



Protect All Children Today Inc (PACT)
ANNUAL REPORT

2021 - 2022



THE PACT STORY

Imagine a child who - through no fault of their own - has to give evidence in court, reliving the terrible things that may have been done to them by others. Think of the long-term impact when the stress of giving evidence evolves into anxiety, aggression, withdrawal, anger, depression, sleeplessness and nightmares.

Imagine a child victim who's burden of stress is lightened, replaced by feelings of being cared for, listened to, less confused, less alone; important enough to have their own support person by their side through each step of the justice journey.

This is our imPACT!

Who are we?

PACT is a non-profit committed to impartially supporting child victims and witnesses who have to give evidence in the criminal justice system. We've been around for more than 35 years working in the field of child safety, 21 of those years specifically focused on supporting child witnesses through court.

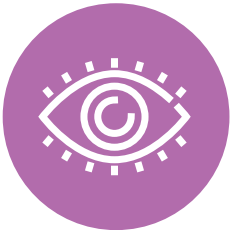
PACT is a dedicated team of people - board members, staff and volunteers - working with government, partners and the wider community to fulfill our pact of supporting vulnerable victims, empowering them as they journey through the complex legal system.



TO DATE, WE'VE HELPED NEARLY
32,000 CHILDREN
TO GIVE EVIDENCE IN COURT

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Our Vision

Every child is supported through the legal and court system, with confidence to speak up and feel heard as they give their best evidence.



Our Purpose

To educate, empower and support child witnesses as they prepare to give evidence, and be by their side as they give their best evidence in court.



Our Values

We value children and their right to be heard without fear or compromise. Using compassion, honesty and reassurance we help children to realise their strength to journey through the legal and court system, and the stage beyond.



Our support strategy

Emotional Support

We support victims as they prepare to give evidence and are by their side through key steps of the legal process, including when they view their initial police statement and when they give evidence, to reduce anxiety and give the child reassurance that they are not alone.

Education & Information

Our age-appropriate educational resources for children, teens and adults help to demystify the court process, reducing the fear of giving evidence by helping victims and their families understand the key stages and what to expect through their justice journey in a way that makes sense.

Empowering Victims

Giving evidence can be re-traumatising for victims, especially children. We empower victims and witnesses to tell the truth without fear in court. Our support helps them tap into their courage, strength and resilience, giving victims the confidence to find their voice and supporting their right to be heard.

The Chairperson's Report



Last year we considered the long-term vision for PACT and began putting in place the various elements that will help us achieve these aims in the coming years.

This year we have continued implementing change in a methodical, logical and strategic manner. Each of these changes represents a building block that will be central to our future success.

Although PACT has spent this year largely looking inwards, we haven't lost sight of the winds of change that appear to be starting in our sector.

In what may be the first indicator of a forthcoming wave of change within the criminal justice system, Victim Assist Queensland (VAQ) used the tender process to change the organisations they will fund to deliver frontline support to victims. Thankfully, PACT not only remained a recipient of VAQ's funding stream, but also took over responsibility for helping vulnerable adult witnesses. The expansion of our contract and funding from VAQ is a testament to the excellence of our volunteers and the hard work of our staff through the year.

Further changes to victim services are likely and the State Government has established the Women's Safety and Justice Taskforce to form a view on the need for coercive control legislation and consider the experience of woman across the criminal justice system.

The Taskforce's preliminary findings included substantial recommendations and as the full report is released next year, community support and greater awareness means we should expect a series of changes to begin starting from next year.

Returning to the present, it should now be clear that investing in PACT's core operations is crucial to positioning our organisation for the coming changes within the criminal justice system and victim support sector.

It has been a great year for PACT and despite the numerous hurdles placed in our way, we have successfully implemented changes that have improved the services we offer children, expanded to help vulnerable adults where no other support previously existed and focused on supporting our amazing volunteers as they so diligently help children.

I'm grateful for the support of my fellow Board Members, who have helped PACT to navigate change with precision, offered guidance on strategic issues and suggested practical solutions to real-world challenges.

I would like to thank our CEO Mr. John McDiarmid for his continued work through the year and praise the results we have achieved with his assistance.

The PACT staff have shown their work ethic and dedication, not only by continuing to deliver our frontline services but to do so while so much is changing all around them. This isn't an easy environment to work in, especially as they deal with such emotionally draining and often horrific information. The Board and I are very grateful for their amazing work.

Finally, our volunteers have remained the galvanising force within PACT. I am so very grateful for our caring and dedicated volunteers for the difference they are making in the lives of so many children at their time of need. Internally we often say that PACT volunteers are a different breed of people and it's now time to acknowledge this externally – to devote so many hours and so much emotional energy to helping the most vulnerable in society takes a very special type of person.

Thank you, PACT Volunteers, for being present, consistent and unfailing at a time in a child's life when everything else seems to be chaotic, unpredictable and traumatic. I've no doubt that even though you may not see the children again, you will never be forgotten by them.

Alexandra Marks
Board Chairperson

Queensland Volunteering Awards 2022





The CEO's Report

This year we are able to celebrate being awarded a larger government contract from 2022 to 2027, a significant increase in the amounts of grants/donations we will receive and the implementation of a core CRM database.

Additionally, this year PACT has helped 32% more victims and witnesses than last year, while simultaneously expanding the services provided within our support model, as the number of supported clients increased from 1,755 to 2,327.

It's been a pleasure and privilege to work in a wonderful organisation like PACT and I hope you enjoy seeing our progress this year.

Our strategic plan for 2020 to 2024 has three discrete phases:

- **Phase 1:** Review our identity, culture and vision
- **Phase 2:** Improve service delivery while investing in IT systems, governance, training and adopting a continuous improvement approach.
- **Phase 3:** Pursue growth opportunities to help more victims and witness, expand our services and increase our income.

This year we have nearly completed phase two and made progress starting phase three, illustrating the fast pace of progression over the last two years. Our main highlights for the 2021-22 year include:



Successful Tender for 2022 to 2027

The tender offered by Victim Assist Queensland this year was different from all previous years because it combined court support for children with a service for adults under the one contract and offered a longer five-year term.

PACT's successful tender was a huge relief, increased our revenue by 45% and ensures PACT remains the main provider of court support for another five years.

Court Dogs Pilot

After establishing a strategic partnership with Guide Dogs Queensland last year, we have now launched the pilot program to help vulnerable child witnesses by having a dog with them both in the waiting area and as they give evidence in court.

Working in PACT it is necessary to become a little immune to some of the things we hear and so you may find it surprising that the most emotionally moving events are actually the kindest of moments, not the most horrific. The moments where a child runs up to hug our court dog in the waiting room, says "I couldn't have done it without the dog" or noticeably gains courage simply through the dog's presence as they give evidence, are very special.

ComPACT

We finished designing, testing and implementing our new CRM, ComPACT, which as our central database allows us to achieve many aims at once, including improving our security and privacy, improve our administrative processes, increase our case management activities and provide greater flexibility to our volunteers.

Volunteer Expenses and Reimbursements

It's incredible that our volunteers devote their time and emotional energy, they shouldn't also need to financially contribute as well. The previous process of managing volunteer expenses and payments involved a quarterly payment. With the release of ComPACT, expense claims can be processed in a timely manner. We've implemented a monthly payment run and this represents another another process change to improve the support offered to our volunteers.

Courage Kits

Giving evidence is a stressful ordeal and so we've designed and purchased items to create a Courage Kits which helps children during each of the three phases of giving evidence.

- **Before Giving Evidence.** These items help reduce stress and anxiety while waiting to give evidence by entertaining, distracting and encouraging children. Colouring sets, Uno cards and stickers are some examples of the items included in the kit.
- **Giving Evidence.** Small items can make a big difference to the stress experienced when telling strangers what happened, so we provide stress stars, tissues and reminders about key points to remember as they give evidence
- **Self-Care Treats.** These are things that encourage children to move on from the stress of the justice journey and act as a reminder they are cared for. In the days and weeks that follow, children can enjoy self-care items such as lip balms, novelty socks and hand lotions. A bit of self-pampering now their role in the court process has been completed and they can start looking towards the future.

Staff Supervision

When our team say "we help children to give evidence in court" it rolls off the tongue as a simple statement that is easy to understand. The reality is the work of our volunteers and staff is extremely challenging and nothing quite prepares you for the reality of being with children as they describe in detail what was done to them.



This year, we began providing monthly supervision meetings for all staff who now have a regular opportunity to debrief if needed, with a qualified psychologist. We have also set-up the option for volunteers to attend their local counselling service and PACT will fund the initial appointments.

Teen Resources.

Ok...time to fess up. We didn't get to finish the teen resources this year, however we did a lot of the preparation work. We have begun the design phase, creating the content ready for the graphic designers.

In a first for PACT (or any court information service in Australia) our teens will be able to access augmented reality for 3D information, additional content, characters and animations about the legal system through the use of smartphones when used alongside our physical books. Much more than just a gimmick, it's a great way to engage a notoriously difficult age group and provide some acclimatisation to the courtroom environment for teens before they given evidence.

Extensive Training and Travel

As PACT prepares to offer new services under the new tender, a large scale training and development initiative was undertaken. We reviewed existing guides and information, added more content and travelled throughout the state to provide training in-person. Taking the opportunity to also include training on our new IT system, this provided a great opportunity to meet with our regional stakeholders at the same time.

Covid-19

It would be hard to summarise 2021/22 without a reference to Covid-19, which has continued to impact not just PACT's operations, but a large proportion of the globe. Thanks to the commitment of our staff and volunteers, this year PACT maintained service delivery and although there were definitely some operational challenges, we did not need to cancel any in-court support. An amazing effort for which I'm so grateful to everyone involved.

Tender Set-Up

The celebration of being awarded the new tender lasted an entire 24 hours until we started scheduling all the upcoming work and getting prepared to launch new services on 1 July 2022. Internally, our team produced new training material, updated our IT systems, produced new publications and recruited more volunteers. I would like to thank Court Network and their staff for helping with a smooth transition and for their invaluable assistance supporting the transfer of clients between organisations.

Company Limited by Guarantee

After securing a unanimous vote in favour of changing our legal structure last year, PACT has progressed this body of work and filed the necessary paperwork in a timely manner with ASIC and the Office of Fair Trading. It’s been an unhelpful and frustrating process as we have waited for an extended period of time for our application to be processed.

New South Wales

PACT has agreed to provide a pilot service in Lismore, NSW. Although planned to begin this year, after the catastrophic flooding the city experienced and the extensive delays with changing our legal structure with ASIC and the Office of Fair Trading, this pilot will now begin in 2023. This represents an excellent opportunity for PACT to grow in scale and demonstrate a compelling service offering in a new state.

As we finish this year, it’s a pleasure to have seen so much beneficial change within PACT and to have built solid foundations which we can build upon further next year. There are likely to be further changes in this sector, most likely stemming from the Women’s Safety and Justice Taskforce, which inevitably will produce a large number of recommendations when the review is completed.

Our Thanks

In closing, my sincere thanks go to the many individuals and organisations who have supported PACT and the work we do. Of particular note, I’d like to thank:

Mr Tony Roser, for his instrumental role within the Courts to help secure and set-up the Court Dogs pilot.

Mr Lee Buckingham, from Guide Dogs Queensland, for his passion and willingness to help as we established a strategic partnership.

I would also like to thank Ms Alexandra Marks for her support and dedication. Having a Board Chair who is always available, considers deeply the complex issues involved and makes decisions that helps advance our organisation, has been central to the success we’ve enjoyed this year.

And of course, I must pay tribute to PACT’s wonderful volunteers, who deserve our appreciation and respect for their dedication, resilience and determination to help children in very difficult circumstances. Their contribution is easy to describe on the surface but so incredibly difficult to truly honour in a paragraph. It is not until you live a day in their shoes that you’ll fully understand how special PACT’s volunteers are.

