

2015-2016 ANNUAL REPORT



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Celebrating 121 years of child, family services

Who We Are

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

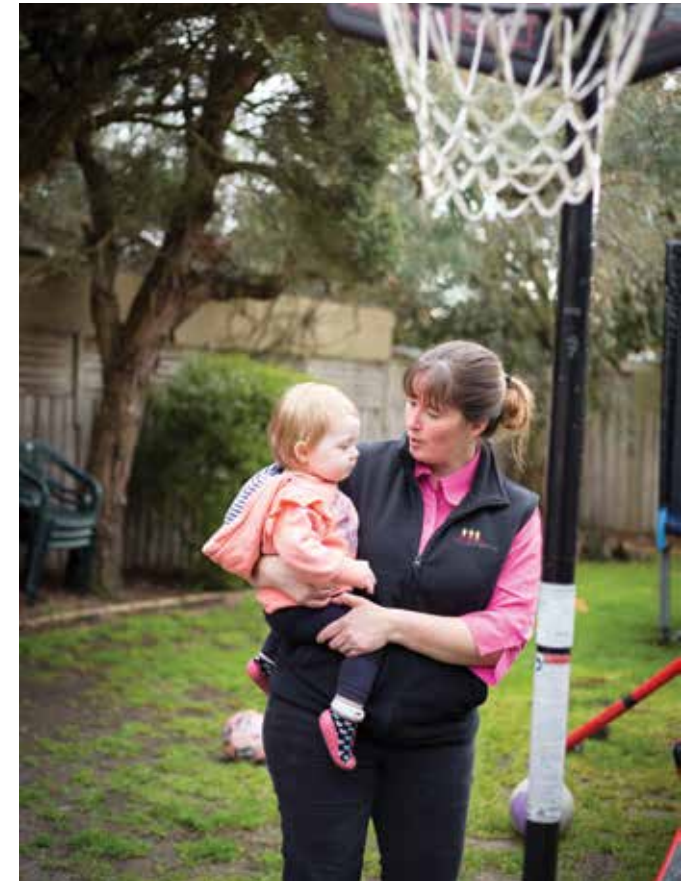
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Formerly Burwood Boys' Home, we operate one of the first integrated children's services complexes in Victoria providing quality early childhood intervention, education and welfare programs to those in need. **bestchance** adopts an innovative and holistic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

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

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

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



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 Burwood Children's Home closed its doors and the 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 printing and design of a new publication 'From Burwood to **bestchance**, 120 years of care and education.'

This new publication is made up of three parts - an illustrated chronology covering the 120 year history from 1895 to 2016; the inclusion of 'A Tea Merchant's Vision and Beyond - a history of the Burwood Boys' Home' by Ken Masterton; and an additional chapter, 'Success - and Onwards'.

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



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



Vice Chair
Vic Rajah
Joined 2012



Secretary
Glenys Grant OAM PHF
Joined 1977



Treasurer
Geoff Milbourne
Joined 2007



Member
Denis Liubinas
Joined 1999



Member
Rachael Scott
Joined 2013



Member
David Hamilton
Joined 2015



Member
Jo-Anne Moorfoot
Joined 2015



Member
Sue Hart
Joined 2015

PATRONS

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



Chair
Saul Ryan
Joined 2014

This year has seen growth in new areas and improvements in the quality and integration of **bestchance** services. We have been buffeted by financial pressures following regulatory changes around staffing ratios, but the Board and Management are meeting these challenges with a clear strategic plan.

The Board has further developed with the addition of Jo-Anne Moorfoot and Sue Hart, bringing experience in early-years services, training and health services. The role of Deputy Chair has been ably undertaken by Vic Rajah whom I thank for his counsel, and I thank Denis Liubinas for his many years of service as the previous Deputy Chair.

I wish to pay tribute to Mr Ken Masterson who passed away this year; a former Committee of Management member of over 30 years and the author of “A Tea Merchant’s Vision and Beyond”, the history of the Burwood Boys’ Home. Our Heritage Committee has been working tirelessly on the latest edition of his book and we anticipate its imminent publication.

The student numbers continue to grow at Cheshire School and each time I visit the school, I’m overwhelmed by the passion of the staff and students alike. This year we have been working across the organisation at becoming a more integrated service, and this is reflected in Training and all our early years’ services in achieving superior outcomes for all stakeholders. Another shining light is Family Day Care, which only commenced last year and has grown to some 85 educators and 743 children. Together with our Kindergarten and Early Years programs, **bestchance** remains committed to its stated vision of becoming a leading independent provider of holistic children’s services in early childhood and associated life issues.

I thank all our educators, trainers, volunteers, management and staff for your efforts and enthusiasm. We will continue to invest in our people and systems to better serve the children, families and communities which we reach.

Chairman Report

“bestchance remains committed to its stated vision of becoming a leading independent provider of holistic children’s services in early childhood and associated life issues”







For this year's annual report I'd like to start with how the year ended for it was in June 2016 that the Victorian Government announced its new Early Years Management Policy. Whilst there have been a number of changes to the early years sector in recent years, this policy has had the most direct impact on **bestchance** services and partners. The new policy clarifies and redefines roles for our Kindergarten Cluster

Management program (now called Early Years Management), Parent Committees of Management and Local Government. It means **bestchance** is now fully responsible for the day-to-day operations of all kindergartens with parents providing an advisory role.

Whilst challenging, these changes create greater certainty and will enable **bestchance** to make a significant investment in our services and people in future. At a time when we are facing rising costs and expectations, funding certainty is essential if we are to make decisions not just for the next year, but the next decade. I am sure, with the goodwill of all, the dedication of parents and the professionalism of staff, we will make a successful transition to the new service model.

In addition to these changes, there is much more going on here at **bestchance**. Our Early Childhood Intervention program continues its transformation in preparation for the rollout of the National Disability Insurance Scheme in 2017. **bestchance** Training once again had a strong year with a very successful focus on providing employment pathways for students, with over 79% of trainees obtaining employment. Our Family Day Care program continues in steady growth and consolidated its position as one of the best services of its kind in Victoria.

Cheshire School went from strength to strength with enrolments at full capacity and an increasing waiting list

providing clear indication of the quality and need for this unique service. **bestchance** continues to engage with the education sector more broadly to ensure that primary school children facing social and emotional issues are well supported. To enable this, Cheshire School will be partnering with our Early Childhood Intervention program to ensure an integrated approach in addressing additional needs of preschool and primary school children.

This year we invested in a new Intake and Referral service to meet the needs of our clients who come from a wide range of backgrounds and needs. The new service will, where necessary, identify any specific additional needs for clients then work to put the necessary supports in place from day one.

Financially we are facing significant challenges. These are due in part to developing and maintaining high quality services, the need to invest in human resources and client information systems and fluctuations in enrolments across programs. Whilst the next year will again be challenging, we are already starting to see the benefits of these investments which will improve our program delivery and support services.

In all of this the Board has been diligent and thorough, providing important leadership which has enabled **bestchance** to continue to fulfil its mission with confidence now and into the future. On behalf of the volunteers, staff and myself, I would like to thank Saul and the Board once again for their contribution. In particular I wish to acknowledge and thank one of our long standing directors, Denis Liubanis, who has decided to move on after many years of selfless service.

CEO Report

"At a time when we are facing rising costs and expectations, funding certainty is essential"



General Manager Early Years

Tracey McKay

“bestchance has continued to strengthen our integrated approach to service delivery”



At **bestchance**, our Education and Care programs are guided by the Victorian Early Years Learning and Development Framework. The vision of the framework is to guide Early Years professionals in a collective effort with families to achieve the five agreed outcomes; children have a sense of identity; they are connected and contribute to their world; they have a strong sense of wellbeing, they are confident and involved learners and effective communicators.

The framework acknowledges that every child will take a unique path and require different levels of support toward achieving these outcomes. To achieve this, **bestchance** has continued to strengthen our integrated approach to service delivery across all **bestchance** programs to better support children and their families in reaching better outcomes. This has been evidenced in each of our integrated services, with many children and families benefiting from the partnerships the staff across all program areas have developed.

The revised child to staff ratio's (1:11) were effective from the beginning of 2016, which required additional staff at many of our services. Whilst recruitment was demanding, this provided new opportunities for early childhood educators to be employed by **bestchance** and we continue to work with **bestchance** Training to provide students with placement at our centres. A number of our staff have also taken the opportunity to upskill their qualifications from certificate to diploma level.

In June this year, the Department of Education and Training released the Early Years Management (EYM) Policy Framework and Operational Guide. The policy signifies the broader role EYM organisations like **bestchance** play in the early years sector and the move towards achieving a more integrated and sustainable system into the future.

