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**Celebrating 117 years of delivering services to children and families in the community**



*At bestchance we behave with honesty and integrity.  
We work in an holistic and collaborative manner.  
bestchance promotes a culture of respect for all people –  
children, families, staff and volunteers.*

**tomorrow**

Design of this Annual Report has been sponsored by tomorrow agency



# About Us

## Our Vision

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

## Our 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.

## Who We Are

**bestchance** is an independent not-for-profit organisation which has been providing support to children and families since 1895 (formerly Burwood Boys' Home). We are justifiably proud of our history which spans over 117 years.

Operating the first integrated children's services complex in Victoria, **bestchance** provides 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.

**bestchance** is one of Victoria's most respected children's services organisations, especially in the eastern metropolitan region. The role of Governance is held by the Board of Governance of which there are eight members. Recruitment for more members is dependent on vacancies and the need for particular skill sets within the organisation. Management of the organisation is the responsibility of the CEO and General Manager-Programs along with Senior Leadership Team members who are qualified and experienced professionals.

**bestchance** is the operating name of Child and Family Care Network Inc (CFCN), from heron referred to as CFCN.



## Our Values/Philosophy

Our philosophy at **bestchance** is that the early years are the building blocks for later life. We recognise that children develop in the context of their families and this needs to be the starting point for service delivery. We provide an integrated environment that combines the elements of care, learning and laughter within all our programs.

Our beliefs

- The family is the most important influence on the child
- We can make a difference in the lives of others that can impact them in the present and the future
- Everyone has the right to access high quality, inclusive education, care and support services
- Best outcomes are achieved by providing accessible, responsive services
- Families are in the best position to guide the service delivery for their child
- Individual differences and needs should be recognised and respected
- Working together strengthens communities.

## Our Programs

**bestchance** provides the following services:

- Cheshire Primary School to support children demonstrating social, emotional and behavioural problems in their mainstream school
- Family Support Services, including in-home support
- High quality, inclusive early childhood education and care
- Early childhood intervention for children aged 0 – 6 with development delays
- Kindergarten Cluster Management
- Adult vocational training in certificate and diploma courses
- Volunteering.



# The Organisation



Standing from left: Denis Liubinas, Gary Edwards, Vic Rajah  
Seated from left: Des Dodds, Glenys Grant OAM PHF, Geoff Milbourne



Arden Joseph\*  
\*Were not available for the group photo



Derek Cheah\*

## Committee of Management

- President  
**Des Dodds**
- Vice President  
**Denis Liubinas**
- Secretary  
**Glenys Grant OAM PHF**
- Treasurer  
**Geoff Milbourne**
- Committee Members  
**Gary Edwards**  
**Arden Joseph**  
**Derek Cheah**  
**Vic Rajah**

# The Organisation

## Patrons

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

## Executive Team

- Chief Executive Officer  
**Kevin Feeney**
- General Manager-Programs  
**Chris Thompson**

## Team Managers/Senior Staff

- Cheshire School  
**Karen Tytler**
- Child Care Services  
**Helen Kane**
- Community Support  
**Geraldine Ryan**
- Finance Manager  
**Kim McConville**
- Kindergarten Cluster Management  
**Lisa Paton**
- Human Resources  
**James Anderson**

- Marketing and Fundraising  
**Candy Kuruppu**

- Office Manager/Executive Assistant  
**Melissa Sahin**

- Volunteers Program  
**Vicki Teese**

## Financial Services

- Auditors  
**Lowe Lippmann Chartered Accountants**
- Bankers  
**Australia and New Zealand Banking Group Ltd**
- Investment Managers  
**Warakirri Asset Management Pty Ltd**



# President's Report

Des Dodds



“After so many years of exciting development at **bestchance**, the last year can best be encapsulated by the word ‘consolidation’”.

During the year we marked the departure of a long time and valued CEO and the welcoming of the new CEO. Lodi Francesconi served **bestchance** as CEO for over 16 years and led a period of extraordinary growth and innovation. On behalf of the Committee of Management and **bestchance** community, I would like to publicly thank Lodi for the passion and foresight he brought to his role. In September we were fortunate to recruit Kevin Feeney who comes with a long history of community service leadership.

After so many years of exciting development at **bestchance**, the last year can best be encapsulated by the word ‘consolidation’. Having reached the current level of maturity, time has been spent examining what we have achieved. We have undertaken an extensive review of our services and continued the implementation of National Quality Framework Standards. Management has begun the essential work of reviewing how we deliver services to ensure we continue to meet community needs into the future.

The Committee itself has also looked at how we go about our work and, as a result, we have reorganised the Committee structures. We are also proposing to identify ourselves as a Board of Governance rather than a Committee of Management, to better reflect the priority placed on our important governance role. We were delighted to welcome Vic Rajah to the Committee during the year and he has already shown his keen intellect in contributing to Committee work.

Finally my thanks go to fellow Committee Members, our CEO, staff and volunteers who have continued to show the professionalism and passion that have made **bestchance** a valued member of our local and broader communities.



# CEO's Report

Kevin Feeney



“My first year at **bestchance** has been a rewarding year”.

First impressions are often the most powerful and what I have observed about **bestchance** is the high levels of passion, diversity, confidence and resourcefulness right across the organisation. These characteristics are essential in helping our children and their communities face their challenges and to flourish.

We must protect and nourish all this within ourselves if we are to continue to serve our community. But this year I wanted to highlight one characteristic; diversity. **bestchance** provides services to a broad range of communities throughout eastern Melbourne. At last count two thirds of our clients were either born overseas or their parents were.

To best meet these children's developmental needs we provide quality services in culturally relevant ways. To this end we are fortunate that not only were highly skilled and passionate but over two thirds of staff are themselves born overseas. As we grow and engage with more communities, our model of culturally diverse services and partnerships with communities means that we will continue to provide cultural responsive services.

We intend to grow significantly in a number of areas envisaged for 2012/13. We will build on kindergarten cluster management significantly in south eastern metropolitan Melbourne. We will endeavour to expand child care services and training by introducing new services and/or developing partnerships with other organizations to meet needs of our families. This growth is a natural process, one coming out of providing a quality and valued services to those in need.

We were please to have the Governor and Mrs Chernov, visit our Cheshire Primary School in May this year. The Governor and Mrs Chernov showed great interest in the Cheshire education program and were most impressed with the knowledge of students and the dedication of staff.

Last, but not least, I would like to thank our families, funders, volunteers, staff and benefactors.





# bestchance Programs

## Chris Thompson



Growth and consolidation have been the key activities throughout the year. Growth through the expansion of the Kindergarten Cluster Program; consolidation through the review and restructure of other programs. Throughout the last 12 months, the dedicated Team Managers and staff ensured that the children, families and individuals accessing our services were provided quality programs that best met their individual needs.

The Kindergarten Cluster Program is now operating in four different municipalities, providing our unique partnership model to 32 kindergartens attended by 2,236 children.

The Children's Centre continues to provide early childhood education and care, Kindergarten and Early Intervention to 581 families, extending and intensifying the organisation's focus on inclusion and integration. Many families attend the Centre due to its excellent reputation for providing quality universal early childhood services. However, a significant number of families are identified by the skilled Early Childhood Educators as needing assistance in other areas. These families would otherwise have struggled due to the additional needs of either the children or the family.

The Early Childhood Intervention (ECI) team finalised the implementation of the new service model begun in the previous year. They now provide service to families exclusively in the natural settings guided by the needs of

the child and family. Family centred practice ensures that professionals work with families and children collaboratively and within a familiar environment, for example at home, their local kindergarten or even the local playground. In the last 12 months 86 children and their families received ECI.

Family Support and Community Support are two services that are available to families within all programs. Both were reviewed in the last 12 months to ensure that the best quality supports are provided to **bestchance** families effectively. Now operating as one program, material aid and counselling were provided to 45 clients.

Cheshire School has also had a year of review and consolidation with the teaching staff continuing to deliver successful innovative intervention whilst also critically evaluating their teaching practices. Over the past 12 months 20 students participated in Cheshire School.

Parent and Child Support continued its work with families experiencing additional needs and/or at risk of family dysfunction and/or postnatal depression in order to reduce social isolation, increase confidence in parenting skills and increase connection to the community by offering in-home visiting and the Supported Playgroup programs. This year Vikki Argent the Team Manager who developed this program over 8 years, decided to move on to focus on her family life, so sadly we said goodbye to her and welcomed Geraldine Ryan to the position.

The Volunteer program was able to meet the challenges of supporting the increased demands of the expanding organisation. This demand has come from needing additional placements in kindergartens where the volunteers assist within the playrooms. This program supported and celebrated the contribution of the 92 Volunteers who have brought so much to **bestchance**.

The Training program was extensively reviewed with a renewed focus on courses linked to early childhood. In order to maximise the utilisation the new facilities, **bestchance** has partnered with Redi-teach, a like minded training organisation. 244 students attended a **bestchance** course.

