



**BESTCHANCE  
CHILD & FAMILY CARE**

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**2019  
ANNUAL  
REPORT**

# CONTENTS

Acknowledgement of Country	1
About bestchance	2
Board of Management	3
Chair Report	4
Chief Executive Officer Report	5
Early Years Report	6
Education & Training Report	7
Client Engagement Report	8
People & Culture Report	9
Kindergartens	13
Family Day Care	14
Long Day Care	15
Early Childhood Intervention	16
The Cheshire School	17
Adult Learning & Engagement	18
Family Support Services	19
Our Supporters	20
Interim Treasurer Report	22
Statement of Financial Position	23
Statement of Income	24
Statement of Cashflows	25
Certificate by Members of Board	26
Financial Performance	27
Acknowledgements	28

# 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.

# ABOUT BESTCHANCE

## EARLY CHILDHOOD EDUCATION & CARE

Our early childhood education and care services are holistic in nature; catering for the diverse needs of families and children. Through our childcare centres, kindergartens and family day care network, we build the solid foundations for children to grow into healthy, resilient and emotionally intelligent adults..



## EARLY CHILDHOOD INTERVENTION

We provide specialised support and intervention therapies for children with developmental delays, disabilities or behaviour issues, aged 0 to 10 years. Our ECI team is comprised of Psychologists, Speech Pathologists, Occupational Therapists and Physiotherapists.



## THE CHESHIRE SCHOOL

The Cheshire School is a renowned specialist primary school for students with significant social, emotional and behavioural challenges.

Through an evidence-based intervention program, our team of teachers, psychologists and education support officers partner closely with families to help students gain the skills and confidence needed to re-engage with learning and transition back into mainstream schooling.



## NATIONALLY ACCREDITED TRAINING

Our Registered Training Organisation provides accredited training in vocational qualifications, including Early Childhood Education and Care, Education Support, Disability, and Individual Support.

Our goal is to ensure that individuals in our communities are empowered through education and employment, and that our communities are supplied with the qualified professionals needed to care for the most vulnerable.



## FAMILY SUPPORT

Through our Family Support Services, we help families who are experiencing crisis; whether it is financial instability, domestic violence, anxiety and depression, adjusting to the demands of parenthood, or caring for children with additional needs.

We provide advocacy, referrals, in-home support, financial aid and supported playgroups.



# BOARD OF MANAGEMENT



**Chair**  
**Saul Ryan**  
Joined 2014



**Vice Chair**  
**Vic Rajah**  
Joined 2012



**Member**  
**Glenys Grant, OAM**  
Joined 1977



**Member**  
**Rachael Scott**  
Joined 2013



**Treasurer**  
**David Hamilton**  
Joined 2015, Resigned 2019



**Member**  
**Jo-Anne Moorfoot**  
Joined 2015



**Secretary**  
**Michael Holmes**  
Joined 2018



**Member**  
**Jane Evans**  
Joined 2019



**Member**  
**Rebecca Gagliardi**  
Joined 2019

# CHAIR REPORT

## SAUL RYAN, CHAIR



There have been a number of developments this year of which we can be particularly proud. The Cheshire School continues to shine and the deployment of the Cheshire SEED Program under the School Readiness Program formed the central focus of the Get Ready Conference, which attracted over 500 participants from across the early childhood sector. The conference highlighted bestchance's position as a leading service provider. In addition, our Family Day Care program was once again nominated for the Service of the Year Excellence Award by Family Day Care Australia.

As bestchance has grown over the years to cover a much broader geographic footprint, it has led us to revisit our purpose and increasing demands of the sector in which we operate. This year has seen a realignment of bestchance's focus following the board's strategic review of our kindergarten services. The purpose of that review was to ensure, long term, that we are concentrating our efforts in growth corridors and other communities in which we can have the greatest impact with our broader range of services. The result of this was the announcement of a transition program for a number of kindergartens throughout 2020, where bestchance would thereafter continue at a reduced number of sites.

We remain committed to continuing to serve the needs of children and families by ensuring we are providing, not only quality services, but the right services to the right communities in a sustainable manner.

***"The Board remains committed and we thank the staff, volunteers, educators, donors and all our families and participants for being on this journey with us."***

I wish to take this time to pay tribute to Kevin Feeney's contribution as Chief Executive Officer. Kevin announced his resignation at the start of 2020, but this Report is an appropriate opportunity to thank him for his service since joining bestchance in 2011. Under his leadership, bestchance achieved significant growth in services while remaining true to our for-purpose ethos and ensuring that families are included in supportive communities, children are learning in caring environments and included in community life and adults are learning and meaningfully engaged.

While every year there is a new cohort of children through our kindergartens, school and Training programs it is impossible to ignore that the world we live in becomes a little more complex. As an organisation 125 years' young, we need to be constantly evolving to meet the demands of the sector and the needs of the children and families we serve. The Board remains committed to this task and we thank the staff, volunteers, educators, donors and all our families and participants for being on this journey with us.



