



**MacKillop  
Family  
Services**



**Modern Slavery  
Statement  
2019-2020**

[mackillop.org.au](http://mackillop.org.au)



## Introduction

This is the first Modern Slavery Statement ("Statement") submitted by MacKillop Family Services Limited ("MacKillop") pursuant to the *Commonwealth Modern Slavery Act 2018* (the "Act").

The purpose of this Statement is to outline our approach to ensuring we have a framework and processes in place to minimise the risk of modern slavery in our business operations and supply chains.

We recognise that modern forms of slavery occur in many forms and that everyone plays a part in the elimination of modern slavery that can arise in any of the forms defined by the Act: slavery, servitude, human trafficking, forced marriage, forced labour, debt bondage, child labour, and deceptive recruiting for labour or services.

We are deeply committed to working for the rights of children, young people and families to promote healing from trauma and loss, and to enable hopeful futures.

# MacKillop Family Services

## Our Founding Story

On 1 July 1997, MacKillop was formed as a new organisation by re-founding seven agencies operated by the Sisters of Mercy, the Christian Brothers and the Sisters of Saint Joseph of the Sacred Heart in Victoria. However, our legacy and inspiration are much older. From the 1850s, these three congregations - respectively founded by Catherine McAuley, Edmund Rice and Mary MacKillop - worked in Victoria to establish homes for children who were orphaned, destitute or neglected, and for families who were in need of care and support. Throughout the years, the original model of institutional care evolved into different forms of residential care, foster care, education, family support and disability services.

The purpose and character of MacKillop as a Catholic organisation, continue to draw from the lives, works and inspiration of our three founders, who provide a living model for the way our staff and volunteers approach their work. Woven through this ethos is the acknowledgement and recognition of the inherent Aboriginal spirituality of this country and respect for the cultures of the peoples who have lived here for thousands of generations.

## Our Services

Today, MacKillop continues the work of our founding congregations within the framework of Catholic social teaching and in the spirit of the Gospel - one of radical inclusion, restoration and accompaniment.

Just like our founders, we are deeply committed to our work and are driven by social justice. Every child should be protected from abuse, neglect and exploitation, and as a child-safe organisation, we are committed to protecting and advocating for the best interests of children and families across all our programs.

For more information on MacKillop and our services, go to [www.mackillop.org.au](http://www.mackillop.org.au).

## Our Purpose

Like our founders, MacKillop's work is underpinned by a passionate commitment to social justice - to work for the rights of children, young people and families to be safe, to learn, feel nurtured and connected to culture. We provide high quality services to promote healing from trauma and loss, and to enable hopeful futures.

MacKillop will care compassionately, respond large-heartedly and advocate courageously.

## Our Vision

Children, young people and families are welcomed and supported by MacKillop to be empowered and thrive.

## Our Values

We commit to the following five foundational values which we continue to embed in the culture of our organisation and practice:



### Justice

We believe in the right of all people to experience respect and to have access to quality services irrespective of sex, race, ethnicity, culture, language, religion, marital status, disability, sexuality or age. We advocate for inclusiveness and social justice in the wider community and commit to these principles across our organisation and all services we provide.



### Hope

We commit to creating positive and hopeful relationships where people find meaning in their experiences and relationships and are able to learn, explore their strengths and create possibilities for growth and change.



### Collaboration

In our work with individuals, families and other organisations and groups, we commit to working in a collaborative spirit through cooperation, coordination, partnership and empowerment.



### Compassion

Compassion is an attitude of the heart, an expression of our shared humanity and a deep desire to alleviate another's suffering. We commit to creating an attitude of openness to others and to their circumstances.



### Respect

We value ourselves and other people, the earth and all creation. We seek to listen and learn from each other and build relationships with respect, being proud of what we hold in common and with understanding and tolerance of our differences.

## Sanctuary Commitments

MacKillop's values are brought to life through our commitment to the Sanctuary Model. Sanctuary is an evidence-supported, whole-of-organisation framework that guides how we practice as an agency. Sanctuary enables a shared language, knowledge, and response to the impact of trauma and loss on all of us.



### Non-Violence

Mean what you say and don't be mean when you say it



### Emotional Intelligence

Look out for yours and other people's feelings



### Social Learning

We all learn from, and teach each other



### Democracy

Everyone is heard



### Open Communication

Be honest and share information



### Social Responsibility

We all help each other... It takes a village to raise a child



### Growth and Change

Open to new ideas and ways of thinking

## Strategic Goals

1. Grow high quality, inclusive services to prevent harm, to support healing and to respond where the need is great.
2. Be an innovative and responsive leader by developing best practices and advocating for social justice.
3. Deepen our commitment to Aboriginal self-determination, reconciliation and cultural safety.
4. Ensure accountable and integrated systems that prioritise the safety and wellbeing of children, families, volunteers and staff.
5. Strengthen organisational and financial sustainability.



