



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

2022 ANNUAL REPORT



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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CHAIR AND EXECUTIVE DIRECTOR'S REPORT

"Do not try to excuse your faults; try to correct them." – John Bosco

During 2022, we were privileged to be able to participate in a Salesian pilgrimage, which aimed to empower members of the Australian Salesian Family to lead in local ministries. This was achieved through experiencing history, charisma, spirituality, and mission by visiting our Salesian European Holy Places with guided prayer, reflection, and sharing amongst a warm collegial group from various colleges. This was a very special time shared with members of the Dunlea leadership team and their families.

Back on home turf, 2022 saw one of NSW's first heritage Blue Plaques unveiled, honouring the work of Father Thomas Dunlea, the founder of Boys' Town and other organisations to help the vulnerable and those recovering from mental ill-health.

For the first time, our Agency proudly witnessed students attempting the HSC with the results revealing that self-belief, excellent support and professional encouragement can bring outstanding individual results. Whilst this was the culminating highlight of our students' year, there were many personal achievements by students both in improved academic achievement and in personal growth. All staff (residential, teaching and counselling) are congratulated on their continued dedication and professionalism in supporting students. Many of our staff have stepped up to senior roles that require both new knowledge and diligence. They have taken on these roles with renewed energy.

Again, thank you to our parents for supporting their children, both at Dunlea and at home, especially during a year that continued to present Covid related challenges as well as other personal trials and tribulations.

Our Board Members continue to show their support and dedication. Last year saw the retirement of our longstanding friend and mentor Chris Lonergan, and this year sees us saying farewell to another tireless and dedicated member in Peter McGuinn. He will be missed.

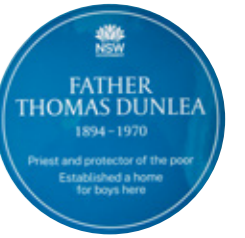
Thank you to Dunlea's Centre's donors, benefactors and programme partners for your continued support. Dunlea's mission is to empower at-risk teenagers to change their lives and restore family relationships through therapy and education. Our community continues to strive for improvement in meeting our mission.



Geraldine Gray
Chair

Paul Mastronadi
Executive Director

HERITAGE NSW BLUE PLAQUE - FATHER THOMAS DUNLEA



On Friday, 2 December Dunlea Centre's founder, Father Thomas Dunlea, was commemorated with a Heritage NSW Blue Plaque. Heritage NSW Blue Plaques recognise significant people and places.

The plaque, displayed on the exterior entrance wall of the administration building, represents Father Dunlea's contribution to NSW history, specifically for his social welfare projects like Boys' Town and Alcoholics Anonymous.

One of the first to receive the honour in New South Wales, Dunlea Centre officially unveiled the plaque with the help of Member of Parliament for Heathcote, Lee Evans MP. Mr Evans was instrumental in nominating Father Dunlea for recognition and has been a long-time friend of Dunlea Centre.

De La Salle brother John Cantwell and Salesian priest Frank Bertagnolli explained Father Dunlea's legacy and the significance of the event before guests were invited to walk the periphery of the campus, noting Dunlea Centre's significant buildings (the Meat & Allied Trades War Memorial Hospital, the United Baker's Association Bakery Trade Industry building, and the Meat & Allied Trades Meat Trade Industry building) on the way to Father Dunlea's gravesite and morning tea in The Chapel Museum.

For more information, Heritage NSW has established a webpage at: <https://blueplaques.nsw.gov.au/blue-plaques>



SUMMARY OF OUR PROGRAM

In today's society, increasing pressures are placed on families socially, financially and emotionally. Add the pressures and temptations that young people are exposed to in society and the media and 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 spiraling out of control can have a negative impact on the whole family. If the behaviours are not addressed in a supportive and appropriate manner, they 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.

Dunlea Centre's program addresses these issues in a positive and proactive manner. We unite in a partnership with families. Our program enables young people to re-engage with learning, whilst simultaneously building their self-esteem and in turn, instilling hope for a brighter future. This is underpinned by the provision of therapeutic, educational and independent living skills and the teaching of social skills. The ultimate objective is to reduce disruption in the home and school setting, leading to improvement in parent/child relationships.

Dunlea Centre has three residential houses for boys and one residential house for girls. Each house has a maximum capacity of eight. Young people remain in the program for an approximate period of 12-18 months, although at times some may stay longer. On completion of the program young people may transition to alternative educational settings or into the workforce.

From Enquiry to Admission

Dunlea Centre is a voluntary program that centres on behaviour change and educational gain. 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 and application packs are given to young people who wish to join the program.

Once the enrolment forms are completed and returned, a Family Assessment process begins. Interviews are held to determine their suitability and establish goals

the young person and their parents or carers wish to target while in the program.

An Individualised Program Plan (IPP) is then developed for each young person who enrolls. This IPP is formed by the initial goals, which are adapted, adjusted and extended over time in order to assist the young person and their family to achieve all stated goals while in the program.

This family preservation focus allows 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 the Out-of-Home-Care or Youth Justice system. The hope is that Dunlea Centre's program will have the potential to be an intervention for these young people.

Enrolment Policies

A link to a summary of the enrolment process is available on Dunlea Centre's website: www.dunleacentre.org.au/eligibility-and-enrolment

A link to our enrolment policy and procedure in full, which is titled Initial Access, Assessment, Placement and Referral, can also be found on our website at: www.dunleacentre.org.au/wp-content/uploads/2019/10/Initial-Access-Assessment-Placement-Referral-3a.pdf and is available in hard copy from the Administration Area.

Policy Development

Dunlea Centre has developed a policy framework consistent with the standards of the NSW Office of the Children's Guardian www.ocg.nsw.gov.au

Dunlea Centre abides by its policies and procedures in all aspects of its operations. Changes and updates are made to policies and procedures regularly in order to keep pace with current events and requirements. In 2020 such changes were made to the following policies and procedures: Behaviour Management, Child Protection, Student Wellbeing, Grievance Resolution and Complaints.

A number of policies, including those relating to student welfare, anti-bullying, discipline and complaints are publicly available on Dunlea Centre's website: www.dunleacentre.org.au/policies-and-procedures Hard copies are displayed and available in the Administration Area and on request.

A PLACE FOR CHANGE

Dunlea Centre's residential program for young people operates from 9am Monday morning until 12pm Friday each week of the school term. Young people return to their family home for weekends and school holiday periods.

Throughout the week young people attend classes and focus on developing academic, social and life skills whilst at school. All staff are trained in a model of care that has an emphasis on teaching social skills and our qualified teachers have embedded this into their daily teaching practice. Behavioural Interventionists support the young people in the classroom, playground and during afternoon activities. All staff look for opportunities to praise and reinforce positive and prosocial behaviours, with replacement behaviours being taught when the need for correction is observed.

