



ANNUAL REPORT 2018

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Acknowledgement of Country

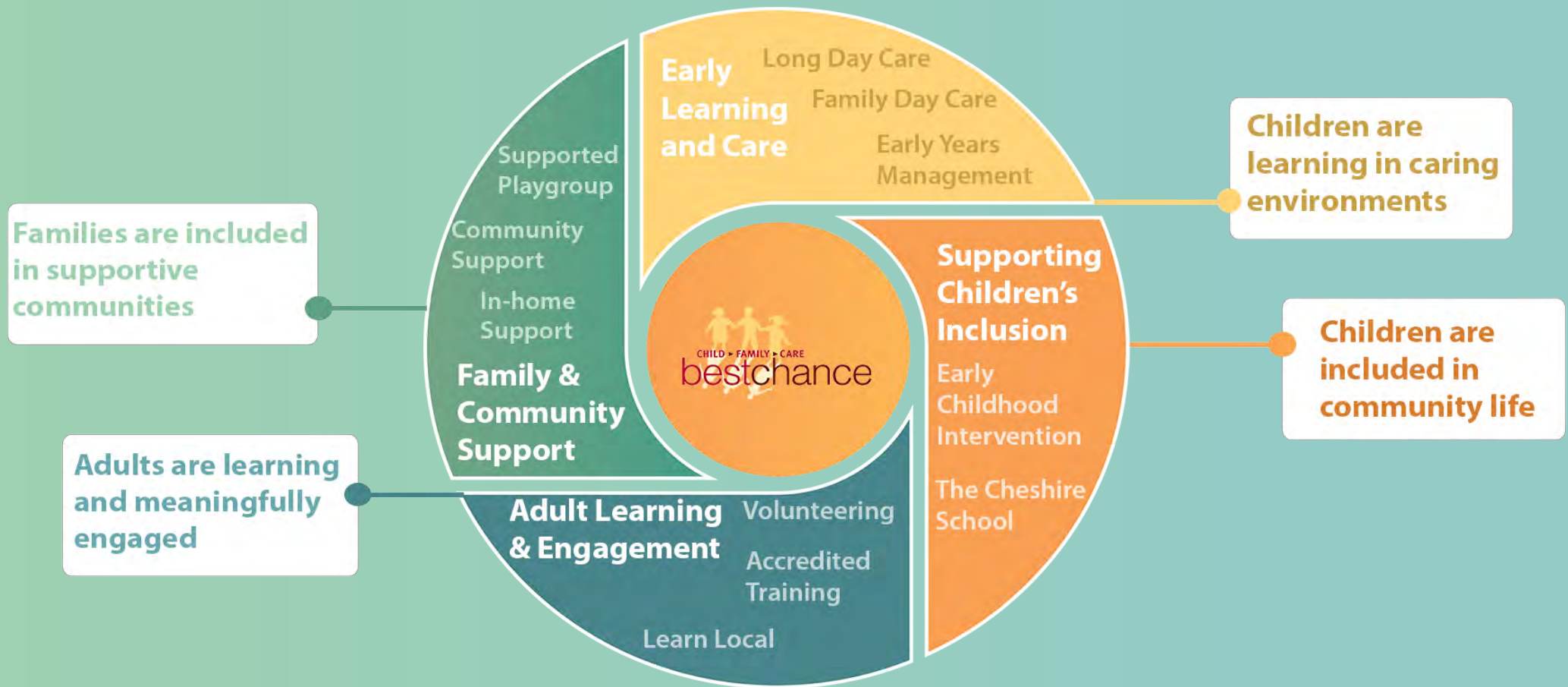
At bestchance, we acknowledge the Australian Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land.

We acknowledge the traditional custodians of the lands across Victoria where our services are located. We also pay respect to ancestors and elders, past, present and future.

bestchance is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to our society.



Our Purpose



Our Vision & Values

bestchance aims to provide support and opportunities for all children, families and individuals to thrive in their community

Vision



We include everyone, regardless of their background, needs or circumstances



We nourish and nurture resilient relationships



We develop skills and knowledge to build capacity and resilience

Humility

We focus on listening to better understand and meet needs

Innovation

We embrace change based on critical reflection

Evidence

We seek to generate evidence to evaluate and improve our programs

Challenge

We look beyond the immediate to achieve different results

Values

High Expectations

We have high aspirations for our client outcomes and for the calibre of our services and staff

Curiosity

We seek new understandings and knowledge

Our Priorities



High-impact integrated services

We deliver the highest quality, impactful services that provide the most appropriate fit for the communities in which we operate.

- Skilled, qualified and professional teams
- Locally led and reflecting the diversity of the communities in which we work
- Strong locally relevant partnerships
- Appropriate and timely performance and outcome measurements
- Evidence and research partnerships



Sustainable growth & innovation

We will extend our reach, growing into new communities to influence change through a combination of high-impact integrated services.

- Growth consistent with our values that targets, measures and reports impact
- Flexible service models and approaches to partnership
- Influence through the use and communication of our unique approaches
- Diverse funding models that support financial resilience



Quality systems & capability

bestchance will invest in infrastructure and systems that support accountability and performance against our intended impact.

- Strategic governance
- Accountability through evidence-informed performance measurement
- Effective and efficient backbone support
- Infrastructure and systems that support diverse delivery models



Leadership for impact

Our people will be empowered by a model of leadership that recognises and develops their strengths and supports their ongoing professional growth and impact.

- A diverse workforce
- Interdependent leadership that focusses on the whole picture
- Values based and distributed decision-making
- An environment that encourages and supports initiative, innovation, challenge and transformation
- Attracting and retaining great people that share our values
- Reporting and visibility

Board of Management



Vice Chair
Vic Rajah
Joined 2012



Secretary
Glenys Grant, OAM
Joined 1977



Treasurer
Geoff Milbourne
Joined 2007, resigned 2018



Member
Rachael Scott
Joined 2013



Member
David Hamilton
Joined 2015



Member
Jo-Anne Moorfoot
Joined 2015



Member
Andrew Hollows
Joined 2017



Member
Michael Holmes
Joined 2018

Chairman Report

Saul Ryan



As we look back on 2018, there is much to be proud of at bestchance.

As the organisation has expanded geographically, our focus has been to deliver consistency of quality and values across all services. 2018 has seen the successful integration of over 1000 children from Kinders Together in Cardinia Shire, and we are proud to have been selected by Bass Coast Shire to operate their brand-new

Children's Centre, with virtually all of the 79 places filled by the end of 2018.

Across the other side of Melbourne, bestchance successfully tendered for Armstrong Creek East Children's Centre; a 191 place centre, ready to deliver early childhood education services from January 2019. This is our first service in The City of Greater Geelong part of a community hub that will have spaces for training and ECI services.

