

# 2014-2015 ANNUAL REPORT



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**Celebrating 120 years of child, family services**



**tomorrow**

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# Who We Are

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*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.*

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 seven 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.



## 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 area 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 changed its 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".

120 years on bestchance continues to receive the support of its founder through The Campbell Edwards Trust, the legacy body for the family.

In recent years the Trust has played an instrumental role in preserving the memory of Robert Campbell Edwards by providing funding to the bestchance Heritage Committee for the historical update of *A Tea Merchant's Vision and Beyond*, a book about the journey from Burwood Boys' Home to bestchance.

To learn more about the history of **bestchance** or to get involved please contact our Heritage Committee on 8562 5100 or visit [www.campbelledwardstrust.org](http://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

*Saul Ryan*

## Deputy Chairman

*Denis Liubinas*

## Secretary

*Glenys Grant OAM PHF*

## Treasurer

*Geoff Milbourne*

## Board Members

*Vic Rajah*

*Rachael Scott*

*David Hamilton*



Front from left: Denis Liubinas, Saul Ryan, Glenys Grant, David Hamilton  
Back from left: Rachael Scott, Geoff Milbourne, Vic Rajah

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## PATRONS

// Hon. Alastair Nicholson, AO RFO QC  
Former Chief Justice of the  
Family Court of Australia

// Dame Beryl Bearepaire, AC DBE

	Year joined	Board Meetings	Committee Meetings
		Attendance (attended/eligible)	
DES DODDS (RETIRED OCT 2014)	1998	2/2	2/5
SAUL RYAN	2014	5/7	15/16
GARY EDWARDS (RETIRED AUG 2014)	1981	1/1	3/3
DEREK CHEAH (RESIGNED FEB 2015)	2009	2/3	5/6
DENIS LIUBINAS	1999	6/8	9/14
GLENYS GRANT	1977	8/8	10/11
GEOFF MILBOURNE	2007	7/8	9/10
VIC RAJAH	2012	8/8	5/5
RACHAEL SCOTT	2013	6/8	2/4
DAVID HAMILTON	2015	1/1	1/1



This being my first year as Chair of **bestchance**, I am pleased to report on a year of growth in the organisation, re-investment in people and systems, and a vibrant and motivated management team and Board.

The Board has undergone a period of regeneration over the past 12 months. During this period Derek Cheah retired after nearly six years on the Board. His contribution,

particularly with respect to financial management has been invaluable, as has been his assistance in my transition into the role of Chairperson. I also pay tribute to the immediate past Chair, Des Dodds, who as Board member since 1999 and Chair for nine years has given of himself in the most dedicated and selfless manner. Des guided **bestchance** over a period of tremendous growth while maintaining the integrity and social values at the core of everything we do. I look forward to his ongoing counsel and it is most fitting that we bestow upon Des the Honorary Life Governorship in recognition of his years of service.

With our eye to the future, the Board has undertaken a comprehensive recruitment process to enhance the capabilities and composition of the Board. We welcome David Hamilton who brings experience in strategic and financial analysis from the banking and energy sector as well as the not-for-profit sector. I also look forward to shortly announcing two further Board members following the Board induction process.

We also take this time to acknowledge the passing of Jean Cheshire in April. Her and her husband Frank's contribution to the Cheshire School will be honoured in an appropriate memorial.

This year has extended on the growth of previous years of which we can be very proud. The centre at Noble Park is now at near-full capacity and providing the high standards of **bestchance**

integrated services to the community. The childcare services at Glen Waverley have been expanded and Minister Mikakos has officiated at the opening of the new 'Playroom 8' which accommodates a further 33 children in our kindergarten program. This year has also seen the entry by **bestchance** into family day care which enables us to provide a wider variety of childcare options to families seeking quality services. The success of this service expansion is a testament to the hard work of the **bestchance** team, and years of developing deep and trusted relationships with local government.

We have invested heavily in systems and infrastructure to underpin our future and increase efficiencies and quality in our services. In the past year we have approved and commenced rollout of a new payroll system (for over 500 employees) and a comprehensive Human Resources Information System.

The increased scale and profile of **bestchance** has allowed us the opportunity, indeed the obligation, to advocate for better outcomes in the early years sector. As an active member of the Early Learning and Care Council of Australia, **bestchance** is advocating for a better childcare package from government, particularly around disadvantage, children with additional needs, the role of education in developing a child's long term potential, and affordability of childcare services. Changes to the sector around teaching ratios and the continuing uncertainty around Commonwealth funding for kindergarten programs requires constant advocacy and vigilance to ensure quality, affordability and viability are maintained.

The Board recognises the special place that the Cheshire School and Early Childhood Intervention services play in our philosophy that 'no child is turned away'. With this in mind, the Board supported the CEO's visit to the US and Canada to investigate world leading practice, evidence based principles and working with children who have behaviours of concern at the primary school level. We hope to continue to build on these learnings and networks to continually improve the quality of service.

I wish to thank CEO Kevin Feeney and the management team, together with all staff and volunteers at **bestchance**, for their exemplary service to the organisation. I extend these thanks on a personal level to my fellow Board members for my smooth transition into the Chair and a year of great learning, insight and friendship.

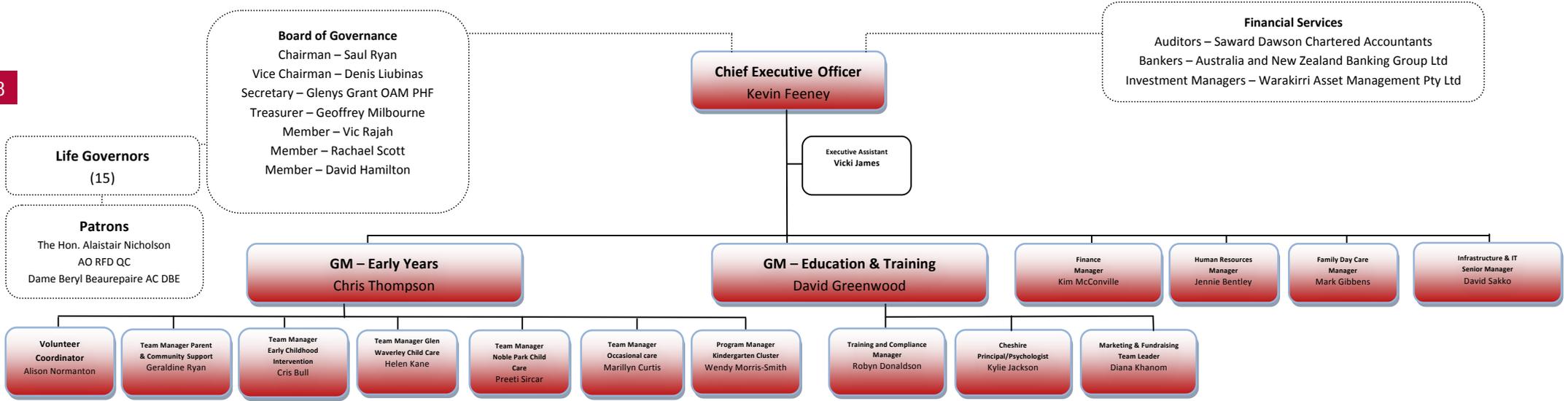
# Chairman Report

*"The success of this service expansion is a testament to the hard work of the **bestchance** team, and years of developing deep and trusted relationships with local government."*



# Organisational Chart

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This year I visited a number of major research centres and leading practitioners in early years education and specialised primary schools in North America. These included Harvard University's Center on the Developing Child and University of Toronto's Atkinson's Centre for Society and Child Development. The message is clear and undisputed; investment in early years significantly

benefits all children but is particularly effective for our most disadvantaged.

There is strong and consistent evidence that early years programs provide the foundation for later success in education, and life in general. Without a long term vision and investment our children face significantly diminished opportunities with consequences not only for them but society as a whole. This is what makes the continuing uncertainty around kindergarten funding in particular and early years in general, so troubling. **bestchance** will continue to advocate on behalf of children and families to get secure and reasonable funding.

Despite these challenges **bestchance** continues to deliver quality innovative services that are highly valued by our families and other stakeholders. By way of example, our Glen Waverley Child Care Centre joined Noble Park Child Care Centre in achieving Exceeding National Quality standards whilst our kindergartens achieve this level at double the state average. In order to provide greater choice we designed an innovative Family Day Care program based on our integrated service model and as a result this program grew from 75 to 325 families. This model means that for the first time children in family day care can access a broad range of services above and beyond family day care itself.

In Training and Support Services we developed new consultancy services to early years providers and schools in supporting children with additional needs and, for the former, industrial relations and financial services. For our culturally and linguistically diverse trainees the pathway to employment is often very challenging. In response we have developed new programs that will prepare them for employment whilst at the same time building stronger relationships with employment services and employers. As a result our trainees are better equipped for their chosen profession and are far more likely to get a meaningful job.

Behind the scenes we have invested in a new human resources information system. This will streamline our processes and give all staff online access to key employment and professional development information. On the building side we completed an upgrade to facilities at Glen Waverley to provide kindergarten programs through the investment of \$570K; State Government providing \$300K and **bestchance** \$270K. As a result children now have a fabulous new building and playground which they will make their own through our leading practice "voice of the child" approach.

To the families who use our services I would like to thank them for their ongoing support. I cannot tell you how important this is to us. To our volunteers, staff and management I would like to thank them for their dedication and professionalism for we are only as good as the people who, day in and day out, provide our highly valued services.

And finally to Saul and the Board for giving their time, expertise and passion in providing strong governance and critical leadership to an organisation that is growing and

*"bestchance will continue to advocate on behalf of children and families to get secure and reasonable funding"*

*"Without a long term vision and investment our children face significantly diminished opportunities with consequences not only for them but society as a whole"*



# General Manager Early Years

Chris Thompson

*“bestchance continues to advocate for the best outcomes for all children”*



In the Australian Early Years Learning Framework, Outcome Two states “Children are connected with and contribute to their world”. Children are key informants and experts on their own lives and are the best source of advice for matters affecting them. UNICEF’s framework and vision for child friendly cities also frames ways in which a child-friendly city is committed to the fullest implementation of the UN Convention on the Rights of the Child. It guarantees, among other rights, the right of every young citizen to influence decisions and be an equal citizen of their city with access to every service, regardless of ethnic origin, religion, income, gender or disability. So it should be for their world in early childhood education and care.