# CEO REPORT

## CHRIS CHRONIS, INTERIM CEO



In 2019 we witnessed continued transition to new opportunities, responding to changes in our environment and community demand, with a focus on sustainability, improved client engagement and efficiency.

During the first quarter we commenced operations at our newest Early Learning centre (Armstrong Creek East) in Geelong, further expanding our partnerships and networks. Our Education and Training division witnessed geographical growth and diversification via our partnership with Catholic Care, by delivering our first interstate Diploma of Early Childhood Education and Care program in Tasmania.

The Cheshire School responded swiftly to include as part of the Victorian Government's School Readiness Funding (SRF), its Social, Emotional Engagement and Development (SEED) Educational Program onto the Department of Education's School Readiness menu. The online interactive program, developed in partnership with Monash University, equips early childhood educators to build their capacity in fostering children's social and emotional skills, addressing challenging behaviours and promoting positive mental health.

Whilst we remained judicious in responding to our environment, sustainability in several of our Kindergartens continued to impose major cash flow pressure on our Early Years Management operations, recording a \$2.1M loss for the calendar year. This challenge compelled the organisation to commence refocusing its attention on efficiencies. Undeterred by the financial pressures at hand, we remained committed to focusing on our service provision to the communities we operate in and commenced reorganising areas within our organisation.

In August our teams facilitated bestchance's largest ever early years conference, with more than 500 early years professionals in attendance at Melbourne Convention & Exhibition Centre. This was an excellent opportunity to highlight the diversity of services bestchance delivers, as well as supporting professional development across the early years sector. Complementing this opportunity, was the revitalisation of our brand via website redesign and automation of the intake enrolment processes, leading to a 30% increase in enquiries. Efficiencies in our corporate support office were also introduced, including an updated cloud based payroll system, an automated invoice processing system and a new employee relations management system.

Furthermore, we undertook a comprehensive review of our operations to ensure alignment with our strategic plan. The recommendations emphasized a focus on operating within Local Government Areas with greater social, economic and emotional needs. This resulted in late 2019 our Board approving the transition of several Kindergartens during 2020.

The challenges presented during the year were met with resolve by our staff and leadership team, to which I commend and am grateful for. Our diverse service offering, strong asset base and unwaveringly supportive Board, places the organisation in a strong position for the future.

*"The challenges presented during the year were met with resolve by our staff and leadership team, for which I commend and am grateful for."*

# EARLY YEARS

## TRACEY MCKAY, GENERAL MANAGER | EARLY YEARS



2019 was another exciting year across the Early Years Division, being Family Day Care (FDC), Childcare and Kindergarten services.

Our Family Day Care scheme continued to grow and we welcomed an additional 12 educators from the Monash Scheme which ceased operating in September. With our FDC Manager away on long term leave for much of the year, it was pleasing to see our capable Coordination and Administration team support each other and step up to back fill this role in her absence. I am also very pleased to note that for the fourth year in a row, we were nominated for Excellence in Family Day Care - Service of the Year! This certainly shows we continue to be recognised as an excellent FDC provider, finishing the year with 114 educators across the state. Thank you to all our FDC educators for your dedication to the children in your care.

We commenced operations at our Armstrong Creek East Children's Centre, a 191 place, state-of-the-art facility offering unique learning environments, including a funded kindergarten program, an onsite chef and a modern, integrated approach to early education and care. Bass Valley childcare continued to thrive and reached over 95% occupancy in the last quarter of the year. Noble Park and Glen Waverley both extended their hours of care to 12 hours per day. Glen Waverley introduced catered meals and converted a meeting room to an open dining space for children and staff from all rooms to enjoy dining together.

Considerable upgrades to our purpose built kindergarten enrolment system allowed families to complete their child's enrolment through the online family portal and further enhancements will enable each of our kindergarten services to access live information at their centre.

Thirty of our kindergarten services received School Readiness Funding (SRF) as part of the first tranche of the state government's new funding initiative to build educator capacity and better prepare children for school. Each service was supported by the Early Years team to develop a SRF plan specific to their local needs. A minimum of 40% of the funding is allocated to allied health, which was coordinated and delivered through our own Early Childhood Intervention team. The allied health practitioners scheduled regular visits to each of the kindergartens, delivering training and support around speech pathology, occupational therapy and psychology in the early years. This funding will enable us to develop and extend this trans-disciplinary approach across more services as the SRF funding is rolled out more broadly in the next two years.

One of the major highlights of 2019 was our Get Ready conference held in August with more than 500 early years professionals attending. With School Readiness Funding as the key focus, it was a great opportunity for bestchance to highlight our unique perspectives, as SRF funding recipients, allied health providers and with our SEED program on the menu. More broadly, the conference showcased how this funding will provide the additional resources needed to ensure every child, regardless of circumstances, enters their primary education without disadvantage.

