

A photograph of a woman with dark hair, wearing a floral patterned top, smiling and interacting with two young children at a light blue table. One child, a girl in a white shirt and blue overalls, is holding an orange cup. The other child, a boy in a red and white striped shirt, is sitting on a pink chair. On the table are various toys including a colorful stacking ring, a yellow cup, a pink cup, and a box with letters. A smartphone is on the floor next to the woman. The background shows a wooden shelf with books and some framed pictures on the wall.

ANNUAL REPORT 2020

CHILD ▶ FAMILY ▶ CARE

bestchance

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ACKNOWLEDGEMENT OF COUNTRY

At bestchance, we acknowledge the 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 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 YEARS SERVICES

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



CHILDREN'S THERAPIES

We provide specialised support and intervention therapies for children with developmental delays, disabilities or behavioural challenges, from age 0 to 10 years. Registered on the NDIS, our Children's Therapies team is comprised of Psychologists, Speech Pathologists, Occupational Therapists, Physiotherapists and Therapy Assistants.



CHESHIRE SCHOOL

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



Deputy Chair
Vic Rajah
Joined 2012



Secretary
Glenys Grant, OAM
Joined 1977



Member
Rachael Scott
Joined 2013



Member
Jo-Anne Moorfoot
Joined 2015, Resigned 2020



Member
Michael Holmes
Joined 2018



Member
Jane Evans
Joined 2019



Member
Rebecca Gagliardi
Joined 2019

CHAIR REPORT

SAUL RYAN, CHAIR



On behalf of the Board of Directors and management, I am pleased to present the Annual Report for the year ending 2020. I would like to commend the bestchance team for their resilience and fortitude during this year as we kept true to our values and strategy amidst turmoil and uncertainty. Despite the enormous challenges, 2020 saw us give effect to major strategic objectives, including the sale of part of our Glen Waverley site and a focus towards areas of greater needs with the transition of several of our Kindergartens to alternate providers.

I would especially like to acknowledge and thank the Educators and staff at our Integrated Children's Centres and Kindergartens. In 2020, more than ever, they exemplified what it means to be an Essential Worker; at the front line of communities and families when we were at greatest need.

The year also brought a number of changes to the senior management team and we formally welcome Chris Chronis as the Chief Executive Officer who has led the organisation through the entirety of 2020. The shifting ground of free kinder and childcare arrangements presented complexities, but the Job Keeper Subsidy and various Government support packages assisted to underpin the financial position of the organisation throughout the year. With this support, and a focus on operating efficiencies, bestchance ended the year with a surplus and strong financial position, which sets us up well for reinvestment in Cheshire School, Children's Therapy services and the RTO in areas of greater need for our services.

"I would especially like to acknowledge and thank the Educators and staff at our Integrated Children's Centres and Kindergartens. In 2020, more than ever, they exemplified what it means to be an Essential Worker..."

There will be lasting changes in the way we work and provide services – I think many will be for the better. Not least is the realisation of the value of family and community and therefore, the importance of organisations like bestchance, which exist to make an impact in people's lives. One of the impacts of 2020 was the closure of the Glen Waverley Children's Centre, but it has been exciting to see the growth in Armstrong Creek East (Greater Geelong) and the ongoing success of services in areas as diverse as Bass Valley, Cardinia and Wyndham. We will continue to focus on the welfare and education of the children in our care and work to create the greatest impact during these formative years.

I express my sincere appreciation to my fellow Board members and management team for their time, energy and dedication during the past year. I acknowledge David Hamilton and Jo-Anne Moorfoot who retired from the board having chaired the Finance & Audit and Quality & Risk committees respectively and thank them for their wise counsel over many years.

CEO REPORT

CHRIS CHRONIS, CEO



In 2020 no one suspected the year of pivot we were about to embark upon. The COVID-19 pandemic compelled us to rapidly formulate and execute risk mitigations in response to the heightened potential exposures facing our staff, children and students. Immense coordinated effort in the implementation of key COVID occupational safety practices and procedures in accordance with government requirements were undertaken, mitigating the risk of transmission of COVID-19 within our organisation. In parallel, we navigated our way successfully through the myriad of government requirements with respect to free kinder, lockdown restrictions and access to support funding through the pandemic, allowing continuity in our operations deemed as essential services and retaining staff.