I am very much looking forward to working with our major stakeholders through this transition period and shaping the new early years management model at **bestchance**.

I would like to take this opportunity to acknowledge Chris Thompson General Manager Early Years for over five years ending in October 2015. We thank Chris for her contribution to **bestchance** and wish her the very best into the future.

I would also like to thank Wendy Morris-Smith and the Kindergarten Cluster Team, along with Megg Anderson and the Integrated Services Team for taking on additional responsibilities in the absence of a general manager over the past few months.





Earlier this year the Victorian Government laid the foundations for the making of an Education State. By helping kids learn, giving parents confidence and teachers the skills and resources they need, the government aims to build an education system that can produce excellence and reduce the impact of disadvantage.

At **bestchance**, the work undertaken by both Training

and The Cheshire School echoes the vision for Victoria to be the Education State. The outcomes from both programs has produced excellence reducing the impact of disadvantage.

bestchance Training has achieved more completions and employment outcomes than ever before. The results of a Learn Local funded project “bestConnect” shows that 79% of **bestchance** students are employed (either paid or voluntary) upon successful completion their qualification.

bestchance Training was audited earlier this year in line with the Department of Education’s VET funding review and the Higher Education and Skills Group recommendations to increase performance in the industry. The outcome was positive, showing no non-conformances which underlines **bestchance**’s commitment to providing a quality service to our trainees.

Demand for the services offered at The Cheshire School remains strong and this academic year the school introduced a third classroom for Prep to Grade Two students to trial a targeted approach of early intervention to young children with social, emotional and/or behavioural barriers. The provision of additional resources was a big challenge for a small school however we are confident that this earlier intervention will offer the best possible outcome for children and families. The school continues to receive strong support from a number of

General Manager Education and Training

philanthropic bodies for which we are very grateful.

A key highlight in the last 12 months was a visit to The Cheshire School from the Minister for Education, James Merlino. His visit provided **bestchance** with the opportunity to showcase the school facilities and the approach our teachers undertake in educating children with social, emotional and challenging behaviours. We hope visits like this will play a role in influencing the education sector in future.

To end, I would like to thank the staff at **bestchance** who work all year round to deliver the best possible service to children, families and trainees.

“The outcomes from both programs has produced excellence reducing the impact of disadvantage”



Long Day Care

“A number of our Certificate III Educators successfully completed the Diploma of Early Childhood Education and Care”

12



HELEN KANE
Team Manager Glen Waverley

What does this program deliver? At **bestchance** Children's Centre we pride ourselves on our caring and inviting environment for children aged 0-6 and their families. Our programs reflect the latest research, practice and policy to enhance children's learning and development outcomes, setting them on a path to becoming lifelong learners.

Our early childhood professionals use play-based, integrated teaching and learning approaches to build on children's interests and create physical and social environments for children to learn and be active. We acknowledge families as the primary influence on children's learning and we establish partnerships with families to build links between home and our centre.

What has it achieved in the last year? Continuing the learning theme, a number of our Certificate III Educators successfully completed the Diploma of Early Childhood Education and Care this year. We had students from **bestchance** Training complete their placements here and we welcomed (and very much appreciated) the help from our **bestchance** volunteers.

This year has seen an increase in enrolments with more than 380 children accessing our early learning and care programs. 85% of families are from a CALD background bringing together a diverse range of cultures. The interests and culture of children and their families are understood and have been valued and celebrated throughout the year.

The weekly sports session provided by Kelly Sports held in our gym or on our large grassed area has been very popular with the older children.

We have held a number of fundraising activities included a chocolate drive, professional photos and a trivia night. The funds raised have been used to purchase additional equipment and furniture for the children's centre.

What are the program plans for next year? We will continue to strengthen our partnerships with families and our local community in the year ahead. We will maximise opportunities for families and staff to share their skills with the children. Our Chinese educators will take regular Chinese language lessons with the older children.

Every room will further promote and incorporate culturally diverse styles of dress, games and toys to enable all children to experience diversity in ways that nurture respect and care for others. Social events for our families will be developed and promoted to acknowledge and respect our diverse communities, in turn strengthening children and families sense of belonging.



Long Day Care

85% were from CALD backgrounds

14% of families benefited from other **bestchance** services

6% of children had additional needs

382

children accessed long day care



EARLY ENGAGEMENT

Susan was a premature baby, with significant complications. She came to **bestchance** Children's Centre after another childcare centre was unable to cope with her. Susan was easily distracted, at times her behaviour was aggressive to other children and she had a very short attention span.

The staff at Glen Waverley also recognised her advanced language skills and knew this would be the key to engaging with Susan – with a bit of help!

Following a successful application for additional funding, an inclusion support educator was appointed to work with Susan and the educators in her room. Staff continued with their integrated approach to Susan's education and care and worked closely with early childhood intervention staff to develop and model positive behaviour strategies and embedding regular routines for Susan.

Susan is now a happier and more engaged baby. She enjoys coming to childcare every day and her future is brighter because of the care and dedication shown by the staff at **bestchance** Children's Centre.

Long Day Care

“We take the children to the aged care facility and time spent together is enjoyed by both young and old!”

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PREETI SIRCAR **Team Manager Noble Park**

What does this program deliver? Noble Park Community Childcare Centre provides early years learning and education for more than 200 children, ranging from 6 weeks to 6 years old, with 29 staff members directly involved in the education and care programs.

Our Centre is committed to working with our multicultural community. We celebrate rich multiculturalism through the diversity of our staff; who work closely with families to provide a range of different cultural experiences. These include - festivals, exploring, cooking different foods and using their familiar language to comfort CALD background children.

Our integrated services provide financial and emotional support to new migrants, cultural and linguistically diverse children and their families.

What has it achieved in the last year? In the past 12 months we have focused on improving our integration within the centre, by educating our staff and families about effectively using all three of our services. By facilitating regular joint staff meetings, involving extended family in events, and organising a combined parent information evening for all services, we have successfully achieved this goal.

Another major focus for us was to more broadly connect with our local community. We have established relationships with neighbouring aged care facilities, AMES and nearby primary schools. We take the children to the aged care facility and time spent together is enjoyed by both young and old!

Throughout the year we have also seen a great increase in parent support and involvement. A record number of families supported us this year during our Bunnings fundraiser event.

What are the program plans for next year? The program plan for next year includes:

- Continued investment in professional development of educators by providing targeted PD training sessions throughout the year
- Strengthening and developing our Quality Improvement Plan and use this to guide our program and planning
- Encouraging increased communication amongst our educators of all services, which will continue to strengthen our knowledge of families and children at our centre
- Increase support provided to families from other **bestchance** programs and support services, further developing our integrated approach to service delivery



84

families accessed early years services

90% were from CALD backgrounds

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

5% of children had additional needs



Long Day Care

FEE RELIEF

Jennifer was new to the kindergarten at Noble Park Community Childcare Centre. She settled in well and made friends easily but as weeks went by staff members noticed Jennifer's mum Jing looking very sad and disturbed.

Over time the Team Manager got to know Jing who disclosed that she was going through a painful divorce and had limited financial support. Jing was worried about providing for her family as a single mother and was urgently looking for work. She had job interviews lined up in the coming weeks, but had no one to look after Jennifer while she attended interviews.

The Team Manager referred Jing to the **bestchance** Parent and Community Support program, where after assessment it was decided that Jennifer could receive fee relief. As instant support, a basket full of food was also organised for the family. Jing was assured that on days when she had to go for interviews or a court session, Jennifer would be looked after in childcare after her kinder sessions. **bestchance** also provided Jennifer lunch on busy mornings to ease the stress of both court and possible interviews for Jing.

After a few weeks Jing was successful in finding employment and now works part time. She only requires additional help on the days she needs to make court appearances. Jing is very grateful to the team at Noble Park for all their help and support.

Family Day Care

“Our Family Day Care program has developed a strong professional reputation within the Family Day Care sector”

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SUE FERGUSON

Manager Family Day Care

What does this program deliver? Family Day Care is a well sought after, approved form of child care, which is provided in the Family Day Care Educators own home. Our 85 Educators are qualified professionals that provide education and care in a safe and secure learning environment to over 700 children.

Current research confirms the importance of strong relationships with significant adults to a child's early learning and our Educators small group environments facilitate strong bonds and promote effective early learning and social development.

Educators can offer care during standard hours, evenings, before/after school, during school holidays and in some cases, overnight or weekends. Educators work with small groups of no more than four children under school age, with the ability to care for three additional school age children outside school hours, and can offer the possibility for siblings to be cared for together, all in the one location.

