



DUNLEA CENTRE
AUSTRALIA'S ORIGINAL BOYS' TOWN
A place for change...

Annual Report 2016

**“By means of affection, gain the heart
of the youth.” Don Bosco.**

Our History.

Fr Thomas Dunlea OBE, founded Australia's Original Boys' Town in 1939 after being inspired by the youth work of Fr Flanagan in Omaha, Nebraska. It has continued to evolve over the years in order to remain relevant to the changing needs of adolescents and families.

This ability to adapt was reflected in 2010 with the introduction of girls into the current programs. This necessitated a name change and Dunlea Centre was adopted in honour of its founder. The Salesian charism still underpins the work at Dunlea Centre today although it has an interdenominational charter.



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Our Vision

Dunlea Centre aspires to be:

A welcoming community where lives are changed and right relationships are restored.

The Chair's Report.

To any visitors, it is immediately apparent that much has happened over the past year with the Dunlea buildings. The old dormitory and administration blocks from Boys' Town developments in the 1960s have been extensively refurbished to meet contemporary needs fifty years later. Apart from some glitches, the young people and staff are very pleased with their new facilities.

Meanwhile Montessori Academy Child Care have now extensively refurbished the old hospital and are doing great things with local pre-schoolers, whilst providing good lease income for Dunlea. We look forward to continuing development, especially the creation of new museum and reflection facilities which will better present our history and provide a welcoming setting where old boys (and now girls) can visit, remember and reconnect.

Perhaps just as significantly, a unique invitation in October connected past and present, and reminded us of the essential nature of our agency in its individual and personal care for young people in need or at risk. The Government of Hungary, at their cost, flew in to Budapest and entertained about one hundred and twenty 'Guests of Hungary' to participate in the sixtieth anniversary celebration of their thwarted 1956 Revolution. The Dunlea Executive Director and myself, along with the grandson of former Prime Minister Robert Menzies, were the three Australian guests. Paul and I were invited thanks to the gratitude of Joseph Toth who, as a fifteen-year-old, landed in Australia as a young refugee and was warmly cared for at Boys' Town for his first two years in the country. Joseph was determined to fashion for himself a better life than the oppressive communist regime in Hungary would permit. He had a deeply ingrained hunger for freedom, faith and future, all of which were rigidly suppressed by Russian control at the time in his homeland. At Boys' Town, the Priests and Brothers helped him assimilate in to his new country and encouraged him to develop and use his talents.

Joseph is now a proud husband and father with a loving and supportive family and has retired after setting up and expanding a very successful food catering business in Sydney and Brisbane. His is one of the many good-news, personal stories we like to hear of our past residents.

Joseph's individual journey from adversity to success in relationship and prosperity in subtle ways mirrors the journey of the Hungarian nation, honoured in the three days of celebrations whilst we were in Budapest. After the horrors of the Nazi occupation in 1945, ten years of Communist oppression and economic destitution followed until the student inspired revolution on the 23rd of October 1956. Freedom of speech, of religion and of election were granted by Nikita Khrushchev for a

whole ten days. Then one thousand Russian tanks arrived, followed by mass executions and over 200,000 exiles (with Joseph one of these) searching for life, security and freedom. These values, whose seeds were sown in 1956, would eventually be reaped twenty-three years later by the Hungarian nation with independence following the collapse of the Iron Curtain in 1989.

In some respects, these two linked and very real stories are also like that of Boys' Town and its transition to Dunlea Centre. The saga began out of adversity when Fr Dunlea took in his early boys left destitute and hope-deprived by the Great Depression of the 1930s. In the 1950s, the inimitable Fr Ciantar and his team rescued the Town from imminent closure when management and financial crises threatened. The 1980s saw a radical departure from big numbers of boys in congregate care towards a new model of individualised care in smaller groups, together with greater attention to family circumstances and restoration. This millennium has introduced a more intense therapeutic model and extension of services to girls. In each of these pedagogical transitions, the building infrastructure has attempted to reflect and assist the change. The current huge redesign and build, enabled by the providential meshing of Government, Catholic Church and private bequests, should augur well for our immediate future.

The great thinker and man of faith, John Henry Newman, once opined that to change is to grow; to have changed often is to have grown much. Of course, he meant good, sensible and adaptive change in moments of real need. Just as Joseph's desperate need changed to attainable opportunity, so we hope (and plan!) will Dunlea Centre proactively continue to assist the growth opportunities of each of the boys and girls who join our programmes. Our strong hope and prayer is that so many others, like Joseph, will fashion good lives with secure careers and supportive families and there will be many more good news stories to relate over the next sixty-plus years.



Fr Peter Carroll SDB

The Executive Director's Report.

In 1938 Father Tom Dunlea viewed the Academy Award winning performance of Spencer Tracy in the movie Boys Town. He was particularly inspired by the work of Father Edward Flanagan (1886-1948) on which the movie was based and he could see the increasing need for a similar program for boys in Sydney, so he set about the task of turning this vision into a reality.

Providentially, after being evicted from an old house in Sutherland for temporary accommodation (tents) at Loftus, Fr Dunlea succeeded in procuring a parcel of land in Engadine and was able to commence operations. At first, he called upon the experience of the De La Salle Brothers to assist him in implementing this enterprise.

Just after the conclusion of the Second World War, Father Dunlea organised a sea and air trip to the USA in order to visit the original site in Omaha. His intention was to meet and learn as much as he could from Father Flanagan and bring those understandings back to Engadine. On 31st May, 1946 he arrived in San Francisco on the Marine Lynx. He reported he had a comfortable trip with the exception of a rough crossing over the Tasman. He stayed two days in San Francisco and headed to Omaha by plane.

He was greeted with enthusiasm and fanfare in Omaha. He remained there for over a week before continuing his trip through the USA visiting orphanages and homes for the poor in Kansas City and later, St Louis. Father Tom continued his journey around the globe visiting his hometown in Tipperary before finally returning to Sydney. Upon his return to Engadine, he immediately commenced implementing the ideas he had gathered in Omaha and embedding them into the existing operations.

In 1952 the De La Salle brothers vacated their involvement with Boys' Town, Engadine and headed north to QLD setting up the highly successful BT housing lotteries in the process. Cardinal Gilroy invited the Salesians of Don Bosco to assist Fr Tom Dunlea with continuing the essential work at Engadine. The energetic Fr Joseph Ciantar arrived and to this day, the Salesian presence continues to underpin the work of the current programs.

