

2012-2013 ANNUAL REPORT



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Back: Cris Bull, David Greenwood, Vicki Teese, Geraldine Ryan, Karen Tytler, Wendy Morris-Smith, Kim McConville, Preeti Sircar, Lisa Paton, James Anderson, Diana Khanom, Helen Kane. Front: Chris Thompson, Kevin Feeney, Melissa Sahin





Celebrating 118 years of child, family services



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ANNUAL REPORT // 2012 - 2013

Who We Are

*bestchance is an independent
not-for-profit organisation
which has been providing
support to children and families
since 1895 in the eastern
metropolitan region of Victoria.*

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Formerly Burwood Boys' Home, we operated the first integrated children's services complex in Victoria providing quality early childhood, 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 service's organisations with its head office in Glen Waverley.

The role of Governance is held by the Board of Management of which there are currently seven members. Recruitment for more members is dependent on vacancies and the needs for the particular skill sets within 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 (CFCN), from here on referred to as CFCN.



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.

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 Heritage



He saw a vision and he did something about it.

Robert Campbell Edwards established the Burwood Boys' home in 1895 with the aim of "providing a home for destitute boys with the philosophy that no truly destitute boy would be turned away". In the century that followed, hundreds of boys have been cared for and given the help and training

that would enable them to take their place in the adult world.

Mr Campbell Edwards and the superintendent of the home were firm believers that lads who understood working the land would never be out of employment, would be of good physical condition and have a positive attitude to life. Therefore, the original Home consisted of dormitories and a small farm property on which the boys were required to perform daily tasks as part of their training. It was also a means of providing funds to meet the running costs of the Home.

With time, changes took place to meet the needs of better care. Dormitory living was replaced by family cottages established on the model of normal family living. Each cottage consisted of cottage parents caring for a small group of children. Better education methods were provided to prepare the boys for the life work for which they were best suited. But perhaps most importantly, lives were given new direction and values that would enable them to cope successfully with the years ahead of them.

The original charter of the Home was expanded to meet the changing demand of a changing world.

- In 1972 a decision was taken to admit girls into the Home for care
- In 1983 Goulburn Valley Family Care was established in Shepparton with family group homes provided to meet the needs in that part of Victoria
- In 1987 the Frank W Cheshire Education Centre was established to provide special needs education for disadvantaged children with learning difficulties
- In 1986, after operating for more than 90 years, the Home closed its doors and the Burwood property was sold. The organisation then underwent a name change to Child and Family Care Network Inc. and relocated to Glen Waverley
- In 2006 Child and Family Care Network changes it operating name to bestchance Child Family Care

Today we remain true to our founder's mission that "no destitute family that needs our services should be turned away." We respond to suit the needs of families in the 21st century by creating and delivering an extended family environment with services that are practical, reliable and responsive to the life issues experienced by families and their children, with an emphasis on early childhood.

To learn more about the history of bestchance or to get involved please contact our Heritage Committee on 8562 5100. To find out more about the philanthropic life of Robert Campbell Edwards visit www.campbelledwardstrust.org

It was in 1895 that Robert Campbell Edwards, a successful Melbourne Tea and Coffee merchant, saw the need to "take the homeless children and young people off the streets into a warm and loving home situation" where lives could be changed and new directions provided for the future of these children.



Board of Management

Chairman

Des Dodds

Vice Chairman

Denis Liubinas

Secretary

Glenys Grant OAM PHF

Treasurer

Geoff Milbourne

Board Members

Gary Edwards

Derek Cheah

Vic Rajah

*Arden Joseph**



Standing from left: Denis Liubinas, Gary Edwards
 Seated from left: Geoff Milbourne, Des Dodds, Glenys Grant OAM, PHF, Vic Rajah *Were not available for the group photo

PATRONS

- // Hon. Alastair Nicholson, AO RFD QC
- // Former Chief Justice of the Family Court of Australia
- // Dame Beryl Beaurepaire, AC DBE
- // Kevin Bartlett, AM

* Arden Joseph resigned from the Board of Management in May 2013

	Year joined	Board Meetings	Committee Meetings
		Attendance (eligible/attended)	
DES DODDS	1988	8/9	12/13
DENIS LIUBINAS	1999	6/9	12/13
GEOFF MILBOURNE	2007	7/9	7/9
GLENYS GRANT	1977	5/9	10/11
ARDEN JOSEPH	1996	4/9	2/4
DEREK CHEAH	2009	8/9	7/9
VIC RAJAH	2012	7/9	3/4
GARY EDWARDS	1981	8/9	5/7



This year has been a period of significant growth and development.

We have seen a number of new kindergartens join our Cluster Management, a trend that has accelerated in recent years. This service encapsulates our inclusive culture, working in partnership with local communities to ensure that service excellence at their kindergartens is at the forefront, benefiting all children, no matter their circumstances. Additionally we have completed a major

review of our training services and can look forward with confidence to this service expanding. This growth ensures we are better able to support the early years sector by providing well trained staff imbued with bestchance values. The year also saw us welcome aboard the early years education and care services at Noble Park's Paddy O'Donoghue Centre. We look forward to a deep engagement with this community developing over the coming years.

But even as we grow and expand we are always conscious that children and their families must always be at the centre of our programs. By doing so we keep true to our important mission of providing the best possible start for children so they can realise their full potential. This can only be achieved when everyone works closely with each other and with other organisations for the benefit of the child. We are indeed fortunate at bestchance to have volunteers, staff and management who every day practice this creed.

During the year we were pleased to be able to meet with Federal Minister Peter Garrett to discuss some of our challenges and concerns as an early years education provider. In a similar vein we were delighted to host a visit by State Minister Peter Hall to discuss the importance of providing quality training to our diverse community. These visits provide an opportunity for bestchance to engage at the highest level on the issues facing us and to advocate on behalf of our community.

We were also encouraged by the ongoing support of our local member and the various local councils. The level of engagement and interest we have enjoyed over a number of years is valued by bestchance and an indication of how we are viewed by our local

representatives. It is both appreciated and validating.

During the year we have seen a major review of our board structure; refining the committee system, updating our charter and continuing the process of improvement in governance. The change from operational support to oversight and strategic focus was confirmed at our 2012 Annual General Meeting when members agreed to change the Committee of Management to one of a Board of Governance. This change reflects the increasing complexity of services and the maturing of our organisation. Also during the year we welcomed Deborah Stenning to our Quality and Risk Committee, her expertise is greatly appreciated and her insights are already proving invaluable.

The year has been an exciting and challenging one where we have seen the great history and traditions of bestchance endure. A year where we continued to develop and renew to meet the ongoing challenges of giving each child the opportunity to realise their full potential. Of course we could not have met all these challenges without the wonderful contributions from our board, CEO, staff and volunteers. Their dedication and expertise has meant that bestchance has gone from strength to strength.

Finally I would like to thank Arden Joseph who retired from the Board this year after 17 years of service to bestchance. Arden's wide knowledge and insights have been highly valued by all and I personally have relied upon his quiet wisdom. We wish you all the best for the future.

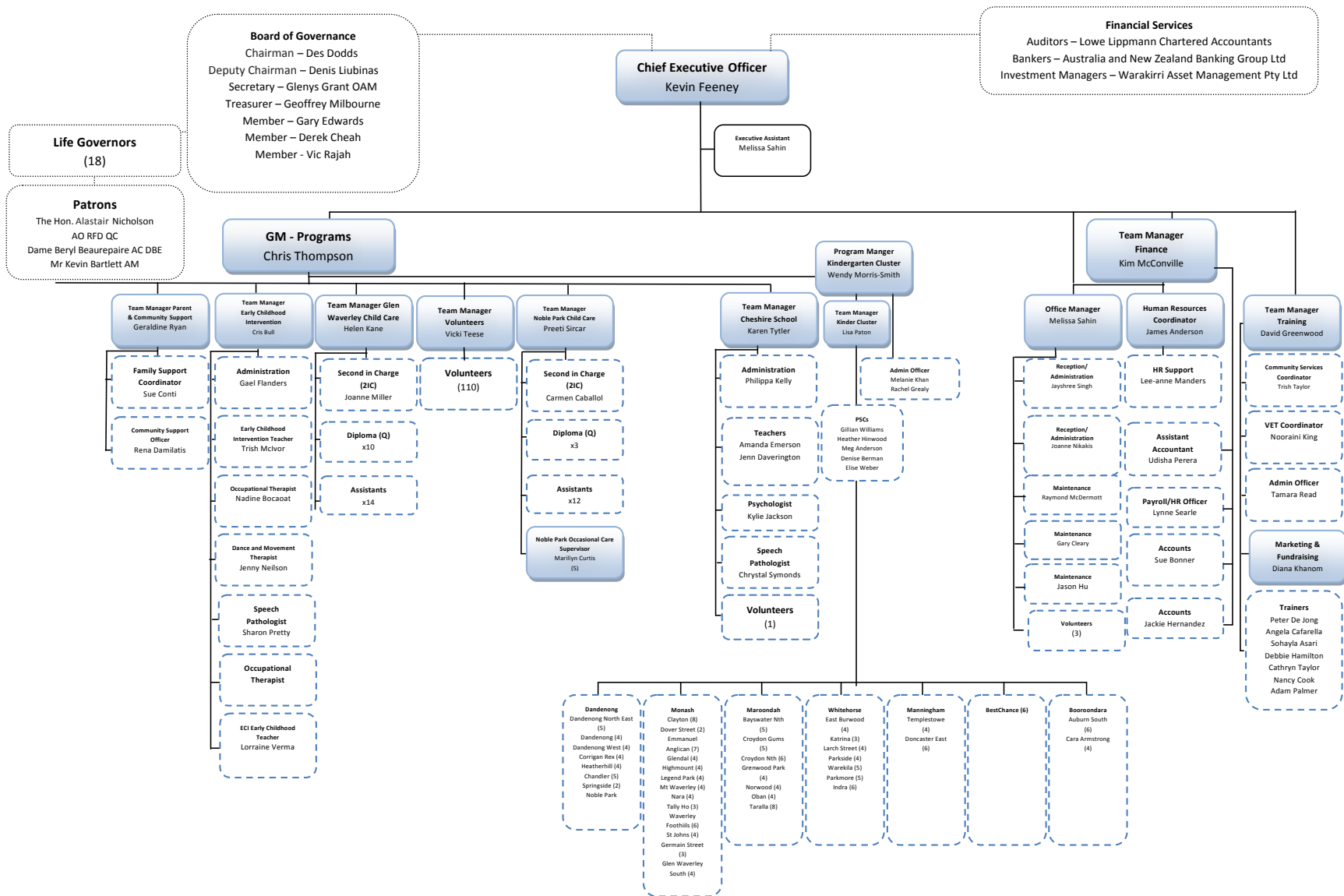


Chairman Report

*"We are always conscious
that children and their families
must be at the centre of
our programs".*



Organisation Chart



Kevin Feeney



If you visit any of our sites you will see, or more accurately hear, our values in practice.

