euphrasia established the Sisters of the Good Shepherd in 1835. It gave each person a rich, first-hand experience of our social, political and spiritual heritage. The group included our Board Chair, the recipients of the inaugural Spirit of St Mary Euphrasia Scholarship, staff, former residents and Sisters.



The pilgrimage group outside the original family home on the island of Noirmoutier (off the west coast of France) where St Mary Euphrasia was born in 1796.

Today, Good Shepherd is represented in 73 countries. Our Mission Office is linked into Good Shepherd internationally and our mission strategy aligns with the international areas of focus set out in 2015. Our Asia Pacific Partnership Team continues to work with Good Shepherd in Asia Pacific and attended a meeting in Singapore in February 2016 to build relationships, share resources and initiate projects. The team is developing a core co-responsibility framework and module for use across the Asia Pacific region.

How we do it

Guided by our values

Our skilled teams work to deliver valued outcomes for every individual.

We cultivate a culture of curiosity so we can be open and adaptive. We encourage our teams to be reflective, and to look at opportunities as well as challenges so we can be more effective in the community and in the workplace. Regular feedback from our employees gives us important insights into how they feel about working for Good Shepherd and what we can do better.

In 2015 we conducted an **employee engagement survey**, which presented strong results. Eighty-one per cent of employees participated in the survey with 67 per cent of respondents saying they feel engaged with their role and our organisation. **This result is 33 per cent higher than the Australian benchmark and 26 per cent higher than the not-for-profit sector benchmark.** When asked “what is the best thing about working for Good Shepherd?” people answered “our vision, mission and values”; “making a difference to our clients and community”; “supportive colleagues and management” and “workplace flexibility”. The survey also highlighted the following areas of opportunity for the organisation: continued change management, internal communication and career development strategies.

In February 2016, we transitioned to a national **employee assistance program** so that all of our employees receive equal support, wherever they are located. The program provides confidential counselling, coaching and support around personal and work-related challenges. Our new provider also has a range of online tools for employees to engage in self-care, health and wellbeing practices.

In May 2016, we launched a new **online learning management system** which consolidates our compliance training courses and records. Along with compliance training, the system will soon support orientation, mission, values and competency-based training. Modules will regularly be added so that our teams keep up to date with changes in the community services sector.

By reflecting on what we do, and how we do it, we are better placed to support our teams in the life-changing work they do.

What is driving staff engagement?



I feel Good Shepherd cares for the wellbeing of employees

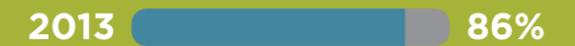


I am encouraged to come up with better ways of doing things

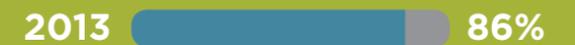


I am able to get the information I need to do my job well

Strengths to keep developing



Teamwork is encouraged



My immediate manager gives me the support I need to do my job well



Good Shepherd enables me to make a difference for our clients and stakeholders



Everyone has the right to be safe

Women and children experiencing or at risk of social and economic disadvantage, family violence and abuse

Tania and Ally's story

Tania (37) entered a Good Shepherd office trembling and in tears. She and her daughter Ally (11) had been abused by her ex-partner, Ally's father, for many years. Tania came to our Peninsula Family Violence Program in Victoria asking for help to apply for an intervention order. Tania was fearful and desperately worried about how the years of violence would affect her daughter. She herself showed signs of post-traumatic stress.

The team referred Tania to legal services and mental health support groups and arranged for Ally to see a children's counsellor within our Family Violence Program. When counselling began, Ally wept constantly. She revealed that her father had been much more abusive to her than her Mum realised but "didn't want to worry her".

Over time, Ally was able to make a number of disclosures. We made reports to Child Protection, alerted her teachers and worked with Ally to develop safety, stress management and communication strategies. Referrals were also made to specialised sexual assault agencies. With legal assistance, Tania was successful in obtaining a full intervention order prohibiting Ally's father to spend time with her unsupervised.

"Knowing I had back-up support to help me understand what was going on and get out of the controlling cycle of violence gave me the strength to get it right for Ally," said Tania.

When Ally was on an excursion, she found that she felt safe and comfortable around horses. We are currently seeking funds for Ally to participate in equine therapy which she is very excited about. Both Tania and Ally have been invited to attend our school holiday camp for children experiencing family violence. Ally is looking forward to making friends with other kids who "get it".

Tania is now seeking employment and has been assisted by our local services which provide clothing for job interviews and pre-interview support. She has also booked a session with one of our financial counsellors to better manage her budget.

Ally said, "I'm sleeping better now that I know Mum is getting stronger."

Note: The names of our clients have been changed and generic images have been used to protect privacy, unless stated otherwise.



Good Shepherd heritage and culture puts women and girls at the centre of our services and advocacy. Our work reinforces the inherent value of women's and girls' lived experience, and includes their voices in program development and assessment.

As we see in Tania and Ally's story, multiple, complex needs require a range of services. At Good Shepherd, the first thing we do is welcome anyone who comes to us for assistance. There is no "wrong door" into our services. We listen closely and ask about the different challenges people may be experiencing. We assist people through our own programs and areas of expertise as well as working with other community organisations, schools, healthcare providers, councils, financial or legal services to meet individual support needs.

We provide a suite of integrated programs that includes domestic and family violence, refuge and recovery services; family, youth and homelessness support services; financial counselling and small loans; coaching to achieve financial goals, education programs and workshops; and community houses.

Our areas of expertise include:

- Safety and resilience
- Education pathways
- Financial security

Little Red Trucks

We are proud to be involved with Little Red Trucks, a big-hearted moving company in Victoria.

They work with us to move victims of family violence to new locations free of charge. Operations Manager, Peter Spark, contacted us after learning about a partnership with the Good Shepherd Shelter in Los Angeles and a local moving company to provide the same service.

"This, at a time when the Australian newspapers were filling up with stories of how bad the domestic violence situation in Australia really is, was enough for us to decide that we should absolutely be doing the same thing," he said.

Since then Little Red Trucks has assisted us to move women and their children to and from safe houses whenever required.

"Having the ability to do projects like this makes us proud of our little business and it's a pleasure to go to work every day," said Peter.



Safety and resilience snapshot

Peninsula Family Violence Program

66
women & children
accommodated in
our refuges

4,030
women & children
responded to
through police
responses to domestic
violence and our
outreach/case
management services

141
children
received counselling
(Vic)

Building Blocks

38
young mums
and
21
children

regularly attend this
weekly playgroup
(Brimbank-Melton, Vic)

Counselling

60
young people
and their
families provided
with counselling

20
young people
provided with sexual
assault counselling

179
young people
attended "Love Bites"

45
parents
attended ParentWise
workshops
(Sydney, NSW)

Sydney Young Parents Program

Supported
50
young parents
and
65
babies and children
through case management.
The supported play group regularly attended by
15 young parents and 25 babies and children.
(Sydney, NSW)

Youth Homelessness Service

Supported
121
young people and
43
children

to access short,
medium
and long-term
accommodation
including social
housing, private rental,
transitional support
accommodation,
emergency
accommodation
(inner northern
and western
metropolitan suburbs
of Melbourne, Vic)

Family Solutions Integrated Family Support Program

Supported
223
families
through counselling,
family support, parent
education
and children's
support groups
(Mornington-Peninsula,
Vic)

Brimbank-Melton Integrated Family Support Program

Provided family
support, family
counselling and
groupwork for
175
women
and their children
(Vic)

Growing and connecting knowledge

Good Shepherd's Women's Research, Advocacy and Policy (WRAP) Centre researches unmet needs and oversees evaluations, program logics and outcome measurements. The WRAP Centre also advocates for systemic change to improve opportunities for women and girls.

We have developed specialist knowledge and expertise in family violence and the economic abuse and insecurity that many women face because of their experiences in abusive relationships.

In recent years our financial counsellors were increasingly seeing women asking us for help with debts related to economic abuse. This change prompted a research project with Kildonan UnitingCare, which resulted in the *Spotlight on Economic Abuse: Literature and policy review* (2012). Our research was followed by a series of forums that engaged 40 organisations across the finance, utilities, government, academic, legal, health and community sectors. These forums informed a further report, *Economic Abuse: Searching for solutions* (2013), which recommended a national response.