The operating landscape changed to a virtual platform that challenged us to implement new ways of delivering community services, evidenced by a move to offsite, remote learning. Our newest Early Learning centre (Armstrong Creek East) in Greater Geelong continued to increase occupancy by 20% over the year, despite escalation in the pandemic. Significant progress was also made to realign our Kindergarten portfolio with our strategic plan, by commencing the transitioning of 43 services to alternate early year providers and allowing our remaining kinder portfolio to deliver sustainable operations within Local Government Areas with greater social, economic and emotional need.

"In a year of unprecedented circumstances, I would like to thank our staff and leadership teams who responded with unwavering resilience and flexibility, underpinning a successful year within a global pandemic."

engaging online and direct phone calls. Evidence of this was seen within our Children's Therapies, whereby over 90% of clients switched to the telehealth platform as a means for ongoing support.

In April 2020 we successfully sold a significant parcel of land at our Glen Waverley site, further strengthening our balance sheet position and corpus. This allowed us to commission a program of capital works to expand our footprint across our Cheshire School, Early Child Intervention and RTO Education services within our remaining Glen Waverley site. Significant progress was made during the year in establishing the future needs of these services, along with the associated regulatory approvals. Building works are expected to commence in the second half of 2021, resulting in a major upgrade of our Glen Waverley site and the creation of progressive new facilities, positioning the organisation well into the future.

In a year of unprecedented circumstances, I would like to thank our staff and leadership teams who responded with unwavering resilience and flexibility, underpinning a successful year within a global pandemic. Our organisation is well placed to continue delivering, sustainable, high-quality programs across our portfolio well into the future, supported by a strong financial position.

CHILDREN'S & FAMILY SERVICES

NICCI GODSMAN, GENERAL MANAGER



Cheshire School's 2020 year commenced well, with continuing and new student enrolments meeting expected targets. When COVID-19 workplace restrictions impacted the State during term one, most schools were required to move to an online learning model. Cheshire School was considered an essential service as it caters for vulnerable children and as such continued to operate and provide classroom face-to-face learning throughout the year. Our school staff demonstrated great resilience and loyalty to their work and students in providing ongoing daily support to the children and families when so many other services and schools were temporarily closed. Student attendance and motivation remained strong throughout the year, with the teachers introducing innovative activities, such as virtual reality trips to Iceland, in place of traditional excursions.

Children's Therapy Services, formerly known as Early Childhood Intervention (ECI), ensured continuity of Psychology, Speech Pathology and Occupational Therapies to children and families. In response to workplace closure announcements made by the Government earlier in the year, the team seamlessly adjusted to providing telehealth services to over 90% of their client group. As restrictions lifted for specific essential service groups, the Children's Therapy Services team resumed face-to-face service and support and despite the challenging times, experienced 21.5% growth in the number of children and families accessing the service from 2019, with the commensurate number of therapists recruited to cater for the rise.

Our In-Home Support program, which focuses on supporting parents with young children who are vulnerable through social isolation, anxiety or depression, health issues, or a child/children with a disability, faced a challenging year. The usual service, led by the Family Support Services team was effected greatly by restrictions. Volunteer numbers declined and in-home visits were not possible with staff and volunteers only able to

engage with families online or by phone. Evidence-based data collected from those families supported during 2020 suggests favourable outcomes despite the change in practice. Family Support clients experienced a 30-35% increase in overall parent efficacy including a 20-23% increase in parenting confidence, and a 15-18% increase in efficacy to connect within the community.

bestchance's SEED Program, developed in partnership with Monash University, progressed well in 2020. The team worked hard to complete the full suite of eight self-paced online modules, which are now fully available to early year's educators to build expertise in fostering children's social and emotional skills, via the Victorian Government's School Readiness Menu. The bestchance team also supported educators via a series of podcasts, complementing the learning in the SEED modules with practical skills and a deeper dive into topics.

In addition to business operations, the Cheshire and Children's Therapy Team Leaders and staff were involved in contributing to the design and build requirements for the newly proposed School/Children's Therapy and Training Centre, planned for construction in 2022. Led by bestchance-appointed Project Manager and in partnership with Watson Young Architects, the team members were involved in workshops and sessions to assist in the development of high-level design for new building, internal design and external landscape design and now excitingly await final plans prior to construction phase in 2021.

The latter part of 2020 resulted in significant change to the former Education and Training division, resulting from the resignation of the former General Manager Education and Training and in consideration of growth plans during the next few years, was re-positioned as Children's and Family Services. Training services moved to another division in the business and I was appointed General Manager for the Children's and Family Services division.