Our Family Day Care program takes a family-centred approach, the strengths of the child's family are valued, emphasised, and acted upon. Our team encourages and respects families' choices and their decision-making, working collaboratively with families, recognising them as equal partners in supporting the child's learning and development.

What has it achieved in the last year? We were thrilled that our Family Day Care program continued with significant growth during 2015-16. It has seen the program nearly double the number of children and families enrolled with us, which shows the need for such an important child care option for families.

Frankston, Yarra Ranges and Knox Councils all discontinued

their Family Day Care programs throughout 2015-16, and we were engaged with requests from their Educators to join our organisation. Our Family Day Care program has developed a strong professional reputation within the Family Day Care sector and comments similar to “**bestchance** was our first choice” were common. This growth led to offices opening in both Frankston and Cardinia.

A large emphasis was placed on the benefits of natural outdoor play. Hosting a monthly Bush Playgroup for our Educators and the children, enabled us to foster the children's capacity to understand and respect the natural environment and the interdependence between people, plants, animals and the land. Bush Playgroup also gave us the opportunity to enhance the children's knowledge of the history, culture and unique place that Aboriginal and Torres Strait Islander people have in Australia.

What are the program plans for next year? In 2017 **bestchance** Family Day Care is scheduled for their next Assessment and Rating from the Department of Education and Training. Through our continual improvement process, we are confident we can showcase our delivery of quality outcomes for our children and families, educators and staff.

We will enrich our program with an integrated approach with all the programs accessible within **bestchance**. A full range of support options are available to meet today's issues faced by families and children and to introduce these to our clients may be paramount.

Whilst we continue to grow with both Educators and families, our goal of quality outcomes for children doesn't alter and aligns itself with the values and beliefs of the **bestchance** Family Day Care team. We hold high expectations for the learning for all children, regardless of ability and background, with our most vulnerable children remaining a priority. As such, our recruitment process enables us to obtain educators whose own intention is excellence.

743

children in family day care

584 families using the program

85 family day care
educators

8 full time
and 3 part time
staff members



Family Day Care

A MOTHER'S PERSPECTIVE

"When I decided it was finally time to place my daughter Sienna in a day care, the decision of where I wanted her to attend was really difficult for me.

The thought of being separated from my child, along with concerns for her emotional wellbeing played on my mind.

I didn't want to place her into centre based so when I heard about Family Day Care, I decided to check it out. After meeting with our educator the decision was made very easy. I felt it was the best choice for Sienna and this option felt most comfortable for me and my husband.

Sienna has been attending Ezra's Play House for over a year now and we love it! We love the home based environment, it's like having a second family. The relationship Sienna shares with her educator Jo is like having a second mum and she looks up to Jo's son Ezra like a big brother.

Sienna enjoys her time at Family Day Care, she has made lots of friends and always comes home excited to show me she has learnt or made during the day. The support we receive is truly amazing, I honestly couldn't ask for better care for my child. I drop her off for the day and have no worries at all, as a mother that is a great feeling. Family Day Care has been a really positive experience for us."

Early Childhood Intervention

“We could not have made it through last year or this year without bestchance. They have truly given our boy the best chance to progress onto Primary School with ease and to help us parents to work with him. I would recommend them to everyone.”

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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 supports for families who have children with developmental delay or disability from birth to school entry. We have a highly qualified and experienced team of allied health professionals including: Team Manager, Speech Pathologists, Occupational Therapists, Psychologist, Physiotherapist and Early Childhood Intervention Teachers.

Each family is provided with a Key Worker who is the primary contact for the family. The Key Worker works in partnership with the family to develop a plan together which includes goals, strategies and outcomes. The services are provided through play and daily routines in the child’s natural learning environments which could be at their home, at child care or kindergarten.

We also offer a weekly ECI playgroup for parents and their children to get together in a supportive environment; parent education training sessions; short term group programs held at **bestchance** and Helping Children with Autism (HCWA) / Better Start Initiative (BSI) Commonwealth funded services.

What has it achieved in the last year? The ECI program has continued to have a full complement of allied health professionals, enabling the team to provide a comprehensive range of therapy and educational services as requested by families.

Fees for ECI services have recently been waived at **bestchance** to assist all families to have equal access to the additional support services their child requires, in a timely way. This decision has resulted in positive outcomes for families.

There has been an increase in the number of children seen by ECI - from 127 (2014 -2015 financial year) to 158 over the last financial year including an expansion of the HCWA / BSI programs. We have continued to provide quality services, with

100% of families who responded to a family feedback survey reporting they were satisfied with the services they received. Families also informed us the three services they most value are – home based, kindergarten based and short term groups held at **bestchance**. The information collected from the family feedback surveys will greatly assist our planning for the future.

What are the program plans for next year? In response to family feedback, ECI will continue to be flexible in the way we provide services, to best meet the needs of the children and families we see. The team will increase the provision of short term group programs as requested by families and a number of staff will receive additional training to provide specialised evidence based group programs i.e. Hanen program.

bestchance will be a National Disability Insurance Scheme (NDIS) provider and a project team has been putting strategies into place to assist the transition to this new funding model. Over the next 12 months there will be increased information for staff and families about NDIS and how it will impact service provision at **bestchance**. We plan to collect more feedback from families about the services they want, as this will assist us to improve the services we provide and to drive innovation in readiness for the rollout of NDIS in 2017.



Early Childhood Intervention

158 children and their families accessed ECI services

45% were from CALD backgrounds

13% also benefited from other **bestchance** services

100% of families surveyed were satisfied with the services they received



WORKING TOGETHER

Three year old Stevie was referred to the ECI team after educators at **bestchance** Children's Centre noticed he was showing delays in his development. Stevie's family also had concerns about his development and were keen for some advice.

An ECI team member observed Stevie and confirmed that he had significant developmental delays and recommended he be seen by a Paediatrician for assessment and be referred for ECI services through the Intake system.

The referral to Intake was fast tracked and the allocation to **bestchance** ECI was received within 3 weeks of the consultation.

A Key Worker immediately started providing support to Stevie's childcare educators and kindergarten educators so all Stevie's main carers were working on the same goals and using the same strategies. It was so pleasing for everyone that services and support started so quickly and they could see positive changes in Stevie's communication and behaviour.

If Stevie is diagnosed with Autism Spectrum Disorder he can receive additional therapy services through the Helping Children With Autism (HCWA) services which **bestchance** can also provide.

The family now receive a complementary range of services from **bestchance** to assist Stevie - ECI, Child Care and 3 year old Kinder, all using an integrated team approach to achieve common goals.

Kindergarten Cluster

“The implementation of new educator-child ratios at the beginning of 2016 saw a significant recruitment drive”

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WENDY MORRIS-SMITH

Program Manager Kindergarten Cluster

What does this program deliver? The Kindergarten Cluster program (transitioning to Early Years Management - EYM), delivers professional management of quality kindergarten programs across ten local government areas including Monash, Greater Dandenong, Yarra, Whitehorse, Boroondara, Manningham, Knox, Yarra Ranges, Maroondah, and from 2017, Cardinia. Our program is focused on supporting educators to provide quality kindergarten programs that enhance children’s learning and development and optimise outcomes.

There are four key partners in the delivery of kindergarten programs; the Department of Education and Early Childhood Development, local government, kindergarten families and bestchance who is the Approved Provider, Funded Agency and Employer of kindergarten staff within the Kindergarten Cluster program. We ensure that services meet all requirements under the National Quality Framework and provide mentoring and professional development to build a quality workforce and strengthen and drive service improvements.

What has it achieved in the last year? We now support the delivery of a kindergarten program at four school sites within the City of Greater Dandenong. Educator teams have embraced new opportunities for working alongside other professionals.

The implementation of new educator-child ratios at the beginning of 2016 saw a significant recruitment drive to fill newly required Diploma educator positions across the cluster.

Our team has established educator Network Meetings once a term in four different locations. Network Meetings occur in kindergarten settings with different content to meet the needs of educators. The aim is to build a collegiate group, facilitating professional networking and connections. Educators have opportunity to present to their colleagues, building our learning communities.

What are the program plans for next year? Transitioning kindergartens into the new EYM Framework Policy developed by the Department of Education and Training will be a key focus of our work with kindergarten committees in the coming 12 months. Parent Advisory Groups will be established at every kindergarten with a Community Engagement Coordinator supporting this transition. A restructure of our team and the creation of systems and processes with other programs within the organisation to deliver EYM will continue over the coming year. We are looking forward to the new opportunities the EYM Framework brings to our delivery of quality kindergarten programs.