In 2014, WEstjustice community legal service approached Good Shepherd to join them in a research project into legal responses to economic abuse. The findings of this project were presented in a report *Restoring Financial Safety: Legal responses to economic abuse*, which was launched in April 2015 by The Hon Fiona Richardson, Minister for Prevention of Family Violence, two months after the Victorian Royal Commission into Family Violence was announced.

On 13 July 2015, the opening day of the Victorian Royal Commission into Family Violence, Rhonda Cumberland, former CEO, Good Shepherd Australia New Zealand was called on to give evidence on the links between family violence and financial insecurity. In March 2016, the report of the Royal Commission was published, which discussed economic abuse at length and highlighted financial security as one of the pillars of recovery, directly reflecting the *Restoring Financial Safety* research report.



Financial toolkit for women

Firmer Foundations was a new initiative that grew out of our work with women who experienced trauma, family violence, economic abuse, social or financial insecurity, isolation or intergenerational poverty.

In 2013, we asked a range of clients what they were most concerned about for themselves and their children and they most frequently said: financial support, debt management, savings, budgeting and lack of money; barriers to employment or community participation such as childcare, transport, low confidence and lack of skill; relationships, safety, family violence, abuse, economic abuse and housing.

Our service response: We developed a financial coaching program to build women's financial capability, security and resilience. This coaching model is an Australian first. It includes workshops for knowledge building; groupwork to build confidence and peer support; and financial capability coaching to support women to draw on their knowledge, experience and strengths to achieve their financial goals.

To date, the program has worked with 310 women with 256 children, with more than more than 90 per cent of women after the pilot phase reporting an improved ability to understand and take control of their personal finances. They also experienced an increased awareness of their legal rights and financial entitlements and increased confidence to plan for a more secure future. Importantly, 66 per cent of participants indicated they had shared their new knowledge and skills with their partner and/or children, helping to break the intergenerational cycle of disadvantage.

In 2016, Firmer Foundations underwent its third-year review with an independent evaluator. A summary of the findings is available online at www.goodshep.org.au

The Peninsula Firmer Foundations program and evaluation would not have been possible without the generous support of The Ian Potter Trust, The William Buckland Foundation and John T Reid Charitable Trust.

We also thank The Phyllis Connor Memorial Trust for their ongoing support. Once again the Trustees awarded \$100,000 to the Firmer Foundations program in Brimbank, Victoria supporting women to build their financial capability, knowledge and skills. "Miss Connor was an independent woman and challenged many of the gender assumptions of her era," said Mr Norman Bourke, Trustee of the Connor Trust, Equity Trustees Limited. "We believe that supporting the Firmer Foundations program is an excellent fit with the values held dear to Miss Connor and her charitable trust's focus on funding projects that promote equity, equality, health and justice."



Rapt in our integrated services!

In 2015, Michelle had her second child and was looking for parenting support. It had been nine years since she had her first child and felt the need for a skills and confidence boost. As a single parent, Michelle went to her local maternal child healthcare nurse for advice and was referred to Good Shepherd for individual family support. While Michelle was receiving family support she was referred to one of our financial counsellors as she was being pursued by a utility company for a debt that wasn't hers. It was suggested that she also participate in the Firmer Foundations program to enhance her financial management skills. Michelle completed two courses, which she found extremely useful. "My issue with the utility company was resolved and I'm so relieved," said Michelle. "I now feel more in control of my money."

Photo by Kristian Scott - Star Weekly

Training up for "money wellness"

Building on the success of Firmer Foundations, we are expanding our coaching programs and launched the "Financial Capability Coaching for Money Wellness" project in December 2015. We recognised that many practitioners feel uncomfortable talking with clients about financial challenges so we designed a program to equip them to have "financial capability conversations". Funded by NAB, an initial series of workshops in Melbourne helped participants explore their own relationship with money, their financial capability goals and how to assist others by having conversations about financial capability.

Firmer Foundations

Worked with
60
clients individually
51
clients in groupwork
and ran
4
workshops
(Morrington-Peninsula,
Vic)

Worked with
30
individual clients
28
clients in groupwork
and ran
6
workshop series
and ran
6
workshops
on superannuation and
starting up a small business
(Brimbank-Melton, Vic)

Community Finance program expands in New Zealand

In 2014, Good Shepherd New Zealand began a Community Finance program to provide access to fair, safe and affordable loans for people living on low incomes. Starting in Auckland and Christchurch, the program has built strongly over the past two years. It is run by Good Shepherd New Zealand and Bank of New Zealand, with support from the Ministry of Social Development and delivered by community partners including The Salvation Army.

In 2016 the Ministry awarded the program an additional \$4.2 million of operational funding over four years and the program expanded to five new regions. In its pilot phase, the Community Finance program engaged with 1,950 people, facilitated loan interviews with 653 people and approved 177 loans.

Good Shepherd New Zealand draws on the collective expertise of the Good Shepherd network, including Good Shepherd Microfinance which is Australia's largest microfinance organisation.

In June 2016, Good Shepherd New Zealand began research with our WRAP Centre to explore how violence against women impacts their economic security.

We co-create services with our community that are relevant and important to them.



Engaged, empowered, open

Women, young people and children experiencing barriers to education

Emma's story

When Emma (16) first joined the Day Program in Marrickville, NSW she was highly anxious. Emma would arrive each morning with her head hanging down and her hoodie pulled low. She was afraid to catch public transport so her mother drove her to and from the program.

Emma stared at the wall when she spoke to people, ate alone and stayed close to our youth workers throughout the day, avoiding the other young people. We noticed the etched scarring on her wrists, visible signs of self-harm.

We worked closely with Emma, and with each week that passed she opened up a little more. Emma looked forward to Thursday excursions and laughed with the other students. We were so proud the day she took public transport to the program for the first time.

Following the 10-week course, Emma decided to continue her education with Good Shepherd at The Waranara Centre. The transition was challenging at first, though Emma soon adapted to the supportive learning environment.

Emma was able to access our onsite counsellors for further support and they assisted her to develop her self-esteem and learn strategies to manage her anxiety.

After completing her Year 10 Record of School Achievement with sound marks, Emma chose to pursue an apprenticeship full time. She continues to see our counsellors, who recognise the remarkable progress she has made in managing her low moods and anxiety.

Emma now works with a personal trainer. She makes eye contact when she speaks and enjoys spending time with her friends. Her confidence grows each day.

The Day Program supports young people to remain engaged with education and offers the opportunity to develop interpersonal, numeracy and literacy skills. The program is open to students in Years 9 and 10 who are having difficulty staying in mainstream education due to mental health issues, trauma or family violence.



We use our expertise in **education pathways, safety and resilience, and financial security** to assist individuals to identify and achieve their goals.

Early childhood education

Wallaroo Preschool in Hastings, Victoria was established in 2005 to improve the numbers of local children attending kindergarten in the area. It provides a well-rounded learning experience for three- and four-year old children and offers opportunities for families to get more involved in the preschool and community. For example, the Parent Engagement program links children and their parents to playgroups, parenting groups and other services that support children's growth and development. By engaging the whole family, literacy and school engagement levels are increasing. Parents and community members are volunteering to support children through Reading for Life programs and staff are working with the Linking Schools & Early Years program, which unites early childhood educators across the three childcare centres, two kindergartens and three primary schools in Hastings.

Philanthropic organisations such as Gandel Philanthropy, one of Australia's largest independent family philanthropic funds, are there to support with funding. In 2015-16 Gandel Philanthropy provided more than \$88,000 for the Parent Engagement program. This program resonated with the trustees of Gandel Philanthropy because they know that support for children in their early years of development is critically important for their future prospects. "Available research shows that such early support interventions are much more productive and provide much better results in the lifetime of children and their families," said Vedran Drakulic, CEO, Gandel Philanthropy.

In 2009 in Hastings, Victoria, 36.5 per cent of children were vulnerable in their language and cognitive development. Through a community-based approach to learning, this figure dropped to 17.4 per cent in 2015.

Engaging young people

Young people experiencing mental health issues and significant trauma can find it difficult to thrive in mainstream schools. The Waranara Centre in Marrickville, NSW is an accredited secondary school that opened in January 2015 to assist young people re-engage with school and complete their education. The Waranara Centre provides access to intensive, ongoing learning from specialist teachers with the additional support of a team of counsellors who are onsite to provide wrap-around services for mental health and behavioural challenges.