# MacKillop Family Services Structure, Operations and Supply Chains

## Organisational Structure

MacKillop Family Services Limited is a registered company limited by guarantee, incorporated and domiciled in Australia under the Corporations Act 2001 (Cth). It is also a registered charity regulated by the Australian Charities and Not-for-profits Commission. It operates under the name, MacKillop Family Services.

Our Members are representatives from our founding congregations, being the Christian Brothers Oceania, the Institute of Sisters of Mercy of Australia and Papua New Guinea, and the Congregation of the Sisters of Saint Joseph of the Sacred Heart.

Our Board of Directors is comprised of ten Directors, who volunteer their time and experience.

We employ approximately 1,300 staff, operating out of more than 50 sites, and had an annual revenue for the Financial Year ended June 2020 of over \$165 million.

## Operational Structure

MacKillop's head office is located in South Melbourne, Victoria, with state-based main offices in Sydney, New South Wales and Perth, Western Australia, as well as many other offices and service locations in all three states and the Australian Capital Territory.

In addition to approximately 1,300 staff, we have over 1,100 volunteer foster carers and many more contractors and agents operating across Australia.

Our employees are engaged either by contract or under an award and/or industrial agreements. Several collective industrial agreements are in place and employees have a number of unions they can join.

MacKillop is a national charitable organisation and a leading provider of services for children, young people and their families across Victoria, New South Wales, the Australian Capital Territory and Western Australia. Services and programs are offered in family support, foster care, residential care, disability services, youth support, education and training, parenting, family therapy, mental health, family violence, early childhood, and support to women and men who, as children, were in the care of MacKillop's founding agencies.

We also operate three specialist schools in Victoria and a pre-school in New South Wales.

For the Financial Year ended June 2020, MacKillop provided services to approximately 1,400 young people in out of home care, helped over 8,700 parents and children with early intervention and family support and worked with over 1,100 foster carers to care for children. We also significantly increased our delivery of training and educational services across the country.

## Supply Chains

MacKillop sources significant quantities of goods and services, ranging from stationery, IT equipment and mobile devices, cleaning, gardening and maintenance products and services, labour hire services, food, clothing, furniture and motor vehicles.

In the Financial Year ended June 2020, we worked with approximately 2,149 suppliers nationally and engaged in approximately 19,000 transactions with a total spend of almost \$90 million dollars (ex GST).

The majority of our annual procurement occurred with our first-tier suppliers located in Australia. However, we believe our extended supply chains may be located overseas. For example, motor vehicles and IT equipment are mostly manufactured overseas. Our aim is to progressively develop a supply chain map to better demonstrate the geographic location and nature of products and services sourced.

Potential risks to MacKillop, including modern slavery risks can arise due to the range of goods and services we source, the large number of geographic locations we operate in and the lack of controls or regulatory systems in the countries in which extended supply chains operate. Our aim is to progressively develop a robust approach to all procurement processes, practices and dealings with suppliers, which will assist in the mitigation of modern slavery.

# Governance and Policies

The current structures, systems, processes and reporting in place provide the foundation for MacKillop to meet the requirements of the Act. Our governance framework will provide the Board with oversight of the implementation of compliance and good governance recommendations through the Board Audit and Risk Committee. Underpinning this framework are a suite of policies and procedures which are relevant to modern slavery.

## Governance Structure

MacKillop is committed to establishing a strong governance framework to manage modern slavery supply chain risks.

We have engaged an appropriately qualified Internal Audit firm to undertake a review of our procurement practices and to identify any shortcomings and make recommendations for process improvements. It is planned that a further internal audit will be conducted when the recommendations have been implemented to ensure they have been effectively implemented.

The following governance structure and processes will provide the Board with oversight of the implementation of recommendations as it embeds requirements into our existing risk and compliance framework.

### **Procurement Manager**

A Procurement Manager will be appointed to implement and oversee the development of a procurement framework at MacKillop. This person will also lead the Modern Slavery Working Group.