To all our truly special volunteers, I say thank you for the help and support you’ve provided which will be remembered for a lifetime by those you’ve helped.



John McDiarmid
CEO



OUR STORY

PACT's story begins in 1985 during a child abuse seminar in which the presenter called upon the audience to make a pact to 'protect all children, today.'

Two detective sergeants, David Jefferies and Dugald MacMillan, took this message to heart. They approached Kay McGrath, the well-known TV presenter who was covering the seminar for her TV channel and together they decided to create a community-based organisation promoting child protection.

PACT was officially formed in Kay's house, as she, David and Dugald signed the paperwork to create an organisation called Protect All Children Today.

Over the coming years, other leading child protection advocates joined PACT. PACT was instrumental in helping change investigative processes, which included the taping of the initial police interview with child victims and the use of multi-disciplinary investigation techniques.

In 1990, PACT created and launched the first Child Protection Week campaign, to help bring abuse and neglect out of the shadows and put child wellbeing on the national agenda. National Child Protection Week is now recognised annually in September.

In recent times, PACT has focused on filling an important gap; supporting child victims of crime and witnesses who have to give evidence in court.



Detective Sergeant Dugald MacMillan (pictured left) with Detective Sergeant David Jefferies



TV presenter, Kay McGrath



PACT NOW SUPPORTS AN AVERAGE OF
2,400 VICTIMS AND WITNESS
THROUGH THE QUEENSLAND
CRIMINAL JUSTICE SYSTEM EVERY YEAR.

HOW PACT SUPPORTS VICTIMS AND WITNESSES STEP-BY-STEP THROUGH THEIR JUSTICE JOURNEY:

1) pact receives request for support

Usually, requests for support come from the Police Service after an arrest is made. The arresting officer refers victims or witnesses under the age of 18 (or vulnerable adult witnesses) to PACT. We match the victim with a suitable PACT Support Person to guide them through their long legal journey.

3) Support person connects with victim by phone

The PACT Support Person contacts the victim and their family to introduce themselves. They give an overview of PACT's support service and the court process, answer questions and organise a time to meet face-to-face.

5) Regular check-ins

With the court process often taking between 6 - 24 months, PACT maintains regular contact with the child and their carer via phone, email and text.

7) Prosecutor's conference

The PACT Support Person goes to the conference with the child as they meet with the prosecutor to review the facts, evidence and witness preparation.

9) Day of court

The PACT Support Person shows the child into vulnerable witness areas using a secure entrance where possible. Encouraging, supporting and repeating key information, we reduce anxiety by supporting the child as they wait to give evidence.

11) Trial

Occasionally a child may have to give evidence in the courtroom from the witness box. In these cases we offer to sit alongside them to reduce the strain of giving evidence.

2) Welcome & info pack sent

We send a welcome pack to new clients to introduce our services and give them an overview of the court system and what they can expect, reducing anxiety and promoting wellbeing from the beginning.

4) Face-to-face meeting

The PACT Support Person meets with the victim and their parent or carer, normally at their home or a cafe' or park, to build rapport and trust with the child and offer more in-depth information.

6) Viewing of police statement

The PACT Support Person sits with the child for support and to make sure they concentrate and focus as they watch a recording of their original police statement. This is an important step in ensuring the child remembers what they said months earlier, as part of their evidence preparation.

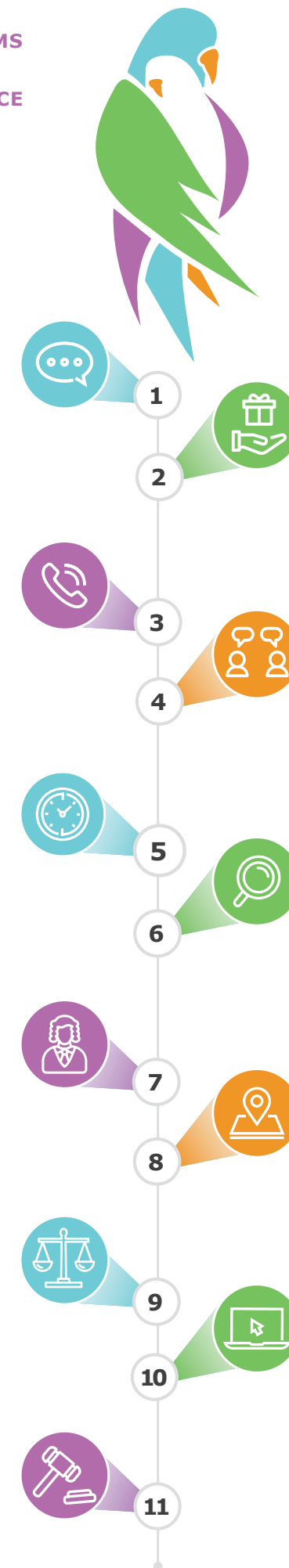
8) Court tour

Whenever possible, children are given a tour of the court building and the pre-recording room before their actual day in court to reduce the anxiety of the unknown.

10) Pre-recording of evidence

The PACT Support Person sits next to the child for support as they give their evidence to the judge, prosecutor and defence counsel over a video link.

*Not every person we support will experience all these steps or in this order. PACT's trauma-informed specialised support service is aimed at meeting individual needs on a case-by-case basis.



Along with the emotional, mental and physical wellbeing benefits for the victims and witnesses PACT supports, there are a host of benefits for stakeholders as well.

Key beneficiaries of PACT's support services:

QUEENSLAND POLICE SERVICE (QPS)

- Reduced burden on investigating officers
- Officers have an increased understanding of the family dynamics of a child witness

VICTIMS, WITNESSES & THEIR FAMILIES

- Better prepared for the process of giving evidence
- Reduced anxiety & stress
- Greater confidence & less fear due to education about the legal journey

THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS (ODPP)

- Reduced administrative and liaison burden on staff
- Reduced delays in court proceedings

VOLUNTEERS

- Opportunities to learn new skills for a meaningful retirement
- Offers former professionals the chance to give back, using their experience & expertise
- Chances to connect with others & improve the lives of vulnerable people

QLD JUDICIARY & COURT SERVICES

- Reduced delays in court proceedings
- Increased quality of evidence provided
- Improved legal outcomes



Key benefits of PACT's services:

INCREASED QUALITY OF EVIDENCE

Child witnesses are able to give a better quality of evidence because of the preparation, education and support they receive from PACT which can lead to an increased number of successful prosecutions.

VICTIMS AND THEIR FAMILIES ARE LESS ANXIOUS AND BETTER PREPARED

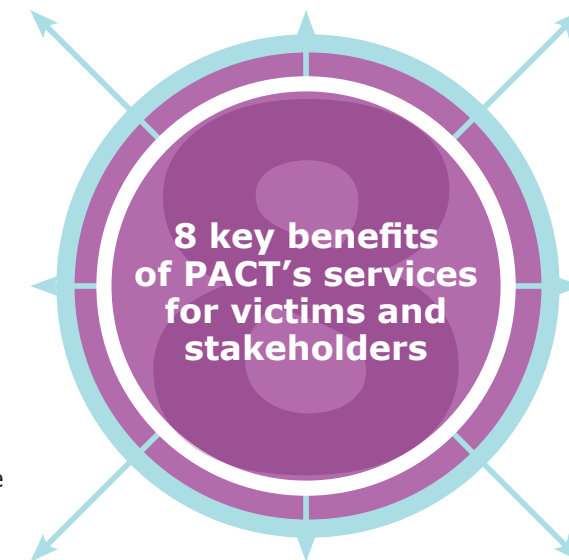
Victims, witnesses and their families have a better understanding of what to expect throughout the court process and when they give evidence in court, thereby reducing their anxiety.

SUPPORT FOR THE WORKLOAD OF VICTIM LIAISON OFFICERS

Some of the time Victim Liaison Officers spend on liaison, support and education is lessened due to PACT's direct support of victims and their families.

SUPPORT FOR POLICE OFFICERS THROUGH PACT'S SUPPORT OF VICTIMS

PACT will liaise directly with victims and witnesses and check in with them throughout the court process, thereby reducing their emotional toll and, in turn, reducing the number of calls made to the Queensland Police Service by families.



BETTER PREPARATION TO GIVE EVIDENCE

Children concentrate more during the evidence preparation phase with PACT's impartial support. The support offered to children helps to maintain their composure during testimony and increases their willingness to give evidence.

VICTIM SUPPORT CAN AID IN THE JUSTICE PROCESS

Victims who receive appropriate care and support are more likely to cooperate with the criminal justice system in bringing perpetrators of crime to justice.

OPPORTUNITIES FOR HIGHLY SKILLED VOLUNTEERING

PACT gives volunteers the opportunity to use skills acquired in their professional lives to support victims in a challenging volunteering role, giving them an improved sense of fulfillment and strengthened social relationships, support networks and community connections.

REDUCED DELAYS IN COURT PROCEEDINGS

PACT is independent and endorsed by the Courts so objections to our involvement are very rare, unlike when family members are chosen for support. Children are also more willing to give evidence when they feel supported.

OUR IMPACT

WHAT OUR FAMILIES SAY:



“ The support you guys give makes such a difference when navigating through awful, horrible times.” //

“ I want to share my gratitude for how much PACT has supported us all. It hasn't been easy as I have been so angry this happened to my child. I am sorry if it has been a lot to deal with but I am sincerely grateful for PACT's work with our family.” //

“ Our PACT Support Person was simply a god send. I hope she knows she truly made a difference and helped a little boy be brave and strong, not to mention us parents... we are grateful beyond words.” //

“ Thank you PACT for your friendship, laughter (and tears) and support. I, with my parents and siblings appreciate everything you have done for us. Just knowing we could contact you anytime was great. Thank you so much.” //

“ My son attended court as a witness and he keeps coming back to what a wonderful support and awesome person his PACT Support Person is. He even stated 'I wish she was my aunty, I'd hang out with her'. That's huge considering he's a teenage boy and at the stage where his friends are the only beings who exist in his world. PACT made the whole process a lot less traumatic. Thank you will never be enough.” //

"Thank you for explaining the whole court process... the information has helped me feel less afraid."

"PACT is an amazing organisation who made the court day for my boy - oddly - a mostly enjoyable experience."

"PACT made such a difference to our daughter's fear on her day in court. She was much calmer thanks to her support person."

SUPREME COURT

WHAT OUR STAKEHOLDERS SAY:

“ PACT's support is undoubtedly a benefit to a child...As a result of [PACT's] support, child witnesses are more likely to be better informed, emotionally stable and able to provide better quality evidence as a result of this.” //

Judge, District Court of Queensland

“ PACT workers do a great job in the lead up forming a bond with the family. We are dealing with troubled children and troubled families. The foundations PACT lay in the lead up can really make a big difference when it comes time to do a pre-recording.” //

Victim Liaison Officer, ODPP

“ From the QPS point of view, trying to keep everyone happy, keeping witnesses happy is the most time consuming part of the process. It makes it much easier to deal with all the issues at hand when PACT is able to take some of the burden.” //

Detective Senior Sergeant, CPIU, QPS

“ When a child is comfortable and confident with the expectations of them as a witness, there is a greater likelihood that the child will provide consistent and reliable evidence. Consistent and reliable evidence is essential in aiding the court to deliver a verdict.” //

**Grant Thornton Independent Review of
PACT's Social Return on Investment, 2020**

PACT's presence "provides assurance that the courtroom experience does not further traumatised a child witness."

**Deputy Public Prosecutor,
ODPP**

"PACT is essential to our work from the perspective of them calming down a lot of children, understanding family dynamics as well as essential aspects of being in court and assisting in that way."

