

While many of us have seen great improvements in our standard of living as a result of the extraordinary advances which have been made over the last hundred years, the experience for many children and families is that the challenges, fears and uncertainties of the 20th century have left little room for optimism for the 21st century. Child sexual and physical abuse, drug addiction, youth homelessness and suicide and violence within the home are a continuing reality in the modern world.

Felicity Broughton, CPS President, 1999¹



A New Era: 1985–1999

The Children's Protection Society accepted the recommendations of the internal Donovan review conducted in July 1984. This included the decision to give up its authority as a child protection agency. The review recommended a transition period of three years for the government to take over the responsibility as Victoria's child protection authority. In reality, however, this was reduced to just 14 months.² Staff numbers were already low at the time of the decision and more staff members left afterwards, making it impossible for the Society to continue operating as a child protection authority for the recommended three years. Reluctantly, the Society decided the practical course of action would be not to seek reauthorisation when the renewal was due in September 1985.³

The months between July 1984 and September 1985 were some of the toughest the society had ever faced. Wilma Paine was president of the North West Regional Committee and sat on the Society's executive committee during this time. She remembers it as:

... a really, really difficult time for staff, for committee, for everything. And to be honest, at that time anything could have happened and it [the Society] could have just gone completely, but luckily it didn't.⁴

Penny Armytage was the executive director who steered the Society through this transition. She recalls the period as tough but inevitable:

It was hard to reconcile that it wasn't seen to be an interpretation of us being unsuccessful in what we'd done, us not discharging our obligations well enough, and at the same time trying to have a voice that would be listened to in terms of how they might shape that transition and the new arrangements going forward. It was a demanding but really important point in the evolution of Victoria's child welfare system.⁵

The transition period of just 14 months was not long enough to ensure a smooth handover,



Henry the cat with CPS staff in 1986: Wendy O'Brien, Tricia Gration, Jenni McIntosh, Margaret Williams, Anne Marshall and Megan Davis.

despite the best of intentions on both sides. Offers of employment were not extended to the Society staff until a month before the authority was transferred. Many had already sought employment elsewhere by this time.⁶ Phillip Swain was team leader of the Society's Geelong Child Protection Unit. He recalls:

Once the decision to not continue its intervention work had been made, at a personal level that then meant the CPS staff had to consider their own futures and employment prospects. I think it's fair to say that although the [government] was quite keen to inherit the CPS 'expertise' (so as not to have to start from scratch with a child protection system) they were much less forthcoming with any guarantees of employment for the CPS staff ... When an opportunity to move to another NGO which focused also on child and family welfare [arose], I made the decision to leave rather than stay and take my chance with a transfer ...⁷

The Department of Community Welfare Services circulated a paper in January 1985 seeking community consultation about its new role as protective services provider. Unlike the Carney Review, which showed little support for the Society, the responses the department received this time advocated for a specialist model of protective services. This was very similar to what the Society had already established, though the clear difference was that this new specialist model would operate as part of a government department and be accountable for its powers to a range of other government bodies.⁸ It was a difficult and disheartening time for many.

The Society's Annual General Meeting in September 1985 marked the official handover date of child protective services to the newly named Community Services Victoria. President Diane Alley set the tone for a positive take on this new era:

Today, although we may look back with sadness, I think we can also look back for inspiration to those few caring people of vision who first came together to form the Society to work for the protection of children and families. I am sure they would feel rewarded to know that society, as a whole, has decided that it is a State responsibility to provide a protective network for children and families throughout its entirety.⁹

A future without protection

Accepting of its fate, the Society threw itself into securing its future. A task force was formed to identify existing gaps in child welfare and where the Society could step in. It was made up of CPS staff and representatives from Victoria Police, the Royal Children's Hospital and Community Services Victoria.¹⁰ One area that was clearly not being addressed under the current system was long-term support for children and families. Wilma Paine recalls that the Society determined:

... we would turn into ... a support agency for families and children, but the main thing still would always be the welfare of the children. That was our main thing, not families so much as children, they would always be at the forefront of it.¹¹

The outcome of this task force was that the Society should establish an innovative new treatment program targeting multi-generational abuse in families, which would involve research, community education and advocacy work. The resulting document, 'Child Maltreatment Program – Direct Services, Education and Research', was publically launched on 6 March 1985 at a meeting at the Mission of St James and St John.¹²

No longer providing protective services meant the Society needed to scale back its operations. Unable to support the regional branches with the required funds or staff, the executive committee made the difficult decision in February 1985 to centralise and shift its operation to Heidelberg, which included selling properties purchased in regional areas. All available resources were put into developing the new child maltreatment program, which was known as the Alys Key Family Care program and was to be run as a pilot over three years.

