

2017 ANNUAL REPORT



Contents

- 04 // Who We Are
- 05 // Our Impact
- 06 // Board of Management
- 07 // Chairman Report
- 09 // CEO Report
- 10 // General Manager Early Years
- 11 // General Manager Education and Training
- 12 // Early Years Managment
- 13 // Long Day Care & Family Day Care
- 14 // Supporting Children's Inclusion
- 16 // Parent and Community Supprt
- 18 // Adult Learning and Engagment
- 20 // Case Study – Inclusion
- 22 // Case Study – Having an Impact
- 23 // Case Study – Growing Sustainably
- 24 // Finance and Payroll
- 25 // Marketing and Business Operations
- 26 // Human Resources
- 27 // Donations and Fundraising
- 28 // Financial Performance
- 29 // Treasurer Report
- 30 // Financial Performance (cont)
- 32 // Our Locations
- 34 // Acknowledgements
- 35 // How You Can Help



Celebrating 122 years of child, family services



tomorrow

Design of this Annual Report has been sponsored by tomorrow agency

Acknowledgement of Country

At bestchance, we acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land.

We acknowledge the traditional custodians of the lands across Victoria where our services are located.

We also pay our respects to ancestors and Elders, past, present and future.

bestchance is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to our society.

Who We Are

bestchance is an independent not-for-profit organisation which has been providing support to children and families since 1895.

Formerly Burwood Boys' Home, we operate one of the first integrated children's services complexes in Victoria providing quality early childhood intervention, education and welfare programs to those in need. bestchance adopts an innovative and holistic approach to provide flexible, comprehensive and integrated services, within available resources, based on identified needs.

Today, bestchance is one of Victoria's most respected children's services organisations which includes an innovative training service.

The role of governance is held by the Board of Management of which there are currently nine members. Recruitment for more members is dependent on vacancies matching the particular skill sets with the organisation. Management of the organisation is the responsibility of the CEO who leads a team of qualified and experienced professionals.

bestchance is the operating name of Child and Family Care Network Inc. The head office is located in Glen Waverley.



OUR MISSION

Create and deliver in an extended family environment, services that are practical, reliable and responsive to the life issues experienced by families and their children, with an emphasis on early childhood.

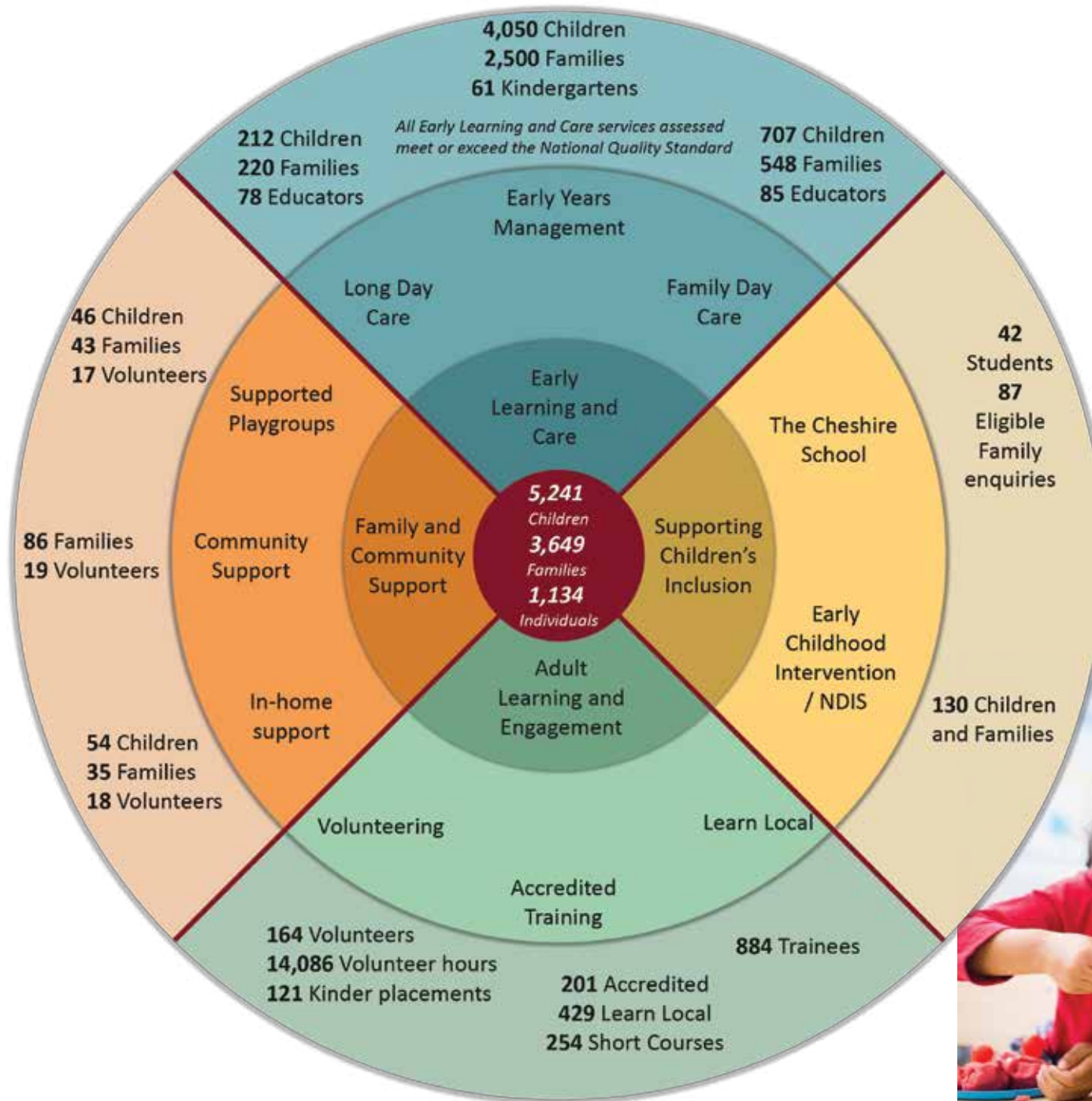
OUR VISION

To be recognised as a leading independent provider of holistic children's services in early childhood and associated life issues. Creating a world standard place where families can and want to come.

OUR PHILOSOPHY

The early years are the building blocks for later life. We recognise that children develop in the context of their families and this is the starting point for service delivery. An integrated service environment is fundamental to providing best outcomes to children, families, staff and the wider community. We share a commitment to reflective practice and ongoing quality improvement.

Our Impact



Board of Management



Vice Chair
Vic Rajah
Joined 2012



Secretary
Glenys Grant
Joined 1977



Treasurer
Geoff Milbourne
Joined 2007



Member
Rachael Scott
Joined 2013



Member
David Hamilton
Joined 2015



Member
Jo-Anne Moorfoot
Joined 2015



Member
Sue Hart
Joined 2015



Member
Andrew Hollows
Joined 2017

PATRONS

// Hon. Alastair Nicholson, AO RFO QC, Former Chief Justice of the Family Court of Australia // Dame Beryl Beaurepaire, AC DBE //



Chair
Saul Ryan
Joined 2014

I am pleased to report on the tremendous work by the bestchance team in expanding our reach of services to children and families. Our Early Years offering now reaches over 6,000 children from Truganina in the West, to Cardinia in the South East and a new long day care centre in Corinella in Bass Coast Shire.

The faith that has been put in us, by families and local governments alike, is testament to the broad range of integrated services that bestchance is able to offer in areas of higher need. In a complex regulatory environment, we have been able to improve the financial sustainability of the organisation and still provide quality services to the more vulnerable members of society.

The bestchance board continues to evolve. Since the last Chair report, we have welcomed Dr Andrew Hollows as an expert in governance and in November, we celebrated 40 years' of dedicated service by Glenys Grant on the Committee of Management and board of the organisation. This marks the longest continued service of any person in an official capacity within bestchance and Glenys' tireless passion was fittingly celebrated.

The Board is working on developing the new Strategic Plan (2018-2021) to set our vision for the exciting times ahead. We are undertaking consultation with staff, program and leadership teams, volunteers, and senior management to better understand and articulate the unique contribution that each team makes to the overall impact of bestchance. Our effort has focussed on articulating a clear purpose and identifying the priority impacts that bestchance is seeking to make.