### **Modern Slavery Working Group**

A cross-functional working group will be responsible for identifying and implementing process improvements and compliance processes. The Group Director of Corporate Services and General Counsel will oversee the working group. The working group will be chaired by the Procurement Manager and will be comprised of the following people/roles: General Manager of Finance, Manager of Business Systems and Risk, General Manager of ICT, Manager of Fleet, General Counsel, Manager of Property, Director of Human Resources, General Manager Aboriginal and Torres Strait Islander Service Development and the Operational Directors for Victoria, New South Wales and Western Australia.

### **The Board Audit and Risk Committee**

The Modern Slavery Working Group will report to the Board Audit and Risk Committee, which will oversee the implementation of compliance and good governance recommendations. This also includes oversight of reporting on MacKillop's annual Modern Slavery Statement and the Committee will require a report at its meetings in relation to the mandatory criteria.

### **The Board of Directors**

The Board Audit and Risk Committee will report to the Board of Directors and make recommendations to the Board in relation to the approval of MacKillop's annual Modern Slavery Statement.

## Policies and Procedures

MacKillop sees the management of modern slavery risks as directly linked to its Purpose, Vision and Values.

The current policies and procedures provide the foundation for our commitment to human rights. We have policies, procedures and a Code of Conduct that are intended to promote child safe, ethical and legally compliant personal and organisational conduct across all facets of the business, including directors, employees, contractors, suppliers and business partners.

MacKillop is committed to developing systems and processes in accordance with the Internal Audit recommendations and improving how it manages modern slavery risks within its supply chains. The Procurement Manager will lead a review of MacKillop's policies and procedures to embed strong procurement practices.

# Risks of Modern Slavery

MacKillop works to promote human rights - particularly the rights of children - and is committed to protecting the rights of all people including its employees, the communities in which it operates, those who may be impacted by its activities, its clients, and those within its supply chains.

The development of our framework for the management of modern slavery risks will incorporate a review of potential risks of modern slavery practices across our operations and supply chains, taking into account the risks outlined in the Australian Government's Department of Home Affairs Guidance for Reporting Entities ("Guidance Report"). The Guidance Report identifies three categories of risk, being risks that may possibly cause, contribute and/or be directly linked to modern slavery practices in the sector, industry, types of products and services, geographic locations and business models that businesses operate within.

In considering the services we deliver, and the goods and services we procure, we believe that while our operations do not either cause or contribute to modern slavery practices, we may be directly linked to modern slavery risks through our supply chains.

Also available to MacKillop is the Catholic Action in Australia to Eradicate Modern Slavery from Supply Chains Progress Report, dated September 2019 ("ACAN Report"), which pooled data from many Catholic agencies and identified common modern slavery risks associated with similar entities to MacKillop. The ACAN Report also identified potential high-risk spend categories shared across most entities including building and construction, cleaning services, facility management, food and beverage, furniture and office supplies, ICT hardware, labour hire and waste management services.

We intend to use these potential risk categories and scenarios to prioritise supplier engagement activities over the Financial Year ending 30 June 2021.



# Mitigation Action in relation to Modern Slavery Risks

MacKillop is committed to working with its suppliers to mitigate the risk of modern slavery practices from its supply chains.

In June 2020, we engaged an external Internal Audit Firm to undertake a review of our procurement practices and to identify and make recommendations for process improvements.

We are committed to implementing the recommendations of the Internal Audit review in order to improve how we manage modern slavery risks within our supply chains. The Procurement Manager will lead a review of our policies and procedures to inform recommendations to embed strong procurement practices.

We also aim to enhance our contractual arrangements and procurement practices with consultants, agents, contractors and suppliers by:

- compiling a list of preferred suppliers and establishing national accounts (where possible) with those suppliers;
- establishing an onboarding process for suppliers, including a due diligence checklist and supplier questionnaire;
- developing a risk assessment matrix specific to the risks of modern slavery;
- developing minimum requirements for engagement such as standard terms and conditions (where possible);
- requiring suppliers to adopt a supplier's code of conduct (where appropriate).

## Measuring Effectiveness

MacKillop recognises and values the importance of reviewing its practices with the objective of improving the effectiveness of processes and systems implemented to address modern slavery risks.

Our engagement of an external Internal Audit Firm to undertake a review of our procurement practices and to identify and make recommendations for process improvements is a critical step for MacKillop to understand the framework, governance, policies and procedures reasonably necessary to address modern slavery risks and measure the effectiveness of those processes and systems. The Board Audit and Risk Committee will oversee the implementation of the recommendations and report to the Board. It is expected that a further internal audit will be conducted once the recommendations have been implemented.