As bestchance has grown and invested in systems and services, it must be acknowledged that the financial impact has weighed heavily on this year's results. The board is acutely aware that financial sustainability is critical and as we look to 2019, the investments we have made in growth must provide a return that enables us to continue to deliver our services for many years ahead.

It has been a rewarding year for the bestchance Board, including the development and adoption of the Strategic Plan for 2018-2021. The Plan identifies bestchance's purpose, vision, values, and the outcomes it wants for children and families, as well as the strategic priorities that bestchance will implement to achieve these outcomes. Since its adoption, the bestchance Senior Management team has developed a detailed implementation framework for the Strategic Plan.

The implementation of the Strategic Plan will improve the way in which we support our frontline service delivery staff so that they, in turn, will improve the quality of the services that they provide to children, families and individuals throughout metropolitan Melbourne and Geelong.

We continue to place a great emphasis on quality and evidence-based outcomes and our partnership with Monash University in the Cheshire program has yielded some outstanding results. Over the course of the year, the Cheshire School's SEED Educational Program was developed to enable early years educators to benefit from the many years of the Cheshire School's successes and learnings. The program has been integrated into the Department of Education's School Readiness Program and will roll out in 2019.

I wish to thank our CEO, Kevin Feeney, our wonderful management team and all staff, educators and volunteers for their tireless efforts over the year. Also, I thank my fellow board members who volunteer their time and energy to advancing this tremendous organisation.



"I'd like to acknowledge the retirement of Geoff Milbourne after 11 years on the board, including many years as Honorary Treasurer and Finance Committee Chair. Geoff has lived the values of bestchance over his many years of service. We thank him for all he has done and wish him all the best."

- Saul Ryan, Chair

Kevin Feeney



We saw in 2018 a number of challenges and opportunities. These ranged from opening new Early Learning Centres, transitioning to new service models in preschool and early childhood intervention services and a government's decision to cut funded training places. The range and diversity of these challenges were themselves a challenge and so we need to reflect on what we can do better, the areas we can control, and what we need to advocate for

in areas we can't control. Above all, we need to ensure we have robust financial health in order to fulfil our mission; changing the trajectory of children's lives.

2018 marked bestchance's transition into a new partnership model for our kinders; Early Years Management. This policy change saw parents focusing on supporting the kindergarten through fundraising while informing practice based on what they knew was best for their children. We focused on continual improvement and long term planning in order to deliver an evidence-based and professional service. However this opportunity came with major challenges in some locations with reduced enrolments exacerbated by chronic underfunding of the EYM service itself. These challenges combined to significantly contribute to a loss of some \$1.89M. This is a clearly unsustainable position which we have addressed by changes internally across the organisation, while continuing to advocate for adequate funding.

However such challenges, managed well, do not impede our ability to prudently take up new opportunities.

Two opportunities stand out. In January 2018 we opened Bass Coast Council's Children's Centres in Corinella and City of Greater Geelong's Armstrong Creek East.

Both are important milestones for bestchance as we broaden our service models based on the needs of each community we work in partnership with. The new centres will allow us to provide not only child care services but kindergarten, NDIS services and training programs to diverse communities. Elsewhere we welcomed aboard 18 kindergarten services in Cardinia Shire.

We were also pleased to launch our 2018-2021 strategic plan with an emphasis on service impact. To achieve this, we recognise the need to develop an increasing specialisation across all support areas in order to ensure our services are well placed to deliver innovative, evidence-based programs.

One such example is the development of the SEED Educational Program, an online tool developed for the early years' sectors through a collaboration of the Cheshire School, bestchance Early Years Management, our Registered Training Organisation and Monash University. This is an important new resource for kindergartens to enable educators to support children with socio-emotional issues and we look forward to its ongoing development in 2019 and beyond.

Throughout this challenging year it has been pleasing to see the willingness and ability of staff and the leadership group to rise to the challenges time and again. In addition, the steady and insightful governance by the board has been vital and welcomed. It is largely because of this, and the clarity of our vision, that we all can have confidence in a bright and financially secure future.

"Throughout this challenging year it has been pleasing to see the willingness and ability of staff and the leadership group to rise to the challenges time and again."

- Kevin Feeney



General Manager, Early Years

Tracey McKay



The Early Years services include our Family Day Care Program, Child Care centres and Kindergartens in an Early Years Management (EYM) arrangement.

Family Day Care (FDC) provides learning and development opportunities for children in a safe, secure and stimulating home environment. Each year Family Day Care Australia holds

nominations for Family Day Care Educator of the year and Family Day Care Service of the year, recognising outstanding performance in these areas.

bestchance FDC was named by Family Day Care Australia as National Finalist in the "Excellence in the Family Day Care Award." In addition, several of our FDC educators were nominated in recognition of their skills, care and professionalism, with Lana being awarded the Regional Winner of CBD and Inner suburbs and Hannah awarded the Regional Winner of Yarra Valley and High Country.

This is an outstanding achievement and testament to the commitment of our FDC Management team and educators. I would like to acknowledge and thank Mark Gibbens for his management and support of the FDC program for the past four years.

At the start of this year, we commenced operations at our third child care centre located in Corinella, offering child care, funded kindergarten and outside school hours care. Through the year, our educators have built relationships with the local community and have enjoyed very high occupancy through the year.

Our Glen Waverley and Noble Park services continued to provide child care and kindergarten education to many families, and we ended the year by acquiring a fourth child care centre in Armstrong Creek East. We look forward to starting this service in 2019.

Following a year of transition to Early Years Management (EYM), 2018 has seen substantial growth in the number of services under management. We successfully commenced operating an additional 20 services across Cardinia and Wyndham Shires. This growth resulted in more than 5,000 children accessing a bestchance early years' program in 2018, and being supported by more than 750 staff members.

At bestchance, we believe our community plays an important role in shaping our children. Our programs connect with families and communities to build on the cultural knowledge, strengths and perspectives of Aboriginal and Torres Strait Islanders. Communication and meaningful interactions can deepen children's understanding of the world around them. In the process of learning, we value the community, educators, parents and children as collaborators.

I take this opportunity to thank each of our educators for their passion and commitment to early childhood education and care, and their dedication to each child and family in our services. I would also like to acknowledge the Early Years Management, Operations and Support Teams for all their efforts and hard work throughout the year.

"I'd like to thank all our EYM and FDC staff for their hard work in 2018. Not only did we expand our reach with 20 new services, but bestchance FDC was also a national finalist for the 'Excellence in Family Day Care Award' by Family Day Care Australia."