Dunlea Centre's Residential Youth Workers focus on developing each young person's social skills through a variety of real life learning experiences in order to prepare them for positive re-engagement in their home environment. Some of these involve completing household chores such as kitchen tasks, laundry duties, grocery shopping and interactions during recreational activities. These are just a few examples of the numerous opportunities that arise in a 24-hour period and enable the teaching of prosocial behaviours in our program.

Each day Adolescent and Family Clinicians engage as required with young people and their families. This includes providing services such as individual counselling, case planning, parenting support, family therapy and parenting group classes. In addition, the clinical team reinforces the teaching of social skills that occurs at all levels of our program and also instructs parents and carers in this.

This inclusive approach ensures that the method of teaching social skills throughout the Agency maintains a consistently strong emphasis on praise and correction across all environments.

Transition and Program Completion

A transition plan is steadily developed for each young person as their program approaches completion, which is generally after 12-18 months. The aim is to either return the young person to their former school or a more suitable educational setting, or possibly commence employment. The clinicians have a strong focus on The Way Forward after-care during this phase of transition, enabling the changeover to progress smoothly. The Way Forward is a 12-month structured after-care program facilitated by the clinicians. It is an intensive outreach support program ensuring maintenance of progress made within the program.

A step-by-step process is developed to make the transition as seamless as possible. A concerted effort goes into consolidating the work with families during this phase to enable the successful re-integration of each young person into their family household on a permanent basis.

Likewise, significant importance is placed upon ensuring the smooth transition to a new educational environment or work setting. This is supported by the development of appropriate structures to increase the opportunities for a successful outcome in this setting as well.

Tools to assist young people Academically and Emotionally

The academic tools used to assist a young person during their placement at Dunlea Centre include NAPLAN (Years 7 and 9), ACER's Progressive Achievement Tests (PAT) in Reading Comprehension, Mathematics, and Spelling; MultiLit Programs and other literacy and numeracy diagnostic tools.

The Strengths and Difficulties Questionnaire Self-Report Inventory (SDQ) and Resiliency Scales for Children and Adolescents are instruments that assist staff in capturing the perspective of young people, their parents or carers and teachers over time. Measures cover emotional symptoms, conduct problems, hyperactivity-inattention, peer problems and pro social behaviour. The Beck Youth Inventory, DASS21 and JUTZ Climate Scale are other instruments that are also utilised in the Agency's work.

TEACHER

I was born and raised on Dharawal Country in the Sutherland Shire and was a student at St John Bosco Primary School and St John Bosco College.

In 2002, I completed my High School Certificate and commenced a Bachelor of Science at the University of Wollongong with a major in Nutrition. After working as a dietitian my journey into education began at the Australian Catholic University where I completed my Graduate Diploma in Secondary Education with a major in Chemistry and Biology and Certificate of Religious Education. In 2011, I completed my Graduate Certificate in Mathematics, then in 2016, went on to complete my Masters of Mathematics Education at the University of Notre Dame.

I have worked as a teacher for over 15 years and have held positions at various local catholic secondary schools. I began teaching at Dunlea Centre in 2020, with the goal to collaborate with my colleagues to initiate and develop a successful Stage 6 program.

Working with high school students has always been a passion as I see this as a crucial time for the development of our future leaders. Being part of Dunlea Centre has meant that I can equip our young people with the tools they need to change their lives and prepare them for life after school. This is an opportunity I could not get at other schools and it is something I do not take for granted.

I am a mother, sister, daughter, wife and dog lover, and I look forward to continuing my journey at Dunlea Centre. I believe that all young people have the right to access quality education and be taught social skills that will set them up for the rest of their lives.

Highlight of 2022: Warm reception of the Job Ready Program by the local community and the number of high achievers to come through the Higher School Certificate.

Goal for 2023: To see the young people smile and bond with their families.



Lauren Beaufls
Teacher

HSC AT DUNLEA

2022 was a hugely exciting year for Dunlea Centre with our first-ever Year 12 graduates completing their Higher School Certificate after the launch of our senior schooling, compressed curriculum program in 2020. This was a great achievement for the committed group of six young people. The perseverance, resilience, and commitment to learning displayed by the students was outstanding.

One of the major benefits of adding Senior Schooling to the Dunlea Centre program is the increased opportunities created for the students. Through the completion of Category A subjects, all students were given the opportunity to receive an Australian Tertiary Admission Ranking (ATAR) and thus the option for University was made available for all. Of the six graduates, three students received early entry admissions to various universities with a range of career paths for others still being considered.

A huge congratulations to Alessandro, Brendan, Caleb, Casey, Noah and Sara who will go down in history as Dunlea Centre's first-ever Year 12 graduates. The proud staff at Dunlea wish you all the best for what the future has in store for each of you, and look forward to hearing about your wonderful achievements.



EDUCATIONAL REPORT

A return to normality in the world saw the restoration of a re-energized Educational Program at Dunlea in 2022. Staff were excited to welcome all our young people on-site for the entire year, working diligently towards reaching both their educational and social goals.

As always, the Education Program in 2022 focussed on providing a structured, personalised learning environment whereby our young people had the opportunity to develop both academically and socially. Dunlea had one cohort of Stage 4 students (Years 7 and 8), two Stage 5 classes (Years 9 and 10), and one Senior class (Years 11 and 12).

While it was great to have the students achieving within the four walls of the classroom it was also exciting to be able to offer a number of programs outside of Dunlea grounds, allowing the young people to generalise the skills learned and thrive within the community. Supporting young people through the process of preparing for life after Dunlea was prioritised. Job readiness skills were developed for the young people and a number of students attended work experience in the local area. We supported placements in bricklaying, landscaping, pool servicing, butchering, roofing, childcare and beauty. Our Agency would like to thank all of these companies for their support. As well as this, placements were also supported in various TAFE courses and Dunlea ran a pre-apprenticeship program on-site. The feedback from these experiences has been very positive.

In addition to our regular program, teachers were fortunate to be able to develop and implement a small-group reading program for students performing below same-aged peers in literacy. This program proved invaluable for the selected group of students who were supported with the York Assessment of Reading for Comprehension (YARC) highlighting some outstanding results. One student improved his comprehension level by 8 years and 3 months throughout the six-month program.

Some special days highlighted on the calendar in 2022 were; the Staff vs Students day, Dunlea Day, and the very first Graduation afternoon for the Year 12 graduates. The Staff vs Students day saw the competitive spirit of both staff and students on display through a mixture of games and sports. The young people learned about the history of Dunlea through a museum tour and a range of team-building activities on Dunlea Day. Finally, the Graduation afternoon was a memorable day for the families and young people who etched themselves in the Dunlea history books as the first-ever Year 12 graduates. The staff at Dunlea are extremely proud of our graduates and wish them all the best in their future endeavours.

