



ANNUAL REPORT 2021

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



Member
Glenys Grant, OAM
Joined 1977



Member
Rachael Scott
Joined 2013



Secretary
Michael Holmes
Joined 2018



Member
Jane Evans
Joined 2019



Treasurer
Rebecca Gagliardi
Joined 2019



Member
Michael Arceri
Joined 2021

CHAIR REPORT

SAUL RYAN, CHAIR



I am pleased to provide this Chair report for the year 2021. There is no denying that this was a challenging year for all of us, but one where we saw the light at the end of the tunnel. It was a year in which doing what we do well, and taking care of the people close to us, saw us emerge stronger and more focussed on the goals we set for ourselves.

Our immense gratitude goes to the bestchance team members who continued to provide frontline services to children and families in trying and uncertain conditions. While we hope the worst of COVID is behind us, the commitment made to the children in our care over the past two years will continue to bear fruit for many years to come.

Our Cheshire School continues to evolve. This year we welcomed a new Head of School and advanced the development of the new building, which will cater to future generations of students. It was exciting to see the vision of the educators and students combine in the designing of the school to deliver amazing new facilities and learning spaces. We look forward to sharing with you the official opening of the school in 2022.

The Management Team, led by Chris Chronis has worked tirelessly throughout the year to meet the ever-evolving challenges of COVID in the sector and organisation. This is reflected in our continued high enrolments in the Early Years services, growth in Children's Therapy Services and strong operating results with a focus on sustainable services in areas with higher impact. There has been investment in a continuous improvement plan and organisational risk mitigation to ensure bestchance can reach its goal to be the best place to work and the best provider of services. This year we welcomed Michael Arceri to the Board, adding to the depth of experience.

Going in to my eighth year as Chair, I am able to reflect on the journey of bestchance over a brief arc of time beyond just the past year. I am immensely proud of what has been accomplished in providing sustainable and quality services in areas of greater need, in line with our mission. Bestchance has transformed over many years and with the Board finalising the Strategic Plan for beyond 2022, the next chapter will be an exciting one.

Warm wishes

Saul Ryan
Chair

CEO REPORT

CHRIS CHRONIS, CEO



The overlay of COVID-19 into 2021 continued to be our focus throughout the year. Our teams worked tirelessly to prioritise and ensure the health, safety and wellbeing of our children, families and staff. I would like to acknowledge all of our front-line staff, whom through their unwavering resilience allowed continuity of our services, whilst we navigated through the ongoing COVID-19 challenges.

A significant program of work was achieved despite the ongoing COVID-19 environment including; the successful retention of our Arena Kindergarten Services in Cardinia, the reorganisation of our Early Year's Structure via the introduction of an area manager model, allowing greater management oversight, as well as greater integration between our specialist primary school, Cheshire School, and our Children's Therapy Services. Whilst our Registered Training Organisation faced significant challenge to attract students into training programs due to border closure, there was a greater focus on developing employment pathways into our Early Years Services by identifying relief opportunities for our students. In the second half of 2021, our board approved the transition of our Family Day Care Providers. Over 85% of providers successfully transitioned while the remaining decided to cease their service offering.

Construction works at our Glen Waverley site were also affected by COVID-19 during the year. Supplier constraints due to material shortages and construction worker availability delayed the project by five months. Despite these challenges, considerable works have since been completed that should witness the project being completed by mid-June 2022. Our new premises will provide greater service capacity across our Cheshire School, Children's Therapies and RTO. In April 2020, we successfully entered into a contract for the sale of a parcel of land at our Glen Waverley site that will settle in early July 2022, further strengthening our cash flow and balance sheet position.

Operating Results, excluding non operating activities for the year generated \$154k in Surpluses, mainly due to the continued focus on cost curve decline. Net Operating Results reported a Deficit of \$(268)k driven by non-recurring Legal and Settlement costs, whilst the organisation was able to generate \$454k in Free Cash flow.

OUTLOOK FOR 2022

The continued effects of COVID-19 are expected to present challenges in 2022, along with labour supply shortages within the Children's Therapy sector. Our organisation is preparing to respond to these challenges by developing attraction and retention strategies to ensure continuity of our Children's Therapy Services via the implementation of an Employee Value Proposition as part of our new Strategic Plan in 2022.

Our new strategic focus will be centred on creating greater support to our children, families and stakeholders by integrating our diverse service offering. This strategy, supported by a capable driven team, will leave us well placed to deliver sustainable services to our children, families and stakeholders in the years ahead. In early July 2022, we will gain access to \$23M in funds from the settlement of land at our Glen Waverley property, further cementing our strong cash flow position.