We recognise that as the organisation grows, we have an obligation to maintain and improve on the highest standards of care and quality that have been the foundation of our services to date. We are working with Monash University and Deakin University to create evidence-based practice that not only validates our unique service offering, but also allows us to lead and influence public policy in the early years sector.

I thank all our educators, trainers, volunteers, management and staff for your efforts and enthusiasm. We are motivated by the genuine belief that the early years are the most impactful on a person's life and we thank the families who entrust your children to our care.

Chairman Report

*"bestchance remains
committed to its stated
vision of becoming a leading
independent provider of
holistic children's services
in early childhood and
associated life issues."*







Throughout our 120 years of service we have celebrated many achievements and had to address a multitude of challenges but 2017 is one of those years that somehow felt particularly different. It was as if many years were compressed into one and a quick reflection illustrates this:

- First time providing early years service to the Wyndham and Cardinia areas
- Transition of over fifty preschools to direct management
- Successful tender to operate just under twenty new preschools in Cardinia Shire and an Early Learning Centre in Bass Coast Shire
- Independent evaluation of Cheshire and Counselling services by Monash and Deakin Universities respectively
- Securing new service accommodation in Pakenham and Bayswater
- State-wide reduction by 90% in funded training places for the early years sector

No part of our service was untouched and all responded so well that we should take pride, without complacency, in what we have achieved and be confident in what we can achieve. As always it is only with the collective effort of Board, volunteers and staff that we were able to improve our services as well as responding to challenges and opportunities. That is not to say that everything went smoothly, we know there are areas we need to improve.

However I have great confidence, based on past experience, in our ability to address these issues.

Of particular note was the transformation of our kindergarten services that was based on a multitude of partnerships models with parents to one where we assumed operational and governance responsibilities. In doing so we wish to acknowledge the contribution of countless parents over many years who have volunteered on Committees of Management at a number of services under our care. We look forward to creating new and meaningful ways that all parents can contribute to our kindergartens and improve outcomes for all children.

Our ongoing investment in research, directly and through partnerships with Deakin and Monash Universities, is providing the evidence needed to assess the impact of our services. In addition we are able to use this evidence to map out how we can improve our services. Such investments are essential if we are to meet the ever increasing challenges and opportunities as we move into new communities and our existing communities themselves change. If we are to truly change the trajectory of lives, focusing where we can make the greatest impact, we must do so based on our values, dedication and evidence.

Looking forward, and led by the Board, we have been working on our strategic plan for the next three years (and beyond). Whilst not underestimating the challenges, we look forward to building on our success (and learning from the occasional misstep) by increasing our range of services in order to increase our impact. Whilst our size and geographic footprint has increased substantially over the last strategic plan we are now increasing our range of services. To do so we must invest even more in our staff and the leadership at all levels. The notion of distributed leadership, whereby our leaders are empowered and placed ever more in the local communities, will be critical if we are to be reflective, responsive and effective organisation.

During the year we had the pleasure of celebrating one of our Board's key milestone. In 2017 Glenys Grant's passed the 40 year mark of volunteering with bestchance in various guises. It is a great testament to Glenys selfless nature and dedication and we were thrilled to share our acknowledgement of her work with so many people who have worked alongside Glenys during this period. Her contribution is immeasurable.

I would like to thank all staff for their dedication, expertise and patience for a year that has seen many highlights in a jammed packed period. I want to also acknowledge the important leadership shown by the Senior Management team who continued to lead by example, working with foresight and in a collegial way for the benefit of our collective work. To the volunteers I continue to be amazed by their commitment to our mission and we look forward to creating new ways that volunteers can contribute. Finally to Saul and the Board whose leadership and support has been essential, a contribution that all too often goes by without proper acknowledgement, thank you.

CEO Report

"It is only with the collective effort of the board volunteers and staff that we were able to improve our services."



General Manager Early Years

Tracey McKay

“bestchance service delivery is underpinned by contemporary, evidence-based practices.”



With the introduction of the Early Years Management (EYM) Policy, 2017 has been a year of transition for our early years' programs. The EYM policy framework reinforces our leadership role in driving quality reform across the sector and improving outcomes and participation of all children. EYM is built on a four-way partnership, where each partner works together to deliver quality early education experiences for all children.

Through the implementation of the EYM policy, bestchance has strengthened our presence within our local communities, where we continue to develop our relationships with state and local governments, to ensure our programs and services meet community needs. Our early childhood professionals work in partnership with families to provide individualised support for children.

bestchance's service delivery is underpinned by contemporary, evidenced-based practices. Our children's centres continue to deliver high quality education and care programs, and in partnership with Deakin University, our educators have developed a communities of learning framework.

In addition to transitioning our existing services to EYM, we continued to grow the number of services under management. We welcomed a number of new services throughout the year, and successfully commenced operating new centres in Truganina East in Wyndham, and Arena in Cardinia Shire. We were successful in securing 20 additional services across these two areas commencing 2018, and we look forward to opening our newest children's centre located in Corinella, Bass Coast. This growth will result in more than 5,000 children accessing a bestchance early years program in 2018, being supported by more than 600 staff members.

From 2018, we will increase our internal staff resources to support the growing number of services, including additional staff members in our business operations, central enrolment and administration teams. We will also develop our community engagement resources and look for opportunities to grow the suite of bestchance services across all regions. Aligned with our spread of services, we will have additional, regionally based office spaces to ensure local support is available.

Whilst 2017 has seen unprecedented growth across our Early Years Programs, I am inspired by the dedication of our educators, who remained focused on the provision of high quality programs to the children and their families. Thank you all.

I would also like to take this opportunity to acknowledge and thank our Early Years management and staff for their on-going commitment and support throughout the year.

I am truly excited about the growth and development of our Early Years Programs and Services and the positive impact these will have on children and families into the future.





The past year has seen significant growth and diversification of services which has been underpinned by the 2014-2017 Strategic Plan and key focus areas for the organisation.

I would like to share some of the achievements of this plan with you which are set out below:

Develop new services, expand service reach & work with new communities where we have the opportunity, skills and capacity:

- In 2017 bestchance expanded Early Childhood Intervention Services (ECIS) to the western suburbs of Melbourne. This will extend the support provided to children with a disability or developmental delay from birth to school entry. In 2017 bestchance also became a registered provider of services under the National Disability Insurance Scheme (NDIS).

Develop services that are recognised for their innovation and excellence.

- bestchance Training continues provide quality training and assessment that is responsive to industry needs with a focus on employment outcomes. In the reporting year 87% of our Trainees told us they were undertaking their studies to enhance their employment opportunities. I am pleased to report that in the reporting year 75% of students went on to attain an employment outcome at the completion of their studies, with a further 22% going onto further studies.

Provide accessible education opportunities for clients by integrating services both within bestchance and in partnership with other providers:

- 2017 saw the development of the “Early Childhood Placement to Employment”. Developed in a partnership between Volunteers and Training the project sought to offer the most marginalised members of the community with an opportunity

General Manager Education and Training

to undertake a placement in a Kindergarten with support to complete studies in both accredited and pre-accredited Training. The 29 participants who have attended the 2 programs commenced in 2017 will be offered support from the bestchance Careers Advisor, at the completion of their studies, to attain a sustainable employment outcome.

Develop an evidence base for informed advocacy.

- In partnership with Monash University, The Cheshire School has designed and implemented a mixed-methods research program to evaluate the effectiveness of the program. Collection and preliminary analysis of qualitative and quantitative data is underway, with preliminary findings to be presented in conference papers and peer-reviewed journals articles in 2018. It is anticipated this research will enable better understanding of the impact of participation, inform intake decisions, teaching strategies and pedagogy. More broadly, the findings may inform the programming and practice of schools working with children who are at high risk of becoming disengaged.

Investigate and consider new models of service:

- In 2017 Deakin University undertook an independent evaluation of the outcomes and impact achieved by the Parent & Community Support Program. The evaluation sought to gather feedback from stakeholders, make recommendations to further embed the program within bestchance and develop an ongoing monitoring and evaluation framework. The resultant evaluation put forward a plan for program development and growth which will be incorporated in 2018.

In closing I would like to extend our gratitude to all individual donors and philanthropic organisations who have supported bestchance and the work we have undertaken over the past 12 months. Your support helps drive some of the innovation I have outlined above. We thank you for your belief in, and support of, our ability to deliver tangible and meaningful change to the lives of those who are in need of our support.