This decision was not viewed positively among all of those involved in the Society, particularly in those regions where 'the loss of the service had been felt deeply and the sale of the Society's property viewed negatively'.¹³ Wilma Paine found it particularly difficult returning to the Rotary clubs that, just a few years earlier, had so generously donated funds so the Society could purchase a house in Preston:

I had to go there basically and say 'well look this is what's happened, it's very unfortunate, but we're still going to keep going', but we had to basically offer that when we sold the house if they wanted that money back we would hand it back – but anyhow they didn't, they all said 'no, go ahead with it', so it was all good, all that part. But that was another difficult period ... trying to consolidate properties.¹⁴

The CPS Geelong Child Protection Unit and Regional Committee ceased operating in 1986 after 15 years of service. The house it owned, Lindsay Field House, had been sold in 1985 and the money raised returned to the region.

After a review of its three temporary emergency care facilities, it was decided that the Society would cease services at Alys Key House in Heidelberg from 31 December 1985. Alys Key House became Alys Key Family Care in 1986.¹⁵ In February 1986 the Society advertised four part-time positions as Family Aides for the new Alys Key Family Care program. Within three days it had received 118 applications and turned away an additional 90.¹⁶

Currawong House in western Victoria remained determined to provide a valuable and needed service for the Hamilton region. Since reception care was no longer considered the responsibility



Family Aides for the Alys Keys Family Care program, c. 1986.



Research officer Jenni McIntosh oversaw the three-year Alys Key Family Care pilot program, launched in 1986.

of the Society, the Currawong House Committee decided to incorporate and took over the management and operation of the house, continuing to provide temporary emergency accommodation for children in the Glenelg region of Victoria until 1991. From 1991 onwards Currawong House amalgamated with other similar services in the Hamilton area to form the South Western Community Care Association, and no longer had anything to do with the Children's Protection Society.¹⁷

The need for temporary emergency accommodation in the Latrobe Valley was just as prominent in 1985 as it had been when Swan House first opened in 1968. Without this option, children needing emergency care were sent all the way to Allambie Reception Centre, a state-run facility in Burwood. In 1986 the Swan House Committee became an incorporated body and in 1988, after recognising the important role Swan House provided, the committee was granted funding and authorisation by Community Services Victoria to become an independent reception home. It continued providing emergency care for children in the Latrobe Valley until its closure in June 1994.¹⁸

Alys Key Family Care

On 1 March 1986 the Society celebrated its 90th birthday with the launch of the new Alys Key Family Care program at 30 Stradbroke Avenue, Heidelberg.¹⁹ By the end of June the Society had received 31 referrals for this new venture.²⁰

The Alys Key Family Care pilot program was a great success. In 1987 it won the Children's Welfare Association of Victoria's Award for Innovation and Excellence and moved to a new location at 70 Altona Street, West Heidelberg.²¹ The final report of the three-year pilot, released in May 1989, proved just how successful and innovative this approach was. Jenni McIntosh was employed as the research officer to oversee the pilot program. Her research was considered 'a landmark in the evaluation of welfare services' since it allowed objective evaluation as well as the ability to tune programs and services to meet clients' needs.²² In total, 264 children from 102 families were involved in the program over the three years. Of those children, 129 were considered to be at high risk of being removed into state care. Just nine children in total were taken into state care.²³ One of the parents involved in the Alys Key pilot program had unsuccessfully tried seeking assistance from eight different agencies before approaching the Society. 'This is the only place that has given us the practical help we need', the parent said in 1988.²⁴ Another mother, grateful for the service, claimed:

If it hadn't been for Alys Key we wouldn't be here – the kids and I – they'd be in Care and I'd be 10 foot in the ground, or in some mental place.²⁵

The program also succeeded in targeting abuse across generations. The move to West Heidelberg was strategic. By the 1980s this area had high levels of child abuse and juvenile crime,

as well as a developing drug problem. Around 60 to 70 per cent of families that came through the Alys Key Family Care program lived in the former Olympic Village, which was originally built to house athletes during the 1956 Melbourne Olympic Games and had become part of the Housing Commission of Victoria estate.²⁶ The parents seeking help from the Society were often children of abusive parents themselves. In her report for 1988, director Wendy O'Brien commented:

So many don't know how to care for themselves, let alone their children and they strive against the poverty of their background as well as their social and economic poverty, and frequent exclusion from the very social systems that were created to help them.²⁷

The focus on the West Heidelberg area and the recognition of cross-generational abuse meant that the Society was able to develop services specific to the needs to this community.

The playroom and playground of the Alys Key Family Centre at 70 Altona Street, West Heidelberg. The centre moved to West Heidelberg in 1987 as part of a strategic focus on helping struggling families in the area.



The Olympic Village

When the Children's Protection Society (CPS) established itself in Heidelberg after making the difficult decision to give up its role as a protective service in the mid-1980s, the fact that the Society owned a suitable property in the area was not the only reason for choosing Heidelberg. The West Heidelberg area, and in particular the Olympic Village commission housing community, was highly stigmatised and disadvantaged. There were high levels of child abuse, juvenile crime, and unemployment, combined with low education and a developing drug problem. In the first report of the Commission of Inquiry into Poverty, released in 1975, West Heidelberg was labelled a 'district of special need'.²⁸

Those living in the Olympic Village were not all strangers to the Society's social workers. Many of them had come into contact with the Society when they were residents living at Camp Pell, the former World War II army barracks converted into public housing at the end of the war. Camp Pell, or 'Camp Hell' as it became known as a result of its notorious reputation, was home to close to 3,000 people during the late 1940s and 1950s.²⁹ These were people who had become homeless due to the post-war housing crisis and government-initiated slum clearances. Conditions at the camp were horrendous. It was home to some of the most extreme cases of poverty in the state.



After the 1956 Melbourne Olympic Games, the housing provided for athletes in Heidelberg – where CPS is based – was converted into public housing.

Peter Wille collection of architectural slides, State Library Victoria, H91.244/3389

Disease ran riot through the camp, which was overcrowded and poorly built. In 1954, the Society's secretary, Stanley Greig Smith, commented that the Society's inspectors William Burke and Dorothy Rye 'are almost as well known at the Camp Pell Emergency Housing area as the caretaker or the policeman'.³⁰

As the government began building more public housing estates, residents of the camp were moved out. Some of the last people to be relocated from Camp Pell were moved into the newly built houses in the Olympic Village in West Heidelberg. Hastily constructed, the Olympic Village was built to house athletes from around the world who competed in the 1956 Olympic Games in Melbourne. Unlike previous Olympic Games, the accommodation built in West Heidelberg consisted of 841 individual dwellings, rather than the shared barrack-style accommodation previously used. In total, almost 5,000 athletes stayed in the village during the event.³¹

At the end of the Games, 600 of the houses were converted into public housing and residents from Camp Pell, as well as other people waiting for public housing, moved in.³² One former CPS client living in the area remembers:

After the 1956 Olympics, people came into the Olympic Village area from lots of different places – Collingwood, North Melbourne, Fitzroy, South Melbourne – you were virtually moving into a brand new house.³³

By 1960, Heidelberg had become the largest public housing estate in Victoria, with over 4,000 properties tenanted largely by people from inner-city slum areas that had been cleared, or from Camp Pell.³⁴

The Society continues to work and operate out of its Heidelberg home, finding that it is often working with the children or grandchildren of previous clients. Unfortunately, the community in West Heidelberg remains disadvantaged. The housing built for the athletes in 1956 has not withstood the test of time, and most houses are in a bad state of disrepair.³⁵

In 2012 the Victorian Government announced the 'Olympia Housing Initiative' to replace over 600 homes across a ten-year period. By 2014, over 40 new houses had been built, with a further 180 in design.³⁶ While West Heidelberg is still currently one of the most disadvantaged neighbourhoods in Australia, many of its residents are proud of their community. As one resident says, 'I wouldn't live anywhere else'.³⁷



TOP

Wilma Paine joined the Society as a volunteer foster parent in the 1970s. In 1978 she joined the CPS board, and in 1980 she established the Northern Auxiliary. She was CPS president from 1988 to 1990.