I take this opportunity to thank the amazing team of people who work tirelessly to support the management and operations of our early years programs and to thank each and every educator for their hard work, passion and commitment to early childhood education and care.



# EDUCATION & TRAINING

DAVID GREENWOOD, GENERAL MANAGER |

EDUCATION & TRAINING



Over the past 12 months the Education and Training division has seen geographical growth and diversification in the delivery of products and services to children, families and students.

bestchance Training commenced delivery in Tasmania of a Diploma of Early Childhood Education and Care. The program is delivered in a partnership with Catholic Care and is the first program of bestchance to be delivered interstate. Training has also continued the diversification and development of qualifications in Disability and Individual Support. Training continues to monitor and respond to the planned “Children’s Education and Care Training Package” development changes, which will seek to address the outcomes of the Australian Skills Quality Authority (ASQA) strategic review and the Case for Change findings. This review follows on from previous work undertaken in response to the 2015 ASQA strategic review, Training for early childhood education and care in Australia.

The Victorian Government’s School Readiness Funding (SRF) was rolled out in 2019. This state wide initiative delivers an additional \$58.1 million to all Victorian services providing a funded kindergarten program enabling access to innovative programs and expertise, ensuring all Victorian children are ready for school. In response to this opportunity, The Cheshire School submitted the Cheshire Social and Emotional Engagement and Development (SEED) Educational Program to the Department of Education’s School Readiness Menu which was accepted for inclusion. Furthermore, in 2019 SEED receiving an evidence ranking of two, the highest of any product available on the menu. The SEED Program offers a

comprehensive online learning tool for early childhood educators to build their capacity in fostering children’s social and emotional skills. SEED is an evidence-based, interactive online program developed in partnership with Monash University and aims to support Early Childhood Educators to foster children’s social and emotional learning, address challenging behaviours and promote positive mental health. The Early Childhood Intervention (ECI) Program also developed a suite of programs and services that are now offered under the SRF initiative.

In addition to SRF initiatives the ECI Program continues to grow and provide services to new communities. This has been facilitated by the development of a new premises and practice in Footscray along with the continued development of the Pakenham office which now offers consultancy in Occupational Therapy, Speech Pathology and Psychology.

In closing I would like to extend my sincere thanks to the staff and volunteers who have as always worked tirelessly over the past 12 months to deliver the best service possible to children, families and students.

# CLIENT ENGAGEMENT

## MARK GIBBENS, GENERAL MANAGER | CLIENT ENGAGEMENT



Client Engagement assists all bestchance programs in supporting the needs of families, children and the community, in the delivery of high quality, inclusive services. Marketing, Intake, Area Development, Facilities Management/Maintenance and Information Technology (IT) form the business units within our team.

Our key partnerships with local councils, community groups and schools remained a key focus throughout 2019, expanding and developing bestchance services to many municipalities in Melbourne and rural areas. In addition, we conducted our biannual family survey with over 4,400 families, providing valuable feedback to all programs and highlighting areas that are working effectively as well as areas for improvement.

We encourage feedback at all times to ensure we are continually improving our service, systems and procedures to enhance the customer experience and achieve the best outcomes.

***“We have a strong vision for the future of bestchance and will continue to strive for the best engagement with our clients in order to deliver the best outcomes.”***

### KEY HIGHLIGHTS OF 2019:

- Marketing developed and managed bestchance’s largest ever industry-wide event, the biannual conference held at the Melbourne Convention and Exhibition Centre.
- In partnership with Wyndham Council, we assisted in the development and building of Mainview Boulevard Hub & Kindergarten in Truganina East, which opened in January 2020.
- Facilities & IT supported the creation of two new training rooms, expansion of the ECI facilities within our Glen Waverley office, and set up infrastructure at our Armstrong Creek and Mainview Hub’s.
- Marketing, with support of our Intake team, implemented online tour bookings for our Long Day Care centres.
- Marketing commenced development of our new website in late 2019 (due to go live in June 2020), with a focus on user experience and interactivity.
- Intake (customer service) team merged with our Early Years administration team and now is responsible for all incoming enquiries for bestchance.
- Our Intake team continued to develop and improve processes, enhancing our customer service capabilities, whilst experiencing a 30% growth in enquiries.
- Area Development continued to establish and grow key partnerships across multiple Local Government Areas, including schools and community groups in Manor Lakes, Doherty’s Creek, Truganina East and Armstrong Creek communities.

Our entire team is extremely passionate about the work they do and I personally thank every team member for their drive and commitment to bestchance.

In 2020 we look forward to support the opening of Mainview Boulevard in Truganina East in partnership with Wyndham Council in late January. In addition, the launch of our new website in June will enhance engagement, connection, access and support for families and students. We also look forward to the expansion of our Open Day program across all services, encouraging visits of our programs by prospective families, children and students.

We have a strong vision for the future of bestchance and will continue to strive for the best engagement with our clients in order to deliver the best outcomes.