I would like to acknowledge the enormous contributions of the whole team during 2020, which was both challenging and unprecedented. With Children's and Family Services continuing largely in a face-to-face capacity during 2020, the team of staff and volunteers demonstrated resilience and an outstanding commitment to providing care, education and support to the families and children of bestchance community.

EARLY YEARS

JOY NUNN, GENERAL MANAGER



2020 provided the Early Years team with an array of challenges, which were met with responsiveness, flexibility and compassion. Throughout the Melbourne COVID-19 restrictions, our Kindergartens, Integrated Children's Centres (ICC) and Family Day Care (FDC) services remained open to support vulnerable families and essential worker families. The encouragement of all other families to stay home resulted in many educators, children and families moving to offsite remote learning.

The agility of our educators to develop resources for families and switch to new modes of educating must be commended. Families appreciated the efforts of educators to engage with, and support them, which is evidenced by many providing positive feedback to the team. The Early Years team also worked with Parent Advisory Groups on how to fundraise and socialise during COVID.

Due to a funding boost from the State Government from term two to term four, three-year-old and four-year-old kindergarten was free for families. The three-year rollout of School Readiness Funding (SRF) continued with thirty-one of our kindergartens receiving their funding to build educator capacity and better prepare children for school. We continued to work with the Children's Therapies team to deliver the targeted 40% of this funding for allied health.

Throughout 2020, forty-three services transitioned to alternative early year's providers and three services closed. Over 97% of employees were redeployed, retaining employee entitlements with these services. Such an undertaking required many parts of the bestchance organisation to work collaboratively together to ensure the best outcome for children, families and employees.

bestchance will now enter into a period of consolidation and continuous improvement within the Early Year's team to ensure our services are delivering a high quality of care and education to children and families.

Armstrong Creek East ICC, which commenced operation in 2019, continued to increase enrolments over 2020 from 20% to 75% capacity towards the end of the year. 55% growth meant the Centre Coordinator and People and Culture team had a busy time recruiting staff to meet the demand for places.

In 2020, forty-six Family Day Care Educators and two Family Day Care Coordinators were nominated for Family Day Care Australia's Excellence Awards; which was a great achievement. An Assessment and Rating of the overall FDC service was conducted in February with an outcome of "Meeting" the standards.

I would like to thank each one of the Early Year's team, both supporting services and delivering services, for maintaining delivery of quality care and education in unforeseen circumstances and for their resilience and passion to make this happen.

GOVERNANCE & TRAINING SERVICES

ROBBI DONALDSON, GENERAL MANAGER



With a world-wide pandemic and Victorian lockdowns, 2020 proved challenging to say the least, but we are proud to report that the show did go on.

The Governance team continued to support all programs across bestchance throughout 2020, albeit in a virtual manner for the majority of the year. Support methodologies included conducting desktop audits, self-assessments, Quality Improvement Plan reviews, Critical Incident investigations and documentation reviews.

2021 will see support being provided to both Cheshire School and the bestchance RTO, both of which are due for re-registration in 2022 via the Victorian Registration Qualifications Authority and the Australian Skills Quality Authority respectfully.

Governance is also excited to continue and expand the working partnership with the Early Years team on initiatives such as Service Specific Risk Management Plans and Service Critical Reflections.

These initiatives aim to identify the risks unique to each individual Early Years service, and implement strategies to minimise these risks while identifying opportunities for continuous improvements at each service. In addition, we undertook Group Support Analysis and Individual Support Plans, both of which aim to provide greater understanding of the children in our care and ways to support each individual child.

Our Training team was able to respond to the challenge of COVID lockdowns and adapt quickly to 'virtual' delivery of our courses and support programs, minimising the disruption of services to our students.

Our students also adapted well, going on to complete all theoretical components of their course, with practical placements having to be put on hold due to COVID restrictions. The repercussions of this was two-fold; student's end dates had to be extended into 2021 to allow them to undertake the practical component of their course and therefore, complete the requirements of their qualification, and new enrolments were down by approximately 50% for 2020 compared to 2019.

2021 enrolments have steadily increased over Term 1, as the community confidence builds that there is no immediate threat of further lockdowns.

The RTO continues to monitor the upcoming changes to the "Children's Education and Care Training Package" which is expected to be endorsed sometime in 2021.