In addition, as the Board Audit and Risk Committee will have oversight of reporting on MacKillop's annual Modern Slavery Statement it is expected reporting will be submitted by management for consideration at each Committee meeting in relation to the mandatory reporting criteria.



## Other Relevant Information

### Attendance at External Forums

In the lead-up to the implementation of the Act, a number of MacKillop's Board Directors, Board Audit and Risk Committee members and General Counsel attended external forums held by accounting and law firms in relation to Modern Slavery. It is expected that they, as well as other staff, will continue to identify and attend relevant forums to attend.

MacKillop's General Counsel has also joined the Quarterly Modern Slavery Charity and Not for Profit Forum, through the Association of Corporate Counsel.

### The Australian Catholic Anti-Slavery Network

MacKillop has made enquires to join the Australian Catholic Anti-Slavery Network ("ACAN").

Establishing ACAN emerged as a key recommendation from a conference organised by the Anti-Slavery Taskforce, held in July 2019. This conference was held to canvas practical steps to comply with the Act. Arising from the Conference, the "Catholic Action in Australia to Eradicate Modern Slavery from Supply Chains Progress Report" was launched in September 2019, outlining for the first time the potential risks of modern slavery practices existing in the operations and supply chains of major Catholic entities in Australia.

ACAN brings together Catholic entities to share resources and coordinate action to manage and mitigate modern slavery risks across their industry sectors.

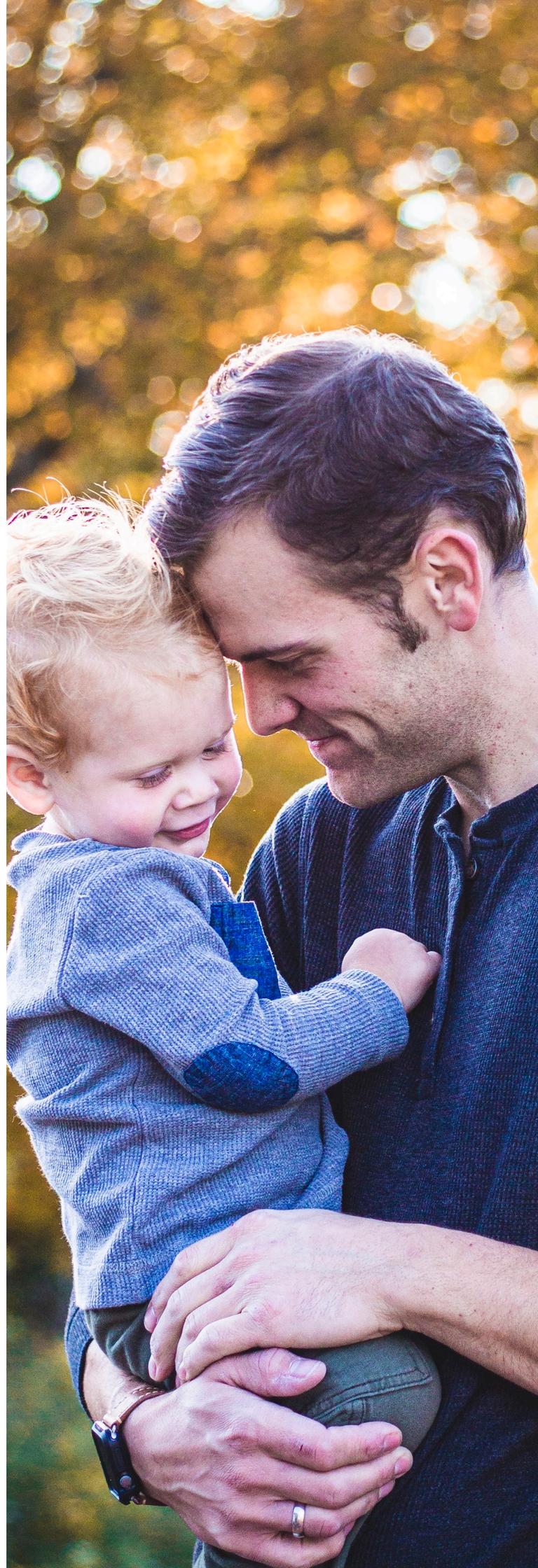
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*This statement was approved by the board of MacKillop Family Services on 25 February 2021.*



**Brian Keane**

Chair of the Board of  
MacKillop Family Services





**MacKillop  
Family  
Services**

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*MacKillop Family Services acknowledges  
the Traditional Custodians and their Elders in  
each of the Communities where we work.*

**[mackillop.org.au](http://mackillop.org.au)**