**Crown Prosecutor,
ODPP**

In 2020, globally-recognised firm Grant Thornton undertook an independent study of PACT’s funding and services to calculate our social return on investment. The report examined PACT’s investment for the 2021FY and assessed the social impact that our activities are forecast to have on key stakeholder groups over the year.



GRANT THORNTON'S INDEPENDENT 'FORECAST SOCIAL RETURN ON INVESTMENT' REPORT DEMONSTRATED THAT FOR EVERY \$1 PACT RECEIVES, \$3.13 OF SOCIAL VALUE IS DELIVERED.

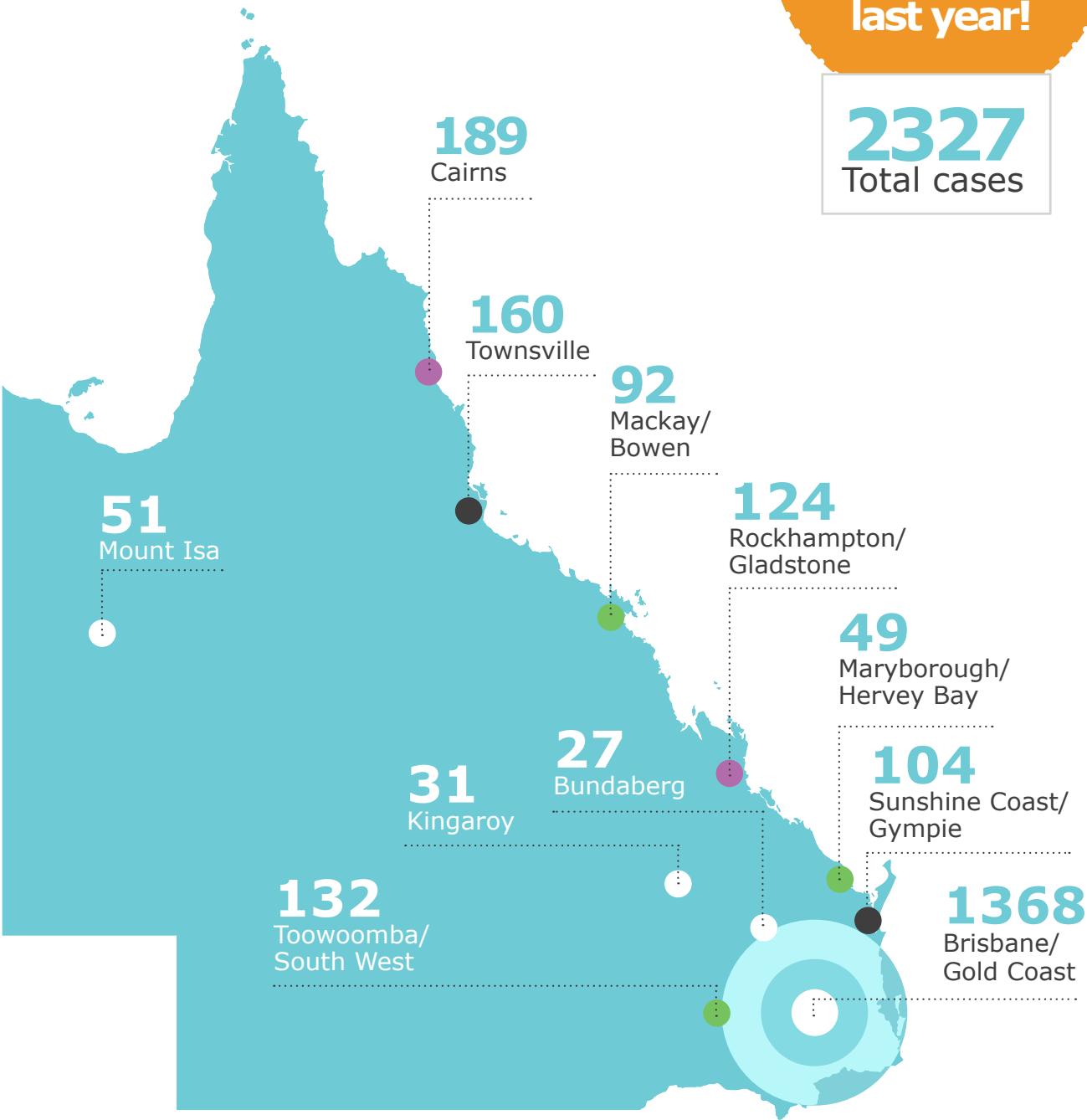


PACT Statistics 2021-2022

Case Referrals

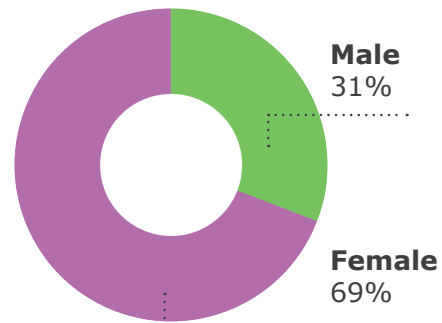
PACT helped 32% more people than last year!