# PEOPLE & CULTURE

## THERA STORIE, GENERAL MANAGER | PEOPLE & CULTURE



### OUR CULTURE

bestchance promotes a flexible, supportive work environment with open communication and positive collaboration. There is a significant focus on non-salaried benefits, salary packaging, family flexibility, learning and development (particularly through school readiness funding), 14 weeks paid parental leave for kindergarten employees, safe working and sound people practices.

Understanding the real experiences of our people is very important to us to cultivate a positive internal culture. Early in 2019 an employee engagement survey, with a 54.2 percent response rate, indicated the importance of reflective practice and community connection.

Our employees strongly value making a difference in their local community. The key reasons why employees chose to work with bestchance included (in order of importance):

1. Career opportunity,
2. Flexible work arrangements and
3. Working in the local community where I live.

The key reasons why employees stay with bestchance include (in order of importance):

1. I love the work I do
2. Making a difference in the community and
3. Working in the local community where I live.

Employees also indicated they feel comfortable being their true selves at work, that staff, children and families are made to feel they belong and that staff are confident about their child safe responsibilities.

In response to the employee survey results, a stronger focus and commitment to internal communication, changes to our internal structures, improvements to reporting of inappropriate behaviours and practices with a whistle-blower program and employee relations system, educational coaching and changes to Service Support and Operations Teams were implemented to respond more effectively to employee requests and provide support.

### KEY EMPLOYEE ENGAGEMENT SURVEY RESULTS:

HIGH IMPORTANCE / AGREEMENT	AGREEMENT (OUT OF 5)	IMPORTANCE (OUT OF 5)
The support and communication provided by my team meets the needs of families.	4.0	4.5
I am comfortable to seek feedback from my colleagues so I can do my job better.	4.2	4.1
The programs or services provided by my team meets the needs of families.	4.0	4.6
I am comfortable to raise issues with my supervisor.	3.8	4.4
I am provided with the support I need to do my job.	3.4	4.5
Staff at bestchance help each other to do their best.	3.5	4.2

# PEOPLE & CULTURE CONTINUED

## PERSONAL WELLBEING AND SAFETY

Safety and employee wellbeing is very important to bestchance. bestchance encourages incident reporting and has a low injury environment for its size. Employee survey responses indicated employees experience a positive and very positive feeling of personal wellbeing in the workplace (67.1 percent), with 17.3 percent expressing neutral wellbeing in the 2019 employee survey.

Supporting the 15.6 percent of employees who expressed a negative wellbeing became a focus for the remainder of 2019 with the introduction of a new Health, Safety, Rehabilitation and Wellbeing Advisor role. While financial restraint prevented an expansive wellbeing program from being introduced, greater emphasis on emotional wellbeing was encouraged with the celebration of RUOK day, access to local government Mental Health First Aid training and an emphasis on the Employee Assistance Program.

## CHILD SAFETY

Employee related policies and practices are regularly reviewed to ensure they are relevant and contemporary.

We are committed to ensuring Child Safe Standards and Mandatory Reporting requirements are incorporated in our policies and practices and monitored. bestchance is committed to the safety and wellbeing of all children and has a zero tolerance of child abuse.

We take into account the diversity of all children, including but not limited to, the needs of Aboriginal and Torres Strait Islander children, children from culturally and linguistically diverse backgrounds, children with disability and children who are vulnerable.

## SUMMARY HIGHLIGHTS

2019 was a year of transition responding to changing community demand, improved client engagement and efficiency. A leaner corporate support office was created and upgrades in technology included an upgraded payroll system and a new employee relations management system. Development for our team leaders and managers in employment law and employee relations was delivered to support fair leadership practices.

## ACHIEVEMENTS DURING THE 2019 YEAR INCLUDED:

- Introduction of a business partnership between People, Culture and Finance, and a talent acquisition model
- Encouragement of our staff to improve their qualifications by offering a free Diploma in Early Childhood Education and Care or upgrade to Bachelor level through Department of Education scholarships
- Development of a people, culture and workforce plan in response to changing community demand
- Connection of leaders and collegiate decision making through quarterly leadership days
- Introduction of talent acquisition model of recruitment with proactive and direct contact to potential recruits
- An external work, health, safety review and responsive plan was introduced
- Effective transition of six kindergartens and employees to Yarra Ranges Kindergarten Incorporated without loss of entitlements or roles
- Supporting significant timetable changes across 35 kindergartens, impacting 89 employees, including 53 employees whose whole role were displaced. All 53 employees were successfully redeployed to alternative bestchance roles.

## LOOKING AHEAD TO 2020:

Our plans for 2020 include introducing subsidised flu shots to support employee health and wellbeing, an expanded Employee Assistance Program and employee wellbeing program, and planning for the upgrade of our time and attendance management system into the cloud to improve governance, reporting, user friendliness and visibility of available shifts.