With this in mind, this year **bestchance** set out to answer the questions of what our “young citizens” liked about their program and very importantly, what they did not like. An example of this is when we sought their views on the design of an outdoor area at a kindergarten and then implemented their ideas in the finished product. We believe children have shown themselves to be competent and thus have the inherent right and capability to contribute to decisions that affect their lives. We aim to foster this approach and listen to the “voice of the child” for all early years programs.

This year we continued to see uncertainty around funding for 15 hours of kindergarten for four year olds, the impact of reduced adult child ratios and the Productivity Commission Report into the early childhood education and care sector. As a leading voice in the sector, **bestchance** continues to advocate for the best outcomes for all children.

Our Kindergarten Cluster program continues to promote the highest quality programs for all children working in partnership with parents and committees. **bestchance** educators are an exceptional group of early childhood professionals working for the best outcomes for all children.

This year our integrated services model continued to be refined and developed. One of the key documents of this has been our Inclusion Framework which has been reviewed and rewritten as a Participation Framework. This means we no longer need a framework to promote inclusion, as this is now standard

practice. We will continue to develop staff skills to ensure full participation by all children.

Research remains a key priority. This year has seen the relationship with Monash University expand to include an exciting partnership with Professor Mary Louise Hemmeter from Vanderbilt University in Nashville, Tennessee around the Teaching Pyramid approach. This method provides a systematic framework that promotes social and emotional development, provides support for children’s appropriate behaviour, prevents challenging behaviour and addresses problematic behaviour.

I would like to take this opportunity to say thank to our wonderful volunteers who continue to support **bestchance** with their tireless work in our programs. **bestchance** would not be able to continue our work without this support.

And finally thank you and farewell to two Team Managers who have moved on from **bestchance**. Ms Karen Tytler who ably led Early Childhood Intervention, the Integrated Services portfolio and more recently Cheshire School along with Ms Vicki Teese who was our highly valued Volunteer Coordinator. I thank them for their work and wish them all the very best into the future.





In my first year as General Manager of Education and Training, I have had the privilege of being part of the services offered at Cheshire School. This allowed me to hear students' stories first hand and witness the impact the intervention has had on the lives of children, parents and families. This has provided encouragement, motivation and enthusiasm to continue to improve and sustain this life changing program.

Cheshire School has had a year of review and consolidation and has seen an introduction of a consultancy service and a professional development program. The vision of these services is to offer schools and parents an outreach service which allows us to take the expertise of the staff at Cheshire School into the local community.

In line with the **bestchance** philosophy, our research indicates that the earlier the intervention with a child's social, emotional and/or behavioural problem, the more effective the outcome tends to be. With this in mind, Cheshire School will, over the next year, increase the provision of services through the introduction of a third classroom which will be targeted at prep to grade two students.

Given the resources, expertise and specialised provision of services offered through Cheshire School, I would like to extend a thank you to the philanthropic aid the school has received over the past 12 months. Without this support we would not be able to undertake the work that we do. We thank you for your belief in, and support of, our ability to deliver tangible and meaningful results.

This year both the VET and education sectors have seen a significant amount of scrutiny. Government focus is clear;

a commitment to high quality education with pathways into sustainable employment that meet the requirements of industry. Recommendations outlined a need for a focus on quality provision, improvement of student training experience (including duration of training and the skills and abilities of trainers) and empowering trainees and employers to drive quality through informed choices and consumer protection.

As a Registered Training Organisation, **bestchance** Training welcomes the renewed focus on quality provision. To ensure high standards, we have built a team of highly skilled, qualified and passionate trainers who bring a wealth of experience. Many of our trainers still work within the organisation's early childhood programs, which maintains currency and a focus on quality.

For trainees who undertake their education journey through **bestchance**, we offer a unique point of difference through the integration of our

*"We continue to improve and sustain this life changing program"*

services. Our trainees have greater opportunity to attain practical placement and employment outcomes within the organisation. We have multiple examples of these outcomes in **bestchance** Child care Centres, Kindergartens, Family Day Care and Cheshire School.

**bestchance** Training was also successful in its application for a Capacity and Innovation Fund grant awarded to Learn Local organisations. This grant will allow us to further develop effective pathways for our trainees to gain sustainable employment outcomes.

In closing, I would like to sincerely thank my staff who have, as always, ensured that our education and training programs are delivered with the utmost professionalism and integrity.



# Long Day Care

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*“It is with pride that we achieved the outcome of Exceeding the National Quality Standard in all quality areas in our ACECQA Assessment and Rating”*

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**HELEN KANE**  
**Team Manager Glen Waverley**

**What does this program deliver?** The Glen Waverley long day care program has provided 370 children aged 0-6 the opportunity to have the very best start to life. The emphasis has been on participation by all children in an inclusive and integrated approach. The 32 plus educators employed at the centre have worked with coaching from the on-site counsellor and the Early Childhood Intervention Team to provide support to our families when and where needed.

**What has it achieved in the last year?** The sense of team spirit amongst educators was a highlight this year. In addition we opened a new room which commenced without any enrolments. During the year the number of children in this room increased steadily with some days full to capacity. It is with pride that we achieved the outcome of Exceeding the National Quality Standard in all quality areas in our ACECQA Assessment and Rating. An amazing group of educators contributed to this wonderful outcome.

**What are the program plans for next year?** We hope to offer parents an occasional care service in 2016. This will give parents more flexibility in their lives as we provide high quality education and care to their children. It is anticipated that we will have more incursions and the children will have more opportunities to explore their local environment. Educators and children will become more familiar with what goes on in neighbouring playrooms, and we will make opportunities for siblings to mix more in our gym, grassed areas and other interesting outdoor spaces.



# Long Day Care

# 370

## children accessed long day care

### 80% were from CALD backgrounds

### 36% of families benefited from other **bestchance** services

### 14% of children had additional needs



#### A SECOND HOME

Anja was just three years old when her mother was diagnosed with a serious illness and her life suddenly turned upside down. Anja left her childcare program and followed her mother to Germany to stay with her grandparents so her mum could get better.

The German environment was not strange for Anja as she spoke more German than English and knew her grandparents well. However, her father and older sister couldn't join them as they needed to stay in Australia. Anja missed them and her life at **bestchance** greatly. Every day she watched as her mum was frequently hospitalised and, with the treatments, her mother's appearance changed.

Karen was five years old when she was uprooted from her kindergarten program to move to India with her family after her father started a new job. The language in India was foreign to her and life just wasn't the same. She missed **bestchance** and struggled to make herself understood despite her mother's best efforts. Karen fretted for the friends and educators she loved and dreamt of returning one day.

Despite the distance, both Anja and Karen's parents regularly communicated with the Team Manager at the Glen Waverley Children's Centre whilst the girls were away. As a result, the centre staff were mindful of the two families' possible return to Australia and hoped that positions would be available to offer comfort and stability upon their return.

When the time was right and the two families were ready to move back to Australia, the Team Manager did her best to ensure spaces were available in the same groups the girls had left behind - and by chance they were! Upon their return, both girls quickly settled back in to their kindergarten and child care programs. Their faces lit up when they saw familiar faces and walked back into their rooms as if they had never left them.

Anja giggled all morning and spoke some English words whilst Karen ran straight to the water-dragon and turtle compound and counted the fish. She spoke more on her first day back than she had for months! Both girls were thrilled to be back and were glad to back at **bestchance** - their home away from home.

# Long Day Care

*“To help sustain our exceeding National Quality Standard rating, staff members participated in a number of professional development courses and updating emergency training qualifications to better support our children and their families.”*

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## **PREETI SIRCAR** **Team Manager Noble Park**

**What does this program deliver?** The Noble Park Community Child Care Centre delivers a holistic approach to learning by providing all children with experiences appropriate to their stage of development to promote positive learning outcomes. The team work within the Early Years Learning Framework and provide intentional teaching and directed learning to the children.

We believe in establishing relationships with the local community so our educational programs are play-based and are responsive to the children’s lives. It is the children’s interests, experiences, cultures and community that influence the path the curriculum takes. This helps to ensure that learning experiences are meaningful and relevant to the child and help to develop positive dispositions towards learning.

In addition to this, our service offers both financial and emotional support to families in crisis.

**What has it achieved in the last year?** In the last year Noble Park Child Care has provided early years education for 73 families with inclusive and integrated programs. Unlike big variations in occupancy in the previous years, we were very successful in maintaining a consistently high occupancy throughout the year.

Phase one of our “one stop” service was rolled out. This allowed families to complete an integrated form for all the three services at the centre - childcare, occasional care and kindergarten. The form was well received by parents.

As part of additional activities we hired a jumping castle. This allowed us to reach out to the local community; particularly appealing to new families. This year’s activities have had a central focus on nature – both plants and animals. Some of the incursions included - snake busters, Seaweed Sally and chick hatching! We also continued with our sustainability practices and have our own worm farm, compost tumbler

and a vegetable patch which provides fresh ingredients for cooking with children. We have maintained a staff team consisting of a healthy blend of multicultural backgrounds, which is vital when catering for a very diverse community. To help build on our exceeding National Quality Standard rating, staff members participated in a number of professional development courses and updated emergency training qualifications to better support our children and their families.

**What are the program plans for next year?** For the coming year we plan to:

- Improve and strengthen the integration of services to make life easier and less stressful for families
- Improve family engagement and streamline service delivery
- Enhance families’ access to our high quality education and care
- Reach out to the local community and explore its rich culture
- Increase marketing efforts to promote the centre and its services



# 73

## families accessed early years services

### 90% were from CALD backgrounds

### 10% of families benefited from other **bestchance** services

### 5% of children had additional needs



#### CRISIS SUPPORT

Trong's cute smile made him a noticeable face on his first day at Noble Park Child Care. He was a very curious yet anxious young boy, inquisitive but distant from people with whom he was unfamiliar.