It has been a busy and rewarding year focused on inclusion, integration and quality improvement. These platforms have provided us with the tools to continue our planning into 2012-2013. Program staff are looking forward to continuing to work in partnership with children and families into the future.

*"Children and families at **bestchance** receive so much more than high quality childcare. They have available to them a range of interwoven services that can support them like a safety net to maximise their life experience."*



Sharon Pretty  
Speech Pathologist,  
Early Childhood Intervention

# Integrated Services

## Chris Thompson

This year saw a continued focus on program integration with the "Framework for Integrated and Inclusive Service Provision" document adopted by **bestchance**. The framework is based not only on local and international research, but our own practice experience highlighting the benefits to children of Integrated Service Delivery.

Both "Integration" and "Inclusion" along with "Early Intervention" have been the platform for service delivery at **bestchance** for many years now. The organisation aims to provide seamless access to a range of programs that welcome all children. Skilled workers from a range of disciplines are able to identify families in need and provide services before they reach crisis point.

The evidence from research is overwhelmingly in favour of this model of practice. However, the research also shows that integration is very challenging to achieve and maintain over time. In order to build on the successes of the past and to ensure their continuation into the future, robust procedures need to be put in place. The "Framework" devised by Karen Tytler provides the road map for this to occur.

As demonstrated on the following pages, the integrated approach works. The case studies highlighted are just some of the many examples of the families who have benefited from the **bestchance** integrated model.





# Our Heritage



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.

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

He 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 crowded dormitories and a small farm property on which the boys were required to perform daily tasks as part of their training. It was also a means of providing funds to meet the running costs of the Home.

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

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

- In 1972 a decision was taken to admit girls into the Home for care
- In 1983 Goulburn Valley Family Care was established in Shepparton with family group homes provided to meet the needs in that part of Victoria.
- In 1987 Frank W Cheshire Education Centre was established to provide special needs education for disadvantaged children with learning difficulties
- In 1985 the decision was taken to discontinue the residential care program originally established by Robert Campbell Edwards and to develop a much more extensive program of care for children and families that would more appropriately meet the needs for which the Home was originally established.

The needs continue and the vision of the founder and the core values still remain relevant. However, the organisation’s response continues to change to meet social and regulatory needs of modern society. We remain true to the founder’s mission that “no destitute family that needs our services should be turned away”. However, in responding to suit the needs of the twenty first century we 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 Story Boards

Original children & staff  
Circa 1895

Burwood Boys' Home  
Circa 1986

Children's Centre  
Circa 2006

Original children & staff  
Circa 1895

Learning to read the fields  
Circa 1986

Taking pride in our skills  
Circa 2006

Picnic grounds  
Circa 1895

Community working together  
Circa 1940

Children's children and education  
Circa 2011

Original children & staff  
Circa 1895

Teacher & children  
Circa 1986

Opening of Cheshire School  
Circa 2006

Kindergarten education  
Circa 1895

Cheshire children continue the tradition of horticulture - Circa 2011

bestchance Training students  
Circa 2011

# Human Resources

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

This year we have experienced significant growth, with the total number of staff increasing to 306 up from 212 in the previous year. Most of this growth has occurred in the Kindergarten Cluster area. The current workforce consists of 300 females and six males, with 225 permanent staff and 81 casual staff members.

**bestchance** offers a rewarding and diverse workplace for all staff. We understand their needs and aim to provide and maintain not only a professional environment but one that is fun and flexible, one that attracts and retains the best staff in the sector. This is particularly evident with a staff turnover rate of just 16%.

**bestchance** works in some of the most diverse communities in Victoria. To meet the needs of these communities we employ staff who represent this very same diversity, for example 60% of Children Centre staff come from culturally and linguistically diverse backgrounds. Our diverse and dedicated workforce are the foundation on which we are able build the trust and strong relationships we have with our families.

To support these staff it is important to have good policies and human resources processes in place. To this end, and as part of our dedication to continuous improvement and best practice, we are currently reviewing and updating our policies and procedures.





# Cheshire School

## Karen Tytler

The Cheshire School is an independent primary school which provides a minimum 12 month (4 term) intervention program for students who are unable continue their education in their main stream school due to significant behavioural or social/emotional disorder.

The program is staffed by 3 teachers, with each class having a maximum of 8 students.

One of the biggest highlights for the students of Cheshire School was a visit by the Governor and Mrs Chernov on Friday 31 May 2012. The Governor and Mrs Chernov spent time with the children learning about Cheshire's educational program whilst the children in turn learned about the role of the Governor and Government House. They also spent time working on puzzles and playing board games with the students. The Governor was most impressed with students' knowledge, especially when they were asked why the Governor's Flag was gold and 11 year old Ben was able to correctly answer "It is to represent the Gold of Victoria."

In January this year, Sharon Crowley, Team Manager/Principal – Cheshire School left to take up a position in the Department of Education and Early Childhood Development. Sharon worked tirelessly within the school, and was dedicated to the best outcomes for the students and families at Cheshire. We wish her all the very best in her new position.

Early in the year, we farewelled Diana Green from the Cheshire team. Diana had been with the team at Cheshire for over 10 years, and we thank her for years of dedicated service. We welcomed Amanda Bronik to the Grade 4-6 teaching role.

I began as Principal, at the school in January and my first task was to review the program at the school. Together with the teaching team, planning was undertaken to review the curriculum, our partnership with parents, behaviour management policy and practices, relationships with other service providers and the management of critical incidents within the school. During this time the school also participated in the regular review of prescribed "Minimum Standards", conducted by Victorian Quality Regulation Authority. This has been an exciting, thought provoking and challenging process!

The outcomes of these two reviews are as follows:

- We now have a whole of school curriculum based on the AusVELS curriculum (the new National Curriculum). I would like to acknowledge the leadership of Jenn Daverington (our P-2 teacher) in this process.

**20** Students enrolled at Cheshire  
**17%** were from CALD backgrounds.  
**Attendance rates were 74% for males and 95% for females.**

\* Note CALD - Culturally and Linguistically Diverse background

- The school has recently employed a psychologist - Kylie Jackson to enhance the link between the school and families. She has also guided the review of our Behaviour Management practices, with new policies and procedures based on the most up to date evidence being implemented across the school.
- The school environment has been reviewed for safety, as from time to time students engage in unsafe or risky behaviours. This is an ongoing process, but the Cheshire team with support from senior management at **bestchance** has worked hard to improve not only the physical environment, but also our practices to manage these more "critical" incidents.
- The school employed the services of a number of consultants during the year, including a dance and movement therapist, and a speech pathologist in addition to the psychologist mentioned above.
- We continue to work with other service providers, although this is often a challenge given limited resources across the sector – particularly within mental health. This is an ongoing project.

Referrals to the school come from a range of sources- primarily parents and schools. This year, the trend is that an increasing number of students who have very complex needs are being referred to the school – including some students with significant mental health concerns. While we are not able to accept students who have an acute mental illness, it is a major focus of the next 12 months to work towards establishing more robust links with mental health care providers and training institutions. These links will increase our capacity to provide quality service to the students and families at the school.

In response to this increasing complexity, it has been acknowledged that for some students, a 4 term program is not long enough to affect ongoing change, or that a transition to a new school may be detrimental at the scheduled graduation time from Cheshire. Students are now able to remain at the school for longer than 4 terms, in response to their individual circumstances.

In a world where "nothing is as certain as change", I would like to acknowledge the hard work and dedication of the team at Cheshire, and the broader team within **bestchance**. I would also like to thank the families who entrust their children's education to us for their understanding during this process. They are the true heroes in our community.



# Early Years Education and Care

## Helen Kane

**bestchance** Early Years Education and Care provided 175 families with the opportunity, for children aged up to six years to grow emotionally, socially and cognitively. It delivered an inclusive and integrated program with 30 staff directly involved.

This year saw the start of a staff fundraising committee, which successfully ran a trivia night, a sausage sizzle and a chocolate and bulb drive. As well as raising money, these activities allowed many families to enjoy a sense of involvement.

In keeping with modern technology, the three rooms with children over three years of age each have two iPads with which to extend their learning.

An ongoing multicultural program commenced and educators were very enthusiastic about embedding multiculturalism into our daily activities. This involved many parents and the local community. FKA Children's Services also provide mentors, advice, consultancy, training and resources.

The commencement of 2012 saw the introduction of a National Quality Framework (NQF) which incorporates a number of reforms including revised nationally consistent regulations and a Quality Improvement Plan.

Our library, vegetable patch, chickens, sensory room and gym continued to be enjoyed by educators, children and their families as places of relaxation and learning.

Professional development was also a strong focus during the last 12 months with some educators furthering their formal qualifications. Others attended internal and external in-service sessions on the Early Years Learning Framework (EYLF), National Quality Framework (NQF), children with additional needs, play, speech and other related areas. An educational leader conducted professional development sessions and supported educators in the further enhancement of our knowledge and implementation of the EYLF, which is integral to our planning.