In September 2016 I was fortunate enough to visit Boys Town, Omaha and reignite the connection with the "original" program that so inspired Fr Tom Dunlea some 70 years ago. The welcome and hospitality I received was second to none. The staff were just outstanding and generous in allowing me to visit and view their programs spending enormous amounts of time explaining their philosophies and methodologies. The original connection between Fr Flanagan of Omaha

and Fr Tom Dunlea of Engadine has definitely been reignited through this visit. Dunlea Centre will continue to stay connected with Boys Town, Omaha through professional exchanges via Skype meetings and reciprocal agency visits in the future.

Throughout 2016 Dunlea Centre was able to assist well over 40 families in their endeavours to improve relationships with each other and reduce family disruptions and discord. Many of our boys and girls were able to return to mainstream schools with an increased capacity to deal with conflict and adversity. Father Tom Dunlea's vision for supporting and guiding youth is as necessary and relevant today as it was "back in the day".

As the year draws to a close I would like to thank our friends and supporters for their continued assistance. Besides a series of challenges that a building project can potentially present, the agency has now been substantially revitalised and refurbished. Our young people and staff have a modern environment in which to work. This could not have been achieved without your support and belief in what we do at Dunlea Centre.

We are also very excited about piloting our Hamilton Program in 2017. With the support of Schools Plus and Toyota Australia, we will pilot a transition program with the aim to support and improve the success rate for young people moving from the residential program back to mainstream, home or work.

Additionally, we will now look to begin fundraising for the old chapel within our grounds and commence developing plans to modernise and reinvent this into a living museum, preserving our history and creating a vision for the future; one that is ultimately for the continued betterment of young people. Don Bosco, founder of the Salesian order of Priests and Brothers often used the saying, "The school was not the end; it was rather the instrumental means for improving the way of life." We will continue to strive to improve the way of life for the young people in our care.



Paul D Mastronardi

Summary of Our Program.

In today's society there are increasing pressures put on families socially, financially and emotionally.

Add the pressures and temptations their children are exposed to in society and the media, it makes for a dangerous mix. It can be difficult for parents to know where to seek assistance when their child is in trouble. Problems such as truanting, fighting, conflict with peers, constant arguments, anger and violence can have compounding effects on already strained family dynamics. The ever changing and developing social media platform is putting immense pressure on young people too.

A young person's behaviour spiralling out of control can have a negative impact on the whole family. If the behaviour isn't addressed in a supportive and appropriate manner, it can quickly lead to family distress and eventual breakdown.

These young people generally cannot cope within a mainstream school setting. They are at risk of falling through the 'educational cracks'. Difficulties with basic reading, writing and maths are common. Frequently, our young people have diagnosed mental health issues, in addition to poor social skills.

Our program addresses these issues in a positive and proactive manner. It enables our young people to re-engage with learning, whilst simultaneously building their self-esteem and in turn, instilling hope for a brighter future. We unite in a partnership with the families. This is underpinned by the provision of therapeutic educational and life skills services with the ultimate objective being the restoration of positive family relationships.

At Dunlea Centre, we have 3 residential houses for boys (Ciantar, Fleming, and Power) and 1 residential house for girls (Maria). Each house has a maximum capacity of 8 young people. Our young people remain in the program for an approximate period of 6 -12 months, although, at times, certain young people will stay longer. When the young people complete the program, they will transition to mainstream education, or another appropriate setting such as TAFE, employment or possibly a special school.

FROM ENQUIRY TO ADMISSION

Dunlea Centre is a voluntary program. Referrals come from a wide range of educational, welfare and health professionals, as well as from parents and carers. Interested families are invited to attend a Family Talk which outlines the nature of the program. Application packs are given to the young people who wish to join the program. Once the packs are completed and returned, a Family Assessment interview is held to determine the goals that a young person and the parents/ key carer(s) wish to target for the duration of the program.

The family preservation focus allows for young people and their families to target a range of issues including truancy, conflict, anger, risk taking behaviours, general welfare and safety. Some young people are at risk of entering Out-of-Home-Care or Juvenile Justice. The hope is that the Dunlea Centre program will have the potential to be an intervention for these young people.

INDUCTION

Each young person participates in case plans throughout the duration of the program and an Individual Educational Learning Plan (IELP) is developed. Both the case plan and the IELP assist the young person in targeting and achieving the goals set down at the time of the Family Assessment. Subsequent goals are identified throughout the placement.

A typical day at Dunlea Centre.

Young people are in residence from 9am Monday morning, through to 12pm Friday each week throughout the school term. The young people return home for the weekends and for school holidays.

Throughout each week, our young people attend classes and work on developing their academic, social and life skills. They attend regular counselling sessions with their Family Services Worker, and participate in the residential program which focuses on skills for independent living. This includes cooking, washing, general household chores, shopping, personal hygiene, learning to live positively with others, conflict resolution and communication.

The Residential Carers engage our young people in a range of recreational activities which focus on health, exercise and team building. Some activities in 2016 have included photography, art and music workshops, various sporting activities such as surfing, stand up paddle boarding, skateboarding, mountain biking and social group activities and outings to the beach, movies and local restaurants.

TRANSITION

As the young person's program approaches completion, which is normally after 6-12 months, a transition plan is either to return to the young person's former school or to a more suitable alternative educational setting, or employment.

A step-by-step process is developed to make the transition as smooth as possible. A special effort goes into consolidating the work with families, to ensure successful re-integration of the young person full time into the family. Also, there is great emphasis placed on ensuring the young person's transition to the new educational or work setting. This is supported by the development of appropriate structures to increase the opportunities for a successful outcome.

TOOLS TO ASSIST YOUNG PEOPLE ACADEMICALLY & EMOTIONALLY

The academic tools used to assist a young person during their placement at Dunlea Centre include NAPLAN (years 7 & 9), VALID (years 8 & 10), the Neale analysis of reading ability, the South Australian spelling test, Multi lit program and other literacy and numeracy diagnostic tools.

The use of the Achenbach Child Behaviour checklist tool and the Resiliency Scales for children and adolescents tool assist staff in targeting the needs of our young people and in developing strategies to help them move forward behaviourally and emotionally.

The Beck Youth Inventory, DASS21 and Just Climate Scale are other instruments that are utilised.

Ciantar Summary

- Fr. Joseph Ciantar, sdb, Director Boys' Town 1952-1964

The 2016 Ciantar year began with a concerted emphasis on challenging ourselves and pushing each other to navigate the world outside our comfort zones. The Dunlea Centre dynamic is always fluid and dynamic and this is especially evident during Term One of a new school year.

Term 1 theme: 'If it doesn't challenge you, it won't change you'

The decision for a young person to engage and commit to giving Dunlea Centre a go, can never be underestimated. Coming to live and learn in a residential setting, can be very daunting, not to mention coming to terms with up to seven other personalities of their peers. At the opposite end of the spectrum there are those young people who must make the decision that the program has brought them as far as it can and they must realise their potential elsewhere.