On 10 December, 2015 The Waranara Centre held its first graduation celebrating students' personal and academic achievements. Nine students completed Year 9 and 16 students achieved a Record of School Achievement in Year 10. Three young women achieved their Higher School Certificate.



Sr Noelene White personally congratulates students at the 2015 Waranara Centre graduation.



In April 2016, The Waranara Centre opened a campus in Paddington, NSW. This campus offers the same curriculum and specialist support for students as the Marrickville campus and has partnered with Franciscan Social Services to provide adolescent family counselling and parenting workshops.

The Waranara Centre's 2015-16 Annual Report was submitted to the Board of Studies, Teaching and Educational Standards NSW on 30 June 2016 and is available at www.goodshep.org.au

Our counsellors and education specialists also conduct workshops with children, young people and adults to address issues affecting mental health and wellbeing. This includes delivering early intervention programs to young people, facilitating parenting and staff development workshops and providing consultation to schools and organisations.

The Day Program in Marrickville, NSW supports the families of young people through referrals to ParentWise and counselling services, student transition meetings, phone communication and meetings with the Day Program team where appropriate. Supporting young people's families can often mean helping their young person to find a purpose and routine, find meaning in what they are doing and an energy for their education. Toward the end of each term, the Day Program works closely with parents, schools and young people to discuss and develop an appropriate educational transition to mainstream schools or an alternative educational setting such as The Waranara Centre.

Good Shepherd's Thrive program is an early intervention and prevention program that has a caseworker based within a cluster of schools in South West Sydney, NSW. Thrive provides individual support for vulnerable students, delivers group programs to staff, students and parents and connects students and their families to relevant services in the community.

"Joe first joined the program in 2012 when he was selected to participate in a Year 8 'My Friends' group. He struggled with anxiety and depression and frequently got into arguments with teachers and peers, which impacted his motivation. His behaviours also jeopardised his enrolment at school.

"Through the program, Joe learnt how to understand the connections between his thoughts, feelings and behaviours. He learnt how to identify triggers, challenge some thinking patterns and find more helpful ways of responding. His relationships with teachers and peers improved, which resulted in fewer behavioural incidents, greater engagement with learning and his successful completion of Year 12 this year.

"This holistic approach meant Joe could remain at school and graduate. After discussions with Joe and his parents, Joe was referred to headspace for ongoing support as he prepares to start his vocational education course in construction."

Education pathways snapshot



Our School Focus Youth Service supports students aged 10-18 to re-engage with education. It promotes partnerships between schools and community organisations that have specific expertise in working with vulnerable young people. Good Shepherd works in partnership with Djerriwarrh Community and Education Services to deliver the School Focus Youth Service in the Brimbank-Melton area in Victoria.

Together we are delivering initiatives that support young people who may be:

- From culturally and linguistically diverse backgrounds
- Experiencing mental health issues
- Engaging in anti-social behaviour
- Socially isolated
- Of Aboriginal background
- Young carers

In March 2016, Youth Movement created and ran a talent quest in the City of Brimbank to showcase young people's skills and creativity. The group worked with the council, local schools and students, community leaders and businesses to secure a performance space, recruit talent and source prizes. They played a major role in promoting the event and attracted 30 contestants and over 150 young audience members.



Through ENGAGE! Youth Movement, young people's interest in education and achieving life goals are increased.

In Victoria, the ENGAGE! program is a pathway to a range of educational and training experiences as well as employment opportunities for young people aged between 12 and 25. Good Shepherd delivers initiatives such as Youth Movement, a youth-led committee that organises music and performance events for young people in the Brimbank area. We also work in partnership with Victoria University Secondary College to support students completing their Victorian Certificate in Applied Learning (VCAL) by connecting them with suitable community projects. This increases young people's participation in their community by getting involved in local decision-making and initiatives; increasing their knowledge, skills and leadership abilities; providing opportunities to volunteer and mentor; and developing their support networks.

Wallaroo Preschool

Enrolled

49

children

(Mornington-Peninsula, Vic)

Good Shepherd Community House

On average,

10

activities or programs

are delivered each week (St Albans, Vic)

- "Welcome" multicultural program: **213 women** and **155 children** joined in and made new friends
- Building Blocks provided a weekly supported playgroup for **38 young mums** and **21 children** to relax and build positive relationships
- Bringing Up Great Kids in the Early Years, **62 adults** and **44 children** enhanced their communication with each other
- So Sew, **140 women** and **58 children** learnt the basics of sewing
- Advanced So Sew! **53 women** and **34 children** took their skills to a whole new level!

Good Shepherd Community House in St Albans is supported by the Department of Health and Human Services and Neighbourhood House Victoria.

The Waranara Centre

Enrolled

39

students

in the 2015 calendar year (Marrickville, NSW)

Enrolled

12

students

after new campus launch in March, 2016 (Paddington, NSW)

Student wellbeing is regularly monitored through a quarterly survey and an annual questionnaire. Findings from the 2015 annual student satisfaction questionnaire demonstrated that:

- 100 per cent of students surveyed found the Centre to be a safe environment. Students believed this was due to positive relationships, a lack of bullying and a supportive environment.

A follow-up study showed that:

- 79 per cent of young people enrolled at The Waranara Centre since the start of 2015 have made positive transitions to further study or employment

Wellbeing and Thrive Programs Workshops

Provided family counselling, family support and parenting services in Sydney, NSW to

794

students who attended presentations

744

teachers who attended professional development workshops

760

parents who attended presentations and workshops

"I learnt to change the way I think if I'm angry."

- Year 9 Student, ACE Program

ENGAGE! Program

1,400

young people and their families attended community and cultural events

17

young people mainly from refugee backgrounds, participated in the music and dance program: RAP 3021

50

young people participated in Victoria University Secondary College programs

The Day Program

Supported

45

young people (Marrickville, NSW)

Wallaroo Community Centre

On average,

25

activities or programs

are delivered each week (Hastings, Vic)

- Kids in the Kitchen, **839 meals prepared** and shared with school children and their parents
- Jump, Jiggle & Jive, **353 attendances**—delivered in partnership with Peninsula Health
- Parent-Child Mother Goose, **312 attendances**. This joint initiative between Good Shepherd and Peninsula Health aims to engage children 0-2 years of age and their parents or carers
- Nourish and Nurture, **332 attendances**. A play group for young parents delivered in partnership with the Mornington Peninsula Shire (Youth Services)
- Koori Kids Play Group, **240 attendances**. Delivered in partnership with the Victorian Aboriginal Child Care Agency (VACCA).
The Wallaroo Community Centre supports and actively participates in nine local community groups involving safety, education and community development.



Understanding the middle years

In April 2016, Good Shepherd launched a literature and policy review: *One Foot in Each World: Challenges and opportunities for children and young people in the middle years*. It covers the middle years range, which spans a period from eight to 12 years of age.

A forum brought together policy makers, practitioners and researchers to discuss the report's findings, service gaps and best practice models for working with children and young people in their middle years.

The review found that children and young people in their middle years can face various social, behavioural and developmental challenges, including early onset of puberty and disengagement from school; that over a quarter of Australian students have not developed the core skills they require to access educational opportunity in their middle years; and that gender has a significant impact on the challenges and needs experienced by children and young people in their middle years. Girls and young women can face distinct issues that stem from gender inequality and stereotypes, including poor body image, mental health problems, poor wellbeing, low self-esteem, educational disengagement, early sexualisation and experiences of violence.

This work builds on the research Good Shepherd began in 2008, exploring service gaps that exist for this age group. Following this review, Good Shepherd conducted internal consultations with children, young people and family services practitioners.

These consultations explored, from practitioners' perspectives, the difficulties that children and young people in their middle years can encounter, and what service providers can do to better address these needs.

In September 2015, Good Shepherd conducted a workshop on *Uplift: An Empowerment Approach to Parent Engagement* at the Joining the Dots forum hosted by Inner Northern Local Learning and Employment Network in Melbourne, Victoria. The workshop shared outcomes of the action research process that was used with a group of parents from a school servicing a low socio-economic neighbourhood. Parents came together to develop a shared vision for their children's school years; an action plan for parents, the school and the community to support this vision; and an advocacy session to share their plan with selected stakeholders. The outcome from this intervention has been a long-term community renewal plan that is supported by a range of community stakeholders.

