

bestchance

Annual
Report

20
25



bestchance is a not-for-profit organisation dedicated to creating lasting change for children, families and communities. Guided by our vision to make a real and lasting impact, we provide quality care, support and education that empowers every child to thrive.

Our unique blend of early childhood education and intervention includes:



15

Kindergartens



2

Integrated Child Care Centres



Children's Therapy Services



Family Support Services



Specialist Behavioural Intervention Primary School



SEED Program, an online learning tool for early childhood professionals

OUR VISION

Making a real and lasting impact for every child, family and community we support.

Providing care, support and education to children, families and communities to reach their full potential.

OUR PURPOSE

OUR VALUES

- > Safety Always
- > Collaboration and Courage
- > Integrity and Accountability
- > Respect and Inclusion
- > Innovation and Improvement



Acknowledgement of Country

We acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land, waters and seas of Australia and pay our respect to their Elders, past and present. We honour their unique cultural and spiritual relationships and their rich contribution to our society.

Our commitment to child safety and wellbeing

bestchance is committed to the safety, participation and empowerment of all children. Our zero tolerance for child abuse and serious child safety incidents ensures all children, including those who are vulnerable, are safe, respected and valued.

Contents

- 04 Chair and CEO Reports
- 05 Our Board
- 06 Our Impact
- 08 Children's Therapy Services
- 10 Cheshire School
- 11 Early Years Services
- 13 Family Support Services
- 13 Volunteering
- 14 SEED Program: Social Emotional Engagement and Development
- 15 Our People
- 15 Governance and Safety
- 16 Treasurer Report
- 17 Financials
- 21 Auditor Report
- 22 Our Supporters



We are proud of the inclusive and welcoming environment we provide for everyone attending our services.

– Chris Chronis



Chair Report

A key focus of the Board in 2025 was to set the strategic priorities for bestchance for the next three years. Setting a clear vision, purpose and values for the organisation was a vital step, with a key focus to embed these elements within the organisation as we move forward to a period of further growth.

With safety remaining a key focus for the organisation, the Board maintained its zero tolerance for child abuse and serious child safety incidents. I am proud of the proactive measures taken by bestchance in 2025, as the sector focussed on rapid reforms and improvements in all areas of child safety.

As we aimed to grow our impact, we sought ways to elevate awareness of our services. Through our brand transformation project, we introduced our new branding, launched a new website and enhanced our digital marketing channels to reach more members of the community who need our support.

A key feature of this work is to showcase the breadth of services we provide, giving children and families visibility of all the supports and expertise available within our organisation.

I am proud of the care and passion our staff and volunteers provide, despite the changing landscape our sector has experienced over the last 12 months. Even during challenging times, our commitment to making a real and lasting impact for the children and communities we support is consistently at the heart of everything we do.

Vic Rajah
Chair, bestchance

CEO Report

In 2025 our organisation set the foundation for sustainable service provision and growth across all areas. It was a year of improvement and implementation, as we prepared for a new era of early childhood education and intervention.

As the early education sector sharpened its focus on safety through the Victorian Government's Rapid Child Safety Review, bestchance further strengthened our robust practices to ensure all children in our care remained safe, respected and empowered.

Our cohort of children includes a high number of vulnerable children from a range of cultural and socio-economic backgrounds. We are proud of the inclusive and welcoming environment we provide for everyone attending our services. Our wraparound model offering a range of early interventions gives all children and families the best opportunity to thrive, no matter their circumstances.

Our annual results reflect a period of strong operating performance despite intensified regulatory environments witnessed across our services. We successfully elevated our digital brand presence and organisational capability through the onboarding of key talent across our executive and operational teams.

I am proud of the extensive work undertaken in 2025 which has set us up for future success. I would like to extend my sincere gratitude to our staff, volunteers, families, donors, partners and community stakeholders for their continued support.

Chris Chronis
Chief Executive Officer, bestchance

Our Board



Vic Rajah – Chair

Joined 2012
Deputy Chair 2015 – 2022
Chair 2022 – current



Rebecca Gagliardi

Joined 2019
Treasurer 2020 – 2022
Deputy Chair 2022 – current



Riaan Visser

Joined 2022
Secretary 2023 – current



Neil Godara

Joined 2022
Treasurer 2024 – current



Glenys Grant O.A.M.

