

# 2013-2014 ANNUAL REPORT



# Contents

---

<b>04</b> // Who We Are	<b>24</b> // Family Day Care
<b>05</b> // Our Heritage	<b>26</b> // Volunteering
<b>06</b> // Board of Management	<b>28</b> // Training
<b>07</b> // Chairman Report	<b>30</b> // IT & Facility Management
<b>08</b> // Strategic Plan	<b>31</b> // Marketing & Fundraising
<b>09</b> // CEO Report	<b>32</b> // Human Resources
<b>10</b> // bestchance Programs	<b>33</b> // Finance
<b>11</b> // General Manager Report	<b>34</b> // Financial Performance
<b>12</b> // Early Years Education and Care	<b>35</b> // Treasurer Report
<b>16</b> // Early Childhood Intervention	<b>36</b> // Financial Performance
<b>18</b> // Kindergarten Cluster Management	<b>38</b> // Acknowledgements
<b>20</b> // Cheshire School	<b>40</b> // Our Locations
<b>22</b> // Parent & Community Support	<b>42</b> // How You Can Help







**Celebrating 119 years of child, family services**



**tomorrow**

Design of this Annual Report has been  
sponsored by tomorrow agency

# 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.*

4

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

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

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

**bestchance** is the operating name of Child and Family Care Network Inc, from here on referred to as CFCN. The head office is located in Glen Waverley.



## VISION

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

## MISSION

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

# Our Heritage



**He saw a vision and he did something about it.**

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

take their place in the adult world.

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

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

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

- In 1972 a decision was taken to admit girls into the Home for care
- In 1983 Goulburn Valley Family Care was established in Shepparton with family group homes provided to meet the needs in that area of Victoria
- In 1987 the Frank W Cheshire Education Centre was established to provide special needs education for

disadvantaged children with learning difficulties

- In 1986, after operating for more than 90 years, the Home closed its doors and the Burwood property was sold. The organisation then underwent a name change to Child and Family Care Network Inc. and relocated to Glen Waverley
- In 2006 Child and Family Care Network changed its operating name to **bestchance** Child Family Care

Today we remain true to our founder's mission that "no destitute family that needs our services should be turned away".

**bestchance** continues to receive the support of our founder through the Campbell Edwards Trust.

In the last financial year the Trust played an instrumental role in preserving our heritage through funding the historical update of A Tea Merchant's Vision and Beyond, a book about the life of Robert Campbell Edwards, unveiling a refurbished foundation stone from the original Boys' Home at our Multicultural Festival and funding \$68k over three years towards the development of training courses at Cheshire School. **bestchance's** Heritage Committee has been very active this year, updating the Tea Merchant Vision, preserving important artefacts and publications as well as sourcing funds to continue the Committee's important work keeping alive the legacy of the many who have contributed so much over our long history.

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



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





# Board of Management

## Chairman

*Des Dodds*

## Vice Chairman

*Denis Liubinas*

## Secretary

*Glenys Grant OAM PHF*

## Treasurer

*Geoff Milbourne*

## Board Members

*Gary Edwards*

*Derek Cheah*

*Vic Rajah*

*Rachael Scott*



Rachael Scott\*



Gary Edwards\*



Front from left: Denis Liubinas, Vic Rajah, Geoff Milbourne, Glenys Grant  
Back from left: Des Dodds, Derek Cheah

\*Were not available for the group photo

6

## PATRONS

// Hon. Alastair Nicholson, AO RFO QC

// Former Chief Justice of the  
Family Court of Australia

// Dame Beryl Beaurepaire, AC DBE

	Year joined	Board Meetings	Committee Meetings
		Attendance (attended/eligible)	
DES DODDS	1998	8/8	11/12
DENIS LIUBINAS	1999	6/8	9/14
GEOFF MILBOURNE	2007	7/8	7/8
GLENYS GRANT	1977	7/8	13/14
DEREK CHEAH	2009	7/8	8/8
VIC RAJAH	2012	8/8	4/4
GARY EDWARDS	1981	5/8	10/10
RACHAEL SCOTT	Oct 2013	4/6	2/3



This is my last report as Chair and Board member of **bestchance** as I am not standing for re-election this year. I have been privileged for the last 14 years to have served **bestchance** as a Board member, the last eight years as Chair, however I have decided that now is the right time to stand aside. This is not a recent decision and the board has been working on a succession plan for some time now. I am confident that all is

in place for a smooth transition.

During my tenure at **bestchance**, I have witnessed our organisation grow, mature and adapt in the face of the many challenges and opportunities we have met over my time. Whilst some of the pieces of the jigsaw were in place when I started, there have been a number of major changes. Firstly we decided that our Youth Support and Foundation for Homeless Youth services could be better provided by other organisations and so we reluctantly transferred these services out to external agencies. Next we recognised gaps in our service and so commenced providing long day care, first in Glen Waverley and more recently in Noble Park. Additionally in 2003 the Victorian Government introduced Kindergarten Cluster Management and we saw that our strengths in collaboration and integration could make a real difference to this sector, so much so we now support 59 kindergartens and growing. All this has meant that **bestchance** has grown from some 100 staff to over 500 with revenues increasing from \$1 million to \$15 million.

There have been two major building projects. Firstly, the construction of the **bestchance** Children's Centre which continues to provide a shining example of how effectively a well designed, integrated early childhood centre can operate and, secondly the **bestchance** Training Centre which is now an important arm of our operations.

Of course this is not the full story. It does not tell of the skills and dedication of staff, of the vision and leadership of Board members and management. Whilst not wishing to leave anyone out, it would be remiss not to acknowledge the contribution of Gary Edwards who is leaving the Board this year after over 30 years of selfless service. Gary has been a valued and hardworking Board member who has always made himself available above and beyond his duties on the Board. I would like to thank Gary for his tireless efforts on behalf of **bestchance** and wish him all the best in 'retirement'.

As to the future, the Board is pleased to announce that the Strategic Plan has now been finalised. This is a framework for the next three years and a foundation for many years thereafter. To this end we set ourselves a range of objectives within five focus areas:

1. Access to quality services
2. Excellence and innovation
3. Partnerships
4. Organisational capacity
5. Service expansion

In setting these objectives we believe that access to quality services is a fundamental right, that we must be innovative in developing effective and valued services and we must do all this in partnership with our community. We must invest in our people and systems to ensure that our services are relevant, effective and reliable. When we do all this I am confident that we will continue to grow in service to the community.

Finally I reflect on what I have received. We are not always given an opportunity to make a difference in others' lives and therefore I would like to thank **bestchance** Board and staff for permitting me to make a contribution to such important work. I would also like to acknowledge the two CEO's who have been the driving forces behind **bestchance** over my time on the Board. Lodi Francesconi and Kevin Feeney have each been tireless and committed leaders who have supported the Board and, in particular, the Chair in exemplary fashion.

During my time on the Board I have also had the pleasure of working under the leadership of two prior Chairs, firstly the late Glen Quantrelle OAM and secondly John Thompson OAM. I thank them for their guidance and support.

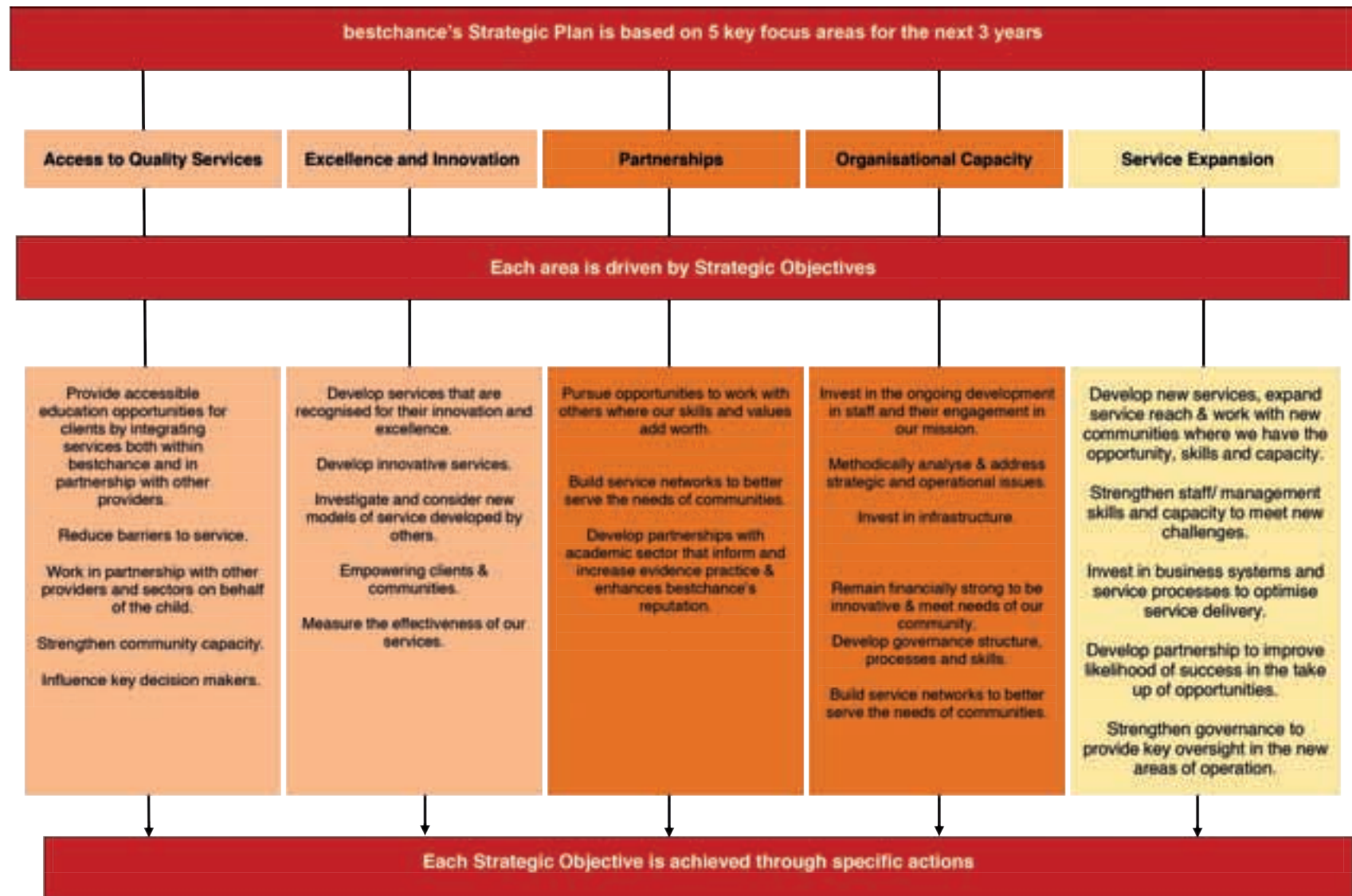
Often in giving we get much more back.