In 2020, we successfully secured two training grants, both aimed to support local community members in preparing for further study and/or employment:

- ▶ Let's Stay Connected Grant, Victoria State Government – Jobs, Precincts & Regions. This grant is a work readiness program to support job seekers in Monash, Dandenong and Cardinia, developed and delivered with Jobactive Providers.
- ▶ Skills for Work and Study Pilot Program: Adult, Community and Further Education Grant. There are seven selected areas, we are delivering in the Early Childhood Education and Care designed to support low literacy and numeracy skills. The project aligns with the ACFE Board Strategy 2020-2025 and Ministerial Statement on the future of Adult Community Education in Victoria 2020-2025.

The RTO expects further growth in the future and has recently undergone a restructure to better support this development.

CLIENT ENGAGEMENT

MARK GIBBENS, GENERAL MANAGER



In what can only be described as a very challenging year for everyone worldwide, the Client Engagement team continued to support all programs, families, students and children to get the best outcomes possible amidst the extreme challenges of COVID-19.

Our role is to assist all programs, management and operational teams in supporting the needs of families, children and the community in the delivery of a high-quality, inclusive service. Marketing, Intake, Area Development, Facilities Management/Maintenance and IT formed the business units within our team.

In a year that saw many operational plans reduced or stopped for periods of time, our key partnerships with local councils and community groups remained a key focus throughout 2020. Our Client Engagement team remained positive and showed adaptability to the changes that were made with working onsite and at home. An example of this was from our Area Development team who, in partnership with Mainview Kindergarten educators, developed ways to connect remotely with children and families through stories and activities. This extended beyond the families associated with Kindergarten and involved reaching out to the broader community. In addition, key members of the team undertook after-hours training in Domestic Violence and Suicide Prevention to better support the community during the challenges of lockdowns.

Key Highlights of 2020

- ▶ Area Development in partnership with Council, Maternal Child Health, Doherty's Creek P-9 College and families via online meetings, were able to continue the Mainview Community Journey. This included a "Welcome" window design, displaying the word welcome in over 30 languages, plus Deaf Society – Auslan and Vision Australia-Braille.
- ▶ The Client Engagement teams adapted well to working from home, continuing to provide quality support whilst maintaining relationships with bestchance teams, community groups, local government partnerships, and families.
- ▶ Our Intake/Customer Service team supported by IT, strengthened communication via the use of Microsoft Teams, One Note and further development of Salesforce.
- ▶ Our Intake/Customer Service team's Interim leaders stepped up while our Intake Team Leader was on maternity leave, and displayed great resilience and adaptability in what was already a challenging time.
- ▶ Marketing created and launched a brand new website, with a fresh and modern update to the bestchance brand. A unifying message of who we are and what we do was communicated both internally and externally, with great reception and feedback.
- ▶ Adapting quickly to restrictions on movement, Marketing created 360 degree virtual tours for our childcare centres and kindergartens; ensuring that families could tour our facilities from the comfort of their own homes.

Our entire team, across Marketing, Intake, Area Development, IT, Facilities and Maintenance, have been extremely passionate and committed to providing the best engagement and service to all our communities, partnerships, families and children. I personally thank every team member for their commitment to bestchance. 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

JOHN GOW-HILLS, GENERAL MANAGER



2020 was a year characterised by significant change for bestchance and our workforce.

The two major sources of change were the transition of kindergartens and employees to YMCA, and the impact of COVID-19.

Transition of Kindergartens and employees to YMCA

From September 2020 to January 2021, 140 employees from 35 bestchance Kindergartens were supported to transition to YMCA (Ballarat).

This transition was carefully managed with regular communication between all stakeholders including the Australian Education Union who were fully consulted with and engaged throughout the process. A key achievement was the successful redeployment of all team members with no redundancy departures.

Impact of COVID-19

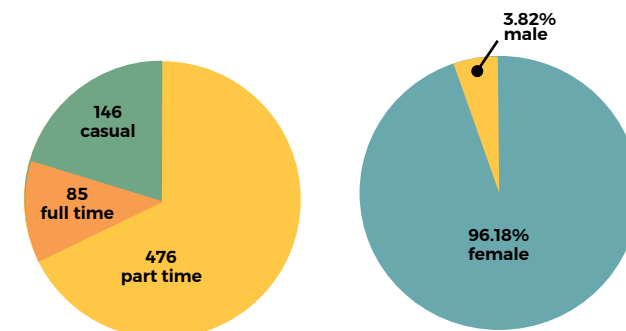
The impact of the COVID-19 pandemic was as significant for bestchance as it was for most employers and service providers globally.