Ciantar welcomed a new teacher, Zoe who immediately took to her role with a passion for assisting all students achieve their educational goals and helped to nurture their strengths and special interests. We also had the extra special addition of Claire who undertook a student placement from Ulster University in Northern Ireland. The new year also saw the full transition to the Ciantar residential location where the young people were accommodated in fresh, spacious and modernised surroundings.

Learning experiences in Term One ranged from a textual and filmic study of "Tomorrow When the World Began", understanding forces in Science, maps in Geography and famous images in History. An excursion highlight was a trip to the Art Gallery of NSW where preconceptions were challenged as we encountered an array of interactive installations.

Camp at Lake Conjola is one of Ciantar's favourite locations, with our young people camping in tents with lots of nocturnal wildlife. Activities included fishing, stand-up paddle boarding, snorkelling at Jervis Bay, Nowra Tree Top adventures on the Shoalhaven River and an epic night time game of spotlight in the vast Conjola sand dunes.

Term 2 theme: 'Confidence is your best outfit. Wear it, own it'

By second term Ciantar had established a core group of young people who were eager to forge ahead with the school year. It was determined that the term theme should be a focus on personal growth, confronting feelings of self-doubt and charting a course towards an all-important sense of purpose and confidence.

The classroom became geared towards project based learning with an excellent unit on Film and Screen Studies really capturing our collective imagination. We started with basic understanding of filmic conventions through examining several Tropfest short films, before branching into concepts of narrative and character development. A guided tour of the Australian Film, Television and Radio School at Fox Studios gave us amazing access to the hands on aspects of the industry – from costume and props to camera rigs and sound stages. The class also began pre-production of its own short film and gained experience with story boarding ideas and creating characters. Other areas of study included building replica landforms in Geography and in History, Gallipoli and the ANZAC tradition.

A camp experience was kept close to home with a week of numerous recreational and life-skills based activities programmed. These included Indoor Rock Climbing, Monster Skate Park at Homebush Precinct, an Amazing Race around Sydney Harbour and Circular Quay, a Fire Brigade demonstration in Engadine, Senior First Aid Course and a day at Luna Park.



Ciantar Summary

- Fr. Joseph Ciantar, sdb, Director Boys' Town 1952-1964

Term 3 theme: 'Little Steps, Big Success'

Term three was all about placing things in perspective and keeping in mind that everyone in the program is unique and is running his own race. Our young people were asked to continue pacing themselves towards their goals, whether personally or as part of their family unit, and to enjoy their level of success so far.

English was all about electronic media, the internet and editing and publishing skills. Everyone produced their own e-Magazine on their respective areas of interest and developed research, composition and layout skills. History looked at The Cold War with a specific focus on the sequential nature of global conflict and instability. Social Skills classes were an opportunity to explore the practice of Mindfulness which culminated in a very Zen excursion to Nan Tien Buddhist Temple where we practised our calligraphy and Tai Chi skills with the resident nuns.

Third Term Camp returned to the pristine mountainside of Jamberoo for a cold climate retreat. A massive day with Optimum Experiences Outdoor Adventures was staged at Fitzroy Falls with all young people testing themselves on the giant swing, The Leap of Faith and flying fox. We also spent time go karting and visiting Minnamurra Rainforest. It was a real opportunity for downtime by the fireplace, watching movies, playing pool in the games room and enjoying the time together.

Term 4 theme: 'Always be a work in progress'

The final term of the year focused on the theme 'Always be a work in progress'. With the year coming to an end, it was important to reflect on the goals that had already been achieved and reiterate the importance of setting new goals to continue one's growth. We were also joined by Melissa from Lund University in Sweden.

This term was jam-packed with many opportunities for the Ciantar young people to continue developing their skills and aiming high with their achievements. Throughout the term, they took music lessons and learnt how to play the guitar and Cajun drums. In Visual Arts, we were honoured to have Anton Pulvirenti, a renowned Australian chalk artist, work closely with the boys in developing an interactive artwork symbolising their journey in the Dunlea Centre Program. Social Skills lessons included another productive four week program at NRL HQ Moore Park completing "Learning with League" and working with Australian representatives Anthony Minichiello and Brett Kimmorley.



The final camp for the year was held at Bundeena. The boys enjoyed themselves at Jamberoo Recreation Park where we had virtually the whole place and the new water slides to ourselves. Camp also provided the young people with the opportunity to develop new skills in being a helicopter pilot in a training simulator at Bankstown Airport. The final highlight of the year was when we participated in the Sydney Harbour Bridge Climb.

Overall, 2016 was a productive year for the Ciantar House. We wish those who are moving on the best for the future and look forward to another productive year in 2017.



Fleming Summary

Fr. Bill Fleming, sdb, Director Boys' Town 1973-1980

2016 was another big year for the Fleming House with a program designed to challenge the boys striving towards their personal goals. It has been pleasing to see the way in which the boys have developed and grown throughout the year.

Term 1 theme: 'I think therefore, I am'

2016 was very much a revamp for the Fleming House, with only two boys continuing from 2015 and a brand new teacher arriving, which led to a very positive and energetic Term 1. The Fleming Team took advantage of the fantastic weather by going on educational outings, bike rides and a whole lot of surfing. With a theme of "I think therefore, I am", the Fleming boys were challenged to have self-belief, give everything a go and never say they couldn't do something.

Term 2 theme: 'Resiliency'

The numbers were on the rise in Fleming during Term 2. As a team, we had a focus of 'Resiliency'. Through this focus, the boys investigated some inspiring stories of individuals and groups, who had overcome adversity to achieve success. We road-tripped to Canberra for our school camp at the Australian Institute of Sport and, believe it or not, we were lucky enough to see a few athletes. We saw some of the Nation's Capital's finest sites, including Parliament House, Old Parliament House, the War Memorial, Questacon and even a man-made lake. Despite some cool temperatures and some interesting moments, our Canberra camp, like Term 2, was a huge success.



Term 3 theme: 'Independence'

In the first half of the year, Fleming staff noticed that many of our young people struggled to take care of themselves and their belongings. This led to the theme 'Independence' and staff gave every boy the opportunity to take responsibility for not only themselves, but their learning too. The boys thrived on this and there were some great outcomes, including some of our older students completing TAFE introduction courses and work experience. For the younger lads, this challenge asked them to be independent learners. While this was not easy, everyone improved.

We had a horse riding camp in Yarrabin. Some of the boys turned out to be natural riders, although some of our staff did not. A fantastic time was had by all, with everyone certain they would return not just for the horses, but for the dinners as well.

Term 4 theme: 'No excuses'

In Term 4 the Fleming team had a theme of 'No excuses'. This was chosen to challenge the boys to always consider what they could do differently in a situation. At first this was an extra challenge - but, as the term went on, most of the boys got behind it.