# Chairman Report

*"We must invest in our people and systems to ensure that our services are relevant, effective and reliable"*



# Strategic Plan







This year has been a contrasting one where **bestchance** has continued to enjoy operational success and growth yet the early year's sector faces a number of challenges.

Financially we have seen strong growth - we welcomed 19 new kindergartens into our cluster, Noble Park Long Day and Occasional Care joined **bestchance** and just under 800 students enrolled for training courses. Furthermore,

our long day centres have continued to flourish with high levels of demand. As a result we have an additional 150 staff (up 40%) and a total of 121 volunteers.

Whilst impressive, these figures don't tell the full story as to why our services are so highly valued and the difference we make to the lives of children and their families' lives. We do this by providing wholly integrated services which work in a child and family centred approach. Our services are built on the best evidence available and by listening to the children and families who come through our doors. As a consequence, we continue to evolve and adapt and remain focused on achieving the best possible outcomes in the critical early years of development.

For those children and families who face substantial challenges we are there to help. Our services work with children and their families to reinforce and build on their strengths to help them develop resilience and achieve their best. Without this assistance they may face an uncertain future, where the disadvantages may increase over time and impact them later in life. We believe that all children and their families have the right to access quality services in which their emotional, social, health and intellectual needs are met.

This belief is founded on the clear evidence that in a nurturing and caring environment children flourish. Therefore it is disappointing that there has been continuing uncertainty beyond 2015 on funding 15 hours of quality pre-school programs each week for all four year olds. This commitment to ongoing funding by Commonwealth and State Government is critical to ensure pre-school is accessible, affordable and of appropriate quality. We are also concerned by a number of recommendations from the draft Productivity Commission Report such as the reduction of qualifications for staff working with children under three years of age. The evidence is clear that these three years are critical in terms of brain development setting the foundations for preschool, primary school and further life education.

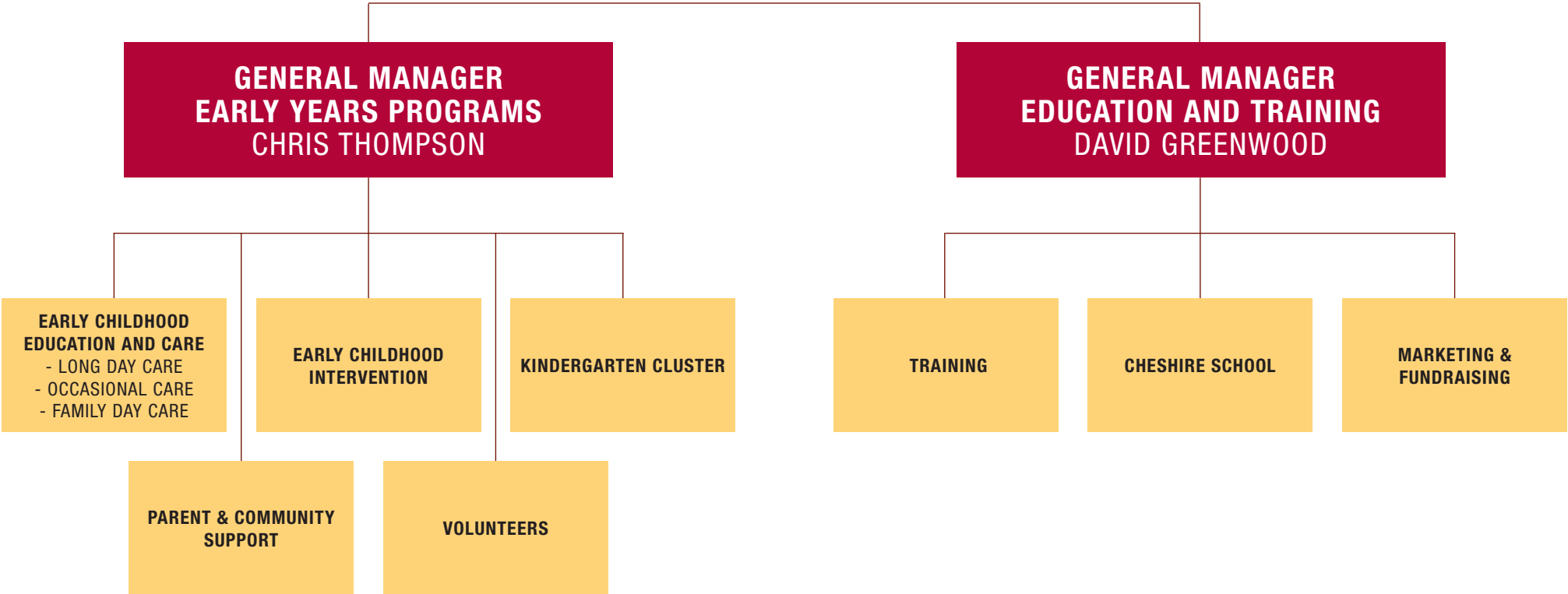
On a final note I would like to thank Des Dodds who steps down as Chair and Board member of **bestchance** after 16 years. Des has proven a wonderful asset to our organisation, providing clear and calm leadership over many years. We will miss his guiding hand but in his usual way he has worked diligently to ensure a smooth transition with a clear and considered direction articulated in our 2014-2017 Strategic Plan.



*"We continue to evolve and adapt and remain focused on achieving the the best possible." outcomes in the critical early years of development."*

# bestchance Programs

10



\*bestchance acknowledges the support of the Victorian Government for the Early Childhood Intervention, Kindergarten Cluster and Cheshire School programs



Early experiences are a proven instrument in our future. These early experiences lay the foundation for a bright future for all children. How we think, learn, communicate, concentrate, problem solve and relate to others depends in large on the experiences we have and the skills developed during the early years of life. High quality programs providing these experiences ensure the

child's ability to grow up healthy and ready to learn.

The National Quality Standard (NQS) prescribes what children and families should expect from early childhood education and care services. It provides seven areas which are interdependent but all of which are equally important. **bestchance** early years services provide a suite of integrated services which make available the support, guidance and resources children and their families need throughout these important years, measuring ourselves against these Standards. We wrap the services around families in response to the need of the child and family, increasing and decreasing the intensity as is appropriate.

It has been a delight to see how the integrated nature of our programs has been successful in assisting families at different times – take the time to read some of the stories of the children and families found in this report. The way in which the different programs have worked together, with the families and with the community in a collaborative manner, demonstrates the dedication of the staff to best outcomes for children and families.

It has been a pleasure to welcome 19 new kindergartens to our growing cluster. The dedicated educators within these services work with families and their communities to ensure the best outcomes for children. We have been able to assist the

educators with professional development on a range of topics including working with children who have suffered trauma, critical reflection and a range of pedagogical theories to develop their practice.

We have also welcomed McKinnon Occasional Care to the early years programs. It has been wonderful to ensure that this valued community program has been able to remain open and viable for the families of the McKinnon community. We look forward to developing and building on the reputation that this program comes to **bestchance** with – and to be able to offer parents another choice in care for their children.

This past year has seen the developing relationship with Monash University in particular the Psychology Masters Program. This collaboration has seen Masters students involved with a number of programs within **bestchance** and we are looking forward to some further collaborative work in the near future.

One of the expanding programs has been the Volunteers. The generosity of the community members with their time and expertise has encouraged the staff of kindergartens, the long day care programs and the general community. Bean bags, bibs, sheets, towels, cushions, casseroles and the recycle centre are just few of the contributions that the volunteers have made this year.

The 2014 year brings with it our Strategic Plan to guide the organisation along the journey to 2017. This plan leads the early years programs to a period of review and reflection and lays the foundation for excellence and innovation along with service expansion. I look forward to progressing the work based on our philosophy:

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

# General Manager Report

*“The early years are the building blocks for later life.”*





# Early Years Education and Care

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

12

## HELEN KANE

### Team Manager Glen Waverley Child Care

**What does this program deliver?** The **bestchance** Children’s Centre in Glen Waverley provided early childhood education and care for 336 children aged 0-6 in the Long Day Care program. Under our care, these children were able to grow emotionally, physically, socially and cognitively. The program was delivered in an inclusive and integrated manner, with up to 30 educators employed at the centre. Our families were also able to access our on site counsellor who was available to work with them during difficult times. Our educators were also coached and mentored on site by the Early Childhood Intervention team which we really appreciated.

**What has it achieved in the last year?** Our occupancy was consistently higher than ever before, nudging 100% with a waiting list. We are very proud of this achievement. This retention of families is largely due to the dedicated educators. In addition to their daily work with the children, many of them are involved in further studies to gain their diplomas or degrees. We are also always appreciative of the assistance given to us by **bestchance** volunteers who help in the playrooms and in the office.

Our library, vegetable patch, gym, chickens and sensory room continue to be an added extra enjoyed by all the children; perhaps the most popular extracurricular activity of all is our very large fenced grass area, where children of all ages run free, kick footballs or enjoy a picnic. How lucky are they! In contrast to this expansive area, we are also setting up a quiet zone where children can go and literally smell the flowers. This year our children were encouraged to practise sustainability. They have a worm farm, a compost tumbler, feed scraps to the chickens, collect the eggs and grow vegetables for cooking.

**What are the program plans for next year?** We would like to encourage greater parent participation next year by offering some social events, with a multicultural influence, in addition to our already flourishing fundraising. We are already planning for our assessment and rating visit in relation to the National Quality Framework which was announced in 2012. We hope to reach the very highest rating to demonstrate how children and their families are experiencing a quality program.



# Early Years Education and Care

**336**  
children accessed childcare

**75% were from CALD backgrounds**

**30% of families benefitted from other bestchance services**

**15% of children had additional needs**



## BREAKING BARRIERS

Aya's beautiful big brown eyes avoid looking at yours. Her mother's equally beautiful eyes seem to have lost their sparkle. They seem to be questioning why her little girl has been chosen to be different, to have additional needs. Her sadness never seems to go away.