**315**  
**Children accessed the bestchance Early Years Education and Care program**

**63% were from CALD backgrounds;**  
**30% families utilised bestchance integrated services;**  
**12% of children had additional needs;**  
**6% of families were assisted with fees through the early years scholarship program.**

### Little Girl Lost

*A pretty child with ribboned pigtails, Ivy is three and a half years old. She has very little language, but she cries with heart rending sobs as her mother tries to take her to Playroom 4.*

*The educators try to calm Ivy with reassurance and distraction. Her anxious mother looks in from a side window, as I go into the room to check on her daughter, promising to ring and let her know when she settles. This has been the pattern for quite a while.*

*This particular morning her Korean mother, who has only halting English, hovers around. I offer her a cup of tea and she begins to talk about her concerns.*

*She discloses that Ivy does not have a father and that her grandfather, whom she adores, is terminally ill. Her beloved daughter does not seem to be aware of other children around her. She struggles with toilet training. She sleeps fitfully. She is difficult to engage and rarely still. Eating is sometimes distasteful to her.*

*The educators have been aware of all of these concerns but we have learnt to respect such parents, and to wait for the optimum moment to broach the delicate subject of possible problems with their child.*

*Ivy's lack of age-appropriate speech development stresses her mother. I suggest she might like to talk with our speech therapist. Consequently a series of speech therapy lessons begin and we arrange for an interpreter to attend the initial session to help Ivy's mother to comprehend what is going on. Over time, the speech therapist and I convince the mother to seek advice from a paediatrician. We help her to secure an appointment as she seems overwhelmed.*

*Ivy's mother is distressed by the paediatrician's assessment that Ivy could possibly have autism.*

*I introduce her to our counsellor, whose comforting words are so appropriate.*

*I applied for inclusion support funding, which helped us to place an additional educator in Ivy's room and consequently lower the child-staff ratio to allow for her inclusion and that of all the other children in her room.*

*Ivy smiles these days. Life is not quite as tough for this little girl or for her mother.*

*The support system so intrinsic to the philosophy of **bestchance** certainly helped Ivy to make some inroads into the big world out there, even if at this stage they are just little steps.*





# Early Childhood Intervention

## Karen Tytler

The Early Childhood Intervention (ECI) Program provides services for families whose children aged 0-6 have a developmental delay or disability, who reside in the Eastern Metropolitan Region. The program provides a range of services which are individually planned with each family to meet their specific goals for their child.

We have a range of expertise on the team, including speech pathology, occupational therapy, dance and movement therapy and teaching. Each family works with their “key worker”, who is the member of the team working directly with them, to plan and coordinate services for their child. While the key worker has specific expertise in their professional area, they work closely with other members of the team and other service providers to provide each family with a holistic program for each child.

The ECI program is provided in each child’s “Natural Learning Environment” – the environment in which they do most of their learning. This could be at home, child care, kindergarten or elsewhere in the community. Some programs are conducted at the Children’s Centre when specifically requested by families.

The ECI program is part of **bestchance**’s integrated service, and works collaboratively with all programs at **bestchance**, to provide families who use any of **bestchance**’s programs with access to a comprehensive range of services and expertise.

An example of innovative practice this year has been the collaboration between ECI, kindergarten and child care within the Children’s Centre. The kindergarten and child care have a number of ECI clients attending **bestchance** for their early childhood program. In response to this, the teams worked together with families to negotiate part of the early intervention for those children to occur within their kindergarten program at the Children’s Centre. This meant that the ECI teacher became part of the day to day team within the kindergarten program, providing additional strategies and resources to all of the staff within the kinder and Playroom 5. While this initiative is still being evaluated, the anecdotal evidence from both staff and families, along with observations of each child, indicates that the program has been an outstanding success – adding to the rich, inclusive learning environment for all children; not just those with additional needs.

The ECI team also works to inform and participate in broader issues related to Early Intervention within the region and across Victoria. For example, our ECI teacher – Tricia Izzard – participated in the establishment of the Eastern Region Capacity Building working group. This group has developed a Professional Development and Networking program for early intervention workers across the Eastern Metropolitan Region. The first of these events was an outstanding success, and provide the opportunity for team members to meet with colleagues from a range of programs and engage in dialogue about service development and practice across the region.

At a state level, I have had the privilege of co-chairing the ECIA Statewide Manager’s meetings with my colleague, Dawn Boyd (CEO, Irabina Autism Services). The team also participated in forums to inform the development of the Victorian Early Intervention Reform project. The outcome of this project to date has been the release of several reports which the team has used to critically review our practice to ensure that we are working in a way that reflects the latest evidence about what is “best practice” in early intervention.

**86 Children attended Early Childhood Intervention**  
**48% were from CALD backgrounds**  
**16% utilised bestchance integrated services.**

### Sue’s story

*Sue had recently arrived in Australia from Indonesia. She had come to join her mother and two sisters. Her husband had to stay in Indonesia for work. Sue has one son, Joshua, who was referred to Early Intervention by his paediatrician who had just confirmed a diagnosis of Autism Spectrum Disorder.*

*Sue met with Tricia (her “key worker”) and over several home visits, it was apparent that Sue really needed a break. Tricia introduced Sue to Helen Kane at **bestchance** child care. Helen was able to offer Joshua a place in the child care program. Joshua also attended the 3 year old kindergarten, at **bestchance**. Sue organised regular meetings with all of the team at **bestchance** to share information and plan services for her son. Joshua thrived.*

*Unfortunately, Sue suddenly became very ill. Sue confided with Helen (the 3 year old teacher) and Tricia that she would need to move away from her extended family as she didn’t want to be a “burden” to them during her illness. She also had to give up work. The team was able to apply for Special Child Care Benefit, and through Community Support, Sue received a “hardship grant” which she used to purchase a bed for her and one for Joshua. Tricia assisted Sue to apply for external funding to purchase other essentials for her new home.*

*Sue’s journey back to full health will be a long one. A proud person, she was reluctant to accept help but acknowledges it made the “world of difference” to her in a very hard time. She hopes one day to be able to “pay it forward” and help others in similar circumstances. She is an inspiration.*



# Family Support

## Geraldine Ryan

The Parent and Child Support program assists parents of preschool aged children who need a little extra support. Often families involved in the program are isolated from family support and the community and find they need extra help as they manage the demands of parenting and sometimes the challenges of unexpected circumstances.

The program consists of home based support provided by **bestchance** volunteers. These extraordinary women visit families on a weekly basis for between three and five hours. They offer a listening ear and help with the demands of caring for a young family. For some mums at home alone all day while their partners are at work, even getting the children to the local park for a play can be very challenging. Many of our families have three or four preschool aged children and the support of a volunteer regularly visiting the family home is pivotal in helping parents to manage daily demands and to have the confidence to connect with their local community.

The supported playgroup meets once per week during school terms. The Playgroup coordinator and a dedicated group of volunteers provide opportunities for families to come along to enjoy each other’s company. The staff and volunteers have developed a very supportive environment for parents and children to enjoy and families quickly learn that this is a place of friendship and support. Over the course of the year, 21 families (33 children) have participated in the playgroup.

An important component of the program is family assessment and referral. Families are best supported when there is a shared understanding of their strengths and needs. Over the year, 26 families have been assisted with 36 referrals including 12 referrals to other **bestchance** programs including Wishing Tree, Child Care and Kindergarten.

The Parent and Child Support program relies on the support of volunteers. Twenty five volunteers from nine different countries have devoted many hours to the care and support of families. Over the course of year they have participated in first aid and CPR training and a training session on ‘Guiding Children’s Behaviour’. They also came together to bid farewell to Vikki Argent, who after many years of service to **bestchance** as Team Manager of the Parent and Child Support Program, resigned in May 2012.

A successful partnership was formed between the Inner East Primary Care Partnership, Jean Hailes Foundation City of Monash – Maternal and Child Health Nurses and **bestchance**. This partnership culminated in three maternal and child health nurses and three **bestchance** staff being trained in the What Were We Thinking Program. This is a group based program aimed at preventing postnatal mental health problems and improving family functioning. The program was subsequently delivered to four groups and a total of 21 new parents. Feedback from participants in relation to relevance of the program and self assessed learning was overwhelmingly positive.