“I would like to extend our gratitude to all individual donors and philanthropic organisations who have supported bestchance”



Early Years Management

“The educators are wonderful and often go above and beyond to provide the best learning environment and opportunities they can. They work with the individual needs of my children and have had such a positive influence on them and their development. The facilities are also lovely but it’s the educators that make it what it is.”

12

bestchance Early Years Management undertakes the day-to-day management of kindergarten services. Working under the Department of Education and Training Early Years Management Policy framework, we work in partnership with families, local government and state government.

Through this partnership model, and enhanced by our other bestchance services such as Early Childcare Intervention Service, Training, Family Day Care, volunteers and Parent and Community Support programs, our EYM team works to ensure that children, families and communities are engaged and healthy with their well-being needs met.

All bestchance early childhood programs are delivered according to the National Quality Framework and the National Quality Standards. Results in 2017 show that 95% of bestchance services are meeting (44%) or exceeding (51%) the National Quality Standards, with the remaining 5% yet to be assessed. This exceeds the results for Victoria.

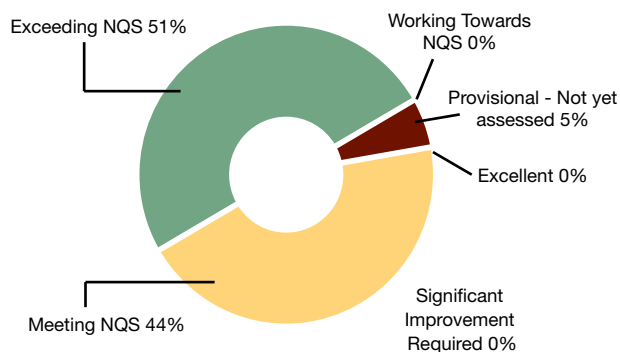
During 2017, our Integrated services developed a partnership with Deakin University to develop a Community of Learning framework to enable staff to co-develop a series of professional development sessions based on their specific

needs. At the conclusion of these sessions, resources were created to embed valued teaching practises and pedagogy into the children’s programs.

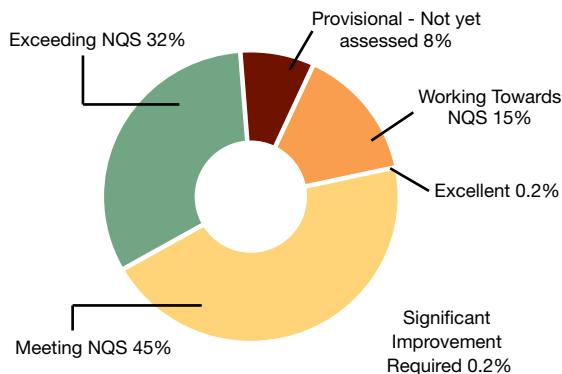
The partnership work included a review of our early learning and education philosophy. The revised philosophy now truly reflects the voices of the children, families and educators.



bestchance Overall Ratings



Victoria Overall Rating



*See how much we have grown on p23. Growing Sustainably.

Long Day Care & Family Day Care

bestchance prides itself in offering a caring and inviting environments in Glen Waverley and Noble Park for children aged between 6 weeks to 6 years of age. We are committed to making each child feel safe, secure and supported as they explore and learn. Both centres have earned "exceeding" national quality standards.

Glen Waverley

5 rooms providing LDC and 2 rooms providing both 3 year old kindergarten and funded 4 year old kindergarten.

Noble Park

3 rooms providing long day care to children aged between 6 weeks and 6 years, occasional care and 4-funded kindergarten groups for children aged 4-5 years old.

We offer Family Day Care to ensure that children are loved, confident and have their well being needs met. Family Day Care is a well sought after, approved form of child care which is provided in the Family Day Care Educators own home.

Our Educators are qualified professionals that provide education and care in a safe and secure learning environment to over 700 children.

10 FDC Educators attained their Diploma qualification through bestchance Training



548 Families



14 Family Day Cares in Local Government Areas

707 Children



**85 Educators
1 Volunteer**



212 Children



220 Families



**78 Educators
8 Volunteers**



Family Day Care facilitated 3 Bush Playgroups sessions at Cranbourne Botanical Gardens and Carrum Foreshore Playground throughout 2017, enriching children's learning through access to natural environments.

"We went to two child care centres prior to meeting Jo... Smaller group, focussed attention, not too intimidating – especially for a child who is exploring external care for the first time. She loves it! Jo is like a nanna to her... Jo is genuine, full of love and cares for the children like they are her own. She is calm, positive and teaches good values to all the children under her care. She is very accommodative and always willing to help."



Supporting Children's Inclusion

"...access to other specialists that is tailored towards a specific concern relating to our son greatly enhances the ECI offering"

"...services are personalised to help my daughter to develop positively. At times it took months to achieve the goal, but with the help of the support worker we were able to achieve it slowly and steadily."

- From family survey



Early Childhood Intervention/Registered NDIS Provider

Bestchance Early Childhood Intervention (ECI) provides services for families whose children are aged birth to seven years and have developmental delay or disability and live in the Western, Southern and Eastern Metropolitan Melbourne regions and surrounds. The Service is designed to support Children with developmental delays or disabilities and their families to experience inclusion and full participation in all aspects of their community. We hope in turn this leads to a greater sense of well-being and belonging for our families.

During 2017 our services began transitioning from a centrally funded model to the NDIS funded model. NDIS is the new way children and families access services. Once families have their NDIS Plan they can choose bestchance to support meet the goals of their NDIS Plan.

Early Childhood Intervention team members worked in collaboration with the PACS team to help facilitate Links+, a specialised structured play session for preschool-aged children from 3-5 years who are experiencing developmental delays.

Three to four volunteers also attended each session.

**VICTORIAN APPROVED NDIS PROVIDER:
EARLY CHILDHOOD SUPPORTS**

Registered as an approved disability support provider against human services standards



84%
are likely or
very likely to
recommend
bestchance
as an NDIS
provider



130 Children and Families access bestchance ECI services

Multi-disciplinary team includes:



2 Speech Therapists

1 Occupational Therapist

1 Psychologist

4 Physiotherapist

1 Educational Advisor

Supporting Children's Inclusion

The Cheshire School

The Cheshire school is a specialist primary school for students with significant social, emotional and behavioural problems. We offer an 18 month intervention program to help students gain the necessary skills to re-engage with learning and transition back into mainstream school. The Cheshire School exists to have a profound positive change in the lives and well-being of children, families and the community resulting in a love of life-long learning

Multi-disciplinary team includes:

- 2 Teachers
- 1 Principal
- 1 Assistant Principal
- 1 Researcher
- 1 Senior Psychologist
- 1 Doctor of Psychology
- 4 Teaching Assistants
- 1 Provisional Psychologist (PHD Candidate)



All students
that completed the
program have successfully
transitioned back to
mainstream school



42
Students




87 parent
external enquires
that met criteria



Registered as an independent school
with the Victorian Registration and
Qualifications Authority.



See p20 to read more about “Embedding
supports that make a difference” 

*“...three short years ago, I came
to Cheshire School due to my
behaviour... I have been doing better
in school after Cheshire. I am in
Year 8 and have grades that I
am not ashamed of anymore. I still
see the effect of it more than 3 years
later. I just really want to say thank
you so much for changing my life”*

*- Extract of a letter from
a former student*



Parent and Community Support

"I don't think any of my friends or family really understood how difficult it was to get out of the house... I finally found a place where people understood that it actually was difficult... I actually found some support in other people, some form of comfort that seeing and meeting other people who were struggling as well, and [the staff] never judged"

16



Supported Playgroups

Our Supported Playgroups provide a link between home and the community for families with young children and babies. Parents and children are offered the opportunity to meet with friends and socialise in a caring and supported environment. A play program is provided to meet children's developmental needs and interests through activities and experiences catering to differing ages within the group. Our groups include Links (0-3), Links+ (3-5) and Helping Hands.

3 groups

Links

Links+

Helping Hands



43 families

46 children



17 volunteers



Check out the impact that PACS has for Families on p22 "Case Study – Having an Impact"



In-home Support

In-home support program focuses on supporting parents with young children in their home. The program aims to support families challenged by the circumstances they face. These families are vulnerable for a range of reasons, which include social isolation, single parenthood, multiple births, health issues, or a child/children with a disability.

This program is supported by volunteers visiting families in their home for 3-4 hours on a weekly basis for up to a 12 month period.