Term 4 broke the mould. Instead of going on camp, we had nutrition week! It was a whole week dedicated to food and what's good for you. It started off by visiting a vegan restaurant on Monday and a Mexican one on Tuesday. The boys were much more interested in becoming Mexican than turning vegan. We then visited Vauclose House where we pickled lemons on Wednesday and finished it off with a Korean food tour in Burwood on the Thursday. Boys and staff combined, loved Nutrition Week. We will definitely consider doing it again in the future.



Power Summary

Fr. Edward Power, sdb, Director Boys' Town 1964-1969

2016 was a vibrant and dynamic year for the Power House. We started with a theme of 'Taking Ownership' and continued with 'We are all in this together', 'New Beginnings', and 'Like water off a duck's back'.

Term 1 theme: 'Taking Ownership'

As many of us go through life, 'Taking Ownership' is a skill which needs to be developed. In the Power House, we focused our attention on learning and mastering this skill. It presented like a challenge but, as time moved on, so did our boys' attitudes and abilities to take ownership of their actions. We had big ambitions for the term: to paddle the Shoalhaven River. This task was MASSIVE, however, we attacked it with two hands and a paddle. Weekly paddle sessions were essential for our fitness and mental wellbeing as we prepared for the arduous task ahead. For further inspiration, we undertook a book study on Sacagawea, the native American Explorer. It was comforting for us to know that the Shoalhaven wasn't uncharted territory and that we wouldn't be facing the same conditions Sacagawea faced. Camp came around and before we knew it, we were up the creek with both our paddles and canoes. Day 1 took its toll - close to 8 hours of paddling sounded nicer than it physically felt. All the same we set out to achieve what we needed to achieve that day. We however, did realise we were biting off more than we could chew and day 2 turned into a free paddle fishing day. This was a great experience for our young people as staff had to take ownership for their planning and the boys accepted it really well.

Term 2 theme: 'We are all in this together'

The conclusion of Term 1 led naturally into a focus for Term 2; 'We are all in this together'. We worked hard on team building and communication skills - to increase the level of support that each boy had with both staff and fellow peers, and to develop everyone's ability to open up lines of communication. Starting a program at Dunlea Centre can be daunting. It's a demanding task for both our boys and their families. It is important they know that the staff are here to help them through the difficult issues that may arise. The theme of the term became a reality resulting in everyone believing that they were all in it together. We saw this term to be one of the most successful of the year, as it shifted the culture of the Power House to one of being open, inviting and enduring. With the end of the term, came the graduation of a number of boys and their moving onto other opportunities and experiences.

Term 3: 'New Beginnings'

A number of young people joined the Power House at the beginning of the term. This coincided with our move into a newly renovated space. As such, the focus for the term became 'New Beginnings'. A rejuvenation of relationships, directions and effort are some of the most important ingredients for a young person to achieve the most from the program at Dunlea Centre. This was emphasised in many activities that our young people were tasked with across the term, many of which they would not have previously experienced. Some of these tasks included fund-raising for camp (by selling bacon and egg rolls to the onsite builders and staff), mountain biking in some dramatic terrain, and a series of design projects to enhance the look and functionality of the new Power House setting. The camp was a week at the snow. Most of our young people took to the snow like regular ski-bunnies after only a short amount of time.

Term 4: 'Like water off a duck's back'

Rounding out the year, Term 4 focused on the expression 'Like water off a duck's back'. Throughout life, we are faced with challenges, some easy, many difficult. How we face these challenges makes us the person that we are. All of our young people have faced great challenges through their lives. Throughout this term we looked at our responses to difficult situations and how to grow through adversity. From hiking at Minnamurra Falls and mastering body boarding, to producing meals in a commercial kitchen and learning the guitar, our young people learnt to handle difficulties and challenges, utilising strategies to help them through. Camp saw the culmination of this work in a high-trees adventure challenge. Our young people rose to the challenge of facing their fears head on and letting go of any of the feelings that were holding them back or getting in the way. Staff had to work equally hard in this area! The year concluded with a fun day at Jamberoo, whereby, the challenges continued, with The Rock and various water rides being conquered by all.



Maria Summary

Maria Domenica Mazzarello Founder of the Salesian Sisters of Don Bosco

With a focus on getting out and about, exercising and ‘keeping the inner glow’, our year saw the girls pushing their boundaries and enjoying nature at its best. Through hard work and dedication the girls learnt that rewarding opportunities are earned, not given.

As the year has progressed in the Maria House, the girls have maintained a good level of engagement in all learning areas, namely PDHPE, English, Science, Mathematics, Geography and History. They have shared their many talents with the staff including making and cooking some tasty lunches. The girls have also displayed their manicurist skills and exhibited their creative talents when participating in various art and craft activities. The girls have participated in a number of educational outings including a visit to the Jewish Museum and to the Lucas Heights Resource Recovery Park.

The girls have worked on developing their life skills, social skills and skills for independent living through their participation in the range of experiences created by the staff team, both in the day and residential settings.

Throughout the second half of the year our girls focused on getting out and about in nature, exercising and ‘Keeping the inner glow’, which was our theme for Term 4. We went waterfall hunting a lot. We visited Maddens Falls & Kellys Falls near Helensburgh. The girls loved adventure climbing and being in nature. The best things in life are truly free!

One of the highlights for the girls was their cruise to Papua New Guinea, which provided them with the opportunity to experience the culture of another country and to experience a way of life far removed from the Sydney scene. They explored what life is like for children in another country, tried new and exotic foods, partook in exciting and challenging activities, developed social skills by interacting with peers in a positive environment and most importantly, demonstrated that by working hard, they are able to achieve great outcomes.

Term 4 camp was held in Bundeena. The girls had continued fundraising for their camp activities in Bundeena by having two car washes. We did paddle boarding, caught a ferry across to Cronulla for snorkelling and had a picnic at Shelly Beach. So many little birds came to say hello. During camp we also spent one morning snorkelling at Salmon Head followed by dinner at the beach. Our hugely successful Christmas dinner fundraiser was very well attended. This fundraiser was for the girls’ end of year dinner/graduation. Everyone worked very hard all day: setting up, decorating and helping to organise all the food in the Food Technology room. Once they had finished decorating, the girls all became kitchen hands: peeling potatoes and carrots, cutting onions and keeping an eye on all the food that needed





to be cooked perfectly and on time. Master Chef Amanda kept everyone on task. Dessert Chefs Nairi and Deniz helped the girls prepare muffin cheesecakes, which were beautifully decorated by Kellee, giving them that special touch and presentation.