Kindergarten Cluster

3,813 children attend a **bestchance** three or four year old kindergarten program

59 kindergartens under **bestchance** management

325 educators employed in **357** roles



CLOSER RELATIONSHIPS

bestchance Kindergarten Cluster has been operating a kindergarten program at Dandenong West Primary School since the last week of Term 4, 2015.

Being co-located has facilitated and strengthened a closer relationship between the kindergarten and school staff and enabled opportunities for both casual and planned interactions.

The chance to build on each other's programs has included reciprocal visits between the school and kindergarten; with children in Years 5 and 6 participating with the kindergarten children in working on a group art project to combine each age-groups interests in Reconciliation and dot painting. Large murals depicting this combined work are displayed in the kindergarten foyer.

Other opportunities to share resources have included the school therapy dogs and trainer visiting the kindergarten program; sharing use of the school oval and equipment; and story-telling and joint experiences between age groups.

In developing a closer relationship with the school, both bestchance and the school have benefited by looking at opportunities for sharing knowledge and professional practice. At an Information Evening for parents of school children, kindergarten staff were invited to present. In addition kindergarten staff are working with the school to develop meaningful School Transition Statements that meet the needs of the school.

Parent & Community Support

“Our program is undergoing a revision phase, inviting and seeking conversations with existing and internal stakeholders”

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SANDRA ROBERTS

Team Manager Parent and Community Support

What does this program deliver? The Parent and Community Support (PACS) program supports families in social isolation and improving confidence and self-esteem of vulnerable families with preschool children. The program, which offers three different components, welcomes families who have limited social connections and are often challenged by mental illness and other significant life events.

The in-home support component involves pairing up volunteers with families by using the volunteer's skill and knowledge to support vulnerable families in their homes.

The supported playgroup component provides preschool aged children from vulnerable families, with opportunities to play and interact with each other and with other supportive adults whilst participating in developmentally appropriate play experiences.

The Community Support component offers assistance to families facing financial hardship, by providing emergency relief through food parcels and pre-loved items. The Wishing Tree program is also available for disadvantaged families by providing food parcels and gifts at Christmas.

What has it achieved in the last year? Community Support has assisted 105 individuals from a broader multicultural background, some subject to subclass visas and others leaving domestic violence situations. Our Community Support Worker provides short term solution focus counselling, referrals and advocacy, ensuring a client centred approach that builds resilience and autonomy at all times.

In the last 12 months PACS has assisted 60 individual families, the number of referrals are also increasing as we are forming stronger partnership with Enhance Maternal Child Health Services and other tertiary service providers. Our Early Parenting Facilitator and Playgroup Coordinator has continued to support families individually and as a group. During a recent survey, a family described our supported playgroup as a 'rich environment with a variety of activities from week to week' which is consistent with play base

learning goals.

What are the program plans for next year? PACS is committed in delivering relevant and innovative services in line with the needs of our community. In doing so, our program is undergoing a revision phase, inviting and seeking conversations with external and internal stakeholders to identify service gaps then aligning PACS accordingly. During this phase, it has become evident that there is a high need, within the 15 catchment areas of the City of Monash, for greater local service delivery to address needs of families who demonstrate high risk factors, with the aim of preventing risk factors that could escalate to protective concerns requiring statutory involvement. It is envisioned that the PACS program will endeavor, in partnership with local service providers, to address this unmet need in our community in the next 12 months.



Parent & Community Support

PACS has assisted 60 individual families in the last 12 months

25 families participated in the In-Home Volunteer Support program

16 families attended the supported playgroup

105 clients accessed the Community Support program

25% were asylum seekers subject to sub class visas



IN-HOME SUPPORT

"After I gave birth to my third child, I was physically and emotionally exhausted. As my husband was unable to take time off work and no other family support, I found it really difficult to care for my three children, all under 5 years old.

The majority of my day was spent caring for my newborn and I had very little time or energy to spend with my other kids. I constantly felt guilty about neglecting my other children.

At my appointment with my Maternal Child Health Nurse, she found out about my struggle and offered me a referral to bestchance and the in-home volunteer support program. At first I didn't feel fully comfortable with the idea of having a new person around my children and almost refused the support but once I learned more about the program, I decided to give it a chance.

It has now been 7 months that I have had the privileged of using the bestchance in-home volunteer service and I couldn't be happier! Margaret, a volunteer who has been doing this for many years, visits me at home and spends time with me and my kids on a weekly basis.

I look forward to her visits and my kids love her and ask for her every day. Margaret is very creative and makes different things with the kids every week she is here. The kids adore her and enjoy the time spent doing creative projects, something I simply would not be able to do."

Volunteering

“The greatest proportion of our volunteers contribute to our kindergarten programs (around 60%)”

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ALISON NORMANTON Volunteer Manager

What does this program deliver? The Volunteer Program recruits and matches volunteers across all bestchance programs.

The range of programs where volunteers contribute include early childhood education and care, in-home and community support, supported playgroups, training, gardening, maintenance, and marketing. The greatest proportion of our volunteers contribute to our kindergarten programs (around 60%). Around 10% of our volunteers offer support to families and children through the Parent and Community Support Program, with the remainder assisting across other areas.

In turn, volunteers fulfil their varied aspirations and motivations for helping, such as building confidence and gaining skills for future employment or study, making new friendships, and gaining satisfaction through contribution to their community. Volunteers have opportunities to further develop their skills and knowledge, through relevant professional development and training provided by bestchance. Recognition of volunteers is a high priority, with regular events held for volunteers throughout the year.

What has it achieved in the last year? In the last 12 months bestchance received 331 volunteer enquiries – as a result 131 new volunteers were placed in various programs across bestchance.

In our recent survey results, 92% of volunteers rated their overall experience as very good to excellent; and 76% of staff who utilise volunteers in their programs rated their overall experience as very good to excellent.

Volunteers highlighted in particular having the opportunity to assist and make a difference, interacting with the children, learning from our qualified staff and feeling part of a team. Staff commented about their high satisfaction with the calibre of highly skilled and motivated volunteers assisting in their program.

These outcomes have been assisted with efforts to strengthen communication and cooperation between the Volunteer program and other bestchance programs; increase volunteer opportunities for training and skill development; promote the program externally; refine processes and procedures; provide a thorough induction for volunteers along with staff; encourage regular connection to the organisation through volunteer events; and ensure high quality support for the volunteer during their time with bestchance.

What are the program plans for next year? The Volunteer program is committed to continuous improvement and will maintain a focus in these areas:

- Implementing strategies to address feedback from volunteers and staff about ways to improve the program
- Broadening our scope of website, social media and on-line communication, both to volunteers and the broader community
- Ensuring relevant information about the organisation is communicated to volunteers
- Offering diverse opportunities for volunteer professional development and learning
- Increasing numbers of volunteers, in particular for in-home support and kindergartens

107 registered volunteers in June 2016

67% of bestchance volunteers find employment



**bestchance volunteers
contributed a total of
13,035 hours = equivalent
to 7 full-time staff**

**42% of
volunteers were
born overseas**



BUILDING CONFIDENCE

Many prospective volunteers have migrated to Australia from overseas countries, and a large percentage to seek better opportunities than in their own country where they may be suffering conflict, persecution or circumstances which limit these opportunities.

A large majority of prospective volunteers hold high level qualifications (masters and doctorates) and have extensive work experience however many find it difficult to secure employment in a new country.

Volunteering is a way of building their experience and skills, learning the language and the culture and regaining their self-esteem and self-worth, hopefully towards finding suitable employment.

Sonia approached bestchance to volunteer in administrative work. She was highly qualified and engaged in leadership and senior management roles in her home country, but was finding it difficult to secure employment since arriving in Australia 2 years ago.

bestchance was able to place Sonia in an administrative volunteer role across two departments initially. Every day her confidence grew through recognition and support of her contribution and her skills were recognised. When the opportunity arose, Sonia applied for a paid position and successfully secured some casual work. Over time, Sonia's role evolved into a permanent paid position at bestchance. She continues to contribute her valuable skills and knowledge and is a highly valued member of her team.

The Cheshire School

“Our student population has increased and each classroom now has a Teacher and a Teaching Assistant.”

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DR KYLIE JACKSON

Principal/Psychologist

What does this program deliver? The Cheshire School provides a minimum 18-month specialised intervention program for children from foundation to grade four who are unable to continue their education in a mainstream school, due to significant social, emotional and behavioural difficulties. Many of the children also experience a chaotic or stressful home life, some coming from disadvantaged and vulnerable families.