In September 2015, Good Shepherd's article "Engagement in Schools" was published in *Insight* (Victorian Council of Social Service). It focuses on co-design as a framework for considering how we interact with vulnerable populations—and outlines a methodology in which all partners can contribute their areas of expertise for an enhanced outcome. For the Uplift project, this included identifying a focus question that was important to participants, creating a process that was engaging and ensured a quality output, and delivering an output that was accessible and useful to everyone.

Life-long learning

Good Shepherd has two community houses in Victoria that are safe places for women and children to make friends, share their stories, learn skills and get to know their local services.

Good Shepherd Community House in St Albans offers a range of parenting programs such as Building Blocks Playgroup; Bringing Up Great Kids in the Early Years; and Teaching, Talking and Learning with Your Baby so that parents can get together, learn, promote positive interactions and encourage positive self-identity.

It also provides skills-based programs that are pathways to income and employment opportunities. Members of the "Sew Much More" sewing group who started in the "So Sew" group are going from strength to strength.

In July 2015 the Sew Much More group learnt how to establish and run a small business from home. Working with the NILS (no interest loans) program in St Albans, Good Shepherd Community House arranged appointments for women to apply for a NILS loan. Their applications were approved at the end of 2015 and they purchased sewing machines through Good Shepherd's supplier. This enabled the women in the group to buy machines they were familiar with, and at a reduced price. Now that they have their own machines at home they're able to practise their skills, create their own garments and begin new futures.

One of our So Sew participants wearing a fabulous dress she made during the program.



The Community House also has a "Welcome" program, which is open to women from diverse cultural backgrounds. Cooking and catch-up sessions are an ideal way for women to meet others in their neighbourhood, practise language skills and build their confidence. "When I came to Australia I was very sick and depressed," said Amena, who was an asylum seeker. "I was sent to Good Shepherd Community House by my counsellor to meet people. After joining, my depression got better. I could talk and forget my last story. I learnt about Australian people, their customs and I made friends. I am very happy to come back to help Good Shepherd because they helped me and my children so much."

Good Shepherd acknowledges the Gill Family Foundation for their generous support and commitment to the "Welcome" program.

Warraroo Community Centre in Hastings also provides a range of child and parent engagement programs, many of which support activities at Wallaroo Preschool. In addition, the Community House offers an art therapy program, "Changing Tides", for women recovering from family violence.

In 2015, Wallaroo Community Centre was part of a trial with Peninsula Health to reach out to clients in the community. Over the past year, referrals to Peninsula Health have tripled and the outreach program has been replicated in other local communities. "Thanks to the team at Wallaroo we're able to work out of a safe space in the community to deliver health services to families and children to improve their lives. It's been easy to work here because the team has already built trusting relationships with people." *Community Health Worker, Peninsula Health*

Thanks to the Mornington Peninsula Shire for a \$5,000 Placemaking Grant for "Warraroo Healthy and Active Kids". These funds were used to upgrade the existing community garden within the Community House, encouraging children to grow, harvest and eat fresh fruit and vegetables. Some of the money was also used to purchase new equipment and resources for the Kids in Kitchen program.



Many ways of knowing and sharing wisdom

Indigenous women and girls

Arimaya's story

Arimaya (39) is one of 22 Indigenous women who was awarded a 2015 Good Shepherd Reconciliation Scholarship to assist with their tertiary education. This scholarship is specifically for women of Aboriginal or Torres Strait Islander descent who are studying full time and are involved in the community.

Arimaya is a registered midwife completing a Master of Science (research) at Melbourne University where she is exploring women's experiences of trauma during childbirth and opportunities to provide them with further support.

Prior to this, Arimaya established the "Sacred Sistas" project at the Wulumperi Unit of the Melbourne Sexual Health Centre, which aims to empower Aboriginal women to understand and take control of their sexual and reproductive health.

While there was little focus on study in her family, education has always been important to Arimaya. She sees it as a way of turning her beliefs into action and live a meaningful life.

Arimaya is also the single mother of two children, Kobi (15) and Teleila (2). The Good Shepherd Reconciliation Scholarship means a great deal to Arimaya as the funds enabled her to continue study following the birth of her daughter.

"Without the scholarship it would've been impossible for me to pay the childcare fees for Teleila and have time to continue with my studies," Arimaya said.

"After unexpectedly becoming a sole parent with no paternal support, this scholarship assisted me to complete my degree and I am forever grateful."

Arimaya has recently achieved entry to conduct her PhD at Melbourne University where she plans to continue exploring experiences of trauma during childbirth. Her longer-term aim is to influence policy changes to improve maternity services provided to women in hospitals.

We are committed to reconciliation, social justice and dignity for all. We believe that unity and respect between Aboriginal and Torres Strait Islander people and non-Indigenous Australians are essential to healing and understanding within our community.

For this story, Arimaya has given permission for her name to be used. The image is not of Arimaya.



One of the students at St Clare's School adds the finishing touches to her painting of her Totem, the Wedge Tail Eagle.

The Good Shepherd Sisters have always formed strong relationships with the communities in which they live and work. They acknowledge custodianship of the land by First Nations Peoples and see reconciliation as central to the renewal of our nation. They have long believed that working with Indigenous women is key to driving social change.

In a soon-to-be-published research report *Ways of Knowing: Voices of reconciliation*, Good Shepherd reviews the principles and processes that guide the Sisters' work with First Nations Peoples. Core principles include focusing on the individual and fostering reconciliation in all activity, working with women and girls, working sustainably, being genuine, being open minded and taking personal responsibility.

At the heart of all action is the practice of reflection to ensure that responses are appropriate, respectful and in keeping with Good Shepherd ethos. This approach continues in our work in education pathways, financial security, and safety and resilience.

St Clare's School in Lathlain, WA focuses on re-engaging young women in education in a small group setting. Approximately one-third of students identify as Aboriginal and the school is committed to meeting individual needs, providing inclusive services with high levels of cultural competency. It incorporates Aboriginal ways of learning into each student's individual education plan and many of the activities, celebrations and programs of the school. This year, Year 8-10 students embarked on an artistic Dreamtime Journey. They learnt about the signs and symbols used by desert artists and incorporated them into a series of paintings. This project created new opportunities for young women to explore and celebrate identity. St Clare's School staff, parents and community members are involved in writing their Reconciliation Action Plan using the *Narragunnawali: Reconciliation in Schools and Early Learning* as a framework.

Advocating for financial inclusion

In the lead up to the 2016 Federal Election, Good Shepherd Microfinance called on Australia's major political parties to prioritise financial inclusion for Aboriginal and Torres Strait Islander people. Our First Nations Peoples are over-represented among the three million people who are financially excluded in Australia and have the lowest financial capability.

Aboriginal and Torres Strait Islander people represent 22 per cent of clients to Good Shepherd Microfinance's No Interest Loan Scheme (NILS) and, in areas like Northern Queensland and Darwin, the number increases to around 80 per cent. With this in mind, Good Shepherd Microfinance worked with 33 Creative, an Aboriginal design agency which has a dedicated team with long standing and valued networks in Aboriginal and Torres Strait Islander communities to develop culturally appropriate marketing materials. These posters and brochures have been well received by local communities.

The flexibility of NILS has also led to great outcomes for Aboriginal and Torres Strait Islander clients. Last year a NILS loan was approved in Far North Queensland for a client to pay for a funeral ritual. The client is an Aboriginal and a Torres Strait Island woman and her partner, who had passed away, was a Torres Strait Island man. The tombstone ceremony is a significant cultural event and family members were able to say goodbye in an appropriate way.



Another student at St Clare's School chose to represent a snake in her beautifully detailed artwork.

Reconciliation snapshot

Good Shepherd Reconciliation Scholarship

The Good Shepherd Reconciliation Scholarship is awarded to Aboriginal or Torres Strait Islander women who are enrolled in tertiary study full time. Students must demonstrate dedication and drive, as well as involvement in the community and financial need. The scholarship awards recipients \$3,000 per year of full-time study to assist with expenses related to their study ranging from text books to internet connection, to transport and childcare costs. In doing so, we aim to break down some of the barriers to education for women.