### Asuntha’s story

*Imagine that you are trying to settle into a new country, with your husband and two children aged two and four. All of your extended family lives back in your home country. You have no friends and no information about services to help you. Soon after the family’s arrival in Melbourne she and her husband were delighted by the arrival of their twins. Although this was an exciting time, it was also extremely stressful for the couple with Asuntha’s husband needing to return to work soon after the twins were discharged from hospital. Asuntha found her way to **bestchance** Parent and Child Support Program and soon a volunteer was visiting once each week for approximately four hours. Asuntha and her volunteer have greatly enjoyed spending time together and Asuntha has commented that she didn’t know how she would ever get out of the house with four young children by herself. Her need for support became even greater when one of the twins became quite ill and experienced feeding and sleeping difficulties. Asuntha was becoming extremely tired and finding it difficult to manage. The volunteer increased her visits to twice per week for a few weeks while Asuntha was assisted to secure places in the **bestchance** child care program for the two older children. This gave her one day per week to spend with the twins and slow down a little. Asuntha and her volunteer have become very close and both greatly enjoy spending time together. As the situation became more settled at home, Asuntha understood the importance of her family beginning to connect to the community and together with the volunteer has recently begun attending the Supported Playgroup. Asuntha says “life was hard before, I was alone, it is so much better now”.*

## Total clients

**In home volunteer support  
Supported Playgroup**

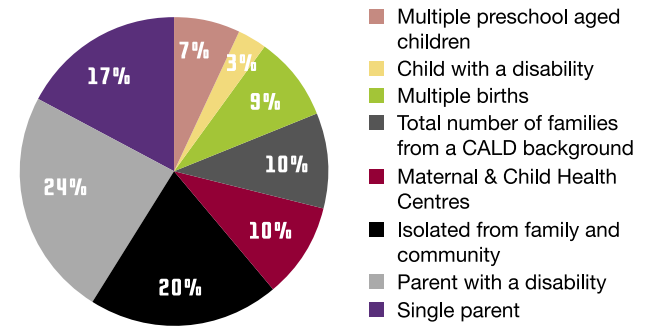
**29 families  
21 families**

\* Note some families access both services

## Total referrals

**20% were from CALD backgrounds**

Reasons for referral to the program





# Kindergarten Cluster Management

## Lisa Paton

The **bestchance** Kindergarten Cluster delivers early childhood education and care services to three and four year old children across suburbs in the south east of Melbourne. It is a unique partnership model that supports volunteer parent committees and educators to provide quality programs to children and their families.

The Cluster is responsible for ensuring that all Regulatory and Funding requirements are met at each site. In the past 12 months, these requirements have been substantially revised and expanded to include new National Legislation and Regulations as well as, for the first time, a system of assessing quality programs – the National Quality Standards.

**bestchance** has welcomed these reforms which have already provided the impetus for educators and services to reflect on their practice and make improvements to the programs they are offering children. The Cluster team has spent the past year working closely with educators and committees to work through the processes needed to meet the National Quality Standards.

All the Educators employed at member kindergartens have actively engaged with the reforms and are to be commended for their hard work and commitment. Many have gone above and beyond the normal expectations to ensure that their kindergartens are well placed to be assessed.

A review of the resources required to support the reforms was undertaken with the outcome of a revised arrangement between member kindergartens and the Cluster and the introduction of a management fee. This decision has enabled the Cluster team to expand to provide more extensive supports with the team now comprising of seven permanent positions.

The past year has also been one of growth, with nine kindergartens joining the Cluster, bringing the total membership to 32. This has resulted in an increased number of children and families attending **bestchance** Cluster Kindergarten as shown in the graph below. The educators employed in permanent positions now number 150. As part of the program's growth strategy, a partnership has commenced with the City of Maroondah with member kindergartens now located within this municipality.

This partnership between local government and the Cluster is a key part of maintaining successful operations and we continued to work closely with our other municipalities, the Cities of Monash, Whitehorse and Greater Dandenong.

The Cluster has also worked closely with the Regional offices of the Department of Education and Early Childhood Development, particularly in the delivery of two 15 hour pilot programs at Corrigan Rex and **bestchance** Kindergartens.

The next 12 months promise to be as busy as the last as the National Quality Standards become embedded into day to day practice and the Universal Access initiative is rolled out across the state. The Cluster is well placed to meet these challenges and is looking forward to seeing the benefits of the reforms becoming evident.

**2,236**  
attended a **bestchance** Cluster  
kindergarten in 2012

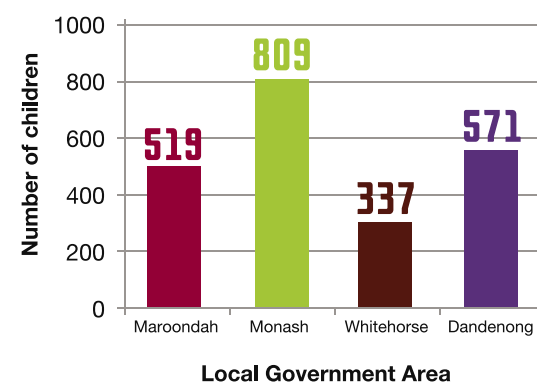
**42% were from CALD backgrounds.**  
**31% of families of 4 year olds received a government subsidy**  
**30% of families utilised bestchance integrated services.**



### Madeline's story

*Madeline is the single mother of Jason a four year old boy who attends one of the Cluster kindergartens. Before Jason was born, Madeline had a number of unpleasant experiences with her family and friends that caused her to lose trust in people and in organisations. She also had a history of drug and alcohol addiction. As a mother, she has worked hard to overcome her addictions and to be the best parent she can for her son who is the centre of her world. However, her trust issues made it difficult for her to leave him at the kinder. She believed that no one would be able to watch out for her son's safety so she stayed for each session. In any other kindergarten, she would have been asked to leave however, the educators at this kindergarten have worked with the **bestchance** Cluster staff to ensure that Madeline has many opportunities to build the trust she needs. Over time she began leaving her son for longer periods while she had a much needed break from the non-stop care she had been providing. Jason has begun to make friends and is looking forward to school next year. With the Cluster's assistance, Madeline is working through her issues and seeking the assistance she needs as a parent and as a member of our community.*

Total Number of Children in Kindergarten in each local Government area



# Training

## Kim McConville

**bestchance** Training is a Registered Training Organisation delivering both accredited and pre-accredited courses for adults.

**bestchance** Training offers students nationally recognised qualifications as well as individualised and 'hands on' approach to learning within smaller class sizes. Work placement is a key component of all vocational courses, all of which are aimed at providing training that will enable students to gain employment and life skills.

In the last 12 months, 244 students enrolled in **bestchance** training courses. Those offered included Certificate III in Children's Services, Diploma in Children's Services – Early Childhood Education and Care, Certificate III in Education Support, Certificate III in Aged Care and Community Information. A range of pre-accredited short courses including introduction to computers, business administration, leadership mentoring and digital technology were also run.

In order to offer students flexible learning options, **bestchance** training has introduced online learning since June 2012 within its Certificate III courses. **bestchance** training is also currently looking at introducing new and exciting options and opportunities based on industry and student needs.

From January 2011, all accredited courses were funded through Skills for Victoria, while pre-accredited training courses are funded through Adult and Community Further Education (ACFE).

Centre facilities are also available for external use by businesses, leisure, sporting and service clubs/groups for functions, meeting and other activities.

**244**  
Students were enrolled at  
**bestchance** training  
**38% were from CALD backgrounds**  
**17 courses were offered in total.**



### Vittoria's story

*Vittoria a single mum, with a school aged child had migrated to Australia from Greece. With her overseas qualifications not being recognised in Australia she was unable to get a job to support her family. She had heard about **bestchance** Training from a family friend and decided to pursue her studies enrolling in Certificate III in Children's Services.*

*As a result of her course work placement, Vittoria was employed as a casual staff member at the **bestchance** Early Childhood Education and Care Centre. The training and experience she received at **bestchance** soon assisted her in getting a full time position at a different Child Care Centre. For once Vittoria felt complete, independent and a valued member of the community. She had completed the course with flying colours.*

*Since this had built her confidence, Vittoria decided it was time to explore further opportunities in her new career. Once again she returned to **bestchance** Training and enrolled in the Diploma in Children's Services course. However, there was one hurdle she had to overcome. The course was only offered via blended delivery (on-line/workplace experiences). As English was her second language and not being computer literate, this was certainly not an option for her. Vittoria also did not have her own transport.*

*After discussing her concerns with the bestchance Training Manager, it was decided that **bestchance** Training were able to tailor the course delivery to suit her needs. Vittoria was thrilled with the outcome. Within weeks Vittoria was given text books to study her units, the books and assignments were delivered to her and then collected from her when she completed each unit. Vittoria is now doing really well.*

*In fact she was soon ahead of some of her fellow students and enjoying the experience and opportunity. She is now looking forward to the opportunities that will come knocking on her door once she has completed this course. Vittoria is grateful to **bestchance** Training for offering her a career pathway that allowed her to pursue and develop her knowledge and skills in her chosen vocation and the flexibility offered to suit her cultural and emotional needs.*





# Volunteers

## Vicki Teese

This year we recognised the outstanding contribution of 16 volunteers who had served with us for over 10 years. As a volunteer friendly organisation, we concluded that we must be doing something right.