Secondary Reach



8 volunteers



54 children



21 In-home placements



35 families

Parent and Community Support

Community Support

The Community Support program provides support to families within the City of Monash community as well as to families accessing on-site bestchance programs.

We offer information, referral, advocacy and material aide or vouchers. We also offer counselling and parent education programs.

Our program benefits from a great deal of support from our volunteers who organise the recycling room.

86 families



19
volunteers



163 children



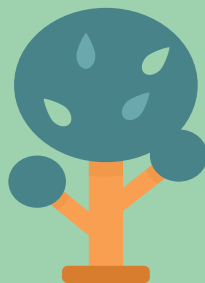
Read more about the difference
our Wishing Tree made on p20



Programs include:

Wishing Tree provides financial support to families and gifts to children in need during the festive period

A back to school program, supporting families with the cost associated with the beginning of the school year.



“bestchance was just that. It was the bestchance a first time mother of twins could have to successfully navigate through the early challenges of childhood/ motherhood/twinhood. Its various programs offered me a nurturing environment with unbiased support & friendship most of all.

The PACS program gave me respite once a week with a volunteer who provided emotional & physical assistance to make my day a little easier”



Adult Learning and Engagement

"My placement supervisor said the Certificate III in Education Support provided by bestchance Training was the most comprehensive she had seen...I feel I am making a real contribution to helping kids succeed at school and life"

- Certificate III Education Support Student.

18



Training

Training is offered to assist students to engage in learning or employment to make contributions that are meaningful to them and their community.

bestchance Training is a Registered Training Organisation (RTO) that is regulated by the Australian Skills Quality Authority (ASQA) and is registered to deliver nationally accredited training. bestchance Training predominately delivers qualifications in the Community Services Sector (Early Childhood Education & Care and Education Support).

3

qualifications



884 Trainees

201 accredited

429 pre-accredited

254 short courses



75% attained employment
(state average 64%)

22% went on to further study
(state average 12%)



67% CALD
(Culturally And Linguistically Diverse)

98.5% of the student population is female
(state average 66%)



REGULATED BY: THE AUSTRALIAN SKILLS QUALITY AUTHORITY

Adult Learning and Engagement

Volunteering

The Volunteer Program provides opportunities for members of the community to participate in the work of bestchance, thereby making a meaningful contribution to families and children, therefore enhancing a sense of belonging and citizenship

2 major events reaching
70 volunteers



See p22 to read more
about the Volunteer
Placement to Employment
Program delivered in
collaboration with
bestchance Training
and Early Years Teams >



164
placements

14,086 hours



121 placed
in kindergartens



GUIDED BY: THE NATIONAL
STANDARDS FOR VOLUNTEER
INVOLVEMENT 2015



50% attained employment

*“Thank you to the
generous and skillful
contribution of our
volunteers”*



Case Study – Inclusion

Providing material support

bestchance offers material support to families through our Community Support program. In addition to providing material aid, food and vouchers, the program offers information, referral and advocacy. When families utilise the Community Support program they also have access to support through our counselling and parent education programs.

The program seeks to support families through times of stress. Our back-to-school program, for example, supports families with the cost associated with the beginning of the school year. The Wishing Tree is another annual program that relieve pressure for families throughout the Christmas period. This year, instead of providing Christmas Hampers, bestchance provided vouchers directly to families so that they could choose items appropriate to their cultural practices and family needs.

A Family Day Care educator witnessed the impact that this program had for one of the families who access the program:

For the educator, this reinforced the community focus that is embedded in all bestchance programs. Throughout 2017, 163 children from 86 families were benefited from the Community Support Program with the assistance of 19 volunteers.

Supporting children's inclusion – a team approach

When concerns for children's development are identified, our Kindergarten Teachers and Educators work closely with children and families to support them and to seek additional services. Waitlists, referral processes and eligibility criteria can mean that accessing the right services can be difficult and time consuming.

Volunteers play an important role in supporting children's inclusion in our Kindergarten programs by providing important practical support. This enables Teachers and Educators to tailor the program to support children's individual developmental needs and their inclusion while waiting to access additional support services.

Embedding supports that make a difference

The Cheshire School started providing Play Therapy in February 2017 when Psychologist and Play Therapist, Angela North started her role as School Psychologist.

Play therapy allows expression through play - a more familiar 'language' for children and often more comfortable for primary-aged children who struggle with a range of emotional and social problems. Through play, children reveal their view of the world; the things that challenge or frighten them, their hopes and wishes, and their struggles

with behavioural boundaries and self-esteem.

The Play Therapists' role is to respond with empathy and understanding, so that the child can heal from past trauma, develop self awareness and build resilience. The therapist helps the child learn better self control while protecting their self esteem – critical for children who often interpret limit-setting by adults as "I am naughty, I am a bad person".

Responding to children therapeutically to enhance their development and resolve significant behavioural issues is the critical difference between play therapy and simply 'playing with' a child. These therapeutic skills can be taught to all those who work with young children. Having such psychological tools can have a profound effect on the job satisfaction of staff, who can see the impact of their therapeutic responses in the improved behaviours of the children they work with.

With this in mind, The Cheshire School has sought to share this knowledge with other educators who wish to learn and apply Play Therapy principles in their own work. A full-day Professional Development Seminar for early childhood educators was developed and presented for the first time in September 2017. Titled 'Play Therapy Principles for Educators', this seminar was attended by educators from a number of kindergartens, pre-schools and primary schools throughout Melbourne, and the highly positive response resulted in a two further seminars planned for 2018. The Cheshire School hopes to reach as many educators as possible, to maximise best practice child care in the community, particularly for those vulnerable children suffering significant social, emotional and behavioural problems.





Case Study – Having an Impact

Growing our evidence base to invest in outcomes

To better understand the outcomes achieved by PACS and the impact of participation for families, bestchance engaged Professor Helen Skouteris and team from Monash University to conduct an independent evaluation of PACS, including Links and Links+ playgroups. This review found strategies that support the recruitment, retention and involvement of families in Links and Links+ was aligned to current and evidence-based knowledge and practice regarding supported playgroups.

Furthermore, families reported multiple benefits from participation in PACS playgroups, including increased social connection, guidance and advice, practical and emotional support and respite. Benefits for children included friendship and improved learning and development outcomes. Parents also highlighted the importance the allied health expertise made available during playgroup sessions.

The Cheshire School has commenced a program of research in partnership with Monash University. The research uses mixed methods, seeking both qualitative and quantitative data to evaluate the effectiveness of the programs for children and families.

The Cheshire School is using standardised measures at key stages of the program, completed by educators and caregivers, along with interviews with caregivers to help understand the difference that the program makes.

Analysis is being undertaken with preliminary results expected to be shared and extended on in 2018.

Investing in Professional Development

bestchance is committed to ongoing learning and professional development. bestchance Training facilitates this commitment providing a high-quality learning program through its Professional Development calendar. bestchance Training provided over 80 hours of professional development throughout 2017.

Ten Family Day Care educators have upgraded their qualifications from Certificate III to a Diploma in Early Childhood Education and Care through bestchance Training. This is a great outcome for the individual educators and to the overall quality of our training.

Creating Pathways to Employment

The bestchance Volunteer team, together with bestchance Training and Early Years Management teams have created a new and exciting way to prepare people for their future careers. The Volunteer Placement to Employment program focuses on equipping participants with both practical and theoretical knowledge in the field of Early Childhood Education.

Placement opportunities were available in both the City of Monash and City of Greater Dandenong and included one on one sessions with a careers counsellor on completion of the program.

The bestchance program aims to offer opportunities for volunteers to pursue their chosen career, whilst engaging them in further education. It is aimed at those who may have experienced previous barriers to employment or further study due to language/culture, disability, social isolation or lengthy periods away from work.

In 2017 the program engaged 37 participants and placed 26 in volunteer positions. Of these 26 participants engaged in volunteering 18 have commenced qualifications in ECEC courses.

Volunteering for Impact

Each year the Sew and Sews, volunteer sewing group, provide invaluable support to children attending our Early Learning and Care programs. Every Tuesday, three to four volunteers meet in the Sew and Sew workshop to hand-craft an array of high-quality sheets, cushions, bean bags, hat-pockets, bibs, face-washers and smocks (to name a few).

They are also on hand to undertake emergency repairs on well-loved items, such as dress-ups and puppets that enrich our early learning environments.

In 2017, the Sew and Sews have stitched almost 550 essential items for our Early Learning and Care programs for around 30% of the price it would cost to purchase these items through our suppliers. This represents a saving of over \$4,000 thanks to the generous and skilful contribution of the Sew and Sews.