Overall, the Agency was very pleased with the efforts of all the young people in their respective programs and look forward to kicking more goals in 2023.



RESIDENTIAL REPORT

It was another big year for the Residential Program in 2022.

The year began with Covid restrictions still in place, meaning our afternoon activities were continuing onsite. This ensured the creative minds of staff and students were flowing to keep things interesting and entertaining for all. Unfortunately, Covid then struck onsite with two of our residential houses closing briefly, challenging the running of the program onsite.

Over Terms 1 and 2 the Agency welcomed many new young people into the Residential Program, eager with the possibilities of working on their goals and developing independence in an out-of-home environment. The older youth stepped up during this time, taking on leadership roles in the houses to assist newer students in learning the routine and understanding the skills. Finally, when restrictions were eased, the young people were ready to take their skills out into the public for house activities off-site. The residential houses participated in rock climbing, trampoline jumping at Flip Out, ten-pin bowling, bike rides, golf driving range, visits to Timezone and Kmart, along with enjoying dinners at restaurants.



A visit from Lori, our consultant from Boys' Town Omaha, was the spark we all needed. Her passion and love for the work that we do is contagious. Her presence and feedback created a path for new staff to follow and assisted existing staff to sharpen their knowledge to ultimately create the best outcomes for the young people. This led seamlessly to four residential staff obtaining their Teaching Family Model evaluations and becoming certified practitioners. A massive achievement for all the staff and young people involved!

2022 also reopened the doors to our relationship with Lund University in Sweden, and in late Term 3 we welcomed two students for placement at Dunlea Centre for their Social Work studies. The young people had a great time introducing them to the Australian delicacies such as Vegemite and Tim Tams, while the students shared stories of life in Sweden.

After a few tough years, the residential staff thought it was time to put the focus back on having some fun! Dressing up for Halloween and Crazy Shirt Day brought a lot of laughs. The warmer months facilitated activities such as Thursday afternoon activities in the pool and at the beach. Finally, to wrap things up, a weekly House vs House competition was introduced with an array of unique skills on display, ultimately being won by the Power House.

To bring the year to a close, each house hosted their families for a family Christmas dinner. A shared meal, games, Christmas carols and video recap of the year had us reminiscing on the big, successful and fun year that was shared with staff, the young people and their families.

To officially end the year and the program for some, the final Recognition Ceremony was held in The Chapel. This was a great way to acknowledge the amazing accomplishments the young people had made in their programs, as witnessed by their parents, carers, loved ones and staff.

2022 KEY ACHIEVEMENTS

- Father John Briffa, SDB, OAM, former Boys' Town Teacher and Parish Priest – 94th birthday celebration
- Continuation of the engagement and membership with the Teaching Family Association (TFA)
- ACSSS – hybrid meetings continued throughout the year
- Annual Salesian Immersion to Ascot Vale, Sunbury and Brunswick, Victoria
- Tom Bowerman and Frances Head (Berry Street) visit Dunlea Centre
- Dr Jon Huefner, Boys Town Omaha research scientist April/May 2022 visit to Dunlea for presentations and observations
- NESAs inspection and registration approved for Stage 6 – now extended to 2025
- Salesian Provincial, Father Will Matthews, visit – July 2022
- Lori Scharff, Boys Town Certified Consultant return visit for supervision and consultation
- Chair and several Leadership Team members attend Salesian Pilgrimage through Geneva, France & Italy
- Mental Health awareness month celebrated throughout October
- Executive Director attends the TFA Conference in Indianapolis, USA
- First Dunlea Stage 6 cohort complete their HSC studies
- Establishment of Behaviour Analyst role – Kellee Purcell appointed
- Establishment of Training and Development Manager role – Bianca Field appointed
- Heritage NSW Blue Plaque unveiling – December 2022
- End of Year ceremony to mark the first seniors to graduate with the HSC
- Father Frank Bertagnolli SDB appointed the Rector and Chaplain – 2023



STAFF PROFESSIONAL LEARNING AND DEVELOPMENT

Dunlea Centre brings together a diverse range of qualified and experienced staff across a variety of positions to provide a multidisciplinary service for young people and families.

Dunlea Centre employs staff qualified in areas of teaching, special education, psychology and psychological sciences, counselling, social work, business and finance, governance, risk and compliance, youth work, community services, trades, ministry and residential care.

The 2022 staff team included nine qualified and registered teachers specialising in a range of focus KLA's across the curriculum. Additionally, a team of five Behavioural Interventionists, nine Residential Youth Workers and a Clinical support team of four psychologists and a social worker. These direct care roles are supported by a multidisciplinary Leadership Team, Administration personnel and Facilities department.



Staff members hold a variety of post-graduate and graduate qualifications as well as TAFE or equivalent credentials directly related to their positions. Several staff members are currently undertaking further study in special education, behaviour analysis, mental health and statistics.

The average attendance rate of staff in 2022 was above 97%.

Throughout 2022 there was a reduction in the impact of the Covid-19 pandemic as face-to-face professional development courses returned alongside online delivery. Staff engaged in a number of training opportunities showing an ongoing commitment to upskilling to assist young people and families. Training courses in 2022 included:

Teaching Family Model, Anaphylaxis, CPR, statistical analysis, neuroscience of learning, First Aid, Governance, Professional Boundaries, Child Safeguarding, Cultural Safety, Finance, Risk Management, Mental Health, Workplace Health and Safety, Bronze Medallion, Emotional Intelligence, Education Law, Reportable Conduct and Child Safe Standards.

Dunlea Centre continues to establish professional networks and relationships both domestically and internationally, creating further opportunities to engage with industry specialists and improve service delivery. These connections include the Association of Independent Schools (AISNSW), Catholic Schools NSW (CSNSW), Catholic Social Services (CSS), Association of Children's Welfare Agencies, Berry Street and numerous education and welfare services. The return of international student placements followed Covid-19 in 2022 as the Leadership Team maintained professional links with Lund University Sweden and various Australian Universities and educational institutes. Dunlea Centre continues to build a valuable relationship with the Teaching Family Association (TFA) who oversee the quality implementation of the Teaching Family Model. Dunlea Centre is seeking to become accredited with TFA in 2023. Lori Scharff, a highly experienced and professional practitioner based at Boys' Town in Omaha remains in a consultancy role at Dunlea, providing ongoing practical assistance for direct care and Leadership staff.