# PEOPLE & CULTURE CONTINUED.

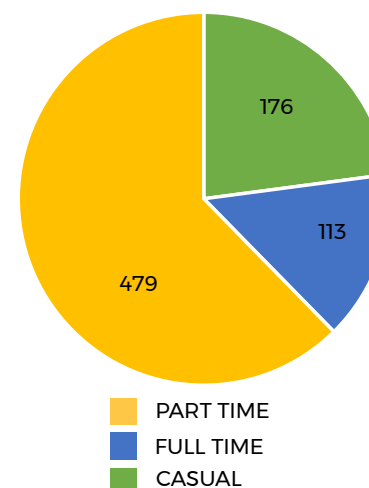
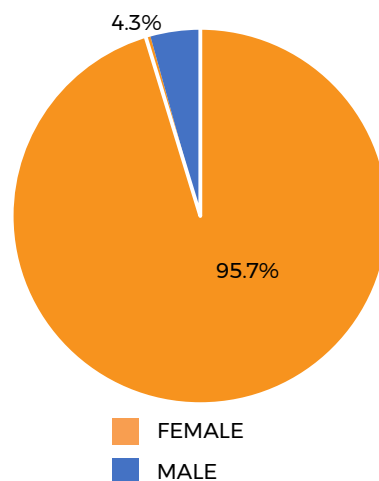
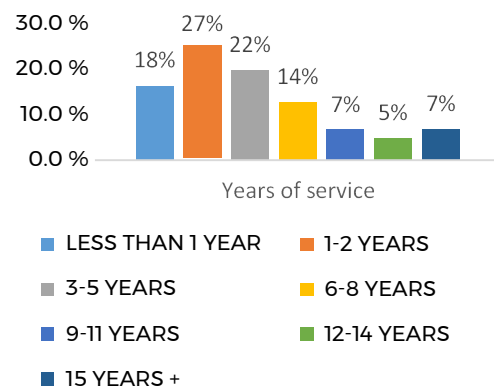
## A SNAPSHOT OF PEOPLE BY NUMBERS

bestchance increased its total headcount to 768 at the end of December 2019 from 745 in January 2019. The majority of bestchance's team members work part time. Our full time equivalent rate is 396 employees.

A total of 163 employees were recruited during 2019; 91 permanent employees and 72 casual relief employees, with the majority recruited for preschools and child care.

Our employee turnover was higher in 2019 in comparison to 2018 with significant organisational transformation in response to changing community demand for our services. Our voluntary employee turnover in 2019 was 15.7 per cent, slightly above our target of 15 per cent and higher than our voluntary employee turnover of 11.1 per cent in 2018. Our average employee age is 45.6 years old.

AVERAGE LENGTH OF SERVICE OF EMPLOYEES











# KINDERGARTENS

**16**  
LGAs

**83**  
kinders

**469**  
educators

**3561**  
families

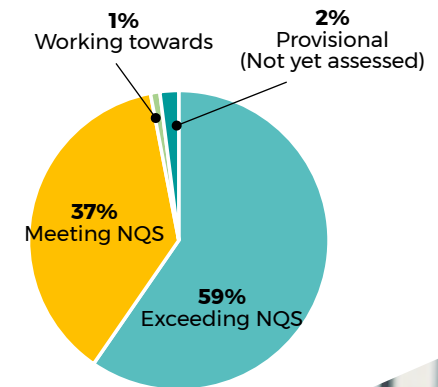
**4881**  
children

Our kindergartens provide quality learning experiences that develop children's skills in language and literacy, imaginative play, emotional intelligence, independence and socialisation.

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 2019, 96% of our kindergartens either met or exceeded the National Quality Standards, with the majority (59%) rated as exceeding.

We currently manage 83 kindergartens across 16 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.



# FAMILY DAY CARE



**105**  
educators

**701**  
families

**885**  
children

A home away from home, Family Day Care provides quality education and care from the homes of qualified early years professionals. It operates under the same National Quality Framework as traditional childcare, but can offer unique benefits such as smaller group sizes, flexible hours and transportation to and from kindergarten.

Since our beginning in 2014 with 11 educators, bestchance Family Day Care has grown to 105 educators providing care to 885 children across 15 municipalities.

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 and in 2019 were once again nominated for the Award for Excellence in Family Day Care.







# LONG DAY CARE

**115**  
educators

**8**  
volunteers

**664**  
families

**795**  
children

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, many of whom are bilingual. Our educators 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.





# EARLY CHILDHOOD INTERVENTION

**179**  
families & children  
accessed our  
therapies

**31**  
kinders supported  
through School  
Readiness  
Funding

**98**  
professional  
development  
seminar  
attendees

**2,271**  
hours provided  
under School  
Readiness Funding

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.

Our 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 believe that this in turn leads to a greater sense of well-being and belonging for our families.

A registered NDIS provider, we provide individual and group therapy programs to support the development of speech, language and communication, fine and gross motor skills, self-care, behavioural challenges, social skills and School Readiness.