During the pandemic, some bestchance services were considered essential and remained open to provide day care and kindergarten services to families with Essential Worker parents (i.e. frontline health care workers and others). Cheshire school remained open for vulnerable children; Children's Therapy continued to operate via telehealth until Allied Health workers were permitted to return to frontline service. All other non-essential frontline and support staff worked from home to ensure business continuity, as well as our Registered Training Organisation (RTO) service delivery.

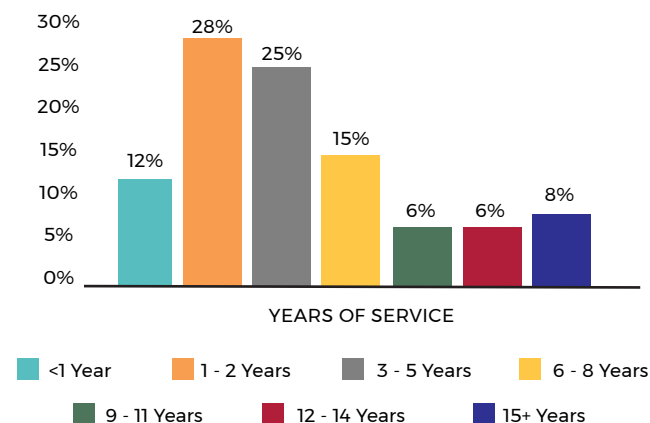
In February 2021, we conducted a Work from Home COVID-19 'check in' survey with staff who have been working largely from home. The results indicated that over 90% of staff felt confident about the support and resources available to help manage work during the pandemic. Social isolation and communication with co-workers were the two most common challenges identified by the survey respondents.

The last quarter of 2020 focused on increasing our COVID-19 safety activities to support the return of all our frontline services, including the RTO, Children's Therapies, Community Centres and Family Support, to maximum capacity, in line with eased restrictions.

TOTAL NO EMPLOYEES: 707



AVERAGE LENGTH OF SERVICE OF EMPLOYEES: 6.02 YEARS







KINDERGARTENS

14
LGAs

76
kinders

443
educators

4061
families

4261
children

Kindergarten is an important part of a child's development, building the solid foundations for children to grow into healthy, resilient adults.

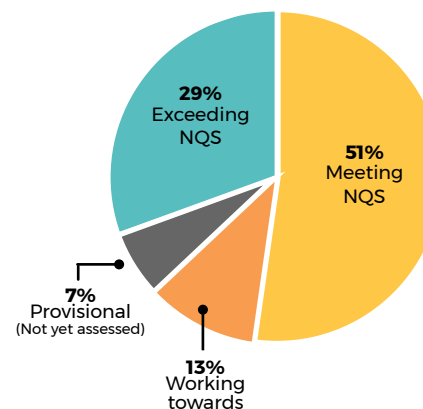
Our kindergarten programs are responsive to the needs and interests of each child. Qualified Early Childhood Teachers and Educators create and facilitate new learning experiences that encourage constructive learning, imaginative play and the development of resilience and social skills.

Our curriculum focuses on the development of language and listening skills, confidence, self-esteem, independence, and physical and creative skills.

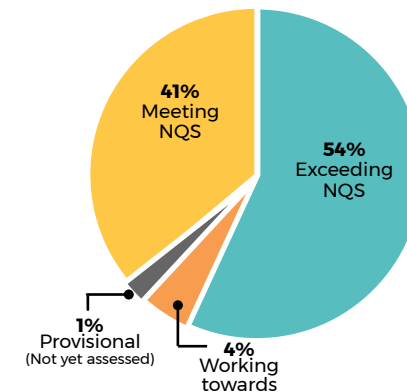
Our aim is to foster a love of learning in children, so that they carry this sentiment into their formal schooling and beyond.

NATIONAL QUALITY STANDARDS RATING & ASSESSMENTS

VICTORIA



BESTCHANCE



FAMILY DAY CARE



98
educators

616
families

776
children

18
local govt
areas

Family Day Care (FDC) is a highly sought after form of childcare provided in the home of qualified Educators. Since our inception in 2014, we have grown in numbers, quality and professionalism.