Joined 1977
Member



Shelley Parkes

Joined 2023
Member



Cindy Joffe

Joined 2023
Member



Thashnie Angus

Joined 2025
Member



Victoria Ngomba

Joined 2025
Member

OUR IMPACT

In 2025 we provided support for:



1906

children through our kindergartens and long day care services



501

children through our therapy services



27

students at Cheshire School



4

families and

12

children through in-home support



11

children and

7

families through our playgroups



Children's Therapy Services

Our Children's Therapy Services (CTS) offer a range of allied health and support disciplines including:



Speech Pathology



Psychology



Social Work



Dietetics



Occupational Therapy



Behaviour Support /
Board Certified
Behavioural Analyst
Services



Specialist Teacher
Services



Music Therapy
Services

During 2025, CTS focused on strengthening service sustainability, improving clinical outcomes, and expanding access to early intervention supports for children, families and educators.

Three key strategic priorities guided service delivery and development:

1.

Workforce Redesign and Service Sustainability

CTS undertook a workforce and service model redesign to improve service accessibility, responsiveness, and operational sustainability.

The restructure supported:

- › Spreading knowledge and building all clinician competence and capacity, rather than a few highly skilled clinicians
- › Reduced wait times for services
- › Improved service responsiveness to community demand

- › Strengthened multidisciplinary service delivery
- › Improved clinician utilisation and workforce retention.

The redesign further embedded the **key worker model**, enabling clinicians to provide functional, goal-based supports across developmental domains rather than working in discipline-specific silos.

2.

Preparation for Thriving Kids/ Foundational Supports Alignment

CTS progressed service design in alignment with national disability reform directions and NDIS early intervention frameworks.

Foundational supports focus on strengthening developmental outcomes for children through:

- › Early childhood development supports
- › Functional communication development
- › Social and emotional regulation skills
- › Family capacity building and coaching.



These approaches align with contemporary early intervention principles which emphasise:

- › Evidence-based practice
- › Family-centred service delivery
- › Functional goal-based therapy outcomes
- › Capacity building rather than purely clinical intervention models.

This strategic positioning ensures CTS is prepared for future disability sector reform and evolving funding models.

3.

School Readiness Funding (SRF) Service Enhancement and Community Engagement Programs

CTS expanded early intervention access through innovative service delivery models across SRF kindergarten partnerships and community programs.

SRF Kindergarten Pod Model

CTS implemented a multidisciplinary pod model across 17 early years sites. This model:

- › Enables multidisciplinary teams to work collaboratively across services
- › Improves consistency of therapeutic intervention
- › Strengthens early childhood developmental outcomes.

Developmental Play Groups

Developmental play groups were delivered during school holiday periods to:

- › Maintain engagement with families outside of formal education periods
- › Support social skill development, communication growth, and emotional regulation.

Workforce Culture and Leadership Development

During 2025, CTS commenced the rollout of Resilience Project training to all staff members to strengthen organisational culture and workforce wellbeing.

The training supports:

- › Positive, values-based organisational culture
- › Staff wellbeing and psychological safety
- › Leadership capability development
- › Stronger team collaboration and engagement.

Cheshire School

In 2025 Cheshire School continued to strengthen its role as a specialised interim setting supporting children with complex social, emotional and behavioural needs, with a strong focus on transition, professional capability, partnership, and continuous improvement.

Student transitions and pathways

A key indicator of success for Cheshire School is supporting students to move positively into their next stage of learning. In 2025, nine students successfully transitioned into a range of educational pathways aligned to their individual strengths, needs, and goals. These outcomes reflect the impact of targeted intervention, strong family partnerships, and collaborative transition planning with receiving schools and professionals.

Model of service delivery and pedagogy

Cheshire School further developed and articulated its model of service delivery and pedagogy in 2025. The model strengthens a trauma-informed, neuro-affirming, and relationship-centred approach that prioritises safety, belonging, and emotional regulation as foundations for learning. It emphasises strengths-based practice, personalised support, transdisciplinary collaboration, and strong family partnership to support student growth and successful long-term inclusion.

Professional learning – Berry Street Education Model

In 2025, all staff undertook professional learning in the Berry Street Education Model, strengthening whole-school capacity in trauma-informed and relationship-based practice. This learning deepened staff understanding of how to support students impacted by trauma through predictable routines, co-regulation, emotional safety, and engagement strategies that build self-regulation, resilience, and readiness to learn.