The intervention program enables students to develop the skills and habits necessary for positive growth. As a result, students become happier, more engaged and socially confident children, with disruptive behaviours significantly reduced. It provides an environment that empowers children to succeed and creates a positive pathway for their learning which enables students to successfully transition back to the mainstream school environment. The school program follows the AusVELS curriculum. This is adapted with an emphasis on providing opportunities for learning and growth to assist students to develop appropriate behaviours and skills to be successful in a mainstream school, and in future transition to further education and/or the workforce.

What has it achieved in the last year? The last 12 months has seen considerable growth at The Cheshire School. Our student population has increased and each classroom now has a Teacher and a Teaching Assistant.

The school's profile has been raised considerably across the wider community throughout the year with a number of articles in The Waverley Leader and The Age, as well as three Open Afternoons and many, many tours given to the Department of Education, local schools, teachers, principals and allied health professionals.

In 2015, The Cheshire School partnered with bestchance Training to incorporate the learnings from The Cheshire School in developing the Certificate III in Education Support qualification. This initiative will allow **bestchance** to further influence mainstream education by providing future

Education Support workers with the skills to better deal with disruptive behaviours. This initiative has been so successful that two Education Support trainees went on directly to work in full time positions at The Cheshire School. In addition The Cheshire Professional Development Model was also officially rolled out to all Certificate III in Education Support trainees.

A Cheshire Consultancy service was created to develop and deliver to a range of external stakeholders, providing tailored workshops and Professional Development for educators in mainstream school settings. Private psychological cognitive assessments for young people were also conducted as part of the consultancy model.

In response to improving data collection, a research project has commenced to assess the effectiveness of The Cheshire School 18-month intervention. To capture the behavioural, social/emotional and family functioning changes, data will be collected through standardised questionnaires and follow-up interviews with parents.

What are the program plans for next year? The Cheshire School will continue to build its capacity over the next year to meet the needs of the community. In order to maximise the success of each and every student enrolment, the school will continue to work in partnership with families, external stakeholders and the broader community. Staff will continue to share their specialist knowledge and skills through the Cheshire Consultancy service. The school will also analyse preliminary parent, child, teacher and family measures to confirm what anecdotally is believed to be a very effective specialised program that significantly reduces problematic behaviour in students, improving future success and level of engagement back into mainstream school, with an increase in the level of family functioning.

The Cheshire School

100% of graduates transitioned back into mainstream school

90% attendance rate

21% of children are of CALD background



MAKING POSITIVE CHANGES

Lewis came to The Cheshire School when he was in Grade Four after his school reported he was unable to regulate his behaviour and was causing a great deal of disruption in class.

Initially he found it difficult to settle into Cheshire. This was the first time he was in an environment where students were encouraged to take ownership of their behaviour and taught skills to regulate their own emotions. To ensure consistency, Lewis's mother was also provided with the necessary support to enable her to manage his behaviour outside of school.

Once Lewis had settled into Cheshire, it wasn't long before his mother and teacher started noticing a positive change. Lewis was taking ownership of his behaviour and quickly becoming an independent learner who actively participated in his own learning.

At the end of his placement at Cheshire, Lewis was almost a new child. He had matured into an intelligent, social and responsible young man.

On his first day back at his mainstream school, Lewis was almost accompanied by his teacher from Cheshire. Staff were surprised at the extent of the change in Lewis's behaviour. They could not believe that this was the disruptive young boy from over a year ago. It didn't take long for Lewis's school to embrace him back into their community.

A term later, both the school and his mother contacted Cheshire to inform the team that he had continued to improve and was now a model student, setting an example for his peers.

Training

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ROBYN DONALDSON

Training and Compliance Manager

What does this program deliver? bestchance Training is a Registered Training Organisation (RTO) registered through the Australian Skills Quality Authority (ASQA), offering nationally accredited programs in both the Child Care and Education Support area. The RTO is also a registered Learn Local provider, providing a range of pre-accredited programs.

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

Our programs include work placement for our students, ensuring that they have hands on experience in their chosen field of study. We ensure that our students are well prepared for their placements and employment through our pre-accredited Prepare for Employment program.

What has it achieved in the last year? Over the last 12 months bestchance Training has offered the following programs:

- CHC30113 Certificate III in Early Childhood Education and Care
- CHC30213 Certificate III in Education Support
- CHC50113 Diploma of Early Childhood Education and Care
- HLTAID001 Perform Cardiopulmonary Resuscitation
- HLTAID003 Provide First Aid
- HLTAID004 Provide an Emergency First Aid Response in an Education and Care Setting
- Prepare for Employment
- Conversational English
- Digital Literacy

This year bestchance commenced delivery of its first non-working Diploma of Early Childhood Education and Care, which was specifically developed with industry. This new Diploma model provides an opportunity for students not currently working in the industry to upskill from the Certificate III or to step directly into Diploma level training.

bestchance Training has continued work on the Learn Local funded bestConnect project, working with local organisations to provide, not only work placement opportunities for our students, but also employment opportunities. The bestConnect project has seen an increase in employment outcomes for our learners, which currently stands at 79% employed (either paid or voluntary) after successful completion of their qualification.

bestchance Training was successful in securing a second Learn Local grant for the Monash Learn Local Alliance, a project aimed at increasing the footprint of Learn Local pre-accredited training as well as increasing the availability of programs and locations for our Learn Local students.

bestchance Training also increased its offering of pre-accredited courses to include a Digital Literacy program.

With over half of our student population being from non-English speaking backgrounds, this year we introduced a free 3 day per week Homework Club. This Club provides students with the opportunity to develop Communities of Learning via group support, access to workshops on study skills topics, support in understanding and responding to assessments, as well as one-on-one support.



Training

671
enrolments in the last financial year

- 48 Certificate III in Education Support
- 54 Certificate III in Early Childhood Education and Care
- 105 Diploma in Early Childhood Education and Care
- 104 Provide First Aid in an education and care setting
- 239 Provide basic emergency life support
- 104 Prepare for employment
- 17 Conversational English

207 trainees enrolled in full qualification programs

46% of trainees were from CALD backgrounds

44 accredited courses commenced in the last year

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

- Seek to increase Learn Local funding to provide more places in the current pre-accredited programs and the range of programs offered
- Review our Scope of Registration to offer students even more choice and opportunities for employment and up skilling
- Build relationships and partnerships with other Learn Local providers to build synergies and develop pathways for students
- Work with other Learn Local Providers to increase the membership of the Monash Learn Local Alliance
- Continue to develop partnerships with local organisations to facilitate employment, placement and training opportunities
- Investigate the need and opportunity for delivery of training in other geographical locations
- Work to further integrate with other programs and services offered by bestchance such as child care, kindergarten management and family day care to promote pathways into employment and facilitate opportunities for practical placement and volunteering
- Continuously 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

HIGH STANDARDS

Tina commenced her Certificate III in Education Support at bestchance Training in 2014. Her first placement was a little unsettling and she went through a period of soul searching as she was unsure whether this was the career for her. After many discussions with her trainer, Tina overcome this uncertainty and was even offered a job at the end of her first placement.

Tina returned to the classroom in preparation for her second placement at the end of the course in 2015. She was supported by her Trainer who recognised she was a keen learner with a thirst for more knowledge.

Throughout the course she demonstrated a real passion for working with special needs children and held very strong analytical skills. She was always willing to help and mentor her peers too.

Tina's confidence grew so much, when the time came for her second placement she approached it with energy and passion. At the end she received four job offers after completing the second placement. Around the same time she applied for a position as an Education Support Officer at bestchance's Cheshire School. Due to her exemplary record and Trainer feedback, Tina was offered the position and has been working at the school since.

At the end of the year Tina was nominated by her trainer at the bestchance Training Graduation and Awards Night and won the Academic Achievement Award for 2015.

Infrastructure and IT

DAVID SAKKO

Senior Manager Infrastructure and IT

The Infrastructure and IT department continues to work to ensure the organisation's physical resources are maintained to a high standard without interrupting bestchance's day-to-day business. It focuses on the day-to-day maintenance of bestchance's property portfolio and IT systems as well as strategically positioning ourselves to respond to the challenges and opportunities of tomorrow. The organisation's consistent growth is accompanied by the need for more robust, organisation-wide systems and processes to accommodate the needs of a growing workforce in an ever changing industry. This has been a significant part of our focus for the past year and will continue to be so in the year ahead.