Nearly 70% of our registered FDC Educators now hold a Diploma of Early Childhood Education and Care, or higher, with many taking advantage of the upskilling opportunity with bestchance Training.

We are currently servicing 18 Local Government Areas and working to strengthen our presence in each of these communities.

In March 2020 the FDC service retained its DET Assessment & Rating of Meeting Quality Standard Overall.

Through more active integration with all bestchance services and business partners, we are striving to provide a more holistic one-stop-shop for the families and children within these communities.

Throughout 2020, many FDC Educators helped to support their families in the community by creating and delivering homemade educational packs that contained a variety of puzzles, treats and words of encouragement for the children and their families.

The majority of FDC Educators remained operational for essential workers, supported by the Parent Gap Fee Waiver, resulting in an occupancy rate of 65% through the most challenging parts of Melbourne's lockdown.





INTEGRATED CHILDREN'S CENTRES

3
locations

94
educators

469
families

714
children

The early years are the building blocks for later life. At bestchance, we recognise that children mature at different rates and each child contributes a unique fund of knowledge, experiences and emotions from which to build on.

Our Integrated Children's Centres are located in Armstrong Creek East, Bass Valley and Noble Park, and provide age-appropriate, learning programs for children aged from 6 weeks to 6 years. We value the importance of holistic learning; providing opportunities for cognitive capabilities but also for social and emotional development.

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 and 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.





CHILDREN'S THERAPIES

232
children and
families

31
kinders supported
through School
Readiness Funding

80
professional
development
attendees

9 Speech
Pathologists

4 Psychologists

3 Therapy
Assistants

8 Occupational
Therapists

1 Physiotherapist

bestchance Children's Therapy Services provides support for children with developmental delays and disabilities, aged from birth to 10 years of age. Services are provided in the Western, Southern and Eastern Metropolitan Melbourne regions and surrounds.

Our service is designed to support children 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.

Our team of specialised Speech Pathologists, Occupational Therapists, Psychologists, and Physiotherapists, provide both individual and group therapy programs. Services are available in our four bright and fun clinics or in the child's natural environment.

2020 saw the expansion of all our programs, including:

- Additional Therapists across all disciplines, meaning more children can access appointments
- The introduction of Psychology services at more sites
- Introduction of telehealth services
- The development of new training programs and workshops for educators and families, including the introduction of online workshops
- An extended Therapy Assistant program



CHESHIRE SCHOOL



25
students

13
scholarships
awarded

4%
successful
transitions to
mainstream
school

1 Principal

2 Psychologists

1 Admin Officer

3 Teachers

6 Education
Support Officers

1 Family Worker

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

Our team of Teachers, specialist Teaching Aides and Psychologists, 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.

The school remained fully open to all of its students during the global pandemic, and the learning continued for the Cheshire students. Staff were able to maintain a calm, consistent learning environment where the students thrive. The team even managed to problem solve the fact that they couldn't take students on excursions. The school purchased a Google Expeditions kit. Google Expeditions is an immersive education app that allows teachers and students to explore the world through over 1000 virtual reality (VR) and 100 augmented reality (AR) tours. Students can swim with sharks, visit outer space, explore exotic countries and take a walk through a museum without even leaving the classroom.

So far, the students have visited the NASA space station, and toured Iceland and its capital Reykjavik. They have also explored a glacier and discovered a waterfall! The world is literally at their fingertips.



ADULT LEARNING & ENGAGEMENT



4
courses offered

169
total enrolments

170
completions

320
ACFE funded
students

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

These vocations are a key part of the overall bestchance vision:

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

12
children

12
families

13
volunteers

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

18
children

12
families

3
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

223
children

135
families

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 aid 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'.

VOLUNTEERS

Unfortunately due to COVID-19 and lockdown restrictions, our Volunteer activities were greatly reduced. In-home support was offered online and we currently have 51 volunteers on hold to be re-engaged in 2021.

OUR SUPPORTERS

In 2020 Bestchance reinforced relationships with many Trusts and Foundations as the philanthropic sector responded to the challenges posed by the Victorian bushfire crisis and the COVID-19 Pandemic.

The sector rallied to support those in greatest need in the aftermath of unprecedented change and an uncertain landscape. Bestchance worked to strengthen our offerings and secure philanthropic funding that allowed us to pursue program opportunities to support the community.