The professional learning has strengthened consistency of practice across the school and reinforced Cheshire's commitment to evidence-informed, student-centred education.

Partnership with Monash University – Participatory Community Practice (PCP)

Cheshire School values its partnership with Monash University's Department of Occupational Therapy through the PCP program. This collaboration supports inclusive, evidence-informed initiatives that enhance wellbeing, participation, and outcomes for students and families. The partnership also contributes to the development of future allied health professionals while providing the school with access to contemporary research, innovation, and practical resources that strengthen its inclusive, community-focused practice.

Strengthening community engagement and sector connections

Throughout 2025, Cheshire School continued to strengthen engagement with the broader education and allied health community to raise awareness of the specialised work undertaken at the school. Proactive outreach, onsite presentations, and hosting school tours strengthened collaboration and improved understanding of how Cheshire supports students with significant social, emotional and behavioural presentations.

Cheshire School remains committed to strengthening inclusive pathways, building professional capability, and delivering a responsive, evidence-informed model that supports students, families, and the wider community.



9
students
successfully
transitioned
to educational
pathways



27
students
attended
Cheshire School

Early Years Services

Early childhood is a critical period in every child's development, shaping the foundations for learning, wellbeing and future success. At our Integrated Childcare Centres and kindergartens, we embrace the rich diversity of the families and communities we serve. Our holistic, child-centred programs nurture curiosity, confidence and resilience, supporting every child to learn, grow and thrive.

2025 was a year of innovation, renewal and transformative change across our Early Years portfolio. Our programs underwent significant redesign to ensure we could provide stronger, more targeted support.

The introduction of a Pedagogy Research and Practice Manager, supported by a team of Practice Coaches, enabled us to work side by side with educators, strengthening professional practice, building capability and enhancing the overall quality of our programs.

The implementation of a Regional Manager structure, alongside the appointment of dedicated Nominated Supervisors through our Kindergarten Coordinator function, further reinforced our operational oversight and service delivery.

This model ensures children are at the centre of every decision made, while deepening our commitment to maintaining zero tolerance for child abuse and embedding a culture of child safety.



5

LGAs



15

Kindergartens



2

Integrated Child
Care Centres



297

Employees



1920
families



1906
Children



Child Safety

Our commitment to child safety was further strengthened through the 2025 redesign, ensuring safe practices, strong oversight and a child centred culture remained across all services. This renewed focus also contributed to enhanced service quality.

In 2025, every service that participated in the Assessment and Rating process achieved a rating of Meeting or Exceeding the National Quality Standards.

This outstanding achievement was supported by our Pathway to Exceeding program and improved leadership structures, providing consistent coaching, guidance and operational support. Together, these initiatives reinforced our commitment to excellence and ensured our teams were equipped to deliver the highest quality care.

Collaboration and Professional Development

Our teams came together through two dedicated Professional Development days, uniting staff from across the state for collaborative learning. These days focused on strengthening practice in trauma-informed approaches, inclusive education and child safety, ensuring teams remain equipped to respond to the diverse needs of children and families.

Our Early Childhood teachers and educators are at the heart of everything we do, and investing in their growth continues to be a key driver of our success. By prioritising high-quality professional learning and opportunities for collaboration, we are building a confident, capable workforce that delivers exceptional programs for every child.

Digital Detox

Our Digital Detox initiative encourages both staff and children to step away from screens and reconnect with play, creativity and real-world experiences. Through hands-on activities, outdoor exploration and meaningful social interactions, we help children rediscover the joy of being present – supporting their wellbeing, imagination and lifelong learning habits.

For our educators, the digital detox provides an opportunity to reconnect with children in more intentional and authentic ways. By reducing the need for photos, devices and apps during daily routines, educators can focus fully on engaging with children, enabling richer conversations, deeper creativity and more responsive, child-centred practice.

Armstrong Creek East Children's Centre

2025 was a strong year for our Armstrong Creek East Children's Centre. With deep and growing connections to the local community, the service experienced increased enrolments and a strengthened workforce, offering the Armstrong Creek area a stable, trusted and highly community-connected early learning environment.

The retention of many long-term families, alongside continued growth, was driven by our consistent and responsive team, who remain committed to delivering high-quality education and care. Their dedication to ongoing improvement and willingness to challenge and extend children's learning contributed significantly to the centre's success.