On orientation it was clear that language would be a potential barrier for Trong, as his family had recently migrated from Vietnam. After a week of observations, educators noticed a pattern of angry outbursts from Trong. This became a point of concern to them as well as a safety issue for the children around him. Educators were trying every strategy to reduce this challenging behaviour. **bestchance** Early Childhood Intervention team helped staff manage his behaviour by providing a key worker in the room to win Trong's trust and provide ongoing support.

One morning Trong's mother Vy called to say they would arrive late. After arriving Trong and Vy joined the morning tea table when educators noticed a cut on the back of Vy's head which was bleeding. An educator approached Vy gently and asked her if she was okay. Vy burst into tears and was immediately taken to the office where, with the aid of a Vietnamese speaking educator, they were able to comfort her and find out what had happened. After a few minutes, Vy disclosed that she was a victim of family violence.

With Vy's permission, a meeting was organised with the **bestchance** counsellor and an interpreter where she opened up about her violent husband and how she no longer wanted to live with him. She was very scared of her husband, but told the counsellor that as she only worked part-time, without his income she could not afford to pay day to day expenses.

Following the meeting, Vy's case was carefully assessed and it was decided that Trong's childcare fees could be waived to enable Vy to become financially independent of her husband. The support team also assisted Vy in accessing legal help to resolve her family situation.

With the help and support offered by **bestchance**, Vy slowly become financially stable and found the strength to leave her husband. Today Vy lives separate to her husband and staff have noticed a significant improvement in Trong's behaviour.

# Occasional Care

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*“Families can now access two days of occasional care at Noble Park and McKinnon with future plans for Glen Waverley”*

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## MARILLYN CURTIS

### Team Manager Occasional Care (Noble Park and McKinnon)

**What does this program deliver?** Occasional Care is a flexible, centre-based form of childcare which offers parents or guardians the option of care at short notice, emergency care at times of need or when they simply need a break. Families will often access occasional care during unexpected life events, times of illness or when undertaking casual work. Other families love the flexibility of sessional child care, with generally no booking required.

Parents can then use this time for their own benefit, knowing that their child will be engaged in a stimulating learning environment run by qualified and experienced staff.

At **bestchance**, families can now access two days of occasional care at Noble Park and McKinnon with future plans for Glen Waverley.

**What has it achieved in the last year?** Both centres are supported by a dedicated group of parents who donate much time and effort to ensure we are in tune with, and meet, the local communities' needs. Parents also organise fundraisers, the largest being our annual Bunnings BBQ and sourced a community-based grant. These provide funds to support our favourite events. These include incursions such as hey dee ho music program, a magician, jumping castle, baby animal farm and our annual traditional footy day.

Both occasional care centres have supported families who have endured major challenges in their lives. We have been able to start the process of ongoing support and assistance for two children with special needs whose parents have minimal English. These families struggled to deal with such overwhelming issues with minimal English.

Fee relief for a few children has been greatly appreciated. Without this support the children would be unable to access such a program as ours, resulting in being disadvantaged from an early age.

### What are the program plans for the next 12 months?

The program plans for next year include:

- Continue our strong family support networking
- Fully integrate both Noble Park and McKinnon centres
- Establish a new Occasional Care program at Glen Waverley
- Continue to source funding through fundraising to provide new and exciting experiences
- Commence writing weekly group learning stories about our occasional care sessions
- Introduce a bike educational day using grant monies and purchase two new bikes for the centre



**70%** of children at Noble Park Occasional Care are under three years of age

**60%** of families at Noble Park Occasional Care are from a non English speaking background

**86%** of parents at McKinnon Occasional Care valued the knowledge gained by being on duty



# Occasional Care

## IN TIMES OF NEED

Sarah was only three years old when she was diagnosed with Autism Spectrum Disorder.

For 12 months she attended occasional care sessions finding her way. Over time she made a friend and learnt to mix with some of the other children. She was happy and started forming a strong bond with a new girl at the sessions.

Sadly it was during this time that her family discovered that her father was once again unwell after being cancer free for only one year, and this time the prognosis was not good.

Due to Sarah's father undergoing treatment, he could no longer work and the family income reduced and they could no longer afford occasional care for Sarah. Her mother did the best she could during this difficult time.

The occasional care team referred Sarah and her family to the emergency relief program at **bestchance**. Upon assessment it was decided that Sarah would receive fee relief. Her mother was so grateful for this support which allowed Sarah to continue to attend sessions which brought her much joy.

Time has passed and Sarah is happy to be back at occasional care. Attendance at these sessions provide her with some positive and uplifting experiences.

# Family Day Care

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*“We plan to continue to expand our operation at a measured rate with a focus on providing quality care and education for children and families”*

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## MARK GIBBENS

### Manager Family Day Care

**What does this program deliver?** Family Day Care is a unique form of education and care that is provided from an individual educator’s home. It offers day care and before/after school care for children in small groups, care for children from a very young age or those who require specialised care. Family day care also offers parents sibling placement, transport to/from school and kindergarten, extended hours care and even emergency care. As a leading provider of quality early childhood education and care, **bestchance** is very pleased to be able to offer families further choice and flexibility.

We provide a high quality program for families which align with the philosophies that **bestchance** follows in early childhood. Through smaller numbers in family day care, closer bonds are possible and, combined with our unique integrated services, **bestchance** provides complete quality care and education for any child.

**What has it achieved in the last year?** We are really pleased with the growth of our program. At commencement in June 2014 we had 11 educators and 75 families, to June 2015 with 52 educators and 324 families.

We welcomed educators with many years’ experience in family day care from a wide range of local government areas in the eastern, south eastern and southern suburbs. We also experienced a significant growth in our team growing from one part time staff member to 11 staff members (9 full time and 2 part time).

Our program is richer from input and the passion of new educators and staff who have many years of experience and knowledge. We have also developed close bonds with local councils. Boroondara and Whitehorse closed their Family Day Care operations in 2014-2015, which saw the majority of their

educators choose **bestchance** as their new employer.

**What are the program plans for next year?** We plan to continue to expand our operation at a measured rate with a focus on providing quality care and education for children and families. Our focus will continue to be local government areas in the eastern, south eastern and southern suburbs.

We plan to open an office in Frankston as we expect many educators from that area to come on board over coming months. This will ensure we provide closer support to educators and families in that area.

Enhancing our program with the support of **bestchance** early childhood integrated services will also provide families and children our full range of support options. These are practical, reliable and responsive to the life issues experienced by families and their children.

Our commitment to quality outcomes for our staff, educators, children and families remains our goal and we are confident of achieving these through continuous improvement, communication, collaboration and participation from all parties.



# Family Day Care

# 422

children in family day care

324 families

52 family day care  
educators



## A SENSE OF BELONGING

"I chose family day care for my child, as I wanted individual care but I didn't want her to miss out on the important social interaction with peers.

I am very grateful for the day I rang **bestchance** and how I was quickly matched with a local educator. The smooth process and highly skilled educator gave me confidence that this was the right step for my family.

I would describe my daughter's care and education as intimate but with the opportunity to be a valued member of a little peer group. Attending family day care has greatly assisted her in many areas, particularly the belief in her own abilities, and has certainly accelerated the development of her social skills.

I will never forget how proud and tall she stood on the first day I picked her up. She now has a wonderful sense of belonging to something special all of her own and can't wait for it to be her turn to go." – Mother

# Early Childhood Intervention

*“Our key worker provided a great connection between therapies and kindergarten”*

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## CRISTINE BULL

### Team Manager Early Childhood Intervention

**What does this program deliver?** Early Childhood Intervention (ECI) provides a wide range of services and support for families who have children with developmental delay or disability from birth to school age. We have a highly qualified and experienced team of allied health professionals including: team manager, speech pathologists, occupational therapist, psychologist, physiotherapist and early childhood intervention teachers. There is also a parent counsellor available at **bestchance** for families accessing the ECI program.

We work in partnership with families using family centred and strength based approaches. Each family is provided with a key worker who is the primary contact for the family. The key worker collaborates with other service providers as well as members of the ECI team to ensure the expertise of professionals is utilised to achieve the best outcomes.

The services are provided through play and daily routines in the child’s natural learning environments which could be at home, at child care or kindergarten. We offer a weekly ECI playgroup at **bestchance** as an opportunity for parents to meet regularly in a supportive environment. We also provide parent education sessions and short term group programs to meet identified needs.

**What has it achieved in the last year?** The ECI program has had very successful recruitment rounds during the last 12 months and now has a full complement of allied health professionals. This enables the team to provide the full range of therapy and educational services required by children and their families.

We have continued to consolidate the key worker model of service delivery and have provided services to 127 families and received a 100% satisfaction rating from families who responded to family feedback surveys.

The ECI team continued to keep up to date with best practice approaches by attending conferences and professional development opportunities utilising Department of Education and Training Grant funding. These have included: Victorian Autism Conference, Early Childhood Australia Conference, Early Childhood Intervention Association National Conference, The Coach Approach workshop, Sleepwise workshop, NDIS Workshop and Bridges out of Poverty Training.

**What are the program plans for next year? Excellence and innovation** – to ensure we are accurately measuring and recording the effectiveness of our services in line with ECI evidence based practice guidelines, we will continue to improve the ways we gain feedback from families about the quality of the services ECI is providing and to find out more about the services families want. This information will assist us to improve the services we provide and to drive innovation in readiness for the rollout of the National Disability Insurance Scheme in 2017.

**Service expansion – bestchance** ECI has expanded its services to provide Commonwealth funded services - Helping Children With Autism/Better Start Initiative (HCWA/BSI). We plan to increase our marketing to further expand our service provision to the broader community during the next 12 months. We also plan to increase the range of services we can offer to families using HCWA/BSI.