Family Support Services, Training, SEED, Cheshire and Early Years were recipients of philanthropic and local government competitive funding rounds in 2020.

Notably, bestchance received support from the Let's Stay Connected Fund to run a Preparation for Employment course. The program connected vulnerable job seekers, those who are long-term unemployed (a situation exacerbated by COVID-19) and those who are disengaged through language or cultural barriers by using the course as a connection platform. Participants had the opportunity to exchange ideas and learn from each other.

Cardinia Shire provided a community grant through a competitive grants round to facilitate the trial of a new parenting support offering called 'Tuning into Kids'. Tuning into Kids focuses on reinforcing the emotional connection between parents and children. In a nurturing environment parents gained skills to recognise, understand and manage their own and their children's emotions. Cardinia also awarded minor capital works grants to six kindergartens for learning environment upgrades. The Frank and Flora Leith Trust generously supported bestchance once again by providing a grant for fee assistance to Cheshire families.

Our strong partnerships with the Bell Charitable Fund and Kimberley Foundation continue. 2021 promises to be a strong year for grants and partnerships.

The
Kimberley
Foundation



**WILLIAM AND
BESSIE LENNOX
FUND**

**Bell
Charitable Fund**

**The Flora & Frank Leith
Charitable Trust**





TREASURER REPORT

REBECCA GAGLIARDI



2020 was an unprecedented year for the majority of organisations around the world and bestchance was no exception to this. The COVID-19 pandemic significantly impacted the way we lived and worked and presented many challenges for the organisation, particularly during the various lockdown periods. Challenges we experienced included finding new ways to provide services and ongoing support to our communities, ensuring appropriate health and safety processes were in place to keep our staff and children safe throughout the pandemic, and minimising the impact to our staff from an employment perspective.

Although bestchance faced many challenges throughout the year, the organisation was able to navigate through those challenges, adapt to new ways of working and focus on delivering essential services to the communities who required our services throughout the challenging times. We look to continue building on our learnings and challenge the way we do business or deliver our services beyond the 2020 year for the benefit of our children, staff, communities and the financial sustainability of the organisation.

From a financial performance perspective, we recorded a surplus for the 2020 year of \$3.2m. Strong expense management and a focus on sustainable ways of working resulted in efficiency gains. This translated into cost savings for the organisation that we anticipate will provide ongoing benefits and savings. The receipt of the Job Keeper subsidy program and various Federal/State Government support packages also contributed to the surplus. The Job Keeper program provided not only continuous income support throughout the COVID-19 pandemic but has also supported us in retaining our staff.

From a revenue perspective, our service offerings remained fairly consistent with the 2019 offerings with the exception of our Kinder footprint, which saw 43 kinders transition to alternative providers, and the Armstrong Creek East Children's Centre, which continued to experience growth in occupancy and community awareness. While the overall income of \$50.4m suggests growth across our service offerings compared to the 2019

year (\$44.7m), our businesses revenue streams were largely impacted by the COVID-19 pandemic. The various lockdown restrictions, free kinder and childcare announcements by the Government resulted in lower than usual occupancy rates or attendance and thus resulted in reduced income across the Kinder, Long Day Care, Family Day Care, Children's Therapies and RTO parts of our business. The government subsidies and support packages helped bridge the gap and the Job Keeper Subsidy received (\$13.8m) resulted in a higher revenue result than the prior year.

From a financial position perspective, our net assets position strengthened by 11% to \$31.5m and we closed the 2020 year with strong positive cash flow position of \$1.0m. This money will be re-invested back to the organisation to drive better outcomes to the children, families and communities we serve and help with implementing our strategic plan.

While COVID-19 rapidly changed our environment and how the organisation operated, bestchance remained committed to aligning the operations of the businesses to the strategic plan set in 2019. The key strategic outcomes/decisions included the sale of part of our Glen Waverley Site, closure of the Glen Waverley Children's Centre and the decision to transition or close a number of the kindergarten services that are not geographical located within Local Government Areas with greater social, economic and emotional needs.

The strategic decisions made throughout the year help ensure we are positioned appropriately for 2021 and beyond, where we seek to provide high-quality services to the communities who are in most need of it, while providing our services in a sustainable manner. Our strong financial position and cash position help provide a pathway for implementing our strategic plan sustainably for the benefit of the children, families and communities we serve while ensuring we remain financially viable to provide the services for many years to come.