In 2015 we awarded
22
 women
 with a Good Shepherd Reconciliation Scholarship in partnership with the Mary MacKillop Foundation, amounting to over
\$61,000
 in financial support.
 (national)

Good Shepherd plays an active part in
NAIDOC week activities
 and
Bay Mob Health Day
 and contributed financially to the
2015 Peninsula Family and Dinner Dance

Women's Policy Forum

In September 2015, Good Shepherd invited Michelle Deshong, 2015 NAIDOC Scholar of the Year, to be part of the inaugural women's policy forum co-hosted by Power to Persuade in Canberra, ACT. Michelle discussed Indigenous women's representation in politics and policy and led a workshop on *Doing Policy Differently: Setting a new agenda for feminist policy in Australia*.

National Reconciliation Week

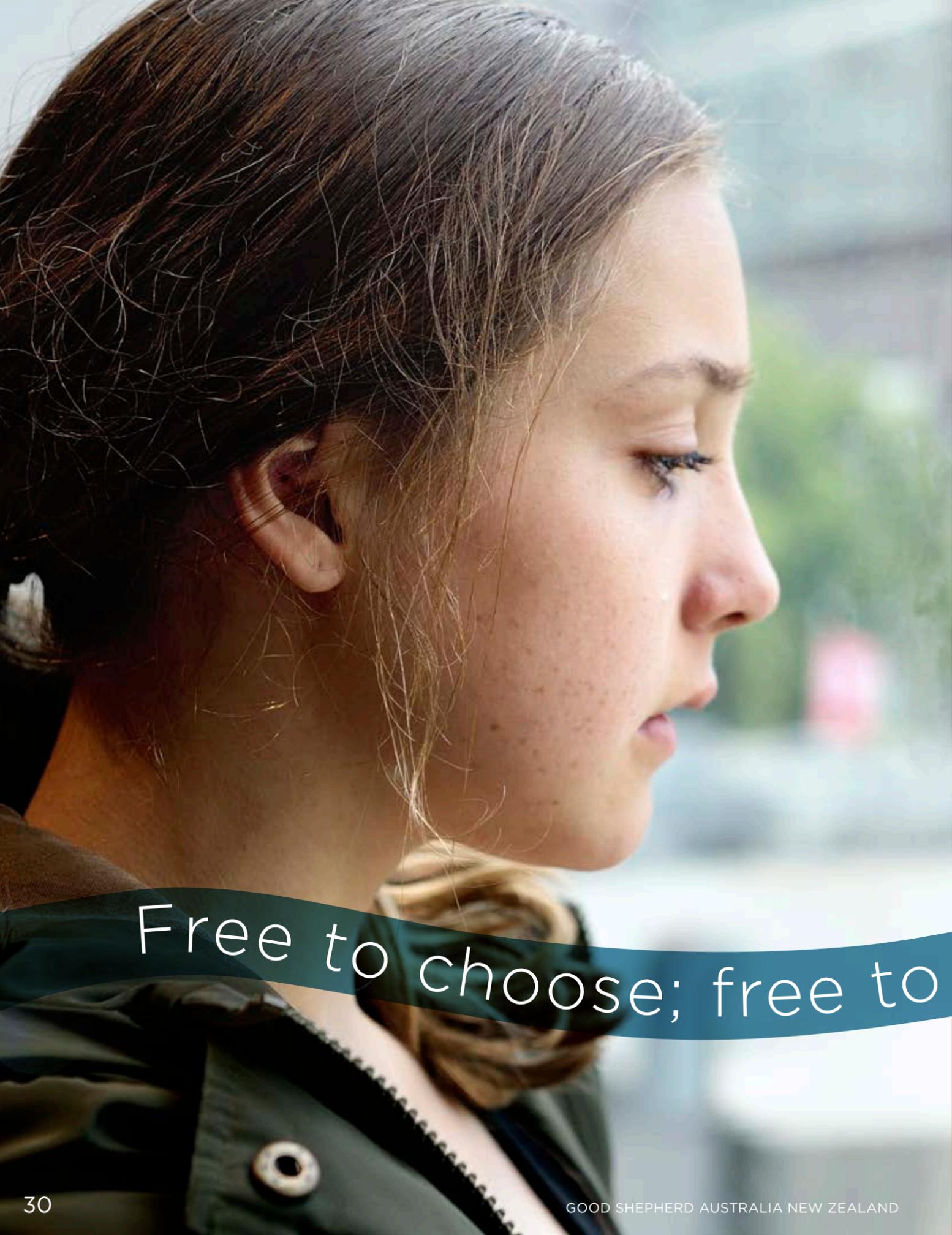
Good Shepherd staff across Victoria, and visitors to Good Shepherd Chapel in Abbotsford, Melbourne learnt how to make stars in Aboriginal flag colours on National Sorry Day and during National Reconciliation Week in 2016. The activity contributed to Aboriginal Housing Victoria's Mirragin Making (star weaving) project to create stars in Aboriginal flag colours as part of the One Million Stars to End Violence initiative. Good Shepherd supported Aboriginal Housing Victoria to reach their goal of contributing 10,000 stars, which will be displayed in an installation at the 2018 Commonwealth Games.

Frankston & Mornington Peninsula Aboriginal Action Group

Good Shepherd is part of this group which includes Aboriginal and Torres Strait Islander workers from community organisations and the health sector, community members, Mornington Peninsula Shire Aboriginal and Torres Strait Islander workers and non-Indigenous members from community organisations. The group assists people in the community to create better links between providers.

Community links

In 2015, students at the Day Program in Sydney, NSW were inspired by Wiradjuri elder Wayne Carr who spoke to young people about the experiences that led to him develop a strong sense of self. In June 2016, students at The Waranara Centre participated in the Giba-Nura Program, which involved a guided tour of The Rocks by a member of the Gadigal people, the original inhabitants of the Sydney Basin. They learnt about the history of the area from an Aboriginal perspective, tasted bush tucker and explored Aboriginal artefacts at The Rocks Discovery Museum.



Women experiencing or at risk of forced marriage or trafficking

Ara's story

When Ara (20) was in high school, she and her family went back to their homeland, Afghanistan, for a special family celebration.

When she arrived, Ara's parents revealed the true purpose of the journey. She was there to marry an older man, a friend of the family named Rashid. Ara was only 15 years old.

Ara pleaded with her parents to call off the marriage, but they took no notice of her wishes. Ara later revealed that during her stay Rashid forced her to have sex with him.

Following the marriage, Ara returned to Australia with her family. She was 16 years old when she was taken out of school to work full time in support of Rashid who had arrived in Australia on a spousal visa.

They lived together in a bare flat in the outskirts of Melbourne. During this time, Ara endured four years of physical abuse from Rashid, including violence and marital rape.

When Ara disclosed these experiences to her family, her brothers and father threatened to kill her if she ever left the marriage. They said it would "destroy the honour of the family".

Despite these threats, Ara knew that staying in the marriage could also be the death of her. She escaped when she was 20 years old, finding safety in a family violence refuge where she could begin the long journey of rebuilding her life.

Ara's story was included in [The Right to Refuse: Examining forced marriage in Australia](#), a research project by Good Shepherd Australia New Zealand and Domestic Violence Victoria.

Free to choose; free to refuse



Maria is a young woman who made a new start in life through the Good Shepherd Welcome House in the Philippines. She was referred to the House when she was pregnant with her second child and scarcely surviving.

When Maria was five, her father died and her family faced extreme hardship. When she was 10 she was coerced into sexual services for money and became trapped in the sex trade. Maria fell pregnant in her teens and became increasingly depressed once her child was born. When she became pregnant again she was desperate to escape. Maria was assisted by a community worker and taken to the Welcome House where she began to recover and joined the Income Generation Program, which enables women to earn money by making and selling artisan products.

This program changed her life. Maria makes products which are sold through The Trading Circle—a Good Shepherd initiative that provides women with skills-based training and a means to trade in local and overseas markets. Maria can now afford to pay rent, buy food each day and save some money. She's planning to complete her schooling through the Alternative Learning System in the Philippines.