The family is Indonesian and have recently come to **bestchance** after moving from interstate. The father is trying to establish himself in the business world which causes him to be away from the family at times. Language proves to sometimes be a barrier. Although the mother's gentle smile is her way of acknowledging our understanding of her sadness, she is obviously feeling very alone. We are able to provide a member of staff who speaks her language and provide some much needed support.

Aya finds eating very difficult as part of her diagnosis. The educators in her room were very grateful to the Early Childhood Intervention staff for their specialist guidance in this area and have passed on some helpful clues to Aya's mother. One of the ECI staff became Aya's key worker when she was able to access these services. As a result Aya is benefitting greatly from this intervention. Her family is more relaxed as a result of this.

In addition, we arranged for inclusion support funding, which helped us to place an additional educator in Aya's room and consequently lower the child-staff ratio to allow for her participation in all the activities and for all the other children in her playground.

Aya's mother needs nurturing too. We took that on board. As Team Manager of Childcare, I took her under my wing and made a point of being around to give her and Aya a special welcome. Gradually I noticed a strengthening of trust and she began to seek me out too. At the appropriate time I was able to introduce her to our counsellor whose comforting and supportive words are proving to be so appropriate. We hope the next step may be introducing her to some other mothers, either informally or formally at a parents' forum for families of children with additional needs.

# Early Years Education and Care

*“An ‘exceeding’ assessment  
rating for the National Quality  
Standards.”*

14

**PREETI SIRCAR**  
**Team Manager Noble Park Community  
and Child Care Centre**

**What does this program deliver?** The Noble Park Community and Child Care Centre delivers an integrated quality and holistic early years service to children and families of Noble Park. The care we provide contributes significantly to the social, emotional and cognitive growth of children. Currently, on a daily average we have 90 children - aged from 6 weeks to 6 years. Our program provides early years education for 83 families, with inclusive and integrated programs. The children are provided with directed learning and intentional teaching by educators, working within the Early Years Learning Framework. As part of our program we endeavour to embrace multiculturalism and provide help, both financial and emotional, to new migrants and culturally and linguistically diverse families. Our emphasis is to establish a relationship with the local community, so that services offered by us benefit families undergoing financial and emotional hardship.

**What has it achieved in the last year?** In the last 12 months we have seen emergence of a strong, integrated group of qualified and skilled educators at Noble Park. To achieve this, we consolidated our systems, encouraged teamwork and improved communication amongst the staff and parents to implement the **bestchance** program philosophy. We scheduled a range of professional development sessions for staff and, as a result, our kindergarten staff and long day care staff are working better together for the best outcomes for children all year round.

For our families we organised a number of excursions and a range of additional activities throughout the year such as Mother's Day and Father's Day afternoon tea, Chinese New Year celebrations, jeans for genes day activities and Daffodil Day celebrations. We also engaged with the local community through weekly visits to an aged care facility and hosted numerous fundraising events.

Maintaining our occupancy levels continues to be a challenge but we are in the process of developing our internet presence and working towards more assertive marketing with the help of **bestchance** marketing staff. We ended this financial year with the wonderful news of the program achieving an assessment rating of “exceeding” the National Quality Standards in June 2014. This is a well earned recognition of the hard work and dedication of staff in the long day care and kindergarten programs.

**What are the program plans for next year?** We will continue to work hard to sustain the achieved rating of “exceeding” in our first National Accreditation Review. We will build on the learning gained from this accreditation and use and increase our knowledge to support educators and families moving into the future.

Inclusion and support to those families with financial hardship, and children with additional needs will also be our main focus. Our aim is to deliver an integrated “one-stop” service – with childcare, occasional care and kindergarten services complementing each other.





# Early Years Education and Care

## 90 families accessed bestchance occasional care

### MARILYN CURTIS

#### Team Manager Occasional Care

**What does this program deliver?** Occasional Care is a flexible, centre-based form of childcare which offers parents the option of care at short notice and immediate emergency care at times of need. **bestchance** currently offers Occasional Care services in Noble Park and McKinnon.

Families can access Occasional Care regularly on a sessional basis or on an as needed basis. Occasional Care provides families with the flexibility to leave children in an early childhood learning environment for the period of time that best meets their needs. This enables Occasional Care to be responsive to the needs of the local community, providing flexible care which allows parents to meet their work-related and non-work related commitments.

**What has it achieved in the last year?** The McKinnon Occasional Care program joined **bestchance** in June this year. This has been a wonderful opportunity to ensure that this highly valued community program remains a service for the families of McKinnon, ensuring families continue to have different options for their childcare needs.

Since joining **bestchance**, the McKinnon program has embedded multicultural learning into the program with our educators learning some simple Japanese vocabulary, some Japanese songs and the children experiencing traditional Japanese cooking with the help of three mums.

This year our Noble Park service, which has now been running for over 18 months, has focused efforts on engaging with the local community by hosting a special morning with the Fire Station, the calisthenics club, Mission Australia Healthy Eating program, the toy library and the “Lollypop” lady all attending.

Both Occasional Care services in Noble Park and McKinnon have been a source of support for a number of families who have faced significant challenges this year. These services have been able to provide care for a number of children at short notice, allowing parents to have time to attend appointments or take time out. We have provided fee relief to those families facing financial disadvantage. These actions have allowed children to enjoy a high quality and stable program which assists with their long term educational outcomes.

Both programs have dedicated groups of parents who ensure that the service continues to meet the needs of the local community and provide some much needed fundraising for such events for the children such as the “Commonwealth Games” Day, our Footy Day and a Story Teller.

**What are the program plans for next year?** In the next 12 months we plan to provide professional development for our educators focused on achieving a high quality program at Noble Park and McKinnon. We will also be working to further integrate both programs into other **bestchance** programs to ensure all families have access to the services and supports they need in their parenting journey.

### REDUCING TRAUMA

Siblings Jack and Jessica started attending sessions at Noble Park last year. Their father was the main carer who used to drop them off every morning. Staff noticed that their routine was very inconsistent, they would often arrive late and hungry and their father was struggling to manage their behaviour. Staff assistance was needed every day to manage their behaviour.

One day the children arrived with a child protection officer who explained that they had been removed from their father's care. This was very traumatic for the children who were crying and very unsettled so our educators immediately got to work and put a lot of effort into comforting both children.

The children's care switched to their mother however they still seemed unsettled and would often ask who was picking them up at the end of the day. After a few days they started to settle down, however a child protection officer informed staff that a foster family would be caring for the children for two weeks as their mother had a previous holiday planned. The change in carer unsettled the children again and this time Jack started displaying very aggressive behaviour.

This was extremely concerning for educators who tried every possible strategy to change this challenging behaviour. The Team Manager used the support of other **bestchance** services to support staff to manage the children's behaviour and a key worker was appointed to win the children's trust by giving them individualised ongoing support. Upon her return, the mother commented how how settled the children had become. **bestchance** also offered financial support to the mother as she was struggling to pay for childcare fees.

Over time the children's father was awarded supervised visits by the court which meant different child protection officers picking up the children from care. This unsettled the children again. They were very scared and hesitant to leave the centre with unfamiliar faces and as weeks went by, the once affectionate children became very cold. They were no longer concerned who was going to pick them up at the end of the day which was deeply worrying.

Once again **bestchance** educators provided the best possible care for the children. They moved to individualised stable care to provide them with predictable experiences each day to provide them with stability and routine. Jack and Jessica are still under our care and **bestchance** will continue to provide support for these two young children and their parents to ensure the best possible outcomes in life.

# Early Childhood Intervention

---

*“We work in partnership with families using family centred and strength based approaches.”*

16

## CRISTINE BULL

### Team Manger Early Childhood Intervention

**What does this program deliver?** **bestchance** Early Childhood Intervention (ECI) provides a wide range of services for children from birth to school age who have developmental delay or disability and their families. We have a highly qualified and experienced team of allied health professionals who work in partnership with families using family centred and strength based approaches.

Each family is provided with a Key Worker who is the primary contact for the family. The Key Worker collaborates with other service providers as well as members of the ECI team to ensure the expertise of all professionals is utilised to achieve the best outcomes.

**What has it achieved in the last 12 months?** Over the last 12 months the **bestchance** ECI team have continued to further develop and implement evidence based practice into the services we provide. A focus of our work has been to fully incorporate the Victorian Early Years Learning and Development Framework (VEYLDF) into our daily work with children, families and other early childhood education and care services. Our commitment to the implementation of the VEYLDF has been recognised by the ECI sector in the region and our program documentation has been highlighted as an example of best practice and shared with other ECI services.

The ECI team has continued to keep up to date with best practice approaches by attending conferences and professional development opportunities in particular in Autism, Inclusion, Paediatric Feeding and the VEYLDF.

The ECI team was successful in their application to the Department of Education and Early Childhood Development (DEECD) for funding for additional places and recruited a Psychologist who joined the team in December 2013. We have continued to consolidate the Key Worker/ Transdisciplinary model of service delivery and have provided services to 91 families and received a 94% satisfaction rating from family feedback surveys.

We have contributed to the integrated approach at **bestchance** by providing consultations in response to requests from families and **bestchance** children's centre staff regarding individual children's developmental and behavioural needs. We have also provided staff training to **bestchance** Glen Waverley and Noble Park children's centre staff to further develop their skills and knowledge in working with children with additional needs.

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

The ECI team will be utilising a grant from the DEECD for professional development and to further build our expertise by reviewing how feedback is gained from the families and service providers we work with. This will increase the response rate from our surveys and to ensure we are accurately measuring the effectiveness of our services.

We plan to take a lead role in the region to provide professional ECI Network groups (particularly Speech Pathologists and Occupational Therapists), to ensure skills and knowledge are current. **bestchance** ECI have recently undertaken reflective practice in partnership with another ECI program in the region and we plan to build these partnerships to further enhance program development. We will continue to work in partnership and collaboration within **bestchance** and with other community service providers.

ECI expanded its services in Term 2, 2014 to provide Commonwealth funded services - Helping Children with Autism/Better Start Initiative. We have commenced providing these services to **bestchance** families to ensure an integrated service and plan to expand our service provision to the broader community during the next 12 months. We also plan to increase the range of services we can offer to families using Commonwealth Government funding e.g. a holiday program at **bestchance**.

# Early Childhood Intervention

**91** children and their families  
received services from ECI

**22% benefitted from other bestchance services**

**94% of families surveyed said they were  
satisfied / very satisfied**



## EXTRA SUPPORT

Billy was born two months premature and had a very traumatic start to his life. Billy's mother Rachael also had her own troubles as she was a single mum and developed significant mental health issues, which affected her ability to care for Billy.