Diversity and inclusion

At bestchance, diversity is not just acknowledged, it is deeply embraced. Our services continue to stand out across the Early Years sector for their strong engagement with multicultural families and priority cohorts, demonstrating our capacity to support communities with the highest levels of cultural, linguistic and social diversity.

Our commitment to equity is equally evident in the way we support children experiencing vulnerability. Participation in Early Start Kindergarten (ESK) and Access to Early Learning (AEL) programs remains exceptionally high across bestchance services – almost four times more than the broader sector.

Together, these outcomes reflect our deep commitment to inclusivity, early intervention and community connection. They highlight our unique strength, the ability to engage and support families across diverse cultural backgrounds and complex needs, ensuring every child, regardless of circumstance, has the opportunity to thrive.



On average, our services support three times more children from non-English speaking backgrounds than other services, and more than double the sector average.

Family Support Services

Our Family Support Services team delivered much needed advocacy support to families within our communities with the least access to services. This comprised:



In-home parenting support



Supported playgroup



Emergency relief



Material aid

Our flagship in-home support program transformed the lives of four families and 12 children, and our weekly supported playgroup sessions were provided to a total of seven families and 11 children.

The community support branch, providing emergency relief, referrals and advocacy, had the greatest impact over the year reaching a total of 25 families. Our annual Holiday Season Appeal supported 80 families (with more than 140 children) by providing toys, clothing and gift cards in December 2025.

In-Home Support

12
Children

4
Families

283
Hours of in-home support provided

Playgroups

11
Children

7
Families

Community Support

\$1,450
of financial relief provided to families

25
requests fulfilled

80
Families assisted through the Holiday Season Appeal

8
referrals for clothes support

Volunteering

Critical to our Family Support Services were the contributions of our volunteers, who generously donated their time to personally work with our vulnerable families.

bestchance sends our heartfelt thanks to every one of our 42 volunteers who worked across our services during the year. During National Volunteer Week in May, our CEO and the Executive Management Team attended a special event to personally thank our volunteers. Three of our longest standing volunteers were recognised for 39 years of collective service.

Program	Number of volunteers
Early years (Kindergartens)	32
In-home Support	4
Supported Playgroup	3
Community Playgroup	3
Total	42

SEED Program: Social Emotional Engagement and Development

In 2025 we continued to work closely with Professor Helen Skouteris and Dr. Claire Blewitt from Monash University on the Australian Research Council – Discovery Project (ARC DP), which is a first of its kind in Australia. The ARC DP grant is being used to generate new evidence about educator-child interactions and children’s social, emotional and cognitive development and how to further enhance social and emotional learning (SEL) in the sector. This project will strengthen the SEED Program with new evidence-based findings through Intervention Mapping.

Wave 1 of the study commenced in August 2025 which included six services, 21 educators and 40 children. Below is a snapshot of the preliminary results from our first two time points:



We think this is an amazing program and affirms our practices. It will be amazing for new teachers, to support them and the children in their care. The program is thorough and very user friendly.

– Participating Educator
Quote from a qualitative interview

Being a part of this research enables bestchance to make further connections in the Early Childhood Education Care community and build more awareness of the SEED program nationally.



Educator Satisfaction and Appropriateness



found the program useful and would recommend it to colleagues



found the program easy to use and will continue to use it after the trial

Impact



of the educator teams involved, worked together on SEED



of the educators involved are using more SEL strategies than before



of the educators involved felt it helped with their interactions with children and saw improvement in child behaviour over nine weeks

Our People

In 2025 People and Culture (P&C) function concentrated on strengthening organisational foundations to support a sustainable workforce structure, future growth, leadership capability and operational excellence.

A comprehensive review of team structures enhanced role clarity, accountability, and alignment to strategic priorities. This work improved workforce agility and strengthened organisational effectiveness.

Capability standards across key roles was progressively uplifted through clearer position descriptions, measurable KPIs, and stronger integration of compliance requirements into recruitment and performance management processes. These improvements ensure workforce quality remains aligned with both regulatory obligations and organisational ambition.

The organisation demonstrated increased maturity in P&C governance and compliance through strengthened documentation, enhanced award oversight, refined onboarding processes, and improved system controls. These measures have reduced risk exposure and improved audit readiness.