During the evening the girls presented a Power Point Display of our Term 3 Camp to Papua New Guinea. The Men's Shed, who are great supporters of the Maria House were special guests. They were very impressed with the girls' information, the manner in which they presented the information and their ability to add their personal anecdotes. The girls received very encouraging, positive comments. Overall, it was a very successful evening.

“ *I've learned not to make excuses for my actions but to take on responsibilities.*
Belle ”

Key Achievements in 2016.

- Interstate Salesian Principals and Deputy Principals visit Dunlea Centre and Bosco College for Australian Pacific Salesian Principals Association (APSPA).
- Oz Bosco held at Bosco College & Dunlea Centre for the first time.
- Jen Cohen (Sydney Catholic Schools) – Mental Health First Aid workshop.
- New Dunlea staff attend Salesian Immersion held in Melbourne.
- Staff attend First Aid training at St Johns Ambulance Sydney.
- Samoan Siva cultural dance tour of the Engadine Bosco community.
- Therapeutic Crisis Intervention (TCI) training for staff held in April.
- Maria House (girls) meet with NSW Premier, Mr Mike Baird.
- Executive Director attends the European Scientific Association on Residential and family Care for Children and Adolescents (EUSARF) Conference (September) in Oviedo, Spain.
- Executive Director visits the original Boys Town Omaha, Nebraska & later the Boys Town, New York annex.
- Executive Director visits Waterford Country School, Connecticut, USA.
- Fr Greg Chambers Salesian Provincial visit in June.
- The Chair and Executive Director invited to Budapest “Fight for Freedom” 60th year anniversary celebrations.
- Montessori Academy commences refurbishment of the ‘old hospital’ for its Childcare Centre.
- Plans tentatively finalised for the pilot of a ‘Day Program’.
- Final Occupation Certificate issued on 9th December 2016 – administration area complete. All Dunlea staff return to the main building campus.



Completion of refurbishment. North West façade of building

Celebrating Sydney Harbour Bridge Climb.



Staff Professional Learning and Development 2016.

A range of qualified staff are employed at Dunlea Centre across a variety of positions brought together into a multidisciplinary framework. These qualifications include teaching, psychology, counselling, sport and recreation, social work, conflict resolution, ministry, finance and residential care. Other training that some staff have pursued include, yoga and mindfulness, trauma informed teaching practices and lifestyle management.

Currently, there are 10 qualified teachers, six counsellors, five life skills / social educators and eight residential workers. Fifteen staff members hold post-graduate qualifications, seven are graduates with a further fourteen holding TAFE or equivalent qualifications related to their position. Ten staff members are working towards higher qualifications in teaching, counselling, social work, administration & finance, psychology and complementary medicine. Two staff members are currently completing their provisional registration internship. Average attendance rates of staff were above 95%.

Dunlea Centre values the development of professional networks and training that contribute to improvement and the development of staff skills. In 2016 this included:

Child Protection Investigation Training, Mental Health First Aid, Risk Management, Domestic Violence, Managing Suicides & Attempts, Fire Safety, Therapeutic Crisis Intervention (TCI), First Aid, Acceptance & Commitment Therapy (ACT), Governance training as well as regular employee inductions.

Professional exchanges and experiences as well as visits to other Non-Government Organisation's (NGO's) and associated agencies, such as the Association of Independent Schools (AIS), Association of Children's Welfare Agencies (ACWA), Marist Youth, Redbank House, Flexible Learning Centre Towradgi, The John Berne School Lewisham and several Department of Education alternative settings. The Executive staff continue to maintain professional links with Lund University Sweden, Ulster University Belfast, St Patrick's School Malta and closer to home, St Dominic's College Glenorchy. Additionally, the Executive Director has re-established professional links with Boys Town Omaha, which will serve as a unique learning opportunity for staff on opposite sides of the Pacific.



Ronald Thompson, Paul Mastronardi and Jonathan Huefner, Boys Town Omaha.

Therapeutic Approach.

Our program is informed on a theoretical level, by the ‘Preventive’ approach of Don Bosco and the ‘Circle of Courage’ approach of US psychologist Larry Brendtro.

These are summarised in the table and diagram following. Importantly, both these approaches begin with the belief that all young people can change for the better and promote an atmosphere of tolerance, acceptance, forgiveness and change. Too often, young people are incorrectly labelled as ‘bad’ kids. Yet, when treated with positive care and placed in the right environment, they flourish. The Dunlea Centre program is founded on eight planks. These planks are:

- 1. Presence:** While young people are participating in the program, there is always a staff member present, participating in program activities, role modelling appropriate behaviour, relating and building rapport, directing, teaching and most importantly, listening. Abilities, skills and needs are recognised in an accepting and non judgemental environment.
- 2. Preventive:** The preventive approach is founded on the belief that all young people can change. This means working with young people in a way that is gentle, patient, kind and forgiving and which values the skills of listening, relating and directing. Under this system, we avoid harsh punishments and instead stand beside young people and encourage them, have empathy with them and help them to grow.
- 3. Plan:** Staff, young people and their families work on agreed goals as identified at the initial assessment meeting which are targeted and developed further at case plan IELP meetings and reviews. Strength cards are used at these meetings to ensure that there is still a focus on what a young person does well, rather than simply focussing on what needs to change.
- 4. Professional:** Staff work in multidisciplinary teams covering the therapeutic, educational and welfare domains.
- 5. Positive:** A positive behaviour management model encourages appropriate behaviour, outlines a set of clear behavioural expectations and responsibilities and respectfully but firmly addresses inappropriate behaviour. This is designed to help the young person become aware of and responsible for, choices made.
- 6. Personal:** The Dunlea Centre model focuses on individual needs and the unique goals of each young person. Young people voluntarily apply for placement at Dunlea Centre and individual plans are then formulated to target their specific needs.
- 7. Parental Involvement:** The Dunlea Centre program identifies, promotes and facilitates the development of whole-family strengths, including the parents’ skills and relationships with the young person. Parent/carer involvement is an essential part of the program because it ensures that changes made extend to the home and, therefore, are more sustainable. Parents/carers participate in fortnightly counselling, quarterly case plans, re-entry meetings, as required and family celebrations at the end of each school term.
- 8. Play:** It is critical that young people get a chance to relax and have fun during their time at Dunlea Centre. Staff provide a range of recreational, sporting and leisure activities to fulfil this need. These activities provide the young people with the opportunity to develop a sense of mastery through learning and developing new skills.

Critical to the model is to operate in the ecological environment of the young person: his or her home, school environments, peers and community.

A young person must be situated and understood in all of these contexts to work with them effectively and to achieve sustainable results. Program staff, for example, ensure that young people maintain links with their local community, continue to work on their goals at home, are supported in their transition back to mainstream (or other) education, and are able to establish and function well in their peer group. The multi-disciplinary approach offered allows access to more aspects of the young person’s ecology than a purely educational, welfare or accommodation support service can do alone. It is, thus, a truly wraparound model of service delivery.