- Tracey McKay



David Greenwood



The past 12 months has provided significant opportunities and challenges for both the organisation and the Education & Training division. The Andrews Labor Government announced, in an Australian first, that Victorian kindergartens will be given \$58.1 million in school readiness funding so that Victorian kindergartens can

access innovative programs and expertise, ensuring all Victorian children are ready for school. 2018 has seen the first stage of this funding rollout.

The Cheshire School has responded to the opportunity by developing the SEED Educational Program which is an evidence-based, interactive online program developed in partnership with Monash University. SEED aims to support Early Childhood Educators to foster children's social and emotional learning, address challenging behaviours and promote positive mental health. Kindergartens will spend most of their school readiness funding on items from a menu of evidence-informed programs and supports for which the SEED Educational Program has been submitted and accepted.

In 2018 bestchance continued its transition from block funded services under the traditional Early Childhood Intervention Services (ECIS) to the National Disability Insurance Scheme (NDIS). This transition required significant investment in planning, leadership, people and systems. bestchance has completed the majority of this transition and is now delivering NDIS provision in new regions such as Cardinia Shire.

Comprehensive planning has also taken place to position the Early Childhood Intervention Program to provide services that are accessible to Kindergartens under the school readiness funding model.

Aligned with 2018 Job Vacancy Reports, the Higher Education & Skills Group (HESG) restricted the number of funded enrolments in Early Childhood Education & Care qualifications under the 2018 Skills First Program contract. This identified the need to focus efforts on delivering qualifications outside of Early Childhood Education & Care.

Over the past 12 months bestchance Training expanded its scope of registration to diversify its course offering, adding Certificate III in Individual Support and Certificate IV in Disability. In addition, bestchance Training has also commenced delivery of qualifications in new communities, including Cardinia Shire and Bass Coast Shire.

In 2019 and beyond, bestchance Training will monitor and respond to the planned "Children's Education and Care Training Package" development changes, which will seek to address the outcomes of the ASQA strategic review and the Case for Change findings. This review continues on from previous work in response to the 2015 Australian Skills Quality Authority (ASQA) strategic review, Training for early childhood education and care in Australia.

General Manager, Education & Training

"I would like to extend my thanks to the staff and volunteers at bestchance who work to deliver the best possible service to children, families and trainees. I would also like to thank our donors for the tremendous support that enables bestchance to improve the lives of so many vulnerable people and communities."

- David Greenwood





Early Years Management

"This is honestly the best Kindergarten you could ever send your child to. The teachers are amazing and extremely caring. My daughter developed so much throughout the year."

- Parent Testimonial

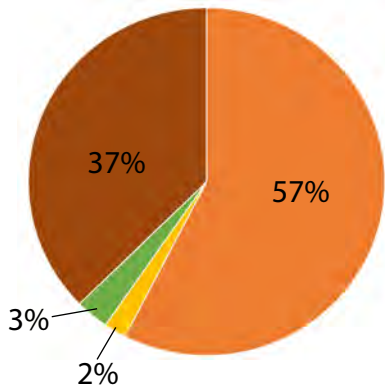
The role of EYM is to support our member kindergartens in the provision of high quality early years' education and care. We work in close partnership with families, Parent Advisory Groups, local government, state government and the Department of Education and Training to ensure quality standards are achieved and regulatory requirements are met.

In 2018, 94% of our kindergartens either met or exceeded the National Quality Standards, with the majority (57%) rated as exceeding it. This, when compared to the Victorian State average of 29.43%, puts bestchance in good stead as leaders within the Early Childhood industry.

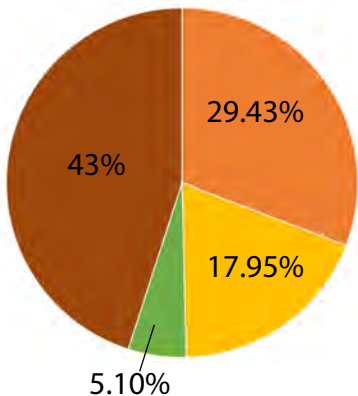
We currently manage 80 kindergartens across 14 Local Government Areas, delivering services to a highly diverse network of families.

With considerable investment in the professional development of our educators, we are driven by the goal of ongoing quality improvement through reflective practice.

Overall Ratings for bestchance



Overall Ratings for Victoria



- Meeting National Quality Standards
- Exceeding National Quality Standards
- Provisional - Not Yet Assessed
- Working Towards National Quality Standards

Long Day Care

bestchance operates four Long Day Care centres, providing age-appropriate, learning programs for children aged 6 weeks to 6 years of age. Located in Glen Waverley, Noble Park, Armstrong Creek East and Bass Coast, our facilities offer a safe, secure and supportive environment for children to thrive.

Our curriculum is based on the individual interests of each child and uses the act of play as a tool for learning and development.

Our celebration of multiculturalism is reflected in the diversity of our Early Childhood professionals, who are encouraged to provide culturally diverse activities for the children to experience. Children are encouraged to move between indoor and outdoor environments to ensure opportunities for quiet, active and collaborative play.

bestchance also provides Outside School Hours Care at St Mary's Catholic Primary School in Mt. Evelyn.



Family Day Care

Since our beginning in 2014 with 11 educators, bestchance Family Day Care has grown to 100 educators providing care to over 800 children across 15 municipalities.

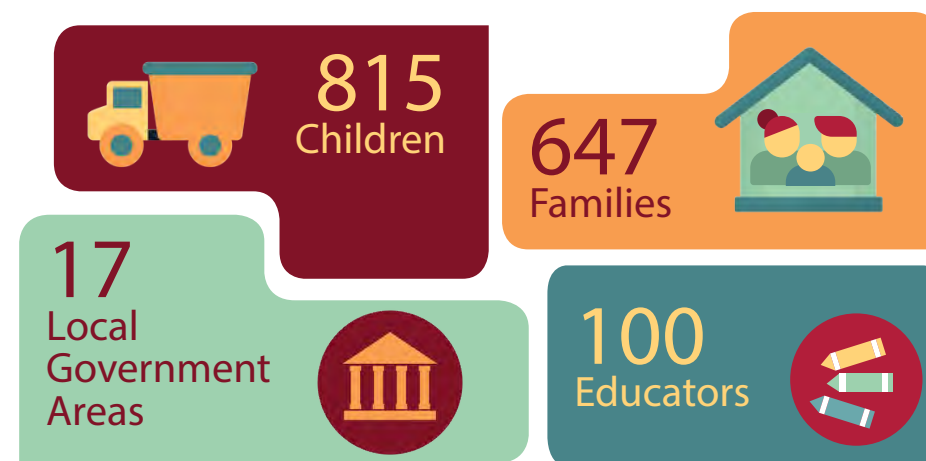
Family Day Care is a highly sought after, approved form of child care provided in the home of a qualified registered educator. Educators work with small groups of up to four children under school age and three additional school aged children, offering the possibility for siblings to be cared for together in one location.