Learning and Development was repositioned as a strategic enabler, supported by the introduction of a new corporate induction framework and stronger alignment between bestchance’s strategic objectives and values-driven behaviours.

Leadership development remained a key focus, with structured succession planning, improved performance frameworks, and clearer accountability embedded across senior roles.

Collectively, these initiatives will continue to strengthen organisational capability, enhance risk management, and position the workforce to support long-term strategic outcomes.

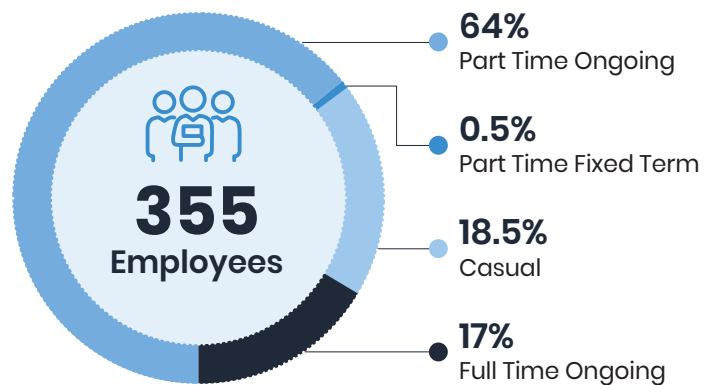


Employee safety and wellbeing

The health, safety and wellbeing (HSW) of employees remained a key priority in 2025, with the introduction of the HSW Framework and Strategy, Psychosocial Hazards Framework and Strategy, and mandatory training to prevent manual handling injuries and slips, trips and falls.

The Benny Button wellbeing program was also introduced, providing an organisation-wide platform to measure and support employee wellbeing.

Headcount by Employment Type



The total number of employees remained broadly consistent to the previous year, with a marginal decrease of 2 FTE in 2025. This reflected deliberate people-focused initiatives aimed at maintaining a sustainable workforce equilibrium, aligning productivity-driven workforce planning requirements with prevailing labour market conditions to effectively meet organisational needs.

Governance and Safety

Our continued commitment to child safety included implementation of the Child Safety Steering Group, with representatives from across the organisation, mandatory internal and external child safety training for all staff, and annual, internal child safety audits both organisational wide and for each program and site.

We strengthened our client representation to key policy reviews and activities through the introduction of the Community Advisory Group.

Compliance for all programs was maintained through the Governance and Safety team, via internal audits and independent investigations into serious incidents.

Treasurer Report

We are pleased to present the audited financial statements for the year ended 31 December 2025. The Association delivered a strong financial outcome, achieving a net surplus from ordinary activities of \$406,718, a significant improvement on the prior year's surplus of \$142,221.



Revenue increased to \$27.61 million, compared to \$26.37 million in 2024, supported by stable demand across our major service areas and continued strengthening of operational performance.

Expenditure remained well managed throughout the year, contributing to an operating surplus of \$410,034, well above the 2024 result.

Performance across the Early Years Services program was encouraging. The Early Years Kindergarten portfolio, including our Wyndham hubs, delivered a solid result supported by consistent enrolments and improved operating efficiency. Armstrong Creek East Children's Centre remained a standout performer, underpinned by stable occupancy levels and strong workforce planning. The childcare service at Noble Park performed within its expected range and continues to focus on long term service sustainability.

Children's Therapy Services experienced softer financial performance following reduced activity levels, but foundational improvement work has been undertaken to strengthen the program's position for the coming year.

Cheshire School, a specialised primary school supporting children with social and emotional difficulties to re-engage in learning and transition back to mainstream education, continued to prioritise community impact over financial outcomes. While the financial result was slightly better than budgeted, the key achievement was maintaining a stable and essential service for children in need, supported by work completed to position the school with an active enrolment strategy for 2026.

The Association's financial position remained strong, with total assets increasing to \$40.68 million, supported by higher cash reserves, receivables and financial assets.

A key highlight for 2025 was the improvement in liquidity. Cash and cash equivalents increased to \$1.99 million, up from \$209,026 in 2024, driven by stronger operating results and more predictable cash inflows. Operating cash flow strengthened significantly, providing a solid base to support ongoing service delivery and future investment needs.

Overall, 2025 was a year of consolidation and steady strengthening. The Association continued to stabilise operations, deliver improved financial results, and position its core programs for growth.