In closing, I would like to thank all of our teams for their significant contribution and flexibility in another year of extreme challenge and uncertainty. Our organisation is well-placed to continue to deliver sustainable, integrated, high-quality programs across our portfolio well into the future.

EARLY YEARS

JOY NUNN, GENERAL MANAGER



2021 commenced with great delight having children attending services, however this was short lived with a number of COVID lockdowns and ever-changing COVID restrictions impacting the Early Years teams in our Kindergartens and Integrated Child Care Centers (ICC). Educators responded with flexibility and compassion to ensure all children received the care and education they needed. Families responded with agility to these changes having had the lived experience of 2020 lockdowns and greatly appreciated the Educators interaction with and resources provided to the children.

In early 2021 bestchance responded to the Early Years Request for Service for delivery of kindergarten services at Arena Child and Family Centre. We were successful in securing another 5-year lease for this service.

A big congratulations to Nadeeshani Rajapriya who was nominated for a McArthur Early Childhood Volunteer of the Year Award and received an Honourable Mention in recognition of her significant contribution to kindergarten and early childhood education as a volunteer at Dandenong Primary Kindergarten.

A review of the Early Years management structure was undertaken, with the outcome being a move to an Area Manager Structure. Four areas were determined, the West inclusive of 3 Wyndham Local Government Area (LGA) kindergartens and Armstrong Creek East ICC and Dandenong LGA with 9 kindergartens and Noble Park Community Child Care Centre (an ICC). Across Cardinia, Bass Coast and Warragul there are two Area

Manager positions supporting 21 kindergartens and Bass Valley Childcare Centre, also an ICC.

Following an evaluation of the Family Day Care (FDC) service a decision to cease operations of FDC was approved by the board in the second half of 2021. The FDC Coordination Team and Educators were informed of the decision in 2021 and families were officially given notice on 15 October 2021. Operations officially ceased on 24 December 2021. Full closure operations including collection of items from educators and archiving was completed by the end of February 2022.

We were successful in receiving additional grant funding for inclusion and technology resources as well as ventilation units for kindergartens and acknowledge the support of the Department of Education in their provision.

I would like to thank each and every one of the early year's team, those delivering education and care and those supporting services, for maintaining delivery of quality care and education in another year of unforeseen circumstances. I also want to acknowledge the resilience and passion of Educators throughout the last 2 years.

CHILDREN'S & FAMILY SERVICES

NICCI GODSMAN, GENERAL MANAGER



2021 was a year of ongoing change and adjustment for the Children's and Family Services team. As a client-facing team who successfully navigated their way through the first year of the COVID-19 pandemic, our previous experiences served us favourably, as we operated in our second year with industry restrictions and in a workplace environment that included new leadership and considerable workforce redesign.

Educate and care for children

Children's Therapy Services

The number of children supported by our NDIS and children's therapy services grew by nearly eighty percent from November 2020 - 2021 with client numbers increasing from 195 - 350. Many of the children and families we supported experienced increased anxiety and challenges due to the pandemic and associated lockdowns. To best meet their needs the team constantly adapted and combined face-to-face support with telehealth and online modes of service delivery.

Much of the allied health industry is facing a sector-wide shortage of skilled workers. Part of our focus during the year was to attract and retain skilled and experienced team members, to consolidate our service provision and enable service expansion. We continued to provide NDIS service and school readiness programs largely from our Glen Waverley office, with an increased service offering through the west via Wyndham and Footscray offices and out to the east from the Pakenham office, where we benefited from increased recognition as a favoured NDIS group therapy provider.

Cheshire School

After a challenging school year due to significant organisational redesign, leadership change and staff turnover, our year ended positively with the appointment of Kevin Browning as Head of School, a full staff contingent and nineteen students across three classes; Junior, Senior A & Senior B.

Despite the operating restrictions across the education sector and the challenges this posed for our parents, students and teachers, we continued to deliver face-to-face programs each day, catering to our diverse student cohort. In place of weekly excursions, our staff offered innovative and fun theme-based activities involving dress up, music, art and craft, cooking and sport. When restrictions lifted, our students experienced excursions to ninja and bounce activity centers and local parks, presenting themselves as wonderful ambassadors for our school and their families. Eleven students achieved their development milestones to successfully transition to new schools and eight new students and their families joined Cheshire to become part of the school community. 2021 saw the re-integration of allied health services into our school with a greater emphasis on providing our students with a multidisciplinary learning and development support approach as part of the broader organisational goal for re-alignment of Cheshire with the bestchance organisation.