COMMON SENSE PARENTING®

In 2022, Dunlea Centre continued to facilitate Boys' Town's Common Sense Parenting® (CSP) program. Common Sense Parenting® is a group-based class for parents/carers comprised of six weekly, 2-hour sessions led by the Adolescent and Family Clinicians (accredited trainers). The program teaches practical skills to increase children's positive behaviour, decrease negative behaviour, and model appropriate alternative behaviours. The program aims to equip parents with valuable skills to help build healthy family relationships, communicate effectively and overall, develop a positive approach to parenting.

In order to evaluate the effectiveness of the program, each parent participating in the course was asked to complete two questionnaires at the commencement and completion of the group. These were the Parenting Children and Adolescents (PARCA) Scale and the Parental Stress Scale (PSS). Workshop evaluations were also completed, providing an opportunity for parents to share any feedback with the facilitators.

In 2022, a total of 21 parents/carers enrolled in the group.

- **95% Completion Rate** - The percentage of parents/carers that successfully completed CSP.
- **75% PARCA Scores** - The percentage of parents that reported an overall improvement in scores as measured by the PARCA.

Another important element of the Common Sense Parenting® group is the creation of an environment that is welcoming, non-judgemental and informative. Below is some of the feedback we received from parents:

- *"The leaders made us feel comfortable and they made it feel like a safe place to talk."*
- *"The community feeling I got from it. The feeling like we are normal and supported."*
- *"The group made our household a calm place where we teach our children."*
- *"Every technique was thoroughly explained and it was good to be able to practice the skills."*
- *"Social interaction with other parents dealing with the same things; knowing that you're not alone."*

Finally, a reflection from a young person:

"After my carers finished the program they ended up implementing a whole bunch of Dunlea rules. They started speaking like the staff at Dunlea, using skill language, and saying things like "a better option would be to just follow the instruction". They are committed to working with Dunlea, and helping me become a better student and person."



RESIDENTIAL WELLNESS PROGRAM

The Residential Wellness Program here at Dunlea is about empowering the young people to develop healthy mindsets and supporting them as they explore new activities. Every afternoon from Monday to Thursday, all of the students are able to choose an activity to participate in after classes finish. A wide range of sports, games and activities are on offer each day, each of which provide a unique opportunity to learn and master new skills. This choice allows the young people to develop the foundations of agency, whilst retaining the supportive structure of Dunlea's teaching model.

Each day at 2:40pm, the students leave their last classes for the day and head to their chosen activity. Some will make their way onto the basketball courts, others will find their way to one of the classrooms for an art workshop. There is a strong focus on providing the young people at Dunlea with more exciting opportunities to participate in physical activity in order to help establish healthy habits and attitudes. Soccer, cricket, basketball and swimming are all regular activities on rotation, however the students are always looking for new games to try. The flexibility of this program has allowed the young people to experience a multitude of alternate activities such as diamond sports, ultimate frisbee and we even ran a very successful debate club. By providing such a diverse list of sports for the young people to try, Dunlea is opening up unique learning experiences that will enhance the skills sets of each participant as well as increase the likelihood of them continuing a sport or activity outside of school.

More than just sports, the Residential Wellness Program offers an opportunity for students to develop other skill sets as well. The indoor activity usually targets focus and creativity in a more relaxed environment where the young people can challenge their own imaginations and inventiveness. Art projects, quiz games and mindfulness are all great ways for our young people to create and share ideas.

Regardless of the activity chosen, indoors or out, everything is always underpinned by the fundamental practice of teaching social skills. There is always something to learn for our young people, an opportunity for the staff to teach, and the Residential Wellness Program provides a dynamic platform for this to take place.



DUNLEA PROGRAM EVALUATION REPORT

Dunlea Centre continues to analyse and utilise data to drive improvements to the current program. This is made possible because of the continued support and assistance of researcher and residential expert Dr Frank Ainsworth, (Senior Principal Research Fellow (Adjunct) James Cook University), and our trusted and critical friend, Dr Jonathan Huefner, Research Scientist, Boys Town, Omaha. Their continued benevolence and expertise enable Dunlea Centre's strategic direction to be decisive, relevant and well informed.

The Boys Town Model of Care was imported from Omaha, USA in 2019. The model is based on the Teaching Family Model (TFM), which has over 50 years of research and collated data (Fixsen and Blase, 2018). The Californian Evidence-Based Clearinghouse for Child Welfare, ranks it high in terms of relevance to behaviour management, placement and alternatives to long term residential care. It is the most researched residential program anywhere in the world. This model is heavily focused on the development of positive social skills.

In November 2020, Dunlea Centre was accepted into the TFA (Teaching Family Association) as a developing site. The TFA is an international network of providers committed to best practices for persons and families served in a comprehensive continuum of environments. These include family homes, shelters, emergency settings, schools, small group settings, community care, transitional living, foster homes and other individualised settings.

Membership with the TFA will ensure that Dunlea Centre maintains program fidelity and conformity through the established accreditation and certification standards it sets. A sponsor site has been allocated to Dunlea Centre to support and guide the agency through this process. Berry Street, Victoria have subsequently become this sponsor site and we are grateful for their enthusiastic support.

Highlights at the conclusion of 2022 include:

Graduates:

Graduate success - 90% of 2022 leavers graduated.

Graduates completed a minimum of 12 months in the program and a maximum of 29 months. One non-graduate attended for 8 weeks only.

There were five females and four males who graduated.

Demographics:

In 2022, the ratio of enrolments by gender was 66.7% males and 33.3% females. The 14-15 year age bracket was the dominant age group with (42.42%) 14 year old males, similarly (42.42%) were 15 year old males and (12.12%) were 15 year old females. This correlates with last year's numbers where the leading age group was the 13-14 year old males.

- 76% of young people enrolled in 2022 had a mental health diagnosis. Of that group, 58% had a diagnosis of ADHD and 40% with ODD.
- 15% of the 2022 cohort had previous involvement with drugs and/or alcohol.
- 45.5% of families were known to DCJ.
- The largest source of referrals came from the school system (33.3%) followed by self-referrals (24.2%).
- 30% of students had previously attended one other School, 33% attended two schools, whilst 24% attended three schools or more before enrolling at Dunlea Centre (Primary schools included).

Outcomes:

Education: Progressive Achievement Tests (PAT) is an evidence-based assessment that uses data to identify starting points for learning, target teaching and monitor educational growth. Students complete the assessment on induction to Dunlea Centre and are re-tested every 6 months.

In 2022, improvements were made in all three categories of Math, Spelling and Reading.

Behaviour: 90% of parents/carers reported improvements in the mental health of their child in 2022 as indicated by the Strengths & Difficulties Questionnaire (SDQ).

Follow-up surveys: 12 month follow up (finished DC in 2021) showed 60% of young people still living with their parents, 60% still engaged in education, 10% involved in fulltime work and 40% engaged in part time work.