As we look toward 2026, we remain focused on maintaining strong financial stewardship, supporting enrolments across key service areas, rebuilding clinical capacity within therapy services, and advancing strategic initiatives that enhance our long term impact.

With a sound financial foundation and dedicated teams across our programs, the Association is well placed to continue meeting the needs of the communities we serve.

Neil Godara
Treasurer, bestchance

Statement of Income and Expenditure and Other Comprehensive Income

For the Year Ended 31 December 2025

	2025 \$	2024 \$
Revenue	27,611,046	26,369,450
Operating Expenses		
Employee benefits expense	(22,712,741)	(21,073,001)
Administration expense	(474,506)	(583,807)
Property maintenance and security expense	(1,028,668)	(925,047)
Direct costs	(708,348)	(772,812)
Computer and equipment expense	(360,521)	(311,116)
Minor asset purchases	(3,159)	(28,651)
Rental expense	(521,781)	(745,074)
Printing and stationery	(64,628)	(203,503)
Finance costs	(74,829)	(92,507)
Insurance and professional costs	(456,837)	(513,892)
Depreciation and amortisation expense	(419,558)	(594,553)
Motor vehicle expense	(25,691)	(42,698)
Utilities expense	(69,485)	(78,841)
Other expenses	(280,260)	(336,418)
Operating surplus/(deficit) for the year	410,034	67,530
Non-Operating Activities		
Gain on fair value movement in investments	257,400	296,945
Legal and settlement related costs	(260,716)	(222,254)
Net surplus/(deficit) from ordinary activities for the year	406,718	142,221
Other comprehensive income	-	-
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR	406,718	142,221

Statement of Financial Position

As at 31 December 2025

	2025 \$	2024 \$
Assets		
Current Assets		
Cash and cash equivalents	1,998,552	209,026
Trade and other receivables	821,663	648,623
Financial assets	15,306,628	15,043,933
Other assets	110,177	97,692
Total Current Assets	18,237,020	15,999,274
Non-Current Assets		
Property, plant and equipment	22,359,883	22,596,725
Intangible assets	85,688	189,670
Total Non-Current Assets	22,445,571	22,786,395
Total Assets	40,682,591	38,785,669
Current Liabilities		
Trade and other payables	1,353,639	1,925,761
Provisions	1,542,322	1,587,358
Other liabilities	2,336,934	218,057
Total Current Liabilities	5,232,895	3,731,176
Non-Current Liabilities		
Trade and other payables	-	24,778
Provisions	123,174	109,911
Total Non-Current Liabilities	123,174	134,689
Total Liabilities	5,356,069	3,865,865
NET ASSETS	35,326,522	34,919,804
Equity		
Reserves	14,017,486	14,017,486
Retained earnings	21,309,036	20,902,318
Total Equity	35,326,522	34,919,804

Statement of Cash Flows

For the Year Ended 31 December 2025

	2025 \$	2024 \$
Cash Flows From Operating Activities		
Receipts from operations	30,330,712	26,845,914
Payments to suppliers and employees	(29,130,012)	(28,450,825)
Income received from investments	327,549	280,084
Net interest received/(paid)	424,943	417,235
Net cash provided/(used) by operating activities	1,953,192	(907,592)
Cash Flows From Investing Activities		
Payment for property, plant and equipment	(126,583)	(282,478)
Proceeds from sale of property, plant and equipment	37,406	-
Net movement in investments	(1,537,575)	(1,148,205)
Redemption/(placement) of term deposits	1,532,280	1,888,616
Net cash provided by/(used in) investing activities	(94,472)	457,933
Cash Flows From Financing Activities		
Net increase/(decrease) in cash and cash equivalents held	1,858,720	(449,659)
Cash and cash equivalents at beginning of year	139,832	589,491
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	1,998,552	139,832

Certificate by Members of the Board

The Board has determined that the Association 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 statements.