2327
Total cases

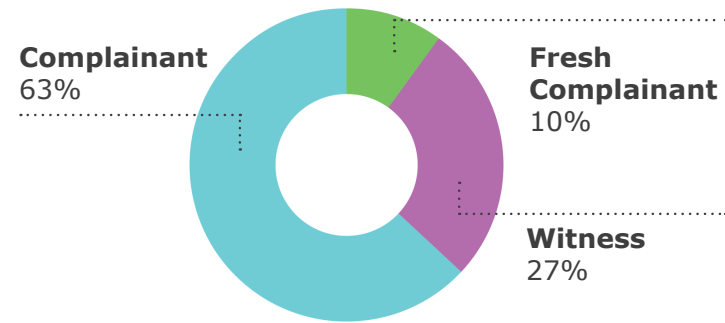




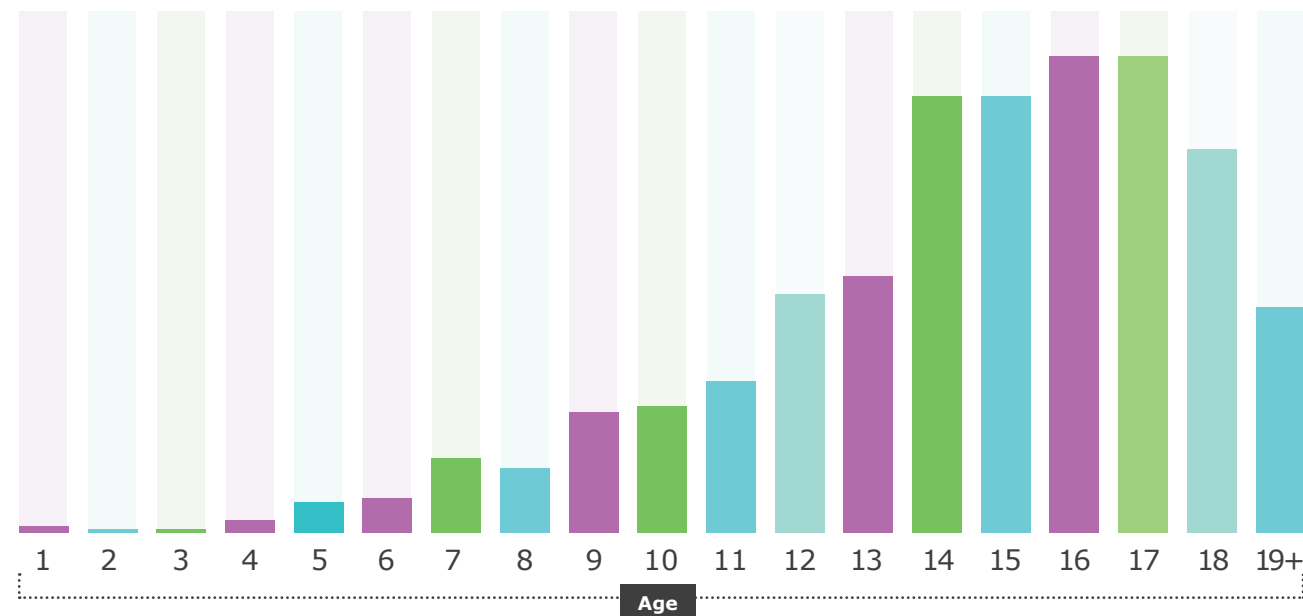
Referral by gender



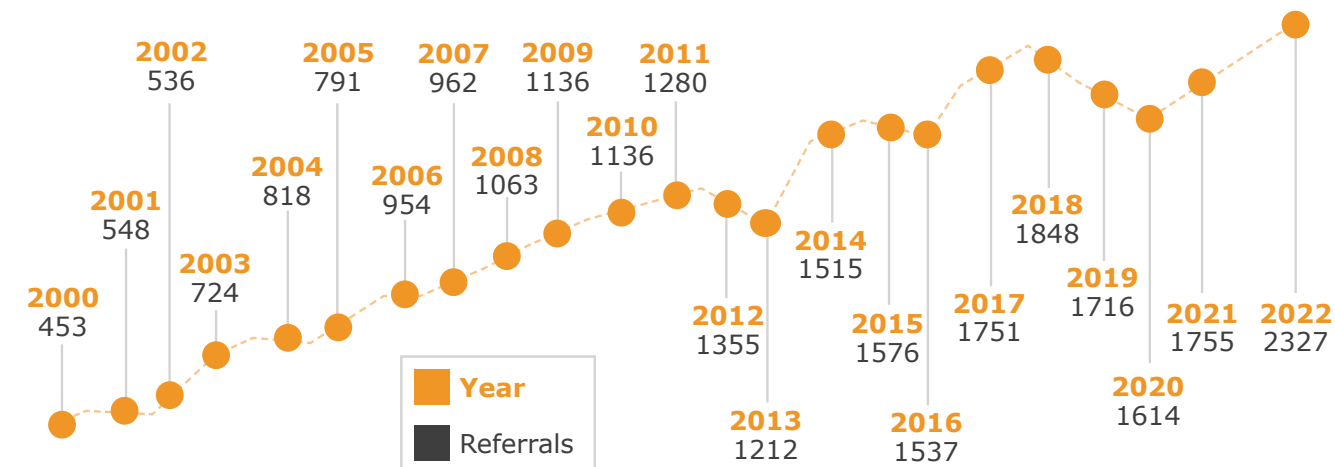
Referral by witness type



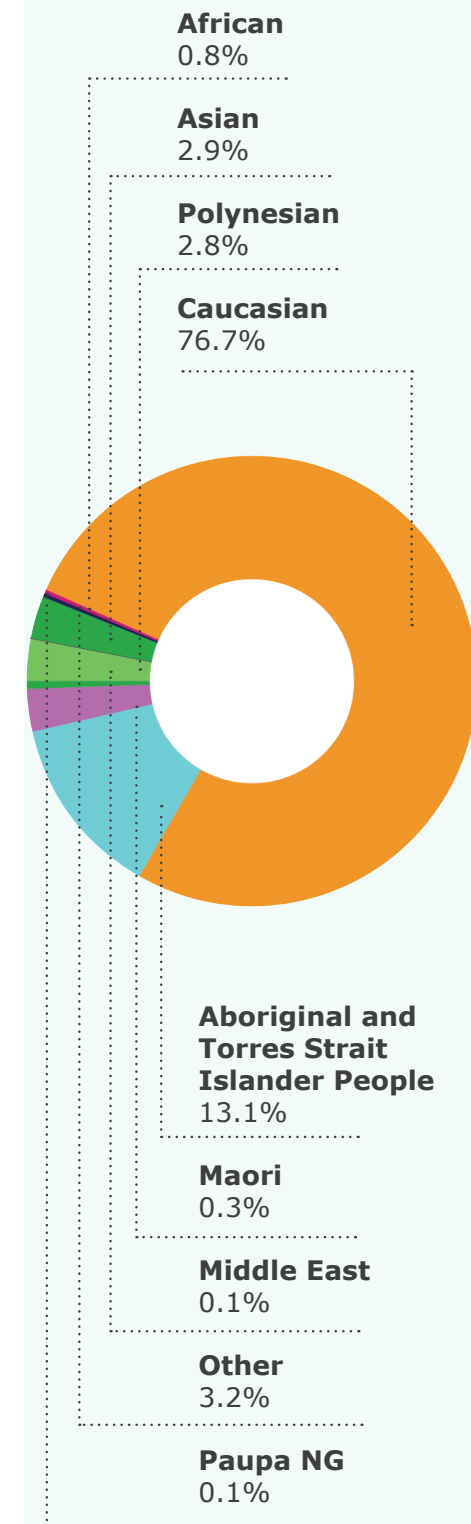
Referral by age



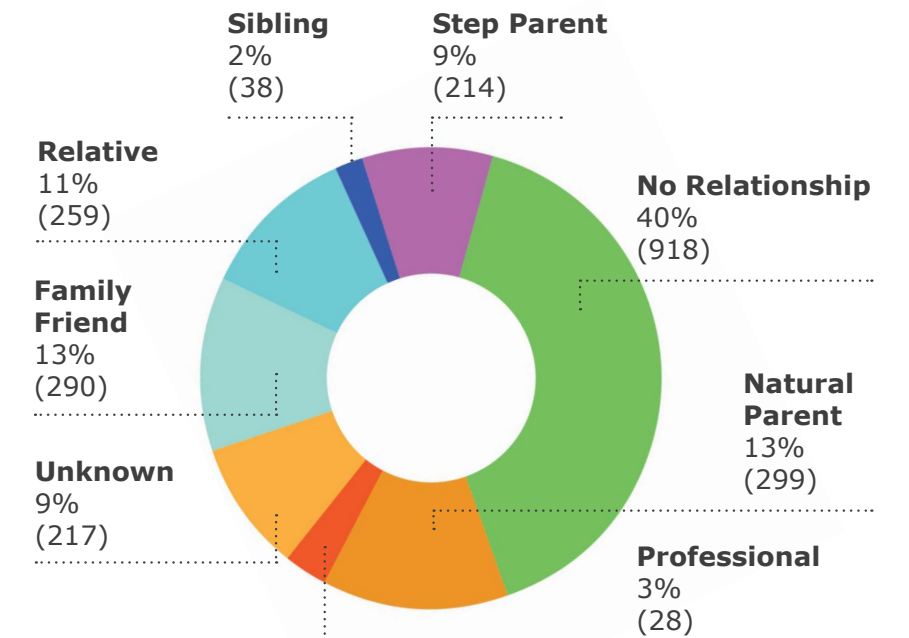
Referrals trends



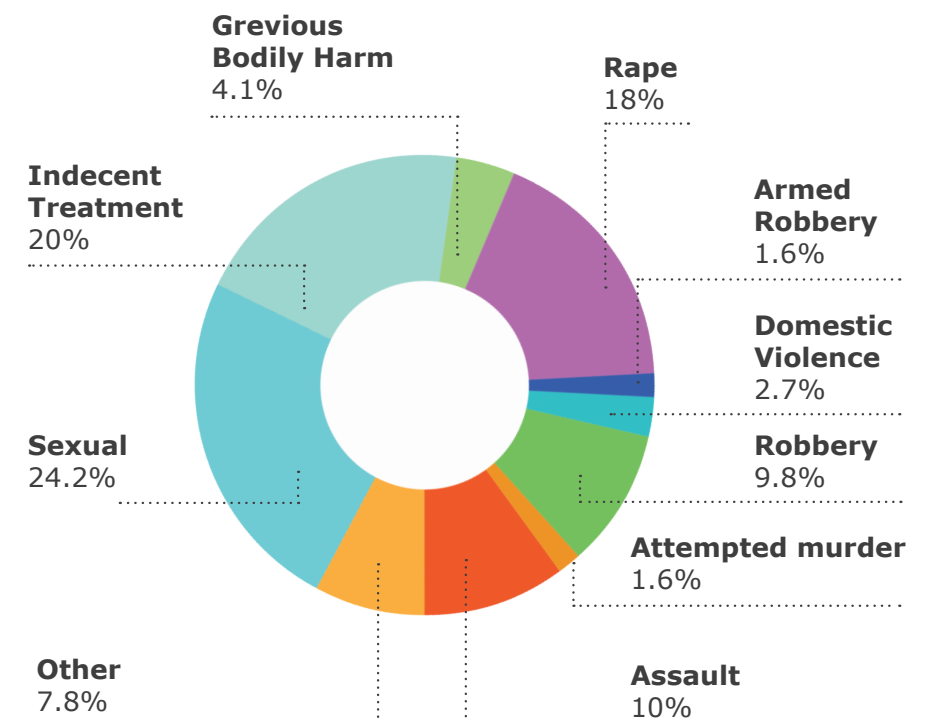
Client Ethnicity



Referrals by relationship



Referrals by charge



2021 HIGHLIGHTS

PACT WINS A 5 YEAR CONTRACT!

Last year, PACT made significant changes across the organisation – including our branding, starting a pilot program to support adults and launching new services that included offering guidance on Victim Impact Statements and Financial Assistance Applications.

These changes, while contentious at the time, were part of a strategic approach to position PACT for a competitive tender process that would be run by Victim Assist Queensland (VAQ), part of the Department of Justice and Attorney-General's Office.

PACT is currently funded by VAQ under a three year contract, which runs out 30 June 2022.

This year the tender process was very different from previous years:

Firstly, the service contract duration was increased from three years to five years.

Secondly, rather than funding two different organisations (one for children, one for adults) the funding agreement combined the services so that only one organisation would be chosen to help both children and adults.

Thanks to the amazing dedication of the PACT staff and volunteers, the strategic changes made last year and the hard work of the team putting together our tender proposal, PACT was selected as the provider of support for both children and adults.

The new funding agreement means the pilot services we launched last year, adult support, victim impact statements and financial assistance applications, will become a permanent service from 1 July 2022.

Following the announcement of PACT's successful tender outcomes, we can celebrate:

- Receiving additional funding so we can establish a permanent vulnerable adult witness service
- Expanding our support for children to include helping with Victim Impact Statements and Financial Assistance Applications
- Enjoying greater financial security from the five-year funding term, which allows us to take a longer-term view and make better investment decisions.

Being awarded the 5 year funding contract is wonderful recognition to PACT's successful changes last year, the hard work of our staff and the amazing support provided to victims and witnesses by our volunteers.

***Congratulations to everyone involved!
It's wonderful recognition for all the work
that you all do, day in and day out.***

I recently supported an adult victim, a woman in her 40's, to give evidence on historical sexual offences which happened to her from the age of 4yrs to when she left home as a 16 - 17 year old. As we entered the pre-record room she told me that she had never told anyone, except the Police, the exact details of what had happened to her, and she said I was going to hear some horrible things. I reassured her that we hear lots of bad things and not to worry about me, that I was just there to support her. Her story was truly harrowing, and she was heavily cross examined by Defence. But she was a very impressive witness.

After the pre-record was done we just hugged each other in tears, and I told her how incredible she was. She told me that my being there right next to her had given her the confidence to be strong, and she thanked me profusely. I felt incredibly privileged to hear what had happened to her and to be able to be her support."

PACT Support Volunteer in Northern QLD

POST COURT SERVICES

When crime happens to an innocent person, they are suddenly thrown into a criminal justice system they know little about; how to navigate it or what their rights are.

Victims need access to information along with emotional and logistical support to not only navigate the legal system, but find support after they give evidence so they can move forward and heal.

PACT works with stressed and frustrated victims and their families every day. We understand how supporting them by helping them access the resources and assistance they need to cope - mentally, physically and financially - is such a vital resource.

Taking into account the principles for trauma informed specialised care, in 2020-2021 we actively looked at additional ways in which we could support victims and witnesses after a child or vulnerable adult witness has given evidence.

Along with the ways in which we already support

victims with emotional support, education and information and in-person court support, we increased our service to include activity and logistical support. This includes the "after court support" items which can make all the difference to someone who has been through the long and grueling process of giving evidence in the criminal justice system.

The key "after court support" services PACT implemented last year include:

- Assisting with Victim Impact Statements
- Assisting with Financial Assistance Claims
- Assisting with applications to the Victim's Register

While it may not seem as important as supporting victims through their court journey, helping them access the help they need immediately afterward can make all the difference to their overall experience and their ability to move forward and get on with their lives.

THERE ARE NO WORDS THAT EXPRESS OUR THANKS OR NOTHING THAT I CAN DO TO SHOW APPRECIATION FOR THE HELP WE RECEIVED FROM PACT. FROM HELPING MY 12 YEAR OLD WITH ADHD STAY CALM AND UNDERSTAND WHAT WAS HAPPENING TO HELPING A FRUSTRATED MUM APPLY FOR FINANCIAL ASSISTANCE, OUR PACT VOLUNTEER WAS AN ABSOLUTE GIFT."



Fund Raising Milestones

PACT has traditionally operated using only the funding from Victim Assistance Queensland, with occasional donations as a pleasant surprise.

Over the last two years, our operating costs have increased as our services, structures, governance, cyber-security and IT systems have become more professional.

The government funding received by PACT is no longer sufficient to cover our running costs and so we have begun focusing upon expanding the number/amount of donations and grants we receive. Some of the highlights are:

- A foundation provided a grant of \$40,000 to help us create educational resource for teenagers. The work has started this year and will be completed next year. Particularly exciting is that we will use Augmented Reality in addition to the printed books, so we can engage with our teenage audience using the preferred language of the modern generation...their smartphone!
- We anticipate bringing 3D courtrooms to life, having legal processes described in literal step-by-step interactions and character animations that provide descriptions to educate, empower and support teenagers.
- A grant of approximately \$39,000 was received to help develop dedicated resources for our Aboriginal and Torres Strait Islander clients, who are approximately 15% of our client base.
- The Community and Gambling Benefit Fund provided PACT with approximately \$40,000 to help us purchase new equipment for our office. Having modern equipment, such as computers, photocopiers, desks and chairs, allows us to have a professional office to not only run a professional charity but improve our capacity to support our volunteers.
- Allens Law Firm donated \$10,000 after being particularly impressed with our Court Dogs pilot. Although we expect the dogs will prove to be a clear benefit to the justice system, PACT is self-funding the pilot and covering the costs for the evaluation which we hope will convince the Judiciary to allow the Court Dogs program to continue.



On The Horizon - Services in New South Wales

With a strong presence throughout Queensland, it's no surprise that we often receive requests to help vulnerable witnesses south of the border. Sometimes these come from clients themselves who've relocated and other times they come from the government agencies, charities or other support services in the area.

This year we have agreed to establish a pilot support program for witnesses giving evidence in the Lismore District Court, New South Wales (NSW), in collaboration with the NSW Office of the Director of Public Prosecutions.

This is an important first step towards demonstrating PACT's impact in another state, raising awareness of our organisation and positioning ourselves for future growth.

Strategically, operating in more than one state makes federal funding and grants easier to obtain, opens the gateway to receiving donations from organisations located in NSW and, hopefully, forming a long-term partnership with NSW state government.

There have, however, been some delays in the start of the project. Although we can celebrate all the hard work undertaken to agree a pilot services, there have been two reasons for the delay in launching.

It has taken significantly longer than we anticipated for ASIC and the Office of Fair Trading (OFT) to process our request to change the legal structure. We've been working through the process and waiting extended periods for updates for over 12 months and PACT is unable to operate in another state until this approval is received.