Whilst Rachael did her best to care for the new son, the Paediatrician and the Enhanced Maternal Child Health Nurse provided essential early support and monitored Billy's health and development. It soon became obvious that Rachael needed extra support so Child Protection were notified and Billy was then diagnosed with a global developmental delay. He was two years of age when he was referred to the **bestchance** Early Childhood Intervention team.

Since the referral, the ECI team have taken the lead role in the 'team around the child' by coordinating all the services involved. Working closely with Billy's mother, the team ensured that everyone has 'been on the same page' and that both Billy and Rachael's needs have continued to be met. Billy is now four years of age and is getting ready to start school next year.

Billy's general development has been assisted by the ECI Speech Pathologist and Occupational Therapist and by his participation at Child Care and at Kindergarten and the extra supports he received there. Rachael also received the assistance she needed regarding her own health and wellbeing. The ECI team are now assisting Rachael and Billy with the transition to school for next year and will make sure that they continue to have a team around them as they move into the next chapter of their lives.

Rachael was initially very unsure about Early Childhood Intervention and what we could offer, but two years on she now thanks us and can see what a big difference all the services have made in her and Billy's lives. She often says "I don't know how I would have coped without you".



# Kindergarten Cluster Management

---

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

18

## **WENDY MORRIS-SMITH** **Program Manager Kindergarten Cluster**

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

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

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

**What has it achieved in the last year?** We have welcomed new kindergarten services into our network which takes the total number of children accessing a place in a funded four year old kindergarten program through **bestchance** to 2,400.

Our team of Kindergarten Program Coordinators, who mentor and support educators, have embedded CLASS training undertaken at Melbourne University. We engage in reciprocal conversations with educators regarding the quantity and quality of interactions educators have with children. Our team of educators has grown increasingly confident to welcome observations of their practice shared respectfully, with a view to continuous improvement.

The Rating and Assessment of the National Quality Standards in **bestchance** services has been overwhelmingly positive and indicates our commitment to quality practice and continuous improvement. This has resulted in 50% of bestchance kindergartens assessed rated as ‘Exceeding National Quality Standards’ and 45% kindergartens assessed as ‘Meeting National Quality Standards’, results of which we can be proud.

**What are the program plans for next year?** We are working in partnership with three local Councils, kindergarten committees and educators for six services to relocate offsite temporarily or move to new, integrated service sites. There will soon be four **bestchance** kindergartens located in the grounds of local primary schools. We are excited at the opportunities this presents for communities and educator teams, establishing and embedding strong and effective networks to better serve the needs of communities.

We will pursue opportunities to develop academic and other organisational partnerships to influence and consolidate quality practice in our programs. We are committed to strengthening and expanding our service reach, working with new communities and being an employer of choice for educators.

# Kindergarten Cluster Management

# 59

kindergartens under bestchance management

9 local government partnerships with bestchance

3,738 children attend a bestchance 3 or 4 year old kindergarten program



## BUILDING RESILIENCE

Mia is a quiet, bright and articulate four year old child.

At 2 ½ years of age, Mia and her older sister witnessed her father viciously assault and attempt to murder her mother.

Mia's father is now in jail and the children have no contact with him. Unfortunately Mia's mother can no longer afford to be the one constant carer for Mia since this traumatic event, and needs extra support.

A male neighbour now comes to the kindergarten to collect Mia however educators noticed an escalating level of distress to her response when relating to males. Her play and language increasingly reference the trauma she witnessed and her fears.

To change this, Mia's teacher has paid particular attention to Mia and her needs at this time. She has adjusted the program to cater for Mia's needs, providing constant support from adults and helping Mia to work with her emotional state. Provision of sensory materials and a particular emphasis on open-ended activities has supported Mia to become more resilient and has enabled her to be able to communicate her distress and her fears.



# Cheshire School

---

*“The program implements a positive behavioural approach, with an emphasis on providing a consistent, predictable and nurturing environment”.*

20

**KAREN TYTLER**  
**Team Manager Cheshire School**

**What does this program deliver?** Cheshire School is an independent primary school that delivers a minimum 12 month specialist intervention program for children with severe social/emotional and behavioural disorders who have failed or are at risk of failing in their mainstream educational setting. Students present with a range of challenges including Anxiety, Depression and disorders such as Autism Spectrum, Oppositional Defiance, and Attention Deficit Hyperactivity Disorder. This year, a significant number of students have a history of significant trauma, physical and/or emotional abuse.

The program implements a positive behavioural approach, with an emphasis on providing a consistent, predictable and nurturing environment. The program provides a range of opportunities for students to develop appropriate behaviours and skills that will assist them to be successful in a mainstream school environment.

**What has it achieved in the last year?** In order to ensure the program is being informed by the most up to date evidence, a comprehensive review of published research was matched against our program. The result was a Positive Behaviour Approach Framework (PBA) being developed for the school.

Alongside this the school has formed a partnership with Monash University. It is hoped that this ongoing partnership will inform and improve our practice, assist in our ongoing evaluation and empower Monash University students in their education.

Because of the increased number of students that have experienced significant trauma, the school has established partnerships with a number of organisations to ensure the program at Cheshire is informed by and reflects the latest research in this highly specialised area. The team has welcomed experts in this field to individual planning meetings and professional development sessions. Their input has been invaluable.

**What are the program plans for next year?** In response to the evaluation of the program undertaken as part of the PBA Framework, over the next 12 months Cheshire will work on improving data collection. For the students and families, this will mean that any decisions made about their program at the school will be more meaningfully supported by evidence. In the longer term, we will use this process as a springboard to evaluate how attendance at Cheshire impacts graduates in the future.

The school community is also looking forward to the “rolling out” of the Cheshire Model professional development program, which has been designed in conjunction with **bestchance** Training. It is the ongoing commitment of the program to not only impact the lives of students who attend the school, but to take our expertise into the broader education community so that many more students facing significant challenges in their learning can benefit from our program.





# Cheshire School

**28 students enrolled through the year**

**17% are of CALD background**

**86%** transitioned back into mainstream school

**75% attendance rate**



## CHANGING LIVES

Jack came to Cheshire School after his local school found his behaviour too challenging to manage. He had only been in that school for two terms and at the age of nine, Jack had been to three schools already.

In addition to this, Jack was in his fifth foster care placement as his biological parents are unable to care for him – his mother's whereabouts were unknown and his father was in jail. His foster mother had few details of his past, but it was clear that Jack had been subject to physical and emotional abuse and she was suspicious that he had witnessed violence against his mother (and possibly his siblings).

Considering a place for a young boy who has had such significant trauma in his life is something the school doesn't take lightly. The team do not want to become another part of a long line of relationships that Jack could interpret as abandoning him when the intervention program ended. We were aware that Jack had ongoing counselling support so it was essential that those professionals worked with us. Without a team working with Jack, his foster family, and the teachers at Cheshire, we would be at risk of causing Jack more harm than good.

Jack is a delightful, spirited, bright and engaging boy. He is a survivor. Unfortunately his strategies for survival made it very challenging for him to learn. He spent much of his day watching other children and informing the teacher when they were doing something "wrong". As his counsellor explained, this is how he reinforces to himself that he is not the worst or most "worthless" in the class. His view of himself is that he is "worthless" and so he goes about making sure that no one else knows this. Jack has also had to raise himself in his chaotic family circumstances. He therefore challenged any rules because he has had to make his own rules to survive.

Jack has now been at Cheshire for three terms. With consistency, clear boundaries and opportunities for success every day, he has made extraordinary progress. He is above his grade level in academic subjects, he manages his behaviour in the classroom and has been the recipient of three Principal Awards! His next goal is based on extending trust to adults in the school community other than his teacher.

Jack will be going back to a new mainstream school next year. While this will be a challenging time for him, we are confident he has learned that he can learn, can manage his behaviour, make good friends and that there are adults he can rely on and trust.

# Parent & Community Support

---

*“Our programs not only become a vital link between the family and the community, they also support parents to develop confidence in their parenting abilities and become more resilient and able to face challenges”*

22

**GERALDINE RYAN**

**Team Manager Parent and Community Support**

**What does this program deliver?** The Parent and Child Support Program (PACS) provides an array of services to support and assist families at times of difficulty or hardship. The services provided include emergency assistance such as food vouchers, food parcels and material aid. Our recycle room, which is so ably looked after by our volunteers, provides families with clothing, baby items, toys and household goods. Our Wishing Tree program, which relies on donations from the community, provides vulnerable families with a food hamper and a gift for each child. Last Christmas, with significant support from the community, we provided hampers to 90 families and gifts to 212 children.

The In-Home Volunteer Support program is a preventative program supporting parents of young children facing significant social isolation and limited confidence in their parenting. Volunteers support these families by visiting weekly for up to one year, sharing their skills and knowledge and providing much needed emotional support.

In a similar way, our Supported Playgroup is designed to provide a link between home and community, giving both parents and children the opportunity to meet and socialise in a caring and supported environment.

The PACS program also provides parenting programs and counselling to families accessing programs at the Glen Waverley site.

**What has it achieved in the last year?** The In-Home Volunteer Support program and the Supported Playgroup has continued to support vulnerable families who are often isolated from the community and do not have extended family support. These programs not only become a vital link between the family and the community, they also support parents to develop confidence in their parenting abilities and become more resilient and able to face challenges. These programs would not be possible without the extraordinary commitment of our volunteers who visit families on a weekly basis and support our playgroup coordinator at the

Supported Playgroup. Our volunteers were again provided with a range of training opportunities to ensure they have the skills and confidence to engage in this important work. We held regular training sessions which were facilitated by an external trainer addressing suicide prevention, strength based and cross cultural practice.

The PACS program provided four professional development sessions to other **bestchance** programs and presented at the Kindergarten Cluster Conference.

We continued to convene the Monash Welfare Network which provides an important opportunity to bring together a range of community and government agencies from the local area to share information, identify trends and respond to emerging needs.

**What are the program plans for next year?** Consistent with the **bestchance** strategic plan, the PACS program is seeking funding to expand our existing In-home Volunteer and Supported Playgroup programs into three other municipalities; Yarra Ranges, Whitehorse and Maroondah. If successful we will work with these new communities, adapting our very successful service model to these new areas in ways that respond to local needs. We have already begun to develop partnerships with each of these local governments in order to identify local needs and prepare the funding submission. These partnerships will be further developed and consolidated if the funding application is successful.