The 24 month follow up (finished DC in 2020) showed 52.4% of young people are still living with their parents, 33.3% are still engaged in education, 23.8% are employed full-time and 28.6% are employed part-time.

Common Sense Parenting:

Common sense parenting is a 6-week course which aims to teach parents and carers practical skills in assisting and supporting their child's social skills development. This includes focusing on increasing positive behaviours, decreasing negative behaviours and modelling appropriate behaviours in the home environment. The program aims to equip parents and carers with valuable skills to help build healthy family relationships, communicate effectively and ultimately develop a positive approach to parenting.

In 2022, 21 families completed the CSP program.

Attendance:

Overall attendance rates across the agency for 2022 were 77%. The breakdown was:

- Year 7 - 55%
- Year 8 - 89%
- Year 9 - 87%
- Year 10 - 82%
- Year 11 & 12 (Stage 6) - 72%

Comment:

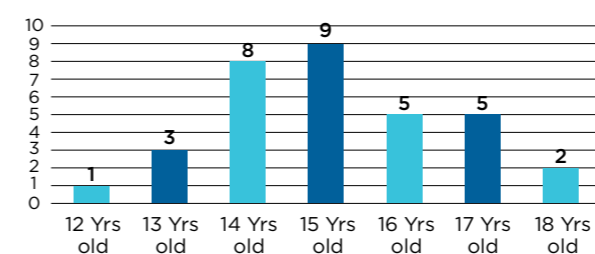
Attendance rates were significantly impacted by the continuing outbreaks of Covid throughout the year.

Non-Attendance:

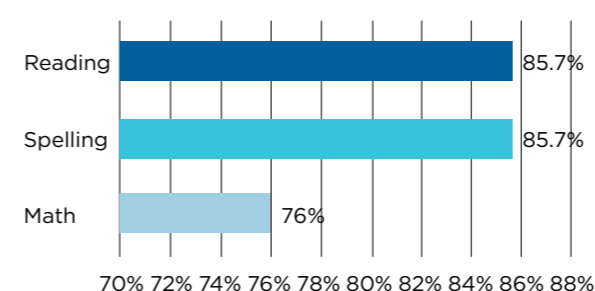
If a student is absent from school without a legitimate reason, a staff member will make contact with the parent/carer on the day of the absence. The Educational Services Manager completes this task in the first instance by phone. A return message indicating the reason for absence is necessary as a legal record explaining the absence. This is noted in the Individualised Program Plan (IPP) of the student, as well as marked in the Attendance Register. A parent can also explain an absence through an email, phone call or a written note on return of absence.

If a student continues to be absent for a period of time without a satisfactory explanation, an attendance meeting is organised with the student and carer/parent. If there is still no improvement and the student/young person continues to have unexplained absences a meeting with an AIS representative will be organised to support the process. From time to time the HSLO can be also utilised for advice.

2022 Ages



2022 PAT Test Results



Top Right Image: Dunlea Centre Senior Leadership Team. Bottom Middle Image: Paul Mastronardi & Dr Frank Ainsworth. Bottom Right Image: Dr Jonathan Huefner, Research Scientist, Boys Town Omaha.

QUOTES FROM DUNLEA PARENTS

"Dunlea Centre has brought out the best in my son not only academically, but emotionally and socially. The support of all of the staff as a whole has allowed my son to reach his full potential and achieve his goals." - Elisa

"Words are hard to find to do Dunlea justice. If I could express it as seeing Jesus at work through other people, that may help to understand how amazing this place is and the people that work there. Thank you for all the support you give us, our daughter, and all the young people that are there in helping them become the best versions of themselves that they can be." - Bettina

"I just wanted to say how very much we appreciate all the help and support you guys have and continue to give not only the boys but myself as well. Dunlea and its awesome staff have changed our lives by changing our boys' lives. The extra support we receive means so much to us. The school as a whole is amazing but the staff, is next level! Always putting in so much more going above and beyond... even after hours..... Thank you!" - Jiemba



QUOTES FROM DUNLEA STUDENTS

"Dunlea is a great place of change. Since I arrived my grades have improved drastically, I have made lots of close friends and my relationship with my family has never been better." - Dallas

"The staff at Dunlea are always looking out for you and your future. They are fun, respectful and hardworking. We are lucky to have such an amazing group of staff." - Ashly

"My time at Dunlea has been a very positive experience. I have not been here long and I have already improved so much. Being at Dunlea has helped with my mental health by offering me clinicians, it has helped with my education by not giving up when I don't get something and always having something / someone help me. It has also improved my relationship with my family by offering ways to help solve arguments. Coming to Dunlea won't instantly change you though, you have to want to change." - Matilda



THE WAY FORWARD® - DUNLEA CENTRE AFTER-CARE PROGRAM

The Way Forward® is Dunlea Centre's structured after-care program, supporting young people and parents/carers for 12 months following their transition from Dunlea Centre.

The key goal areas of The Way Forward® are:

- ✓ Young person maintains full-time engagement in education or vocational setting.
- ✓ Young person refrains from criminal and/or anti-social behaviour.
- ✓ Parents/carers demonstrate support and care of their young person in the home environment by establishing age-appropriate routines in the areas of education/vocation, sleep, technology, hygiene, diet, exercise and social interactions.
- ✓ Aligned with the principles of Common Sense Parenting®, parents continue to utilise strategies that promote positive family relationships.
- ✓ Young person and/or carers are connected with community supports if required.

The Way Forward® is a proactive, outreach support service, which may include home visits, school visits, regular phone/email check-in and any other contact that may be required. Quarterly reviews of the target areas are completed to ensure young people and parents/carers are meeting their goals and successfully transitioning from Dunlea Centre.

Across 2022, a total of seven young people accessed The Way Forward®. Figure 1 represents their outcomes, 12 months after leaving Dunlea Centre. It is to be noted that many of the young people currently not living at home are successfully living independently (which is age-appropriate) and they are maintaining positive family relationships.