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By the late 1980s, the Society was running a number of support and education groups, including HUGS – Happiness, Understanding, Giving and Sharing.

Expansion

Wilma Paine became president of the Children’s Protection Society in 1988 and over the following three years oversaw a marked increase in the Society’s activities. By 1989, the future of CPS was looking bright. As well as the Alys Key Family Care program, the Society was also running a number of support and education groups, including the Family Aide Teams, TALK – Talk and Action for Living with Kids, HUGS – Happiness, Understanding, Giving and Sharing, Monday Mums, Little Learners, After School and School Holiday programs as well as a new Protective Behaviours Program in schools. The Westernport Child Maltreatment Community Education Program, funded through a Tattersall’s grant, reported a successful three-year pilot. The Society was also asked to present a number of workshops for other child protection workers, including a four-day workshop in Tasmania. After another near crisis of funding, the Society successfully negotiated with Community Services Victoria, which agreed to fund 25 per cent of the Society’s operating costs from 1989.³⁸

That same year saw an increase in referrals up from the previous year by 47 per cent. The majority of these were families self-referring after hearing about the Alys Key Family Care program from other families – a clear indication that the Society was providing a much-needed and much-appreciated service.³⁹ In 1989 the Society also sold its Gertrude Street property. The Fitzroy house had been part of the Society for 23 years, a temporary home to hundreds of children and the headquarters of operations until 1986. But by 1989 it was decided that the Society could no longer justify the expense of keeping the Gertrude Street premises, and it was sold by auction in May.⁴⁰

In her final report as president in 1990, Wilma Paine noted how proud she was to see the ideas that the Future Options Task Force had put forward in 1985 come to fruition. ‘With community education becoming well established this year’, she concluded, ‘we are, indeed, leading the field in the prevention of child abuse’.⁴¹

Shining a light on sexual abuse

The Children’s Protection Society was recovering well from the tumultuous years of the mid-1980s. However, by 1991 it was in need of new direction and fresh leadership. The executive committee had been replaced by a board, which approached Michael Tizard, a social worker who was working for the Victorian Government in child protection. Tizard had started his career as a social worker with CPS in the early 1980s, then spent a number of years working for the Victorian Government in child protection and at other charity organisations, including the Mission of St James and St John. Although hesitant at first, Tizard accepted the position as executive director of the Children’s Protection Society in May 1991. In his first report he announced, ‘it is exciting to be back leading the agency in its new role’.⁴²

Originally thinking he might stay only twelve months, Tizard remained as executive director of the Society for the next eight years, providing strategic direction and innovative leadership that saw the Society reinvigorated and secure in its new role as a child maltreatment prevention, treatment and education organisation. Quickly recognising that the Society would not survive long term as a localised family support service, under Tizard's leadership the Society expanded its services while at the same time consolidating its financial security through actively growing its fundraising programs and supporters.⁴³ He recalls:

It was clear to me strategically, the organisation wouldn't survive as a small, single, locally based family support service, so we needed to grow our range of services ... we therefore needed to grow the fundraising dollar as well, to try and get much-needed funds to run these innovative programs.⁴⁴

One of the most significant undertakings Tizard initiated was the establishment of child sexual abuse treatment programs. Child sexual abuse and interfamilial abuse were not new phenomena, but they were relatively late to emerge on the child protection radar. Always an area surrounded by controversy, child sexual abuse did not come under the public spotlight until the mid-1980s. Until 1975, there was no category of reference used by the Society to denote sexual abuse. From 1975 the category 'moral danger/sexual abuse' began appearing, but case numbers remained low. From 1981 to 1985 this category was replaced with 'sexual abuse/sexual exploitation' but, while there was a slight rise in these referrals, they remained only a small proportion of total referrals.⁴⁵ In 1986 there was a dramatic increase in notifications of sexual abuse, however these went to the government rather than to CPS, as by that time it was no longer an authorised child protection agency.⁴⁶