Secondly, the devastating floods in Lismore has meant the city has focused on the massive undertaking of rebuilding and healing the city. Although we could have begun a pilot in another area of NSW, in light of extensive delays with ASIC and the OFT, it seemed pointless to invest in planning a secondary location.

ComPACT Annual Report

Technology is often a solution looking for a problem. Not so for PACT – we spent time considering our current needs and the future opportunities so that technology would solve real-world problems and enable our long-term vision.

The largest project undertaken this year has been the implementation of a new case management system, called “ComPACT”, which is the main CRM system we use to manage service delivery.

The project had several phases, each of which required significant work:

Needs Analysis – we reviewed our current operations and processes, then considered the additional services we are offering from 1 July 2022.

System Selection – after researching the wide variety of systems available in the market, we ultimately settled on using Microsoft Dynamics. Arguably one of the two largest CRMs, the platform offered leading cyber security, did not require a physical server, is widely understood by developers making support readily available and as Microsoft’s flagship CRM, will exist for the foreseeable future.

System Design – We’d rather focus our funds and resources on helping children give evidence in court, so minimising future development costs was paramount. We deliberately avoided additional coding and endeavoured to use an “out of the box” approach as far as possible. This means the updates that Microsoft makes to the software to maintain security and functionality, will not adversely effect our system design.

The risk of altering existing software as a service products with extensive coding is that you can’t easily install future updates, without risking it breaking what you’ve built or spending additional time/resources comprehensively testing each and every update. For this reason, PACT adopted the approach of making sure ComPACT is an “evergreen” solution – one where future Microsoft updates can be installed in real-time without needing additional testing or considering the impact on any additional code that we’ve added to overly customise the system. It also kept our costs down.

Volunteer Information Portal. PACT had previously entered into an agreement with another provider to build the “VIP” system to manage client data. After reviewing the release version of the product, we took the decision to terminate the contract and end any further system implementation work. The VIP system was decommissioned shortly afterwards.

System Build – It did take us longer than we expected. That part almost goes without saying for any project involving technology, particularly since after each release we had this habit of saying “that’s great...but can it also do this as well....”.

The good news is that the system was implemented under budget and with more functionality than we originally expected. Not many IT projects can say that, so we’re pleased with this outcome!

System Implementation and Training. It was a big task to implement a new system, especially with our volunteers being used to doing their case management through paper forms and records. Our team travelled throughout the state, providing face to face training on how to use the system and explaining the data conventions.

Now ComPACT has been adopted, we’re enjoying the other benefits of:

- Improved cyber security
- No more paper used within the case management process
- No client records being sent by post
- Allows the real-time updates of client records
- Available on smartphones, tablets, laptops and desktops
- Works with Android, Windows and Apple systems
- Active case management throughout each stage of the court process
- Electronic reporting of expenses and volunteer payments, eliminating the need for volunteers to fill out additional paper forms, post them to head office, staff having to enter the data and then generate payment reports.
- Enhanced reporting and larger datasets that enable better analysis and decision-making, at both operational and strategic levels.



Volunteer Recruitment, Training and Support

Recruitment. A big focus this year was on the recruitment and training of volunteers, ensuring we had a volunteer base in regional areas and giving them the knowledge, tools and resources they need for their challenging roles.

Volunteers are the lifeblood of our organisation and throughout the year we recruit new volunteers, partly to replace the volunteers who leave and partly to cope with the ever increasing number of requests we receive for help.

The recruitment process in PACT is as comprehensive and thorough as any professional level job. We place adverts designed to engage and motivate, review written applications, undertake interviews, complete reference check and then obtain national criminal history/ blue card checks.

Training. With less Covid-19 restrictions in place this year, we could provide more training in-person for our regional and remote volunteers. These trips provided an excellent opportunity

to update volunteers on our process changes, provide additional training on how to support people who are part of our newly launched services and provide hands-on training on our new database, ComPACT.

Volunteering with PACT requires knowledge about the courts, the law and complex legal processes. Our induction training takes place online initially, includes several days of in-person induction, followed by a period of mentoring and shadowing that often lasts months. Once all the fundamental knowledge and skills are in place, the learning never stops as our Volunteers face new and interesting situations, while our coordinators offer guidance based on the many nuisances for each separate case.

New Training Material. We have also created new training material to help prepare for supporting adults under our new contract with Victim Assist Queensland which begins on 1 July 2022.

2021 HIGHLIGHTS

CHILD WITNESS SUPPORT DOGS PILOT PROGRAM

In December 2021 we were thrilled to launch the Child Witness Support Dogs pilot program, a joint partnership between PACT and Guide Dogs Queensland. The limited trial has been running at the Brisbane District Court with a handful of carefully selected dogs - Kobe, Elton and Evie - three lovable Labradors. A few of our volunteers visited Guide Dogs QLD headquarters to receive specialised training on how to handle the dogs.

Evidence shows support dogs play an invaluable role in stress-relief, comfort and support. Dogs provide non-judgmental affection which can help witnesses feel more relaxed. Evidence proves they have calming effects, including lowering heart rate and improving mental clarity, which in a judiciary setting may have the added benefit of a better quality of evidence. Having a support dog present when the child gives evidence can significantly reduce their anxiety, making court days less stressful for victims, witnesses and their families. Through this program, we hope to increase a child victim's potential for joy on one of the most stressful days of their life.

OUR HOPE IS ONCE THE PILOT IS SUCCESSFULLY COMPLETED WE CAN EXPAND THE PROGRAM TO OTHER COURTS THROUGHOUT QUEENSLAND WITH MORE DOGS TRAINED AND COURT-APPROVED TO SUPPORT MORE CHILDREN.



KOBE
Child witness
support dog

The support dogs are present for two key stages:

1. In the waiting room

Children can wait for many hours inside the court building until they are called to give evidence, which can increase their anxiety. Having a support dog in the waiting room with them does wonders to lift spirits and keep young minds distracted and entertained, replacing stress with the joy of a canine companion.

2. When giving pre-recorded evidence

Despite many months or years of preparing for their day in court, even the most outwardly stoic person can fall apart when publicly reliving what happened to them. Giving evidence can be intimidating and emotionally draining for anyone, let alone a child. This is where having a support dog sit with them when they give evidence can make a big difference to the child's wellbeing.

The dogs we use are carefully selected by Guide Dogs QLD for their friendly personality and their ability to stay calm and well behaved while in the court building. They are well trained to specifically act as a calming presence to someone in distress.

When their "work uniform" vest is on, they know they have a job to do. The dogs will not disrupt court proceedings. They stay by the side of the victim or witness while they give evidence, calmly resting their head on the child's leg. The dog is positioned to be out of sight of the recording cameras.

Our hope is once the pilot is successfully completed we can expand the program to other courts throughout QLD with more dogs trained and court-approved to support more children.

2021 HIGHLIGHTS

ONLINE RESOURCES FOR EASIER ACCESS TO KNOWLEDGE

In 2020 PACT implemented a new brand across all of our communication channels and re-wrote our publications, guides and handouts.

In 2021/2022 we built upon this re-brand to ensure all our incredible resources and publications became accessible on our website, so anyone could access the information any time online without needing a printed copy.



"So Your Child Has to Give Evidence" e-booklet

WWW.PACT.ORG.AU/OURIMPACT/OUR-RESOURCES/





PACT AT PARLIAMENT HOUSE



Alicia Brown and John McDiarmid at Parliament House.

PACT had the opportunity to meet Members of Parliament (MPs) and other key legal and government officers at Parliament House during the 2022 Brisbane Homicide Awareness Day.

It gave PACT an opportunity to meet representatives from a range of organisations all doing important work in the fields of child protection, domestic violence prevention and homicide victim support, including the Queensland Police Service, Office of the Director of Public Prosecutions QLD, Red Rose Foundation, Queensland Health Victim Support Services, Victim Register (QLD Corrections), Shannon Fentiman (Attorney General and Minister for Justice), Tim Nicholls (Shadow Attorney General and Minister for Justice) as well as many other Members of Parliament.

It is inspiring to see so many support networks in our community for victims of violence, though it was also heartbreaking to hear about the long-term impacts these types of crimes have on families and communities. Speaking to

the family members of victims of violence, it becomes apparent just how vital having support is. The event was a sobering reminder of why organisations like ours exist and the importance of having the right support system in place to mitigate the long-term trauma for victims.

We're grateful to everyone who took the time to attend and in particular Queensland Homicide Victims Support Group for bringing all these providers together so we can better support victims and witnesses in this State.

SPEAKING TO THE FAMILY MEMBERS OF VICTIMS OF VIOLENCE, IT BECOMES APPARENT JUST HOW VITAL SUPPORT IS...TO HAVE THE RIGHT SUPPORT SYSTEMS IN PLACE TO MITIGATE THE LONG-TERM TRAUMA FOR VICTIMS.

2021 HIGHLIGHTS



PACT volunteer Kaye Williams and Volunteer Coordinator Tania Taylor at Brisbane City Hall.

VETERAN PACT VOLUNTEER KAYE A FINALIST AT THE QUEENSLAND VOLUNTEERING AWARDS 2022

We were so excited to have PACT represented again as a finalist in the Volunteering Queensland Awards 2022 at the Brisbane City Hall. These awards are an annual event during National Volunteer Week to celebrate volunteers and volunteer organisations across the sunshine state.

Huge CONGRATULATIONS to our longstanding PACT volunteer, **Kaye Williams** for being chosen as one of the three finalists in the **Lifetime Contribution to Volunteering Award**, presented in honour of an individual who has made an exemplary life-long contribution to volunteering.

Kaye has volunteered with PACT for 20 years. The emotional toll it takes to support children who've suffered horrific sexual or violent crimes makes this a phenomenal achievement. Throughout the two decades she has been with PACT, she has supported hundreds of families.

Kaye discovered the victim's experience of the justice journey after her own child was sexually abused and had to give evidence. This drove Kay to use her experience to make sure other child victims had support.

Determined to make a difference for other families, she became a PACT volunteer, deciding to channel her energy into being an empathetic support person for other parents. She knows if she supports the parent, she's also supporting the child victim. "Parents feel a lot of guilt, like they should have known what was going on (which isn't true) and the children pick up on that adding to the stress."

Working in remote areas in and around Bundaberg, Kay says she has been to "all sorts of houses, from mansions to poor homes," and seen all sorts of families thrust into the criminal justice system as victims and witnesses. Kay says she's had a few hard cases, but has never wanted to resign because it's something she firmly believes in, despite the challenges.

Kaye says she has seen how the "wheels of justice turn slowly and can take years to finalise," and she feels the child is in danger of being "re-traumatised in the process of waiting and thrust back into it." Kay says she volunteers to make the experience less traumatic for children and their parents.



All the winners at the QLD Volunteering Awards 2022

PACT Volunteer Coordinators (L-R): Lindsay Mathison, Dev Bala and Tania Taylor

"If I've helped even one child go through the court system and come out the other side knowing they've done their best, I'm happy. I always tell children they should be proud that they stood up and went through this; maybe they've stopped it from happening to someone else." Some children (who are now adults) have recognised Kay years later and gone out of their way to tell her how much her support meant.

While it's difficult to remain calm and show no emotion while the child is being cross-examined and forced to relive the details of the crime, it's an essential part of the job. Kay has developed her own techniques to help her cope with hearing the testimony of young victims.

Kay is fantastic at giving victims helpful information in non-threatening ways. To prevent jury bias, for example, Kay tells girls to wear something non-strapless as it's cold in the courthouse. To ease nerves, Kay tells young children that the barrister's wigs are made out of horsehair and how much they cost. Before they give evidence Kay reminds children that it's THEIR story to tell. "I'll say, 'The defense barrister wasn't there, you were! You know the truth so tell your story.' I tell them to be proud of themselves because their self-esteem can suffer. Some people don't need counselling, others need it their whole lives; we all cope differently."