The ultimate goal is for the 8 planks and the day-to-day elements of the program to work together to develop in young people a sense of belonging (a sense of significance), mastery (competence), independence (a sense of personal power) and generosity (a feeling of virtue).

A young person with a strong sense of these elements is likely to do well in society. By applying the ecological ‘whole of life’ view to a young person’s experience of these four domains, a matrix can be developed as follows (Table 1). This matrix can guide the identification of needs, goals and areas to work on. It is useful because it offers a broad and multifaceted view of change, with workers supporting young people to make real change and progress across each of the four domains, in each of the four central spheres of their life.

Importantly, Dunlea Centre values a ‘strengths’ rather than ‘deficits’ focussed approach, meaning within each of these domains there is a focus on what is working, no matter how small it may be. The program then supports individuals and families to build upwards and outwards from those points.

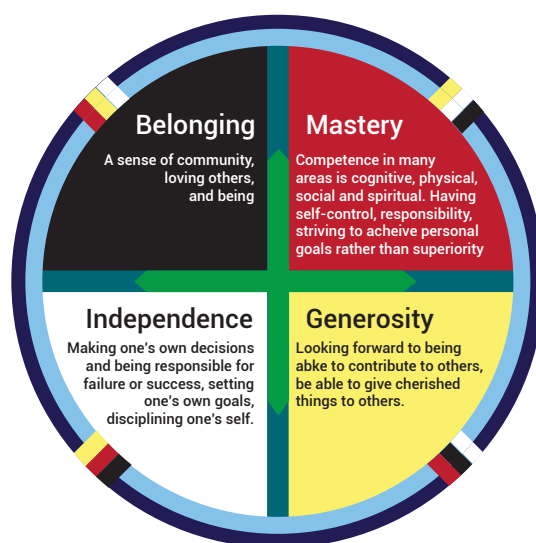


Table 1. The Ecological View Across the Four Domains

	Home	School	Peers	Community (inc Cyber Community)
Belonging (Significance)	poor	medium	poor	medium
Mastery (Competence)	medium	good	poor	good
Independence (Power)	good	poor	medium	medium
Generosity (Virtue)	medium	medium	poor	poor

RESPECT	UNDERSTANDING	AFFECTION	HUMOUR
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At a basic level

Include all individuals without isolating anyone	Recognise faults as due largely to thoughtlessness	Make the first move towards the young person – set the mood	Do not bewail the times
Correct privately to avoid public humiliation	Recognise the limits of young people in maturity/thoughtlessness	Find something to encourage and praise	Always correct with the hope of change and growth
Speak positively avoiding sarcasm	Be aware of what might happen	Use a quiet word in the ear	Celebrate achievement
Correct in quiet	Arrive ahead of the young people	Apologise to the young person when at fault	Be cheerful
Correct when calm and never in anger	Be well prepared and set the atmosphere	Remember names	Allow spontaneity and genuine laughter
Build small groups that support those at risk	Defuse destructive situations by distractions	Let them know that you care	Reward groups for success in a public way
Be present with young people especially when you don't have to be there	Enter the world of the young person: go to meet them on their territory	Strive to inspire trust	Put individual failure into a wider more optimistic context
Protect the freedom of the young where possible	Vary your approach and offer variety to young people	Treat everyone equally without favourites	Identify and support those who are unusually sad
Provide a range of choices where possible for young people	Keep reflecting on experience	Use activities to build relationships	Always meet or leave the young person with an encouraging word
	Make the rules clear and consistent		

To engage the heart and spirit

Guard each individual's dignity	Be aware of your own weakness and strength of personality	Build a climate of emotional security in your work	Maintain an optimism about young people in general
Recognise and remember the unique story behind each person	Be able to listen to what is not said and see beneath the surface of the young person	Create a family spirit where the feelings and needs of others are recognized	Use support from colleagues to bounce back after problems
Recognise and value the cultural context of the young person	Reflect on young people's behaviour to search for patterns that reveal an inner life	Establish a relationship of care for individual youth at risk	Believe in the natural and spiritual resources within you
Reflect on the gifts of each young person as a sign of directions to be explored	Identify where the common good is being built up or threatened by young people	Let young people know that you care about them	Meet life cheerfully as a way to maintain personal energy
Allow young people freedom to talk personally or to stay quiet	Reflect with colleagues to check your views on what is happening	Be able to talk about yourself personally but appropriately	Be prepared to laugh at yourself and what has happened
Work hard for the good of young people	Read the signs of the times and assess their impact on young people	Contain and reconcile aggressive behaviour	Count your blessings every day

Evaluation.

Last year we reported on a research initiative to evaluate the effectiveness of the Dunlea Centre program. This project began in 2015 and will run for 3 years until 2017. The final report is to be completed in 2018.

The first evaluation step was to collect demographic data about our young people and their families involved with the Dunlea program. This is so that we have a clear understanding of the background of the young people Dunlea seeks to serve. In 2015 this covered 32 families and in 2016 the number of families reached 40. This means that the agency now has descriptive statistical data on 72 families that covers details of each young person's schooling and details of each family's background such as marital status, income source, family housing and much more.

In comparing the details for 2015 and 2016, it is noticeable that more than 70% of the young male students in 2016 had a psychiatric diagnosis at the point of entry to the Dunlea program and many are on medication. These diagnoses include Depression, Anxiety, ADHD (Attention and hyperactivity disorder), ODD (Oppositional defiance disorder), PTSD (Post traumatic stress disorder) and Attachment Disorder.

Both of these findings point to the fact that the Dunlea program now serves a different population of young people and their families from the population that Dunlea served 25 years ago, when Dunlea (formerly called Boys' Town) was established in its current form. This presents a challenge and the need to constantly think about or rethink the relevance of the Dunlea program's working practices for this changed population.

We will continue to collect program data throughout 2017 and by the end of the year the agency will have demographic and other program data on more than 100 young people and their families. This will allow us to analyse this data using the powerful inferential statistical methods to examine more closely the effectiveness, or otherwise, of the Dunlea Centre program. This is an exciting prospect.

We once again thank Dr Frank Ainsworth, (Senior Principal Research Fellow (Adjunct), James Cook University), for his generosity in leading this process, not to mention the countless hours he has expended collating and analysing the raw data. His statistical expertise so charitably provided to the agency for this research project is a blessing for which we are, and will be well into the future, most grateful.



Dr Frank Ainsworth

Our Current Board of Directors.