# Early Childhood Intervention

**127** children and their families accessed ECI services

**51%** were from CALD backgrounds

**19%** also benefited from other **bestchance** services



## ACCESSING FUNDING

Chase is an excitable, playful four year old boy who is very much loved by his parents. Shortly before his family moved from interstate, Chase was diagnosed with Autism Spectrum Disorder (ASD). Whilst trying to find their feet in a new home, his parents were unsure what the next step was for their little boy.

After contacting the central intake for early childhood intervention services, the family were referred to **bestchance**, where they were allocated a key worker. This key worker became their main point of contact to support and guide them through ECI services.

One of the first things the key worker did was to assist the family in accessing the Helping Children With Autism (HCWA) Commonwealth funding to obtain therapy services for Chase. As **bestchance** provides both Commonwealth and State funded services, Chase's family was able to access multiple services from one team at **bestchance** which was a relief to his parents.

Chase commenced three different therapies through the **bestchance** ECI team - speech pathology, occupational therapy and a general developmental play based program. His key worker identified that one of the main goals for Chase was to assist him in communicating his wants and needs. It is so important to give children a 'voice' and a way for them to communicate when they don't yet have the words.

Six months on, Chase and his parents continue to attend regular sessions with the key worker and speech pathologist to learn how to use pictures to help him to communicate visually. Chase has responded very well and has begun to make his own choices. Everyone involved is thrilled to see how Chase is finding 'his voice'.

Our role with children and their families is very broad and at **bestchance** we offer a weekly playgroup, child care and parent counselling in addition to the ECI services.

The ECI team will continue to work in partnership with Chase's family by working on the areas which are important to them and assisting with the transition to kindergarten and school in the future.

# Kindergarten Cluster

*“It is our team’s vision that all children and families have access to high quality kindergarten programs and it is our role to support educators to provide the best possible program that enhances children’s learning and development”*

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## WENDY MORRIS-SMITH

### Program Manager Kindergarten Cluster

**What does this program deliver?** **bestchance** Kindergarten Cluster Management delivers professional management of kindergartens to support quality outcomes for children, families and communities. It is our team’s vision that all children and families have access to high quality kindergarten programs and it is our role to support educators to provide the best possible program that enhances children’s learning and development.

Our highly skilled and experienced team all have backgrounds as early childhood professionals and in early childhood program delivery. The team is uniquely placed to appropriately support educators pedagogically, as well as support committees in their incorporated association roles.

**What has it achieved in the last year?** Strong growth in cluster membership has seen a focus on consolidating our processes and supports. With over 4,000 children accessing a **bestchance** kindergarten program weekly, supporting quality programs and outcomes is crucial.

- The Classroom Assessment Scoring System (CLASS) observation tool was embedded as a practical support to educators. The tool focuses on the effectiveness of interactions between children and educators, promoting children’s social and cognitive development. The success of CLASS has been communicated to broader audiences including presenting at the 2015 Early Learning Association Australia Conference and an article written for Pre-school Matters “Quality Interactions – A CLASS Act”
- A strong professional development program was provided for educators including 268 educators attending the **bestchance** Conference on March 21, 2015 with keynote speakers Louise Dorrat and Nairn Walker. Catharine Hydon’s four part leadership series for teachers also provided lead teachers with the opportunity to practice and embed learning
- Working with key stakeholders including local government

and school site partners to support relocation and establishing further partnership opportunities

- Supporting kindergartens to provide programs and session models aligned to the needs of the community

### What are the program plans for next year?

- Strengthening networks in geographical areas between educators and providing opportunities for educators to share knowledge across the cluster and through local professional networks
- Acknowledging and sharing innovation and best practice and promoting this across cluster
- Supporting continued growth and development of educator leadership skills
- Establishing and strengthening effective links with local councils
- Maximising opportunities to collaborate and grow responsive services within integrated service sites, school sites and local government
- Continuing to grow relationships with academic and other organisational partners to influence and consolidate quality practice



# Kindergarten Cluster

**4,037** children attend a **bestchance** three or four year old kindergarten program

**61** kindergartens under **bestchance** management

**10** local government partnerships with **bestchance**

**372** educators



## VOICE OF THE CHILD

At **bestchance**, children are viewed as competent beings, with inherent rights and the capability to contribute to decisions that affect them.

Listening to children is the first step in enacting their rights; responding respectfully and responsibly is the next step. The art of conversation and listening is central to effectively hearing the voice of the child.

Educators employ a variety of techniques to engage and listen to children e.g. documentation, photography, child interviews, group discussions, transcribing children's comments. Children's wellbeing is enhanced, engaging their interest. Ideas and suggestions turn into reality. Educators take time to listen to children and honour their views as they are deemed experts on their own lives.

At Tally Ho Pre School, **bestchance** educator Michelle explains how a conversation about holidays led to an exciting new project.

"One cold, wet Monday morning, as we were sitting together in a large group, the children and I were marking the daily attendance list, commenting on who was away sick or on holidays. We counted three people away on holiday – Ann in Port Douglas, Charlotte in Bali and Elena in China.

Suddenly Roger spoke up and said, "I go to China too!" to which I responded "Have you been to China Roger?" He then replied, "No, I go too!" To clarify, I asked again, "Are you going to China too?" to which he replied "Yes, with Mummy!". Other children then joined in the conversation with lists of places they had been to on a holiday with their families.

To keep the children engaged I then said "I think I need to go on a holiday. I'm tired of cold, old Melbourne. Can I go on a holiday too? Do you want to go too?".

And so over the coming days and weeks our learning reflected what the children were interested in. The group looked at maps and flags of the world; identifying different forms of transport; learning to say hello in different languages; cooking foods from different countries; building a plane and an airport and making their own money, passports and tickets. All ideas were respected and a variety of techniques employed to ensure that each child had a voice."

# Parent & Community Support

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*“The success of the PACS program depends on volunteers. From sorting donations to visiting families, these extraordinary volunteers are committed to making a difference in the lives of families and we could not do it without them”*

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## GERALDINE RYAN

### Team Manager Parent and Community Support

**What does this program deliver?** The Parent and Community Support (PACS) program supports families. We offer assistance to families facing financial hardship including food parcels, casseroles, and preloved items. Our Wishing Tree program provides families in need with food and gifts for the children at Christmas.

The In-Home Volunteer Support program supports isolated families with young children. Without family or close friends to assist, these families can find it hard to cope. Volunteers visit once a week for approximately one year, assisting in any way possible. Along the way, the family and volunteer often form a wonderful relationship, becoming an important part of each other's lives.

Our supported playgroup meets weekly providing a bridge between home and community. Some parents need a little extra support as they gain confidence to take their children out and meet other parents. The playgroup provides this opportunity with targeted and ongoing support.

**What has it achieved in the last year?** The success of the PACS program depends on volunteers. From sorting donations to visiting families, these extraordinary volunteers are committed to making a difference in the lives of families and we could not do it without them.

This past year has been a challenging one in terms of funding. A very rigorous process for Commonwealth Government funding for both the emergency relief and the parent support program was completed. Fortunately we were successfully re-funded for our Community Support program. Initially we faced the prospect of the In-Home Volunteer program not receiving further funding, however we were delighted recently to learn that funding has been secured for a further two years. Whilst this is very helpful, it has also been important to seek philanthropic sources of funding to adequately meet the costs involved of running a comprehensive program. We have been fortunate to have some success in these areas.

**What are the program plans for next year?** Next year will allow for a consolidation across all program activities. There is a need to recruit more volunteers to the In-Home visiting program. Training for all volunteers in this program will continue to be a priority to ensure they have the skills and confidence to support vulnerable families in their homes.

There is a strong link between funding and evaluation. In this currently competitive environment, there is considerable demand to demonstrate, with solid evidence, that our program is making a difference. We will continue to work on ensuring our system of evaluation is robust and hope to make links with a university to complete this work.



# Parent & Community Support

**21 families with 53 children** participated in the In-Home Volunteer Support program

**137 clients** accessed the Community Support program a total of **232 times**

**33% of Parent & Community Support clients** are from a non-English speaking background



## CREATING PARTNERSHIPS

Hana and her family arrived in Australia after facing unimaginable hardships in their home country.

Hana, her husband and three young daughters had waited many months to be able to move to Australia. They started their new lives with much anticipation but had no extended family and were unfamiliar with the Australian way of life.

Despite being a qualified engineer, Hana's husband struggled to find work as his qualifications were not recognised in Australia. After many weeks, he was able to secure a low paying job.

Hana and her daughters were very relieved he had found a job but this meant they would be home alone every day. Not only was this very lonely but Hana did not have the confidence to leave the family home without her husband.

It was then that she was referred to the **bestchance** Parent and Child Support program and an in-home volunteer began visiting Hana and the children on a weekly basis.

At first the children were shy and uncertain as for many months their world had consisted only of the family home and their parents in a strange new country. Mary, the in-home volunteer, recognised that she would need to slowly work towards winning the trust of the children and their mother.

Months have passed and the family has enjoyed many visits from Mary. Hana feels much more confident and supported, and as a result, the three little girls' relationship with Mary has blossomed. Their response to her weekly visit best describes their new bond - every time she arrives, they run to the door calling "my Mary, my Mary".

# Volunteering

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*“In 2015 our volunteers contributed over 7,800 hours to **bestchance** programs and have played a significant role in extending services to children and the community”*

## **VICKI TEESE** Volunteer Manager

**What does this program deliver?** Our Volunteers Program is a bit like a matchmaking agency. We partner programs looking for volunteer help with volunteers who have the right skills. On the program’s side they benefit in a variety of ways. For example child care in our kindergartens, playgroups, primary schools and for our new parents; in administration in Kindergarten Cluster Management, Family Day Care and Finance; and in other areas as diverse as IT, marketing, gardening and maintenance. From the volunteers’ point of view, their placements at **bestchance** facilitate pathways into jobs, courses of study, opportunities to socialise, network and of course achieve the great satisfaction of watching the positive difference that they make to our families.

**What has it achieved in the last year?** In the past 12 months the Volunteers Program has successfully recruited 76 new volunteers. A significant proportion of these (66%) went into 35 of our Cluster kindergartens, where they ably assisted the staff and families of children with additional needs. These were all children facing extra challenges and for whom no government funding was available. We believe that this part of our volunteers program is unique in Victoria (possibly Australia).