Nothing tells you more that a child is happy and engaged than the noise level of active children. Or in our training offices, where you can hear the conversations of trainees gathering together to exchange ideas or to simply enjoy each other's company. At other times, it is the quiet that is instructive

where parents and staff are engaging in a way that is mutually respectful and thoughtful. Regardless of how noisy or quiet it may be at bestchance, you will find an inclusive and welcoming place.

A key ingredient of fostering such a place is the professionalism and dedication of our people. I see every day how our people respond to issues, coming together to ensure children and families are at the centre of our practice. It is the quality of staff and volunteers, along with leaders, all sharing the same vision and values that makes all this happen.

It is not surprising therefore that the year has seen significant growth in services across bestchance. For example, kindergarten cluster management has grown substantially with kindergartens in seven municipalities, an area in which some fifty thousand children live. We also welcomed aboard the integrated childcare and kindergarten centre at Noble Park. Other services have been active as well and in the coming years we can expect significant growth.

But growth is just not about numbers but also about our development as an organisation. One such example is the work being done on our systems that underpins a safe and reliable service. Building on this work, the substantial investment planned for infrastructure and critical systems will see significant improvement in our quality and risks systems. This is essential to ensure that even as we expand, our quality of service is maintained.

On a personal level, I would like to thank the Board for their support and guidance. Their stewardship has been vital in maintaining our culture, one that is child-centred and fosters a can-do attitude. As a result, bestchance is an open and resilient organisation, able to support children to realise their promise and help build communities that are caring and resilient.

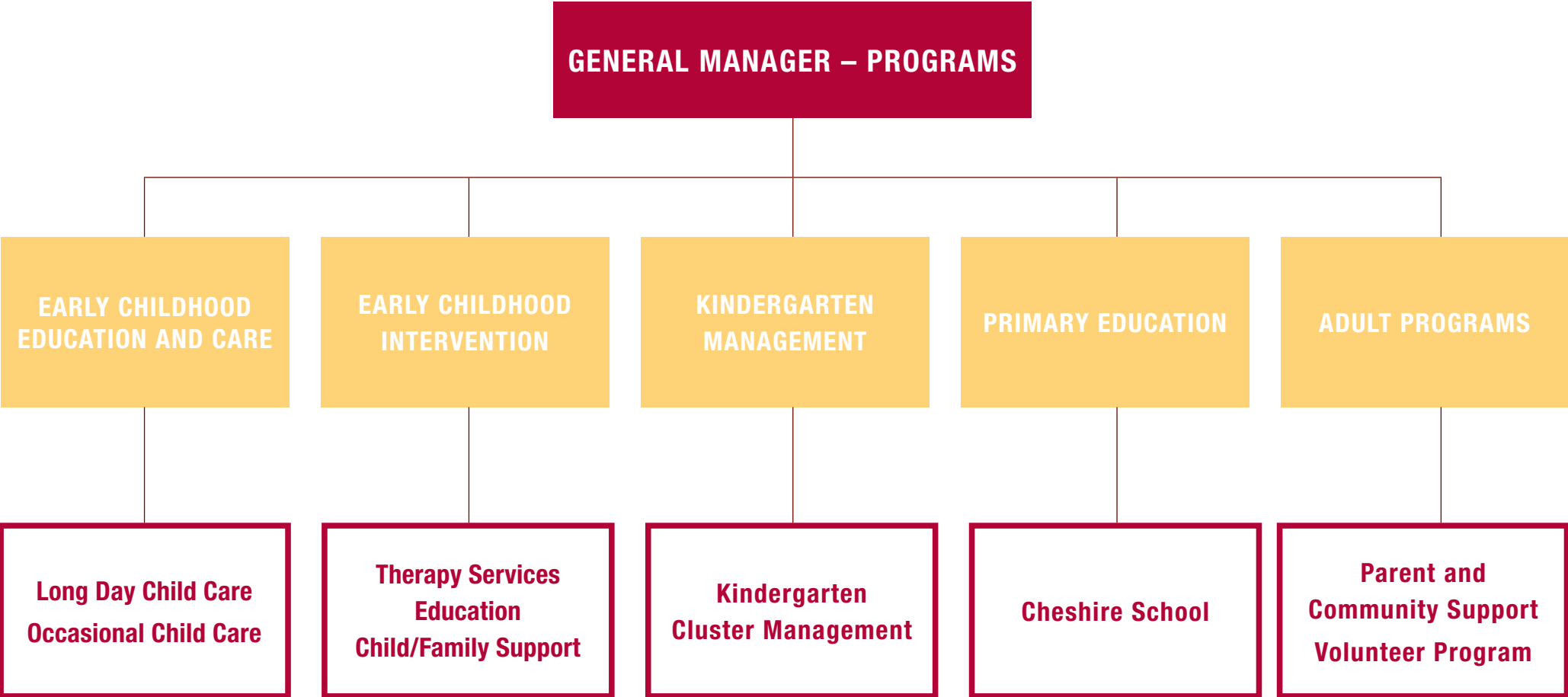
CEO Report

"Listening to the community voice is integral to our everyday service."



bestchance programs

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The early childhood education and care sector has seen significant reform over the past few years at both the state and national levels with the introduction of the National Quality Framework and the Australian Children's Education and Care Quality Authority. While these changes have increased the workload of organisations such as bestchance, the

move to demand quality is welcomed by bestchance. The reform has made available the opportunity for all services to provide every child with the very best opportunities in the important years of early childhood.

The past twelve months has seen the programs at bestchance grow, particularly the kindergarten cluster management program and our early childhood education and care program. We have welcomed new staff to assist in the management of these expanding programs along with other staff who have joined bestchance through this expansion.

The kindergarten cluster management program now works across six local government areas providing 46 kindergartens with management services which are tailored to the individual needs of each kindergarten community. Ms Wendy Morris-Smith has joined bestchance in the newly created role of Program Manager of this program. Wendy brings with her a wealth of experience in the early childhood education and care sector.

bestchance has welcomed the early childhood education and care services of the Paddy O'Donohue Centre in Noble Park to bestchance - Noble Park Community Childcare Centre, Noble Park Occasional Care Service and Noble Park kindergarten. It has been an exciting opportunity to

join with these programs to provide high quality services to the families of Noble Park. Through this opportunity the relationship with the City of Greater Dandenong Children and Family Services Program has also developed which has introduced further opportunities to provide services for families in the area.

The Parent and Community Support Program has seen the re-commencement of the Emergency Relief component of this vital community program. The number of families who require this service is increasing as the economic situation impacts on their lives and it is a privilege to be able to assist them during periods of increased need.

It has been a pleasure to see the continued partnership between bestchance and the City of Monash Maternal and Child Health Service through the Parent and Community Support Program, and more recently the commencement of a Maternal and Child Health Service session per week within the Glen Waverley Children's Centre. This has been a well-received service for the busy families who use the Children's Centre. bestchance looks forward to further developing this relationship.

The cohesiveness and commitment of bestchance staff to welcome new staff and mentor the values and philosophies of family centred and collaborative working practices, whilst keeping to the principals of an integrated service, has played a major part in our success thus far, and I thank each staff member for this work. The challenge as we further develop is to ensure we continue to engage with staff and families while maintaining the high quality services for children and their families.

"The move to demand quality is welcomed by bestchance."



Early Years Education and Care

“As educators we have continued to strive to keep up with our professional development”

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HELEN KANE

Team Manager Glen Waverley Child Care

What does this program deliver? The bestchance Child Care Centre in Glen Waverley provides early years education for 150 families with inclusive and integrated programs which are both educational and nurturing. We follow the Early Years Learning Framework which provides children with directed learning, complemented by intentional teaching by educators to achieve five learning outcomes covering the physical, cognitive, social and emotional growth of children. Our program accommodates 108 children on any one day aged from 6 wks to 6 yrs and we have 30 staff directly involved in its program delivery. We do our best to help financially vulnerable families and those under emotional stress from within our local community to access our facilities.

What has it achieved in the last year? In the last year we have been fortunate enough to further extend our program by adding Chinese lessons to our curriculum and an introduction to wind instruments, both provided by our own educators. Children and families have participated in a range of additional activities throughout the year such as Mother's Day and Father's Day dinners, Chinese New Year celebrations, Australia Day barbeque, teddy bears picnic, jeans for genes day activities and a Christmas party for our families were also enjoyed.

Staffing has been challenging this year. Usually our staff is very stable but in 2013, for quite valid reasons such as having babies and moving to northern Victoria, around a fifth of our diploma qualified educators exited. We were determined to replace them with nothing but the best, so the recruitment process has been lengthy, however we are looking to be back on track going full steam ahead!

As educators we have continued to strive to keep up with our professional development and pay particular heed to a living quality improvement program as outlined in the National Quality Framework. The framework incorporates a number of reforms including revised nationally consistent regulations.