The names of the directors in office during the financial period and at the date of the report were:

Fr Peter Carroll SDB (The Chair)

Mr Peter McGuinn (Deputy Chairman)

Dr Frank Ainsworth (Retired)

Mr Anthony Cleary

Ms Anna Dickinson (Retired)

Ms Geraldine Gray

Mr Otto Henfling (Retired)

Mr Christopher Lonergan

Ms Cynthia McCammon

Mr Peter McDougall (Retired)

Mr Gregory McKay

Mr Mark Raue

Mr John Sweeting (Retired)

Mr Andrew Watson

Mr James Doyle

Dunlea Centre Mission.

To empower adolescents and families at risk to change their lives and restore relationships through the provision of quality therapeutic, educational and life skills services.



Mr Peter McDougall has given many years of outstanding service to Dunlea Centre. His dedicated support also included serving as a Director on the Dunlea Board from 2007 to 2016

Statement of Profit and Loss for the year ended 31st December, 2016

<u>Revenue</u>	2016	2015
State Government Grants	\$1,602,139	\$1,546,115
Commonwealth Government Grants	\$1,479,032	\$1,041,305
Commonwealth Capital Grants	\$1,606,948	\$4,689,588
Catholic Church Grants	\$140,000	\$140,000
Donations and Bequests	\$200,001	\$394,144
Investment Revenue	\$472,369	\$585,534
Unrealised Investment Gains	\$2,940	\$-
Other	\$106,846	\$78,487
	\$5,610,275	\$8,475,173
 <u>Expenditure</u>		
Program Expenses	\$1,993,778	\$1,844,027
Administration Expenses	\$54,076	\$46,735
Building & Maintenance	\$373,417	\$213,491
Development & Fundraising	\$56,346	\$94,843
Financial Expenses	\$177,357	\$156,793
IT & Communications	\$92,787	\$89,249
Motor Vehicles	\$12,646	\$10,940
Property Expenses	\$118,336	\$116,379
Shared Resources	\$1,970	\$3,124
Wages & Salaries	\$1,038,003	\$1,013,739
Wage Employment Costs	\$270,754	\$189,804
Unrealised Investment Losses	\$23,812	\$36,351
	\$4,213,282	\$3,815,475
 Net Surplus	 \$1,396,933	 \$4,659,698

Principal Activity

Boys' Town Engadine is a public company limited by guarantee that is incorporated and domiciled in New South Wales, Australia. The registered office is at 35A Waratah Road, Engadine NSW 2233.

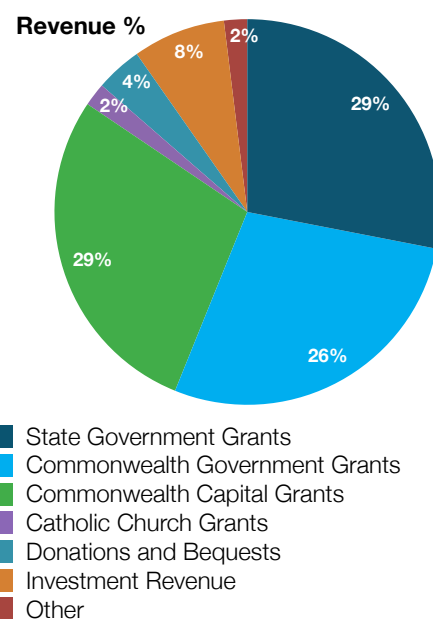
The principal activities of the company are the management and administration of the benevolent activities and welfare services of Dunlea Centre (the trading name of Boys' Town Engadine).

The company commenced operations on 1 January 2006 upon receiving the gifting and disposition of the assets of The Salesian Society Incorporated as Trustee of Boys' Town Engadine.

In the opinion of Directors:

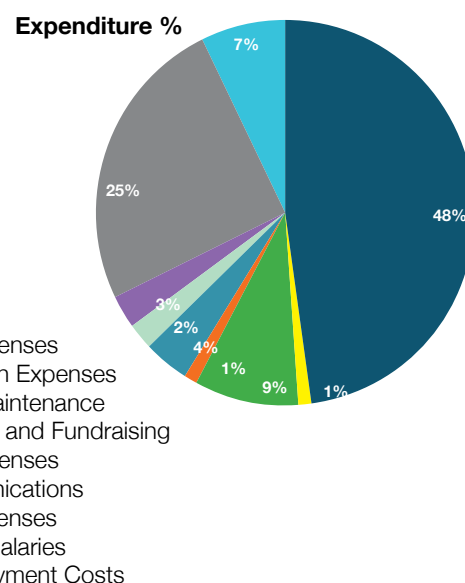
1. The financial statements and notes of the company are in accordance with the Corporations Act 2001, including;
 - (a) giving a true and fair view of the financial position as at 31 December 2016 and performance for the year ended on that date of the company; and
 - (b) complying with Accounting Standards and Corporations Regulations 2001; and
2. There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors made pursuant to s.295(5) of the Corporations Act 2001, On behalf of the board by Fr Peter J Carroll SDB on 23rd March, 2017



Statement of Financial Position as at 31st December, 2016

ASSETS	2016	2015
<u>Current Assets</u>		
Cash and Cash Equivalents	\$4,198,164	\$5,894,253
Receivables	\$142,409	\$134,689
Available for Sale Financial Investments	\$1,475,247	\$1,429,598
Total Current Assets	\$5,815,820	\$7,458,540
<u>Non-Current Assets</u>		
Property Plant and Equipment	\$8,782,596	\$5,436,903
Total Non-Current Assets	\$8,782,596	\$5,436,903
TOTAL ASSETS	\$14,598,416	\$12,895,443
<u>LIABILITIES</u>		
<u>Current Liabilities</u>		
Creditors and Borrowings	\$937,536	\$683,351
Provisions	\$391,659	\$335,463
Total Current Liabilities	\$1,329,195	\$1,018,814
<u>Non-Current Liabilities</u>		
Provisions	\$388,443	\$392,844
Total Non-Current Liabilities	\$388,443	\$392,844
TOTAL LIABILITIES	\$1,717,638	\$1,411,658
NET ASSETS	\$12,880,778	\$11,483,785
<u>EQUITY</u>		
Gift and Disposition of Assets	\$2,654,368	\$2,654,368
Retained Earnings	\$10,226,410	\$8,829,417
TOTAL EQUITY	\$12,880,778	\$11,483,785



Auditor's Opinion

In our opinion the financial report of Boys' Town Engadine is in accordance with the Corporations Act 2001, including;

(a) giving a true and fair view of Boys' Town Engadine's financial position as at 31 December 2016 and of its performance for the year ended on that date; and

(b) complying with Australian Accounting Standards (including Australian Accounting Interpretations) and the Corporations Regulations 2001.