Despite being geographically scattered (from our Glen Waverley campus to our many kindergartens in the eastern/south eastern region) our volunteers have been supported, encouraged and recognised by **bestchance** throughout the year with events such a Volunteer Recognition Day, Christmas Lunch, You’re Eggstra Special, Valentines for Volunteers and weekly on campus coffee mornings. This year, recognition of an outstanding volunteer contribution came in the form of our

nomination of Community Support volunteer, Fay Sims, for the 2015 Sir John Monash Volunteer of the Year award.

**What are the program plans for next year?** In the coming year we look forward to the expansion of the number of kindergartens seeking volunteer help and the support of our volunteers with training opportunities that will facilitate their goals of skills development and in many cases employment in the child care sector. **bestchance** believes that to have a successful partnership, our program must also meet the aspirations and motivations of our volunteers.

In 2015 our volunteers contributed over 7,800 hours to **bestchance** programs and have played a significant role in extending services to children and the community. We sincerely thank them all.



## 128 volunteers

64% of volunteers are CALD

30% of exiting volunteers left us to take up employment opportunities in sectors related to their volunteering experience

10% left to take up related courses of study



## volunteer age profiles

22% - under 30 yrs

17% - 31 - 40 yrs

16% - 41 - 50 yrs

10% - 51 - 60 yrs

15% - 61 - 70 yrs

20% - 70 + yrs



### MAKING A DIFFERENCE

A **bestchance** kindergarten approached the volunteers program looking for help.

They had enrolled a young boy, Winston, whose family had recently migrated from China. He was quite overwhelmed by all the recent changes in his life and had become largely nonverbal - even in his native Mandarin.

Every day his arrival at the kindergarten was accompanied by shrieks of distress, followed by total withdrawal from both teachers and children. Everyone was concerned about him and it was particularly distressing for his parents.

Then along came help in the form of **bestchance** volunteer, Li Bo - a 19 year old recent graduate of Certificate III in Children's Services. Li contacted the volunteer program as she wanted more hands-on experience with children and it was a fortunate partnership, because she was also a fluent speaker of Mandarin.

With a gentle encouraging manner she initially just played alongside Winston, conversing in Mandarin. Then bit by bit, she encouraged other children to join them in activities and began alternating Mandarin with English phrases. It became more and more about fun and increasing the four year old's confidence. Her technique gradually worked a form of magic.

By the end of the year, during a story telling session, the teacher was about to shush the voice of one overly excited child. However she stopped herself in time- because it was a happy, noisy young Winston. What a difference a volunteer can make!

# Cheshire School

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*“In Cheshire, I learnt to read,  
write, and control my anger.  
Cheshire is a place where people  
can be happy and learn.” (Cheshire  
School graduate, 2015)*

## **DR KYLIE JACKSON**

### **Principal/Psychologist**

**What does this program deliver?** Cheshire School provides a specialised 12 month intervention program to support students from prep through to grade four, who are unable to continue their education in a mainstream school due to significant social, emotional and/or behavioural problems.

The program is designed to support students and their families by providing them with a caring, supportive environment to identify the fundamental causes for their child’s behaviour and to ‘un-learn’ these disruptive behaviours that may have become part of the child’s coping mechanism. Most importantly, Cheshire gives students the opportunities to develop skills and learn to identify and normalise their feelings of sadness, anger and frustration and express their emotions in a socially acceptable manner. Some of the issues the students present with include Attention Deficit Disorders (ADD, ADHD), Autism, Oppositional Defiant Disorder (ODD), anxiety and trauma related issues.

**What has it achieved in the last year?** Cheshire School has an ongoing commitment to not only impact upon the lives of the students who attend the school but to also take our expertise to the wider community, so that many more students facing significant challenges in their learning can benefit from our program.

In the 2014/2015 financial year Cheshire School enrolled 23 students. In addition the Cheshire School has built on and strengthened our community and educational networks. This was highlighted in May when over 70 community members visited and toured our wonderful school.

In early 2015 the school established a consultancy service drawing on our expertise in managing a child’s significant social, emotional and behavioural challenges. This service was offered to primary schools, kindergartens and parents who require intensive behavioural management support and is delivered by school Principal and Psychologist Dr Kylie Jackson and teaching specialist Jennifer Daverington.

In May 2015, Cheshire School welcomed a record number of schools to our open afternoon. This provided Cheshire School with a brilliant opportunity to showcase the specialised program we offer, as well as establish and build crucial partnerships within the local and broader community. Cheshire School was further acknowledged by the “Giving Kids a Chance” article which was published in the Waverley Leader in May 2015. This article resulted in an increase in general enquiries and visitors to our school and website.

**What are the program plans for next year?** In 2015, Cheshire School responded to the growing need within the community to offer further enrolments in the younger year levels. As a result, Cheshire now offers places for suitable students from prep to year four exclusively, with the aim of opening an additional classroom for preps in 2016. This is based on anecdotal evidence indicating that we are getting the best results from the program with the younger students and links to research that demonstrates early intervention is most effective long term for students with social, emotional and behavioural difficulties. Providing an increase in places in the earlier years ensures that a young person’s first experience with formal education is a positive one, setting them up for being lifelong learners and actively engaged in their education.

In the next 12 months it is envisaged that Cheshire Consultancy will continue to expand with a staff professional workshop being rolled out into mainstream schools so support staff are adequately supported working with students with social, emotional and/or behavioural difficulties.

Cheshire will continue to work in partnership with various philanthropic and charitable organisations to maximise the number of young people accessing this program.

# Cheshire School

**100%** of students transitioned back into mainstream school after successfully completing the 12 month intervention program

**84% attendance rate in the 2014 academic year**  
**a growing wait list is testament to our expanding profile, reputation and the need for specialist intervention**



## BUILDING ROLE MODELS

Before Cheshire School, Henry was struggling in prep. He had been diagnosed with Autism and Attention Deficit Hyperactivity Disorder (ADHD). He needed a full time aide just to get through the morning at school and was unable to manage five days full time. He didn't like loud noises and needed constant redirection. He tried to socialise with his peers but was inappropriate in his attempts to do so. Henry was hyperactive to the point of becoming distressed (for example, hiding under tables and running around the classroom). He would frequently abscond from the classroom and would often 'hit out' at others, including his mother.

At Cheshire School, staff worked with Henry's parents at home and at school on effective behaviour management strategies. After explicit teaching of social rules, Henry was able to join in all classroom activities and play with others in the sandpit and playground. Whilst Henry was naturally a very bright student, it was not until he came to Cheshire School that he was able to reach his true capacity academically. His impulse control strengthened and his behaviour settled, enabling him to engage more in his learning. Towards the end of his placement at Cheshire School, Henry became a role model for his peers at Cheshire and shared strategies for what they could do if they were feeling anxious, angry or in need of a friend.

Henry's teacher and school psychologist provided a supported transition with Henry returning to his former school. Henry's former school staff were invited to visit him at Cheshire in his final term of placement to see his transformation first hand and were supported with effective strategies (including an Individualised Behaviour Management Plan). Cheshire staff then attended Henry's transition at his former school.

After Cheshire School, Henry's school commented on the difference a year at Cheshire had made in turning his life around.

"Henry has now made the transition back to school. Now in year two, he is able to manage himself in the classroom and in the playground. What a difference 12 months at The Cheshire School has made!" - Year two classroom teacher.

# Training



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## ROBYN DONALDSON

### Training and Compliance Manager

**What does this program deliver?** **bestchance** Training is a Registered Training Organisation (RTO) regulated through the Australian Skills Quality Authority (ASQA). We provide accredited training, government funding and are a Learn Local provider of pre-accredited training.

To retain and maintain the strong reputation **bestchance** Training has within industry, we ensure that our training is specifically developed with industry input and then delivered and assessed by fully qualified trainers with industry experience.

**bestchance** trainees are work ready. Our trainees practice their theory in actual work environments through the practical placement component of their program of study. In addition we build employability skills of our trainees through the Prepare of Employment pre-accredited program.

**What has it achieved in the last year?** Over the past 12 months **bestchance** Training has seen significant increases in the offering of both accredited and non-accredited programs which include:

- CHC30212 Certificate III in Aged Care
- CHC30312 Certificate III in Home and Community Care
- CHC30113 Certificate III in Early Childhood Education and Care
- CHC50113 Diploma in Early Childhood Education and Care
- HLTAID003 Apply First Aid
- HLTAID004 First Aid in an Education and Care Setting
- HLTAID001 Perform Cardiopulmonary Resuscitation
- Course in Anaphylaxis Awareness Training
- Course in Emergency Asthma Management Training
- Prepare for Employment

- Conversational English

**bestchance** Training was successful in its application to Learn Local for the 2015 Adult, Community and Further Education (ACFE) board Capacity and Innovation Fund. This generous funding will allow **bestchance** Training to:

- Develop relationships with local business/industry to build stronger relationships;
- Develop opportunities for our trainees to undertake practical placement, volunteering and/or paid employment;
- Embed career development skills and knowledge into our training.

We have also developed and delivered specific training tailored to suit individual child care centres with topics such as: leadership skills, effective communication, managing mini-teams, conflict resolution, child development, children's routines, behaviour management and observations and programming.

To ensure continued growth of the training products offered by **bestchance** Training, we are currently developing learning and assessment resources to enable us to:

- Offer a non-workplace based Diploma, for those trainees who are not currently employed in the Industry
- Extend our scope of registration to include Certificate IV in Education Support

Both additions come as a direct result of feedback from industry, the community and our own trainees.

We are also looking to update our current Certificate III for Aged Care qualification to the new Certificate III in Individual Support. This will ensure trainees have access to the most current course without the need to transition from an obsolete program part way through.