Case Study – Growing Sustainably

Extending our reach

bestchance recently added two new members to its Early Years Management Program, expanding its kindergarten services across Melbourne. In January 2017 bestchance opened new kindergartens at Truganina East Early Years Centre (in Truganina) and Arena Child and Family Centre (in Officer). Both kindergartens are located in brand new purpose built community facilities designed to ensure the highest quality service for children and parents.

In July, Cardinia Shire awarded bestchance the licence to operate 18 additional Kindergarten services throughout Cardinia Shire from 2018, raising the number of Kindergartens managed by bestchance Early Years to 80. In addition, bestchance was successful in a tender to provide additional services in Wyndham City Council Local Government Area, resulting in the operation of two new services, Tarneit North and Wyndham Vale Primary Kindergartens, commencing in 2018.

This will extend the reach of bestchance to over 7000 families per annum in 14 municipalities across all programs including Early Childhood Intervention, The Cheshire School, Family Day Care and Long Day Care services.

These appointments acknowledge the positive work that bestchance has been undertaking in the delivery of a range of Early Childhood Programs across Victoria. It reinforces the commitment of bestchance to children, parents, families, staff and the community to keep providing holistic services.

Increasing our capability

Significant growth has led to increased capability in our support teams with 121 new starters commencing in 2017 and a further 195 set to commence in 2018.

This has included newly created roles that support high-quality local delivery. New roles commencing in 2018 include significant leadership positions in Program and Practice, Business Operations, and Area Development alongside increased Community Engagement and Business Support capability.

Having a voice

Our growth has led to participation in joint advocacy efforts, including:

- Representation on the DET Early Years Advisory Group (providing responses to the Education State Consultation Paper, Royal Commission into Family Violence and other sector and system reforms)
- Member of Early Learning and Care Council of Australia (ELACCA) (participation in working groups, including Universal Access, Workforce Strategy and Information Technology)
- Representative at federal level consultation series on Family Assistance Legislation Amendment (Jobs for Families and Child Care Package).

These working groups provide opportunities to look more broadly across the sector and influence local practice.

Supporting high-quality service delivery

bestchance Early Years Management support is nested in well-developed organisational structures and systems.

Educators on-the-ground are supported to develop strong relationships with children, families and the community by an Early Years Advisor, who supports the quality and operations of the service, and Community Engagement Officer, who supports community connections and facilitates parent engagement. This structure ensures that services are delivered with high quality practice at the fore and in locally responsive ways.

These roles are resourced with support from the Early Years Management Team along with bestchance systems, infrastructure, administration and management. Integrated planning and management of bestchance program areas ensures that opportunities to develop and implement additional wrap-around services are locally relevant and strategically aligned.

Developments in Early Childhood Intervention and National Disability Insurance Scheme

In 2017, bestchance ECI/NDIS undertook the ground work, which led to becoming a registered disability provider of the NDIS in 2018. This involved a comprehensive self-assessment of the systems and processes in place to support quality service delivery in line with the Department of Health and Human Services, Human Services Standards. In 2018, an external audit will be undertaken to provide further assurances of the quality of our systems and processes to support high-quality services to children and families.

The ECI/NDIS team also applied for and was awarded additional ECI places in the Western region, set to commence in 2018.

Providing locally relevant services

We operate from an assumption that knowledge of one community does not automatically transfer to another, we plan for robust establishment processes incorporating consultation that lead to the successful engagement with communities.

We have developed a specific Community Engagement Officer role that has a dedicated focus on engaging with and supporting parent engagement and consultation (including support to establish Parent Advisory Groups).

This role also engages with local community services and networks to ensure that there are strong links between the communities and the centre.

Finance and Payroll

KIM McCONVILLE

General Manager, Finance and Infrastructure

The Finance, Infrastructure and IT department continues to work to ensure the organisation's physical resources are maintained to a high standard without interrupting bestchance's day-to-day business as well as providing financial and payroll support to bestchance clients, employees and stakeholders.

IT AND INFRASTRUCTURE

It focuses on the day-to-day maintenance of bestchance's property portfolio and IT systems as well as strategically positioning ourselves to respond to the challenges and opportunities of tomorrow. The organisation's consistent growth is accompanied by the need for more robust, organisation-wide systems and processes to accommodate the needs of a growing workforce in an ever changing industry. This has been a significant part of our focus for the past year and will continue to be so in the year ahead.

A lot happened in the year gone by. With the continued rollout of Early Years Management, bestchance has taken on full responsibility for the maintenance of Infrastructure and IT of all EYM services. This has had significant implications for both departments and has been a great opportunity to further our support into the Kindergartens. For both departments a help desk tracking system is used to log and track the progress of all support requests.

In the coming year bestchance will be opening two new office locations, one in Bayswater and the other in Pakenham. The new sites are to accommodate the growth and to extend our services into areas that we had not yet reached. With the introduction of working across multiple sites and also entering into new programs, such as NDIS, it has been timely in reviewing the current information systems. In response, there are currently a number of information system implementations underway, such as: Time Target (award interpretation/timesheet processing), HR Kiosk (including Recruitment module), an NDIS Client Information and Billing System, an EYM Central Enrolment system and the staff Intranet. As part of our overall IT/IS strategy review all of our systems and processes will be reviewed and refined where needed.

FINANCE AND PAYROLL

The Finance and Payroll team provides day-to-day support for bestchance programs and Corporate Services through the provision of financial, accounting and payroll services across the whole organisation.

The Finance and Payroll team currently has 8.75 Full-time Equivalents and is responsible for the following day to day operations;

- banking arrangements and loan finance negotiations
- accounts payable for the whole organisation
- fortnightly payroll for in excess of 600 staff
- accounts receivable including all childcare/kindergarten/family day care and training fee for service billing
- reconciliation of grant funding received
- business administration of transferring kindergartens into Early Years Management
- contract management
- annual reporting and funding acquittals

With the transition of 54 kindergartens to the Early Years Management model in the last 18 months it has been a busy year for the finance team. Under the EYM policy bestchance is now responsible for the full financial management of the day to day operations of the kindergarten which is quite a change to our previous practice. Throughout the year as the kindergartens transitioned to EYM the finance team began processing all of the accounts payable for the kindergartens, whilst also billing in excess of 3500 families for kindergarten fees. With the change came some process and systems challenges which the team are now working through to ensure that the journey that the family embarks on is one of ease and accessibility.

Throughout the year also saw the complete implementation of the new Finance Information System SAGE, this has been a large project for the entire finance team, however with the new system has brought some efficiencies around invoicing families and tracking of fixed assets. The system will continue to be reviewed and tweaked as needed in the coming 12 months to ensure that it continues to provide relevant and timely information to both clients, families, employees and managers alike. Both the Finance, Payroll, IT and Infrastructure teams are looking forward to another busy year ahead.



Marketing and Business Operations

MARK GIBBENS

General Manager Business Operations

The past year has seen significant growth in our Business Operations team ensuring we continue to provide operational, business development and project management support to all bestchance programs.

Our key focus is to support the Management team in the delivery of high quality inclusive services, whilst being responsive to the needs of our team, families, children and the community.

Marketing, Intake, Reception and Project Management are the areas within Business Operations. At every opportunity we search and listen for feedback from our families and integrate these suggestions into our operations, leading to better experiences, satisfaction and outcomes through the delivery of our programs.

An integral part of this feedback was our Family Survey, sent to 4685 families across 14 Local Government Areas. The families rated our Educational Programs 86%, Facilities/Environment 88% and Communication 86% across our bestchance Programs. We were very pleased with a rating overall of over 86%. We gained valuable insight into each program and have worked on improving those areas required and will continue to into 2018.

KEY HIGHLIGHTS OF 2017

- Launched our new Website
- Completed Family Survey – 4685 families invited to participate
- Family Survey satisfaction rating of 86% across our programs.
- Social Media marketing plan launched
- 4 new team members joined Intake and Marketing
- 1300 2 AIM HIGH number launched

In adding to our Marketing and Intake teams, we have been able to reach more and more families and gain direct feedback through our Intake team via our 1300 2 AIM HIGH number. Marketing have re-launched our Website focusing on building the interactive element through online forms and blogs. This encourages our growing base of Educators and Families to provide information and blogs on each service, develop individual website pages, and for families to complete forms online and enquire about any of our services.