Glen Waverley Build Project

Following the sale of Lot 2, 583 Ferntree Gully Road in 2020 to Golden Age Group, Taylors Development facilitated the process of subdivision for us, working with contractor Procon Developments to complete civil works component including sewerage, water and fire elements and to facilitate the approvals process for subdivision. The design and building works for the new bestchance Cheshire School, CTS and RTO commenced with the expansion of Watson Young Architects' role as project architect to that also of Project Superintendent. In conjunction with the bestchance project team, Watson Young lead an independent tender process resulting in the successful appointment of building construction contractor, Carelli Constructions who commenced project works in August.

CHILDREN'S & FAMILY SERVICES (continued)

COVID-19 construction industry regulations resulted in both significant trade and material shortages and subsequently resulted in delays to our own programs of works. Despite considerable effort by our project team to realign project achievements with expected outcomes, our program of works was well behind schedule and original completion date was deferred from February 2022 to the end of quarter two 2022. Change management to support the relocation of teams to the new building, in alignment with the organisational goal of integration across service lines, was well received by staff, and this was reflected in a new working approach for both the CTS and Cheshire teams.

Support and strengthen families

Family Support Services

We continued to assist vulnerable families this year, with a focus on children and young people experiencing challenge due to the COVID impact on employment, health and disconnection from family. Through providing preventative support to those who had the least access to support services, our program focused on providing in-home parenting support, emergency relief and material aid. Supported playgroup resumed when restrictions lifted, enabling a network of support to parents who experienced extreme hardship and isolation from family during lockdowns. The Annual Family Appeal supported over 80 families by providing toys, clothing or gift cards to more than 220 children at a time where living pay by pay and not being able to afford extra items was extra prevalent.

Volunteering has not fully recovered from the impact of COVID pandemic with the volunteer industry reporting that volunteer programs were either only partially operational

(60%) or not operational (12%) by the end of 2021. Bestchance volunteer program was not immune to this impact with our volunteer team reduced to less than a quarter of its normal size, despite a slight influx of volunteers into the Early Years programs in the later part of the year as restrictions lifted.

Empower individuals through skilled purpose.

We completed our early years SEED (Social Emotional Engagement and Development) program with the development and release of two final modules; Anxiety and Autism Spectrum Disorder (ASD). Created in partnership with Monash University, our pioneer Social and Emotional Learning (SEL) program continues to be offered to Victorian kindergartens through the Department of Education and Training's (DET) School Readiness Funding. Our own bestchance early year's team entered into an agreement this year for all services team members to be registered and upskilled in the SEED program, with some services commencing this year. The rollout of this will continue across our remaining services next year.

I would like to acknowledge the significant efforts and contributions of my whole team during 2021. Our Children's and Family Services team demonstrated adaptability, innovation and true commitment to providing care, education and support to the families and children of bestchance community and I am proud of their achievements.

GOVERNANCE & TRAINING SERVICES

ROBBI DONALDSON, GENERAL MANAGER



2021 brought with it the continued challenges resulting from the worldwide pandemic, with extended lockdowns and halts on new migrants into Australia. Despite this, bestchance Training continued to welcome new enrolments throughout the year.

Our students continued to adapt beautifully, and were successful in establishing their own communities of learning, albeit via computer screens. Once lockdown ended, our students were very excited to meet their fellow classmates and teachers in person. This also meant that they were able to put their theoretical skills to practice both in the classroom and in a workplace setting via their practical placement components. Our teachers were also pleased to meet their students face to face, many of whom it was for the first time, and enjoyed returning to their classrooms.

Support from our Early Years Program continued to grow in earnest, with our 33 kindergartens and 3 long day care services providing practical placement opportunities as well as recruitment of our graduates and students who continued to be working towards their qualifications.

Enrolment numbers were similar to those experienced over 2020 with new enrolments down by approximately 50% from 2019 numbers. In response to the challenging environment, we successfully obtained access to additional funding via the Business Continuity Grant initiative. These grants were based on 2019 enrolment numbers and designed to support recovery from the impact of the pandemic on enrolments across the training industry.