In a 2019 survey of our families, 94% said their child enjoys participating in our ECI service.



**6 Speech Pathologists**



**6 Occupational Therapists**



**1 Psychologist**



**1 Physiotherapist**



**1 Therapy Assistant**





# THE CHESHIRE SCHOOL



**78**  
eligible  
families

**27**  
students

**1 Senior  
Manager**

**2 Teachers**

**2 Psychologists**

**1 Administration  
Officer**

**1 Principal**

**5 Teaching  
Assistants**

**1 Researcher**

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

Our team of Psychologists, Teachers and Specialist Teaching Aides, provide an engaging and safe environment where students benefit from a unique and personalised learning experience.

Relationships are at the heart of great learning at The Cheshire School. We work in close partnership with the student and their parents/carers to build self-esteem, resilience, and respect for themselves and others. Armed with renewed confidence, skills and coping strategies, our students are empowered to make valuable contributions to the world around them.

*"We were lost before we found Cheshire. No school was able or willing to help our child. Like most parents dealing with autism, we would get daily calls from the school to pick him up early... (they couldn't deal with him). This put a massive strain on my wife and our ability to live. He was treated like an 'other'.*

*Cheshire have taught him basic life skills that will help settle him into the traditional school system while celebrating the quirks that make him so unique.*

*Don't get me started on the teachers, wow, what an incredible bunch of humans doing amazing things for our community."*

*- Parent of student at  
The Cheshire School*



# ADULT LEARNING & ENGAGEMENT



**5**  
qualifications

**1,144**  
total trainees

**477**  
accredited  
**667**  
pre-accredited  
**163**  
short courses

**85%**  
attained employment  
3% went on to  
further study

**71%** CALD  
students  
**97%** of students  
are female

Training engages people in further learning and improves their employment outcomes, allowing them to empower themselves and contribute positively to their community. bestchance Training (RTO 3695) is a Registered Training Organisation that is regulated by the Australian Skills Quality Authority (ASQA) and delivers nationally accredited training in both Victoria and Tasmania.

We offer a model of learning that focuses on employment outcomes and we combine our courses with additional support programs to ensure our graduates are workforce-ready. Our small class sizes ensure every student receives the support they need from our industry-expert trainers.

Our nationally accredited courses include:

- ▶ CHC50113 Diploma of Early Childhood Education and Care
- ▶ CHC30113 Certificate III in Early Childhood Education and Care
- ▶ CHC30213 Certificate III in Education Support
- ▶ CHC43115 Certificate IV in Disability
- ▶ CHC33015 Certificate III in Individual Support

These vocations are a key part of the overall bestchance vision: Our goal is to ensure that individuals in our communities are empowered through education and employment, and that our communities are supplied with the qualified professionals needed to care for the most vulnerable.





# FAMILY SUPPORT & VOLUNTEERS



## IN-HOME SUPPORT

**32**  
children

**28**  
families

**17**  
in-home  
placements

Our In-home Support program focuses on supporting parents with young children in their home, who may be faced with challenging circumstances. These families are vulnerable for a range of reasons, which include social isolation, anxiety or depression, health issues, or a child/children with a disability. Our experienced volunteers visit these families in their home for three to four hours on a weekly basis for up to a twelve month period, providing practical and emotional support.



## SUPPORTED PLAYGROUPS

**28**  
children

**39**  
families

**4**  
volunteers

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 others within their community, in a caring and supportive 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 staff facilitator and a group of experienced volunteers.



## COMMUNITY SUPPORT

**211**  
children

**121**  
families

**13**  
volunteers

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 supermarket giftcards. Our program relies on support from our volunteers in relation to community fundraising initiatives, producing items for children and practitioners to use, and organising donated clothing, toys and homewares made available to families who access this program in our 'recycle room'.



## VOLUNTEER PROGRAM

**109**  
volunteers

**9738** hours  
**57** placements

**52%**  
attained  
employment

The Volunteer Program provides opportunities for members of the community to participate in the work of bestchance, making a meaningful contribution to families and children, and enhancing a sense of belonging and citizenship. Volunteers support staff in kindergartens, childcare centres, maintenance, administration and family support services. Many volunteers gain pathways to training and employment through their volunteering experience.

# OUR SUPPORTERS

Once again generous support was shown from the Philanthropic sector as bestchance strives to create positive impact through education and support in the community.

Notably, bestchance received support from the Fostering Integration Grants Scheme to provide a Future Pathways Program. The Program was aimed at assisting migrant women residing in Monash and Greater Dandenong to access holistic support through Family Support Services, opportunities to undertake volunteer placements in Early Childhood services, and undertake accredited training.

The Adult, Community and Further Education Board's Capacity and Innovation Fund (CAIF) funded a successful Training partnership with Jobactive providers, maximising employment opportunities for Training graduates.