"I always tell children they should be proud that they stood up and went through this... maybe they've stopped it from happening to someone else."

Kaye Williams

We are incredibly grateful that Kay has coped with her own experience by choosing to support victims with PACT. And to do so for 20 years is a phenomenal achievement which we think is worthy of recognition.

This is the second consecutive year PACT has had a nominee make it to the finals at the Volunteering Queensland Awards. In 2021, PACT Volunteer Coordinator Tania Taylor won the Excellence in Volunteer Management category.

Congratulations to ALL the nominees and winners, and all our respect and thanks to volunteers across Queensland who are the reason for positive change. We truly couldn't have the impact we do without you!



2021/2022HIGHLIGHTS

COURAGE KITS

One of our goals this year was to find a creative, safe and effective way to ease the stress of court days for children who have to give evidence as a witness or victim of crime. Most children are classified as a "Special Witness", which means they will give pre-recorded evidence from a private room. While PACT has previously stocked some of these rooms (in metropolitan areas) with books, toys and other entertainment, these items were well-loved, over-used and in serious need of replacement. In rural courthouses, there is often no room at all to store child-friendly equipment, meaning children in these areas often don't have the luxury of having anything to keep them distract them with on their day in court.

A **Courage Kit** is a gift bag filled with simple but effective age-appropriate tools to entertain, encourage and ease the stress of giving evidence. Our goal is to have a Courage Kit to give every child and teen (4-18) who has to give evidence in the Queensland Criminal Justice System.

The idea of **Courage Kits** came as a result of brainstorming more effective, hygienic and impactful ways to ease the stress of court days for children, teens and their families. We also thought about ways to minimise the health risks associated with toys, games and books that are handled by multiple people over a long period of time. All the items in the kit were chosen for a purpose, taking into account the physical and emotional needs of child victims.

Each kit contains quality items that fulfill 3 main purposes:

1 PRE-GIVINGEVIDENCE (DAY OF COURT)

Entertain, distract and encourage while waiting

Children can wait hours inside a court building before they give evidence, adding to their anxiety. Interesting activities can help kids feel challenged, distracted and comforted replacing stress with engagement.

Items may include:

- Playing cards (Uno)
- Colouring books/pencils
- Rubix cube / puzzles
- Arts & crafts kit
- Fun, warm socks (it's cold at court!)
- A keepsake water bottle (stay hydrated)

BOREDOM BANISHED!

2 GIVING EVIDENCE (PRE-RECORDING ROOM)

Ease the stress while giving evidence

This is the moment child victims and witnesses have been waiting and preparing for since giving their original police statement all those months or years ago. The stress of telling adult strangers the details of what happened can feel overwhelming!

These items can be a fun reminder of how to cope:

- Canvas tote 'Giving evidence survival kit' with:
- Stress star (to squeeze when you feel stressed)
- Tissue pack (It's OK to cry)
- Mini torch (keep shining your light)
- Lifesaver candy (in case you need a lifesaver)
- Stickers (to remind you to stick to the truth)

ANXIETY BE GONE!

3 POST-EVIDENCE (TO TAKE HOME)

Encourage kids to move on from the stress of the justice journey, and remind them they are cared for

Once the child has given their evidence, we want them to find a sense of closure and be able to have fun and start to heal with their loved ones.

Kids who have very little to call their own will find joy from these 'luxurious' little treasures:

- Toothbrush and toothpaste kit
- Nice notebook/journal and pen
- Hand cream and lip balm
- Gift vouchers for movie tickets/entertainment/food/clothes

YOU ARE CARED FOR!



PACT PEOPLE & CULTURE

OUR BOARD

Our Board composition is designed to include experts with experience in legal, governance and law enforcement fields to ensure we are complying with best practice and maintaining impartiality, governance and acceptance within the court system. Our allocated Board roles also include current and past PACT volunteers and those with experience in the principles of trauma informed practice to ensure we are best serving the needs of clients while complimenting the system within which we operate.

Alexandra Marks, Practicing Barrister PACT Chairperson



Alexandra was a previous committee member of NAPCAN Australia and a general Board Member of PACT. She has also worked as a committee member of the Child Protection Week Committee.

Professionally, Alexandra has been a barrister in Queensland for 13 years practising in all jurisdictions. She previously worked as a solicitor for more than 11 years in Queensland, New South Wales and Victoria. She is a member of the Queensland Bar Association Professional Conduct Committee and Bar Practice Course Committee and provides pro bono assistance to a number of not for profit organisations. She is a passionate advocate for children's rights and has volunteered as Chair of PACT for 9 years.

Amanda O'Brien, Deputy Principal Registrar and Sheriff Of Queensland, Board Member



Amanda is the Deputy Principal Registrar of the Supreme and District Courts in Brisbane. She holds qualifications in law and in justice administration and was admitted to practice as a solicitor of the Supreme Court of Queensland in 2003. Commencing her career with the Department of Justice over 30 years ago, Amanda has extensive experience in courts management, justice administration and in legal practice and procedure. She has held a variety of positions with Court Services Queensland and with the Office of the Director of Public Prosecutions in Brisbane and in regional Queensland.

Stephen Blanchfield, Detective Inspector Board Member



Stephen has almost 30 years policing experience, with more than 20 years as an investigator. Stephen has worked in regional two-person stations and in challenging urban areas. He commenced in the specialised field of child protection in 1991. He worked in Homicide, Child and Sexual Assault and, Fraud and Cyber Crime. He was Investigations Leader into the murder of Daniel Morcombe. He was instrumental in implementing the QPS Investigative Interviewing Strategy, traveling to the UK in 2014 to undertake training and becoming one of the first QPS members to be an Interview Advisor.

In December 2015 he was promoted to Detective Inspector, Major and Organised Crime Squad, South Eastern Region. In October 2018 he returned to child protection as Operations Manager, Child Trauma and Sexual Crime Unit, State Crime Command.

Melanie Mayne-Wilson, Secretary



Melanie Mayne-Wilson, GAICD, is the General Manager, Marketing and Fundraising for the Royal Flying Doctor Service (South Eastern). She was previously the Queensland State Manager for the Australian Institute of Company Directors, the largest governance Institute in the world, with over 45,000 members and a mission to strengthen society through world-class governance.

Melanie is a communication, public affairs and reputational risk specialist with over twenty years of experience in senior executive roles guiding boards and executive teams through periods of significant change, to protect and enhance their corporate reputation and social license to operate.

Teresa Knapp, Board Member



Teresa Knapp has now retired after a background in finance and administration, working in small to Corporate size companies as well as latterly owning a successful medium size manufacturing company with her husband for 12 years.

Teresa was a Child Witness Support Volunteer and Trainer for PACT for 10 years, attending and supporting the needs of child victims traversing through the Court system whilst gaining a wealth of knowledge of the Criminal Justice System and the parties involved. Teresa joined the PACT Board in 2014 and is also a volunteer speaker for Beyond Blue. She became a Beyond Blue speaker to share her experiences of mental health conditions, with audiences as part of her commitment to encourage and offer hope to those who are afflicted by mental health conditions.

Catherine Lee, Board Member



An accomplished OHS Management Consultant, Certified Occupational Health and Safety Professional (Australian Institute of Health and Safety) and Occupational Health Nurse, Catherine assists organisations achieve their strategic objectives through cultural change and business improvement.

She holds a Graduate Diploma in Occupational Health and Safety (with distinction) a Graduate Certificate in Management and is an accredited Occupational Health and Safety Management Systems Auditor (Exemplar Global), Fire Safety Advisor (Queensland Fire and Emergency Service) and Licensed Private Investigator (Queensland Government).

Catherine is a full member of the Australian Institute of Company Directors and the Australian Institute of Management Consultants and uses coaching and mentoring skills to work with senior executives and frontline managers to develop safety leadership skills, as well as coaching and mentoring junior health and safety professionals as a registered mentor with the Australian Institute of Health and Safety.

Catherine is Director and one of the founding partners of Lethbridge Piper and Associates which was established in 2014. Catherine has established a solid reputation for risk management, leading change and business improvement.

Allan Peachey, Treasurer



Allan has recently retired from paid work after a lengthy career in the banking and stock broking sectors. Allan is a qualified Psychologist and though the formal registration has lapsed, continues to use his insights and experience to guide PACT's strategic and operational direction. He is a trained Lifeline Counsellor and participates on a junior sporting organisation Committee.

Having worked at an executive level at Commonwealth Bank, he has held a range of Board of Director roles for over 16 years and brings to PACT experience across a range of diverse sectors. In addition, Allan is a PACT volunteer so understands the tremendous rewards, complexity and challenges that arise as a volunteer who support children through the court process.

Jan Brown, Board Member and Volunteer Ambassador



Jan joined PACT as a Volunteer in June 2010 and has served in a variety of roles over the last 10 years. She supports induction training for new volunteers, is a Group Team Leader, current Board Member and represents PACT on a number of forums. Prior to her work with PACT Jan's background as a Social Researcher, working primarily at The University of Queensland in the Department of Social and Preventative Medicine, saw her work with sections of the community when they were at their most vulnerable. Jan also volunteers at the historical Franciscan Friary at Brookfield, where she has served in various positions on their Advisory Committee. She has been a long-time advocate of Children's Rights and sees volunteering with PACT as an opportunity to play some small part.

PACT PEOPLE & CULTURE

PACT'S MANAGEMENT TEAM

It's the passionate and skilled team at PACT that make it possible for us to have the positive imPACT we do in the lives of some of the most vulnerable members of the community. PACT's staff collectively bring a wealth of knowledge, qualifications, experience and dedication to supporting victims, witnesses, volunteers, stakeholders and the community.



John McDiarmid,
Chief Executive Officer

John has broad experience having worked in the private, government and not-for-profit sectors.

Specialising in strategic planning, building stakeholder relationships and managing change for business improvement, John is using his 'numbers brain', people skills and technical knowledge at PACT.

John's early career included working as a financial analyst, economist and programmer for Thompson Reuters, before moving onto senior management roles with superannuation and financial planning companies.

After a period of restructuring an aged care provider and an employment services provider, John later worked in executive positions within customer services, workers compensation and corporate service areas.



Samantha Camilleri,
Operations Manager

Samantha has more than 20 years' experience in not-for-profit finance and accounting, and over 30 years' experience in accounting and HR roles.

She is passionate about working in the non-profit sector, in particular working with children and young people, which has been her focus for the majority of her career including working with residential care facilities and employment services.

Samantha enjoys the ability to manage the operational aspects of PACT, giving her contact with PACT's staff and volunteers.



Alicia Brown,
Marketing and
Fundraising Manager

Alicia is an experienced marketing, public relations, media and communications specialist with a background in non-profit philanthropy and fundraising. She has worked for a number of not-for-profits in Australia and the US, driving their mission through storytelling and targeted communications, marketing, fundraising, event coordination and relationship building.

Alicia has worked with youth facilitating workshops, leadership trainings and team building along with outdoor recreation. She has a Master's of Creative Writing for Social Justice, a Bachelor of Communications in Journalism and Advertising and a Cert IV in Training & Assessment.

She is passionate about championing causes that drive social change on a fundamental level, in particular for children and vulnerable groups and is a current member of the Australian Fundraising Institute (FIA).

PACT'S VOLUNTEER COORDINATORS



**Tania Taylor, Regional
Volunteer Coordinator**

Tania spends her days making the "business" of volunteering as smooth and easy as possible for all our invaluable volunteers (PACT Support Persons) who selflessly give of themselves every day. When Tania is not coordinating volunteers, she also works as a PACT volunteer which gives her up to date insights into the challenges they face. Congratulations to Tania for winning the Queensland Volunteering Award for Volunteer Manager of the Year 2021.