The expected changes to the “Children’s Education and Care Training Package” were endorsed at the end of 2021 with the teach-out period for the current package concluding in January 2023. Key changes to the new package include the introduction of the Certificate III in Early Childhood Education and Care being a pre-requisite to the Diploma, and the Certificate III in Education Support is now Certificate III in School Based Education Support. Our RTO will begin delivery of the new qualifications in the second semester of 2022.

The Governance team continue supporting across the organisation with regulatory, contractual and legislative requirements with re-registration preparations well underway for:

- ▶ Cheshire School with the Victorian Registration and Qualifications Authority due May 2022;
- ▶ Children’s Therapy Services with National Disability Insurance Scheme also due May 2022; and
- ▶ The Registered Training Organisation with Australian Skills Quality Authority due end 2022

Though we faced challenges, I am proud that the Governance and Training team were able to navigate through another turbulent year, whilst maintaining positive impacts on our students and our programs.

CLIENT ENGAGEMENT

MARK GIBBENS, GENERAL MANAGER



2021 was another very challenging year with COVID-19 as a backdrop. Whilst we gained knowledge on how to operate through such a disruptive time, we saw many operational plans changed or delayed once again due to the circumstances. However, the Client Engagement team continued to support all programs, families, students and children to get the best outcomes possible in cooperation with local councils and community groups.

Having continued to work from home due to government mandate, the Client Engagement team remained positive and stayed connected online, ensuring key goals were completed and effective communication was maintained both internally and externally.

Key Highlights of 2021

- ▶ Our Intake team went through a process review, identifying key strengths and areas to improve, resulting in taking on extra tasks, which have been implemented throughout all programs. Our name changed to Customer Service, which we felt more appropriately identified the team.
- ▶ The Customer Service team began the implementation of our Customer Experience project. Over the course of 2022, this project will identify key quality measurements, which can be monitored and used to improve our client's experience in all bestchance programs.
- ▶ The Facilities team successfully led the closure and transition from our Bayswater office back to Glen Waverley. In addition, the team implemented an online and offsite storage process for all information across our company.
- ▶ Our Grants team continued to develop connections and relationships with our networks and supporters, leading to generous support in fee payments for Cheshire students and for our new SEED Primary School model.
- ▶ Marketing created and implemented an end-to-end online enrolment process for Training, including self-paced information sessions with video content.
- ▶ Our Marketing team also launched new branding and a new website for the SEED program, and created video content to support the People & Culture team in a recruitment campaign for our CTS therapists.

Our vision for the future of bestchance is to continue to analyse, review and improve processes, accountability and customer service standards through ongoing evaluation and implementation of our Client Experience project.

I personally thank team members for their continued commitment to bestchance, through one of the most extremely challenging periods in history. Our focus remains on achieving our goals resulting in stronger communities, healthier families and happier childhoods.

PEOPLE & CULTURE

JOHN GOW-HILLS, GENERAL MANAGER



Employee Engagement

In September 2021 we conducted an extensive “Letsconnect” Employee Engagement Survey. A participation rate of 100% was recorded for many teams. The overall participation rate was 73%.

The survey identified key areas of strength and opportunities for improvement. Extensive engagement with employees about their feedback has occurred; and employee feedback has directly influenced our Strategic Plan 2022-2024 (through the strategic pillars of “Health Safety Wellbeing” and “People”).

COVID Impact

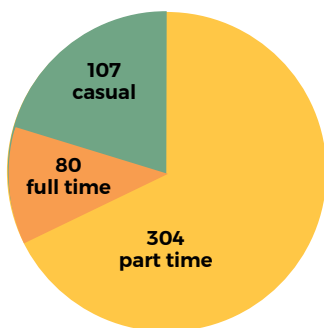
The COVID pandemic continued to impact our workforce and services. Educators and managers demonstrated remarkable resilience by maintaining services in context of ever changing COVID-safe requirements and restrictions. Support staff adapted well to a hybrid model of home-based and office-based work. The Victorian Government mandated vaccination (three doses) throughout our sector. Bestchance has fully complied with this mandate (which also triggered some unfortunate turnover of staff).