**What are the program plans for next year?** Over the next 12 months **bestchance** Training will:



## 726 enrolments in the last financial year

42 Aged Care  
41 Home and Community Care  
94 Education Support  
116 Early Childhood  
55 Diploma  
126 First Aid  
196 CPR  
31 Prepare for employment  
9 Conversational English  
16 Taster program

**347 trainees enrolled in full nationally accredited courses**

**56% of trainees were from non-english speaking backgrounds**

**31 accredited courses commenced in the last year**

- Seek to increase Learn Local funding to offer more places in both Prepare for Employment and Conversational English programs to meet the continuing growth of culturally and linguistically diverse (CALD) trainees
- Develop relationships and partnerships with other Learn Local providers to build synergy and develop pathways for trainees
- Research and, where appropriate, develop alternative training delivery methodologies such as on-line, blended and workplace delivery
- Review expansion of scope opportunities to further enhance accredited skills-sets and qualifications offered by **bestchance** Training in line with industry and local community requirements
- Continue to investigate diversification of products and services to provide learning and development solutions that meet the needs of industry and the local community
- Work to further integrate with other programs and services offered by **bestchance** such as child care and

kindergarten cluster management to promote pathways into employment and facilitate opportunities for practical placement and volunteering

- Develop partnerships with employers to facilitate employment, placement and training opportunities
- Deepen relationships with external stakeholders such as government departments, Job Services Australia and Disability Employment Service providers
- Investigate the need and opportunity for the delivery of training in other geographical locations
- Continually develop the provision and quality of our education programs to enhance the reputation of **bestchance**
- Develop relationships with schools and local councils to deliver products and services
- Further develop our professional development opportunities to **bestchance** employees and the wider local industry and community.

### PREPARING FOR EMPLOYMENT

Yumi dreamed of an international job as a teenager in Japan. After leaving Japan and living in Korea and New Zealand, Yumi and her young family moved and settled in Australia.

Yumi's first language was not English. She was shy, with very little confidence who barely spoke when she started the Prepare for Employment program. Little did Yumi know how much this course would change her life.

The more Yumi learned, the more her confidence grew. Yumi's interpersonal skills also improved. She then enrolled in a dual Certificate III (Early Childhood Education and Care and Education Support) at **bestchance** Training. A requirement of the dual qualification was to attend practical placement in actual workplaces.

Through the valuable employability skills Yumi gained from attending the Prepare for Employment Program and with her new found confidence, Yumi was able to approach local organisations and secure the required practical placements.

In 2015 Yumi successfully completed the dual Certificate III and is now undertaking the Diploma in Early Childhood Education and Care. She also acts as mentor to newly enrolled students and is a wonderful advocate for the Prepare for Employment program.

# Infrastructure and IT



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**DAVID SAKKO**

## Senior Manager Infrastructure and IT

The Infrastructure and IT department work to ensure the organisation's physical resources are maintained to a standard which allows employees to do their job and thus enables the organisation to work toward achieving its mission. This includes the day-to-day maintenance of **bestchance's** property portfolio and IT systems as well as proactively positioning ourselves for the challenges and opportunities of tomorrow.

This is done whilst taking into consideration employee and client safety, compliance with relevant legislation, laws and funding agreements, financial realities and the strategic direction of the organisation. The recent rapid growth as well as the anticipation of further expansion requires implementation of more robust systems and processes to position ourselves strongly for the years to come.

The 2014/15 financial year saw:

- The redevelopment of the former Berengarra School building which was transformed into an extra playroom for the kindergarten program in Glen Waverley. "Playroom 8" was officially opened by the Minister Jenny Mikakos MP
- **bestchance** was successful in obtaining an Information Technology grant from the Department of Education and Training which resulted in the roll out of iPads across a number of kindergartens
- Salesforce was selected as the organisation's Client Relationship Management System and is in the latter stages of implementation
- An extensive procurement process resulted in the purchase of a new Human Resources Information System (HRIS) called chris21 which went live in August 2015. The additional HR modules, as well as an online kiosk for employee access to leave applications and payslips, group certificates and more is scheduled to go live early 2016.

Among other things, the Infrastructure and IT department will be focusing on the following projects over the next 12 months:

- Implementation of maintenance and IT helpdesks – allowing for electronic lodgement and monitoring of support requests
- Completion of HRIS Project
- Procurement of a new finance system
- Upgrade of servers
- Implementation of an Asset Management Policy and Procedure
- External refurbishment of the Children's Centre in Glen Waverley
- Relocation of three kindergartens to new co-location sites

It's promising to be a busy and exciting year ahead!



# Marketing and Fundraising

## DIANA KHANOM

### Marketing and Fundraising Team Leader

The Marketing and Fundraising team operates a dual function to both raise the profile of the organisation and fee-for-service programs whilst fundraising for the sustainability of programs which heavily rely on gap funding. In the last 12 months the team has grown to include a number of volunteers, for whose contribution we are very grateful.

This year's key achievements include holding the fifth **bestchance** Multicultural Festival in December 2014 (part funded by Victorian Multicultural Commission), significantly increased enrolments at **bestchance** Training, holding the first **bestchance** Forum and AGM, supporting the launch of our Family Day Care program, submitting more than 30 grant applications and holding the first **bestchance** Training Student Awards.

To meet funding shortfalls in our service delivery, we have raised \$322,000 from supporter donations, philanthropic grants, trusts and bequests (1.6% of our income).

Public donations come primarily through bi-yearly appeals, bequests, tin can donations and major gifts from corporates and local community groups. Other donations come via philanthropic grants or fundraising activities.

Major philanthropic support this year include The Kimberley Foundation, RE Ross Trust and The Gourlay Foundation for Cheshire School and Gandel Philanthropy for the Parent and Community Support Program. **bestchance** was also successful in securing grants from City of Monash, Department of Social Security, Department of Education and Training and Learn Local. As a not-for-profit organisation, **bestchance** is very grateful for the support we receive which allow us to provide high quality care and support services to children and families. As always, a special thank you to our long term supporters who continue to donate to **bestchance** on a regular basis. We truly value your loyalty and support.

Planning for the year ahead, the team continues to work in line with the **bestchance** strategic plan and vision. Goals for next year include successfully migrating to our new fundraising software, updating over 49,000 donor records and trialling new and exciting marketing campaigns for program growth. A sincere thank you to all who have contributed to the program in the last 12 months.



# Human Resources



## JENNIE BENTLEY

### Executive Manager Human Resources

At the end of this financial year, **bestchance** employed 525 staff members (including casual), of whom 252 were full-time.

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

We have experienced significant growth over the previous two years and the challenges included sustainable workloads, a dispersed workforce working in relative isolation and the delivery of a wide range of quality services. This growth means increased compliance requirements and greater expectation on the Human Resources (HR) team to provide a range of services, resources and policies. These services include strategic HR, leadership resources, staff policies and procedures, occupational health and safety, WorkCover, employee relations and risk management.

The HR team also provides coaching and education to team managers to equip them with skills to manage and develop their staff. We continue to be aligned with the organisational values and people principles by embedding a culture of team work and building a professional workforce capable of providing high quality services to clients and families. There is strong commitment to continuous improvement and implementing contemporary practices that are underpinned by risk mitigation principles.

The HR team has an important role in building staff capability and organisational capacity. We have continued to develop risk registers in line with a risk management framework that will identify and prioritise operational and strategic risks. Staff policies have been updated and the organisational induction and education programs have been key focus areas over the previous 12 months.

An Occupational Health and Safety Plan has recently been developed with the aim to ensure **bestchance** is strategically positioned to achieve outcomes, improve performance and demonstrate sustainable occupational health and safety practices. The actions and outcomes are strongly aligned with the commitments in the Strategic Plan pertaining to organisational capacity, with risk management principles at the forefront.

In addition, the implementation of a new Human Resources Information System (HRIS) in the coming months will capture staff data, skills, qualifications and job candidate information, enabling greater efficiencies. Tracking data in a single system will enhance our capacity to more effectively undertake workforce planning.

It is important that the HR team can respond to the increased demands including strategic HR planning and workforce development; to position **bestchance** to suitably respond to any future government changes, organisational growth, and to attract and retain high quality and engaged staff.

Employee		Gender	
Part - time	67%	Female	97%
Full - time	13%	Male	3%
Casual	20%		

# Finance and Payroll

## KIM MCCONVILLE

### Finance Manager

The Finance and Payroll team provides day to day support for Programs and Corporate services through financial services and payroll. The team is responsible for the following day to day operations;

- accounts payable for the whole organisation
- fortnightly payroll for 525 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 Kindergarten Cluster Management
- book keeping for kindergartens
- contract management
- all financial management of kindergarten cluster funding on behalf of incorporated kindergartens within cluster management

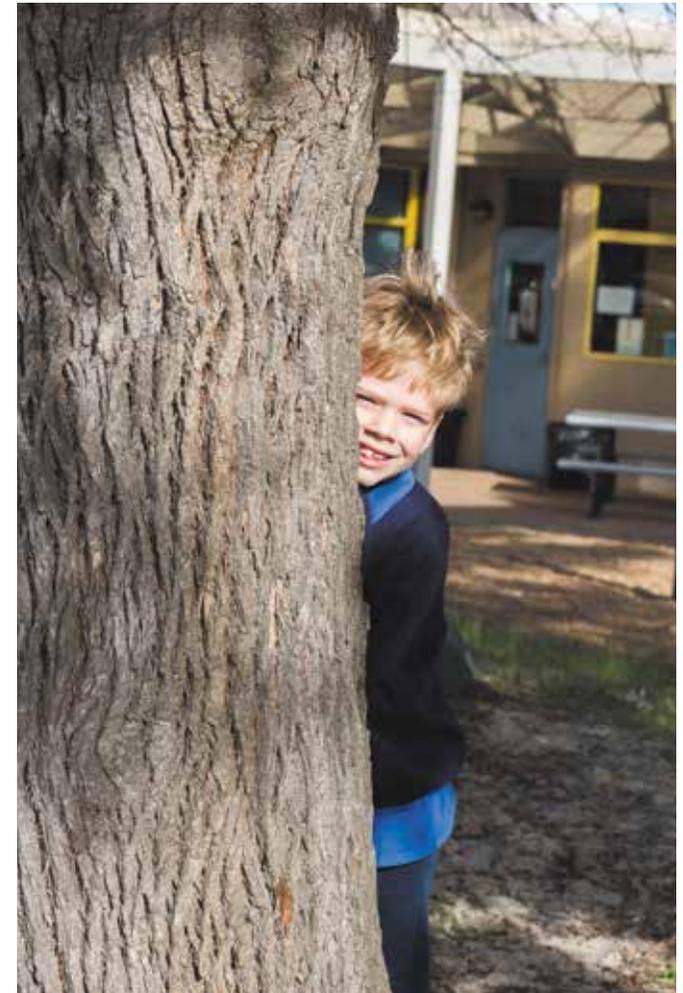
With the significant growth experienced by bestchance in the last few years in the Finance and Payroll team staffing is currently 5.6 Full Time Equivalent. Finance supports program growth particularly in Kindergarten Cluster Management and Family Day Care.