The Way Forward 2022: 12 Month Follow-Up Data

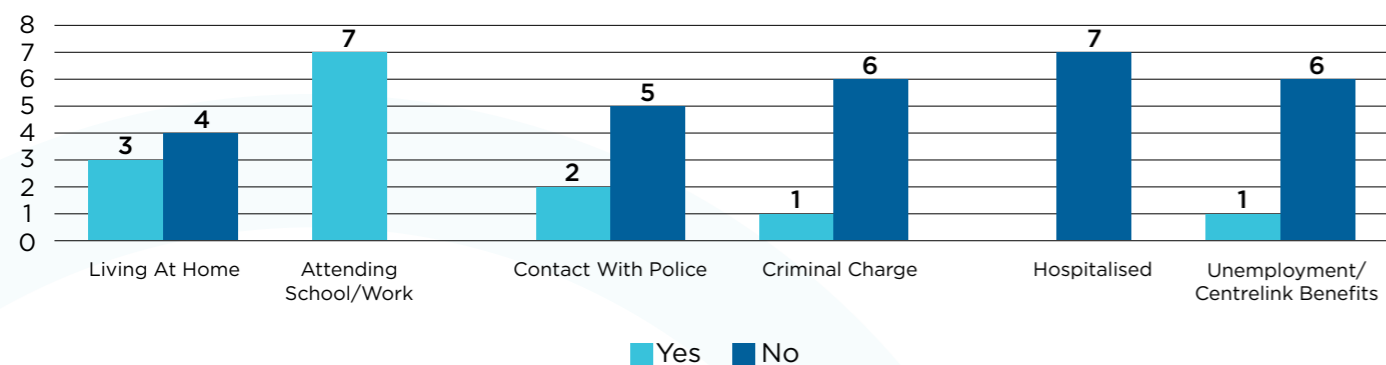


Figure 1 - Outcomes 12 months after leaving Dunlea Centre

Some of the young people and their families that completed The Way Forward® attended the 2022 Recognition Ceremony, in order to be acknowledged for their incredible achievements since leaving Dunlea Centre. Below is an excerpt from one young person's speech at the Recognition Ceremony, sharing his reflections and insights.

"I came to Dunlea in July 2019 because I was having difficulty with my behaviour at home and school. I wanted to improve my family relationships, education and just do better at school. During my time in the program I learnt lots of skills that have helped me be more social and learn how to behave in public. My life has changed a lot since first coming to Dunlea Centre. I now have a fulltime job, I am living by myself, getting along better with my parents and I have become more independent. One of the greatest lessons during my time here at Dunlea was learning that it was ok to ask for help. I learnt that asking for help will actually benefit you. I also learnt that taking responsibility for my actions is really hard, but it's best to just own up to making a mistake. Thank you to Dunlea and all the staff that have helped me throughout my time here."

JOB READY PROGRAM

The goal of the Job Ready Program at Dunlea Centre is to equip students with the skills to be able to successfully apply for a job or tertiary education, and to help students make informed decisions on the right career path for them.

2022 was a big year for work experience at Dunlea Centre. The majority of our Year 10 and senior students had the opportunity to have hands-on work experience to help them choose the right career path. Some of the local industries that our young people were lucky enough to be able to work in were bricklaying, concreting, hospitality, landscaping, beauty, hairdressing, childcare, roofing, retail and health and fitness. While working in these industries students were able to make meaningful connections with the local community. These connections opened up opportunities for some of our senior students and Year 10 school leavers, who were offered employment outside of school.

Whether it be tertiary education or a job, the Job Ready Program has helped students at Dunlea make informed decisions about life after school. Senior students were given the opportunity to visit the HSC and Careers Expo in Randwick. This gave them insight into their chosen industry, practice interpersonal skills through networking and aimed to improve their chances of employment after they graduate. The senior students wishing to attend university were given opportunities to work one on one with a staff member to facilitate the application process. All applications were successful, and this was deemed a prosperous process by the Agency.

The YES (Youth Engagement Strategy) Program offered through TAFE NSW was another great opportunity for young people in Years 9 and 10. These six week, practical Tafe taster courses gave the opportunity for the young people to explore differing career options with hands-on, practical experiences. Dunlea students attended courses in: plumbing, carpentry, childhood education, nursing, music and beauty. The feedback from the Tafe staff was excellent.

There has been a careers curriculum focus at Dunlea Centre in 2022. Through the curriculum, specific job application skills have been taught. Teaching staff have assisted students in developing these skills via giving feedback on tasks such as resume writing, job specific research tasks and job interview skills. Students have also had access to a resource called 'Job jumpstart'. This allows them to experience different industries through virtual tours, videos, podcasts, career timelines and more. It provided them with up-to-date, easily accessible information on University, TAFE, job opportunities and important work readiness information.

Dunlea Centre would like to recognise the following businesses for giving our students such a great experience:

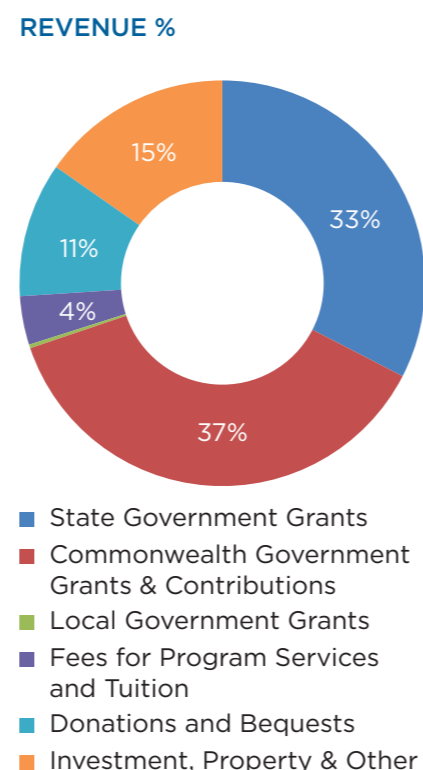
- Profile Bricklaying and Constructions
- Buckley's Concreting Services
- Tranquil Elements Landscaping
- Engadine Health
- Seaview Metal Roofing
- All About Meat
- Engadine Gumnut Child Care Centre
- Luxe Style Salon
- Kaine Vakai Hair Artistry
- Vinnies



FINANCIALS

Statement of profit or loss and other comprehensive income for the year ended 31 December 2022

	2022	2021
REVENUE		
State Government Grants	\$2,222,884	\$2,215,951
Commonwealth Government Grants	\$2,540,810	\$2,418,692
Local Government Grants	\$20,000	\$-
Fees for Program Services and Tuition	\$264,560	\$229,150
Donations and Bequests	\$732,250	\$291,246
Investment, Property & Other	\$1,043,570	\$796,321
	\$6,824,074	\$5,951,360
EXPENDITURE		
Program Expenses	\$2,706,907	\$2,555,720
Admin, Development & Finance Expenses	\$287,659	\$263,738
Building, Maintenance & Property Expenses	\$650,750	\$573,949
IT and Communications	\$125,489	\$100,626
Motor Vehicles	\$21,457	\$20,274
Employee Benefit Expenses	\$1,737,602	\$1,574,047
Other Employment Costs	\$448,530	\$302,543
	\$5,978,394	\$5,390,897
NET OPERATING SURPLUS / (DEFICIT) FROM ORDINARY ACTIVITIES	\$845,680	\$560,463



Principal Activity

Boys' Town Engadine trading as Dunlea Centre is a public company limited by a guarantee and is a not-for-profit Company, registered and domiciled in Australia

The principal activities of the company are the management and administration of the benevolent activities and welfare services of Dunlea Centre and of the special assistance school Dunlea Centre, Australia's Original Boys' Town.