In the opinion of the Board, the financial report:

1. Presents a true and fair view of the financial position of Child and Family Care Network Inc. (operating as bestchance) as at 31 December 2025 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Reform Act 2012 and the Australian Charities and Not for profits Commission Act 2012.
2. At the date of this statement, there are reasonable grounds to believe that Child and Family Care Network Inc. (operating as bestchance) will be able to pay its debts and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:



Vic Rajah
Chair



Rebecca Gagliardi
Deputy Chair

Dated: 25 March 2026



REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS TO THE MEMBERS OF CHILD AND FAMILY CARE NETWORK INC. (OPERATING AS BESTCHANCE)

ABN 53 094 161 974

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 31 December 2025, the summary statement of profit and loss and other comprehensive income and the summary statement of cash flows, are derived from the audited financial report of Child and Family Care Network Inc. (operating as bestchance) for the year ended 31 December 2025.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying summary financial statements are consistent, in all material respects, with the audited financial report.

Basis for Qualified Opinion

The directors are unable to determine the fair value of the land and buildings held due to the significant damage sustained and uncertainty regarding the extent of remediation works required to restore the asset to its intended condition and whether insurance will cover the costs. As at the reporting date, given the specialised purpose of the building, no updated independent valuation reflecting the current condition of the asset and the estimated cost and scope of remediation works were obtained.

As a result, we were unable to obtain sufficient appropriate audit evidence to satisfy ourselves that the fair value of the land and buildings held as at reporting date are free from material misstatement. The possible effects of this matter on the financial report are material but not pervasive.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by the Australian Accounting Standards, the *Associations Incorporation Act (Vic) 2012* and the *Australian Charities and Not-for-profits Commission Act 2012*. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

The Audited Financial Report and Our Report Thereon

We expressed a modified audit opinion on the audited financial report in our report dated 27 March 2026.

Board's Responsibility for the Summary Financial Statements

The board is responsible for the preparation of the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

A handwritten signature in blue ink that reads 'Saward Dawson'.

SAWARD DAWSON

A handwritten signature in blue ink that reads 'M Crouch'.

Partner: Matthew Crouch
Dated: 5 May 2026
Blackburn, Victoria 3130

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Liability limited by a scheme approved under Professional Standards Legislation

Our Supporters

As a not-for-profit organisation, we rely on the support we receive each year through our funders, donors, supporters and like-minded organisations who work with us as partners and collaborators.

bestchance is part of a generous community of committed people who support the organisation through financial and volunteer means. With this support, bestchance assisted vulnerable families through in-home support, financial and material aid and supported playgroups. We were also able to assist 140 children through our annual end of year Holiday Season Appeal.

Through our early years services, children's therapy services and specialist primary school we assisted more than 1500 children to reach their full potential in 2025.

We thank all our supporters listed here, in particular our philanthropic supporters and our major donors.

We would like to make particular mention of the contributions from the Flora and Frank Leith Charitable Trust, the Stocks Family Foundation and the Henry Smith Trust. These contributions were used to provide financial aid to disadvantaged children to support their attendance at Cheshire School. Thanks to this support, these students have been able to reengage with their education, giving them the ability to make a valuable contribution to the world around them. A total of seven students benefited from the support provided by these three contributors.

Philanthropic support

- › Richard Trust
- › Flora and Frank Leith Charitable Trust
- › The Stocks Family Foundation
- › Henry Smith Trust
- › HMA Foundation Pty Ltd
- › Trust Equity Trustee

Major donors

- › David Cheshire
- › Janet Bell
- › IMB (Leszek Wlodzimierz Bus)
- › Ana Forster
- › Frank Cheshire
- › Henrietta Roberts
- › Kat Shore
- › Rose-Mary Cassin
- › Robbi and Paul Donaldson
- › Specsavers Pty Ltd

Government

- › Baw Baw Shire Council
- › Cardinia Shire Council
- › City of Greater Dandenong
- › City of Greater Geelong
- › City of Monash
- › City of Wyndham
- › Department of Education
- › Department of Families, Fairness and Housing
- › Department of Social Services

Peak bodies

- › Community Early Learning Association (CELA)
- › Early Learning Association Australia (ELAA)
- › Early Childhood Intervention Australia (ECIA)

Partnerships

- › Monash University
- › Deakin University

Community partners and collaborators

- › Boroondara Volunteers Resource Centre
- › Casey Cardinia Child and Family Network
- › City of Monash Maternal Child Health Nurse Services
- › Greater Dandenong Volunteer Resource Service
- › Nappy Collective
- › Our Village
- › Playgroups Victoria
- › Seek Volunteer
- › South East Volunteers
- › St Leonards Primary School
- › Storypark
- › Volunteering Victoria