What are the program plans for next year? Health is part of the plan next year with ongoing weekly visits from a GP and a Maternal and Child Health Nurse to conduct health and developmental checks for our children. Helping children with additional needs is also a priority, having successfully included a number of children in our rooms this year. This is something all children within the centre have benefited from.

Professional development for our staff is also a priority. This year Bradley Miller, one of our educators, will be visiting a former bestchance room leader who is now working in the town of Kununurra in Western Australia where she runs a children's centre in an indigenous community. Brad will be joining Karen Curtis to assist the indigenous staff in the setting up a 4-5 year-old room based on the one he runs so successfully here at bestchance.



Early Years Education and Care

167
children accessed childcare

10% had additional needs

65% were CALD

15% benefited from other bestchance services



SUPPORTING FAMILIES

Marcia gave birth to a pretty baby girl called Ebony last year. Ebony's dad and her two brothers were overjoyed with her arrival but for Marcia in particular her daughter's birth made her feel as if all her dreams had come true. She adored her sons but this little girl was what she had wanted since she herself was a little girl.

Unfortunately Ebony wasn't an easy baby. She didn't seem to put on weight, she was a very slow feeder and slept fitfully. In fact, doctors felt she was not thriving and her parents took her to one paediatrician after another, received one diagnostic test after another and were left with one wrong diagnosis after another. By the end Ebony's parents felt helpless.

When Ebony was admitted to hospital, the family's life was turned upside down. Marcia needed all the support she could get and was encouraged by bestchance to leave her boys at childcare more often than usual and helped the family access financial support. This meant it was easier for the whole family to weather the time Ebony needed greater care.

In the end baby Ebony was diagnosed with one of the three hundred types of dwarfism. This meant that Marcia's beautiful baby girl would always have short stature and possibly more complications in the future. Ebony's parents could only grieve for what might have been.

Marcia found it very hard to cope in particular. Her mind was tortured by endless questions about Ebony's future. She seemed to relax a little while her boys were having fun in the childcare rooms and she could sit in the foyer feeding Ebony whilst unburdening her worries to our counsellor.

Ebony was very easy for all the staff to love at bestchance, and love her we did. It was as if all of the staff had become extra members of her family. When other parents unwittingly dwelt on her tiny body, Marcia seemed glad to practise her responses in the security of the centre.

Ebony has now joined her brothers at bestchance and is in a childcare room. She is pulling herself up like all children her age and takes an interest in everything around her. She has the most beautiful smile, especially for her mother when she comes to pick her up.

Early Years Education and Care

“We endeavor to embrace multiculturalism and provide help, both financial and emotional, to new migrant and CALD families”

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PREETI SIRCAR

Team Manager Noble Park Community Child Care Centre

What does this program deliver? The Noble Park Child Community Care Centre provides early years education and care for more than 205 families. Currently, on a daily average we have 110 children - aged from 6 weeks to 6 years, with 28 staff directly involved in program implementation. Our long day care program provides early years education for 54 families with inclusive and integrated programs. The children are provided with directed learning and intentional teaching by educators, working within the Early Years Learning Framework. We endeavour to embrace multiculturalism and provide help, both financial and emotional, to new migrant and CALD families. We try our best to establish a relationship with the local community, so that services offered by us benefit families undergoing financial and emotional hardship.

What has it achieved in the last year? The last year has seen the emergence of an integrated service at the premises. We have worked hard towards achieving this by:

- Talking to the council and successfully removing the doors between all three services
- Planning our monthly combined staff meeting for team building
- Appointing an educational leader to lead and support the whole team
- Providing opportunities of exposure of staff to best practices to improve quality, morale and teamwork.

Our main focus was to make this service integrated, safe and secure – with childcare, occasional care and kindergarten services complementing each other.

Thereafter we worked on our occupancy and roster. The existing occupancy of 73% was improved to the current 92%. We have employed some qualified permanent staff to improve the quality of care and provide a service which

readies the children for later primary school life.

The staff underwent EYLF training and updated their First Aid, Anaphylaxis and Asthma Certificates. Children and families have participated in a range of additional activities throughout the year such as Mother's Day and Father's Day afternoon tea, Chinese New Year celebrations, jeans for genes day activities and Daffodil Day celebrations.

What are the program plans for next year? Additional needs are a priority, having successfully included a number of children in our rooms this year. This is something all children within the centre have benefited from. Inclusion and support to those families with financial hardship, and special needs children are also a priority. With the help of the bestchance ECI team and the Parent and Community Support program we are working to achieve this successfully. Our aim is to deliver an integrated service, dedicated to providing a holistic approach to child and family care.



Early Years Education and Care

149
children accessed childcare
78% were CALD

Noble Park Occasional Childcare program

What does this program deliver? The Noble Park Occasional Childcare program joined bestchance in January 2013 with the full transition occurring in July 2013. The program offers a quality and affordable program for families residing in Noble Park and the surrounding area. The children from 0-6 years come from a diverse range of cultures and family situations. The children are encouraged to appreciate and celebrate their differences. The qualified staff are supported by volunteer parents to provide a safe, caring and stimulating environment for all children. For parents, the service offers a much needed respite from the demands of raising young children. For the children, it provides balanced and invigorating physical challenges along with diverse and interactive activities.

What are the program plans for next year? The Noble Park Occasional Childcare program is one of the three early childhood care and education services within the Paddy O'Donohue Centre now managed by bestchance. Over the coming year the three services will move toward providing an integrated "one stop shop" for the families of the Noble Park and surrounding areas to facilitate best outcomes for the children and their families. The Occasional Care staff will move to programming for the children using the Victorian Early Years Learning and Development Program Practice Principles and Outcomes to bring it in line with the long day

care and kindergarten programs. Marilyn and her staff are skilled and dedicated to the children and families with whom they work and see this programming as building on the quality of care and education already offered.



HELPING NEW COMMUNITIES

Shamia, a new migrant from Afghanistan, visited the Noble Park Centre to enrol her three old son Hayat. Despite not being able to speak English, Shamia was very friendly and didn't hesitate to talk to staff in her broken English. After leaving Hayat in the room for orientation, she filled out his enrolment form with the help of a bestchance staff member with the same background. Shamia left that day feeling very happy and comfortable that her son would be in the best possible care.

Following enrolment, Hayat quickly settled in at the centre as did Shamia. She was always keen to talk to staff to practise her language skills. One day, despite her lack of fluency in English, she conveyed her aspirations for Hayat to get educated and become a "big officer". She herself had never gone to school as girls weren't educated in Afghanistan. She then expressed how pleased she was with Hayat's kinder teacher as he was learning to speak English and he was now able to use the iPad without any help. In another broken conversation staff discovered that Shamia had no idea about enrolling Hayat for primary education. As a result the Afghani staff member helped her to apply for a place at a local primary school next year.

One day Shamia came in looking a bit worried and her smile was missing. After sitting down with a cup of coffee, she told staff that her language teacher had told her to watch television to improve her English but she was worried as they couldn't afford to buy one. Fortunately, the centre had two free tickets for a children's movie which were offered as an alternative. Shamia was asked if she and Hayat had ever been to the cinema to which she responded they had never been because the family were struggling to pay bills; therefore couldn't even think of such luxuries.

The next time Shamia came in she had a beautiful smile. She asked Hayat to tell staff how amazed she was to see the big screen at the cinema and how Hayat helped her understand the movie by translating for her. She told us that her husband had decided that despite all the hardship, they would be buying a second hand TV to improve their English and to better understand the culture here.

A few days before Hayat's last day at the centre before he started Primary School, Shamia's husband came to say thanks to the Noble Park staff. He said he could not thank the team enough. for all the support they had given to build up his son's and his wife's confidence and said that Shamia had recently enrolled in night school to study and complete her primary education. He said she was so impressed with the Noble Park staff that she wanted to become a childcare educator herself.

Early Childhood Intervention

“Our key worker is a wonderfully resourceful, patient and professional worker. She has helped so much since being involved with my family.”

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CRISTINE BULL

Team Manger Early Childhood Intervention

What does this program deliver? Early Childhood Intervention (ECI) provides services for families whose children are aged 0 - 6yrs and have a developmental delay or disability. The ECI team is made up of highly qualified and experienced allied health professionals which includes a Speech Pathologist, Occupational Therapist, Dance and Movement Therapist and Early Childhood Intervention Educators. ECI families also have access to a Family Counsellor. Our approach is family centred, working in partnership with parents and other service providers to best meet the individual child's needs. Each family is provided with a Key Worker who collaborates with other service providers as well as members of the ECI team to ensure the expertise of all professionals are utilised to achieve the best outcomes. Our services are provided through play and daily routines in the child's natural learning environments which could be at home, child care or kindergarten. We offer a weekly ECI playgroup at bestchance as an opportunity for parents to meet regularly in a supportive environment. Other specific short term programs are provided as needs are identified.

What has it achieved in the last year? Over the last 12 months the bestchance ECI team have continued to further develop and implement best practice into the services we provide. This has been influenced by The Early Childhood Intervention Service (ECIS) Reform Project, Literature review, the bestchance Integrated Framework and most importantly from family and community feedback. Feedback from families has reinforced the benefits of the Key worker and transdisciplinary model of best practice. The voice of the community tells us families like to have

a range of professional expertise to assist their child's varying needs and a choice of where and how the services are provided, without being overwhelmed by too many different professionals at one time. The bestchance ECI team have continued to further develop and implement best practice by undertaking professional development in Family Partnership Training, Best Practice in Early Intervention and Transdisciplinary Key Worker Role, Strength based practice as well as other discipline specific training. The team has contributed to the integrated approach at bestchance by providing speech pathology 'fee for service' and consultation from the ECI team to bestchance children's services. As a result the percentage of children who have accessed integrated services at bestchance has doubled since the previous year.