Educators create a warm environment reflective of home life and can provide children with the opportunity to engage within the community, strengthening each child's sense of belonging.

Our FDC Educators take a family-centred approach where the strengths of the child's family are valued, emphasised and acted upon. We work collaboratively with families, recognising them as equal partners in supporting the child's learning and development

Our Educators are supported and monitored by the bestchance FDC Coordination Unit, who make regular visits to the Educator's home in order to maintain a high level of quality service.

In 2018, bestchance Family Day Care received a Finalist Award for Excellence in Family Day Care.





Supporting Children's Inclusion

Early Childhood Intervention - Registered NDIS Provider

bestchance Early Childhood Intervention (ECI) provides services for families whose children are aged between birth to ten years living in the Western, Southern and Eastern Metropolitan Melbourne regions and surrounds.

The Service is designed to support children with developmental delays or disabilities and their families to experience inclusion and full participation in all aspects of their community. We hope in turn this leads to a greater sense of well-being and belonging for our families.

In 2018, our service continued to transition from a centrally funded model to the NDIS funded model. This funding model generally provides children with more support than they were previously receiving. It also gives families greater choice and control over which providers they access and the type of services they receive to meet their child's needs.



"We could not have made it through last year without bestchance. They have truly given our boy the best chance to progress onto Primary School with ease and to help us as parents to work with him."

- Parent Testimonial

6

Therapeutic Groups



- Speech
- Fine and Gross Motor
- Self-Regulation
- Kinder & School Readiness
- Parent Education
- Music and Movement

**VICTORIAN APPROVED
NDIS PROVIDER:
EARLY CHILDHOOD SUPPORTS**

Registered as an approved disability support provider against human services standards.



172

children &
families access
our ECI services



**Multi-disciplinary
team includes:**

4

Speech Therapists

3

Occupational Therapists

1

Psychologist

1

Physiotherapist



Supporting Children's Inclusion

The Cheshire School

The Cheshire School is a specialist primary school for students with significant social, emotional and behavioural difficulties. We offer an 18 month intervention program to help students gain the necessary skills to re-engage with learning and transition back into a mainstream school.

The Cheshire School exists to have a profound positive change in the lives and well-being of children, families and the community, resulting in a love of life-long learning.

Multi-disciplinary team includes:

2 Teachers	1 Researcher
1 Principal	1 Senior Psychologist
1 Assistant Principal	4 Teaching Assistants
1 Provisional Psychologist (PHD Candidate)	



Registered as an independent school with the Victorian Registration and Qualifications Authority.



100%



of students who completed the program successfully transitioned back to mainstream school

38

students



105

external parent enquiries that met criteria



"My other school didn't let me reach my full potential but this school lets me. I can change the world. I can change my life. This place is awesome"

- Student Testimonial

"Thank you for accepting his difference. Most of all, thank you for bringing our son back to us, happy of mind, body and soul."

- Parent Testimonial



Family Support Services



"I've been to other playgroups but never felt the warmth and support I received at bestchance. The children are always looked after and everyone is very kind."

- Parent Testimonial

Supported Playgroups

Our Supported Playgroups provide a link between home and the community for families with young children and babies. Parents and children are offered the opportunity to meet with friends and socialise in a caring and supported environment.

A play program is provided to meet children's developmental needs and interests through activities and experiences catering to differing ages within the group, with support from a group of experienced volunteers.



In-home Support

Our In-home Support program focuses on supporting parents with young children in their home. The program aims to support families challenged by the circumstances they face. These families are vulnerable for a range of reasons, which include social isolation, single parenthood, multiple births, health issues, or a child/children with a disability.

This program is supported by volunteers visiting families in their home for 3-4 hours on a weekly basis for up to a 12 month period.



Family Support Services

Community Support

The Community Support program provides support to families within the local community as well as to families accessing on-site bestchance programs.

We offer information, referral, advocacy and material aide or vouchers. Our program benefits from a great deal of support from our volunteers who organise the recycling room to offer good quality second-hand clothing and homewares to families.

"I'm truly grateful to the wonderful bestchance staff who treated me with warmth, respect and dignity. I found bestchance to be a place of peace and hope in the hardest time of my life."

- Parent Testimonial



Adult Learning & Engagement

Training

"My placement supervisor said the Certificate III in Education Support provided by bestchance was the most comprehensive she had seen. I feel I am making a real contribution to helping kids succeed at school and life."

- Student Testimonial

Training engages people in further learning and improves their employment outcomes, allowing them to empower themselves and contribute positively to their community.

bestchance Training is a Registered Training Organisation (RTO) that is regulated by the Australian Skills Quality Authority (ASQA) and is registered to deliver nationally accredited training. bestchance Training delivers qualifications in the Community Services Sector, including Early Childhood Education & Care and Education Support.



1184 trainees in total

181 accredited

375 pre-accredited

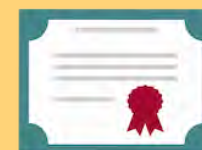
628 short courses delivered

78% attained employment
(state average 69%)

22% went on to further study
(state average 14%)



5
Accredited
Qualifications



REGULATED BY
THE AUSTRALIAN
SKILLS QUALITY
AUTHORITY



60% CALD
(Culturally & Linguistically Diverse)



98%
of the student population is female
(State average 80.4%)



Adult Learning & Engagement

Volunteering

The Volunteer Program provides opportunities for members of the community to participate in the work of bestchance, thereby making a meaningful contribution to families and children, and enhancing a sense of belonging and citizenship.

*"I feel valued as a volunteer.
There is always so much thanks given
by staff, such as morning and afternoon
teas, as well as by the families."*

- Volunteer Testimonial

152 Volunteers

2 Major Events



50% attained employment

105 volunteered in kindergartens



17,260
volunteered hours
delivered



167
Placements





Marketing & Business Operations

Mark Gibbens



"At every opportunity, we search and listen for feedback from our families and integrate these suggestions into our operations, leading to better experiences, satisfaction and outcomes through the delivery of our programs."

- Mark Gibbens

The Marketing and Business Operations team supports all Programs and the Management team in the delivery of a high quality inclusive service, whilst being responsive to the needs of our team, families, children and the community. Our team includes Marketing, Intake, Reception, Project Management/Reporting and Area Development.

Key Highlights of 2018:

- Increased our Social & Digital Media footprint
- Expanded our service reach with programs providing services in 19 Local Government Areas
- Opened Bass Valley Children Centre
- Opened Pakenham Office
- Opened Bayswater Office
- Welcomed Armstrong Creek East Children's Centre to our programs
- Welcomed St Mary's Primary School OSHC to our programs
- Launched a company-wide Intranet.
- Implemented IVR (Interactive Voice Response) system for easier access to all programs
- Supported many local community festivals and events across the metropolitan area
- Upgraded our reporting and business intelligence

Intake and Referral continues to build as a team, ensuring effective enquiry, application and enrolment for families.