Restructure

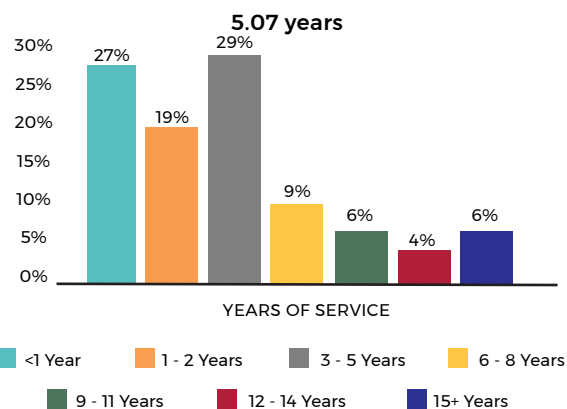
A new Early Years Leadership Team was recruited following a restructure into four geographic regions plus Business Operations and Pedagogical Leadership. Bestchance ceased Family Day Care operations in late 2021 following a period of consultation with effected employees, contractors and families.

HEADCOUNT BY EMPLOYMENT TYPE

TOTAL = 491



AVERAGE LENGTH OF SERVICE OF EMPLOYEES



EMPLOYEE EXPERIENCE





5
LGAs

36
kinders

263
educators

2532
families

2568
children

KINDERGARTENS

bestchance kindergarten services operate with full commitment to the United Nations Convention on the Rights of the Child. Integrated teaching and learning practices are embedded in each bestchance service, resulting in a blended approach of child-directed play and learning, guided play and learning, and adult-led learning.

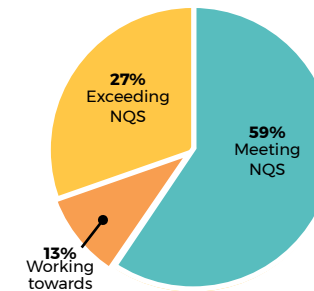
This practice provides children with opportunities to respond to their own curiosities about the world, through interactions with their environments and other individuals, extending their understandings and learnings.

Educators are responsive and skilled in engaging with children to provoke critical thinking and building of skills and knowledge. In this blended model of learning, educators have high expectations of children, they are critically reflective of their own practices, taking responsibility for high levels of achievement. Through this integrated teaching and learning approach, children are enabled leaders in their own learning.

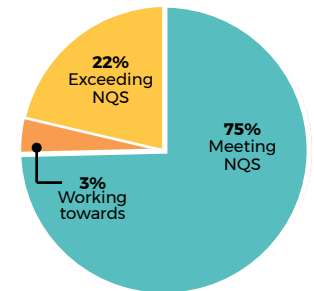
From enrolment through to transition to school, bestchance works to hear, respect and act on the voices of children.

NATIONAL QUALITY STANDARDS RATING & ASSESSMENTS

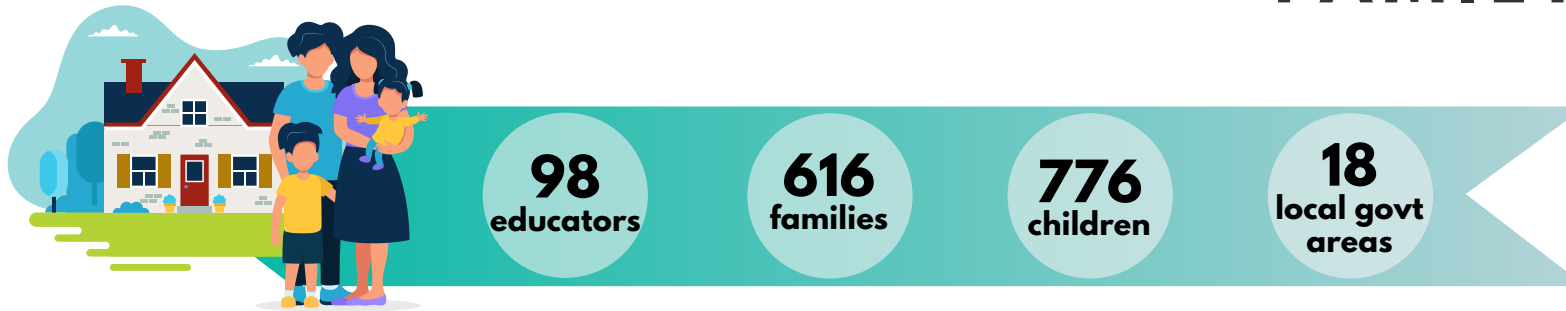
VICTORIA



BESTCHANCE



FAMILY DAY CARE



Family Day Care (FDC) is a form of childcare provided in the home of qualified Educators with a smaller child group size. Bestchance commenced FDC in 2014, and in 2021 had FDCs across 19 Local Government Areas.

The impact of several COVID lockdowns effected the ability for families to send their children to FDC. Approximately 50% of families were able to use care during this time as they had permits however operations were challenging as cases started to be confirmed and educators were forced in 14-day isolations which meant their services were unable to operate.