The crime of forced marriage is a global issue. Victims can be trafficked to another country or may be forced to marry someone within their home country. It's understood that forced marriage is an emerging issue in Australia and a range of organisations, nationally, are coordinating their efforts to learn more.

In 2015 Good Shepherd was invited to become a driver of the Victorian Forced Marriage Network, along with Australian Red Cross, Centre for Multicultural Youth, In Touch Multicultural Centre Against Family Violence and Victorian Immigrant and Refugee Women's Coalition. The network brings together over 50 organisations to share practice experience and develop strategies to prevent and counter forced marriage.

In October 2015, Good Shepherd assisted in facilitating the "I Don't" forum addressing forced marriage, which was hosted by the Centre for Multicultural Youth in conjunction with the Victorian Forced Marriage Network.

Influencing for change

In February 2016, Good Shepherd launched a policy position paper on forced marriage in Australia. One of the needs it identified is for a specific service system, including a dedicated forced marriage hotline to be established to address the multiple and complex needs of victims as well as providing expert advice and referrals to professionals and members of the public. It recommends that this system of support be collaborative and hold the victim at the centre.

This paper was well received by practitioners in family violence and other community services and is drawing ongoing interest from academics, media and the wider community.

To raise awareness of forced marriage amongst the general community, Good Shepherd ran a social media campaign over a four-month period which used a series of case studies to highlight the various ways forced marriage can happen, who it happens to and the range of issues it presents.

In April 2016, Good Shepherd presented a paper on forced marriage in Australia at the "Children and Families Across Borders: Challenges and Opportunities for Action" conference, which was run by International Social Service Australia at the University of Melbourne's School of Social Work. This event focused on the movement of children across international borders—with or without their families—which has become an issue of critical importance.

On 26 April 2016, the Good Shepherd Sisters celebrated 20 years of Special Consultative Status with the Economic and Social Council of the United Nations.

International efforts to end human trafficking

For many decades, the trafficking of women and children has been a social justice issue for Good Shepherd's global network. Good Shepherd Australia New Zealand is part of Good Shepherd's Asia Pacific Partnership Team which works with mission partners to develop co-responsibility for mission, share knowledge and resources, lobby and support social justice campaigns.

Trafficked women speak out

In June 2016, Deakin University together with Australian Catholic Religious Against Trafficking in Humans (ACRATH) co-hosted a fundraising event "Human Trafficking: Sharing Women's Stories from the Philippines".

This event raised awareness and much-needed support for Good Shepherd Welcome House in Cebu City, Philippines which serves women and children who are survivors of sex trafficking and prostitution. Guest speaker Mayet Latonio, a women's advocate and Professor at the University of Southern Philippines Foundation, shared unique insights and personal stories of survivors.



Chrissie Sayer (Good Shepherd), Mayet Latonio (University of Southern Philippines Foundation), Christine Carolan (ACRATH), Nicole Garrett (Good Shepherd) contributed to the fundraising effort for Good Shepherd Welcome House.



Women impacted by the justice system

Lauren's story

Before Lauren (46) was incarcerated at Dame Phyllis Frost Centre at Ravenhall in Victoria, she worked as a real estate agent, had a successful career and earned good money.

When we first met Lauren she was in her twelfth month of custody and awaiting a hearing. Her personal circumstances had taken an unexpected turn and she'd been left with a range of debts she could no longer manage. In addition, Lauren was trying to cope with severe anxiety and depression which she wanted to keep private.

Lauren is one of many women at the Dame Phyllis Frost Centre who use Good Shepherd's financial counselling service. After meeting with Lauren to assess her financial situation, and following up with numerous third parties, we assisted her with her outstanding credit card, mortgage and provider payments totalling over \$18,000.

Lauren was reluctant to apply for bankruptcy as it would hinder her chances of continuing in her profession. With Lauren's permission, we acted on her behalf to secure several successful outcomes.

Working with third parties, we froze interest on Lauren's credit card and phone provider debts, organised a payment arrangement with her ex-husband and referred outstanding fines to Access, an in-prison legal service.

With the support of Good Shepherd financial counselling, Lauren left the Dame Phyllis Frost Centre more financially secure and better able to re-establish her life in the community.

Most women in prison are serving sentences for minor, non-violent offences. There is a growing call to find solutions other than prison for the high percentage of incarcerated women who have mental health issues, are survivors of violence and abuse, and are not a danger to the community.

Positive interventions and new beginnings

Since the 1970s, the Good Shepherd Sisters have provided pastoral care to women in prison and girls in youth detention centres in Victoria, New South Wales and Western Australia. From the 1990s, our Women's Prison Health and Wellbeing Program and financial counselling services have enabled staff and Good Shepherd Sisters to engage with women and connect them with our services.

The rate of incarceration for women is increasing, and more than half the women in prison are the primary carers of their children. We support women by providing financial counselling, health and wellbeing programs and mentorship.

"I have seen over 300 clients in two years. So many women I assist don't have the financial literacy, confidence or knowledge of the resources available to them to manage debt." *Good Shepherd financial counsellor*

Many women and young people who access Good Shepherd services are directly or indirectly impacted by the justice system. This includes contact with the family court through family violence, separation and divorce, or dispute resolution. It also includes contact with the criminal court system and having parents, carers or other family members who are in prison.

Financial counselling

Our counsellors use their experience and networks to follow up with creditors, waive or freeze fees and interest, make referrals and, in some instances, file for bankruptcy on behalf of clients. In partnership with the Dame Phyllis Frost Centre in Victoria, Good Shepherd provides financial capability information packs to women when they leave prison.

Working with partners

Good Shepherd's financial counselling program also supports women through the Women in Prison Advocacy Network (WIPAN). Good Shepherd has set up a referral process with WIPAN and provides WIPAN mentors with financial training so women are provided with the information they need to re-establish their lives in the community. Good Shepherd also works closely with community legal services and other support services that assist women in prison.

Health and wellbeing

The Women's Prison Health and Wellbeing Program began nearly 20 years ago. It is funded by Good Shepherd and is supported by trained volunteers. Six women per session are assisted through this fortnightly program. It has developed over the years to assist women experiencing depression, sleeplessness, chronic pain, grief, loss and anxiety to improve their mental and physical wellbeing. For many women, the ability to relax and feel nurtured through the program improves their sense of wellbeing.

"I was pregnant when I came in. I was so stressed I couldn't sleep or even think about my baby. I tried the program out because I needed something. It was so good when I could relax and actually feel my baby again." *Program participant*



Financial security snapshot

Dame Phyllis Frost Centre, Vic

144

women

provided with financial counselling

\$34,000

in debt waived

1 in 3

women

referred to Gambling Help

Our financial counsellors referred women to the following services:

- Inside Access
- Gambling Help
- Clean Slate
- Victoria Legal Aid
- Justice Connect
- Odyssey House
- St Vincent de Paul Society

156

women in prison participated in our Health and Wellbeing Program (Ravenhall, Vic)

2

women

mentored in partnership with WIPAN (Sydney, NSW)

Low and no-interest loans

In Victoria,

203

loans

were approved, totalling

\$257,436

These included:

176

NILS (no interest) loans

totalling

\$176,436

27

StepUP (low interest) loans, totalling

\$81,000

In Sydney, NSW,

126

loans

were approved, totalling

\$216,487

These included:

80

NILS (no interest) loans

totalling

\$84,287

46

StepUP (low interest) loans, totalling

\$132,200

Loans were approved for essential items such as fridges, washing machines and stoves; school books and computers; and some medical and dental services

Financial counselling

Worked with

3,829

clients

and provided

8,448

hours of service

(Bayside-Peninsula and Brimbank-Melton, Vic)

Worked with

255

clients

and provided

1,145

hours of service

(Sydney, NSW)

Sharing our expertise

Good Shepherd practitioners and researchers use their specialist knowledge in family violence, economic abuse and financial counselling to deliver workshops, audits, consultations, presentations, forums, action research and joint projects across the public and private sectors.

Workshops and training

Good Shepherd has a notable history in working with utility companies to support customers who are experiencing financial hardship and to understand the impact of family violence on financial insecurity.