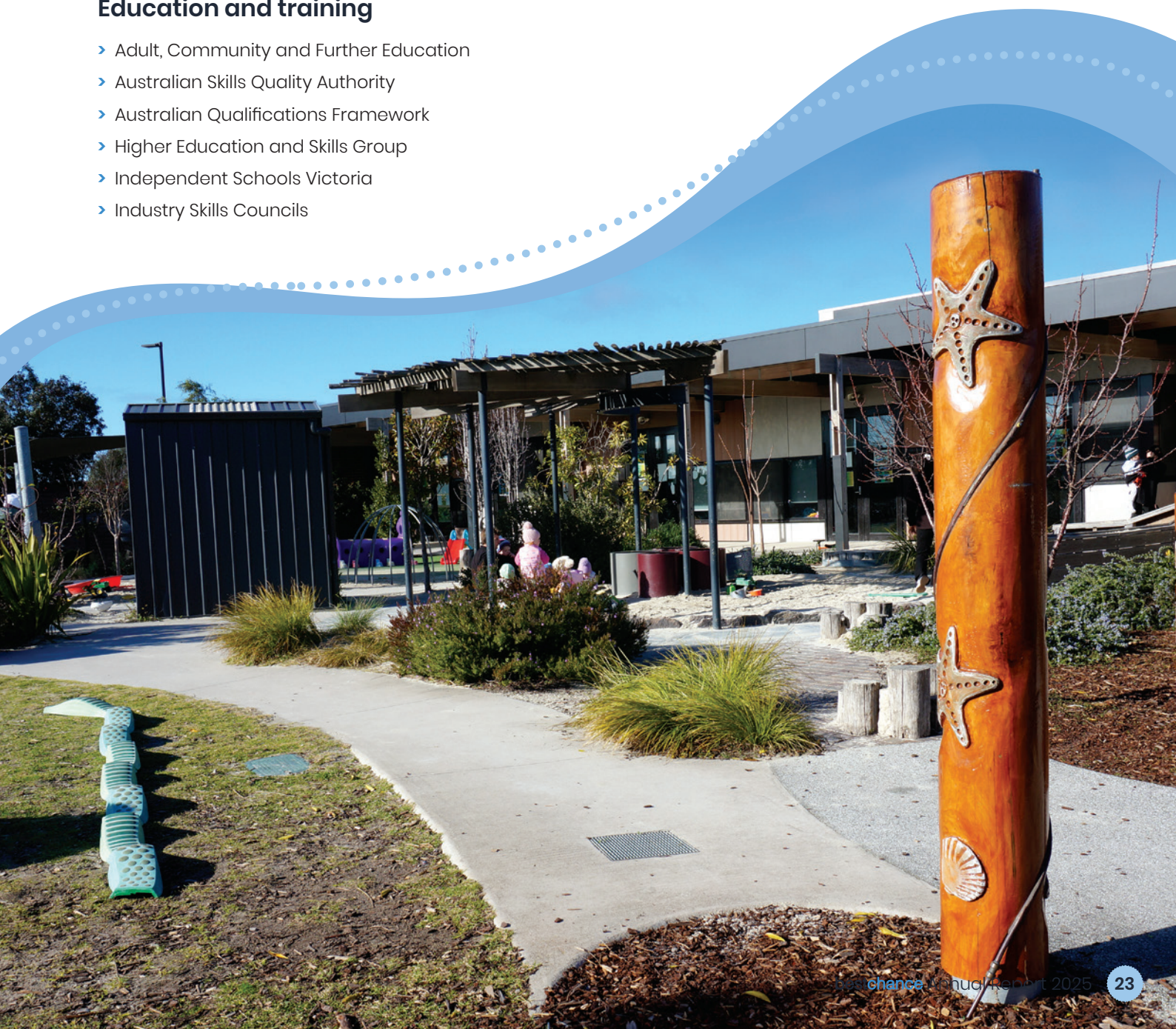
Education and training

- › Adult, Community and Further Education
- › Australian Skills Quality Authority
- › Australian Qualifications Framework
- › Higher Education and Skills Group
- › Independent Schools Victoria
- › Industry Skills Councils

Corporate

- › Better Waste
- › Commonwealth Bank
- › Evans & Partners Investment
- › Modern Teaching Aids
- › Programmed AU
- › RP Facilities Services
- › Saward Dawson Chartered Accountants

Thank you for your support.





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