Following the decision to exit delivery of FDC, 77 of the 89 Educators transitioned to other schemes. The remaining educators either chose to retire or move into another area of the workforce. All members of the Coordination team commenced new roles in January 2022 apart from one who decided to have some time off.





INTEGRATED CHILDREN'S CENTRES

3
locations

100
educators

378
families

380
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; and providing environments in which children are respected and empowered is imperative across all bestchance services.

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



350
children and
families

36
kinders supported
through School
Readiness Funding

125
professional
development
attendees

6 Speech
Pathologists

13 Occupational
Therapists

5 Psychologists

1 Physiotherapist

6 Therapy
Assistants

Our Children's Therapies team is a registered NDIS provider and offers specialised support and services for infants and young children with developmental delays or disabilities.

Our clinics are bright and fun spaces for children to feel welcomed and comfortable, but we can also work anywhere your child needs support; including at home, Kinder, Childcare or School.

Our therapeutic services are designed to support:

- ▶ Children's overall development
- ▶ Speech, language and understanding
- ▶ Physical skills such as crawling, walking and coordination
- ▶ Fine motor skills such as writing
- ▶ Sleeping routines and toilet training
- ▶ Self care skills such as eating and dressing
- ▶ Behaviour, attention and concentration challenges
- ▶ Social skills and communication
- ▶ School Readiness

Our team of professional therapists work in partnership with families to understand a child's needs, set realistic goals for their development, and create an individualised plan to achieve them.

The team is comprised of Occupational Therapists, Speech Pathologists, Physiotherapists, Psychologists, and Therapy Assistants..

"You have made such a significant impact on [Benji's] life, development and wellbeing. He was so lucky to have you! I also know his mother valued you highly and you were more than a speech therapist to her. She felt so comfortable opening up to you, which just shows how much energy you invest in the family as a whole. [As ECEI coordinator] I have also enjoyed the partnership that we created working with this family. You are so warm, kind and professional which made working with this family so much easier knowing they had your support."

CHESHIRE SCHOOL



27
students

3
scholarships
awarded

37%
successful
transitions to
mainstream
school

1 Principal

2 Psychologists

1 Admin Officer

5 Teachers

5 Education
Support Officers

1 Family Support
Coordinator

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.



FAMILY SUPPORT & VOLUNTEERS



IN-HOME SUPPORT

20
children

11
families

10
volunteers



SUPPORTED PLAYGROUPS

16
children

10
families

3
volunteers



COMMUNITY SUPPORT

114
requests
fulfilled



VOLUNTEERS

32
volunteers

204
hours of
in-home
support

12
kinder
placements

bestchance Community Support was made aware of a single mother with three children experiencing family violence so had moved into temporary accommodation with a friend.

The family was encouraged to attend bestchance Supported Playgroup to reduce the mother's social isolation and feel connected to her community. The family was assisted with bill payment, food vouchers, material aid, and taxi vouchers to attend a medical appointment.

External referrals to other services was also provided as well as a referral to bestchance training. With restrictions being lifted after COVID, the children have now commenced at the bestchance childcare so that the mother can further her education.

ADULT LEARNING



3 courses offered

360 enrolments

312 completions

32 Pre-accredited students

67% students obtained employment

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.

As a Learn Local provider, we also deliver pre-accredited short courses including Prepare for Employment, Digital Literacy, Study Skills and Conversational English.

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

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.



OUR SUPPORTERS

Over 2021, the Philanthropy Team has been working hard to increase the awareness of bestchance as a charitable organisation highly worthy of philanthropic and community support.

We have been doing this in a number of ways:

We have increased our level of effective communication and established pathways to attract potential supporters and grant makers both internally and externally. This has included developing connections and relationships with our networks and supporters, such as Carelli Constructions, who are generously supporting students needing assistance with fees at Cheshire School in an ongoing partnership with bestchance.

We are strengthening ties with Trusts and Foundations to progress innovative projects, including a grant from the Collier Charitable Trust to build capacity within a new SEED Primary School model. We also continue to talk to businesses about bestchance, the work that we do and how they might support it, through a variety of partnership options of mutual benefit.

Bestchance is blessed with a community of generous, committed people who support the organisation through financial and volunteer means. Our supporters step up and help us deliver a multitude of services that respond to the changing needs of our community.