Our social media footprint is spreading with many online applications being used to promote and gain feedback from families. We continue to attend various festivals and seminars across Melbourne to interact with families and promote our services.

Intake and Referral continue to build as a team, ensuring effective enquiry, application and enrolment for families. Systems are continuing to be developed to measure feedback from families and ensure a smooth and effective process for referrals across all programs. Intake also provide a central point for families to communicate to if needed.

We look forward with excitement towards the next year, to continue to support the development of our programs and provide families and their children with quality education, care and support.



Human Resources



JENNIE BENTLEY

General Manager, Human Resources

At the end of 2017, bestchance employed 552 staff members, including Casuals.

bestchance is working to strengthen our values-based culture, one that is passionate about people, performance and our communities. Our focus is on engaging and developing staff, building the organisation's capacity whilst continuously improving service integration outcomes.

The challenges we face include short and long term workforce planning, the delivery of a variety of quality and integrated services whilst developing meaningful and sustainable career pathways and professional development. The expectations on the Human Resources team are to provide a range of services, resources and policies. These services include strategic HR, leadership resources, staff policies and procedures, health and well-being, WorkCover, industrial and employee relations, and risk management.

Staff related policies and practices are regularly reviewed to ensure they are relevant and contemporary. With the introduction of the Child Safe Standards, we are committed to ensuring these standards and Mandatory Reporting requirements are incorporated in our policies and practices. bestchance is committed to the safety and well-being of all children and has a zero tolerance of child abuse. We take into account the diversity of all children, including but not limited to, the needs of Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disability and children who are vulnerable.

We have commenced the implementation of a Time and Attendance System (Time Target) which has already created efficiencies and savings in time and costs. In early 2018 we will implement an employee kiosk and an e-recruitment system, and continue to invest in health and well-being in the areas of early intervention, training and incident reporting.

An Employee Engagement Survey was undertaken where the results reflected a high level of engagement. Any improvements suggested have been considered, and where appropriate, have been or will be implemented. We will also develop a Workforce Planning and People Strategy, to be aligned with the Strategic Plan 2018-2020, and this is being formulated. Given our service and workforce growth from 2018, the Strategy enables a greater understanding of our workforce profile whereby human resource strategies and practices support maximising the capacity of existing workforce, and shaping the desired workforce. It supports the identification and management of people with the knowledge critical for effective business operations and service outcomes; and our management and retention of corporate knowledge and intellectual property.

The HR team provides coaching and education to team managers to equip them to manage and develop their staff. We continue to be aligned with the organisational values and people principles by embedding a culture of teamwork and building a professional workforce capable of providing high quality services to clients and families.

Employee

Part-time	68%
Full-time	15%
Casual	17%

Gender

Female	95%
Male	5%

Donations and Fundraising

Each year we are humbled to receive support from Trusts and Foundations, community grant programs, businesses, bequests and individual donors. This support allows the organisation to develop new programs and events, continue or grow current programs and provide more opportunities to the communities we service.

We are committed to building relationships with like-minded organisations and all levels of government in order to find new and innovative ways to work together to create mutually beneficial outcomes. This year, all service areas within bestchance have benefited from the support of such relationships and we thank the following organisations for their valued contributions:

RE ROSS TRUST, THE KIMBERLEY FOUNDATION, & GOURLAY CHARITABLE TRUST fully funded the Parent Counsellor role at the Cheshire School over three years through to December 2017.

FLORA & FRANK LEITH CHARITABLE TRUST & PIERCE ARMSTRONG FOUNDATION provided funding in support of the Cheshire School to offset the fees for one child each respectively for a full-year placement at the school.

BESEN FAMILY FOUNDATION & COLLIER CHARITABLE FUND kindly provided funds towards an independent evaluation of the Parent and Child Support (PACS) program that was carried out by Deakin University in October 2017.

JACK BROCKHOFF FOUNDATION generously funded a project to enhance the Cheshire School playground.

LEADER COMMUNITY NEWS & FARESHARE, supported by Newman's Own Foundation granted funds through the Feed Melbourne Appeal to support our Community Support program. Funds were used to supplement food parcels and hampers with halal certified food staples and gifting of food vouchers to community members in need.

DANKS TRUST provided 3 years funding (from 2015) to support increased need in the community of our highly successful Parent and Child Support (PACS) program.

CAMPBELL EDWARDS TRUST supported an innovative project to embed information technology into the Cheshire School curriculum.

As a not-for-profit organisation, bestchance would also like to express our heartfelt thanks to the support we receive from individual donors that allows us to provide quality support to children and families. We are forever grateful to our long term supporters who continue to donate to bestchance on a regular basis – thank you!

*“Thank you to
our supportive
community!”*



Financial Performance

STATEMENT OF FINANCIAL POSITION AS AT 31 DEC 2017

	Dec 2017 (12 months) \$	Dec 2016 (6 months) \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	960,885	591,713
Trade and other receivables	848,757	1,458,066
Financial assets	1,594,261	1,501,927
Other assets	71,679	38,504
TOTAL CURRENT ASSETS	3,475,582	3,590,210
NON CURRENT ASSETS		
Property, plant and equipment	25,156,313	25,433,358
Intangible assets	312,392	256,512
TOTAL NON CURRENT ASSETS	25,468,705	25,689,870
TOTAL ASSETS	28,944,287	29,280,080
CURRENT LIABILITIES		
Trade and other payables	1,187,963	915,035
Provisions	2,416,300	1,797,928
Other liabilities	156,042	748,938
TOTAL CURRENT LIABILITIES	3,760,305	3,461,901
NON CURRENT LIABILITIES		
Borrowings	800,000	1,700,000
Provisions	332,661	292,482
TOTAL NON CURRENT LIABILITIES	1,132,661	1,992,481
TOTAL LIABILITIES	4,892,966	5,454,382
NET ASSETS	24,051,321	23,825,698
EQUITY		
Reserves	19,535,947	19,463,947
Retained earnings	4,515,374	4,361,751
TOTAL EQUITY	24,051,321	23,825,698

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 DEC 2017

	Dec 2017 (12 months) \$	Dec 2016 (6 months) \$
INCOME		
Revenue	31,825,184	14,300,108
OPERATING EXPENDITURE		
Employee benefits expense	(27,460,587)	(13,028,093)
Administration expense	(783,021)	(169,464)
Property maintenance and security expense	(714,761)	(177,653)
Direct costs	(1,082,021)	(262,393)
Computer and equipment expense	(391,577)	(133,166)
Finance costs	(114,812)	(62,996)
Insurance and professional costs	(230,279)	(79,758)
Depreciation and amortisation expense	(623,810)	(106,622)
Motor vehicle expense	(49,313)	(43,170)
Utilities expense	(219,459)	(53,928)
Volunteer expenses	(1,868)	(3,185)
OPERATING SURPLUS/(DEFICIT) FOR THE YEAR	153,676	179,679
NON OPERATING ACTIVITIES		
Gain/(loss) on investments	92,334	88,717
Legal related costs	(20,387)	(45,000)
	71,947	43,717
NET SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES FOR THE YEAR	225,623	223,396
OTHER COMPREHENSIVE INCOME		
TOTAL OTHER COMPREHENSIVE INCOME	-	-
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	225,623	223,396

Statement of Financial Position, Statement of Income and Expenditure and Other Comprehensive Income for the period ended 31 December 2017, the True and Fair Certification and the Certificate by Members of the Board. A copy of the full financial report is available upon request by calling **bestchance** on 9132 6000.

Treasurer Report

STATEMENT OF CASH FLOW FOR THE PERIOD ENDED 31 DEC 2017

	Dec 2017 (12 months) \$	Dec 2016 (6 months) \$
CASH FLOWS FROM OPERATION ACTIVITIES		
Receipts from operations	32,763,594	15,148,274
Payments to suppliers and employees	(31,369,058)	(14,601,169)
Interest and income received from investments	126,809	25,569
Interest paid	(67,106)	(9,132)
NET CASH PROVIDED BY/(USED IN) OPERATING ACTIVITIES	1,454,239	563,570
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for intangibles	(195,543)	(91,251)
Payment for property, plant and equipment	(354,708)	(237,465)
Proceeds from sale of property, plant & equipment	3,799	-
Receipt of donations from unincorporated kindergartens	361,385	-
NET CASH USED BY INVESTMENT ACTIVITIES	(185,067)	(328,716)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds/(repayment) in borrowings	(900,000)	276,054
NET CASH USED BY FINANCING ACTIVITIES	(900,000)	276,054
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS HELD	369,172	510,908
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	591,713	80,805
CASH AND CASH EQUIVALENTS AT END OF THE PERIOD	960,885	591,713

Geoff Milbourne



This year continued the sound results from the 2016 reporting period as we consolidated our financial position.