We will continue to have a focus on measuring the effectiveness of our service. It is anticipated that over the next year, we will partner with Monash University, Masters of Psychology program. A student from this program will be involved in formal assessments and measurements of our effectiveness. This will occur alongside our typical approaches to annual evaluations of outcomes.

# Parent & Community Support

**354** families and individuals were assisted throughout the year

**84% of clients seeking emergency relief were provided with food vouchers**

**20 families were supported by in the In-Home Volunteer Support program**

**17 families and 24 children attended the Supported Playgroup**



## REDUCING STRESS

Mary and her family have only been in Australia for a few years. They have no other family members in Australia and have not yet made any close friendships. Mary met with our Community Support worker when she found she could no longer cope and needed assistance. She explained that although her husband works, they are on a very small income and living in private rental accommodation with much of their wage devoted to rent. The family did not have adequate food and Mary, although breastfeeding her youngest child, explained that often there was not enough food for her to have dinner so she just had a snack.

It was very quickly evident that Mary and her family were facing significant difficulties in addition to their severe economic disadvantage. Mary was able to share her worries in relation to serious family violence and her fear for the safety of her children. It became very important that **bestchance** support Mary by referring her and her family to appropriate services including child protection and specialist services to help her manage these very difficult and potentially life threatening circumstances. In the subsequent months, **bestchance** supported Mary and her family in a number of ways. The family needed regular material and financial support to meet immediate needs and reduce some stress. Mary needed time and space to process recent events and regain her strength. It was arranged for her youngest child to begin to attend child care at **bestchance** two days per week. This gave Mary some time for herself and allowed her toddler the opportunity to socialise with other children in a calm, safe environment. Childcare staff were coached by the PACS team in strategies to support a traumatised child who needed consistency to express strong emotions. Mary and her toddler were also invited to attend our Supported Playgroup which gave Mary the opportunity to connect with other socially isolated mothers. With a little support from the community, Mary is again becoming a resourceful and resilient mother who is managing well.



# Family Day Care

---

*“bestchance is very pleased to be able to offer families further choice and flexibility with Family Day Care.”*

24

## **MARK GIBBENS** **Family Day Care Manager**

**What does this program deliver?** This program aims to provide a high quality schedule of programs that are financially sustainable, meet the needs of the target families and aligns with the current philosophies that **bestchance** follow in early childhood.

As a leading independent provider of holistic children's services in early childhood, it was only a matter of time before **bestchance** Child Family Care would seek to provide an additional option for families seeking child care. This came with the introduction of our Family Day Care program.

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

**bestchance** will continue to build awareness of the quality care available and the closer bonds available through smaller numbers in family day care. Research has shown the bond with an adult in a family day care environment in a child's early years is paramount to the learning and development of a child.

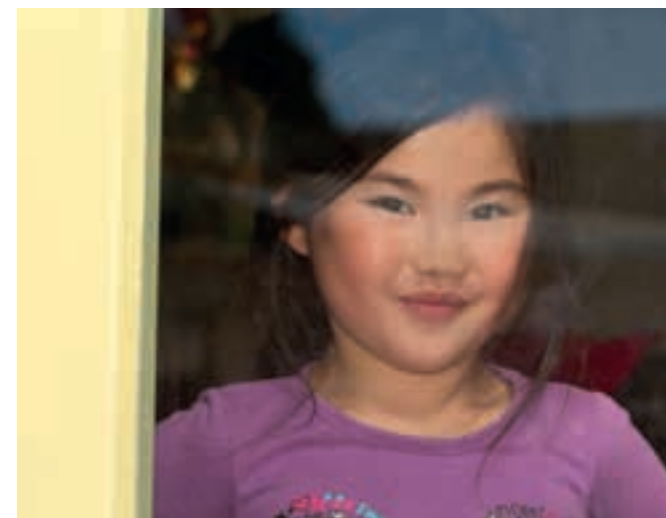
**What has it achieved in the last year?** Our Family Day Care program officially commenced in June 2014, with 11 educators and 75 families previously of the City of Boroondara's Family Day Care program transitioning to **bestchance** over that month.

To ensure a smooth transition for educators and the continued success of the program, **bestchance** put a lot of hard work, planning and organisation in collaboration with the City of Boroondara from September 2013.

Since the transition, we have commenced the recruitment process seeking further educators and staff to meet the demand for our services particularly in the City of Boroondara, City of Monash and surrounding areas.

**What are the program plans for next year?** Over the next 12 months our goal is to grow our program in other regions where the need for further quality options for care and increased flexibility for families has been identified. This will put **bestchance** in a better position to achieve our mission of 'creating and delivering 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'.

We are confident that the vast experience, wealth of knowledge and positive outlook of our new team of educators coupled with the strong commitment of our highly trained and experienced staff will translate into quality outcomes for children and families using our Family Day Care service.



# Family Day Care

*“The reputation of bestchance gave us confidence that high quality Family Day Care would continue in Boroondara.”*

*- Margaret Nicolson, Family Day Care Educator - 26 Years*



## CREATING PARTNERSHIPS

“As a group of educators passionate about the enormous benefits of Family Day Care we were upset when we were told of our service closure. A lot of time was spent seeking an alternative service provider, many of us were looking for a not for profit provider in reasonable geographic range and we were delighted when **bestchance** came into the field. The reputation of **bestchance** gave us confidence that high quality Family Day Care would continue in Boroondara.

We have high expectations that **bestchance** will deliver a family day care service that aspires to a rating of excellent and we look forward with a degree of excitement to being partners in the ongoing development of **bestchance** Family Day Care.”

Margaret Nicolson  
Family Day Care Educator - 26 Years

**11 Educators**

**80 Families**

**112** Children

# Volunteering

---

*“95% of our volunteers recorded very high satisfaction levels”*  
*“The program also successfully facilitates pathways to employment and further study”*

26

## **VICKI TEESE** **Team Manager Volunteers**

**What does this program deliver?** Our Volunteers program matches the needs of our **bestchance** programs with the skill sets and aspirations of our volunteers. This year our volunteer recruitment has particularly focussed on finding and supporting our many volunteers working directly with children.

These volunteers included assisting children with additional needs to integrate into our Cluster kindergartens (48 volunteers placed in 29 kindergartens); working within our supported playgroups (ECI, PACS playgroup and Playconnect); and experienced parents working in our PACS in-home visiting program. Many of the families utilising volunteer support, have significant challenges to deal with – children diagnosed on the autism spectrum, chronic illness (either the child or their parent), social isolation and mental illness. A number of our volunteer placements were in response to children and their families experiencing dislocation from their countries of origin, sometimes in traumatic circumstances. Volunteers and staff working together can make the passage of community participation easier.

**What has it achieved in the last year?** Currently we have 121 volunteers whose contribution now ranges across every **bestchance** program. As well as directly working with children, there are volunteers in garden and maintenance, finance, administration and community support (Resource room, Casserole Bank, Wishing Tree and Sewing). This year they gave us over 7,000 hours of their time – this a significant contribution to our organisation and enables us to extend the services that we can offer to families.

The program also works hard at meeting the needs and aspirations of our volunteers. Our annual volunteer satisfaction survey indicated that 95% of our volunteers recorded very high satisfaction levels. The program also successfully facilitates pathways to employment and further study, with 56% of exiting volunteers going into employment and 6% into study. Our volunteers also reflect the wide cultural diversity of the families that they help (38% are volunteers from CALD backgrounds). Opportunities for recognition and socialising are provided throughout the year e.g. Volunteers' Recognition Day, Volunteers' Christmas lunch, weekly coffee mornings and nominations for awards such as Sir John Monash Volunteer Awards and Caroline Chisholm Volunteer Award.

**What are the program plans for next year?** In response to the increasing number of kindergartens in our Cluster Management Program, the Volunteers program will need to recruit more volunteers, widen our geographical catchment zone, employ innovative recruitment methods (particularly on-line) and expand training opportunities offered to volunteers. The challenge of finding experienced volunteer carers for our in-home Parent and Child Care program will also continue. However an increase in our volunteers numbers overall, our healthy retention rate and the variety of volunteer roles that we are able to offer, strongly suggests that the program continues to respond to the community's needs.





# Volunteering

121 active volunteers

38% of volunteers are CALD

7,123  
volunteer hours



## ASSISTING EDUCATORS

The **bestchance** Kindergarten had just enrolled twins from a large family who were recent refugees. Dinka was the only language spoken by both the parents and the children. In addition to the language barrier, the family were enduring strained financial circumstances and were traumatised by past experiences in their homeland.

The twins presented with the effects of malnutrition, as well as early developmental delays. Behaviours such as biting, pushing and poor impulse control were observed. They also had delays with toileting, eating, sharing and of course the language barrier all meant that staff had to be constantly vigilant.

This is where our four **bestchance** volunteers came into the picture. Each was assigned a different day of the week to help at the kindergarten. It was a full on task for all. Volunteers and staff communicated with sign language and by acting out instructions. They monitored and redirected challenging behaviours, assisted at meal times, read stories and best of all, as far as the twins were concerned, danced and sang songs endlessly.

With the added guidance of the **bestchance** Early Childhood Intervention Team and in consultation with the parents, strategies for home and kindergarten were established. **bestchance** volunteers brought their abundant skills of observation, practicality and enthusiasm to the placement. Over the course of a year, great strides were made with the development of the twins and our volunteers played a significant role in this success.



# Training

*“bestchance Training has a strong reputation for the delivery of high quality education”*

*“bestchance Training has seen a significant increase in student enrolments - up 172% on the last financial year from 293 to 798 students”*

28

## TANIA GRUBISIC Team Manager Training

**What does this program deliver?** **bestchance** Training is a Registered Training organisation (RTO) and is regulated by the Australian Skills Quality Authority (ASQA). **bestchance** Training delivers Government funded Nationally Accredited Qualifications and is also a Learn Local Provider. We offer a diverse range of education programs ranging from short one day courses to Diploma level qualifications in delivery modes that engage and support our students.

**bestchance** Training has a strong reputation for the delivery of high quality education. Our fully qualified, specialist trainers ensure our students are engaged and receive the highest standards of training. We offer small class sizes with a “hands on” approach to learning.

For many of our full qualifications, work placement is a key component of our training delivery. Work placement allows our students to gain valuable practical skills and experience in the field.