Systems are continuing to be developed to measure feedback from families and ensure a smooth and effective process for referrals across all programs. Intake also provide a central point for families to communicate with if needed.

In 2019 we will roll out our bi-annual family survey, further expand our marketing and intake department's, conduct our bi-annual conference and further integrate the Armstrong Creek East Children's Centre in the bestchance family.

We look forward with excitement towards the next year, to continue to support the development of our programs and provide families and their children with quality education, care and support.



Human Resources

Jennie Bentley



At the end of 2018, bestchance employed 761 staff members, including casuals. Staff numbers increased significantly by 27% from 2017, mainly due to the transition and integration of the Cardinia early years' education services to bestchance.

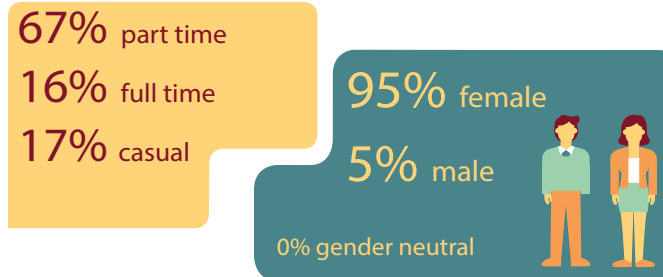
A Time and Attendance System was implemented on a graduated basis during 2018 and resulted in improved efficiencies and savings. An employee kiosk was introduced to provide staff with greater access to their personal

information and a central system for recording staff skills and qualifications to inform workforce planning and development in the longer term. The linked Frontier recruitment system supports automated candidate tracking and provides a more positive experience for users.

The HR team provided coaching and education to team managers to support them in developing their staff. Aligned with the organisational values and people principles, the focus was on embedding a culture of teamwork and building a professional workforce capable of providing high quality services to clients and families.

Overall employee turnover, including casuals, continues to remain below industry benchmarks at 15.2% in 2018. Employee voluntary turnover excluding casuals for 2018 was 11.1%.

Bestchance employs equal numbers of men and women at executive level, inclusive of the CEO. Overall, female participation at managerial level is female dominated, with 87% women.



An organisational review was conducted with the aim of:

- Aligning portfolios to meet customer requirements
- Identifying efficiencies and process improvements
- Identifying cost savings and financial benefits

The review recommendations centred on realigning departments to reduce duplication and improve efficiency. The majority of the recommendations were implemented resulting in adjustment to departments' structure and focus.

The challenges faced during 2018 that will continue to be a focus in 2019, include short and long term workforce planning and the delivery of a variety of quality and integrated services while developing meaningful and sustainable career pathways and professional development. In addition, the sector enterprise agreement (Victorian Early Childhood Teachers and Educators Agreement) is due to be renegotiated in 2019.

An employee engagement survey is also planned for 2019 as part of a broader organisational People and Culture strategy 2019-2021.

The expectations on the Human Resources team are to provide a range of services, resources and policies. These services include strategic HR, leadership resources, staff policies and procedures, health and wellbeing, WorkCover, industrial and employee relations. Staff related policies and practices are regularly reviewed to ensure they are contemporary and are aligned with our commitment to Child Safety.

"bestchance is working to strengthen our values-based culture, one that is passionate about people, performance and our communities."

"Our focus is on engaging and supporting staff, building the organisation's capacity whilst continuously improving service integration outcomes"

- Jennie Bentley

Donations & Philanthropic Grants

"bestchance remains grateful to you, our supporters, for funding essential work in the community, and for ensuring the ongoing viability of our charitable programs."

Contributions from the Australian public, trusts, foundations and bequests enables bestchance to fulfil its long term commitment to change life-trajectories through inclusive and relationally-based education.

Donations

In 2018 bestchance received donations and bequests of more than \$167k from our amazing supporters. As a not-for-profit organisation, it is through the kindness of these contributions that we can continue to support children and families in hardship. As always, we are forever grateful to our long-term supporters - some of whom have supported us over 20 years - for continuing to donate to bestchance on a regular basis, we thank you.

Philanthropic Grants

Thank you also to our generous philanthropic partners who provided grant funding in 2018. Your support, enabled bestchance to develop or expand programs targeted to support communities in need.

The [Flora & Frank Leith Charitable Trust](#) supported the development and implementation of Financial Literacy Workshops in Wyndham and Cardinia.

The [Pierce Armstrong Foundation](#) provided funding in support of the Cheshire School to offset the fees for a child for a full-year placement at the school.

The [Andrews Foundation](#) gifted funds towards two Cheshire School Scholarships for students residing in the Greater Dandenong area.

The [RACV Community Foundation](#) generously funded STEM kits for the Cheshire School.

The [Melbourne Women's Fund](#) awarded bestchance Family Support Service funding for achieving finalist status in their 2018 Nurturing Grant Round.

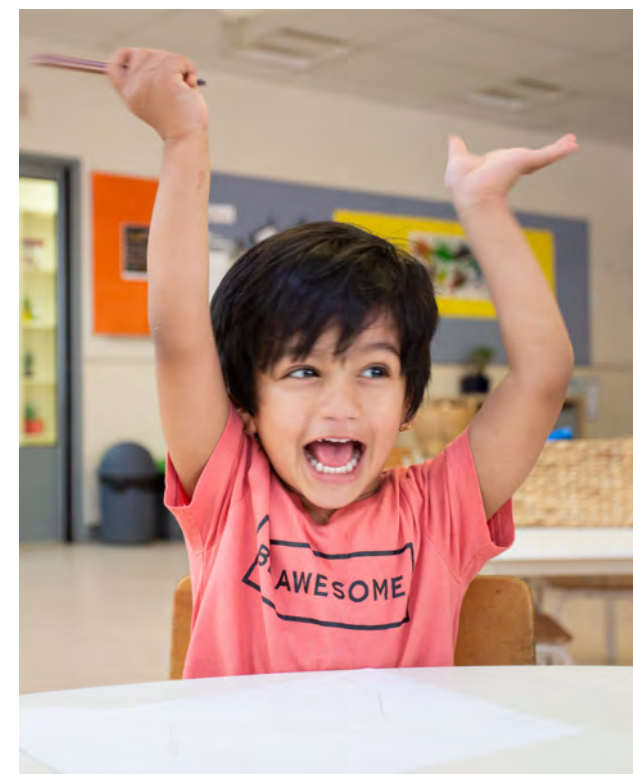
The [City of Monash Community Grants Program](#) kindly provided 3 years of funding towards a playgroup coordinator.