No longer involved in the protection and investigation side of things, the Children's Protection Society nevertheless recognised that there was a gap in child sexual abuse services, as well as in research into child sexual abuse and treatment programs. With support from The Ian Potter Foundation, Michael Tizard attended the Ninth International Congress on Child Abuse and Neglect in Chicago in 1992. The congress had a large focus on child sexual abuse and opened with celebrity Oprah Winfrey disclosing her experiences of childhood sexual abuse.⁴⁷ As well as attending the congress, Tizard also visited a number of other agencies providing child sexual abuse programs across the United States – all of which provided valuable insights and ideas about what the Society could do.⁴⁸

By 1993 the Society had secured government funding from the Department of Health and Community Services, as well as private funds from the Felton Bequest, to establish a three-year pilot Child Sexual Abuse Treatment Program (CSATP).⁴⁹ Program coordinator Karen Flanagan was employed in January and services commenced in May 1993. Within the first seven months of operation, the CSATP had received over 100 referrals.⁵⁰ Jan Roberts was a Family Support Worker

TOP TO BOTTOM

Mum's TALK group with co-leader Hasmig Tchilingirian (far left) and parent discussion group leader Shauna Buscombe (back row, centre).

Shauna Buscombe, parent discussion group leader, and volunteer co-leader Noel Belfrage (far right) with participants in the Dad's TALK Group.





at the Society during this time. She remembers the launch of CSATP as a huge event and the Society's venture into the area of child sexual abuse as a bold step:

I mean it wasn't something that was talked about, so it was very new to people ... you felt like you needed to spread the word. I think I spoiled a lot of dinner parties by talking about sexual abuse.⁵¹

By the end of that year, one of the Society's hard-fought battles was finally won when the Victorian Government changed the *Children and Young Persons Act* to mandate that doctors, nurses and police report all suspected cases of child abuse. By July the following year, this was extended to include school teachers and principals.⁵² Mandatory reporting led to a 50 per cent increase in cases reported to the department. This, in turn, resulted in high referral rates to the Society, which, through its Alys Key Family Care program, could work with children and families to try to avoid where possible the removal of children into state care.⁵³ This increase in workload was challenging for the Society, as reflected in the 1994 annual report:

The nature of the problems Counsellors and Family Support Workers are required to deal with, is becoming increasingly more difficult and it seems that this situation will continue as the full impact of service cuts and mandatory reporting are felt.⁵⁴

In March 1994, the Society hosted the First National Conference on Child Sexual Abuse. Over 500 participants attended the conference from across Australia and New Zealand to hear experts from Australia, the United Kingdom and the United States share the latest research and information on child sexual abuse. With 92 papers presented over two days, the conference received national media coverage and succeeded in drawing the attention of both the wider Australian community and the government.⁵⁵ For such a small organisation, it was an outstanding achievement. Director Michael Tizard commented:

The success of this major national conference affirmed the considerable initiative, energy and ability demonstrated by the Children's Protection Society in recent years in developing much needed specialist child and family services.⁵⁶

Not only was the conference a significant accomplishment in terms of raising awareness of child sexual abuse and sharing expert knowledge, but it also succeeded in shifting attitudes towards the treatment of, and approach to, child sexual abuse. After the conference, the Society obtained funding from Health and Community Services to pilot an adolescent sex offender treatment program, which began operation in December 1994.⁵⁷ This was quite controversial. Other organi-



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The First National Conference on Child Sexual Abuse, organised by CPS and held in 1994, attracted strong media coverage.