Signed on 16th March, 2017 by Kevin F Jones, FCA.



Mr Paul Mastronardi, Executive Director, Dunlea Centre Addressing the Montessori Academy's 2016 Excellence Ball



Fr Peter Carroll SDB, The Chair Dunlea Centre and Monsignor Brian Rayner gratefully accepts the Montessori Academy donation

Thank You.

Dunlea Centre would like to express its thanks for the ongoing support it receives from the community. It is only with your continued support that our work can continue.

Also many thanks to:

Club Engadine RSL, Commonwealth Bank of Australia, Engadine Bowling & Recreation Club, Montessori Academy, Schools Plus, The Big Sister Foundation, The Marian & E.H. Flack Trust and Toyota Australia.

S. Angelides, I. Austen, M. Boyd, F. Burgess, V. Burrow, M. Callow, A. Clifford, J. Croft, R. Di Donato, H. Dixon, C. Downy, I. Dsouza, Z. Farrell, Dr B. Favalaro, V. Feeney, J. Fitzpatrick, C. Ford, S. Giaouris, K. Grew, C. Hennessy, C. Kenny, P. Lynch, M. Mangraviti, P. Mastronardi, P. McDougall, E. McQuillan, D. Mendes, H. Montgomery, N. & C. Morris, M. Morrison, G. Nilon, J. Nolan, B. O'Brien, S. O'Connor, R. Pidgeon, J. Reemst, T. Rice, G. Rowley, J. Russell, J. Ryan, C. Salonikas, J. Sheehan, M. Skennar, C. Speakman, E. Svenne, K. Tangney, M. Velardi, B. Wilbers & L. Wilcox.

Beswick Family Fund & Edmund Resch Estate

Bosco Menshed, Bunnings Kirrawee, Catholic Church Insurance, COG Branding, Divevon Pty Ltd, Gavagna Bros Pty Ltd, Grill'd Miranda, Miranda Musical Society, South Side Real Estate, Sylvanvale Foundation, The Bodyboard Academy & The Copy Collective.

Patrician Brothers' College, Salesian of Don Bosco Province Centre, St John Bosco College, St Joseph's College & Sydney Catholic Schools.

Craig Kelly, MP, Federal Member for Hughes, Lee Evans, MP, State Member for Heathcote, Carmelo Pesce, Mayor of Sutherland Shire Council.

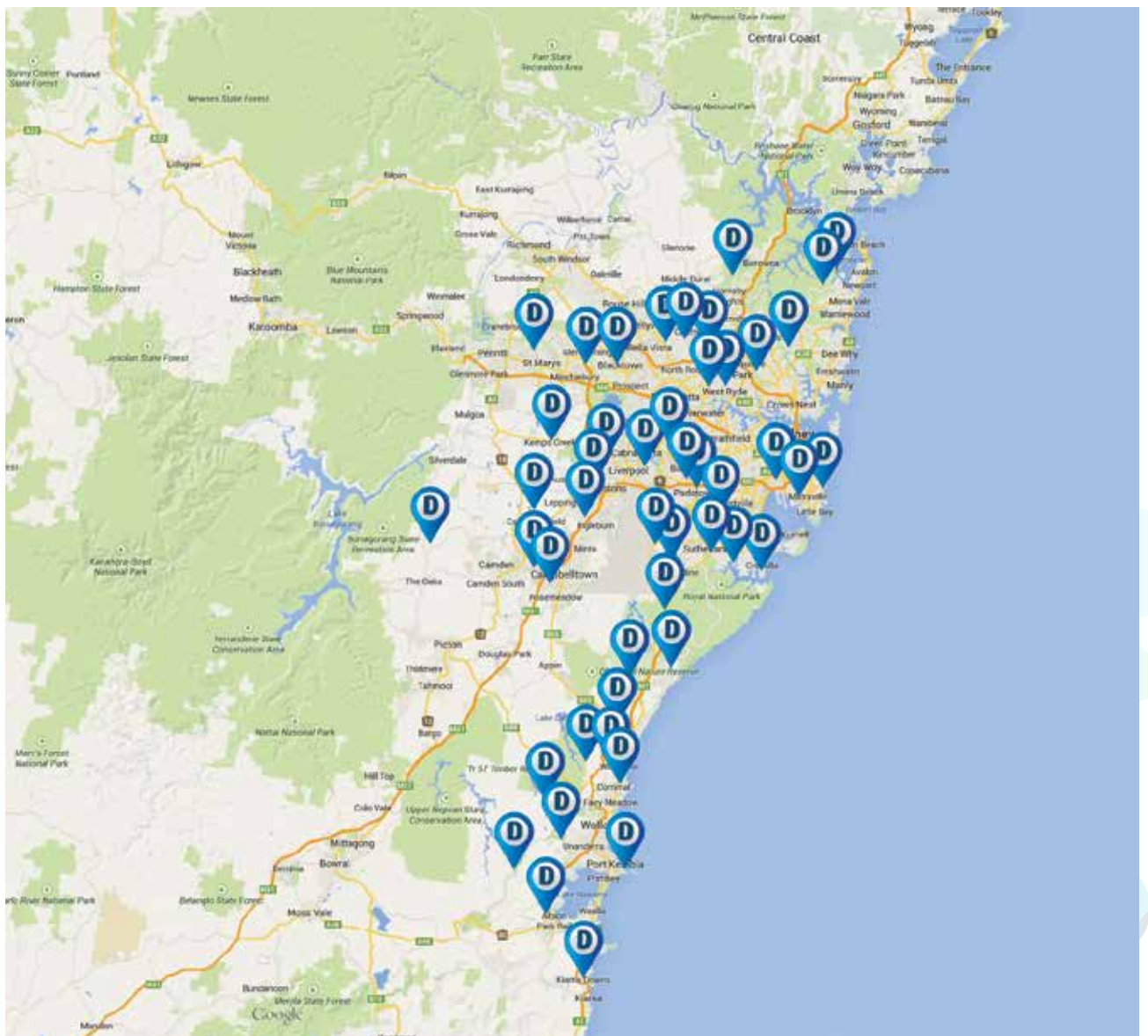
Finally, we would like to say a grateful thank you to anyone not mentioned above, who has contributed in any way to our work with troubled young people and their families in 2016.



Mr Paul Mastronardi, Executive Director, Dunlea Centre accepting the donation from Rebecca Lawrence, Manager, Grill'd Restaurant Miranda



Where Dunlea Centre Attendees came from in 2016.





DUNLEA CENTRE

AUSTRALIA'S ORIGINAL BOYS' TOWN

A place for change...

www.dunleacentre.org.au

Phone: 02 8508 3900

Corner of Waratah Rd & Woronora Rd

Engadine, NSW 2233