Ninety two volunteers assisting across six **bestchance** programs play a vital role in the successful delivery of our services. However, the challenge of matching **bestchance** program needs with the skill sets of available volunteers, is an ongoing one. Recruiting volunteers is just the beginning of the story, as our wider aim is to successfully retain our volunteer force. We achieve this by keeping our volunteers happy, motivated and feeling a personal connection to **bestchance**. This has resulted in a great deal of success.

This 'connection' is promoted in a number of ways. Opportunities to meet other volunteers are provided at weekly get-togethers and occasional lunches. The highlight of our year is our Volunteers Reward & Recognition (R & R) Day, where volunteers are presented with Certificates of Recognition, entertained by the children of **bestchance** and served a special luncheon with the help of **bestchance** staff. It is a day of giving back to our volunteers. Other thank you's during the year include 'You're Eggstra Special' during Easter Week, Valentines for Volunteers, National Volunteers' Day and our Volunteers' Christmas lunch. Newsletters, workshops (child care & first aid) and the celebration of special birthdays and anniversaries keep that 'big family' feeling amongst our volunteers.

One of the biggest advantages of our Volunteers Program is that we can offer a real variety of volunteer experiences. It might involve working with children in a kindergarten or special playgroup; assisting a young family in their own home; sewing for our Sew'n Sews; sorting donations of toys and clothing; gardening; administration; using handyman skills in our maintenance team; listening to our primary school students reading; or going on excursions to Circus School, gymnastics or swimming. There are many ways in which volunteers can choose to help us.

Our Volunteers Program is a wonderful example of the integrated approach taken by **bestchance**. Forty eight volunteers were placed in six different programs during the year. Nine of these volunteers were recruited as a result of referrals from other **bestchance** programs e.g. graduates of our training courses and past recipients of family assistance. In turn our programs have been able to help volunteers when they needed our assistance e.g. material aid, counselling and student placements.

This year our volunteer program has seen an increase in cultural diversity with 47% of new volunteers coming from a culturally and linguistically diverse backgrounds. Another trend is that whilst the overall majority of our volunteers (60%) are now aged over 55 years, in contrast the majority of volunteers going into the Kindergarten Cluster program are under 30 years of age. These young volunteers are often on a pathway to employment or study and tend not to stay with us for long, whilst the older group tend to commit to assist us for much longer periods.

On-line recruitment of new volunteers is increasingly important for us. Approximately 61% of new enquiries now come from volunteer web-sites (including the **bestchance** website). However Monash Volunteer Resource Centre is still a significant referral source for us (27%) together with Boroondara and Eastern Region Volunteer Centres. The wider geographical spread of our recruitment pool has become essential, as our Kindergarten Cluster looks to place volunteers in kindergartens as widely placed as Oakleigh, Ringwood East and Dandenong.

The challenge of maintaining these kindergarten volunteers however, is a growing one, especially as the number of kindergartens enrolled in our Cluster is now 32 and likely to increase. However our volunteer presence has meant that in the past year, 17 volunteers have been recruited to help additional needs children integrate into a mainstream kindergarten.

Overall the program has continued strongly over the 2011/2012 year, with volunteers contributing over 6,000 hours to our programs. Our volunteer team is a wonderful, hard working and enthusiastic group and we at **bestchance** continue to be very grateful for their help.

## 92 Active Volunteers

**Contributed a total 6009 hours**

**(81% in direct service provision)**

**39% were from CALD backgrounds**

**17% Male. 83% Female.**

**16% of bestchance volunteers are under 35 years of age.**

### Prachi's Story

*Prachi struggled with depression. New country, no family nearby and a language barrier that meant she couldn't continue to work in the same profession as she had in India. One thing she did know for sure – she loved children. So she had started a Certificate III in Children's Services at a nearby college, but the study was almost all on-line. She wanted to get some real hands-on experience with children and one of our kindergartens was looking for volunteer help. They had two additional needs children, one child with a sight impairment and another diagnosed recently as being on the autism spectrum. Their extra needs were impacting on both staff and the other children. Prachi stepped in with a mixture of patience, care and practical commonsense. She discovered that not only did she have a special touch with children, but that additional needs children were of particular interest to her. Soon she will finish her course and her heartfelt wish is to work with these more challenged children. Volunteering opened a door to a whole new world for Prachi.*

# Cultural Diversity

## Candy Kuruppu

"During preschool years, especially the first three years of life, the foundation for thinking, language, vision, attitudes, aptitudes and other characteristics are laid down" says Ronald Kotulak, author of Inside the Brain.

Consequently, it is vital to make the most of a child's natural ability to learn during his or her most vital years. Given that 50% of the ability to learn is developed in the first years of life, as a childhood centre with a large culturally and linguistically diverse (CALD) population, **bestchance** has made a conscious effort to promote cultural awareness amongst the younger generation.

Indeed, at **bestchance** all our services are premised on working with our multicultural community. Our services strive to embrace and celebrate the important contributions made by our diverse communities. In particular we are committed to providing an inviting and welcoming place for all families. We are proud to say that 60% of our families and 55% of our children's centre staff are from CALD backgrounds.

We encourage everyone to learn, understand and value the various socio-cultural perspectives from our rich community. Whatever the program, staff are focused on respectfully working alongside families to develop the family's skills, resilience and independence.

In order to maximise participation and opportunities for families, staff and the wider community, listed below are some of the initiatives during the last year:

- Multicultural Festival held each year during Cultural Diversity Week supported through the City of Monash General Community Grants Program, Victorian Multicultural Commission (VMC) and ANZ staff foundation. In the last two years the festival has been run in partnership with Connections UnitingCare
- Working in partnership with FKA Children's Services to provide training specific to CALD needs to staff and volunteers
- Free interpreter service to assist with settling children from migrant families by talking to them in their language
- Supported playgroup for families isolated from the community to provide opportunities for these families to meet and network in a supportive and non-threatening environment.

- Member of the Victorian Multicultural Commission Regional Advisory Council (South Eastern Region), City of Monash Multicultural Advisory Committee and Eastern Community Legal Centre Diversity Panel.
- Staff are encouraged, trained and empowered to use these skills to educate other staff and provide cultural experiences to children including cooking, songs, language, festivals and dance
- Settling children from CALD backgrounds by having staff who speak to them in their own language
- Department of Education and Early Childhood Development (DEECD) funded project on international perspective and build global and cultural understanding and competency in young children as they grow and develop.
- Sri Lankan Dance group conducted a workshop to teach the children traditional Kandyan dancing.
- Chinese Performing Arts Development Victoria also conducted a workshop to teach children Chinese Lantern Dancing and Chinese New Year traditions during Chinese New Year.
- Celebration of the Indigenous culture and heritage during NAIDOC week
- Children are introduced to Sinhalese, Tamil and Mandarin languages.
- Celebration of the Diwali, Hindu festival of colours (Holi), Christmas and Easter festivals

During these celebrations children and their families are given opportunities to learn about different food types, traditional clothes, cultural dances, language and craft.

This culturally sensitive approach has also helped us to forge strong and dynamic relationships with local government in Monash, Greater Dandenong, Maroondah and Whitehorse. We also work in partnership with Connections UnitingCare, Goodstart, RediTeach, Irabine and a number of State Primary Schools.

All this is aimed at strengthening the health and welfare of all families and children in the community and in doing so helping them to lead healthy, fulfilling and productive lives.





# Marketing and Fundraising

## Candy Kuruppu

At **bestchance** we believe everyone has the right to access high quality, inclusive education, care and support services. In delivering these services we are particularly grateful for the funding from local, state and federal government however there are still shortfalls.

To help meet these shortfalls in 2011-12 financial year **bestchance** raised \$346,000 through fundraising from trusts and foundations (52%) with donations (48%) from our valued supporters. The growth in trusts and foundations income was particularly impressive, doubling its contribution to our income base. The generous support has enabled us to continue to deliver the range and quality of services we provide for disadvantaged and vulnerable children and families in our community.

This year saw the start of another initiative; a staff fundraising team in the children's centre. The main aim of this initiative is to purchase much needed play equipment for the **bestchance** early year's education and care program.

Here are a few of the many highlights in fundraising and marketing during the 2011-12 financial year:

- **bestchance** Multicultural Festival in partnership with Connections Uniting Care
- Charity Ball in July 2011
- Trivia Night
- Intersection Tin Appeal
- 2011 Christmas Appeal
- Wishing Tree at Christmas
- 2012 Tax Appeal

We would like to thank families, staff and our local community for their ongoing and generous support in our endeavours.