The [Foundation of Graduates in Early Childhood Studies \(Warrawong Grant\)](#) provided funds to enable specialist professional development of Noble Park Early Years Educators.

The [William Angliss Charitable Fund](#), The [Campbell Edwards Trust](#) and The [William Bessie Lennox Fund](#) generously supported bestchance's charitable programs.

We also acknowledge funders who have pledged funds in 2018 to support our work moving into 2019, including [The Tobin Brothers Foundation](#) and [The Bell Charitable Fund](#), and further grant funding from [The Flora & Frank Leith Charitable Trust](#).

As we look forward, and continue to focus on high-impact integrated services, bestchance is proud to work with our philanthropic partners to influence change.



Treasurer Report

David Hamilton



2018 was a year of significant change and transformation for bestchance. The year can be characterised as a period we experienced significant site and revenue growth (20%), alongside subsequent stretch in our organisation and major changes in our service models.

The growth was driven in large parts by the amalgamation of bestchance and Kinders Together, a Cardinia based Early Years Manager, meaning that 18 new kindergartens came on board in February 2018. In addition, we opened a new Early Learning Centre in Corinella and we were successful in tendering for a large Centre in Armstrong Creek East which became operational in January 2019.

From a service perspective the most significant change was the first full year of operation of the EYM service. A number of insights have been developed within bestchance as we have progressively on-boarded this service.

The financial performance of EYM, our most significant service, was the main contributor to bestchance's financial results with a deficit for the year of \$1.89m.

One of the main contributors to this challenging outcome has been a decline in preschool enrolments. Moreover, full operational responsibility of Early Years Management (EYM) – from Kinder Cluster Management (KCM) coincided with increased competition from Early Learning Centres. Adding to the financial challenges, bestchance is of the view that additional government contribution is required to deliver a sustainable EYM sector.

Notwithstanding the financial challenges in 2018, bestchance has available liquidity and significant net assets and has made a range of operational changes, including significant organisational restructuring in early 2019.

We are also advocating for improved government funding and to this end are encouraged by the Victorian Government's commitment to School Readiness Funding from 2018 and the introduction of 5 hours of funded 3-year-old kindergarten from 2021.

Outside EYM, progress has been made in our Training area in face of the reality of funded places in Certificate III and Diploma Early Childhood Education being reduced by 90% for all providers in the state. Fortunately this has been not only reversed in 2019 but our allocated places have been significantly increased. We have also made significant investments in Early Childhood Intervention services as they transitioned to National Disability Insurance Scheme.

Whilst the headwinds and challenges in 2018 have been significant, and we operated with a deficit in 2018, the management and board have responded to these challenges and is changing the organisation to reflect new market conditions.



Financial Performance

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2018

	2018 (\$)	2017 (\$)
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	332,383	960,885
Trade and other receivables	2,540,279	1,724,756
Financial assets	1,913,877	1,594,261
Other assets	197,295	71,679
TOTAL CURRENT ASSETS	4,983,834	4,351,581
NON-CURRENT ASSETS		
Property, plant and equipment	25,281,108	25,156,313
Intangible Assets	387,495	390,278
TOTAL NON-CURRENT ASSETS	25,668,603	25,546,591
TOTAL ASSETS	30,652,437	29,898,172
CURRENT LIABILITIES		
Trade and other payable	2,027,454	1,296,682
Borrowings	1,625,000	-
Provisions	3,360,836	2,416,300
Other liabilities	86,742	156,042
TOTAL CURRENT LIABILITIES	7,100,032	3,869,024
NON-CURRENT LIABILITIES		
Borrowings	-	800,000
Provisions	549,141	332,661
TOTAL NON-CURRENT LIABILITIES	549,141	1,132,661
TOTAL LIABILITIES	7,649,173	5,001,685
NET ASSETS	23,003,264	24,896,487
EQUITY		
Reserves	19,535,947	19,535,947
Retained earnings	3,467,317	5,360,540
TOTAL EQUITY	23,003,264	24,896,487

STATEMENT OF INCOME AND EXPENDITURE AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2018

	2018 \$	2017 \$
INCOME		
Revenue	38,183,063	31,863,050
OPERATING EXPENDITURE		
Employee benefits expense	(34,091,436)	(27,569,306)
Administration and other expense	(833,432)	(520,779)
Property maintenance and security expense	(1,205,038)	(714,761)
Direct costs	(1,212,818)	(1,082,021)
Computer and equipment expense	(311,615)	(258,598)
Minor asset purchases	(374,977)	(132,979)
Rental expense	(290,546)	(45,497)
Printing and stationery	(375,987)	(239,000)
Finance costs	(100,155)	(114,812)
Insurance and professional costs	(345,113)	(230,279)
Depreciation and amortisation expense	(326,807)	(545,924)
Motor vehicle expense	(76,942)	(49,313)
Utilities expense	(376,726)	(219,459)
OPERATING SURPLUS/(DEFICIT) FOR THE YEAR	(1,738,529)	140,322
NON-OPERATING ACTIVITIES		
Gain/(loss) on investments	(154,691)	92,334
NET SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES FOR THE YEAR	(1,893,220)	232,656
TOTAL OTHER COMPREHENSIVE INCOME	-	-
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	(1,893,220)	232,656

Financial Performance

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2018

	2018 (\$)	2017 (\$)
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from operations	39,003,946	32,763,594
Payments to suppliers and employees	(39,990,243)	(31,508,721)
Interest and income received from investments	166,772	126,809
Interest paid	(30,320)	(67,106)
NET CASH PROVIDED BY/ (USED IN) OPERATING ACTIVITIES	(849,845)	1,314,576
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payment for intangibles	(22,513)	(55,880)
Payment for property, plant and equipment	(473,617)	(354,708)
Proceeds from sale of property, plant and equipment	47,308	3,799
Receipt of donations from unincorporated kindergartens	260,165	361,385
Placement/(redemption) of term deposits	(415,000)	-
NET CASH USED BY INVESTING ACTIVITIES	(603,657)	(45,404)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds/ (repayment) in borrowings	825,000	(900,000)
Net cash used by financing activities	825,000	(900,000)
Net increase/(decrease) in cash and cash equivalents held	(628,502)	369,172
Cash and cash equivalents at beginning of year/period	960,885	591,713
Cash and cash equivalents at end of the year/period	332,383	960,885

CERTIFICATE BY MEMBERS OF THE BOARD

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

In the opinion of the Board, the financial report:

1. Presents a true and fair view of the financial position of Child and Family Care Network Inc. (operating as bestchance) as at 31 December 2018 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Reform Act 2012 and the Australian Charities and Not-for-profits Commission Act 2012.
2. At the date of this settlement, there are reasonable grounds to believe that Child and Family Care Network Inc. (operating as bestchance) will be able to pay its debts as and when they fall due.