The Foundation of Graduates in Early Childhood Studies (Warrawong Grant) continued its support by providing funding for Professional Development for Early Years' Educators in the Bass Valley.

Local Schools Community Grants provided much-needed funds for Cheshire School playground equipment.

We continue to acknowledge the significant contributions and support from Bell Charitable Fund, Frank and Flora Leith Trust, Andrews Foundation, Pierce Armstrong Foundation, Campbell Edwards Trust, Kimberly Foundation, William and Bessie Lennox Fund, RACV Community Foundation, William Angliss Charitable Fund and Tobin Brothers.

The  
Kimberley  
Foundation

**WILLIAM ANGLISS  
CHARITABLE FUND**

  
— THE —  
PIERCE ARMSTRONG  
FOUNDATION

**WILLIAM AND  
BESSIE LENNOX  
FUND**

  
TOBIN BROTHERS  
FUNERALS  
*Celebrating Lives*

  
TRUST | EST 1922

Bell  
Charitable Fund

**THE  
ANDREWS  
FOUNDATION**

**RACV Community  
Foundation**

The Flora & Frank Leith  
Charitable Trust





# INTERIM TREASURER REPORT

SAUL RYAN



The 2019 year was a year of transition following the transformation undertaken during the 2018 year. The year involved geographical growth; pursuing new opportunities; improving client engagement and establishing and aligning our operations with our strategic plan. This report is written in a capacity of Interim Treasurer, as early 2020 saw David Hamilton leave the board and his role as Treasurer and Chair of Finance and Audit. The Board thanks David for his years of wise counsel and steady hands.

While there were many developments that we were proud of, the year was not without its challenges and financial pressures. The growth of services, workforce planning and associated cost structures, together with external factors, resulted in cash flow pressures within some of our operations, which came at a financial cost to the organisation. For the calendar year, the organisation recorded an overall profit of \$5.4M. However, a majority of the profit related to the revaluation of the Glen Waverley property rather than to the operations of the business which reported a \$2.8M loss; of which \$2.1M related to the Early Years Management operations and a portion to the new Early Learning Centre – Armstrong Creek.

Although the operations reported a loss throughout the year, it is important to recognise that a large portion of the growth in the overall revenue of \$6.5M reflects an investment in the strategic plan, including, commencement of an Early Learning Centre (Armstrong Creek) in a growth corridor; the expansion of training programs into areas of greater need such as Cardinia and Wyndham; development and launching of our SEED program toolkit and the expansion of our Family Day Care footprint.

In October, the Members resolved in an Extraordinary General Meeting to advance the decision of the board to divest part of the Glen Waverley Site in order to align our physical operations and community engagement in geographic areas of higher need. We anticipate this to be given effect in 2020 and beyond with positive financial and operational consequences. We believe our strong asset base will help going forward to focus on our strategic plan and focus on ensuring we provide, not only quality services, but the right services to the right communities in a sustainable manner.

# STATEMENT OF FINANCIAL POSITION

## YEAR ENDED 31 DECEMBER 2019

	2019 \$	2018 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	470,333	332,383
Trade and other receivables	2,819,764	2,540,279
Capital and income growth funds	2,265,236	1,913,877
Other assets	165,269	197,295
<b>TOTAL CURRENT ASSETS</b>	<b>5,720,602</b>	<b>4,983,834</b>
<b>NON-CURRENT ASSETS</b>		
Assets held for sale	21,163,500	-
Property, plant and equipment	12,082,277	25,281,108
Intangible assets	496,846	387,495
<b>TOTAL NON-CURRENT ASSETS</b>	<b>33,742,623</b>	<b>25,668,603</b>
<b>TOTAL ASSETS</b>	<b>39,463,225</b>	<b>30,652,437</b>
<b>CURRENT LIABILITIES</b>		
Borrowings	3,166,503	1,625,000
Trade and other payables	3,723,676	2,027,452
Provisions	3,692,657	3,441,330
Other liabilities	167,524	86,742
<b>TOTAL CURRENT LIABILITIES</b>	<b>10,750,360</b>	<b>7,180,524</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	368,067	549,141
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>368,067</b>	<b>549,141</b>
<b>TOTAL LIABILITIES</b>	<b>11,118,427</b>	<b>7,729,665</b>
<b>NET ASSETS</b>	<b>28,344,798</b>	<b>22,922,772</b>
<b>EQUITY</b>		
Reserves	27,603,081	19,535,947
Retained earnings	741,717	3,386,825
<b>TOTAL EQUITY</b>	<b>28,344,798</b>	<b>22,922,772</b>