# From our children and families

*"It was great to be at a school whose people understood the challenges we face as a family and the care and support were outstanding."*  
**Cheshire School parent**



*This is Sri Lanka – where our families originally came from*

*I came to Cheshire school because my behaviour was bad at my old school. I did kicking and punching and I wasn't allowed in the playground. Since I have been here I have learnt to control myself. I can calm myself down when I'm angry so I don't miss out on special activities and excursions.*  
*My favourite things to do at Cheshire school are excursions. My best excursion was swimming.*  
*I would like to thank Jenn for making school fun and happy. I've got better at diary writing and maths.*  
*I would like to thank my Mum and Dad for helping me with my reading.*  
*I am going to Officer primary school next year and I am looking forward to playing games and doing sums with bigger numbers.*  
**Grade 2 Student Cheshire School**



*"The **bestchance** Multicultural Festival had a great variety of activities. The kids especially enjoyed the balloon lady and the face painting fairy. It reminded me of the village festivals back home when I was a child."*  
**Dad of Child in Early Years Education and Care program**



*"I was at a traffic light in the car with my 4 year old daughter who pointed at a Asian Restaurant and said 'That must be a Chinese shop mum'. When I asked her how she knew that she replied 'because they have Chinese words'. I was so proud that my daughter was able to recognise Chinese characters at the age of 4." She can also sing Chinese and Sri Lankan songs which have been taught at **bestchance**.*  
**Mum of child in Early Years Education and Care Program**





One of the bestchance Room Leaders has taken a position at the Wadeye Creche in Northern Territory to work with Indigenous children. Through this opportunity **bestchance** is developing a relationship with this isolated community.



# Treasurer's Report

Geoff Milbourne



**“We look forward to the challenges of 2012/13 and will continue to monitor and adapt to changing circumstances”.**

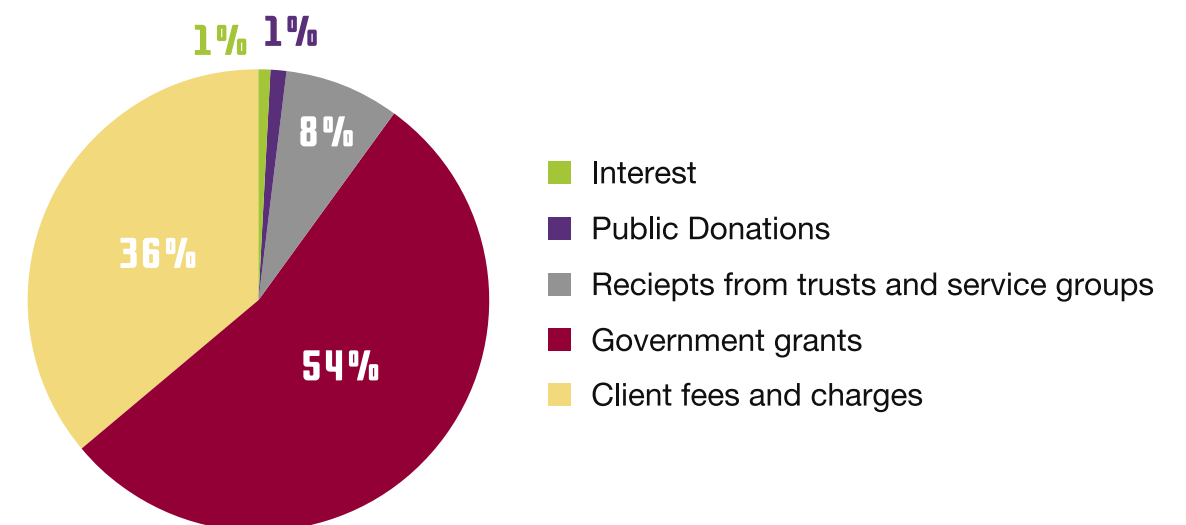
This year has seen solid improvement across the entire organisation as we have focused on building up our principal activities. Total income was \$8.694 million, up 16% on the previous year. The main source of income was government grants of \$4.984 million with significant income also from fees and charges at \$3.099 million.

Expenditure rose slightly less than income at 14% to \$8.680 million. The main costs, as to be expected with a service organisation were salaries and related costs which were up 24% to \$7.358 million. Overall we are able to report a modest surplus of \$14 thousand, an improvement on the \$77 thousand loss from the previous year.

This has been achieved by a careful review of our programs, ensuring that growth in services was matched by improvement in underlying systems whilst ensuring we were also to support and develop the skills of our people. Therefore we saw **bestchance** training joined in a partnership with another training organisation to provide a greater range of services and to combine our marketing efforts. Cluster management introduced fees to ensure that sufficient resources could be put in place to support kindergartens as we move to full implementation of National Quality Framework Standards. These are just two examples of many changes made during the year.

I would like to thank the Finance and Audit Committee for their diligence and professionalism. The Committee continues to provide the critical role of monitoring the financial health of the organisation with great skill. This role is essential at all times but particularly during this period of significant change in both the regulatory framework as well as tighter fiscal environment at both the state and federal level.

2011-2012 Funding Source





# Financials

Child and Family Care Network Inc. operating as bestchance

## BALANCE SHEET AS AT 30 JUNE 2012

	Notes	2012 \$	2011 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	75,505	41,274
Trade and other receivables	4	561,158	174,378
Inventories	5	10,780	3,550
Financial assets	7	1,343,822	1,726,815
Other current assets	6	22,631	11,190
<b>TOTAL CURRENT ASSETS</b>		<b>2,013,896</b>	<b>1,957,207</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	8	11,497,232	11,094,111
<b>TOTAL NON-CURRENT ASSETS</b>		<b>11,497,232</b>	<b>11,094,111</b>
<b>TOTAL ASSETS</b>		<b>13,511,128</b>	<b>13,051,318</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	9	710,435	519,517
Short term borrowings	10	1,006,177	1,250,557
Short term provisions	11	563,297	1,147,674
Other current liabilities	12	185,564	147,711
<b>TOTAL CURRENT LIABILITIES</b>		<b>2,465,473</b>	<b>3,065,459</b>
<b>NON-CURRENT LIABILITIES</b>			
Trade and other payables	9	-	150,000
Long term borrowings	10	-	6,852
Long term provisions	11	567,486	12,622
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>567,486</b>	<b>169,474</b>
<b>TOTAL LIABILITIES</b>		<b>3,032,959</b>	<b>3,234,933</b>
<b>NET ASSETS</b>		<b>10,478,169</b>	<b>9,816,385</b>
<b>EQUITY</b>			
Reserves	13	10,052,568	9,639,812
Retained earnings	14	425,601	176,573
<b>TOTAL EQUITY</b>		<b>10,478,169</b>	<b>9,816,385</b>

# Financials

Child and Family Care Network Inc. operating as bestchance

## INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2012

	Notes	2012 \$	2011 \$
Revenue	2	8,694,050	7,370,456
Depreciation and amortisation		(249,427)	(41,844)
Impairment of land & buildings		(144,852)	-
Salaries & staff costs		(7,122,968)	(6,273,871)
Direct costs		(282,353)	(325,829)
Computer and equipment expenses		(157,921)	(282,484)
Property maintenance and security		(160,891)	(170,501)
Utility costs		(70,392)	(57,247)
Insurance & professional costs		(93,317)	(58,395)
Motor vehicle expenses		(8,734)	(22,844)
Hospitality & catering		(10,406)	(7,145)
Volunteer development		(3,389)	(9,033)
Other expenses		(375,045)	(198,585)
<b>Surplus/(Deficit) for the year</b>		<b>14,355</b>	<b>(77,322)</b>
<b>Net Surplus/(Deficit) attributable to the association</b>		<b>14,355</b>	<b>(77,322)</b>

## CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2012

	Notes	2012 \$	2011 \$
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Revenue from operations		8,410,491	7,296,611
Payments to suppliers and employees		(8,160,124)	(7,775,337)
Interest and income received from investments		88,985	62,480
Net cash provided by/(used in) operating activities	15 (b)	339,352	(416,246)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Payment for property, plant, office equipment & capital works		(169,280)	(440,304)
Net cash used in investing activities		(169,280)	(440,304)
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>			
Proceeds from borrowings		-	498,569
Repayment of borrowings		(17,390)	-
Net cash provided by/(used in) financing activities		(17,390)	498,569
Net increase/(decrease) in cash held		152,682	(357,981)
Cash at beginning of financial year		1,064,772	1,422,753
Cash at end of financial year	15 (a)	1,217,454	1,064,772



# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

### NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act of 1981 Victoria. The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accrual basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

#### Accounting Policies

##### (a) Income Tax

The association is a Public Benevolent Institution endorsed to access the following tax concessions:

GST Concession.

FBT Exemption.

Income Tax Exemption.

The association is endorsed as a deductible gift recipient. It is covered by item 1 of the table in S30-15 of the Income Tax Assessment Act 1997.

##### (b) Property, Furniture, Equipment and Vehicles

Each class of property, furniture, equipment and vehicles is carried at cost or fair value less, as applicable, accumulated depreciation or impairment.

##### *Property*

Property (land and buildings) is stated at independent valuation less impairment of value at year end.

##### *Furniture, equipment and vehicles*

Furniture, equipment and vehicles are measured on the cost basis less depreciation.