What are the program plans for next year? During the next 12 months the ECI team plan to consolidate and further develop the way we provide services using a key worker transdisciplinary approach and by providing services in everyday family environments and early childhood settings. We will continue to provide a weekly playgroup and short term group programs which will be continuously reviewed to ensure families are receiving the range of services they require. It will also be important for us, over the next 12 months, to consider the future implementation of the National Disability Insurance Scheme and how it will impact bestchance ECI service provision. We value family and community feedback and plan to run focus groups in addition to feedback surveys in order to learn more about what is working well and how we can improve our services.

bestchance acknowledges the support of the Victorian Government for this program.

Early Childhood Intervention

79 children attended Early Childhood Intervention

34% were from CALD backgrounds

30 % benefited from other

bestchance services

87% of families said they were satisfied/very satisfied in a Family Feedback Survey



WORKING TOGETHER

Tom is an active, fun loving boy who lives with his family and attends his local child care and 4 year old Preschool program. Tom has high energy levels and difficulties with his communication and social interaction but is making positive gains and is starting school next year.

When Tom first started with the bestchance ECI Team last year, the ECI Key Worker provided a home based program as requested by the family. The Family Service and Support Plan was reviewed early this year and the family decided that the priority had changed to supporting Tom at Preschool. The Key Worker has since been providing fortnightly visits to the Preschool to support Tom's participation and to provide strategies for the educator.

As a result Tom has been making positive progress and his Preschool Educator has reported that he can now communicate his thoughts and feelings and is communicating with his peers a lot more. Tom is engaging in imaginative play and recently led a play activity with his peers, whereas previously he simply played alongside them.

Tom's Preschool educator also reflected that the service provided by the ECI Key Worker has not only been beneficial for Tom but for the rest of the children in the group and also for her as an early childhood professional. She found that by having discussion with the Key Worker around strategies, tools and information that she has been able to benefit the whole group. She has now incorporated the 'super friends' program into her daily program and explained that it has guided the other children's behaviour, as well as Tom's.

"Our key worker is a wonderfully resourceful, patient and professional worker. She has helped so much since being involved with my family. A true credit to bestchance".

Kindergarten Cluster Management

*“We continue to work
on embedding sustainable
practices and systems”*

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WENDY MORRIS-SMITH
Kindergarten Cluster Program Manager

What does this program deliver? Our Kindergarten Cluster Management program supports the delivery of quality kindergarten programs across seven local government areas including Monash, Greater Dandenong, Whitehorse, Boroondarra, Manningham, Maroondah and Kingston Councils.

Kindergarten services have a long history of committees being integral to the governance of services and so the bestchance cluster model supports partnership with committees to retain their “community voice” and local influence whilst removing the more onerous and increasingly specialised role of ensuring kindergarten programs meet national quality standards and regulations.

Our kindergarten educators and programs are supported by highly skilled and experienced early childhood professionals with backgrounds in early childhood program delivery. Each kindergarten is supported in the context of its local community. Recruitment is the responsibility of bestchance, but this occurs in consultation with kindergarten committees to select the educator who is the best fit for their community.

What has it achieved in the last year? Kindergarten Cluster has experienced significant growth from 30 member kindergartens to 42 kindergartens in the past year. During the year, eight kindergartens have been supported through National Quality Rating and Assessment visits. Ongoing conversations about practice and theory, support for Educational Leaders and Nominated Supervisors in their leadership roles, and positive, strength-based mentoring has led kindergartens to be supported to achieve very positive rating outcomes.

As our team grows across broader geographical areas, we are working to embed processes and systems to support our expanding network of children, families, committees and educators. Partnerships with local councils are of great

significance. The relocation of a displaced kindergarten during the year demonstrated our commitment to work with a local government partner, supporting children, families and educators in relocation and moving back to their service.

This year’s bestchance Kindergarten Cluster conference was the second conference the organisation has held with strong support from committees to enable educator attendance. With overwhelmingly positive feedback from the 180 attending educators we are committed to continue to provide quality learning and networking opportunities for our educator team into the future.

What are the program plans for next year? In the year ahead we will strengthen our relationship with bestchance Training. As an employer for 42 kindergartens, we seek quality educators as vacancies arise with vested interest in the outcome of quality Certificate III and Diploma educated students in the sector.

We continue to work on embedding sustainable practices and systems to ensure each cluster member kindergarten is receiving the quality support needed whilst catering to the needs of newer member kindergartens. We will build on the learning we have gained from the Rating and Assessment visits and use our knowledge to support educators and kindergarten committees into the future.

Our Kindergarten Program Consultants individually mentor educators and will participate in their own learning and development training in October, participating in CLASS training at Melbourne University. This opportunity will enhance the skill set of those mentoring and leading educators in practice and result in greater educator understanding of the impacts of service delivery and engagement with children and families.

bestchance acknowledges the support of the Victorian Government for this program.

Kindergarten Cluster Management

210

educators supported in the last year

36% of 4 year olds are CALD

2,823

children enrolled into
bestchance kindergartens



STRENGTHENING NETWORKS

bestchance sees opportunities for strengthening networks and partnerships within the cluster program. There are benefits for kindergarten educators and committees to meet in geographical clusters or in interest based groups to share their expertise and knowledge to support each other.

At a bestchance Committee Reference Group meeting this year, members were asked to think about the resources and equipment in their kindergartens that might be suitable for donation to another kindergarten located in a vulnerable area with families of refugee status from culturally diverse backgrounds.

Following the meeting, a member took this discussion back to her kindergarten committee, where it so happened that a local primary school teacher was looking to teach a project of learning about diversity. After hearing about the needs of the kindergarten located in a vulnerable area, the teacher set about to lead her year two class on a fundraising mission to provide the kindergarten with culturally diverse equipment and resources.

At the end of the project, the school children will use social media to meet the children and educators at the kindergarten and see them using the equipment and play materials they have worked hard to purchase for the kindergarten environment.

bestchance would like to thank our Committee Reference Group member for effecting such a wonderful change and learning opportunity in the community by sharing this story.

Cheshire School

*“Each student has an individual
learning and behaviour
management plan”*

20

KAREN TYTLER
Team Manager Cheshire School

What does this program deliver? Cheshire School is a specialist setting for primary school aged students. The school provides a cognitive-behavioural based intervention program for children with significant social, emotional and behavioural problems who have failed, or are at risk of failure, within a mainstream school.

The school program follows the National Curriculum, however it is adapted with an emphasis on providing opportunities for learning and growth to assist students to develop appropriate behaviours and skills that will assist them to be successful in a mainstream school environment. Our intervention program is for a minimum of four terms to allow students to obtain the necessary skills to successfully transition back into a regular school, setting them up for a positive experience of education.

What has it achieved in the last year? The school has engaged in an ongoing review of its practice, using the most up to date evidence, parent feedback and consultation with education and mental health care providers. The school's program now reflects a whole of school, consistent approach to managing challenging behaviours and teaching social and emotional skills. Each student has an individual learning and behaviour management plan, which is coordinated by the classroom teacher, but includes input from the student, their peers, family, Cheshire psychologist and speech pathologist, school of origin and other professionals involved with them.

One of the challenges in providing a program for students with severe behavioural disorders is how we assist the student and their family to choose firstly whether this program is the “right fit” for them, and on completing the program how they move successfully back into a mainstream school. In response to this, the team reviewed and updated the intake process. What this has meant for all concerned (people referring, families, schools and the Cheshire team) is

that we are able (where possible) to establish a team around each student that includes families and the professionals supporting the student to partner with us to provide the most consistent and comprehensive program we can as soon as the student begins their time at the school.

What are the program plans for next year? The next piece of work to be undertaken is to make sure the process of transition to a new school at the end of their program is as comprehensive as possible. The school sought feedback from parents, students, teaching staff and Department of Education and Early Childhood Development about how we best assist students to move back into their local school. While we are able to provide support to each student and their school leading up to and after leaving Cheshire, the team are keen to work with schools not only about individual students but about how we manage challenging behaviours, with a view to making a difference for a range of students and their teachers, not just the ones that come to Cheshire.

bestchance acknowledges the support of the Victorian Government for this program.