**Dev Bala, Brisbane
Volunteer Coordinator**

Our newest team member Dev joined PACT in 2021 to take on the role of Volunteer Coordinator for Brisbane. He works alongside PACT's volunteers and wider team to help make a positive impact for the children and families that PACT supports by bringing our volunteer community closer and building a stronger volunteer network. Dev helps volunteers access the right training and support to perform their challenging duties and reduce burnout.

OUR VOLUNTEERS

Anyone who gives their time willingly to the service of others with no expectation of anything in return is remarkable.

We may be a little biased, but we feel that PACT volunteers are extra-level incredible! Ours is no ordinary volunteering gig; PACT volunteers perform next-level duties in the service of PACT, comforting, supporting and empowering children and young people who have experienced the most horrendous crimes. They take families under their wing who are in extreme stages of stress; relieving some of their fear by explaining the legal system in a way they can understand and showing them they are not alone through the journey.

We believe in harnessing the power of community and providing opportunities for skilled volunteering. PACT relies on an incredibly dedicated team of volunteers to deliver our frontline services. Our volunteers play a vital role in helping child victims and their families find support at a time when they need it most. Volunteers help prepare child witnesses and their families so they can understand the purpose and process of the trial, rendering them less

fearful about what will happen and helping them give a better quality of evidence.

Volunteers build rapport with the child from the beginning so when they are in the stressful stages of giving evidence, the volunteer can help the child stay calm, attentive and focused. A less distressed child who feels safe and supported can give evidence with more confidence and less fear.

PACT volunteers help child victims find their strength and resilience, giving them the courage to tell the truth and supporting their right to justice, to be heard without fear in court. They help the child to be aware of their rights and understand what support and compensation is available to them.

To put it simply, there is no way child victims and witnesses across the State could have the opportunity for a caring support person to be by their side through the long justice journey without volunteers. We are so incredibly grateful to every one of our volunteers for choosing PACT. Our volunteers are truly our frontline imPACT facilitators!

"OUR PACT VOLUNTEER MADE A HUGE IMPACT ON OUR WHOLE FAMILY. SHE WAS A SURROGATE GRANNY OF SORTS, EVEN TO OUR OTHER CHILD WHO WASN'T INVOLVED IN THE CASE. SHE TOOK CALLS WHEN OUR LITTLE ONE NEEDED SOMEONE TO TALK TO; WE WERE ALL WITNESSES SO HE WASN'T ABLE TO SPEAK TO US ABOUT CERTAIN MATTERS, AND THIS IS WHERE OUR PACT VOLUNTEER WAS WORTH HER WEIGHT IN GOLD. HE ALWAYS KNEW HE HAD SOMEONE HE COULD TALK TO."

Parent of a child victim



Volunteer Recognition

PACT is incredibly grateful for the exceptional contribution of our volunteers. Congratulations to the volunteers who reached the following service milestones:

- | | | |
|--------------|---|--|
| 1yr | Marla Elliott
Gail Stubbins
Jennifer Robinson | Hazel Jeremy
Jenelle Bloxsom |
| 3yrs | Mary Naidoo
Christine Court
Graham Edney | Cathy Barber
Julie de Paauw
Sheila Smith |
| 5yrs | Seren Lolanthe
Sandra Hennessey
Esther Young | Dorrell Rybinski
Denise Angus |
| 10yrs | Wendy Bleckman | |

2021/2022 Pact financial overview

BOARD OF MANAGEMENT'S REPORT

Your Board of Management submit the financial report of Protect All Children Today Inc. (PACT) for the financial year ended 30 June 2022.

The names of the members of the Board of Management throughout the year and at the date of this report are:

Alexandra Marks
Jan Brown
Catherine Lee
Teresa Knapp
Melanie Mayne-Wilson
Stephen Blanchfield
Allan Peachey
Amanda O'Brien

Principal Activities

The principal activities of the association during the financial year were to educate, empower and support child victims to understand the legal system, and be with them as they give evidence in court.

Significant Changes

No significant change in the nature of these activities occurred during the year.

Operating Result

This year's final results reflect one of the strategic priorities of the Board, which is to expend funds on activities which ensure PACT can continue to provide high-quality services for child victims and witnesses, or to invest in infrastructure which will enable PACT to achieve its long-term strategic aims.

In simple income and expense terms, this year PACT has expended \$251,480 more than what was received in income.

This expenditure was very close to the management team's forecast previously approved by the Board as part of PACT's strategic approach to improving performance and PACT's undertaking to re-invest in operations and services for a two-year period.

In light of the higher expenditure, it is important to understand that the increases in expenditure have occurred for specific reasons and why the Board has taken the strategic direction to invest additional funds in these areas.

A summary of the key areas of regarding PACT's income and expenditure is as follows:

1. Donation Income

Donations for the 2021/22 year are approximately \$11k higher than the previous year. The donations received are for PACT to undertake defined projects and are not intended to be used to fund operational costs.

2. Staff Expenses increased by approximately \$62k

This was temporary in nature to complete several internal projects in the communications area and to recruit staff members able to manage the new Victim Assist Queensland contract that begins 1 July 2022.

3. Computer Expenses

Computer Expenses remained high as further work to improve PACT's IT systems continues. PACT's new CRM, "ComPACT", was developed this financial year and there has been an associated cost to design, build and implement the system. Ongoing costs will be lower in future years, however the need for a fully-functional and secure CRM was paramount.

4. Regional Travel

To provide greater engagement, training on IT systems and implement new support services, staff travel and training have increased significantly this year.

5. Recruitment and Redundancy

PACT undertook recruitment of two positions and processed the departure of another staff member, incurring the costs associated with these activities.

This year should mark the end of the re-investment phase with the bulk of improvements now completed. The Board recognized sustained deficits are not possible for prolonged periods and as such, the Board is now expecting a much smaller deficit next year, with a balanced budget thereafter.

It should be noted that the investments made in this (and previous) years have contributed to PACT securing a 5 year contract with Victim Assist Queensland, with an additional revenue stream of approximately \$250k each year, from 2022 to 2027.

Signed in accordance with a resolution of the members of the Board of Management.



Alexandra Marks
Chairperson
Signed this 16th day of October 2022

PROTECT ALL CHILDREN TODAY INC.
STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE
INCOME FOR THE YEAR ENDED 30
JUNE 2022

Protect all children today inc. Statement of profit or loss and other comprehensive income

FOR THE YEAR ENDED 30 JUNE 2022

	NOTE	2022	2021
REVENUE		\$	\$
Grant Income	2	607,266	598,291
Burrell Investment Income	3	7,559	9,116
Donations		53,275	42,126
Interest Received - bank		16	29
Cash Flow Boost		-	34,764
Other income		200	13
TOTAL REVENUE		668,316	684,339
EXPENSES			
Audit Fees		4,923	4,615
Burrell Management Fees		9,387	5,047
Board Governance		935	1,671
Client Resources		16,771	34,226
Computer Expenses		50,140	46,758
Depreciation		133	3,929
Functions		1,886	3,540
Insurance		5,886	4,812
Miscellaneous		4,105	9,101
Printing, Postage and Stationery		41,286	36,365
Staff Expenses	4	627,425	565,120
Staff Recruitment		5,000	5,000
Telephone		634	390
Staff Travel and Accommodation Expenses		17,755	7,513
Volunteer Expenses	5	89,822	104,716
TOTAL EXPENSES		876,088	832,803
SURPLUS/(DEFICIT) BEFORE INCOME TAX		(207,772)	(148,464)
INCOME TAX EXPENSE		-	-
DEFICIT FOR THE YEAR		(207,772)	(148,464)
OTHER COMPREHENSIVE INCOME			
Net change in fair value of investments		(55,610)	139,552
Transfer to retained earnings on disposal of investments		71,349	43,045
TOTAL OTHER COMPREHENSIVE INCOME FOR THE YEAR		15,739	182,597
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(192,033)	34,133

Protect all children today inc. Statement of financial position

AS AT 30 JUNE 2023

	NOTE	2022	2021
CURRENT ASSETS		\$	\$
Cash and Cash Equivalents		64,231	74,579
Burrell Working Account		938	112,502
Burrell Strategic Account		776,155	858,924
Receivables	1(k)	464,310	-
Net GST Receivables (Payables)		(33,527)	14,638
Prepayments		-	2,689
TOTAL CURRENT ASSETS		1,272,107	1,063,332
NON- CURRENT ASSETS			
Plant and equipment	6	533	666
TOTAL NON-CURRENT ASSETS		533	666
TOTAL ASSETS		1,272,640	1,063,998
CURRENT LIABILITIES			
Payables and Accruals	7	45,434	61,623
Provision for Annual Leave		43,316	40,329
Provision for Long Service Leave		-	15,673
Contract Liabilities	10	422,100	-
TOTAL CURRENT LIABILITIES		510,850	117,625
NON CURRENT LIABILITIES			
Provision for Long Service Leave		20,015	12,565
TOTAL NON CURRENT LIABILITIES		20,015	12,565
TOTAL LIABILITIES		530,865	130,190
NET ASSETS		741,775	933,808
EQUITY			
Retained Earnings		757,556	933,979
Reserves	8	(55,781)	(171)
TOTAL EQUITY		741,775	933,808



2020/2021 PACT financial overview

PKF BRISBANE AUDIT

INDEPENDENT AUDIT REPORT TO THE BOARD OF
MANAGEMENT OF PROTECT ALL CHILDREN TODAY INC.

Opinion

We have audited the financial report of Protect All Children Today Inc., which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement of the members of the Board of Management.

In our opinion, the accompanying financial report of Protect All Children Today Inc. has been prepared in accordance with Div 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of Protect All Children Today Inc.'s financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1, and Div 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of Protect All Children Today Inc. in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: Code of Ethics for

Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling Protect All Children Today Inc.'s financial reporting responsibilities under the Australian Charities and Not-for-profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of the Members of the Board of Management for the Financial Report

The Members of the Board of Management of Protect All Children Today Inc. are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and is appropriate to meet the needs of the members. The Committee Members' responsibility also includes such internal control as the Committee Members determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Members of the Board of Management are responsible for assessing Protect All Children Today Inc.'s ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Members of the Board of Management either intend to liquidate Protect All Children Today Inc. or to cease operations, or have no realistic alternative but to do so..

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.


As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Protect All Children Today Inc.'s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Committee Members.
- Conclude on the appropriateness of the Members of the Board of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Protect All Children Today Inc.'s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Protect All Children Today Inc. to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation..

We communicate with the Members of the Board of

Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.


PKF BRISBANE AUDIT


Partner
Brisbane, 1 November 2022


PROTECT ALL CHILDREN TODAY INC. STATEMENT BY THE MEMBERS OF THE BOARD OF MANAGEMENT

The Members of the Board of Management has determined that the Protect All Children Today Inc. is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial report.