Throughout the year the Finance and Payroll team researched and then implemented a new payroll system to enhance and streamline the payroll process in order to meet the growing needs of the organisation. The payroll system was a significant commitment with transfer of staff data, testing processes and then running parallel pay runs against the current payroll system to ensure that the actual Go-Live date is as problem free as possible. The new payroll system went live in August 2015 and was a great achievement.

There has been increased uncertainty around funding for kindergartens for 2016 in regards to 15 hours of funding and increased staff to child ratio changes. Therefore the team has been providing support to both the Kindergarten Cluster program as well as kindergarten committees in planning for the uncertainty. This support will continue into the 2015/16 financial year.

Over the coming 12 months the Finance Team will be reviewing all of its systems and processes including our current information systems to ensure that we are delivering a service consistent with **bestchance** needs.

Now that the Payroll system has been implemented the team will be looking to procure and implement a new Finance Information System (FIS). The current system has an end of life date, therefore it was timely for **bestchance** to examine the current systems and processes. The Board and Management have agreed that a new FIS will significantly benefit the staff and managers of **bestchance** through increased efficiencies and improved processes.



# Financial Performance

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

	2015	2014
	\$	\$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	767,944	100,418
Trade and other receivables	1,744,323	1,735,367
Financial assets	1,564,492	1,652,518
Other assets	25,586	23,912
<b>TOTAL CURRENT ASSETS</b>	<b>4,102,345</b>	<b>3,512,215</b>
<b>NON CURRENT ASSETS</b>		
Property, plant and equipment	25,547,856	11,365,610
<b>TOTAL NON CURRENT ASSETS</b>	<b>25,547,856</b>	<b>11,365,610</b>
<b>TOTAL ASSETS</b>	<b>29,650,201</b>	<b>14,877,825</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,470,150	1,123,369
Borrowings	478,161	1,155,435
Employee benefits	1,421,390	1,268,774
Other liabilities	696,384	401,890
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,066,085</b>	<b>3,949,468</b>
<b>NON CURRENT LIABILITIES</b>		
Borrowings	1,043,000	700,000
Employee benefits	240,158	199,385
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>1,283,158</b>	<b>899,385</b>
<b>TOTAL LIABILITIES</b>	<b>5,349,243</b>	<b>4,148,853</b>
<b>NET ASSETS</b>	<b>24,300,958</b>	<b>10,728,972</b>
<b>EQUITY</b>		
Reserves	23,713,944	10,052,568
Retained earnings	587,014	676,404
<b>TOTAL EQUITY</b>	<b>24,300,958</b>	<b>10,728,972</b>

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
	\$	\$
<b>INCOME</b>		
Operating revenue	19,804,548	15,288,050
Other income	111,974	215,967
<b>EXPENSES</b>		
Occupancy costs	(91,959)	(90,428)
Administrative expenses	(237,217)	(187,517)
Employee Benefits	(18,096,736)	(13,749,724)
Computer and equipment expenses	(305,963)	(187,458)
Insurance and professional costs	(145,006)	(93,658)
Direct costs	(487,910)	(507,602)
Volunteer development	(4,412)	(6,001)
Property maintenance and security	(212,143)	(217,862)
Motor vehicle expenses	(68,329)	(50,007)
Hospitality and catering	(17,156)	(9,726)
Depreciation, amortisation and impairment	(267,675)	(232,494)
Other expenses	-	-
Finance Costs	(71,406)	(107,652)
<b>Surplus/(Deficit) for the year</b>	<b>(89,390)</b>	<b>63,886</b>
Other comprehensive income	13,661,376	-
<b>Surplus/(Deficit) attributable to the Association</b>	<b>13,571,986</b>	<b>63,886</b>

Statement of financial position as at 30 June 2015, statement of income and expenditure for the year ended 30 June 2015, the true and fair certification and the statement by members of the board. A copy of the full financial report is available upon request by calling **bestchance** on 8562 5100.



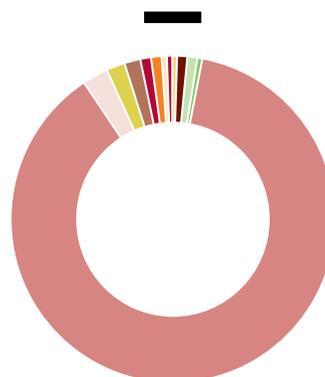
This year we have a small operating deficit of \$89K compared to a surplus of \$64K in 2013/14. This is largely due to increased investment in staff resources to support and sustain the growth in revenue. This year revenue was up \$4.4M (28%) following on from growth of \$4.6M (47%) in 2013/14 and projected growth of some \$5.0M for 2015/16. On the expenditure side costs increased by \$4.6M (30%) compared to \$5.0M (49%) in 2013/14.

Just under two thirds of revenue comprised government grants of \$12.2M with the next largest being participants' fees and charges at \$6.8M. The balance comprised interest, philanthropic funding and donations. Of the \$18.1M in expenditure (up 30%) just over 90% is in employee benefits. This category of expenditure is high because a large proportion of wages are recouped on a cost basis from incorporated kindergartens.

The total equity of the organisation has increased by \$13.5M, up 126% on 2013/14 to \$24.3M due to an independent revaluation of the land and buildings at 583 Ferntree Gully Rd, Glen Waverley to \$25.0M. Our working capital ratio showed a slight increase from 0.9 to 1.0 and net borrowings improved from \$1.05M in 2013/14 to \$753K this year. This result included \$788K of capital expenditure principally for the refurbishment of the Berengarra building for kindergarten programs and investment in a new payroll system.

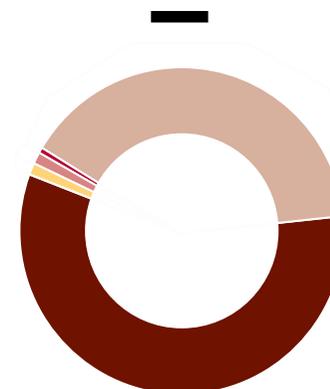
Once again I am most thankful for the diligence and acumen of the Finance and Audit Committee members and professionalism of management who have both ensured that we act as proper stewards for the significant resources of **bestchance**.

## EXPENDITURE 2014/15



- Administrative Expenses // 1%
- Employee Benefits // 90%
- Computer and equipment expenses // 1.45%
- Insurance and professional costs // 1%
- Direct Costs // 2.35%
- Property maintenance and security // 1%
- Depreciation, amortisation and impairment // 1.25%
- Finance Costs // 0.25%
- Occupancy Costs // 0.35%
- Volunteer development // 0.1%
- Motor vehicle expenses // 0.25%
- Hospitality and catering // 1%

## INCOME SOURCE 2014/15



- Interest Revenue // 0.3%
- Donations and other Grants // 1.6%
- Government Grants // 62.2%
- Participants Fees and Charges // 34.2%
- Other Revenue // 1.7%

*“The total equity of the organisation has increased by \$13.5m.”*

# Financial Performance



## Independent Auditor's Report to the Member of Child and Family Care Network Inc. operating as bestchance

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 2015, the income and expenditure statement for the year then ended, the statement of changes in equity, the statement of cash flows, notes comprising a summary of significant accounting policies and other explanatory information, the statement by members of the board of governance, and the certification by members of the Board on the annual statements giving a true and fair view of the financial position and performance of the association.

### Board's Responsibility for the Financial Report

The Board of Child and Family Care Network Inc. operating as bestchance (Non-reporting) Inc is responsible for the preparation and fair presentation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Reform Act 2012 and the Australian Charities and Not-for-Profits Commission Act 2012 and is appropriate to meet the needs of the members. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that 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 and fair presentation of the financial report, 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, 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.

## Opinion

In our opinion, the financial report of Child and Family Care Network Inc. operating as bestchance, is in accordance with the requirements of the Associations Incorporation Reform Act 2012 (VIC), the Australian Charities and Not-for-profits Commission Act 2012 and the Australian Charities and Not-for-profits Commission Regulation 2013, including:

- i. giving a true and fair view of the Association's financial position as at 30 June 2015 and its performance for the year ended on that date; and
- ii. complying with Australian Accounting Standards to the extent described in Note 1.

## Basis of Accounting

Without 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 meet the requirements of the Associations Incorporation Reform Act 2012 (Vic) and the Australian Charities and Not-for-Profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose.

Saward Dawson Chartered Accountants

Peter Shields

Partner

Dated 26 August 2015

# Financial Performance

## CHILD AND FAMILY CARE NETWORK INC. OPERATING AS BESTCHANCE

### Annual statements give true and fair view of financial position and performance of incorporated association

We, Saul Ryan, and Geoffrey Milbourne, being members of the Board of Child and Family Care Network Inc. operating as **bestchance**, certify that –

The statements attached to this certificate give a true and fair view of the financial position and performance of Child and Family Care Network Inc. operating as **bestchance** during and at the end of the financial year of the Association ending on 30 June 2015.