A lot happened in the year gone by. The implementation of the IT and Maintenance helpdesks allowed staff to lodge and track progress of support requests online. Altogether these helpdesks received and actioned well over 1,000 requests. In April we launched TimeTarget at our Glen Waverley site. This removed the need for paper based timesheets and allowed employees mobile access to leave applications and rosters. Behind the scenes we renewed our servers and moved to a high speed fibre internet connection, improving overall network speeds. We standardised email signatures across our domain, ensuring consistent branding of all bestchance emails. More recently, following an extended procurement process, bestchance selected Sage X3 as our new Finance Information System. The implementation of this system has just commenced.

In the coming year we will go live with both the new finance systems, as well as the roll out of TimeTarget across all bestchance sites. With the introduction of Early Years Management, bestchance will take on full responsibility for the maintenance of Infrastructure and IT of all EYM services. This has significant implications for both departments and is a great opportunity to expand our service delivery beyond its current footprint. Part of our response to this means this we will extend our Wide Area Network to include all centres delivering services under the EYM model. This will provide these services with online access to the same resources currently available to Glen Waverley and Noble Park. bestchance is also reviewing its online strategy which will see the launch of a new interactive website and social media presence.



Marketing and Business Operations

MARK GIBBENS

General Manager Business Operations

Our Business Operations provides leadership and direction, on operations, business development and project management across all bestchance programs. Providing support to the Senior and Team Managers in the delivery of a high quality inclusive service, whilst being responsive to the needs of our team, families, children and the community. Furthermore performance improvement after input from our families, which leads to better experiences, higher satisfaction and improved outcomes through the delivery of our programs.

The areas of Marketing, Intake and Referral are integral to the development of our programs and a key focus of business operations, coupled with identifying key opportunities to support our families through new services.

Being the inaugural 12 months of this role, we have been developing many areas, one of which has been the creation of our Central Intake and Referral program. We look forward to supporting all programs, ensuring we capture the essential needs of families and children to best direct and support them into one or more programs, and be a point of referral as required.

We have further expanded our Marketing support across all programs, maintained our promotion of bestchance through various festivals and seminars, and have continued to support the development of the Family Day Care program.

During the past year we have participated in many seminars relating to the Early Childhood and Intervention (ECI) funding change to the National Disability Insurance Scheme (NDIS). This rolls out for bestchance in November 2017, and our project group is working with our ECI team to ensure we are prepared for the changeover, and are ready to continue to provide integrated services for families and children under the NDIS funding model.

We look forward to having all programs operating under central intake by years end and being operationally ready for the NDIS by mid next year.

We are planning a family survey to be in place for roll out by April next year across all bestchance programs. The support of all the programs has been much appreciated and we look forward to an exciting year ahead.



Donations and Fundraising

DIANA KHANOM

Donations and Fundraising Team Leader

The Donations and Fundraising Team operates through the teamwork and contribution of a number of program managers and is co-ordinated by a Team Leader who is responsible for key functions within the organisation.

Major achievements this year include successfully securing a much needed new school bus for Cheshire School (funded by Variety – the Children’s Charity and Vermont Lions Club), raising gap funding to ensure the continuation of the Parent and Community Support program at full capacity and commencing fundraising for ambitious plans to redevelop the play space at Cheshire School. **bestchance** Training was also successful in securing \$75,000 towards the Monash Learn Local Alliance project which will develop a network of Learn Local organisations to work together for the benefit of the community. This was also the second year of funding for a Parent Counsellor role at Cheshire School, funded entirely by The Kimberley Foundation, RE Ross Trust and Gourlay Foundation.

Public donations come primarily through bi-yearly appeals, bequests, tin can donations, workplace giving and major gifts from Trusts and local community groups. All other donations come from philanthropic grant applications and fundraising activities.

In the 2015-2016 financial year **bestchance** received \$463k from supporter donations, philanthropic grants and income from a number of trusts and bequests. This allowed the organisation to preserve a number of support services.

Some of the many purposes towards which this income can be directed includes fee relief for families and individuals during times of difficulty or where a child is at risk; support services for recent migrants, single parent families and isolated parents with mental health issues; intervention services for babies and children aged 0-6 with disabilities, developmental delays and additional needs; intervention services for a child at The Cheshire School; emergency relief services which provide food aid and material aid for families and a strong and caring volunteer program which offers opportunity for community participation and reduces social isolation.

As always, the year ahead brings new challenges and goals. In line with the organisations strategic vision for growth, donations and fundraising will continue to raise funds which enables the organisation to deliver new and existing services for vulnerable children and families. The program will also focus on attracting new donors and corporate supporters.

As a not-for-profit organisation, **bestchance** is very grateful for the support we receive which allows us to provide caring and quality support services to children and families. A sincere Thank You to our long term supporters who continue to donate to **bestchance** on a regular basis. We truly value your interest, support and loyalty.





Human Resources

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JENNIE BENTLEY

Executive Manager Human Resources

At the end of the financial year, bestchance employed 568 staff members (including casuals).

We are planning a family survey to be in place for roll out by April next year across all bestchance programs. The support of all the programs has been much appreciated and we look forward to an exciting year ahead. **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 and building the organisation's capacity, whilst continuously improving service integration outcomes.

The challenges we face include, short and long term workforce planning, the delivery of a variety of quality and integrated services whilst developing meaningful and sustainable career pathways and professional development. These are of particular importance with the implementation of the Early Years Management model. The expectations of the Human Resources team is its provision of a range of quality services, resources and policies. These services include strategic HR, leadership resources, staff policies and procedures, health and wellbeing, WorkCover, industrial and employee relations, and risk management.

Staff policies and the organisational induction and education programs have been key focus areas over the previous 12 months. With the introduction of the Child Safe Standards, we have undertaken a Victorian Registration Qualifications and Qualifications Authority (VRQA) review of the Cheshire School to ensure that these standards have been incorporated into our policies and practices. **bestchance** is committed to the safety and wellbeing of all children and has a zero tolerance of child abuse. We take into account the diversity of all children, including but not limited to, the needs of Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disabilities and children who are vulnerable.

We have commenced the implementation of a Time and Attendance System (TimeTarget) which has already created efficiencies and savings in time and costs. We have invested in health and wellbeing in the areas of early intervention, training and incident reporting. We will continue to invest in similar programs with the implementation of a plan that aims 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.

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

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

Employee

Part - time	67%
Full - time	13%
Casual	20%

Gender

Female	96%
Male	4%

Finance and Payroll

KIM MCCONVILLE

Finance Manager

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

The Finance and Payroll team currently has 6.8 Full Time Equivalents and is responsible for the following day to day operations;

- banking arrangements and loan finance negotiations
- accounts payable for the whole organisation
- fortnightly payroll for some 550 staff
- accounts receivable including all childcare/kindergarten/family day care and training fee for service billing
- reconciliation of grant funding received
- business administration of transferring kindergartens into Early Years Management
- book keeping for kindergartens
- contract management
- financial management of kindergarten cluster funding on behalf of incorporated kindergartens within Early Years Management

In August 2015, the team implemented a new payroll system to enhance and streamline the payroll process to meet the growing needs and complexity of the organisation. The new system went live in August 2015 and it was a great achievement.

Following that implementation, the team finalised the review of its accounting systems and processes and then completed the scoping and selection of a new Financial Information System. The implementation process for that software package has commenced and is scheduled to be completed in November 2016. When implemented, the new system should significantly benefit the staff and Managers of **bestchance** through increased efficiencies and improved processes.

The introduction of the new Early Years Management policy has presented the team with a number of new challenges and a great deal of time has been spent modelling the impact of the policy and the changes that will flow from it. The transition of currently incorporated kindergartens into **bestchance** over the next twelve months will be an ongoing challenge for the team and make for a busy year.