The carrying value of assets is reviewed annually by the committee of management to ensure they are not in excess of their recoverable amount. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining recoverable amounts.

##### *Depreciation*

The depreciable amount of all fixed assets are depreciated on a diminishing value basis over their useful lives to the association commencing from the time the asset is held ready for use.

##### (c) Leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, (but not the legal ownership) are transferred to the association are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for that period.

Lease assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

##### (d) Financial Assets

Financial assets in the accounts are at market value. Gains and losses on revaluation are reflected in the Income Statement.

# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

### NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

##### (e) Employee Benefits

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured and classified at the amounts as are expected by management to be paid based on entitlements. Included in employee provisions are estimated leave entitlements for the kindergarten cluster. The amounts raised are based on management's estimated potential liabilities for sick leave and long service leave which may be expected to crystallise. The amounts raised are stated as either current liabilities or non-current liabilities depending on the timing of their potential payment.

##### (f) Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the balance sheet.

##### (g) Revenue

Revenue from the rendering of a service is recognised upon the delivery of the service.

Revenue from sale of goods is recognised at the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods and cessation of all involvement in those goods.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument.

Donation income is recognised when received.

Grant income is recognised when there is reasonable assurance that the association will comply with the conditions of the grant and that the funds will be received. Grant funds are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis.

All revenue is stated net of the amount of goods and services tax (GST).

##### (h) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of the amount of GST revivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the Balance Sheet.

##### (i) Comparative Figures

When required by Accounting Standards comparative figures have been adjusted to conform to changes in presentation for the current financial year.

##### (j) Impairment of Assets

At each reporting date, the committee reviews the carrying values of its tangible and intangible assets to determine whether there is any indication of those assets having been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell the value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over it recoverable amounts is expensed to the income statement.

##### (k) Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting period.



# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	Notes	2012 \$	2011 \$
<b>NOTE 2: REVENUE</b>			
<b>Operating activities</b>			
- participants fees and charges		3,099,518	2,095,920
- interest	2(a)	88,985	62,480
- government grants		4,984,085	4,165,824
- donations and other grants		362,072	388,595
- other revenue		159,390	657,637
		<u>8,694,050</u>	<u>7,370,456</u>
(a) Interest from:			
- bank and investments		<u>88,985</u>	<u>62,480</u>
<b>NOTE 3: CASH AND CASH EQUIVALENTS</b>			
Cash on hand		2,950	2,900
Cash at bank		<u>72,555</u>	<u>38,374</u>
		<u>75,505</u>	<u>41,274</u>
<b>NOTE 4: TRADE AND OTHER RECEIVABLES</b>			
<b>CURRENT</b>			
Trade receivables		308,449	113,875
Less provision for impairment		<u>(3,084)</u>	<u>(20,923)</u>
		305,365	92,952
Other debtors		<u>255,793</u>	<u>81,426</u>
		<u>561,158</u>	<u>174,378</u>
<b>NOTE 5: INVENTORIES</b>			
<b>CURRENT</b>			
Inventory		<u>10,780</u>	<u>3,550</u>
<b>NOTE 6: OTHER ASSETS</b>			
<b>CURRENT</b>			
Prepayments		<u>22,631</u>	<u>11,190</u>
<b>NOTE 7: FINANCIAL ASSETS</b>			
<b>Current</b>			
Capital and income growth funds		<u>1,343,822</u>	<u>1,726,815</u>

The Association's constitution prescribes that assets and income shall be applied solely to the furtherance of its purposes and objectives. CFCN relies on the income generated by its investments to contribute to the funding of current operations, and therefore retains an investment base for its future needs. When practical and prudent, a portion of the investments is also spent on specific long-term capital development projects.

# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

	Notes	2012 \$	2011 \$
<b>NOTE 8: PROPERTY, PLANT AND EQUIPMENT</b>			
<b>LAND AND BUILDINGS</b>			
Freehold land:			
At independent valuation		<u>-</u>	<u>4,900,000</u>
<b>Land &amp; Buildings:</b>			
At valuation		11,350,000	-
Less accumulated impairment losses		<u>(144,852)</u>	<u>-</u>
		11,205,148	-
<b>BUILDINGS AND IMPROVEMENTS</b>			
At cost		-	5,811,330
Total land and buildings		<u>11,205,148</u>	<u>10,711,330</u>
<b>PLANT AND EQUIPMENT</b>			
(a) Plant and office equipment			
At cost		555,020	526,560
Less accumulated depreciation		<u>(280,301)</u>	<u>(199,361)</u>
		274,719	327,199
(b) Motor vehicles			
At cost		134,032	158,974
Less accumulated depreciation		<u>(116,667)</u>	<u>(103,392)</u>
		17,365	55,582
Total plant and equipment		292,084	382,781
Total property, plant and equipment		<u>11,497,232</u>	<u>11,094,111</u>

Land and Buildings relates to the property at 583 Ferntree Gully Road Glen Waverley Victoria 3150. An independent valuation was obtained dated 21 March 2012 which valued the property on a current market value as a whole at \$11,350,000. Land and Buildings are restated based on this valuation with the corresponding revaluation adjustment booked to Capital Reserve. Land and Buildings are shown net after impairment as determined by management in accordance with the association's accounting policies at Note 1.



# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

Notes	2012 \$	2011 \$
<b>NOTE 9: TRADE AND OTHER PAYABLES</b>		
CURRENT		
Unsecured liabilities		
Trade creditors	556,744	421,317
Sundry creditors and accruals	153,691	98,200
	<u>710,435</u>	<u>519,517</u>
NON-CURRENT		
Unsecured liabilities		
Sundry creditors and accruals	-	150,000
	<u>-</u>	<u>150,000</u>
<b>NOTE 10: BORROWINGS</b>		
CURRENT		
Secured liabilities		
Bank overdrafts	-	233,843
Bank bills and loans	1,000,000	1,000,000
Other secured loans	6,177	16,714
	<u>1,006,177</u>	<u>1,250,557</u>
NON-CURRENT		
Secured liabilities		
Other secured loans	-	6,852
	<u>-</u>	<u>6,852</u>
Bank borrowings are secured by a registered first mortgage over the property situated at 583 Ferntree Gully Road, Glen Waverley Vic 3150.		
Other secured loans are secured by chattel mortgage over respective motor vehicles.		
<b>NOTE 11: PROVISIONS</b>		
CURRENT		
Kinder Cluster leave entitlements	235,145	786,516
Annual leave	191,560	200,949
Long service leave	136,592	160,209
	<u>563,297</u>	<u>1,147,674</u>
NON-CURRENT		
Long service leave	59,025	12,622
Kinder Cluster leave entitlements	508,461	-
	<u>567,486</u>	<u>12,622</u>

# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

Notes	2012 \$	2011 \$
<b>NOTE 12: OTHER LIABILITIES</b>		
CURRENT		
Grants received in advance	185,564	147,711
	<u>185,564</u>	<u>147,711</u>
<b>NOTE 13: RESERVES</b>		
Capital profits reserve	(a) -	234,673
Capital reserve	(b) 9,607,494	8,960,065
Capital maintenance fund	(c) 445,074	445,074
	<u>10,052,568</u>	<u>9,639,812</u>
(a) Capital profits reserve		
Movements during the financial year:		
Opening balance	234,673	234,673
Amounts transferred to retained earnings	(234,673)	-
Closing balance	<u>-</u>	<u>234,673</u>
(b) Capital reserve		
Movements during the financial year:		
Opening balance	8,960,065	8,910,065
Add grants and donations used for Children's Centre Building Project	-	50,000
Revaluation of land & buildings	647,429	-
Closing balance	<u>9,607,494</u>	<u>8,960,065</u>
(c) Capital maintenance fund		
Movements during the financial year:		
Opening balance	445,074	445,074
Closing balance	<u>445,074</u>	<u>445,074</u>
<b>NOTE 14: RETAINED EARNINGS</b>		
Retained earnings at the beginning of the financial year	176,573	253,895
Net surplus/(deficit) for the year	14,355	(77,322)
Transfers from capital profits reserve	234,673	-
Retained earnings at the end of the financial year	<u>425,601</u>	<u>176,573</u>