STATEMENT OF FINANCIAL POSITION

YEAR ENDED 31 DECEMBER 2020

	2020 \$	2019 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,018,096	470,333
Trade and other receivables	3,940,392	2,819,850
Short term investments	2,244,923	2,265,236
Other assets	470,368	139,960
TOTAL CURRENT ASSETS	7,673,779	5,695,379
NON-CURRENT ASSETS		
Assets held for sale	21,163,500	21,163,500
Property, plant and equipment	11,909,997	12,082,277
Intangible assets	411,824	496,846
TOTAL NON-CURRENT ASSETS	33,485,321	33,742,623
TOTAL ASSETS	41,159,100	39,438,002
CURRENT LIABILITIES		
Trade and other payables	3,949,925	3,698,453
Borrowings	-	3,166,503
Provisions	3,452,381	3,692,657
Other liabilities	124,893	167,524
TOTAL CURRENT LIABILITIES	7,527,199	10,725,137
NON-CURRENT LIABILITIES		
Bank loan payable	1,690,000	-
Provisions	401,466	368,067
TOTAL NON-CURRENT LIABILITIES	2,091,466	368,067
TOTAL LIABILITIES	9,618,665	11,093,204
NET ASSETS	31,540,435	28,344,798
EQUITY		
Reserves	27,603,081	27,603,081
Retained earnings	3,937,354	741,717
TOTAL EQUITY	31,540,435	28,344,798

STATEMENT OF INCOME, EXPENDITURE AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2020

	2020	2019
	\$	\$
Revenue	50,410,986	44,686,456
Operating expenses		
Employee benefits expense	(38,581,370)	(38,973,574)
Administration expense	(757,033)	(849,212)
Property maintenance and security expense	(1,798,138)	(1,562,289)
Direct costs	(1,252,504)	(1,697,518)
Computer and equipment expense	(486,409)	(372,927)
Minor asset purchases	(124,399)	(95,373)
Rental expense	(536,979)	(774,951)
Printing and stationery	(415,292)	(406,138)
Finance costs	(150,772)	(156,105)
Insurance and professional costs	(717,601)	(570,489)
Depreciation and amortisation expense	(434,507)	(415,423)
Motor vehicle expense	(55,794)	(77,759)
Utilities expense	(419,365)	(441,491)
Other expenses	(696,309)	(886,666)
Operating surplus/(deficit) for the year	3,984,514	(2,593,459)
Non-operating activities		
(Loss)/Gain on investments	(32,163)	112,762
Legal and settlement related costs	(756,715)	(164,411)
Net Surplus/(deficit) from ordinary activities for the year	3,195,636	(2,645,108)
Total other comprehensive income	-	8,067,134
Total comprehensive income/(loss) for the year	3,195,636	5,422,026

STATEMENT OF CASHFLOWS

YEAR ENDED 31 DECEMBER 2020

	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES:	\$	\$
Receipts from operations	51,764,642	46,297,327
Payments to suppliers and employees	(49,528,678)	(47,257,419)
Interest and income received from investments	58,920	184,024
Interest paid	(72,307)	(56,769)
Net cash provided by/(used in) operating activities	2,222,577	(832,837)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payment for intangibles	(12,498)	(109,350)
Payment for property, plant and equipment and intangibles	(223,600)	(312,958)
Proceeds from sale of motor vehicle	40,701	-
Redemption of term deposits	(2,914)	(148,408)
Net cash (used in) investing activities	(198,311)	(570,716)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds/(repayment) in borrowings	-	65,000
Net cash used by financing activities	-	65,000
Net increase/(decrease) in cash and cash equivalents held	2,024,266	(1,338,553)
Cash and cash equivalents at beginning of year	(1,006,170)	332,383
Cash and cash equivalents at end of the year	1,018,096	(1,006,170)

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 2020 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 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:



Saul Ryan, Director



Rebecca Gagliardi, Director

Dated 31 March, 2021

2020 AUDITOR'S REPORT



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

ABN 53 094 161 974

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 31 December 2020, 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 2020.

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

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 31 March 2021.

Board's Responsibility for the Summary Financial Statements

The board is responsible for the preparation of the 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: 14 May 2021
Blackburn, Victoria 3130

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

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

- Mr Ken Biggins
- Mrs G H Y Dahlsen
- Mr John C Ellson
- Dr Richard Strauch
- Mrs Jill Cheah
- Mrs Sheila Randell

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

GET IN TOUCH

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