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



David Hamilton - Treasurer



Saul Ryan - Chairman

Dated 27th March, 2019

Financial Performance



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

ABN 53 094 161 974

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 31 December 2018, the summary statement of profit and loss and other comprehensive income and the summary statement of cash flows, are derived from the audited financial report of Child and Family Care Network Inc. (operating as bestchance) for the year ended 31 December 2018.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial report, in accordance with the basis of preparation of summary financial statements.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by the Australian Accounting Standards, the Associations Incorporation Act (Vic) 2012 and the Australian Charities and Not-for-profits Commission Act 2012. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 27 March 2019.

Board's Responsibility for the Summary Financial Statements

The board is responsible for the preparation of the summary financial statements in accordance with the basis of preparation of summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

A handwritten signature in blue ink that reads 'Seward Dawson'.

SAWARD DAWSON

A handwritten signature in blue ink that reads 'Peter Shields'.

Partner: Peter Shields
Date: 27 March 2019
Blackburn, Victoria 3130

Our Locations

Andrews Community Kindergarten

2 Henty Way Pakenham, VIC 3810
03 5941 3369

Arena Child and Family Centre

22 Curran Drive Officer, VIC 3809
03 9005 1430

Armstrong Creek East Children's Centre

46-70 Central Boulevard
Armstrong Creek, VIC 3217
0429 445 177

Ashwood Memorial Kindergarten

17A Arthur Street Ashwood, VIC 3147
03 9807 5264

Avonsleigh Preschool

15B Avon Rd Avonsleigh, VIC 3782
03 5968 5417

Barriburn Preschool

337 Morack Road Vermont South, VIC 3133
03 9801 6771

Bass Valley Childcare Centre

60 Corinella Road Corinella, VIC 3984
03 5603 3408

Bayles Preschool

660 Koo Wee Rup- Longwarry Rd Bayles, VIC 3981
03 5997 7413

Bayswater North Kindergarten

17 Wonthulong Drive Bayswater North, VIC 3153
03 9720 8872

bestchance Glen Waverley

583 Ferntree Gully Rd, Glen Waverley, VIC 3150
03 8562 5102

Bilbungra Kindergarten

22 Filer Court Keysborough, VIC 3173
03 9798 5856

Brandon Park Preschool

7 Collegium Avenue Wheelers Hill, VIC 3150
03 9560 3668

Bulleen Pre-School

5 Derreck Avenue Bulleen, VIC 3105
03 9850 9528

Bunyip Kindergarten

2 Nash Road Bunyip, VIC 3815
03 5629 5452

Chandler Kindergarten

160-162 Bloomfield Road Keysborough, VIC 3173
03 9798 2357

Clayton Community Centre Kindergarten

9-15 Cooke St Clayton, VIC 3168
03 9541 3171

Colchester Park Preschool

8A Beresford Drive Boronia, VIC 3155
03 9761 1018

Columbia Park Preschool

26-28 Columbia Drive Wheelers Hill, VIC 3150
03 9561 3986

Corrigan Rex Kindergarten

28 Kingsclere Avenue Keysborough, VIC 3173
03 9798 3017

Croydon Central Kindergarten

216-218 Mt Dandenong Road Croydon, VIC 3136
03 9723 1854

Croydon Gums Kindergarten

22 Frederick Street Croydon, VIC 3136
03 9725 0498

Dandenong North East Kindergarten

10 Ingrid St Dandenong, VIC 3175
03 9792 0398

Dandenong Primary Kindergarten

174 - 182 Foster Street Dandenong, VIC 3175
03 9792 1830

Dandenong South Primary Kindergarten

70a Kirkham Rd Dandenong South, VIC 3175
03 9791 7725

Dandenong West Primary Kindergarten

Cnr Hemmings St & Benga Ave,
Dandenong VIC 3175
03 9792 1944

Diamond Creek East Preschool

28 Coniston Street,
Diamond Creek, VIC 3089
03 9438 2663

Dover Street Kindergarten

19 Dover Street Oakleigh East, VIC 3166
03 9544 0308

East Burwood Preschool

Statesman Ave East Burwood, VIC 3151
03 9802 2008

East Ivanhoe Preschool

1 King Street East Ivanhoe, VIC 3079
03 9499 6493

Eltham Preschool

907 Main Rd Eltham, VIC 3095
03 9439 2889

Emerald Preschool

7-9 Kings Rd Emerald, VIC 3782
03 5968 4645

Emmanuel Anglican Kindergarten

26 Abbeygate St Oakleigh, VIC 3167
03 9569 7117

Garfield Kindergarten

29-31 Garfield Rd Garfield, VIC 3814
03 5629 2208

Germain Street Kindergarten

1 Germain Street Oakleigh South, VIC 3167
03 9570 2550

Glen Waverley South Preschool

43 Fraser Street Glen Waverley, VIC 3150
03 9560 3430

Glendal Preschool

3 Lucerne Street Mt Waverley, VIC 3149
03 9802 5732

Greenwood Park Kindergarten

5A Greenwood Avenue
Ringwood, VIC 3134
03 9870 8881

Hansen Park Preschool

Tower St Kilsyth, VIC 3137
03 9728 1006

Heatherhill Kindergarten

101 Noble Street Noble Park, VIC 3174
03 9546 1724

Henry Family Children's Centre

145 Henry Road Pakenham, VIC 3810
03 8658 6634

Hollins Children's Centre

10 Atlantic Drive Pakenham, VIC 3810
03 5940 7394

Homegarth Community Kindergarten

9A Dunbarton Drive Pakenham, VIC 3810
03 5940 2958

Katrina Preschool

69 Katrina Street Blackburn North, VIC 3130
03 9878 8116

Koo Wee Rup Preschool

356 Rossiter Road Koo Wee Rup, VIC 3981
03 5997 1276

Our Locations (continued)