We thank these individuals whole-heartedly and thank our grant makers of 2021, including the Kimberley Foundation who have dedicated funding over a number of years towards the SEED Program's Early Years modules, and the Frank and Flora Leith Trust, who have once again supported students at Cheshire School. These grant makers and many like them, have shown a great deal of trust in and commitment to bestchance, and we look forward to demonstrating the positive impact, they have made throughout 2022.

Collier
Charitable
Fund



The
Kimberley
Foundation

The Flora & Frank Leith
Charitable Trust

TREASURER REPORT

REBECCA GAGLIARDI



After the unprecedented year of 2020, the intent for 2021 was to return to what we do and to do it well. However, our efforts largely focused on learning to adapt in challenging environments and managing continuous change as we saw COVID-19 continue to play out and disrupt our operations.

While the majority of this change was born out of necessity due to factors outside of our control (for example government enforced shutdowns and free kinder programs, closed borders and labour supply shortages), other changes were brought on by the efforts to align the operations with the strategic plan set by the Board. This saw parts of the business change and evolve over the year with the completion of the 38 kinder transitions and the exit of Family Day Care operations. Despite the immense levels of change and challenges experienced, the organisation strived to deliver sustainable, integrated, high-quality services to our children and their families.

For the financial year ended 31 December 2021, bestchance reported an overall deficit of \$268K. While the deficit is not desirable, it was largely attributable to legacy events rather than the current year business operations.

From a current year operations perspective, the organisation recorded an operating surplus of \$154k (before non operating activities). The surplus was a good result given the challenging landscape. Both top line revenue and operating costs reduced compared to the 2020 year because of strategic decisions and external landscapes. The transition of the kindergartens in January 2021 resulted in a reduction of top line revenue by \$6.1m and some of our services, in particular our Registered Training Organisation, were significantly impacted and recorded deficits at a business unit level. Government support and a focus on cost management avoided an overall deficit for the organisation.

Funding from the State Government provided the support needed to offer free Kindergarten programs to close to 2300 children across four key Local Government Areas – Geelong, Wyndham, Cardinia, and City of Greater Dandenong. This was extremely important to our families during these difficult times as COVID-19 really exposed the vulnerabilities of our communities.

Our other business operations such as Long Day Care Centres, Family Day Care operation, Children's Therapy Services, Cheshire School and Registered Training Organisation navigated through operational challenges with minimum funding from the Federal and State Governments. This was a contrast to the 2020 year where the JobKeeper program provided \$13.7m of support. The absence of Jobkeeper throughout the 2021 year was a key contributor to the \$15.9m decrease in revenue and the \$10.3m in Employee benefits expense from the 2020 year.

From a cost perspective, the over-arching focus on sustainability, efficiencies and productivity resulted in true cost savings within our cost structures, which is seen by the overall reduction in total operating costs. This was achieved throughout the whole of the organisation and business units. The true savings are somewhat masked by additional/one-off expenditure associated with historical structures, such as the write off of assets relating to the transitioned kindergartens or costs associated with long term strategic decisions. Investment income from investments held of \$211k and philanthropic income received helped minimise the overall deficit and impacts of legal and settlement costs of \$633k.

From a Financial Position perspective, our Balance Sheet remained strong with a net asset position of \$31.2m (2020: \$31.5m) and positive cash flow throughout the year. The Glen Waverley Site divestment decision made by the Board in 2019 will come to reality mid 2022 when the land is expected to settle. The anticipated receipt from the sale of property will be reinvested back to the organisation to support strategic initiatives and operations well into the future.

Our strong assets base, anticipated land settlement monies and new state of the art facilities in Glen Waverley, provides us with a strong foundation to deliver quality integrated services for children and families for many years to come.

STATEMENT OF FINANCIAL POSITION

YEAR ENDED 31 DECEMBER 2021

	2021 \$	2020 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	454,162	1,018,096
Trade and other receivables	2,507,758	3,940,392
Financial assets	2,460,526	2,244,923
Other assets	285,863	470,368
Assets held for sale	21,163,500	-
TOTAL CURRENT ASSETS	26,871,809	7,673,779
NON-CURRENT ASSETS		
Assets held for sale	-	21,163,500
Property, plant and equipment	12,468,844	11,909,997
Intangible assets	481,480	411,824
TOTAL NON-CURRENT ASSETS	12,950,324	33,485,321
TOTAL ASSETS	39,822,133	41,159,100
CURRENT LIABILITIES		
Trade and other payables	3,360,632	3,650,025
Borrowings	1,690,000	-
Provisions	2,221,657	3,452,381
Other liabilities	1,131,148	424,793
TOTAL CURRENT LIABILITIES	8,403,437	7,527,199
NON-CURRENT LIABILITIES		
Borrowings	-	1,690,000
Provisions	218,120	401,466
TOTAL NON-CURRENT LIABILITIES	218,120	2,091,466
TOTAL LIABILITIES	8,621,557	9,618,665
NET ASSETS	31,200,576	31,540,435
EQUITY		
Reserves	27,531,081	27,603,081
Retained earnings	3,669,495	3,937,354
TOTAL EQUITY	31,200,576	31,540,435