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.

Responsible Persons' Declaration

The responsible persons declare that in the responsible persons' opinion:

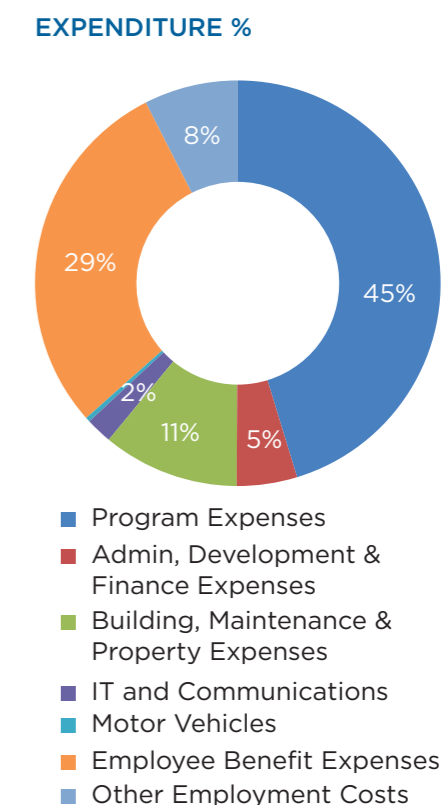
- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the Australian Charities and not-for-profits Commission Act 2012.

Ms Geraldine Gray - Chairperson

FINANCIALS

Statement of financial position as at 31 December 2022

	2022	2021
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents	\$3,916,906	\$3,237,456
Trade & Other Receivables	\$185,822	\$102,076
Other Assets	\$99,161	\$95,879
Total Current Assets	\$4,201,889	\$3,435,411
NON CURRENT ASSETS		
Financial Assets	\$3,221,224	\$3,552,459
Property Plant and Equipment	\$8,689,483	\$8,864,072
Right-of-use Assets	\$350,880	\$394,740
Total Non-Current Assets	\$12,261,587	\$12,811,271
TOTAL ASSETS	\$16,463,476	\$16,246,682
LIABILITIES		
CURRENT LIABILITIES		
Trade & Other Payables	\$571,745	\$501,553
Contract Liabilities	\$457,307	\$420,708
Provisions	\$-	\$164,544
Employee Benefits	\$728,191	\$712,875
Total Current Liabilities	\$1,757,243	\$1,799,680
NON CURRENT LIABILITIES		
Lease Liabilities	\$390,225	\$429,144
Employee Benefits	\$108,750	\$96,235
Total Non-Current Liabilities	\$498,975	\$525,379
TOTAL LIABILITIES	\$2,256,218	\$2,325,059
NET ASSETS	\$14,207,258	\$13,921,623
EQUITY		
Retained Earnings	\$14,207,258	\$13,921,623
TOTAL EQUITY	\$14,207,258	\$13,921,623



Auditor's Opinion

In our opinion, the accompanying financial report of the company is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012 including;

- giving a true and fair view of the company's financial position as at 31 December 2022 and of its financial performance for the year ended; and
- complying with AASB1060 General Purpose Financial Statements Simplified Disclosure for For-Profit and Not-For-Profit Tier 2 Entities and Division 60 of the Australian Charities and Not-For-Profits Commission Regulation 2013.

VJ Ryan & Co - Chartered Accountants

THANK YOU

Dunlea Centre would like to express immense thanks for the ongoing support it receives from the community. Only with your continued support can our work continue.

Also many thanks to:

Commonwealth Bank, Montessori Academy, NSW Community Building Partnership, Australian Schools Plus & Sutherland Shire Council Community Grants.

C. Downy, P. & M. MacCaffrey, P. Mastronardi, G. La Mela, G. Nilon, G. Rowley, C. Wu, D. Young, Beswick Family Fund, Dawn Rose Cordony Estate, Patricia Lorna Markham Estate, Edmund Resch Estate, Timothy Nicholas Whitelum Estate, Raymond Romer Estate & Thomas Richard Stee Estate.

Aussie Pacific, Australian Schools Plus, Australian Sports Commission (Sporting Schools), Bosco Menshed, Budget Direct, Catholic Church Insurance, Civic Disability Services, Club Grants - Engadine Bowling Club, COG Branding, Engadine Rotary Club, HINO Motors, Miranda Musical Society, One Wellbeing, PayPal Giving Fund, R G Photography, Shire Embroidery, Terri Mackay Realty, The Awesome Foundation & UK Online Giving.

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

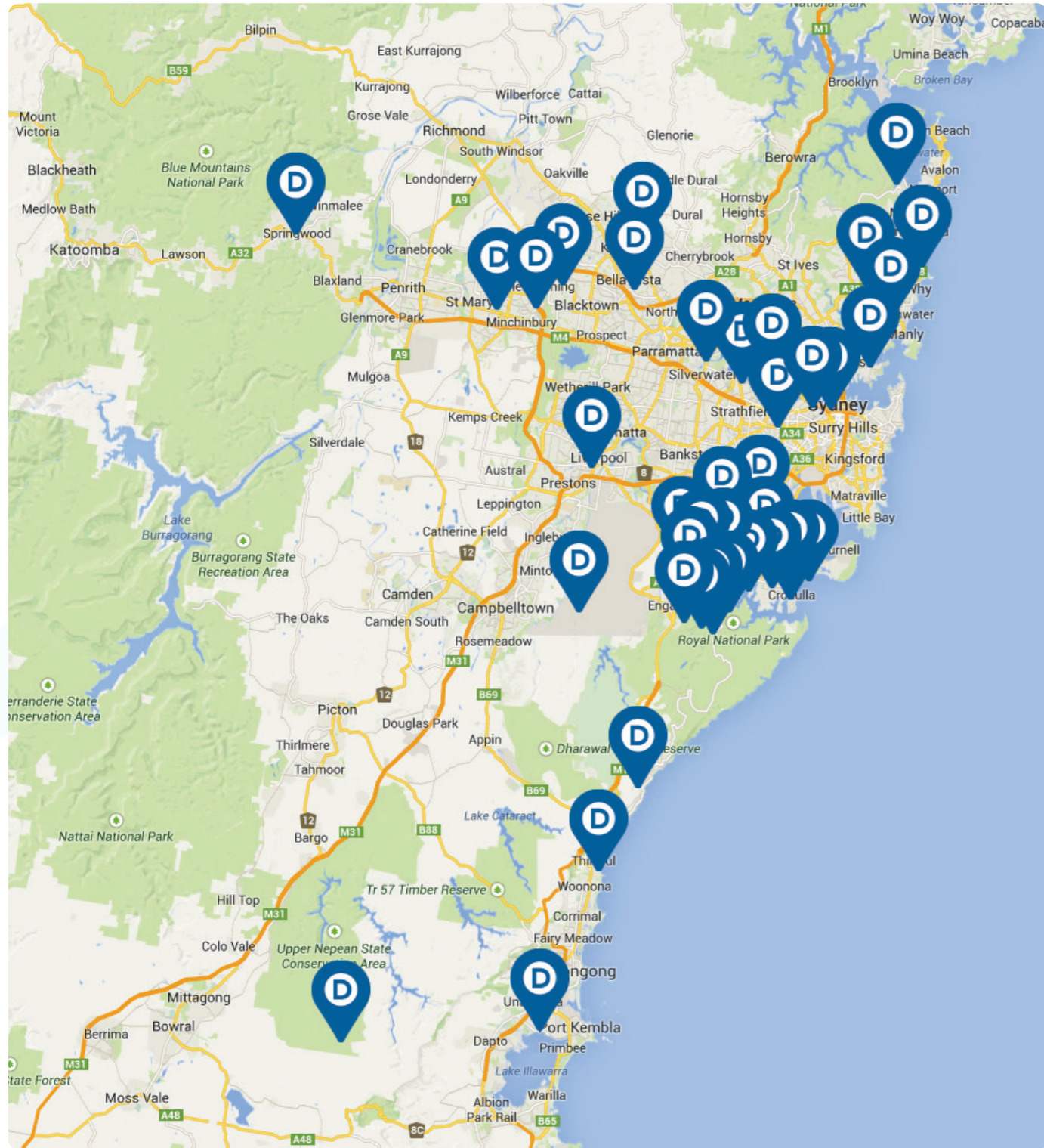
Mr Lee Evans MP, State Member for Heathcote & Cr Carmelo Pesce, Mayor of Sutherland Shire Council.