Financial Performance

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	2016	2015
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	80,805	767,944
Trade and other receivables	1,721,184	1,744,323
Financial assets	1,413,210	1,564,492
Other assets	77,136	25,586
TOTAL CURRENT ASSETS	3,292,335	4,102,345
NON CURRENT ASSETS		
Property, plant and equipment	25,548,028	25,547,856
TOTAL NON CURRENT ASSETS	25,548,028	25,547,856
TOTAL ASSETS	28,840,363	29,650,201
CURRENT LIABILITIES		
Trade and other payables	858,342	1,470,150
Borrowings	496,931	478,161
Employee benefits	1,528,563	1,421,390
Other liabilities	1,180,650	696,384
TOTAL CURRENT LIABILITIES	4,064,486	4,066,085
NON CURRENT LIABILITIES		
Borrowings	927,016	1,043,000
Employee benefits	246,559	240,158
TOTAL NON CURRENT LIABILITIES	1,173,575	1,283,158
TOTAL LIABILITIES	5,238,061	5,349,243
NET ASSETS	23,602,302	24,300,958
EQUITY		
Reserves	19,463,947	23,713,944
Retained earnings	4,138,355	587,014
TOTAL EQUITY	23,602,302	24,300,958

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2016

	2016	2015
	\$	\$
INCOME		
Revenue	23,593,125	19,737,479
EXPENSES		
Employee benefits expense	(22,032,493)	(18,096,736)
Administration expense	(304,679)	(237,217)
Property maintenance and security expense	(249,746)	(212,143)
Direct costs	(571,396)	(420,842)
Computer and equipment expense	(198,858)	(305,963)
Finance costs	(86,199)	(71,408)
Insurance and professional costs	(72,298)	(145,006)
Depreciation expense	(244,547)	(267,675)
Motor vehicle expense	(92,792)	(68,329)
Hospitality and catering expense	(26,791)	(17,156)
Utilities expense	(107,480)	(91,959)
Volunteer expenses	(4,839)	(4,412)
OPERATING SURPLUS/(DEFICIT) FOR THE YEAR	(398,992)	(201,364)
NON OPERATING ACTIVITIES		
Gain/(loss) on investments	(151,282)	111,974
Other costs	(148,382)	-
	(299,664)	111,974
NET SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES FOR THE YEAR	(698,656)	(89,390)
OTHER COMPREHENSIVE INCOME		
Asset revaluation	-	13,661,376
TOTAL OTHER COMPREHENSIVE INCOME	-	13,661,376
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	(698,656)	13,571,986

Statement of Financial Position, Statement of Income and Expenditure and Other Comprehensive Income for the year ended 30 June 2016, the True and Fair Certification and the Certificate by Members of the Board. A copy of the full financial report is available upon request by calling **bestchance** on 8562 5100.



Whilst this has been a challenging year, it is one which the organisation had foreseen. To understand this, we need to break down the results and then recognise the reasons for our operating outcome and the prospects for the future.

The total deficit for the financial year was \$698K (compared to \$89K last year) however this included a one off non-operating losses of \$300K (compared to a non-operating gain of \$112K last

year) meaning the operating result is \$398K (\$201K last year).

Breaking this down further, we see a \$3.9M or 20% increase in revenues against a \$4.1M or 20% increase in expenditure (\$4.4M and \$4.6M respectively). The \$23m in revenue was largely from government sources (54%) and participant fees (36%). As a service organisation, it is unsurprising that employees' wages and benefits, at 90%, make up the vast bulk of expenditure. This high percentage is also reflective of the nature of our service model, whereby we collect government revenues on behalf of partner organisations, namely Kindergarten Committees of Management and Family Day Care educators, and reimburse a percentage back to these groups.

Overall the balance sheet remains robust with equity, taking into account the booked loss of \$698K, at a relatively healthy \$23.6M. Working capital ratio has declined somewhat to 0.8 due to operating results but remains within not-for-profit sector levels. The cash flow also reflects the operating results but also the continued investment in systems and infrastructure, all of which was necessary to enable **bestchance** to deliver quality services into the future in a financially sustainable manner.

Principal amongst these investments was the implementation of

a new Human Resources Information System incorporating payroll, rostering and professional development modules at a cost of more than a quarter of a million dollars. Once fully implemented, this new system will reduce payroll processing costs, better match staffing requirements to service needs and ensure that the investments in our people are properly targeted. In addition, we have also invested in a new client management system to ensure we better understand and match services to the needs of families and individuals.

Whilst the results for this year in particular are not sustainable long term, it is reflective of the early year's sector as a whole. We are seeing significant change to the costs for pre-school education, changes that presents both risks and opportunities for **bestchance**. In addition, this year we saw the Victorian Government announce its Early Years Management (EYM) model which came into effect in June 2016 and requires full implementation by December 2017. This model redefines the roles of all partners in Kindergarten Cluster Management with the principal change, from **bestchance**'s financial perspective, being that we will assume full responsibility for the financial outcomes of kindergarten programs.

This announcement was timely as it came towards the end of the Board and Management review of key services and was able to inform the final recommendations. As a result, whilst acknowledging significant financial risks, the organisation is once again able with confidence to recommit to delivering quality preschool education. The next eighteen months will present financial challenges but these are ones that we can reasonably anticipate, plan and address.

Treasurer Report

*“We are seeing significant change to the costs for pre-school education, changes that presents both risks and opportunities for **bestchance**”*

Financial Performance

CERTIFICATE BY MEMBERS OF THE BOARD

The Board has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Board, the financial report:

1. Presents a true and fair view of the financial position of Child and Family Care Network Inc. (operating as bestchance) as at 30 June 2016 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Reform Act 2012 and the Australian Charities and Not-for-profits Commission Act 2012.
2. At the date of this settlement, there are reasonable grounds to believe that Child and Family Care Network Inc. (operating as bestchance) will be able to pay its debts as and when they fall due.

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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
05 October 2016



Geoffrey Milbourne - Treasurer
05 October 2016

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

ABN: 53 094 161 974

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

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2016, there have been:

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

Saward Dawson Chartered Accountants



Saward Dawson



Partner: Peter Shields
Date: 5 October 2016
Blackburn, Victoria 3130

Financial Performance



Report of the Independent Auditor on the Summary Financial Statements to the Members of Child and Family Care Network Inc. (operating as bestchance)

ABN 53 094 161 974

The accompanying summary financial statements, which comprises the summary Statement of Financial Position as at 30 June 2016 and the summary Statement of Income and Expenditure and Other Comprehensive Income, which are derived from the audited financial report of Child and Family Care Network Inc. (operating as bestchance) for the year ended 30 June 2016. We expressed an unmodified audit opinion on that financial report in our report dated 8 September 2016. That financial report, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards and the Australian Charities and Not-for-Profits Commission Act. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Child and Family Care Network Inc. (operating as bestchance).

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial report, in accordance with the financial report.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited financial report of Child and Family Care Network Inc. (operating as bestchance) for the year ended 30 June 2016 are consistent, in all material respects, with that audited financial report.