# Financials

Child and Family Care Network Inc. operating as bestchance

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2012

Notes	2012 \$	2011 \$
<b>NOTE 15: CASH FLOW INFORMATION</b>		
(a) Reconciliation of cash		
Cash at the end of the financial year as shown in the statement of Cash Flows is reconciled to the related items in the statement of financial position as follows:		
Cash on hand	2,950	2,900
Cash at bank	72,555	38,374
Capital and income growth funds (net of non-cash revaluations)	1,141,949	1,257,341
Bank overdrafts	-	(233,843)
	<u>1,217,454</u>	<u>1,064,772</u>
(b) Reconciliation of cash flow from operations with profit from ordinary activities after income tax		
Surplus (Deficit) after income tax	14,355	(77,322)
Non-cash flows in profit		
Depreciation	99,848	41,844
Impairment of property, plant and equipment	144,852	-
Write-off of strategic master plan	149,579	-
Net (gain)/loss on disposal of property, plant and equipment	19,309	-
Unrealised (gains)/loss on investments	267,601	(469,474)
Changes in assets and liabilities		
(Increase)/decrease in receivables	(368,941)	25,907
(Increase)/decrease in prepayments	(11,441)	42,148
(Increase)/decrease in inventories	(7,230)	(2,300)
Increase/(decrease) in other liabilities	37,853	(58,978)
Increase/(decrease) in payables	40,919	(91,926)
Increase/(decrease) in provisions	(47,352)	173,855
Cash flows from/(used) in operations	<u>339,352</u>	<u>(416,246)</u>

### NOTE 16: ASSOCIATION DETAILS

The principal place of business of the association is:  
Child and Family Care Network Inc. operating as **bestchance**  
583 Ferntree Gully Road  
Glen Waverley Victoria 3150

# Financials

Child and Family Care Network Inc. operating as bestchance

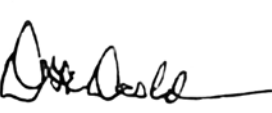
## STATEMENT BY MEMBERS OF THE COMMITTEE


The Committee 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 Committee the financial report as set out on pages 1 to 10:

1. Presents a true and fair view of the financial position of Child and Family Care Network Inc. operating as **bestchance** as at 11 October 2012 and its performance for the year ended on that date.
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 Committee and is signed for and on behalf of the Committee by:

  
**Desmond Dodds** - President

  
**Geoffrey Milbourne** - Treasurer

26th September 2012

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

We have audited the accompanying financial report, being a special purpose financial report of Child and Family Care Network Inc. operating as **bestchance**, which comprises the balance sheet as at 30 June 2012, the income statement for the year then ended, balance sheet as at 30 June 2012, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of the committee.

*Committee's Responsibility for the Financial Report*

The committee of Child and Family Care Network Inc. operating as **bestchance** is responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act 1981 of Victoria and the needs of the members. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

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



Qualification

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

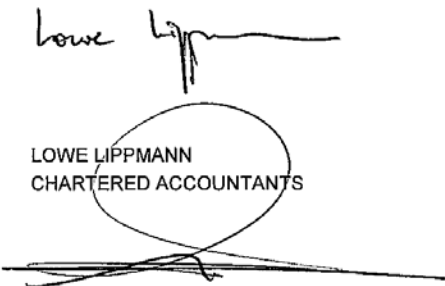
Qualified Audit Opinion

In our opinion, except for the effects on the financial statements of the matter referred to in the qualification 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 2012 and its financial performance for the year ended in accordance with the accounting policies described in Note 1 to the financial statements and the Associations Incorporation Act 1981 of Victoria.

Basis of Accounting

Without further modifying our opinion, we draw attention to Note 1 to the financial statements, which describe the basis of accounting. The financial report has been prepared to assist Child and Family Care Network Inc. operating as **bestchance** to meet the requirements of the Associations Incorporation Act 1981 of Victoria. As a result, the financial report may not be suitable for another purpose.

Lowe Lippmann  
Chartered Accountants  
Level 7, 616 St Kilda Road  
Melbourne Victoria 3004



**Tony Tassone** - Partner Melbourne  
11 October 2012

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# Financials

**Child and Family Care Network Inc. operating as bestchance**

## DISCLAIMER TO THE MEMBERS OF CHILD AND FAMILY CARE NETWORK INC. OPERATING AS **bestchance**

We have compiled the accompanying Income and Expenditure Statement. The purpose for which it has been prepared is to provide information relating to the performance of the entity that satisfies the information needs of the committee of management.

*The Responsibility of the Committee*

The committee of management are solely responsible for the information contained in the Income and Expenditure Statement and have determined that the basis of accounting used is appropriate to meet their needs and for the purpose that it was prepared.

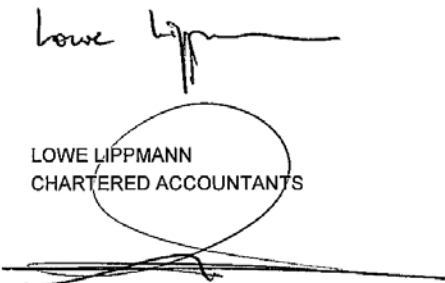
*Our responsibility*

On the basis of the information provided by the committee of management we have compiled the accompanying Income and Expenditure Statement in accordance with the basis of accounting adopted and APES 315: Compilation of Financial Information.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the committee provided, in compiling the financial statements. The financial information has been subjected to our audit procedures on the financial statements, however we do not provide any audit opinion on the Income and Expenditure Statement.

The Income and Expenditure Statement was compiled exclusively for the benefit of the committee of management and members. We do not accept responsibility to any other person for the contents of that report.

Lowe Lippmann  
Chartered Accountants  
Level 7, 616 St Kilda Road  
Melbourne Victoria 3004



**Tony Tassone** - Partner Melbourne  
11 October 2012

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# 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. 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



# Acknowledgements

Adult, Community and Further Education  
AMP Foundation  
ANZ Staff Foundation  
ANZ Trustees  
Australian Government Department of Education, Employment and Workplace Relations including the Teaching and Learning Capital Fund for Vocational and Training  
Australian Government Department of Families, Housing, Community Services and Indigenous Affairs  
Bakers Delight, Brandon Park  
Barracuda Security  
Bartercard Melbourne East  
Bell Charitable Fund  
Besen Family Foundation  
Bunnings, Notting Hill  
Campbell Edwards Trust  
Chesterfield Farm  
City of Greater Dandenong  
City of Maroondah  
City of Monash  
Collier Charitable Trust  
Complete Photography  
Connections Eastern Region Chinese Men's Services  
Connections UnitingCare  
Department of Climate Change and Energy Efficiency and Water  
Department of Education and Early Childhood Development  
Diamond Valley Railway Inc.  
Equity Trustees  
Frank & Sybil Richardson Charitable Trust  
Freemasonry Victoria:  
    Board of Benevolence  
    Australia Felix Lodge No.1  
    Old Scotch Collegians Lodge 396  
    Maroondah Region  
    Monash Gully Region  
    The Y2K'ers Group  
Gibbons, Fergus Mr  
Greek Orthodox Ladies Auxilliary, Box Hill  
GRV Printers

Henry Brough Smith Charitable Trust  
Huntingdale Golf Club  
Independent Schools Victoria  
Jack Brockhoff Foundation, The  
Kimberley Foundation  
KU Children's Services  
Leigh & May Price Trust  
Lions Clubs including:  
    Lions Club of Waverley Inc.  
    Lions Club of Glen Waverley  
    Lions Club of Wheelers Hill  
Lord Mayor's Charitable Fund  
Mars-Stride Trust  
McArthur Management Services  
McLauchlan and Associates  
Multiple Births Association  
Office National, Mulgrave  
Old Scotch Collegians Lodge  
Perpetual Trustees  
Pinewood Community Bank Bendigo Bank  
PlayConnect Playgroup  
Rotary Clubs Including:  
    Rotary Club of Huntingdale  
    Rotary Club of Glen Waverley  
    Rotary Club of Monash Inc  
    Rotary Club of Wheelers Hill  
Skills Victoria  
Subway  
The Chums Club  
Timelli Jewellery  
Tomorrow Agency  
Victorian Multicultural Commission  
Victorian Skills Commission  
Victorian Teachers Credit Union  
Waverley Breastfeeding Association  
White Owl Creative  
Wilkore Construction  
William and Bessie Lennox Trust  
William Buckland Foundation





**bestchance** offers a range of early intervention, development and support programs for children, individuals and families.

#### Early Intervention

Early Childhood Intervention  
Parent and Child Support  
Family Services

#### Child Care and Kindergarten Services

Long Day Child Care  
Kindergarten  
Kindergarten Cluster Management

#### Primary Education

Cheshire School

#### Youth and Adult Programs

Vocational Training  
Community Education  
Community Support  
Volunteers

Further information can be found at [bestchance.org.au](http://bestchance.org.au)

**bestchance** is the operating name of Child and Family Care Network Inc.

#### Child and Family Care Network Inc.

Assoc. Inc Reg No A0023502D  
ABN 53 094 161 974  
583 Ferntree Gully Rd, Glen Waverley Vic 3150  
PO Box 4190, Mulgrave Vic 3170  
p (03) **8562 5100** f (03) 8562 5111  
[info@bestchance.org.au](mailto:info@bestchance.org.au)

#### Privacy Assurance

**bestchance** abides by the *Privacy Principles contained in the Commonwealth Privacy Act 2000* and the *Information Privacy Act (Vic) 2000*. Any information you provide will be held securely and your privacy respected.