Saul Ryan - Chairman  
26th August 2015



Geoffrey Milbourne - Treasurer  
26th August 2015

## 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 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 30 June 2015 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.
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:



Saul Ryan - Chairman  
26th August 2015



Geoffrey Milbourne - Treasurer  
26th August 2015

# Our Locations

## bestchance services 2015

Kindergartens



Child Care Centres



bestchance Child Care Centre

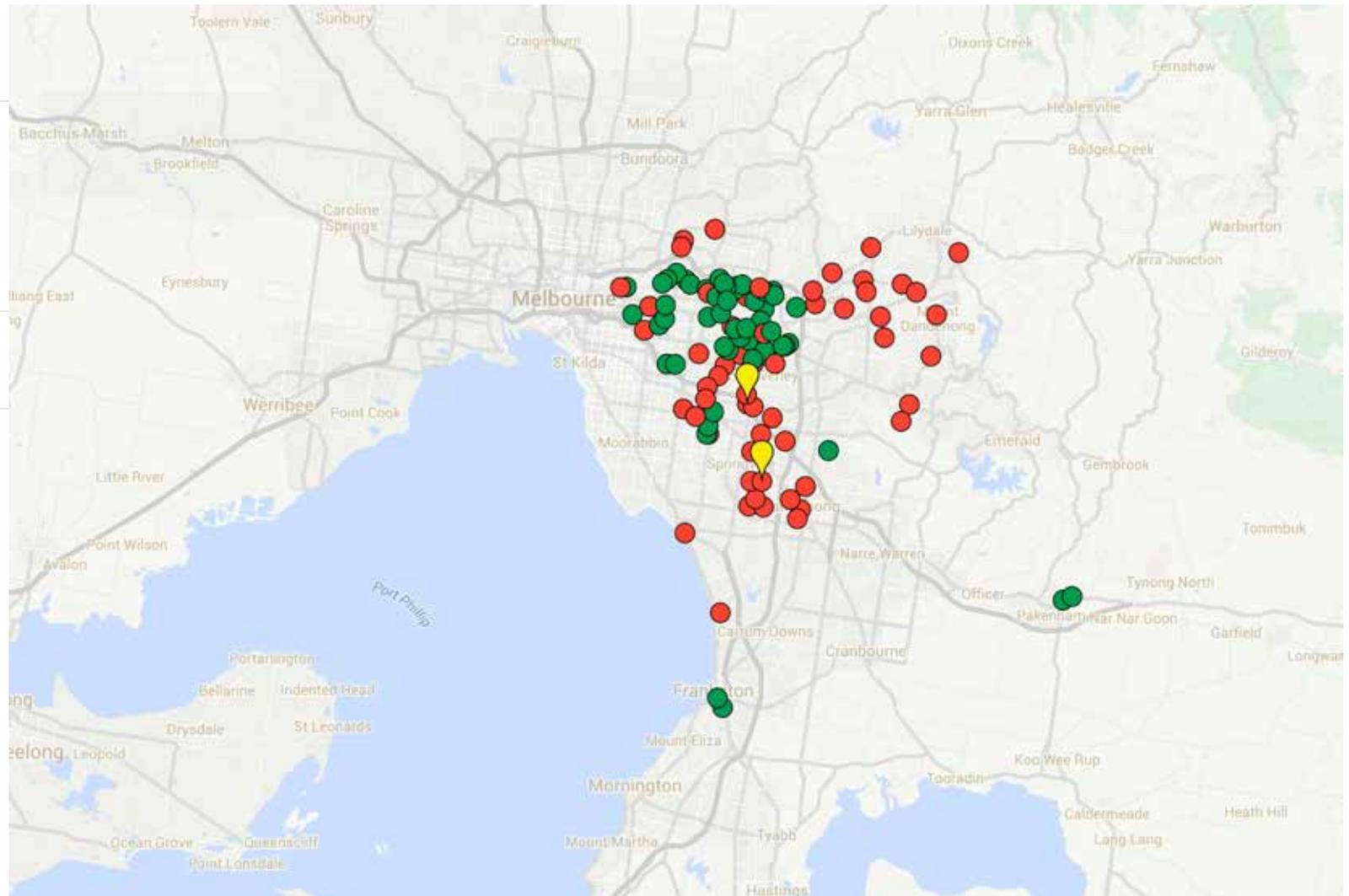


Noble Park Community and  
Child Care Centre

Family Day Care Educators



A map of all **bestchance**  
services 2014-2015



# Our Locations

## KINDERGARTEN CLUSTER MEMBERS AS OF JUNE 2015

### 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 KINDERGARTEN

170 Lonsdale St, DANDENONG 3175  
Ph: 9792 1830

### DANDENONG NORTH EAST KINDERGARTEN

10 Ingrid St, DANDENONG 3175  
Ph: 9792 0398

### DANDENONG SOUTH PRIMARY SCHOOL KINDERGARTEN

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

### DANDENONG WEST PRE-SCHOOL

6-8 Fifth Ave, DANDENONG WEST 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

### FERNHILL PRE-SCHOOL

9 Fernhill Rd, MT EVELYN 3796  
Ph: 9736 3515

### GERMAIN STREET KINDERGARTEN

Germain St, OAKLEIGH SOUTH 3167  
Ph: 9570 2550

### GLEN WAVERLEY SOUTH PRE-SCHOOL

43 Fraser St, GLEN WAVERLEY 3150  
Ph: 9560 3430

### GLENDAL PRE-SCHOOL

3 Lucerne St, MT WAVERLEY 3149  
Ph: 9802 5732

### GREENWOOD PARK KINDERGARTEN

Greenwood Ave, RINGWOOD 3134  
Ph: 9870 8881

### HANSEN PARK PRE-SCHOOL

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

### MORDIALLOC PRE-SCHOOL

26 Park St, MORDIALLOC 3195  
Ph: 9580 5935

### 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 PRE-SCHOOL

68 Albany Drv, MULGRAVE 3170  
Ph: 9560 3495

### 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 PRE-SCHOOL

Nottlen Park  
18 Nottlen 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

### RENE ANDERSON KINDERGARTEN

Cnr Dyson & Walker Rd, CARRUM 3197  
Ph: 9772 3648

### SANDOWN PARK KINDERGARTEN

86-90 Gove St, SPRINGVALE 3171  
Ph: 9546 4429

### SARAH COURT PRE-SCHOOL

25 Sarah Crt, MONTROSE 3765  
Ph: 9728 3453

### SASSAFRAS PRE-SCHOOL

394 Dandenong Rd, SASSAFRAS 3787  
Ph: 9755 1119

### 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

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

### TEMPLESTOWE PRE-SCHOOL

3 Swilk St, TEMPLESTOWE 3106  
Ph: 9846 2867

### 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

### WAREKILA PRE-SCHOOL

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

### WAYBURNE PRE-SCHOOL

579 Waverley Rd, Glen Waverley 3150  
Ph: 9802 0152

### WAVERLEY FOOTHILLS PRE-SCHOOL

Gladeswood Drv, MULGRAVE 3170  
Ph: 9795 9426

### 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, supporters and like-minded organisations that have worked with us as partners and collaborators.*

**THANK YOU FOR  
YOUR SUPPORT**

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## GOVERNMENT

- City of Boroondara
- City of Greater Dandenong
- City of Kingston
- City of Manningham
- City of Maroondah
- City of Monash
- City of Whitehorse
- City of Yarra
- Commonwealth Government (HCWA/BSI funding)
- Department of Education and Training (DET)
- Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- Knox City Council
- Office of Multicultural Affairs and Citizenship

## CORPORATE

- ANZ Bank
- Bartercard Melbourne East
- Bunnings
- Entertainment Book
- McArthur Management Services
- Officeworks
- People's Choice Credit Union
- Seward Dawson Chartered Accountants
- Staples
- Subway
- Tomorrow Agency

## COMMUNITY (PARTNERS AND COLLABORATORS)

- Connections Eastern Region Chinese Men's Service
- Miracle Babies Foundation
- Monash Volunteer and Resource Centre
- Monash Youth & Family Services
- Mulgrave Community House
- PlayConnect Playgroup
- Reformed Presbyterian Church McKinnon
- Waverley Breastfeeding Association
- Waverley Multiple Births Association

## PHILANTHROPIC SUPPORT

- Auburn South Pre-School
- Besen Family Foundation
- Campbell Edwards Family Trust
- Charities Aid Foundation
- Collier Charitable Trust
- Equity Trustees
- Gandel Philanthropy
- GiveNow
- Goodcompany
- Gourlay Charitable Trust
- Lions Club of Noble Park/Keysborough
- Lions Club of Waverley Inc
- Lord Mayor's Charitable Foundation
- Marion and EH Flack Trust
- Monash Community Services Group
- RE Ross Trust
- Rotary Club of Dandenong Central
- The Kimberley Foundation
- William Angliss Charitable Fund

## BEQUESTS (OVER \$1,000)

- William and Bessie Lennox Trust
- Frank and Sybil Richardson Charitable Trust
- Bell Charitable Fund
- Estate of Olwyn Little
- Estate of E R Sondergeld

## DONORS (OVER \$1,000)

- Mrs R Andre
- Mr Ken Biggins
- Mrs C D Brown
- Mrs J Dahlsen
- Mrs M L Harrison
- Miss M O'Sullivan
- Mrs Jan Palmer
- Mrs Sheila Randell
- Mrs Nicole North-Coombes
- Dr R Brown
- Mr S McCredie
- Mr and Mrs David and Henrietta Roberts
- Mr Les Bus
- Miss Jean Stewart
- Mr John Nolan
- Mr and Mrs MG and DF Tobias
- Mrs Dorothy Quantrelle

## EDUCATION

- Independent Schools Victoria
- Monash University

## TRAINING

- All practical placement providers for **bestchance** students
- Higher Education and Skills Group
- ACFE Learn Local



bestchance is supported by the  
Victorian Government

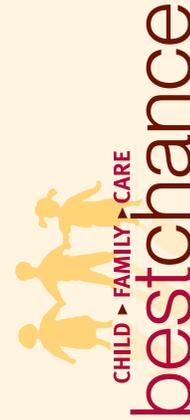
# How You Can Help

*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 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 information about leaving a bequest to **bestchance**  
 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](http://bestchance.org.au)