**What has it achieved in the last year?** Over the past 12 months **bestchance** Training has seen a significant increase in student enrolments up 172% on the last financial year from 293 to 798 students in the following qualifications, accredited units and pre-accredited programs:

- Certificate I Vocational Preparation
- Certificate III in Aged Care
- Certificate II Comm Services
- Certificate II ESL
- Certificate III in Home and Community Care
- Certificate III in Children’s Services
- Certificate III in Education Support
- Diploma of Children’s Services
- Course in Anaphylaxis Awareness Training
- Course in Emergency Asthma Management Training
- Apply First Aid
- Perform CPR

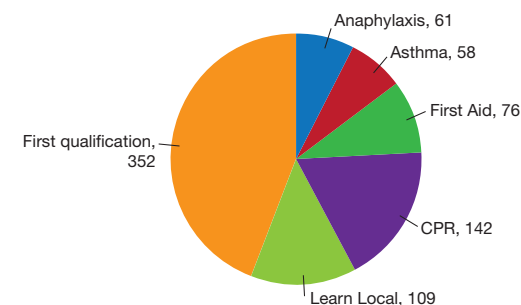
Student enrolments in full qualifications have also increased by 35% from 261 in the last financial year to 352 in the 2013/2014 financial year.

Early in 2014 **bestchance** Training transitioned several of its qualifications to new training packages. The following qualifications are now offered:

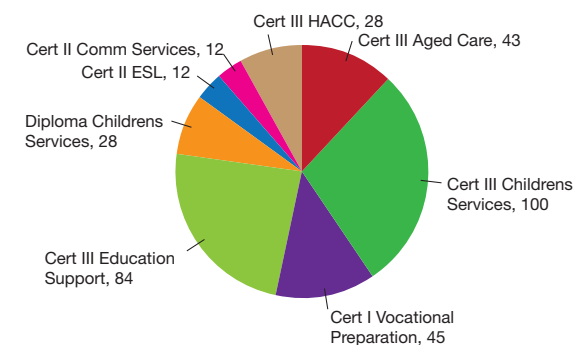
- Certificate III in Early Childhood Education and Care (CHC30113)
- Certificate III in Education Support (CHC30213)
- Diploma of Early Childhood Education and Care (CHC50113)

**bestchance** Training is in the process of developing an innovative Diploma of Early Childhood Education and Care. The department has written resources and assessment material utilising the experience, knowledge and expertise of the **bestchance** team.

Enrolments 2013/2014 FY (total 798)



Enrolments by qualification 2013/2014 FY



## 798 student enrolments

### 352 Trainees

### 53% of our students are CALD

### 27 courses were delivered

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

- Investigate diversifying products and services to provide learning and development solutions that meet the needs of industry and the local community.
- Research, and where appropriate, develop alternative methods of training delivery such as on-line delivery, blended delivery and workplace delivery.
- Work to further integrate with other programs and services offered by **bestchance** such as childcare and Kindergarten Cluster Management to promote pathways into employment and facilitate opportunities for placement.



- Develop partnerships with employers to facilitate employment and placement opportunities for our clients.
- Deepen relationships with external stakeholders such as government departments, Job Services Australia and Disability Employment Services providers.
- Investigate the need and opportunity for the delivery of training in other geographical locations.
- Continually develop the provision and quality of our education programs to enhance the reputation of **bestchance**.
- Continue to develop an innovative Diploma of Early Childhood Education and Care utilising the experience, knowledge and expertise of the **bestchance** team.
- Develop relationships and partnerships with other Learn Local providers to build synergy and develop pathways for students.
- Develop partnerships with schools and local councils to deliver products and services.
- Further develop our professional development offerings to **bestchance** employees.



#### DEVELOPING PATHWAYS

Before coming to **bestchance** Training, Darren had worked in a variety of settings where he focused and targeted his specialised knowledge and skill set to help children from primary to secondary levels, as well as adults who were struggling with social and emotional issues.

Building on his already quite diverse background, he decided to undertake the Certificate III in Education Support at **bestchance** Training to bridge the gap between his specialist skills and knowledge, life skills and the education sector.

Upon completion of his course, Darren joined the **bestchance** team and has since become a valued employee in the Cheshire program which has a significant number of children this year who have been impacted by trauma.

Darren has worked hard with the team of **bestchance** in his role with Cheshire to continuously learn and apply specifically targeted strategies, such as fitness based movement therapy which have been very successful, and in dealing with children who have required that extra step to allow them to re-integrate into mainstream schools upon completion of their program with Cheshire.

This hard work has translated into a new project which will involve developing a professional development package for members of staff who already work in schools. This training will be facilitated by Darren, using the basis of what he has already learned and continues to learn in his role with **bestchance**. These interventions and strategies will offer support to the students who have been impacted by trauma as well as to the teachers and support staff who will be able to apply them to help their students push through the barriers to learning and well-being.



# IT & Facility Management

30



## MELISSA SAHIN Team Manager IT and Facility Management

Facility Management provides services in the day-to-day running of the building and maintenance which are carried out by the **bestchance** maintenance team. It is the role of Facility Management to ensure corporate and regulatory compliance and the proper operation of all aspects of a building to create an optimal, safe and cost effective environment and increase productivity for the occupants to function.

The Facility Management team is responsible for building and maintenance at the Glen Waverley site, Noble Park Childcare Centre and six unincorporated kindergartens. Day-to-day operations in relation to buildings and premises include:

- Procurement and contract management;
- Planning for future developments in line with strategic business objectives;
- Ensuring the building meets health and safety requirements and complies with legislation;
- Space management;
- Building and grounds maintenance;
- Regular maintenance of essential services.

Over the past 12 months there has been a significant increase in the Facilities Management department, adding seven additional sites to the facilities portfolio and the successful recruitment of in-house IT Support contributing to the efficient operation and delivery of high quality services.



**bestchance** Facility Management has accomplished the following scheduled projects and IT infrastructure for the 2013-14 financial year:

- Kindergarten office fit out;
- Finance office fit out;
- Sensory garden;
- Roll out over 300+ **bestchance** branded email address, bestchance.net.au;
- Upgrade internet connection to keep up with the increasing demand for growing organisation;
- Upgrade of employee desktop computers to Windows 7 platform.

Over the next 12 months, **bestchance** Facilities Management will focus on the following goals:

- Refurbishment of the Berengarra building which will be an extension to our current bestchance Kindergarten in Glen Waverley;
- Upgrade of our IT Server;
- Recruitment of additional maintenance volunteers;
- Update a Risk Management Plan;
- Revisit a Management Plan to enhance effectiveness and efficiency;
- Further develop employees' engagement in continuing professional development activities relevant to their role;
- Further develop relationships with external stakeholders.

# Marketing & Fundraising

## DIANA KHANOM

### Marketing and Fundraising Team Leader

It has been a productive year for the Marketing and Fundraising program with activities focused on raising the profile of the organisation in the local community, marketing key income generating programs and fundraising to support other **bestchance** programs which face funding shortfalls.

Some key highlights include the fourth **bestchance** Multicultural Festival which was held in October, more than 50% increase in the number of enquiries for **bestchance** Training and the submission of over 30 grant applications. As a result we managed to raise \$321K from our valued supporter donations, philanthropic grants and bequests (2% of our income).

Public donations come primarily through our supporter newsletters, tin donations, bequests, corporate donations and philanthropic grants. Our largest grants came from the Collier Charitable Trust, Bennelong Foundation and the Campbell Edwards Trust to support the important work we do at Cheshire School with plans to expand and enhance in the future. As a not-for-profit organisation, **bestchance** is very grateful for the support we receive from all these donation streams which allow us to provide high quality, inclusive education, care and support services. A special thank you to our long term supporters who continue to donate to **bestchance** on a regular basis. We really value your loyalty and support.

The fundraising committee at the **bestchance** children's centre in Glen Waverley continues to raise money for additional educational resources. This year they raised a further \$6,204 to add to the \$10,000 raised so far – a fantastic achievement for the staff who work very hard to put on events like the Trivia Night and sausage sizzles.

Looking to the future, the marketing and fundraising team will see an increase in activities in line with the **bestchance** strategic plan and vision. A part-time Marketing Officer was recently recruited to grow the team further to meet the ever increasing demand for our services. In the last 12 months we also had a number of volunteers who assisted the program in photography, grant writing and project work. We continue to work with Tomorrow Agency who undertake all our graphic design pro-bono – a big thank you to everyone who has contributed to the program in the last year.



# Human Resources

---



**526**  
staff employed by bestchance

**12% Full time**

**67% Part time**

**21% Casual**

**JENNIE BENTLEY**  
**Human Resources Manager**

**bestchance** experienced significant growth in 2013/14 given the increase in the number of kindergartens. This growth means increased compliance requirements and greater expectation to provide a range of services, resources and policies.

The Human Resources team has grown from having one member to a team of three; and provides a broad range of services including workforce planning, staff policies and procedures, occupational health and safety, WorkCover, employee relations and risk management.

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

The HR team has an important role in building staff capability and organisational capacity. We have commenced the development of risk registers in line with a risk management framework that will support the identification and prioritisation of organisational risk. We are reviewing staff policies that will be completed by the end of 2014, and an organisational-wide education program will follow. This coincides with refining our organisational induction program to ensure that both new and existing staff understand their rights and responsibilities.

In addition to this, we will be implementing a new HRIS in the coming months that will capture staff data, skills, qualifications and job candidate information, enabling greater streamlining and efficiencies. Tracking data in a single system enhances our capacity to more effectively undertake workforce planning and development.

It is important that the HR team is able to respond to the increased demands including strategic human resources planning; to position **bestchance** to suitably respond to any organisational growth and future government changes.



## KIM MCCONVILLE Finance Manager

The Finance/payroll team at **bestchance** is responsible for all financial services for programs and corporate services in the organisation. Our team is responsible for the day-to-day operations which include:

- All accounts payable for the whole organisation and receivables
- Fortnightly payroll for over 500 staff
- Reconciliation of grant funding received
- Business administration of transferring kindergartens into Kindergarten Cluster Management
- Processing of all donations received
- Contract management
- All financial management of kindergarten cluster funding on behalf of incorporated kindergartens within cluster management
- Assessing financial impact from internal and external factors

With the significant growth experienced by **bestchance** in 2013/14, the Finance team increased staffing from 4.2 FTE to 5.6 FTE in April 2014. The team was instrumental in supporting growing programs such as kindergarten cluster management, family day care and childcare.

Throughout the year the Finance team assisted with transferring 19 additional kindergartens to our kinder cluster management, setting up the family day care service including transition of families and educators to **bestchance** from their previous Family Day Care Scheme and assisted in the transfer of staff entitlement for Noble Park Childcare.