STATEMENT OF INCOME, EXPENDITURE AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2021

	2021	2020
	\$	\$
Revenue	34,503,248	50,410,986
Operating expenses		
Employee benefits expense	(28,217,003)	(38,581,370)
Administration expense	(1,140,645)	(757,033)
Property maintenance and security expense	(1,204,949)	(1,798,138)
Direct costs	(961,470)	(1,252,504)
Computer and equipment expense	(361,024)	(486,409)
Minor asset purchases	(20,893)	(124,399)
Rental expense	(596,467)	(536,979)
Printing and stationery	(361,025)	(415,292)
Finance costs	(97,413)	(150,772)
Insurance and professional costs	(441,583)	(717,601)
Depreciation and amortisation expense	(424,502)	(434,507)
Motor vehicle expense	(39,499)	(55,794)
Utilities expense	(223,250)	(419,365)
Other expenses	(259,449)	(696,309)
Operating surplus/(deficit) for the year	154,076	3,984,514
Non-operating activities		
Gain/(loss) on fair value movement in investments	211,280	(32,163)
Legal and settlement related costs	(633,215)	(756,715)
Net Surplus/(Deficit) from ordinary activities for the year	(267,859)	3,195,636
Total other comprehensive income	-	-
Total comprehensive income/(loss) for the year	(267,859)	3,195,636

STATEMENT OF CASHFLOWS

YEAR ENDED 31 DECEMBER 2021

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES:	\$	\$
Receipts from operations	38,909,703	51,764,642
Payments to suppliers and employees	(38,234,742)	(49,528,678)
Interest and income received from investments	140,130	58,920
Interest paid	(97,413)	(72,307)
Net cash provided by/(used in) operating activities	717,678	2,222,577
CASH FLOWS FROM INVESTING ACTIVITIES:		
Payment for intangibles	(188,266)	(12,498)
Payment for property, plant and equipment and intangibles	(1,089,023)	(223,600)
Proceeds from sale of motor vehicle	-	40,701
Redemption of term deposits	(4,323)	(2,914)
Net cash (used in) investing activities	(1,281,612)	(198,311)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net increase/(decrease) in cash and cash equivalents held	(563,934)	2,024,266
Cash and cash equivalents at beginning of year	1,018,096	(1,006,170)
Cash and cash equivalents at end of the year	454,162	1,018,096

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.

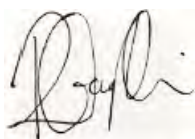
In the opinion of the Board, the financial report:

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 2021 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 17 May, 2022

2021 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 2021, 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 2021.

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 17 May 2022.

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*.

A handwritten signature in blue ink, appearing to read 'Saward Dawson'.

SAWARD DAWSON

A handwritten signature in blue ink, appearing to read 'Peter Shields'.

Partner: Peter Shields
Date: 17 May 2022
Blackburn, Victoria 3130

20 Albert St, PO Box 256, Blackburn VIC 3130
T +61 3 9894 2500 F +61 3 9894 1622
contact@sawarddawson.com.au
sawarddawson.com.au



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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 Greater Dandenong
- City of Monash
- City of Wyndham
- Bass Coast Shire Council
- 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

- Better Waste
- Carelli Constructions
- Commonwealth Bank
- Saward Dawson Chartered Accountants
- Hubworks
- Beaucorp Pty Ltd

PHILANTHROPIC SUPPORT

- Campbell Edwards Trust
- Collier Charitable Fund
- The Helen McPherson Trust
- The Kimberley Foundation
- Flora and Frank Leith Charitable Trust

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

- Les Bus
- David & Henrietta Roberts
- GHY Dahlsen
- Sheila Randell

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



GET IN TOUCH

T: 1300 224 644

E: enquiries@bestchance.org.au

A: 583 Ferntree Gully Rd

Glen Waverley

VIC 3150

CHILD ► FAMILY ► CARE
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