In the opinion of the Members of the Board of Management:

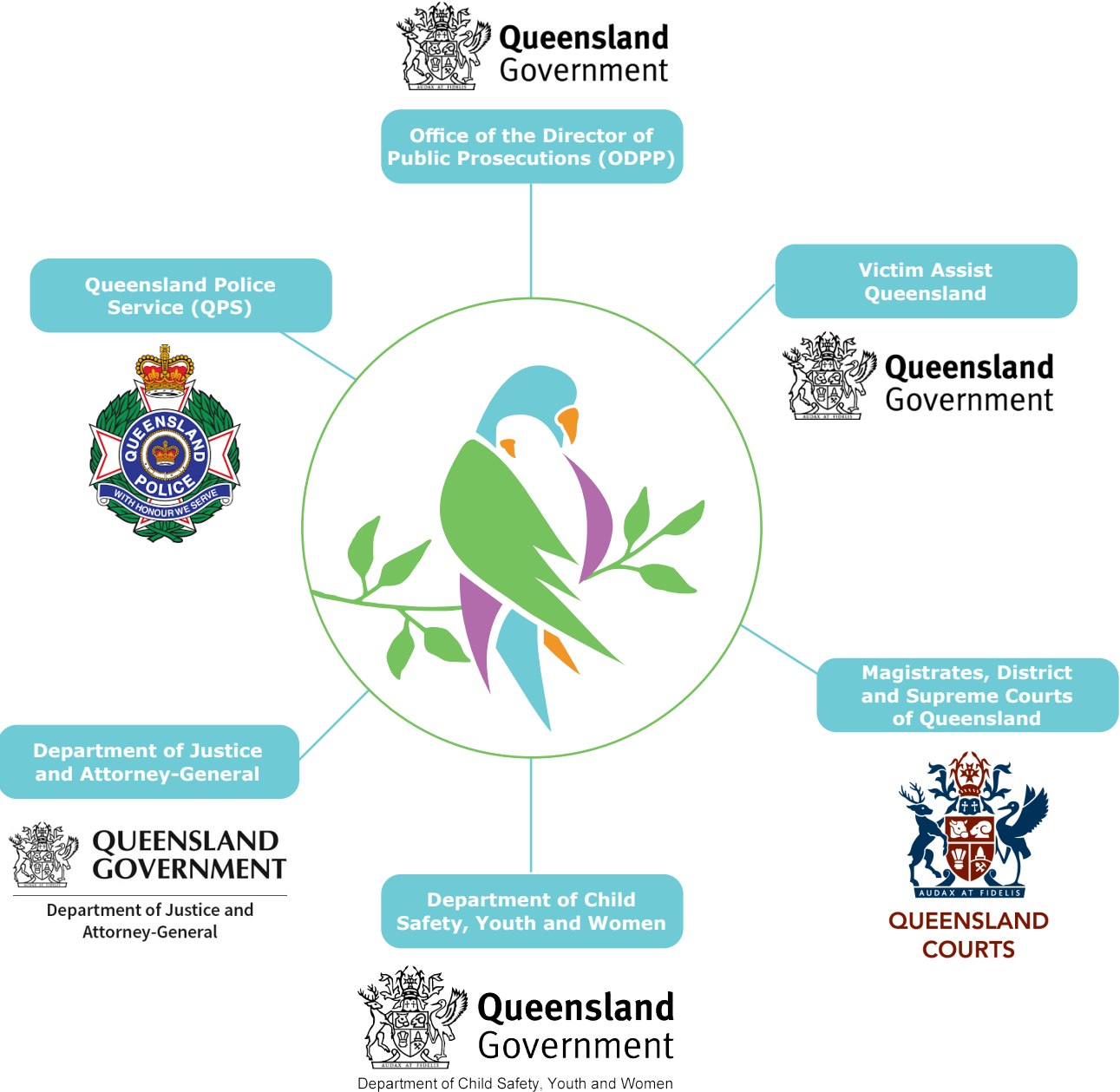
- (a) The financial statements and notes as set out on pages 3 to 11 are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
- (i) comply with Australian Accounting Standards, and
- (ii) give a true and fair view of the financial position of Protect All Children Today Inc. as at 30 June 2022 and of its performance for the year ended on that date.
- (b) There are reasonable grounds to believe that Protect All Children Today Inc. will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with a resolution of the Members of the Board of Management and is signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.


Alexandra Marks
Chairperson
Signed this 1 November 2022

Acknowledging our Stakeholders

The work PACT and its volunteers do could not be achieved without the vital relationships with Queensland Police Service (QPS), the Office of the Director of Public Prosecutions (ODPP) and their Victim Liaison Officers (VLO), and Victim Assist Queensland (VAQ). **We acknowledge these organisations and their senior leaders for their continued support and dedication to child protection.**



OUR GOALS
AND OPPORTUNITIES

THE SKY IS THE LIMIT



THE
SKY
IS THE
LIMIT

Our Goals and Opportunities

We made a pact to support vulnerable victims by taking them under a supportive wing, sharing comfort and encouraging them with the knowledge that the sky is the limit. Where they are now is not where they will be tomorrow or in the years to come; their wings will grow strong enough to carry them to a place of their choosing, with the right support. To achieve this, PACT is committed to growth, evolution and evaluating our services and offerings to best meet the needs of those we support.

In the coming months and years we have big goals to create significant and positive change for children and families navigating through the criminal justice system. We will focus on both improving our current services and developing new opportunities with these projects:

Your opportunity to get involved:

We welcome new PACT Partners who want to help us create warm, child-friendly vulnerable witness rooms across Queensland. Sponsor a vulnerable witness room in one area, or a whole region. Ask us about becoming an in-kind sponsor (furniture, decorations, toys, electronics, activities and resources), or make a donation towards fitting out a witness suite and let us do the shopping.

1 EASE THE STRESS OF COURT DAYS WITH BETTER FACILITIES

Children can wait for many hours inside a court building on the day they are scheduled to give evidence, waiting to be called to testify. This is the moment they've been preparing for since their legal journey began; the day they've been anxious about since the initial arrest was made. Waiting to give evidence isn't much fun at the best of times; waiting inside a sterile room can make it even more depressing and scary, and does nothing to lift a child's spirits or keep their anxious mind distracted and entertained.

In many courts across Queensland, PACT has helped establish vulnerable witness rooms where children and their families can feel comfortable and safe while waiting to give evidence. These rooms are private spaces designed to shield child witnesses from the defendant and their supporters on the day of court. In metropolitan areas like Brisbane, these waiting rooms are well furnished, but in most of the remote courts, the witness waiting facilities are much sparser, if available at all.

Our goal is to ensure every child receives the same level of support, safety and comfort during their justice journey, regardless of their geographic location, by improving witness waiting facilities across the State. We aim to create welcoming, safe spaces with comfortable furniture as well as toys, activities and equipment to keep children calm, entertained, focused on the task ahead (giving evidence) and distracted from their anxiety.



THE
SKY
IS THE
LIMIT

Your opportunity to get involved:

This is a unique opportunity to become a conference sponsor and help us create a top-notch learning, networking and celebratory event for volunteers and stakeholders working across the fields of legal, child protection and victim support.

2 EDUCATIONAL RESOURCES FOR TEENAGE WITNESSES

"Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less." — Marie Curie

One of PACT's key support strategies is to empower witnesses by helping them understand the legal system and what they can expect going through it. Through education and understanding, fear is reduced and the burden of anxiety about the unknown is lightened.

PACT had a big win this year in producing new court booklets for adults and children which break down the complex legal system in a way these specific audiences can understand.

Our goal now is to create educational resources for teens, specifically the 13-19 year old age group, using research-backed mediums that will best reach and engage with the teenage population.

Your opportunity to get involved:

If you value education and understand the importance information plays in trauma-informed specialised support, this could be your opportunity to partner with PACT on a ground-breaking project. Help fund the creation of targeted educational resources for teens (our largest client demographic) and improve access to easy-to-digest information that will make a huge difference for young people who have to give evidence as a victim or witness.

3 VOLUNTEER RECOGNITION, SUPPORT & TRAINING

Giving back to volunteers who give so much of themselves is high on our priority list. This includes extra skills training for volunteers and planning events that build a sense of community and foster peer support, which helps when coping with vicarious trauma.

Our goal in 2023/24 is to host a first-rate volunteer conference which will recognise the hard work of our volunteer team, celebrate client testimonials and take stock of the impact PACT's work has on child victims and families. It's also an opportunity to network across the sector and introduce stakeholders and partners to the PACT community.





4 VALUE-ADD PILOT PROGRAMS

To enhance the current support service we offer for vulnerable victims and witnesses, we are launching a couple of exciting pilot programs which we hope to roll out as fully-fledged programs after their trial run. These include:

✓ Child Witness Support Dogs

PACT is exploring a partnership with Guide Dogs Queensland to run a pilot program using dogs to support children giving evidence.

Our hope – based on results from other court dog programs established nationally and internationally – is that having a Child Witness Support Dog present for children giving evidence will help to make the path just a bit easier for those forced to relive some of the most horrific experiences of their life, especially for child victims of sexual assault.

Our goal is that witnesses who have experienced severe trauma will feel safer and more comforted with a well-trained dog at their side, and therefore will provide better quality evidence.

Most people can identify with the positive feelings associated with having a loveable dog keeping them company. This is the sense of calm and reassurance we hope children will feel having a dog by their side as they give pre-recorded evidence in the Brisbane District and Supreme Courts.

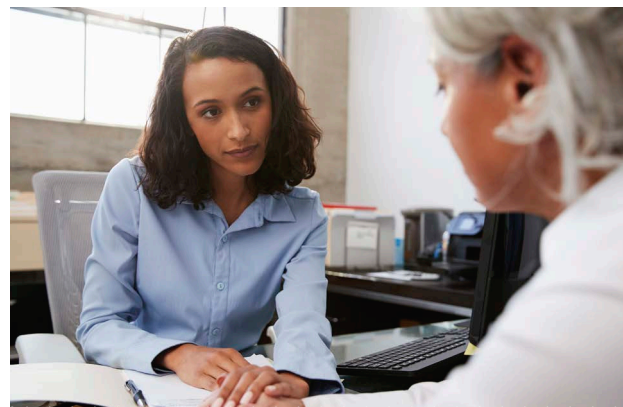
A researcher from the University of Canterbury will evaluate the success of this pilot and publish the benefits of using dogs for child witness support. If the pilot goes well, we hope to expand this program – which is the first of its kind in Queensland – into other courts so more child witnesses can access the incredible benefits of having a support dog.

✓ Increased Court Support for Adult Victims

While traditionally our focus has been supporting children under the age of 18, there has been an increasing demand for court support for adult victims – particularly those in rural areas who have been affected by domestic or sexual violence.

For many adults, especially those in vulnerable situations who have suffered trauma, navigating the justice system and ultimately having to go to court to give evidence can be incredibly distressing and confusing.

PACT aims to increase the court support offered to adult victims of domestic abuse/sexual/violent crime, the effects of which infiltrate communities and victims' children and families.



Your opportunity to get involved:

New PACT Partners are welcomed who want to stamp their mark on these new programs. Stay tuned for more information when the programs launch or get in touch to register your interest and let's chat about the opportunities.



5 SAY "YES" TO SUPPORTING CHILDREN IN OTHER STATES

Changing our legal structure is paving the way for PACT to be able to say "YES" to supporting more children outside of Queensland's borders.

We know the need for better support exists for many vulnerable victims and witnesses throughout the nation. PACT is looking to fulfill these needs and reach those who currently do not have access to the same level of support our volunteers provide to child victims in Queensland.

PACT has an ambitious end goal:

To ensure every child in Australia is supported through the stressful process of giving evidence, empowered throughout their justice journey.

Here's where we need your help.

Your opportunity to get involved:



Help us make a long-lasting, far-reaching, positive impact in the lives of victims, witnesses and those affected by crime. We are now seeking partners who are interested in funding the launch of new witness support programs interstate, and partners who can help open doors to decision makers in government and legal jurisdictions.

Interested in partnering with PACT as we expand into new territories?

Invite us for an informal chat about how together we can reach more of the children and vulnerable witnesses who need support.

Call (07) 3738 7827 or email pact@pact.org.au.

TOGETHER, WE CAN MAKE THE JUSTICE JOURNEY A LESS STRESSFUL, MORE SUPPORTIVE AND EMPOWERING EXPERIENCE FOR VICTIMS, WITNESSES AND THEIR FAMILIES.



THANK YOU FOR YOUR SUPPORT!



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