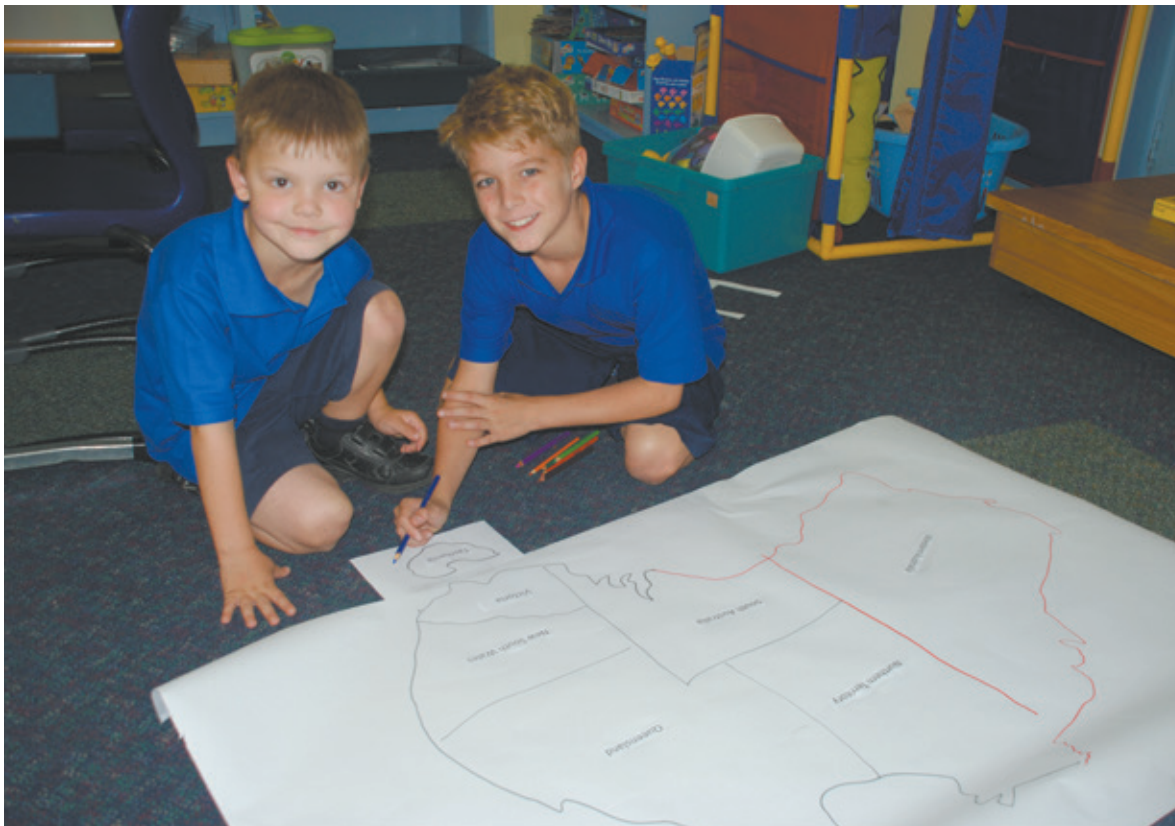
Cheshire School

27 students enrolled this year

22% are of CALD background

93% transitioned back into mainstream school

79% attendance rate



MAKING A DIFFERENCE

Mother of two boys, Kate first heard about Cheshire from the Assistant Principal at their local school. Her second son Tom was one of the youngest in his kinder and although he was a bright child he was also loud, physical and often described as a whirlwind. Other children became wary of him and parents didn't want him playing with their children. Kate discussed this with Tom's kinder teacher. They both agreed that another year of kinder would not be the best but worried that Tom would become a bully and really struggle in a classroom setting.

It was then that Kate decided to enrol Tom in the Cheshire intervention programme. After her first meeting at the school where she met many of the professionals working there, Kate recalls feeling comfortable straight away. She felt it would be an ideal place where Tom could learn, be accepted and understand clear, predictable boundaries for behaviour.

As part of Tom's learning, his family set the goal that he develop social skills where he would learn to respect other people's personal space, lower his voice and keep "his hands to himself." The Cheshire team worked together to ensure these goals were reflected in the classroom, in the playground and on excursions.

Tom quickly settled in at Cheshire and has been a bright and happy member of the school community. He is learning to sit still, channel his energy in more appropriate ways and has become an absolute "bookworm!" He is also a "social butterfly" and loves school.

As Tom comes to the end of his prep year at Cheshire. Kate, her husband and Tom and Jack have been involved in regular review meetings. Kate says three things – patience, communication and teaching boundaries for Tom's behaviour – have made the biggest difference to her family.

As Tom prepares to move back to his local school soon, Kate has asked the team at Cheshire to develop and review strategies for Tom over his first few terms at the school. As the team have developed a wealth of information about Tom from both school and home, they are keen to work with his new school community to make his transition a successful one.

Kate has also said she is keen to volunteer at the school, and has taken on training in Education Support. We look forward to having her unique perspective and skills assist children and families into the future.

Parent & Community Support

“The multicultural aspect of both these programs have been broadened in response to the increasing cultural diversity with the group”

22

GERALDINE RYAN

Team Manager Parent and Community Support

What does this program deliver? The Parent and Community Support (PACS) program has three distinct but closely related areas of service delivery which assists individuals and families experiencing an unexpected difficulty or crisis.

Firstly our Community Support component provides practical and limited financial help which may include material aid, advocacy, support with overdue utility bills and access to food vouchers and parcels. Every year we assist Low Income families over the Christmas period as part of our Wishing Tree program whilst our Recycle Program provides families with essential clothing, toys, baby items and household goods all year round.

Secondly our Parent and Child Support component is a preventative program offering support to families with pre-school aged children who have additional needs and/or limited support networks. As part of this, we offer In-home Volunteer Support which is a family focused service using the skills and knowledge of volunteers to support young families in their homes.

Thirdly our Supported Playgroup is designed to provide a link between home and community, giving both parents and children the opportunity to meet and socialise in a caring and supported environment and also relies on volunteer support.

In addition to these services we also offer a range of parent counselling and support services to parents using bestchance Children's Centre in Glen Waverley.

What has it achieved in the last year? In the Community Support area, the number of clients have increased and we have expanded and updated the resources and information available. A range of tip sheets have been developed and made available to the client group. Last year sixty families

participated in the Wishing Tree program where we offered them practical assistance at Christmas time.

Across the program, we have continued to support a small group of highly vulnerable families. Both our In-home Volunteer Support and our Supported Playgroup are operating at capacity. The multicultural aspect of both these programs have been broadened in response to the increasing cultural diversity within the group. Parenting groups offered have been well received and attended by parents accessing the Children's Centre and also parents accessing a kindergarten cluster service.

What are the program plans for next year? Over the next 12 months we will continue to develop the profile of the Parent and Community Support program to ensure that those in the community who need the service are aware of it and are comfortable to access it.

There are plans to commence a second Supported Playgroup as referrals into this program are high and the group is at capacity with there being a waiting list from time to time. A second playgroup would further develop our capacity to meet community demand and ensure that isolated families are not left waiting for a service at a time of high need for them.

Similarly, the recruitment of more volunteers to meet the demand for the In-home Volunteer Support program will also be a priority. The focus on support, training and mentoring for our existing volunteers will continue to ensure that they are confident and equipped to continue to fulfil their role in supporting isolated and vulnerable families. Our counselling program will continue to provide a responsive service to families and further parenting programs will be offered over the year. bestchance acknowledges the support of City of Monash for the Supported Playgroup.

Parent & Community Support

27 families receive In-home Parenting Support

18 families attend our Supported Playgroup

206 families/individuals accessed Welfare Support

31% of families accessing counselling are CALD



SUPPORTING VULNERABLE FAMILIES

*Mary was referred to the bestchance Supported Playgroup by the Enhanced Maternal and Child Health program. Mary is 28 years old and she and her partner have a one year old son.

At the time of referral Mary was facing a number of very serious challenges. She was a recovering addict who was at risk of being incarcerated as her case was processed through the justice system. Her family was living in transitional housing with no family support and very few friends. They were also struggling on a very limited income. Mary's son had been born prematurely and it appeared that there were concerns with his development. Due to all these circumstances the family rarely had an opportunity to leave their very small apartment.

Soon after attending their first session Mary, her partner and her son became regular attendees at the bestchance Supported Playgroup. Mary commented that this was the first time she had felt accepted by a group and that felt she might even be able to make friends there. The other mothers attending the group embraced and welcomed Mary and her family and it was clear from this early point that they would benefit from other bestchance services.

Following on from the initial contact with the Supported Playgroup, Mary started individual counselling sessions and her family was offered financial support through the Community Support program. She was encouraged to access other services including a paediatrician to help her with nurturing and developing her child.

One pressing concern was the likelihood of Mary being incarcerated and her obvious worry about care of her son should this happen. As a precaution, attempts were made to link her in with the Child Care program. Repeated adjournments of her court hearing caused Mary significant anxiety but she was grateful for the support offered by the PACS program to help her to navigate the legal system.

Today Mary and her family continue to face many challenges but she describes much benefit from attending the Supported Playgroup and accessing other support services. She particularly enjoys the support offered by the volunteers and says she feels just like any other mum.

*Name has been changed to protect client identity.

Training

“Our fully qualified, specialist trainers ensure our students are engaged and receive the highest standards of training.”

24

DAVID GREENWOOD Team Manager Training

What does this program deliver? bestchance training is a Learn Local Registered Training Organisation which has been delivering nationally recognised training programs in the community since 1992.

We offer small class sizes with a “hands on” approach to learning at our Glen Waverley campus. For many of our full qualification programs, practical placement is a key component of our training delivery as it allows our students to gain valuable practical skills and experience in the field. Our fully qualified, specialist trainers ensure our students are engaged and receive the highest standards of training.

bestchance Training responds to the training needs of the local community by running courses which are demand driven. We regularly carry out quality checks, host focus groups and run learner surveys to listen to the voice of our student population. We also liaise with industry bodies to match local employment demand with the community training needs.

What has it achieved in the last year? In the past 12 months 293 students have enrolled with bestchance training in nine different qualifications. We have strengthened our links with local industry bodies and businesses in order to offer our students practical placements at Aged Facilities, Childcare centres and Secondary Schools.

In the past 12 months we have seen a 17% increase in student enrolments which has allowed us to fully utilise our excellent facilities located in Glen Waverley. Our campus recently underwent a \$1.5M upgrade which was generously provided by DEEWR’s (Department of Education and Employment Workplace Relations) Investing in Community Education and Training (ICET) program.

This year we also trained 7 bestchance staff who upskilled Certificate III in Children’s Services to Diploma in Children’s Services. As of January 2014 it is a national

requirement for educators to actively work towards the Diploma qualification as part of the Education and Care Services National Regulations.

We have a dedicated marketing officer who is coordinating a new look and feel to our marketing material, including a refresh of the bestchance training logo. Internally our team has grown and we now have 5 dedicated team members and 7 specialist Trainers/ Assessors.

What are the program plans for next year? In the next year bestchance Training aims to increase its provision of qualifications to ensure we have a recognised and respected presence in the local community which meets emerging needs in other communities.

If there is sufficient demand bestchance Training will look to run evening and weekend programs for the local community and offer more short pre-accredited programs under Learn Local such as Preparing for employment, basic IT and OH&S programs. We are also exploring opportunities where we can deliver training programs through partners in order to run exciting education programs based on industry and student needs in the local area. Our training facilities continue to be available for external use by businesses, leisure, sporting and service clubs/groups for functions, meeting and other activities.