Saward Dawson

Partner: Peter Shields
Date: 5 October 2016
Blackburn, Victoria 3130

Our Locations

bestchance services 2016

Kindergartens



Child Care Centres



bestchance Child Care Centre

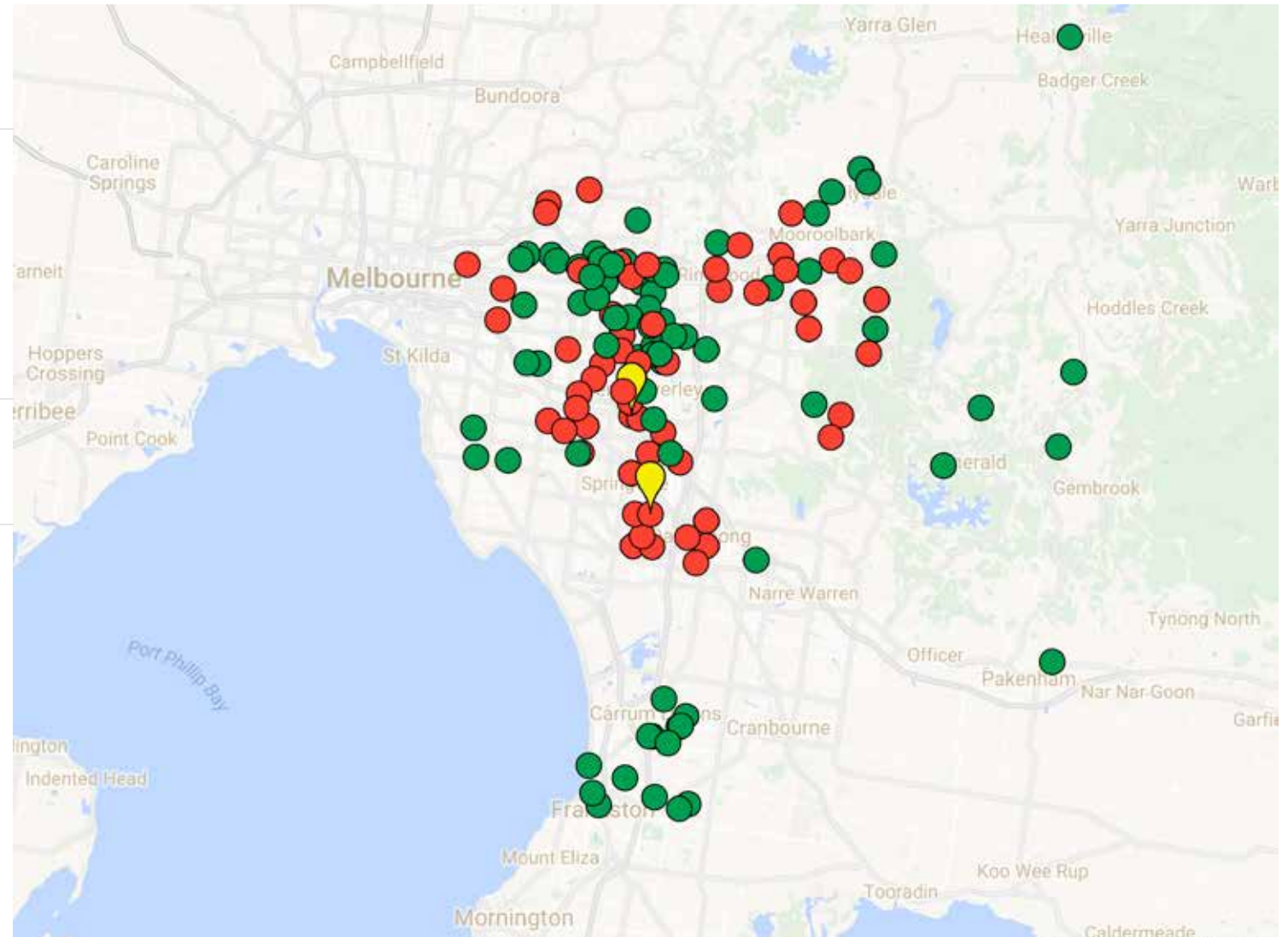


Noble Park Community and
Child Care Centre

Family Day Care Educators



A map of all bestchance
services 2015-2016



Our Locations

KINDERGARTEN CLUSTER MEMBERS AS OF JUNE 2016

ASHWOOD MEMORIAL KINDERGARTEN

17A Arthur St, ASHWOOD 3147
Ph: 9807 5264

AUBURN SOUTH PRE-SCHOOL

5 Anderson Rd, HAWTHORN EAST 3123
Ph: 9821 0190

BAYSWATER NORTH KINDERGARTEN

17 Wonthulong Drv, BAYSWATER NORTH 3153
Ph: 9720 8872

bestchance KINDERGARTEN

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

BILBUNGRA KINDERGARTEN

22 Filer Crt, KEYSBOROUGH 3173
Ph: 9798 5856

BRANDON PARK PRE-SCHOOL

7 Collegium Ave, WHEELERS HILL 3150
Ph: 9560 3668

BULLEEN PRE-SCHOOL

5 Derreck Ave, BULLEEN 3105
Ph: 9850 9528

CARA ARMSTRONG KINDERGARTEN

169 Rathmines Rd, HAWTHORN EAST 3123
Ph: 9882 5908

CHANDLER KINDERGARTEN

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

CLAYTON COMMUNITY CENTRE KINDERGARTEN

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

COLCHESTER PARK PRE-SCHOOL

8A Beresford Drv, BORONIA 3155
Ph: 9761 1018

COLUMBIA PARK PRE-SCHOOL

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

CORRIGAN REX KINDERGARTEN

28 Kingsclere Ave, KEYSBOROUGH 3173
Ph: 9798 3017

CROYDON CENTRAL KINDERGARTEN

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

CROYDON GUMS KINDERGARTEN

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

CROYDON NORTH KINDERGARTEN

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

DANDENONG NORTH EAST KINDERGARTEN

10 Ingrid St, DANDENONG 3175
Ph: 9792 0398

DANDENONG PRIMARY KINDERGARTEN

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

DANDENONG SOUTH PRIMARY SCHOOL KINDERGARTEN

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

DANDENONG WEST 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

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

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

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

OBAN PRE-SCHOOL

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

PARKMORE PRE-SCHOOL

41 Jolimont Rd, FOREST HILL 3131
Ph: 9878 6174

PARKSIDE PRE-SCHOOL

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

SARAH COURT PRE-SCHOOL

25 Sarah Crt, MONTROSE 3765
Ph: 9728 3453

SASSAFRAS PRE-SCHOOL

394 Dandenong Rd, SASSAFRAS 3787
Ph: 9755 1119

SPRINGVALE RISE PRIMARY KINDERGARTEN

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

ST JOHN'S PRE-SCHOOL

2 Carmichael Rd, EAST OAKLEIGH 3166
Ph: 9544 5704

STUDLEY PARK KINDERGARTEN

31 Stawell St, KEW 3101
Ph: 9853 7019

TALLY HO PRE-SCHOOL

24 Martin Place, GLEN WAVERLEY 3150
Ph: 9802 7527

TARRALLA KINDERGARTEN

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

WAVERLEY FOOTHILLS PRE-SCHOOL

Gladeswood Drv, MULGRAVE 3170
Ph: 9795 9426

WAYBURNE PRE-SCHOOL

579 Waverley Rd, Glen Waverley 3150
Ph: 9802 0152

YARRALEEN PRE-SCHOOL

92 Rocklea Rd, BULLEEN 3105
Ph: 9850 8486

Acknowledgements

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

**THANK YOU FOR
YOUR SUPPORT**

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bestchance is supported by the Victorian Government

GOVERNMENT

- City of Boroondara
- City of Greater Dandenong
- City of Kingston
- City of Manningham
- City of Maroondah
- City of Monash
- Commonwealth Government (HCWA/BSI funding)
- Department of Education and Training (DET)
- Department of Social Services
- Enhanced Maternal Child Services for City of Monash
- Family Day Care Australia
- Frankston City Council
- Knox City Council
- Victorian Government
- Whitehorse City Council
- Yarra Ranges Council

CORPORATE

- ANZ Bank
- Bartercard Melbourne East
- Bunnings
- Entertainment Book
- Lendlease Development
- McArthur Management Services
- Office Works
- People's Choice Credit Union
- Sage X3
- Salesforce
- Saward Dawson Chartered Accountants
- Staples
- TimeTarget
- Tomorrow Agency
- Warakirri Asset Management Pty Ltd

COMMUNITY (PARTNERS AND COLLABORATORS)

- Boroondara Volunteers Resource Centre
- Connections Eastern Region Chinese Men's Service

- Eastern Volunteers
- Miracle Babies Foundation
- Monash Youth & Family Services
- PlayConnect Playgroup
- Reformed Presbyterian Church McKinnon
- South East Volunteers
- Waverley Breastfeeding Association
- Waverley Multiple Births Association

PHILANTHROPIC SUPPORT

- ANZ Staff Foundation
- Besen Family Foundation
- Campbell Edwards Trust
- Charities Aid Foundation Australia
- Collier Charitable Fund
- DANKS Trust
- Delahenty Machinery Pty Ltd
- GiveNow
- Goodcompany
- Gourlay Charitable Trust
- Glen Waverley Golf Club
- Greek Ladies Auxiliary of Box Hill
- Grillo Burwood
- Lions Club of Vermont Inc.
- Lions Club of Waverley Inc.
- National Servicemen's Association of Australia
- Oakleigh Carnegie War Widows & Widowed Mothers Association
- Office of the Temple Society Australia
- RE Ross Trust
- Specsavers The Glen
- The Country Women's Association (Glen Waverley)
- The Jack Brockhoff Foundation
- The Kimberley Foundation
- The Marian & EH Flack Trust
- The William Angliss (Victoria) Charitable Fund
- Variety Victoria – The Children's Charity

BEQUESTS (OVER \$1,000)

- Bell Charitable Fund
- Estate of Mr Brian Nicholls Goodwin
- Estate of Mr George Watson
- Estate of Mr John Etkins
- Estate of Mr William James Kingsley
- Estate of Ms Olwyn Little
- Frank & Sybil Richardson Charitable Trust
- Leigh & May Price Trust for Charities

MAJOR DONORS (OVER \$1,000)

- Mrs R Andre
- Mr Ken Biggins
- Mrs C D Brown
- Dr. R Brown
- Mr L Bus
- Mrs Jill Cheah
- Mrs J Dahlsen
- Mr Hector Davis
- Mr John Ellson
- Mrs M L Harrison
- Mr S McCredie
- Mr John Nolan
- Miss M O'Sullivan
- Mrs Sheila Randell
- Mr & Mrs David & Henrietta Roberts
- Miss Jean Stewart
- Dr. Richard Strauch
- Mr & Mrs MG & DF Tobias

EDUCATION & TRAINING

- Adult, Community & Further Education (ACFE) Learn Local
- All practical placement providers for **bestchance** Training students
- Higher Education and Skills Group
- Independent Schools Victoria
- Monash University
- Deakin University

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