# STATEMENT OF INCOME, EXPENDITURE AND OTHER COMPREHENSIVE INCOME

## YEAR ENDED 31 DECEMBER 2019

	2019	2018
	\$	\$
<b>Continuing Operations</b>		
Revenue	44,686,456	38,183,063
<b>Operating expenses</b>		
Employee benefits expense	(38,973,574)	(34,091,436)
Administration expense	(970,647)	(833,432)
Property maintenance and security expense	(1,562,289)	(1,205,038)
Direct costs	(1,697,518)	(1,212,818)
Computer and equipment expense	(372,927)	(311,615)
Minor asset purchases	(95,373)	(374,977)
Rental expense	(774,951)	(290,546)
Printing and stationery	(406,138)	(375,987)
Finance costs	(156,105)	(100,155)
Insurance and professional costs	(613,465)	(345,113)
Depreciation and amortisation expense	(415,423)	(326,807)
Motor vehicle expense	(77,759)	(76,942)
Utilities expense	(441,491)	(376,726)
Training and development - School Readiness funding	(886,666)	-
<b>Operating surplus/(deficit) for the year</b>	<b>(2,757,870)</b>	<b>(1,738,529)</b>
<b>Non-operating activities</b>		
Gain/(loss) on investments	112,762	(154,691)
<b>Net Surplus/(deficit) from ordinary activities for the year</b>	<b>(2,645,108)</b>	<b>(1,893,220)</b>
Total other comprehensive income	8,067,134	-
<b>Total comprehensive income/(loss) for the year</b>	<b>5,422,026</b>	<b>(1,893,220)</b>



# STATEMENT OF CASHFLOWS

## YEAR ENDED 31 DECEMBER 2019

	2019	2018
	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from operations	46,297,327	39,003,946
Payments to suppliers and employees	(47,257,419)	(39,990,243)
Interest and income received from investments	184,024	166,772
Interest paid	(56,769)	(30,320)
Net cash provided by/(used in) operating activities	(832,837)	(849,845)
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Payment for intangibles	(109,350)	(22,513)
Payment for property, plant and equipment	(312,958)	(473,617)
Proceeds from sale of property, plant and equipment	-	47,308
Receipt of donations from unincorporated kindergartens	-	260,165
Placement/(redemption) of term deposits	(148,408)	(415,000)
Net cash used by investing activities	(570,716)	(603,657)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Proceeds/(repayment) in borrowings	65,000	825,000
Net cash used by financing activities	65,000	825,000
Net increase/(decrease) in cash and cash equivalents held	(1,338,553)	(628,502)
Cash and cash equivalents at beginning of year	332,383	960,885
Cash and cash equivalents at end of the year	(1,006,170)	332,383

# 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.

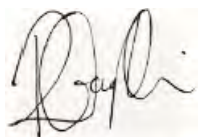
In the opinion of the Board, the financial report:

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 2019 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 statement there are reasonable grounds to believe that Child and Family Care Network Inc. (operating as bestchance) will be able to pay its debts when they fall due.

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



Saul Ryan



Rebecca Gagliardi

Date: 29 April 2020

# 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 2019, 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 2019.

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 29 March 2020.

### 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*.

SAWARD DAWSON

Partner: Peter Shields  
Date: 29 March 2020  
Blackburn, Victoria 3130

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T +61 3 9894 2500 F +61 3 9894 1622  
contact@sawarddawson.com.au  
sawarddawson.com.au



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Member of Russell Bedford International

CHILD ▸ FAMILY ▸ CARE  
**bestchance**

ANNUAL REPORT 2019 | PAGE 27

# ACKNOWLEDGEMENTS

*As a not-for-profit organisation, we rely on 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
- Yarra Ranges Council
- City of Wyndham
- Banyule City Council
- City of Yarra
- City of Whitehorse
- Bass Coast Shire Council
- Knox City Council
- Nillumbik Shire
- Baw Baw Shire
- City of Greater Geelong
- Department of Social Services
- Department of Education & Training
- Family Day Care Australia
- Victorian Government
- Early Learning Association Australia (ELAA)

## 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

- 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 Alecheim
- De La Salle

## MAJOR DONORS

- Mrs G H Y Dahlsen
- CMV Staff Charitable Foundation
- Mrs. Mei Yin Hu
- Mr & Mrs David & Henrietta Roberts
- Mr Ken Biggins
- The Dubsky Lang Foundation
- David Cheshire
- Specsavers Pty Ltd

*We would like to acknowledge the work of the Heritage Committee.*



A woman wearing a straw hat and a striped shirt is walking away from the camera, holding the hand of a young boy in a green and blue striped shirt. They are part of a line of seven children, all holding hands, walking away on a gravel path. The children are wearing various hats and colorful clothing. The path is bordered by green grass and a wooden fence. In the background, there are trees and a field with some animals grazing.

CHILD ▶ FAMILY ▶ CARE  
**bestchance**

## GET IN TOUCH

**T: 1300 224 644**

**E: [enquiries@bestchance.org.au](mailto:enquiries@bestchance.org.au)**

### OFFICE LOCATIONS

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2/254 Canterbury Rd, Bayswater North, VIC 3153

Ground Floor, 48 John Street, Pakenham, VIC 3810