293 student enrolments

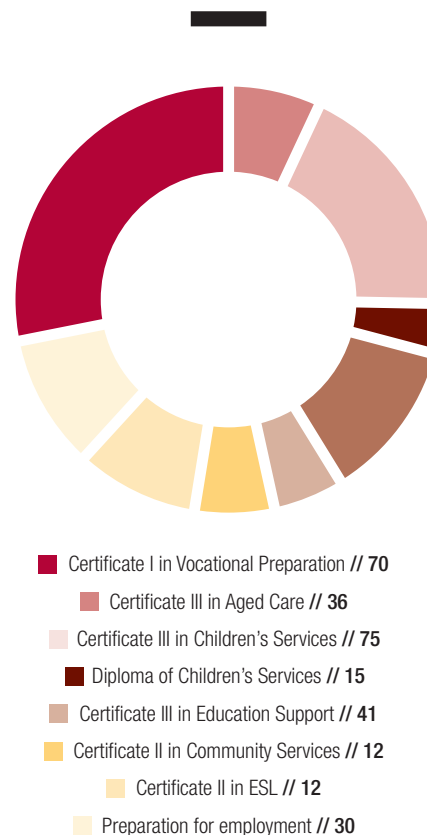
53% of our students are CALD

Delivered 26 courses

17% increase in enrolments



STUDENTS PER TRAINING PROGRAM 2012/2013



BREAKING DOWN BARRIERS TO WORK

Alice, a mother of one, had migrated to Australia from China. Whilst her husband stayed behind to run the family business, Alice was left to bring up her daughter with no support networks and only limited English language skills.

After her child had enrolled into school, Alice found herself feeling lonely at home and decided she needed to venture outside of her comfort zone. She set herself the goal of improving her English and making new friends – if she managed to successfully gain a new qualification then she thought it would be a bonus.

She was recommended to try bestchance Training by a student who had completed a qualification in Aged Care recently. After coming in to meet the team, Alice enrolled onto a 16-week course in certificate III in Children's Services. During the course Alice made new friends and completed all required assessments despite the initial language barrier. From very early on her English improved greatly and she was surprised at how supportive her Trainer and bestchance staff were.

She completed her first practical placement at the bestchance children's centre, where she excelled. However, her second placement at another kindergarten was not as pleasant and left Alice feeling upset and vulnerable. As a result of her bad experience, Alice wasn't sure whether she could continue the course as she felt she wasn't good enough to work in children's services, but with the critical support of her Trainer and bestchance staff, she was motivated to complete the course. Upon completion of the qualification, Alice was invited for interview at bestchance children's centre where she was successful in getting a new job in a casual position.

Alice is over the moon as she never expected to get a job out of this journey. Not only did she gain a job but she also made new friends, many of whom she meets with for coffee at bestchance. She describes bestchance as her second family and feels she would never have got to where she is now were it not for the support she received along the way.

Volunteering

“Volunteering gives you a sense of putting something back into the community. Every day I feel that my assistance was in some way making the parents’ day special and I was able to give them some respite from their daily struggles.”

- Playgroup Volunteer

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VICKI TEESE **Team Manager Volunteers**

What does this program deliver? Our Volunteers Program offers both long-term and short-term volunteer opportunities for people of all ages who are looking to give back to their community. Vacancies for volunteer positions are very much based around responding to the needs of our bestchance programs. This in turn is a reflection of the calls for assistance from our families and the local community generally.

Our wonderful volunteer support comes in many different forms; we offer child care roles in our kindergartens and playgroups; reading and excursion support at Cheshire School; help with garden and maintenance at our different sites; administration support and numerous other community service roles carried out during the year.

What has it achieved in the last year? In the past 12 months the program has successfully placed 52 new volunteers in roles whilst maintaining links with our existing volunteers.

We have placed 23 volunteers in 13 kindergartens (part of our cluster) as the demand for child care volunteers to assist families with additional needs increases. Government funding for paid assistance has not always met the needs of these vulnerable families and bestchance has frequently been able to fill the gap with volunteer help. This aspect of our Volunteers Program is possibly unique in Victoria.

We successfully recruited more volunteers for our Parent and Community Support Program, in particular experienced volunteers (who have been parents themselves) for our in-home visiting program for high needs new mums. These volunteers also help in our PACs playgroup and have even provided assistance beyond bestchance programs such as Playconnect, a playgroup for families who have had a child diagnosed on the autism spectrum.

Community support volunteers continued to cook and freeze meals for our casserole program for struggling families; to maintain our resource room with public donations of clothing, toys and household goods and to complete numerous (over 1,000!) sewing requests from bestchance programs. At Christmas these volunteers also respond to the needs of local families by assembling food hampers and toys for distribution.

Currently we have 110 volunteers spread across 15 locations and the challenge is to keep that ‘big family’ feeling that has engendered such strong volunteer support for bestchance in the past.

We keep our volunteers motivated and “connected” by hosting important special events to express our gratitude for their hard work. This year we held a Volunteers Christmas Lunch, Valentines for Volunteers, Pancake Tuesday, You’re Eggstra Special at Easter, National Volunteers Week in May and our annual “Big Green Thank You Day”. Regular coffee mornings and lunches also provided social opportunities. Celebrations of major birthdays and significant milestones for long serving volunteers have been another way to recognise their achievements.

Increased training opportunities have also been welcomed by volunteers and are another way we endeavour to keep them feeling valued and included. Training provides an excellent way of up skilling our volunteers for the challenging roles that they play at bestchance. This year we ran induction workshops and first aid classes. Our child care volunteers were also offered the chance to take up professional staff development training this year.

What are the program plans for next year? In the coming year, our Volunteers Program looks forward to some major challenges and opportunities. The successful and continued expansion of the number of kindergartens joining our Cluster Management program is expected to result in a proportional increase in the need for volunteers assisting additional needs

Volunteering

children. The opportunity to improve the preparation and training of these volunteers will be a particular focus for the program in the next 12 months.

The recent appointment of an assistant (7.5 hours per week), to help the Volunteers Team Manager with recruitment of child care volunteers, will increase our pool of these volunteers in the future.

Overall our Volunteers Program has enjoyed a successful year and our ability to keep volunteers feeling motivated and appreciated, has resulted in healthy retention rates. A volunteer survey carried out during the year indicated that 95% rated their volunteer experiences at the highest possible levels of satisfaction. We aim to go on doing what we have been doing – only better! 110 volunteers and over 6,000 volunteer hours suggest that we are on the right track.

We would like to thank all our volunteers. You provide many wonderful examples of the multiple ways in which bestchance helps families in our community.



CHANGING LIVES

Indira, a recent migrant from India, had just found out that her work hours at a local café had been drastically cut back. At the time she felt let down but with too much spare time on her hands, she became increasingly bored.

She decided to look into volunteering as a way to gain new skills and experience and to help her pass the time better. She spotted an ad on the bestchance website looking for a volunteer to help with an additional needs child to integrate into her local kindergarten. It was a light bulb moment as Indira had always wanted to work with children and this was her chance.

After an initial interview with the Volunteers Manager and gaining her Working with Children Check, she started volunteering at the kindergarten. She finally met the child with additional needs and it was love at first sight on both sides. Indira gained enormous satisfaction helping young Tom, a child with Downs Syndrome, cope with the physical and social challenges of being in a mainstream preschool. In return she saw the big difference her extra pair of hands made to the staff which inspired her to look into a career in childcare.

Indira is now looking to enrol next year in a Diploma of Children's Services at bestchance Training. What started out feeling like a setback, turned into an opportunity to see how a career change might work for her. Volunteering can do that.

85% volunteers are female
24% of volunteers are CALD

6,590
volunteer hours

Marketing and Fundraising

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DIANA KHANOM **Marketing and Fundraising Coordinator**

Over the last 12 months there has been significant change in the Marketing and Fundraising program following the departure of long standing staff member Candy Kuruppu and the arrival of myself, a former bestchance volunteer.

Despite the internal team changes, fundraising to meet funding shortfalls in our service delivery remained a key priority. In the last financial year bestchance programs received \$6,041,000 in local, state and federal government funding (57.13% of our income). In addition to this we have managed to raise \$348,000 from our valued supporter donations and philanthropic grants, trusts and bequests (3.29% of our income).

Public donations come primarily through our Annual Tax Appeal Newsletter, Subway tin donations and large donations from Rotary Clubs, Waverley Lions Club and Monash Lodge no 938. We are very grateful for the ongoing support we receive from all these donation streams which allow us provide high quality, inclusive education, care and support services. Although there has been a reduction in trusts and foundations income from previous years, this is primarily due to the current team size.

Marketing for the bestchance training brand was given a refresh this year with a new logo, new brochures, new flyers, new advertisements and new signage. This marketing refresh was a vital part of raising the profile of the training program in

order to attract more students, with the aim of growing the business income in the future. Further work on the marketing strategy for training will continue in the next year and a special thanks must go to our marketing company, tomorrow agency, for all the pro-bono work they have delivered as part of this.

The staff fundraising team in the children's centre, which is represented by educators from all our playrooms, continue to raise money for additional educational resources. Since forming in 2012 the committee has successfully raised \$10,000 which is a fantastic achievement!

Due to internal team changes our annual multicultural festival was postponed to the next financial year (2013-14) and is due to take place in October 2013. The event could not have taken place had it not been for the support of the Besan Family Foundation, City of Monash and the Office of Multicultural Affairs and Citizenship and promises to be a fun filled multicultural experience.

As always, we would like to thank families, staff and our local community for their ongoing and generous support for bestchance child family care.

Human Resources

JAMES ANDERSON **Human Resources Coordinator**

The Human Resource function provides a broad range of services to the organisation including Recruitment, Human Resources Policies and Procedures, Occupational Health and Safety, Workcover, Industrial and Employee Relations Advice.

bestchance experience continued growth in 2012/13, with the total number of staff increasing to 362 up from 306 the previous year. The current workforce consists of 354 females and 8 males, with 285 permanent staff and 77 casual staff members.