Lakeside Children's Centre

2 Olympic Way Pakenham, VIC 3810
03 5941 9359

Lang Lang Preschool

3 Whitstable Street Lang Lang, VIC 3984
03 5997 5353

Larch Street Kindergarten

16 Larch Street Blackburn, VIC 3130
03 9878 1824

Legend Park Pre-School

56-58 King Arthur Ave
Glen Waverley, VIC 3150
03 9803 4666

Lower Plenty Kindergarten

34 Glenauburn Road Lower Plenty, VIC 3093
03 9434 6490

Henry Family Children's Centre

145 Henry Road Pakenham, VIC 3810
03 8658 6634

Mt Waverley Preschool

35 Sherwood Road Mt Waverley, VIC 3149
03 9807 1267

Mulgrave Park Kindergarten

68 Albany Drive Mulgrave, VIC 3170
03 9560 3495

Nar Nar Goon Kindergarten

13 Main Street Nar Nar Goon, VIC 3812
03 5942 5287

Nara Pre-School

2 Stanley Avenue Mt Waverley, VIC 3149
03 9807 5250

Noble Park Kindergarten

18-32 Buckley Street Noble Park, VIC 3174
03 9547 5415

Norwood Preschool

18 Noltan Street Ringwood, VIC 3134
03 9870 4360

Oban Pre-School

6A Holyrood Crescent, Ringwood Nth, VIC 3134
03 9876 3540

Pakenham Heights Kindergarten

3 Irving Road Pakenham, VIC 3810
03 5941 1857

Pakenham Kindergarten

27 Main Street Pakenham, VIC 3810
03 5941 1319

Pakenham Springs Children's Centre

5 Livingstone Boulevard Pakenham, VIC 3810
03 5940 4430

Parkmore Preschool

41 Jolimont Road Forest Hill, VIC 3131
03 9878 6174

Parkside Preschool

524 Elgar Rd Box Hill North, VIC 3129
03 9890 8979

Sarah Court Preschool

25 Sarah Court Montrose, VIC 3765
03 9728 3453

Sassafras Preschool

394 Mt Dandenong Tourist Rd,
Sassafras, VIC 3787
03 9755 1119

Springvale Rise Primary Kindergarten

32-52 Wareham Street Springvale, VIC 3171
03 9546 4429

St Clares Early Learning Centre

95 Majestic Drive Officer, VIC 3809
03 5940 6799

St Johns Preschool

2 Carmichael Road East Oakleigh, VIC 3166
03 9544 5704

St Mary's OSHC

58 Clegg Road Mt Evelyn, VIC 3796
04 2728 8435

Studley Park Kindergarten

31 Stawell Street Kew, VIC 3101
03 9853 7019

Tally-Ho Preschool

24 Martin Place Glen Waverley, VIC 3150
03 9802 7527

Tarneit North Kindergarten

2/28 Goddard Street Tarneit, VIC 3029
04 9337 7031

Templestowe Pre School

3 Swilk Street Templestowe, VIC 3106
03 9846 2867

Truganina East Early Years Centre

49 Mainview Boulevard Truganina, VIC 3029
04 4883 6800

Upper Beaconsfield Kindergarten

36 Stoney Creek Road Upper
Beaconsfield, VIC 3808
03 5944 3822

Upper Beaconsfield Pre Kindergarten

3 McBride Road
Upper Beaconsfield, VIC 3808
03 5944 4488

Upwey Pre-School

1443 Burwood Highway Upwey, VIC 3158
03 9754 5604

Upwey South Pre-School

125 Morris Road Upwey, VIC 3158
03 9754 5783

Walker Street Community Kindergarten

89 Walker Street Clifton Hill, VIC 3068
03 9489 6227

Ward Avenue Kindergarten

4 Ward Avenue Oakleigh South, VIC 3167
03 9570 1758

Warekila Preschool

Cnr Kett Street & Busana Way
Nunawading, VIC 3131
03 9878 8745

Warragul Early Learning Centre(ELC)

48-62 Bowen St Warragul, VIC 3820
04 5524 4645

Waverley Foothills Preschool

Gladeswood Drive Mulgrave, VIC 3170
03 9795 9426

Wayburne Pre-School

579 Waverley Road Glen Waverley, VIC 3150
03 9802 0152

Wyndham Vale Primary School Kindergarten

85 Ribblesdale Ave
Wyndham Vale, VIC 3024
0429 631 056

Yarraleen Pre-School

92 Rocklea Rd Bulleen, VIC 3105
03 9850 8486

Acknowledgements

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

Thank you for your support.

GOVERNMENT

- Cardinia Shire Council
- City of Boroondara
- City of Greater Dandenong
- City of Manningham
- City of Maroondah
- City of Monash
- Yara Ranges Council
- City of Wyndham
- Banyule City Council
- City of Yarra
- City of Whitehorse
- Bass Coast Shire Council
- Department of Social Services
- Family Day Care Australia
- Victoria Government
- Knox City Council

CORPORATE

- Commonwealth Bank
- Saward Dawson Chartered Accountants
- Hubworks

PHILANTHROPIC SUPPORT

- Besen Family Foundation
- Campbell Edwards Trust
- Collier Charitable Fund
- DANKS Trust
- Gourlay Charitable Trust
- Lions Club of Waverley Inc
- The RE Ross Trust
- The Country Women's Association (Glen Waverley)
- The Helen McPherson Trust
- The Jack Brockhoff Foundation
- The Kimberley Foundation
- Flora and Frank Leith Charitable Trust
- Leader Community News and Fareshare
- Newman's Own Foundation
- Pierce Armstrong Foundation

COMMUNITY (PARTNERS & COLLABORATORS)

- Booroondara Volunteers Resource Centre
- South Eastern Volunteers
- Link Health
- Baptcare
- Living & Learning Pakenham

EDUCATION & TRAINING

- Department of Education & Training
- Australian Skills Quality Authority
- Australian Qualifications Framework
- Higher Education and Skills Group
- Industry Skills Councils
- Adult, Community & Further Education
- Independent Schools Victoria
- Deakin University
- Monash University
- Caulfield Grammar School
- Highvale Primary School
- Old Orchard Primary
- Sholem Alechem
- De La Salle

MAJOR DONORS (OVER \$1,000)

- Mr Barry Novy
- Mr John Ellson
- Mrs Dahlsen
- Mr Ken Biggins
- The William Angliss (Victoria) Charitable Fund
- Mr & Mrs MG & DF Tobias

We would like to acknowledge the work of the Heritage Committee and their retiring Chair, Hector Davis OAM.



bestchance is supported by
the Victorian Government

How You Can Help

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

Whether in the form of an in-kind contribution or monetary donation, each contribution helps bestchance to provide the 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

If you would like to help in any of the above ways, [click here](#) to get in touch with us or make a donation online.



Click here
to help!



SEED educational program

The Seed Educational Program is a comprehensive learning tool for Early Childhood Educators looking to build their expertise in fostering the social and emotional development of children.

Enhance self-esteem, promote social behaviours and strengthen self-regulation. The evidence-informed strategies target the early learning environment and educator-child relationships.



5 interactive, self-paced online modules



Based on research conducted by Monash University in partnership with the Cheshire School



Strategies can be used to benefit an entire room or to support early intervention for a child with specific behavioural challenges



Program is fully aligned with the Early Years Learning Framework

Contact the Cheshire School to find out more!
P: (03) 8562 5167
E: cheshireschool@bestchance.org.au



Get in touch!

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 info@bestchance.org.au


 follow us on facebook

 follow us on instagram

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