With this increased growth, it was timely for Finance to introduce services provided to Kindergartens on a fee for service basis. These services included bookkeeping and financial administration. As of 30 June 2014, **bestchance** provides bookkeeping services for 15 kindergartens and financial services for another 5 services.

The Finance and Kindergarten Cluster Team also introduced budgeting services for planning for funding in 2015. Given the increase in the number of kindergartens, this means increased funding requirements and greater expectations from kindergarten committees to provide an up to date information and advice. Treasurers' training was therefore provided twice in 2014 for new committee members.

Over the coming 12 months the Finance Team will be reviewing all of its current systems and processes including current information systems to ensure we are delivering a service to the best of our ability. We will be working closely with the HR team to procure and implement a new Human Resource Information System (HRIS), including payroll. The current payroll system has an end of life date of 30/06/2015, therefore it was timely for **bestchance** to examine the current systems and processes.

In consultation with our programs, Finance will also be reviewing the current billing processes and systems within childcare and kindergartens.



# Financial Performance

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2014

	2014 (\$)	2013 (\$)
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	100,418	56,033
Trade and other receivables	1,735,367	1,042,158
Financial assets	1,652,518	1,536,551
Other assets	23,912	35,037
<b>TOTAL CURRENT ASSETS</b>	<b>3,512,215</b>	<b>2,669,779</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	11,365,610	11,470,184
<b>TOTAL NON –CURRENT ASSETS</b>	<b>11,365,610</b>	<b>11,470,184</b>
<b>TOTAL ASSETS</b>	<b>14,877,825</b>	<b>14,139,963</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,123,369	670,002
Borrowings	1,155,435	600,849
Employee benefits	1,268,774	482,290
Other liabilities	401,890	480,461
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,949,468</b>	<b>2,233,602</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	-	700,000
Employee benefits	199,385	541,275
<b>TOTAL NON –CURRENT LIABILITIES</b>	<b>199,385</b>	<b>1,241,275</b>
<b>TOTAL LIABILITIES</b>	<b>4,148,853</b>	<b>3,474,877</b>
<b>NET ASSETS</b>	<b>10,728,972</b>	<b>10,665,086</b>
<b>EQUITY</b>		
Reserves	10,052,568	10,052,568
Retained earnings	676,404	612,518
<b>TOTAL EQUITY</b>	<b>10,728,972</b>	<b>10,665,086</b>

## INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2014

	2014 (\$)	2013 (\$)
<b>INCOME</b>		
Operating revenue	15,288,050	10,381,181
Other income	215,967	192,729
<b>EXPENSES</b>		
Occupancy costs	90,428	86,799
Administrative expenses	187,517	153,044
Employee benefits	13,749,724	9,020,142
Computer and equipment expenses	187,458	212,605
Insurance and professional costs	93,658	62,147
Direct costs	507,602	347,738
Volunteer development	6,001	3,342
Property maintenance and security	217,862	184,346
Motor vehicle expenses	50,007	29,067
Hospitality and catering	9,726	7,727
Depreciation, amortisation and impairment	232,494	214,001
Other expenses	-	-
Finance costs	107,653	66,035
<b>Surplus/(Deficit) for the year</b>	<b>63,886</b>	<b>186,917</b>
Other comprehensive income	-	-
<b>Surplus/(Deficit) attributable to the Association</b>	<b>63,886</b>	<b>186,917</b>

Statement of financial position as at 30 June 2014, statement of income and expenditure for the year ended 30 June 2014, the true and fair certification and the statement by members of the board of governance. A full copy of the financial report is available upon request by calling bestchance on 8562 5100.



If 2012/13 was a year of consolidation then this year is characterised by growth. **bestchance's** revenue was up \$4.9M or 47% to \$15.5M whilst expenses were up \$5.05M or 49%. The slightly larger increase in expenses is a result in the significant growth of kindergarten cluster management, a largely cost recovery service. By the end of the year this program managed 59 kindergartens, either in

partnership with local Committees of Management or directly, having welcomed an additional 19 kindergartens during the year. This remarkable growth is even more meritorious given the high service quality standards they were able to sustain throughout the year.

On the revenue side, government grants were \$9.5M for the year whilst fees and charges were \$5.2M. As to be expected for a service organisation, employee costs made up the vast bulk of expenditure at \$13.8M. The comparative growth in employee costs is expected to slow in coming years with the introduction of new sub-contracted services such as Family Day Care meaning that employee costs will decline as a proportion of total costs. This is consistent with the strategic goals outlined in the 2014-17 Strategic Plan to expand services in line with community expectations and diversify our revenue base.

Again this year we saw steady growth in our investment portfolio which we have been able to retain largely due to improving results from operations culminating in a net cash inflow. The sound progress of operational results has been evident over the last few years and reflected in our improving financial health here at **bestchance**. One comment should be

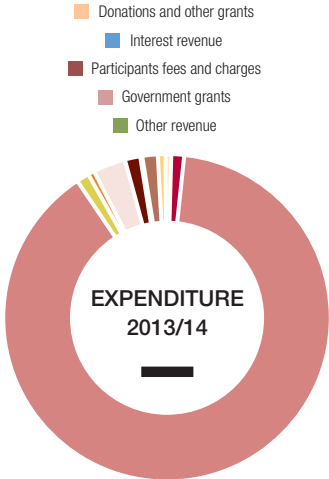
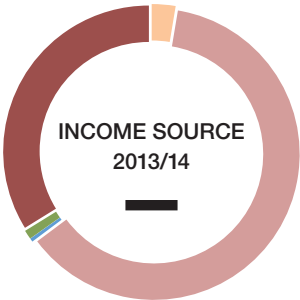
made in relation to the decline in working capital ratio from 1.2 to 0.9. With the maturing of our loan during 2014/15 this liability was reclassified as a current liability.

With the overall improvement in financial health, we are well placed to reinvest back into the organisation. For example in 2014/15 we will be implementing new information systems for payroll and human resource, donations and client relationship management to streamline services and support growth. In addition we will be refurbishing the old Berengarra building to increase facility capacity. Investment in these areas is consistent with the Strategic Plan goals of strengthening infrastructure to support the ongoing provision of quality services.

With growth comes risk and I am thankful for the ongoing professionalism that all members of the Finance and Audit Committee, along with management, have brought to the task. It has been a pleasure to work with all those involved in both realising opportunities but also diligently managing attendant risk.

# Treasurer Report

*“The sound progress of operational results has been evident over the last few years.”*





# Financial Performance

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

The accompanying summary financial statements, which comprises the statement of financial position as at 30 June 2014, statement of income and expenditure for the year ended 30 June 2014, the true and fair certification and the statement by members of the board of governance, are derived from the audited financial report of Child and Family Care Network Inc. operating as **bestchance** for the year ended 30 June 2014. We expressed a qualified audit opinion on that financial report in our report dated 11 September 2014.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards, Associations Incorporations Reform Act 2012 (Vic) and the Australian Charities and Not-for-Profits Commission Act 2012. 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 2014 are consistent, in all material respects, with that audited financial report, in accordance with the financial report. However, the summary financial statements are qualified to the equivalent extent as the audited financial report of Child and Family Care Network Inc. operating as **bestchance** for the year ended 30 June 2014.

The qualification of the audited financial report is described in our qualified audit opinion in our report dated 11 September 2014. Our qualified audit opinion is based on the fact that, as is common for not-for-profit organisations, it is not practicable for Child and Family Care Network Inc. operating as **bestchance** to maintain an effective system of internal control over voluntary sourced income, until their initial entry into the accounting records, as such we are unable to express an opinion in relation to this.

Our qualified audit opinion states that, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial report presents fairly, in all material respects, the financial position of Child and Family Care Network Inc. operating as **bestchance** as at 30 June 2014 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the Associations Incorporation Reform Act 2012 (Vic) and the Australian Charities and Not-for-Profits Commission Act 2012.



Seward Dawson Chartered Accountants



Partner: Peter Shields  
17th October 2014  
Blackburn, Victoria 3130

# Financial Performance

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

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

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

The statements attached to this certificate give a true and fair view of the financial position and performance of Child and Family Care Network Inc. operating as **bestchance** during and at the end of the financial year of the Association ending on 30 June 2014.



Desmond Dodds - President  
11th September 2014



Geoffrey Milbourne - Treasurer  
11th September 2014



## STATEMENT BY MEMBERS OF THE BOARD OF GOVERNANCE

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

In the opinion of the Board the financial report:

1. Presents a true and fair view of the financial position of Child and Family Care Network Inc. operating as **bestchance** as at 30 June 2014 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Reform Act 2012 and the Australian Charities and Not-for-Profits Commission.
2. At the date of this statement, there are reasonable grounds to believe that Child and Family Care Network Inc. operating as **bestchance** will be able to pay its debts as and when they fall due.

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



Desmond Dodds - President  
11th September 2014



Geoffrey Milbourne - Treasurer  
11th September 2014

# Acknowledgements

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

38

**THANK YOU FOR  
YOUR SUPPORT**



*bestchance is supported by the*

## GOVERNMENT

- City of Boroondarra
- City of Greater Dandenong
- City of Kingston
- City of Manningham
- City of Maroondah
- City of Monash
- City of Whitehorse
- Commonwealth Government (HCWA/BSI funding)
- Department of Education and Early Childhood Development (DEECD)
- Department of Family, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- Knox City Council
- Office of Multicultural Affairs and Citizenship
- Yarra Ranges Council

## CORPORATE

- Airepair Air Conditioning Services
- ANZ Bank
- Bartercard Melbourne East
- Bunnings
- Eco Lec
- Gas Station Plumbing
- Grill'd
- Hornet Printing
- Jan Pro Cleaning Services
- Jellis Craig Mount Waverley
- Mayne Security
- McArthur Management Services
- Mica Furniture
- Mooven Milk
- Officeworks
- Quad Cleaning Services
- Staples
- Subway
- Telstra
- Tomorrow Agency
- Willis Insurance

## COMMUNITY (PARTNERS AND COLLABORATORS)

- Councillor Roz Blades for her ongoing support of NPOC
- Monash Volunteer and Resource Centre
- PlayConnect Playgroup
- Reformed Presbyterian Church McKinnon
- Waverley Breastfeeding Association
- Waverley Multiple Births Association