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The committee responsible for organising the First National Conference on Child Sexual Abuse in 1994.

sations, such as the Centres Against Sexual Assault (CASA), were reluctant to use their already scant resources to offer offender treatments if that meant victims would miss out. The Society felt that the best chance of preventing future abuse was trying to stop it at the source. 'Unless we addressed offending behaviour', reflects Michael Tizard 'unless we got to it at an early time, we had no chance of reducing the number of victims and the impact of their behaviour and abuse'.⁵⁸

Wilma Paine was a board member when the sexual offenders treatment program was proposed. She recalls:

It was a huge thing to say we would work with offenders because we'd only ever worked with victims of sexual abuse ... [but] we decided yes, if we ever wanted to get to the bottom of the whole thing – and we've got to solve it – well then offenders have got to be worked with as well.⁵⁹

It was exactly this kind of innovative work that attracted social work student Aileen Ashford to apply the mid-1990s to complete her student placement with CPS:

I wanted to do a placement there because it was quite ground-breaking, no-one had done that work before to work with both children who were sexually abusive and also victims.⁶⁰

By 1995, with the advent of sexual abuse counselling for victims and offenders, the Society purchased the house adjacent to its Altona Street residence, expanding to accommodate the increase in services, as well as providing separate entrances and waiting rooms for clients in the sexual abuse programs. Jan Roberts was one of three family support workers employed by the Society at the time and she remembers the houses well:

There were two houses, one that housed admin, then down the steps at the back and up into the next house ... just three of us in a long narrow room, that was the Family Support ... Then we had the Children's Centre – which was just a little kitchen and a children's play area, and then out the back there ... were a few offices.⁶¹

As it neared the 100-year anniversary of its foundation, the Children's Protection Society was going from strength to strength.



President Lorraine D'Agostino and director Michael Tizard accepting a cheque from Michael John, Minister for Community Services in 1994. After the success of the First National Conference on Child Sexual Abuse, the Society received funding from the Department of Health and Community Services to pilot an adolescent sex offender treatment program.



Counsellor Janet Patterson and Karen Flanagan, coordinator of the Child Sexual Abuse Treatment Program, with some of the toys used in play therapy, c. 1994.

Child Sexual Abuse Treatment Program

In the early 1990s, the Children's Protection Society identified a serious need for children's services in the area of sexual abuse. Existing services, such as the Centres Against Sexual Assault, were primarily for adults. There were very few services addressing the problem of child sexual abuse, particularly in terms of adolescent sex offenders. The Society's director at the time, Michael Tizard, recalls:

there was a major gap in terms of the growing awareness that children and adolescents were beginning to sexually offend at an earlier age, and there was interfamilial abuse going on where the perpetrators were siblings in the family.⁶²

Tizard set about researching models for child sexual abuse treatment programs. He visited the United States on a study tour to investigate similar existing programs offered by child and family support services and agencies. These experiences proved invaluable for the development of CPS's own Child Sexual Abuse Treatment Program. The coordinator of the program, Karen Flanagan, joined the Society in January 1993. After months of consultation, development and planning, a three-year pilot program began on 10 May 1993 and was officially launched the following month by Peter Allen, Deputy Secretary in the Department of Health and Community Services. Staff were soon overwhelmed by the number of referrals being received, clearly demonstrating the critical need for such a service.⁶³

This was a brave step for a small organisation to take into very controversial territory. It was courageous, too, of the organisations that came forward to provide funding for the program. Support from the Ian Potter Foundation allowed Tizard to attend the Ninth International Congress on Child Abuse and Neglect in Chicago in August 1992, during his study tour of the United States. The Felton Bequest, administered by the ANZ Trustees, contributed \$50,000 a year over three years. The Victorian Department of Health and Community Services provided a significant one-off grant as well as recurring funding, and the program was also supported by the R E Ross Trust.⁶⁴

In the midst of the pilot program, CPS organised Australia's First National Conference on Child Sexual Abuse, held in Melbourne in March 1994. People came from around the world to present the latest information on how to best deal with child sexual abuse and to share experiences of working with children and adolescents in this area. Leading international experts in the area, including Anna Salter, Tony Morrison, Dorothy Scott, Gillian Calvert and Linda Purdy, were invited to speak and not only share their expertise, but also guide a shift in thinking around how to most effectively tackle child sexual abuse. Inspired by Tizard's experiences at the International Congress in Chicago, the Society involved well-known public figures who had spoken out about their own experiences of child sexual abuse, including performers Angry Anderson and Debra Byrne, and comedian Sue-Ann Post. It was a compelling list of speakers on a controversial topic, and attracted strong media coverage, with Tizard interviewed by leading television news programs.⁶⁵