SPONSORS

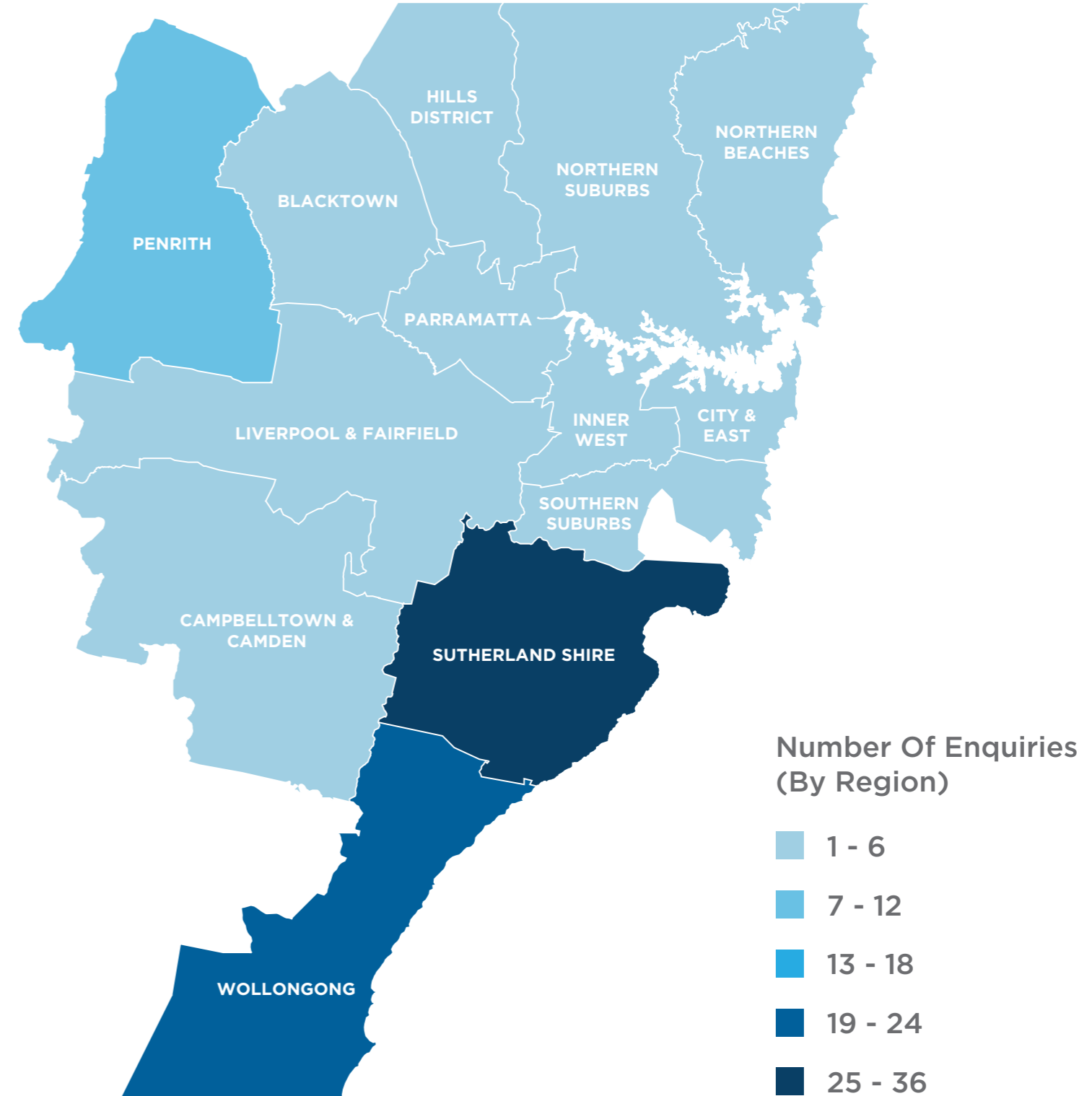


WHERE DUNLEA CENTRE ATTENDEES CAME FROM IN 2022



WHERE DUNLEA CENTRE ENQUIRIES CAME FROM IN 2022

110 enquiries received in 2022.





OUR CURRENT BOARD OF DIRECTORS

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

Ms Geraldine Gray (The Chair)	Mr Andrew McCallum AM
Mr Peter McGuinn (Deputy Chair)	Ms Cynthia McCammon
Mr Ian Baker	Mr Gregory McKay
Fr Frank Bertagnolli SDB	Fr John Papworth SDB
Fr Peter Carroll SDB	Mr Trent Robinson
Ms Mironne Golan	

DUNLEA CENTRE MISSION

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



OUR VISION

Dunlea Centre aspires to be a welcoming community where lives are changed and right relationships are restored.





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

@dunleacentre