With continued significant growth forecasted across a range of our services in 2013/14 the Human Resource function will face a number of challenges. To meet these we are:

- Developing and implementing the roll out of an integrated risk framework which will assist bestchance in providing safe quality services across the organisation.
- Providing a safe work environment for all employees. In 2012/13 bestchance introduced Occupational Health and Safety (OH&S) and manual handling as an essential component of our employee induction process.
- Purchasing a new integrated Payroll and Human Resource Information System. This will help provide a centralised payroll and HR system for employees and improve the quality and accuracy of reporting on organisation activities.
- Reviewing and updating all organisation wide policies and procedures is in final stages of review with roll out expected to be completed by December 2013.



354 Females

8 Males

285 Permanent Staff

77 Casual Staff

Financial Performance

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2013

	2013 (\$)	2012 (\$)
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	43,183	75,505
Trade and other receivables	1,042,158	522,661
Inventories	12,850	10,780
Financial Assets	1,536,551	1,343,822
Other Assets	35,037	22,631
TOTAL CURRENT ASSETS	2,669,779	1,975,399
NON-CURRENT ASSETS		
Property, plant and equipment	11,470,184	11,497,232
TOTAL NON –CURRENT ASSETS	11,470,184	11,497,232
TOTAL ASSETS	14,139,963	13,472,631
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	670,002	671,938
Borrowings	600,849	1,006,177
Employee benefits	482,290	563,297
Other liabilities	480,461	185,564
TOTAL CURRENT LIABILITIES	2,233,602	2,426,976
NON-CURRENT LIABILITIES		
Borrowings	700,000	-
Employee benefits	541,275	567,486
TOTAL NON –CURRENT LIABILITIES	1,241,275	567,486
TOTAL LIABILITIES	3,474,877	2,994,462
NET ASSETS	10,665,086	10,478,169
EQUITY		
Reserves	10,052,568	10,052,568
Retained Earnings	612,518	425,601
TOTAL EQUITY	10,665,086	10,478,169

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2013

	2013 (\$)	2012 (\$)
INCOME		
Operating Revenue	10,381,181	8,694,050
Other Income	192,729	-
TOTAL INCOME	10,573,910	8,694,050
EXPENDITURE		
Occupancy Costs	86,799	70,392
Administrative expenses	9,173,186	7,221,139
Computer and equipment expenses	212,605	157,921
Insurance and professional costs	62,147	93,317
Direct costs	347,738	282,352
Volunteer development	3,342	3,389
Property maintenance and security	184,346	160,891
Motor vehicle expenses	29,067	23,210
Hospitality and catering	7,727	10,406
Depreciation, amortisation and impairment	214,001	394,279
Other expenses	-	182,993
Finance Costs	66,035	79,406
TOTAL EXPENDITURE	10,386,993	8,679,695
SURPLUS/(DEFICIT) FOR THE YEAR	186,917	14,355

bestchance Child Family Care financial records for the year ending 30 June 2013 were audited by Lowe Lippman Chartered Accountants in accordance with Australian Accounting Standards and obligations under funding agreements, the corporations act and the Charitable Fundraising Act. A copy of the full financial report is available upon request by calling bestchance on 8562 5100.

Geoff Milbourne



The last twelve months has been one of consolidation as we focus on providing a solid foundation for what is likely to be a period of significant growth in the coming years. This consolidation is reflected in our financial results for the year with income up 22% to \$10.574 million and expenditure up just on 20% to \$10.387 million, meaning we are able to report a surplus of \$187

thousand for the year.

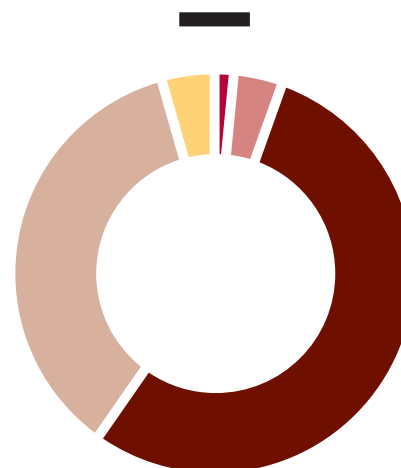
Government grants were the single largest source of income at \$6.080 million whilst fees and charges were next with \$3.699 million. On the expenditure side, salaries were \$8.457 million and are shown within Administrative expenses.

During the year, given the steady improvement in the value of our investments portfolio, we made a decision to maintain our level of investment. This meant that at year's end there was a small increase in our borrowings to meet cash flow requirements rather than draw down on investments. Subsequent events have verified that this was a prudent decision. In addition I am able to report a significant improvement in our working capital ratio from 0.81 to 1.20 over the last two years, which along with our improved surplus, are clear indicators of a financially healthy and resilient organisation.

In the next twelve months we expect to fund significant capital investments in building infrastructure and information systems to meet the growing needs of our services. This spending is both prudent and essential to ensure safe, efficient and effective services. Indeed without continual investment in our physical assets we simply would not be able to meet the needs of children, families, volunteers and staff.

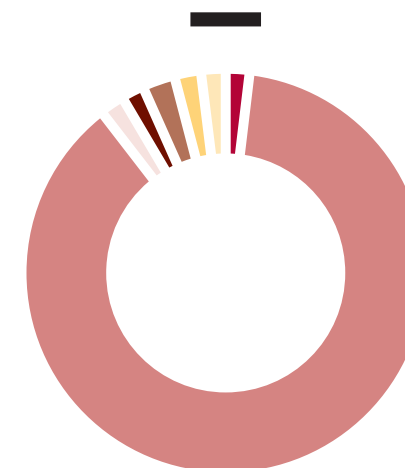
Finally I would like to thank the Financial and Audit Committee whose work in a voluntary capacity has been so important to the ongoing success of bestchance. Their stewardship and oversight has meant we are able to husband our scarce resources to the best possible use in fulfilling our mission.

INCOME SOURCE 2012/13



Interest // 1%
Donations and Philanthropics // 3%
Government Grants // 57%
Client Fees and Charges // 35%
Other Income // 4%

EXPENDITURE 2012/13



Occupancy Costs // 1%
Administrative expenses // 88%
Computer and equipment expenses // 2%
Insurance and professional costs // 1%
Direct costs // 4%
Property maintenance and security // 2%
Depreciation, amortisation and impairment // 2%

"We look forward to the challenges of 2013/14 and will continue to monitor and adapt to changing circumstances".

Financial Performance

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF CHILD AND FAMILY CARE NETWORK INC. OPERATING AS BESTCHANCE

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report of Child and Family Care Network Inc. operating as bestchance, which comprises the balance sheet as at 30 June 2013, the income and expenditure and statement of cash flows statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of the board of governance.

Board of Governance's Responsibility for the Financial Report

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The Board of Governance of the association are responsible for the preparation of the financial report that gives a timely and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the needs of the members. The Board's responsibility also includes such internal control as the Board determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or

error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Governance, as well as evaluating the overall presentation of the financial report.

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

Basis for Qualified Opinion

As is common for not-for-profit organisations, it is not practicable for the Child and Family Care Network Inc. operating as bestchance to maintain an effective system of internal control over voluntary sourced income, until their initial entry into the accounting records. Accordingly, our audit on the association's income was limited in this regard and therefore we are unable to express an opinion whether income including voluntary donations fundraising activities is complete.

Qualified Opinion

In our opinion, except for the effects of the matter described in the basis for Qualified Opinion paragraph, the financial report presents fairly in all material respects, the financial position of Child and Family Care Network Inc. operating as bestchance as at 30 June 2013 and its financial performance for the year ended in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Reform Act 2012 (Victoria.).

Basis of Accounting

Without further modifying our opinion, we draw attention to Note 1 to the financial statements, which describe the basis of accounting. The financial report has been prepared to assist Child and Family Care Network Inc. operating as bestchance to comply with the financial reporting requirements of the Associations Incorporation Reform Act 2012 (Victoria). As a result, the financial report may not be suitable for another purpose.

LOWE LIPPMANN
CHARTERED ACCOUNTANTS
LEVEL 7, 616 ST KILDA ROAD
MELBOURNE VICTORIA 3004

Tony Tassone - Partner

30 September 2013

Liability limited by a scheme approved under the Professional Standards Legislation



Financial Performance

CHILD AND FAMILY CARE NETWORK INC. OPERATING AS BESTCHANCE

Statement By Members of The Board of Governance

The Board of Governance 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 full financial report as available on www.bestchance.org.au:

1. Presents a true and fair view of the financial position of Child and Family Care Network Inc. operating as bestchance as at 30 June 2013 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.
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 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:

Desmond Dodds - President

Geoffrey Milbourne - Treasurer

25th September 2013

Acknowledgements

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

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**THANK YOU FOR
YOUR SUPPORT**



*bestchance is supported by the
Victorian Government*

GOVERNMENT

- City of Monash
- City of Kingston
- City of Whitehorse
- City of Boroondarra
- City of Manningham
- City of Maroondah
- City of Greater Dandenong
- Department of Education and Early Childhood Development (DEECD)
- Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- Office of Multicultural Affairs and Citizenship

CORPORATE

- Bakers Delight Brandon Park
- Bartercard Melbourne East
- Caltex Star Mart
- Subway
- Bunnings
- McArthur Management Services
- Office National, Mulgrave
- tomorrow agency
- Jellis Craig Mount Waverley

COMMUNITY (PARTNERS AND COLLABORATORS)

- Connections UnitingCare
- Lions Club of Waverley Inc
- Monash Lodge 938
- Monash Volunteer and Resource Centre
- PlayConnect Playgroup
- Rotary International which includes clubs from
 - Glen Waverley
 - Mount Waverley
 - Huntingdale
 - Monash Inc
 - Wheelers Hill
- Waverley Breastfeeding Association
- Waverley Multiple Births Association
- Victoria Police
- Pan International