This includes professional development sessions to customer services teams in utilities companies or other industries, such as:

- South East Water's Hardship Team - how to recognise customers and colleagues experiencing, or at risk of, family violence and how to make referrals to specialist support services
- City West Water, Alinta Energy and Probe Group - understanding and responding to financial vulnerability and hardship, including how to make referrals to specialist services

"During discussions with customers, I'll now be more aware that I could be dealing with someone experiencing family violence, and I may be in a position to help." Training participant

Working with organisations in different sectors is one of the ways we can influence social policy and business practice so that we can collectively drive systemic change.

Our education pathways specialists work directly with children, young people and the key adults in their lives to address issues affecting their mental health and wellbeing. This includes delivering early intervention programs to young people, facilitating parenting and staff development workshops, and providing consultation to schools and organisations.

Consultation

With over 50 years' experience assisting women, families and young people to live safe, full lives, we provide valuable consultation to the business, government and education sectors.

- In August 2015, we partnered with Melbourne University Law School to investigate harmful financial products
- In 2015, we partnered with WEstjustice to analyse and further develop the findings from the Bulk Debt Project for West Heidelberg Community Legal Service, Victorian Legal Aid and Legal Aid NSW. The Bulk Debt Project negotiated with major utility companies to waive irrecoverable debts for thousands of income security recipients.
- From October 2015 to April 2016, Good Shepherd partnered with Consumer Affairs Victoria to deliver a community awareness campaign about the impacts of online scams on mental health and wellbeing, particularly for the most at-risk groups: older women, single mothers and people experiencing financial hardship
- In March 2016, the Department of Education adopted our Low-Income Awareness Checklist as a resource for their revised Parent Payment Policy
- In June 2016, we met with the Australian Banking Association to review their "Guidelines on Financial Abuse, Domestic and Family Violence"

Public forums

We host and present at conferences, forums and events to share knowledge and advocate for change.

- In September 2015, Good Shepherd co-hosted the fourth annual Power to Persuade Symposium in Canberra, ACT. Organised in collaboration with Dr Gemma Carey (UNSW, Canberra), the event brought together policy leaders from civil society, the private sector, universities and government. The first day focused on the private sector as a new voice in social policy development, the second day focused on gender and social policy.
- The inaugural Power to Persuade: Gender Forum was held at this symposium. It analysed the gender values and norms that underpin a range of policies and facilitated discussions on the reasons for, and effects of, strategic inclusion or calculated exclusion of gender considerations in policy discourse and implementation. An outcome from this event was a vision to establish a network of advocates to look at gender and policy formation and evaluation—and to use the expertise of the network to influence policy debate, development and implementation. The Women's Policy Action Tank was created to realise this vision and is coordinated by Good Shepherd's WRAP Centre.

Governance

Good Shepherd Australia New Zealand Board

- Chair: Frank O'Connor (2014-16)

Directors:

- Caroline Buchanan
- Anne Dalton
- John Hutchings
- Justin Lachal
- Christopher Maley
- Alison McClelland (Chair from September 2016)
- Ian Pollerd
- Frances Rush
- Therese Ryan

Meetings of Directors: During the financial year, 22 meetings of Directors (including Committees of Directors) were held.

Governance structure

Good Shepherd Australia New Zealand is a Public Company Limited by Guarantee. Its sole Member is the Trustees of the Sisters of the Good Shepherd, a Body Corporate under the Roman Catholic Church Communities (RCCC) Lands Act NSW 1942.

Our new executive

Following a comprehensive review of the organisation, Good Shepherd changed its leadership structure early in 2016, adding three new General Manager positions. These roles have realigned the organisation to better focus on service delivery to our clients and to further develop our three areas of specialisation: safety and resilience, education pathways and financial security. They have also enabled us to achieve greater clarity of accountability, improve our ability to manage finance and risk, and better support the Good Shepherd network.

Dimity Fifer, CEO, leads the development and delivery of the network strategy and the organisation's operational plan. Liaison between the Good Shepherd Australia New Zealand Board, the Good Shepherd Sisters, and the boards and executive teams across the Good Shepherd network is key to delivering the network strategy.

Tracy Larsen White, General Manager Client Services, leads the delivery of quality services to all our clients in line with our mission, values and strategic plan. The management of these services is divided into our three areas of specialisation.

Andrea Lott, General Manager Strategy & Advocacy, leads the delivery of our strategic plan and service growth agenda, supporting our advocacy in the community and carrying our mission forward.

Bruce Campbell, General Manager Corporate Services, heads a team that manages our resources and provides the infrastructure and support necessary to deliver our services across Australia and New Zealand.



(L-R) Bruce Campbell, Tracy Larsen White and Andrea Lott.

Quality matters

Good Shepherd is committed to creating a culture of quality, continual improvement and compliance with relevant legislation, regulation, codes, guidelines and industry standards so we can deliver high quality services to our clients and partners.

Part of this commitment involves ensuring our programs and services achieve formal accreditations, following through on opportunities for further improvement of services and quality systems, and providing our employees with ongoing professional education and development.

Our teams continue to ensure our services receive formal certification for quality services that meet the needs of clients, enhance client satisfaction, conform to current regulations and are continuously improved upon.

In April 2016, independent health and human services assessor HDAA found that Good Shepherd Australia New Zealand successfully met the intent of the Human Services Standards (HSS) and maintained our ISO 9001:2008 quality systems certification for all Victorian services.



In line with the Child Safe Standards implemented by the Victoria Government in January 2016, we have implemented new policies and procedures to ensure all Good Shepherd services in Victoria are compliant with the legislation driving these standards.

Earlier in 2016, The Waranara Centre in NSW underwent an official inspection from the NSW Board of Studies, Teaching and Educational Standards (BOSTES) and was granted full accreditation and registration as a secondary school for the next five years.

We are also proud to announce our executive has agreed that the organisation will work towards accreditation to the White Ribbon Standards and the Rainbow Tick standards. Working towards these standards cements our commitment to inclusive, non-judgemental services.

2015-16 saw Good Shepherd continue its strong internal quality process so that we can continuously improve on the quality of our programs and services.

We appointed an Outcomes and Evaluations Specialist in December 2015 to coordinate service evaluations and to support practitioners to map desired outcomes for clients using the program logic approach.

Our Quality Review Committee supports the document management process, and the continuous improvement process ensures that any suggestions, opportunities or gaps identified by staff can be actioned effectively.



Our employees are provided with ongoing opportunities to extend their training. During the year, Victorian and NSW staff attended a number of conferences, seminars and professional development workshops on topics such as support for individuals on the autism spectrum and trauma-informed care.

2015-16 financial summary

A key focus for the year was investing in our research and policy work as well as growing our programs and services for people experiencing disadvantage. A significant increase in expenditure for the Women's Research, Advocacy and Policy (WRAP) Centre expanded activity and influenced public discourse and government attention on women's policy. This added to our capacity to deliver evidence-based programs and services that provide the outcomes that matter most to the people we work with.

Increased government funding supported the sustainability and growth of our essential services across our areas of focus, which are safety and resilience, education pathways and financial security. Funding sourced through donations and corporate partnerships also increased, which allowed us to work with people who were not

eligible for government-funded support. Donations also supported new and innovative models of service and research. Direct support from the Good Shepherd Sisters helped fill service gaps and further boost innovation and research.

The full benefits and impacts of the 2014-15 amalgamation of Good Shepherd Australia New Zealand, Good Shepherd Youth & Family Service (Vic) and Rosemount Good Shepherd Youth and Family Services (NSW) into one organisation are still being realised, but progress has been made. We will continue improving our efficiency and effectiveness, particularly in Corporate Services, so we can further increase the breadth and depth of support we provide to the most vulnerable people in our community.

GOOD SHEPHERD AUSTRALIA NEW ZEALAND

Summarised income and expenditure statement for the year ended 30 June 2016

	2016 \$'000	2015 \$'000
INCOME		
Government funding	7,916	7,225
Fee for service	421	485
Donations and fundraising	767	517
Distributions from trust and other organisations	4,324	3,543
Network support income	1,088	899
Other income	357	193
Total income	14,873	12,862
EXPENDITURE		
Education pathways	2,906	2,247
Financial security	3,032	3,040
Safety and resilience	6,684	6,447
WRAP & Mission	1,228	861
Network support expenditure	1,077	970
Total expenditure	14,927	13,565
Net surplus/(deficit) for the year	(54)	(703)

Good Shepherd international development

Good Shepherd Australia New Zealand, through its affiliated organisations Good Shepherd Services and The Trading Circle, auspices donations to international development projects.