Reflecting today on the significance of the conference, Tizard describes it as 'ground-breaking' for CPS, taking a 'small West Heidelberg organisation . . . into the national arena' and providing a public platform for the Society to continue to develop its Child Sexual Abuse Treatment Program and expand into providing treatment for adolescent sex offenders. Tizard recalls that the Centres Against Sexual Assault were reluctant to see resources that could be used to support victims going instead towards the treatment of offenders. CPS, however, took a very different approach:

We took the position that unless we addressed offending behaviour, and unless we got to it at an early time, we had no chance of reducing the number of victims and the impact of their behaviour and abuse.⁶⁶

Following the conference, with support from the Department of Health and Community Services, the Society was able to initiate a treatment program for adolescent sex offenders. It was the first integrated model, dealing with both child sexual abuse victims and adolescent offenders, to be introduced in Victoria.⁶⁷

As a leader in the field, CPS continued to negotiate with other agencies in the area of child welfare and criminal justice, to lobby government and to advocate for a fully integrated approach to child sexual abuse. The pilot program proved so successful that ongoing funding was secured to continue it beyond the three-year pilot, and the two programs for victims and perpetrators were combined as the Sexual Abuse Counselling and Prevention Program in 1999.⁶⁸ This pioneering, critical program was the result of the vision, courage and conviction of CPS and its supporters, guided as always by the aim to protect children.



Child Sexual Abuse Treatment Program counsellors in 1996. Left to right: Janet Patterson, Tonya Bavaro, Jeannie McIntyre, Jacquie Grady, Kristine Constantinou and Steve Atkinson.



Elaine Marriner has been an outstanding advocate for CPS since becoming a patron of the Society in 1996.

A century on

With the adoption of a new logo – the sun rising behind a dark cloud – the Children’s Protection Society started becoming better known by its acronym, CPS.⁶⁹ The Society’s centenary year, 1996, provided both a moment for all those involved to reflect on how far the Society had come since its foundation in 1896, and to launch some new initiatives for its future security. A major fundraising campaign was started and a fundraising manager employed. The donor mailing list was reviewed and a mailing campaign introduced.

The centenary year provided the perfect background for fundraising events such as dinners, trivia nights and auctions. The wife of the Governor, Lesley McGarvie, was invited to become chief patron of the Society, in honour of Lady Brassey, founder and first president of the Society in 1896. Two other prominent individuals – Elaine Marriner and Angry Anderson – were invited to become patrons of the Society and became outstanding advocates for CPS.⁷⁰ A history of the Society was commissioned and strategic planning began looking at what CPS would be like in the year 2000. The highlight of the centenary celebrations was a reception at Government House on 21 March, 100 years to the day since the Society was founded.⁷¹

Just one year after it was established, the CPS Adolescent Sex Offender Treatment Program received a Certificate of Merit in the Australian Heads of Government Violence Prevention Awards. Coordinator Karen Flanagan was also awarded a travel grant to attend a training course in Denver, Colorado to learn more about working with adolescent sex offenders.⁷²

How to compete?

The celebrations of the centenary year and the success of the sexual abuse programs and Alys Key Family Care program were overshadowed slightly the following year by the introduction of compulsory competitive tendering for government grants. President Felicity Broughton reported in 1997, ‘these developments have significantly altered the manner in which services are delivered and the way in which funding is received’.⁷³ The Society undertook an extensive process of strategic planning to ensure its future security and services. For director Michael Tizard, it was a period that involved a shift in the role and responsibilities of his position:

Competitive tendering was introduced for new services and CPS was successful in a number of submissions ... my role certainly shifted from service management and support, in the early day I was carrying a caseload as well as being CEO ... But as the organisation grew I realised that my role needed to diversify into marketing, strategy, fundraising and stakeholder engagement and management.⁷⁴



TOP, LEFT TO RIGHT
CPS staff in 1997.

Celebrating Child Protection Week, 1998.

BOTTOM, LEFT TO RIGHT

Toshiba presents a cheque at the Annual Toshiba Golf Day to CPS president Felicity Broughton in 1998.