EDUCATION

- Independent Schools Victoria

PHILANTHROPIC SUPPORT

- Bell Charitable Fund
- Besan Family Foundation
- Campbell Edward Charitable Fund
- Commonwealth Bank Staff Fund
- Diamond Valley Railway Inc.
- Equity Trustees
- Frank and Sybil Richardson Charitable Trust
- Henry Brough Smith Charitable Trust
- Kimberley Foundation
- Marion and EH Flack Trust
- Mars-Stride Trust
- Peter Williams Foundation
- William and Bessie Lennox Trust
- Edith Kemp Trust
- David Taylor Galt
- William Angliss Trust
- L & M Price Trust
- Larner Bequest
- Lord Mayors Charitable Foundation

DONORS (OVER \$1,000)

- Mr Fergus Gibbons
- Mr James Lewis
- Mr John Nolan
- Miss Jean Stewart
- Miss Beatrice Glascombe
- Mr & Mrs David & Henrietta Roberts
- Mr McCredie
- Dr R Brown
- Miss M O'Sullivan
- Mr Ken Biggins
- Mrs R Andre
- Mr Hector Davis

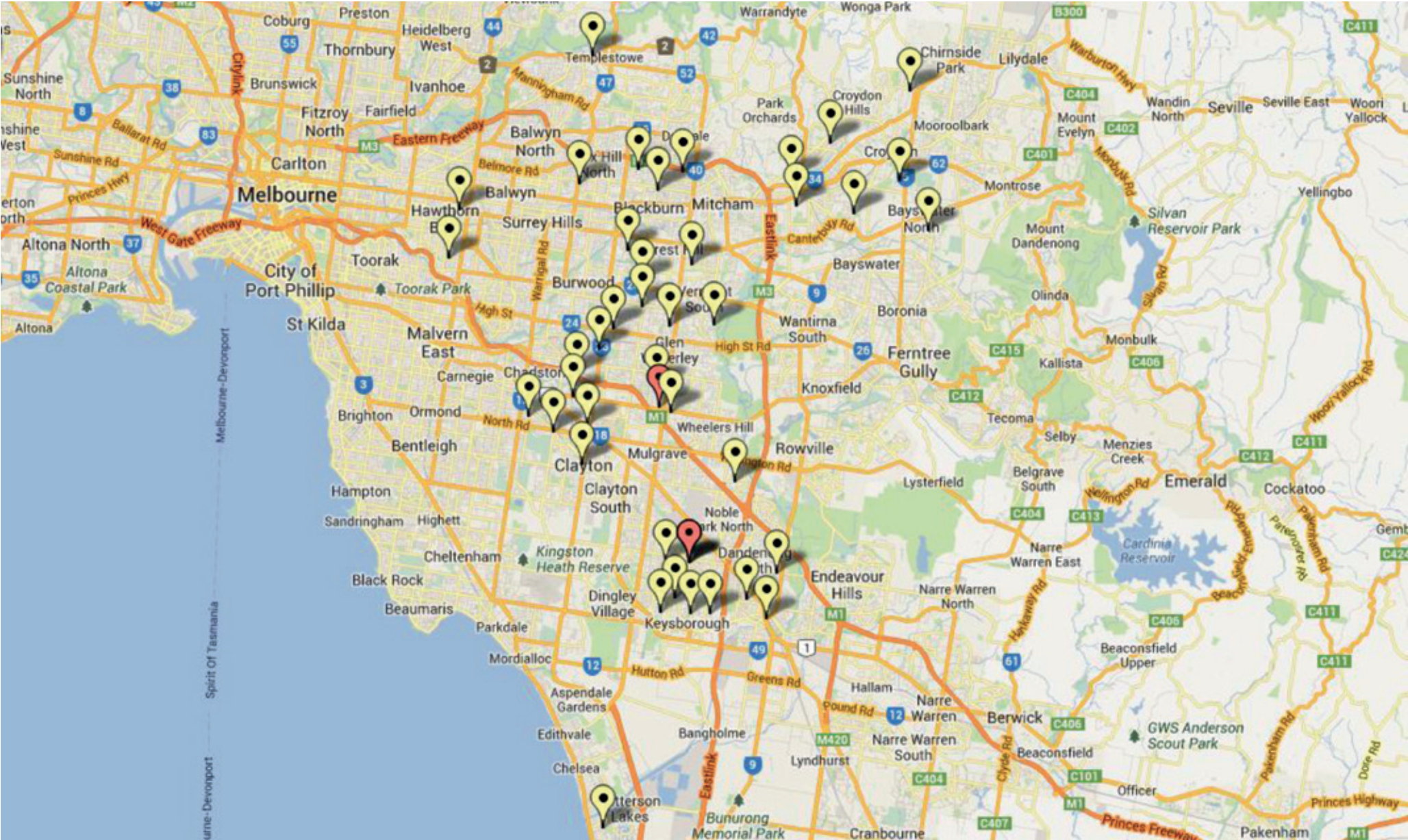
TRAINING

- Adult, Community and Further Education
- All practical placement providers for bestchance students
- BAWM
- Dandenong Valley Job Support
- Learn Local
- Paramount Personnel
- Skills Victoria



Our Locations

-  bestchance Child Family Care, 583 Ferntree Gully Road, Glen Waverley 3150
-  Noble Park Community and Child Care Centre, 18-34 Buckley Street, Noble Park, 3174
-  Kindergarten Cluster Management program



Our Locations

KINDERGARTEN CLUSTER MEMBERS AS OF OCTOBER 2013

AUBURN SOUTH PRE-SCHOOL

5 Anderson Rd
HAWTHORN EAST 3123
Ph: 9821 0190

BAYSWATER NORTH KINDERGARTEN

17 Wonthulong Dr
BAYSWATER NORTH 3153
Ph: 9720 8872

BESTCHANCE KINDERGARTEN

583 Ferntree Gully Rd
GLEN WAVERLEY 3150
Ph: 8562 5102

BILBUNGRA KINDERGARTEN

22 Filer Crt
KEYSBOROUGH 3173
Ph: 9798 5856

BRANDON PARK PRESCHOOL

7 Collegium Ave
WHEELERS HILL VIC 3150
Ph: 9560 3668

CARA ARMSTRONG KINDERGARTEN

169 Rathmines Rd
HAWTHORN EAST 3123
Ph:(03) 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

CORRIGAN REX KINDERGARTEN

28 Kingsclere Ave
KEYSBOROUGH 3173
Ph: 9798 3017

CROYDON GUMS KINDERGARTEN

22 Frederick St
CROYDON 3136
Ph: 9725 0498

CROYDON NORTH KINDERGARTEN

90 Bonnie View Rd
CROYDON NORTH 3136
Ph: 9726 9246

DANDENONG KINDERGARTEN

170 Lonsdale St
DANDENONG 3175
Ph: 9792 1830

DANDENONG NORTH EAST KINDERGARTEN

10 Ingrid St
DANDENONG 3175
Ph: 9792 0398

DANDENONG WEST PRESCHOOL

6-8 Fifth Ave
DANDENONG WEST 3175
Ph: 9792 1944

DOVER STREET PRESCHOOL

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

Germain St
OAKLEIGH SOUTH 3167
Ph:(03) 9570 2550

GLEN WAVERLEY SOUTH PRE-SCHOOL

43 Fraser St
GLEN WAVERLEY 3150
Ph:(03) 9560 3430

GLENDALE PRE-SCHOOL

3 Lucerne St
MT WAVERLEY 3149
Ph: 9802 5732

GREENWOOD PARK KINDERGARTEN

Greenwood Avenue
RINGWOOD 3134
Ph: 9870 8881

HEATHERHILL PRESCHOOL

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 PRESCHOOL

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 Dr
GLEN WAVERLEY 3150
Ph: 9803 4666

MT WAVERLEY PRESCHOOL

35 Sherwood Rd
MT WAVERLEY 3149
Ph: 9807 1267

NARA PRE-SCHOOL

2 Stanley Ave
MT WAVERLEY 3149
Ph: 9807 5250

NOBLE PARK KINDERGARTEN

18-34 Buckley St
NOBLE PARK 3174
Ph: 9547 5415

NORWOOD PRESCHOOL

Notlen Park, 18 Notlen St
RINGWOOD 3134
Ph: 9870 4360

OBAN PRESCHOOL

6A Holyrood Cres
RINGWOOD NORTH 3134
Ph: 9876 3540

PARKMORE PRE-SCHOOL

41 Jolimont Rd
FOREST HILL 3131
Ph: 9878 6174

PARKSIDE PRESCHOOL

524 Elgar Rd
BOX HILL NORTH 3129
Ph: 9890 8979

RENE ANDERSON KINDERGARTEN

Cnr Dyson & Walker Rd
CARRUM 3197
Ph: 9772 3648

SPRINGSIDE KINDERGARTEN

1A Shearman Crt
KEYSBOROUGH 3173
Ph: 9798 1285

ST JOHN'S PRESCHOOL

2 Carmichael Rd
EAST OAKLEIGH 3166
Ph: 9544 5704

TALLY HO PRESCHOOL

24 Martin Place
GLEN WAVERLEY 3150
Ph: 9802 7527

TARRALLA KINDERGARTEN

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

TEMPLESTOWE PRESCHOOL

3 Swilk St
TEMPLESTOWE 3106
Ph: 9846 2867

WAREKILA PRESCHOOL

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

WAVERLEY FOOTHILLS PRESCHOOL

Gladeswood Dr
MULGRAVE 3170
Ph: 9795 9426

How You Can Help

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 continuously provide much needed services to children and families that access our programs.



You can help by:

- Making a donation
- Volunteering
- Leaving a bequest
- 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

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**

My Payment Method (All gifts over \$2 are tax deductible)

☐ Cheque (made payable to **bestchance** Child Family Care)
☐ Visa ☐ Diners ☐ Mastercard ☐ Amex

Card Number:

Expires:

Cardholder's Name: _____

Signature: _____

☐ Please send me more information about **bestchance** programs and services
☐ I would like information about leaving a bequest to **bestchance**
☐ I have already included **bestchance** in my Will.

Please send to:
bestchance Child Family Care Network Inc.
 PO Box 4190, Mulgrave VIC 3170
bestchance.org.au