## PHILANTHROPIC SUPPORT

- Alfred Felton Trust
- Australian Children's Foundation
- Bell Charitable Fund
- Bendigo Bank Community Enterprise Foundation
- Bennelong Foundation
- Besen Family Foundation
- Campbell Edwards Family Trust
- Collier Trust
- Commonwealth Bank of Dandenong
- Diamond Valley Railway Inc
- Freemasons Victoria
- Kimberley Foundation
- Lions Club of Noble Park
- Lions Club of Waverley Inc
- Marion and EH Flack Trust
- Peter Williams Foundation
- Peter Williams Trust
- Rotary Club of Dandenong
- Rotary Club of Glen Waverley
- Rotary Club of Huntingdale
- William Angliss Charitable Fund

## BEQUESTS

- Frank and Sybil Richardson Charitable Trust
- Henry Brough Smith Charitable Trust
- John Robert Edwards Trust
- Leigh and May Price Trust
- William and Bessie Lennox Trust



**DONORS (OVER \$1,000)**

- Auburn South Pre-school
- Dr Richard Strauch
- Miss Jean Stewart
- Mr and Mrs David and Henrietta Roberts
- Mr and Mrs MG and DF Tobias
- Mr Bruce Craven
- Mr Grahame Taylor
- Mr J Gilbert
- Mr John Nolan
- Mr Ken Biggins
- Mr Kevin Fowler
- Mr Rob Birch
- Mr S McCredie
- Mrs Betty Smith
- Mrs C Brown
- Mrs Dame Beryl Beaurepaire
- Mrs Dorothy Quantrelle
- Mrs J Dahlsen
- Mrs Jan Palmer
- Mrs M Harrison
- Mrs M O'Sullivan
- Mrs Nicole North-Coombes
- Mrs R Andre
- Mrs Sheila Randell

**EDUCATION**

- Catholic Education Office
- Independent Schools Victoria
- Monash University




**TRAINING**

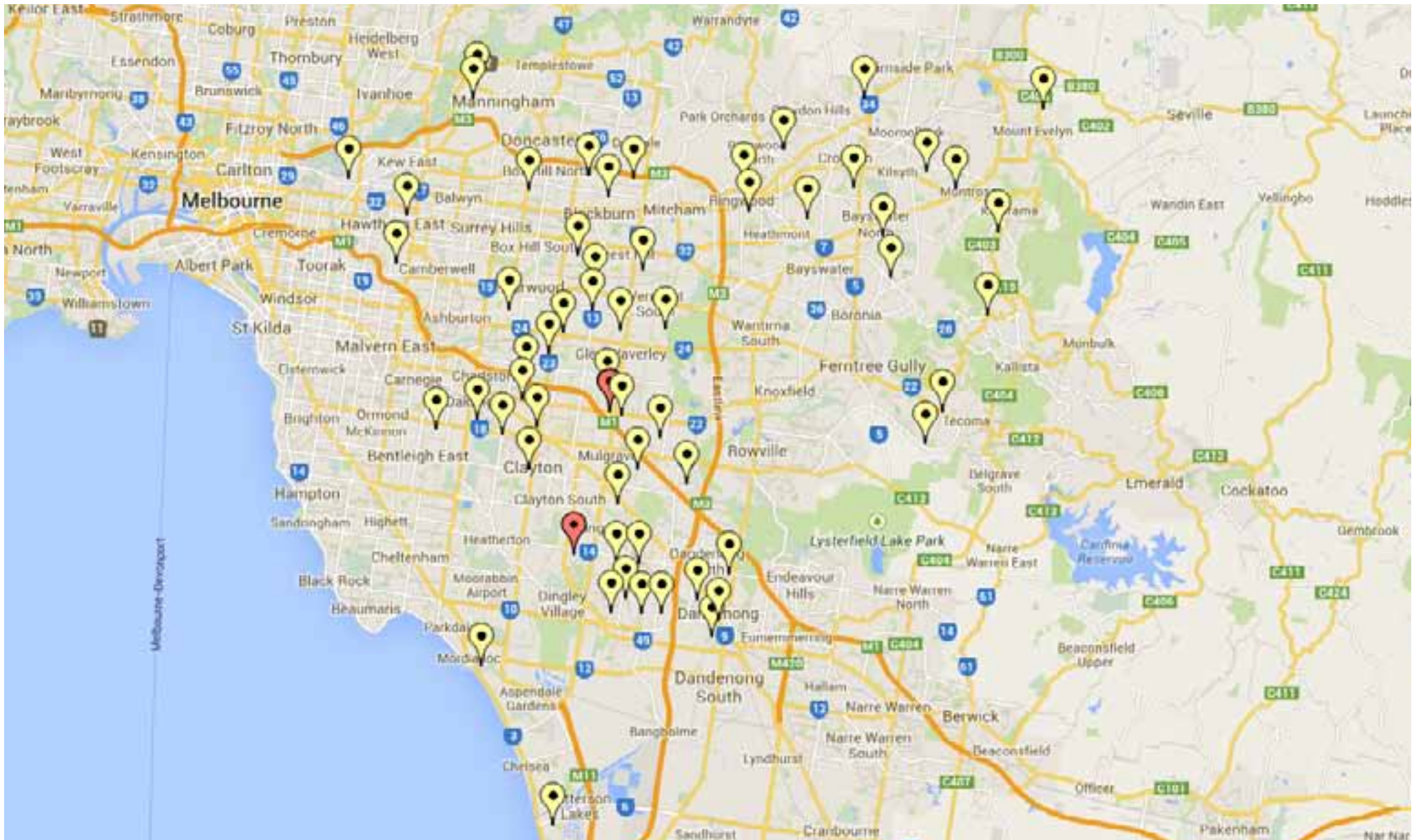
- All practical placement providers for bestchance students
- BAWM
- DEECD
- Higher Education and Skills Group
- Learn Local





# Our Locations

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



# Our Locations

## KINDERGARTEN CLUSTER MEMBERS AS OF JUNE 2014

### 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 GUMS KINDERGARTEN

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

### CROYDON NORTH KINDERGARTEN

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

### DANDENONG KINDERGARTEN

170 Lonsdale St, DANDENONG 3175  
Ph: 9792 1830

### DANDENONG NORTH EAST KINDERGARTEN

10 Ingrid St, DANDENONG 3175  
Ph: 9792 0398

### DANDENONG SOUTH PRIMARY SCHOOL KINDERGARTEN

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

### DANDENONG WEST PRE-SCHOOL

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

### DOVER STREET PRE-SCHOOL

19 Dover St, OAKLEIGH EAST 3166  
Ph: 9544 0308

### EAST BURWOOD PRE-SCHOOL

Statesman Ave, EAST BURWOOD 3151  
Ph: 9802 2008

### EMMANUEL ANGLICAN KINDERGARTEN

26 Abbeygate St, OAKLEIGH 3167  
Ph: 9569 7117

### FERNHILL PRE-SCHOOL

9 Fernhill Rd, MT EVELYN 3796  
Ph: 9736 3515

### GERMAIN STREET KINDERGARTEN

Germain St, OAKLEIGH SOUTH 3167  
Ph: 9570 2550

### GLEN WAVERLEY SOUTH PRE-SCHOOL

43 Fraser St, GLEN WAVERLEY 3150  
Ph: 9560 3430

### GLENDAL PRE-SCHOOL

3 Lucerne St, MT WAVERLEY 3149  
Ph: 9802 5732

### GREENWOOD PARK KINDERGARTEN

Greenwood Ave, RINGWOOD 3134  
Ph: 9870 8881

### HANSEN PARK PRE-SCHOOL

Tower St, KILSYTH 3137  
Ph: 9728 1006

### HEATHERHILL PRE-SCHOOL

101 Noble St, NOBLE PARK 3174  
Ph: 9546 1724

### HIGHMOUNT PRE-SCHOOL

36 Lechte Rd, MT WAVERLEY 3149  
Ph: 9802 2812

### INDRA PRE-SCHOOL

38 Edinburgh Rd, BLACKBURN SOUTH 3130  
Ph: 9877 3640

### KATRINA PRE-SCHOOL

69 Katrina St, BLACKBURN NORTH 3130  
Ph: 9878 8116

### LARCH STREET KINDERGARTEN

16 Larch St, BLACKBURN 3130  
Ph: 9878 1824

### LEGEND PARK PRE-SCHOOL

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

### MORDIALLOC PRE-SCHOOL

26 Park St, MORDIALLOC 3195  
Ph: 9580 5935

### MT DANDENONG PRE-SCHOOL

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

### MT WAVERLEY PRE-SCHOOL

35 Sherwood Rd, MT WAVERLEY 3149  
Ph: 9807 1267

### MULGRAVE PARK PRE-SCHOOL

68 Albany Drv, MULGRAVE 3170  
Ph: 9560 3495

### NARA PRE-SCHOOL

2 Stanley Ave, MT WAVERLEY 3149  
Ph: 9807 5250

### NOBLE PARK KINDERGARTEN

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

### NORWOOD PRE-SCHOOL

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

### RENE ANDERSON KINDERGARTEN

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

### SANDOWN PARK KINDERGARTEN

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

### SARAH COURT PRE-SCHOOL

25 Sarah Crt, MONTROSE 3765  
Ph: 9728 3453

### SASSAFRAS PRE-SCHOOL

Mt Dandenong Tourist Rd, SASSAFRAS 3787  
Ph: 9755 1119

### SPRINGSIDE KINDERGARTEN

1A Shearman Crt, KEYSBOROUGH 3173  
Ph: 9798 1285

### 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

### WAREKILA PRE-SCHOOL

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

### WAVERLEY FOOTHILLS PRE-SCHOOL

Gladeswood Drv, MULGRAVE 3170  
Ph: 9795 9426

### YARRALEEN PRE-SCHOOL

92 Rocklea Rd, BULLEEN 3105  
Ph: 9850 8486



# How You Can Help

---

*Each year bestchance relies on the generous support of individuals, families, service organisations, philanthropic trusts and foundations, businesses and community organisations.*

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



You can help by:

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





Child and Family Care Network Inc.  
Assoc. Inc Reg No 40023502D  
ABN 53 094 161 974

Please send to:  
**bestchance** Child Family Care Network Inc.  
PO Box 4190, Mulgrave VIC 3170  
[bestchance.org.au](http://bestchance.org.au)

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

☐ \$30 ☐ \$50 ☐ \$100  \$ Other

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

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

☐ Cheque (made payable to **bestchance** Child Family Care)

☐ Visa ☐ Diners ☐ Mastercard ☐ Amex

Card Number:

Expires:

Cardholder's Name: \_\_\_\_\_

Signature: \_\_\_\_\_

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