CPS staff outside the Society's new office in Reservoir, 1998.



The introduction of competitive tendering may have been seen by the government as a better way of ensuring quality services at the best price, but for organisations like CPS, it was an issue of serious concern. Bodies such as CPS now had to compete against other similar organisations for the same amount of funding. On top of this, the tendering system favoured larger organisations, without recognising the unique, niche services offered by smaller groups. By 1998 the Society felt it had two choices – either become a larger organisation through its own independent fundraising efforts, or amalgamate with another group. President Felicity Broughton cautioned:

There are now loud warning bells regarding the medium/long term viability of smaller organisations and for capacity of community-based organisations to survive with a grass roots community focus as organisations are expected to perform more like the corporate sector.⁷⁵



By 1999 the Society was running a number of different training programs, including in Suva, Fiji, after winning a tender through Hawthorn International Education.

Although it remained on the agenda for some time, amalgamation did not eventuate. However, the Society did look at ways of working collaboratively with other organisations and groups on certain programs. In 1998, CPS applied for and won the tender for a joint initiative with Berry Street called Strengthening Families. That same year, the Personal Safety Program that had been developed by Victoria Police in 1985 to help children identify and take action against child abuse was auspiced by the Society, who continued to work with the police and the Save the Children Fund.⁷⁶

Fundraising remained a key focus and by 1998 donations had increased by 50 per cent from the previous year thanks to an increase in donors. Fundraising activities included the Toshiba Annual Charity Golf Day, which raised \$30,000 in 1998. The Northern Auxiliary 'Old Nearly New' opportunity shop handed over \$45,000 from funds raised through the shop and annual fashion parade events in 1998.⁷⁷ Corporates Caring for Kids was launched in 1999, a program encouraging businesses to sponsor children in CPS programs, and by the end of that year the Society had gained six corporate sponsors.⁷⁸

As the new millennium approached, CPS focused on establishing itself as an invaluable player in the field of child welfare and an organisation that provided unique and specialised services. 'We cannot rely on the support of government alone', wrote Felicity Broughton in 1999:

Independent funding allows us to speak out on unpopular causes without fear or favour and enhances our ability to act as an independent advocate for the rights of children and families.⁷⁹

By 1999, CPS had expanded to include a new office in Reservoir, seven major programs and over thirty-five employees.⁸⁰ Family Support Services included Alys Key Family Care with programs for families, couples, children and young people; Strengthening Families, the collaborative program with Berry Street; and a federally funded program named SMART – Strategies for Men and Relationships Today – which involved working with Arabic-speaking communities, as well as fathers of adolescents who had sexually offended.⁸¹

The Parenting and Preventing program had shifted to a fee-for-service model. It included training and community education programs for parents and service providers on a wide range of topics, including transitioning from pre to primary school, first time parenting and the impact of drugs on families. The Parenting and Preventing program played a lead role in the production of *Out of Mainstream*, a parenting program for parents with an intellectual disability, produced by the Department of Human Services. Two separate programs, Personal Safety and Protective Behaviours, were combined to become Personal Safety: a Protective Behaviours program.⁸² CPS provided accreditation training for this program, as well as selling the resource materials. The Society also provided training for trainers in Suva, Fiji, after winning a tender through Hawthorn International Education.⁸³

The two sexual abuse counselling programs – for victims and for offenders – were combined

under the new banner Sexual Abuse Counselling and Prevention Program, to better reflect the integrated work carried out between the two. The combination of these two programs was just one of several recommendations that came out of a five-year review completed in August 1999.⁸⁴

That year, 1999, was also the year director Michael Tizard stepped down. 'Under Michael's eight year leadership', reported president Felicity Broughton, 'the range and quality of our services underwent huge growth while he maintained and consolidated the financial security of the Society'.⁸⁵ At the close of the 21st century, the Society was in a strong position to help fight and prevent child abuse. The battle was far from over, but the Society was hopeful. In her final report as president Felicity Broughton optimistically recorded:

We have a continuing responsibility to ensure that these families can fully participate in the improvements that the new millennium will bring, and I look forward to the Society honouring this commitment with hope, optimism and vigour.⁸⁶