Across all measures we can see a strengthening of our operating results creating a sustainable base to reinvest back into services and infrastructure in the coming years. When comparing the last two reporting periods readers should note that the with a change to calendar year reporting the 2016 period was for six months whilst 2017 was the full year. With an overall surplus of \$225K (\$223K for 2016) and an operating surplus of \$153K

(\$179K we were able generate a positive operating cash flow of \$1.454M (\$563K), enabling borrowings to be reduced by \$900K. This was based on operating revenues of \$32.7M which comprised mainly government grants (51%) and participants' fees (45%) with the balance made up of philanthropic grants, donations and sundries. The main change between the two reporting period was the increase in participant fees (up 10% of total) with the collection of kindergarten fees now more broadly being made by bestchance under the Early Years Model.

This new preschool management model was introduced during 2017 and entailed the transfer of all operating responsibility from Kindergarten Parent Committees of Management to bestchance. This has meant a significant realignment of roles and responsibilities with 2017 being very much a transition year. From a financial position the change has allowed bestchance to better manage our cash flow and realise some economies of scale. In addition the increase in revenue has naturally reduced the employees' wages and benefits as a percentage of income at 86% down 6% from the previous period.

The full impact of this change however will not be realised until 2018. The improved operating position and prudent management of our assets has flowed through to other measures of financial health. Equity is up \$225K, as mentioned borrowings is down \$900K, cash at \$960K is up \$399K and although working capital ratio at 0.92 is down slightly on previous year (1.03) it is still respectful.

With our prudent management and continued reinvestment back into our people, services, systems and infrastructure we have every confidence that we can continue to provide services of the highest quality that are valued by the community. On this basis we have achieved continued sustainable operating results, ones that gives us confidence for the future.

“Across all measures we can see a strengthening of our operating results...”

Financial Performance

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 2017 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 settlement, there are reasonable grounds to believe that Child and Family Care Network Inc. (operating as bestchance) will be able to pay its debts as 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:



Saul Ryan - Chairman
28 March 2018



Geoffrey Milbourne - Treasurer
28 March 2018

CHILD AND FAMILY CARE NETWORK INC. (OPERATING AS BESTCHANCE)

ABN: 53 094 161 974

Auditors Independence Declaration to the Board of Child and Family Care Network Inc. (operating as bestchance)

I declare that, to the best of my knowledge and belief, during the period ended 31 December 2017 there have been:

- (i) no contraventions of the auditor independence requirements as set out in Division 60.40 of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Saward Dawson Chartered Accountants



Saward Dawson



Partner: Peter Shields
Date: 28 March 2018
Blackburn, Victoria 3130



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 2017, 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 2017.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial report, in accordance with the basis of preparation of summary financial statements.

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 an unmodified audit opinion on the audited financial report in our report dated 28 March 2018.

Management's Responsibility for the Summary Financial Statements

The board is responsible for the preparation of the summary financial statements in accordance with the basis of preparation of 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.