The Trading Circle is a registered not-for-profit and fair trade retailer that exists to empower women in developing countries. The Trading Circle works with producer groups in countries such as Thailand and the Philippines by providing them with a marketplace for their unique artisan products so that they can raise themselves out of poverty with dignity and respect.

Donations to Good Shepherd projects in Asia Pacific are managed through Good Shepherd Services. This includes initiatives such as Good Shepherd's Welcome House in the Philippines (see page 33). Donations are also made to Good Shepherd's Mission Development Office, which assists a global network of donors and partners willing to achieve the mission of the Good Shepherd Sisters in developing countries.

If you are interested in supporting our overseas programs please call Nicole on 1800 791 731.



Producers from the Hands of Hope initiative in Thailand.

Our Good Shepherd network

Good Shepherd Australia New Zealand plays a governance role in the broader Good Shepherd network in Australia and New Zealand. Everyone in this network shares the same mission, vision, purpose and values. Collectively we are able to have a greater impact on breaking intergenerational cycles of disadvantage for women and girls.

Good Shepherd New Zealand

Good Shepherd New Zealand works with key partners to assist people who face challenges brought about by social and economic exclusion to develop their financial capacity.

The Trading Circle

The Trading Circle supports women around the globe to start micro-enterprises, learn new skills, and increase their financial security and wellbeing.

Good Shepherd Microfinance

Good Shepherd Microfinance is a world leader in financial inclusion products, services and advisory, offering fair and affordable financial programs to people on low incomes.

St Clare's School

St Clare's School in Perth, WA is for girls in Years 8-12 at risk of not completing their education because of experiences that have compromised their ability to participate in mainstream schooling.

THANK YOU TO OUR AMAZING VOLUNTEERS

...and everyone who has given of their time, energy and goodwill so that we can work together to break the cycles of disadvantage for women and girls. We couldn't make such a difference in people's lives without you!

Thank you

We thank all our generous donors, funders, partners and supporters. Your commitment to assisting full and equal access to opportunities, resources, education and employment is invaluable. Without you, we could not achieve all that we do for women and girls experiencing multiple and complex challenges.

Our generous donors and supporters

All Saints Anglican Opportunity Shop
Bittern Sunday Market
Bryan Myrphy
Bunnings
Commonwealth Bank of Australia
Country Womens Association
David Byrne
Dora O'Sullivan
East Gippsland Auto Electrics
Equity Trustees
Franciscan Missionaries of Mary
Gandel Philanthropy
George Hicks Foundation
Gill Family Foundation
Greg Shalit
HJ Bennetto Family Trust
Holy Trinity Anglican Church
Impact for Women
Jennifer Better
John T Reid Charitable Trust
Jonathon Webster
Matana Foundation
Megan Cole
Miriam Faine
Neovia
Peter & May Kofoed
Petersham RSL Club Limited
Phyllis Breen
Rae and Peter Gunn Family Foundation
Riezel Kinsella
Rita Andre
Ross Howie
Rotary Club of Hastings
Western Port
Saturday Morning Amateur Golfers (SMAGs)
Sidney Myer Fund & The Myer Foundation

Sorento Sailing Coota Boat Club
St Monica's College
Stephen Mitchell
Sydney Community Foundation - Keith and Judy Kay Fund
Tamarix Poultry Farm
The Carlo & Roslyn Salteri Foundation
The De Sousa Family (Lionel De Sousa Education Fund)
The Ian Potter Foundation
The Phyllis Connor Memorial Trust
The Reiki Trust
The William Angliss (Victoria) Charitable Fund
The William Buckland Foundation
Troy Angus
Victorian Women's Benevolent Trust
Whitefriars College

Corporate supporters

City West Water
Gorman Commercial
National Australia Bank
Caterpillar Australia
South East Water

Local government

Brimbank City Council
City of Yarra

Our research and project partners

Australian National University
Gender Institute
Australian Red Cross
Brotherhood of St Laurence
Catholic Social Services
Victoria
Centre for Multicultural Youth
Con Irwin Sub-fund, Victorian Women's Benevolent Trust

Consumer Action Law Centre
Consumer Affairs Victoria
Domestic Violence Victoria
Financial Counselling Australia
Gina Fiske
Helen Thurloe, Infrastructure Partnerships Australia
InTouch Multicultural Centre Against Family Violence
Jesuit Social Services
Legal Aid New South Wales
Lirata Consulting
MacKillop Family Services
Mallee Family Care
Mann Judd Accountants
Marilyn Webster
Melbourne School of Government, University of Melbourne
Melbourne University School of Law
Menzies Institute for Health Policy
Nick Halfpenny, McKillop Family Services
Parity Journal, Council to Homeless Persons
Peter Streker, Community Stars
Probe Group
Protective Group
Regulatory Institutions Network
School of Global, Urban and Social Sciences, RMIT University
Shepparton FamilyCare
St Vincent de Paul Society
String Theory
Swinburne University
The Australia Institute
The Salvation Army Crisis and Support Services
UNSW, Canberra
Victoria Police
Victorian Council of Social Service

Victorian Immigrant and Refugee Women's Coalition
Victoria Legal Aid
Vulnerable Customers' Taskforce, Essential Services Commission (metropolitan water retailers)
WAYSS Ltd
WEstjustice Legal Service
Westpac Bank
Women's Health in the South East
Women's Health Victoria

Government-funded programs

Victorian Government
Brimbank-Melton Integrated Family Support Program
ENGAGE! Program
Family Solutions Integrated Family Support Program
Good Shepherd Community House, St Albans
Peninsula Family Violence Program
Peninsula Family Violence Refuges
Warraroo Community Centre, Hastings
Youth Housing & Support, West and North of Melbourne

NSW Government

Counselling Services
Day Program
Sydney Young Parents Program
The Waranara Centre
Thrive Program

Partner schools and organisations

Liverpool Catholic Club
Sydney Catholic Schools and Inner West Council (Formerly Leichhardt Council)
Victoria Police

How you can help

With your continued support, we can co-create a society where women and their families can live safe, full lives and access opportunities for learning, development and self-fulfilment.

There are many ways you can offer your support:

- Make a donation at goodshep.org.au
- Leave a bequest, which allows Good Shepherd to plan for the long term
- Become a regular donor and support women and girls on a monthly basis
- Give through your pay, by setting aside an amount each month from your pay cycle

If you are interested in learning more about our people and the work we do, please call 1800 791 731 and ask to speak to a member of our fundraising team or visit goodshep.org.au

Contact us

Contact us if you have any questions or comments about our organisation or services.

This includes:

- Complaints and/or client feedback
- Donations
- Media
- Privacy
- Volunteering
- WRAP Centre

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www.goodshep.org.au

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ACN 135 641 217

GOOD SHEPHERD AUSTRALIA NEW ZEALAND VICTORIA

53 Abbotsford Street
Abbotsford VIC 3067

6 Paterson Street
Abbotsford VIC 3067

354 Main Road West
St Albans VIC 3021

Office 3, 342 Main Street
Morningside VIC 3931

Good Shepherd Community House
168 Main Road East
St Albans VIC 3021

Unit 1 & 6, 184 Salmon Street
Hastings VIC 3915

Wallaroo Community Centre
& Wallaroo Preschool
6 Wallaroo Place
Hastings VIC 3915

Good Shepherd Chapel
St Heliers Street
Abbotsford VIC 3067

NEW SOUTH WALES

440 Marrickville Road
Marrickville NSW 2204

GOOD SHEPHERD MICROFINANCE

11th Floor, 350 Queen Street
Melbourne VIC 3000

GOOD SHEPHERD NEW ZEALAND

9 Menzies Street
Sumner, Christchurch NZ 8081

ST CLARE'S SCHOOL

14-16 McCartney Crescent
Lathlain WA 6100

THE TRADING CIRCLE NEW SOUTH WALES

27 Lackey Street
Summer Hill NSW 2130

QUEENSLAND

100 Latrobe Terrace
Paddington QLD 4064

WESTERN AUSTRALIA

52B Ruislip Street
Leederville WA 6007



Good Shepherd

Australia New Zealand