Saward Dawson Chartered Accountants

Saward Dawson

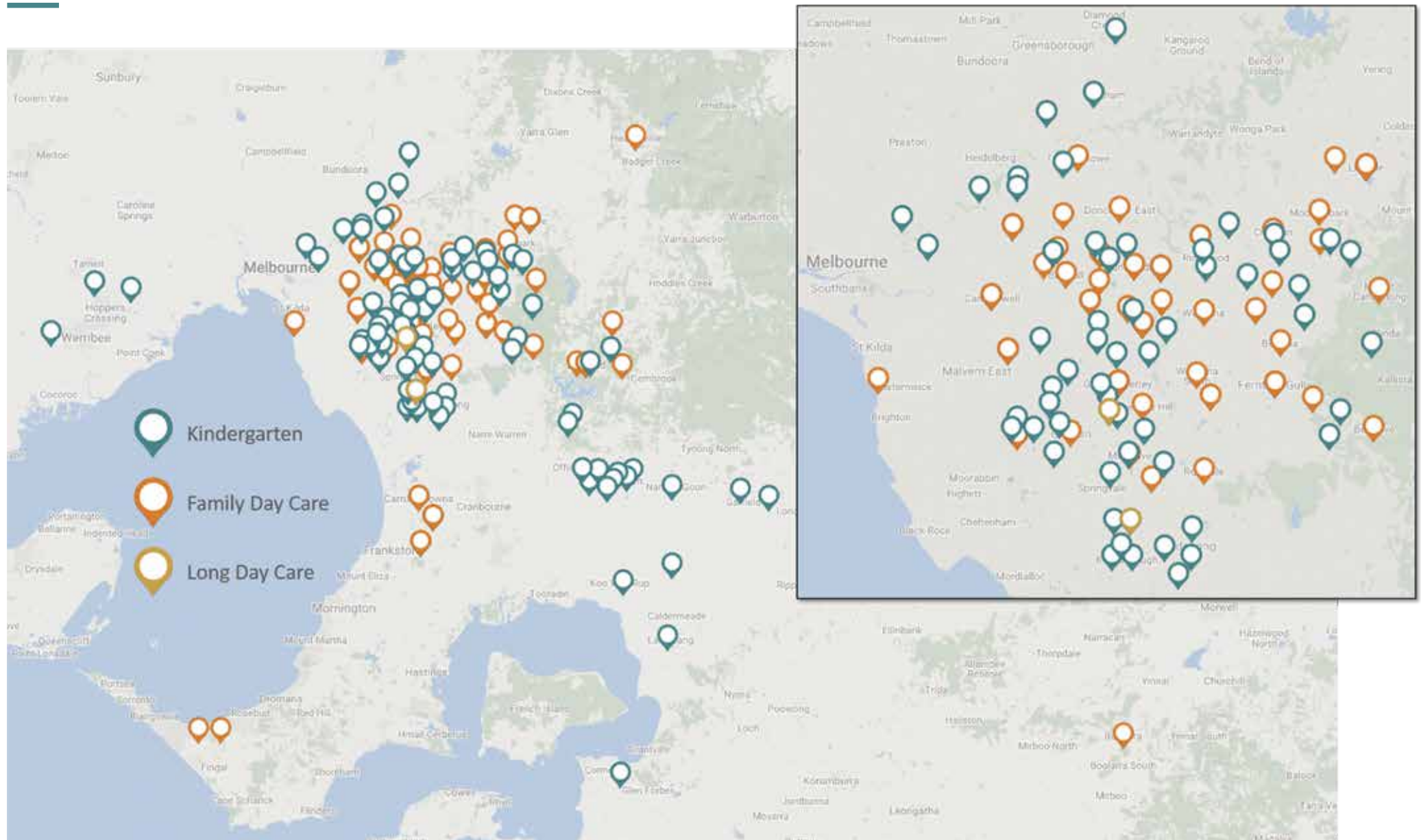
Saward Dawson

Peter Shields

Partner: Peter Shields
Date: 28 March 2018
Blackburn, Victoria 3130

Our Locations

32



Our Locations

KINDERGARTENS

ARENA CHILD AND FAMILY CENTRE

22 Curran Drive, OFFICER 3809
Ph: 9005 1430

ASHWOOD MEMORIAL KINDERGARTEN

17A Arthur St, ASHWOOD 3147
Ph: 9807 5264

AUBURN SOUTH PRE-SCHOOL

5 Anderson Rd, HAWTHORN EAST 3123
Ph: 9821 0190

BAYSWATER NORTH KINDERGARTEN

17 Wonthulong Drv, BAYSWATER NORTH 3153
Ph: 9720 8872

bestchance KINDERGARTEN

583 Ferntree Gully Rd, GLEN WAVERLEY 3150
Ph: 8562 5100

BILBUNGRA KINDERGARTEN

22 Filer Crt, KEYSBOROUGH 3173
Ph: 9798 5856

BRANDON PARK PRE-SCHOOL

7 Collegium Ave, WHEELERS HILL 3150
Ph: 9560 3668

BULLEEN PRE-SCHOOL

5 Derreck Ave, BULLEEN 3105
Ph: 9850 9528

CARA ARMSTRONG KINDERGARTEN

169 Rathmines Rd, HAWTHORN EAST 3123
Ph: 9882 5908

CHANDLER KINDERGARTEN

160-162 Bloomfield Rd, KEYSBOROUGH 3173
Ph: 9798 2357

CLAYTON COMMUNITY CENTRE KINDERGARTEN

Clayton Community Centre
9-15 Cooke St, CLAYTON 3168
Ph: 9541 3171

COLCHESTER PARK PRE-SCHOOL

8A Beresford Drv, BORONIA 3155
Ph: 9761 1018

COLUMBIA PARK PRE-SCHOOL

26-28 Columbia Drv, WHEELERS HILL 3150
Ph: 9561 3986

CORRIGAN REX KINDERGARTEN

28 Kingsclere Ave, KEYSBOROUGH 3173
Ph: 9798 3017

CROYDON CENTRAL KINDERGARTEN

216-218 Mt Dandenong Rd, Croydon 3136
Ph: 9723 1854

CROYDON GUMS KINDERGARTEN

216-218 Mt Dandenong Rd, CROYDON 3136
Ph: 9723 1854

CROYDON NORTH KINDERGARTEN

90 Bonnie View Rd, CROYDON NORTH 3136
Ph: 9726 9246

DANDENONG NORTH EAST KINDERGARTEN

10 Ingrid St, DANDENONG 3175
Ph: 9792 0398

DANDENONG PRIMARY KINDERGARTEN

174-182 Foster St, DANDENONG 3175
Ph: 9792 1830

DANDENONG SOUTH PRIMARY SCHOOL KINDERGARTEN

70a Kirkham Rd, DANDENONG SOUTH 3175
Ph: 9791 7725

DANDENONG WEST PRIMARY KINDERGARTEN

Cnr Hemmings St and Benga Avenue,
DANDENONG 3175
Ph: 9792 1944

DOVER STREET PRE-SCHOOL

19 Dover St, OAKLEIGH EAST 3166
Ph: 9544 0308

EAST BURWOOD PRE-SCHOOL

Statesman Ave, EAST BURWOOD 3151
Ph: 9802 2008

EMMANUEL ANGLICAN KINDERGARTEN

26 Abbeygate St, OAKLEIGH 3167
Ph: 9569 7117

GERMAIN STREET KINDERGARTEN

1 Germain St, OAKLEIGH SOUTH 3167
Ph: 9570 2550

GLEN WAVERLEY SOUTH PRE-SCHOOL

43 Fraser St, GLEN WAVERLEY 3150
Ph: 9560 3430

GLENDALE PRE-SCHOOL

3 Lucerne St, MT WAVERLEY 3149
Ph: 9802 5732

GREENWOOD PARK KINDERGARTEN

5A Greenwood Ave, RINGWOOD 3134
Ph: 9870 8881

HANSEN PARK PRE-SCHOOL

9 Tower St, KILSYTH 3137
Ph: 9728 1006

HEATHERHILL PRE-SCHOOL

101 Noble St, NOBLE PARK 3174
Ph: 9546 1724

HIGHMOUNT PRE-SCHOOL

36 Lechte Rd, MT WAVERLEY 3149
Ph: 9802 2812

INDRA PRE-SCHOOL

38 Edinburgh Rd, BLACKBURN SOUTH 3130
Ph: 9877 3640

KATRINA PRE-SCHOOL

69 Katrina St, BLACKBURN NORTH 3130
Ph: 9878 8116

LARCH STREET KINDERGARTEN

16 Larch St, BLACKBURN 3130
Ph: 9878 1824

LEGEND PARK PRE-SCHOOL

56 King Arthur Drv, GLEN WAVERLEY 3150
Ph: 9803 4666

MT DANDENONG PRE-SCHOOL

1345 Mt Dandenong Tourist Rd,
MT DANDENONG 3767
Ph: 9728 1480

MT WAVERLEY PRE-SCHOOL

35 Sherwood Rd, MT WAVERLEY 3149
Ph: 9807 1267

MULGRAVE PARK KINDERGARTEN

68 Albany Drv, MULGRAVE 3170
Ph: 9560 3495

NARA PRE-SCHOOL

2 Stanley Ave, MT WAVERLEY 3149
Ph: 9807 5250

NOBLE PARK KINDERGARTEN

45 Buckley St, NOBLE PARK 3174
Ph: 9547 5415

NORWOOD PRE-SCHOOL

Notlen Park
18 Notlen St, RINGWOOD 3134
Ph: 9870 6188

OBAN PRE-SCHOOL

6A Holyrood Cres, RINGWOOD NORTH 3134
Ph: 9876 3540

PARKMORE PRE-SCHOOL

41 Jolimont Rd, FOREST HILL 3131
Ph: 9878 6174

PARKSIDE PRE-SCHOOL

524 Elgar Rd, BOX HILL NORTH 3129
Ph: 9890 8979

SARAH COURT PRE-SCHOOL

25 Sarah Crt, MONTROSE 3765
Ph: 9728 3453

SASSAFRAS PRE-SCHOOL

394 Dandenong Rd, SASSAFRAS 3787
Ph: 9755 1119

SPRINGVALE RISE PRIMARY KINDERGARTEN

32-52 Wareham St, SPRINGVALE, 3171
Ph: 9546 4429

ST JOHN'S PRE-SCHOOL

2 Carmichael Rd, EAST OAKLEIGH 3166
Ph: 9544 5704

STUDLEY PARK KINDERGARTEN

31 Stawell St, KEW 3101
Ph: 9853 7019

TALLY HO PRE-SCHOOL

24 Martin Place, GLEN WAVERLEY 3150
Ph: 9802 7527

TARRALLA KINDERGARTEN

38 Gracedale Park,
Gracedale Ave, RINGWOOD EAST 3135
Ph: 9729 9731

TEMPLESTOWE PRE-SCHOOL

3 Swilk St, TEMPLESTOWE 3106
Ph: 9846 2867

TRUGANINA EAST EARLY YEARS CENTRE

49 Mainview Boulevard, TRUGANINA 3029
Ph: 0448 836 800

UPWEY PRE-SCHOOL

1443 Burwood Hwy (PO Box 1112), UPWEY 3158
Ph: 9754 5604

UPWEY SOUTH PRE-SCHOOL

125 Morris Rd, UPWEY 3158
Ph: 9754 5783

WALKER STREET COMMUNITY KINDERGARTEN

89 Walker Street, Clifton Hill 3068
Ph: 9489 6227

WARD AVENUE KINDERGARTEN

4 Ward Avenue, OAKLEIGH SOUTH, 3167
Ph: 9570 1758

WAREKILA PRE-SCHOOL

Cnr Kett St & Busana Way, NUNAWADING 3131
Ph: 9878 8745

WAVERLEY FOOTHILLS PRE-SCHOOL

Gladeswood Drv, MULGRAVE 3170
Ph: 9795 9426

WAYBURN PRE-SCHOOL

579 Waverley Rd, Glen Waverley 3150
Ph: 9802 0152

YARRALEEN PRE-SCHOOL

92 Rocklea Rd, BULLEEN 3105
Ph: 9850 8486

Acknowledgements

*As a not-for-profit organisation
we can't do without the
support we receive every year
through our funders, donors,
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worked with us as partners
and collaborators.*

34

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- Department of Social Services
- Family Day Care Australia
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*Each year **bestchance** relies on the generous support of individuals, families, service organisations, philanthropic trusts and foundations, businesses and community organisations.*

Each year **bestchance** relies on the generous support of individuals, families, service organisations, philanthropic trusts and foundations, businesses and community organisations. Whether this is in the form of an in-kind contribution or monetary donation, each contribution helps **bestchance** to provide much needed services to children and families that access our programs.

You can help by:

- Making a donation
- Volunteering
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- Becoming a corporate sponsor
- Workplace giving
- Attending and supporting our events
- Giving an in-kind gift or pro-bono support
- Donating items for auctions/raffles
- Fundraising at work or in the community



Child and Family Care Network Inc.
Assoc. Inc Reg No A0023502D
ABN 53 094 161 974

Please send to:
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PO Box 4190, Mulgrave VIC 3170
bestchance.org.au

Yes, I would like to give a one-off donation to bestchance

☐ \$30 ☐ \$50 ☐ \$100 ☐ \$ Other

☐ **Yes, I authorise bestchance to deduct this amount monthly**

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Please send me more information about **bestchance** programs and services
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I have already included **bestchance** in my Will.

