



CHILD ▶ FAMILY ▶ CARE  
bestchance

**ANNUAL  
REPORT**  

---

**2022**

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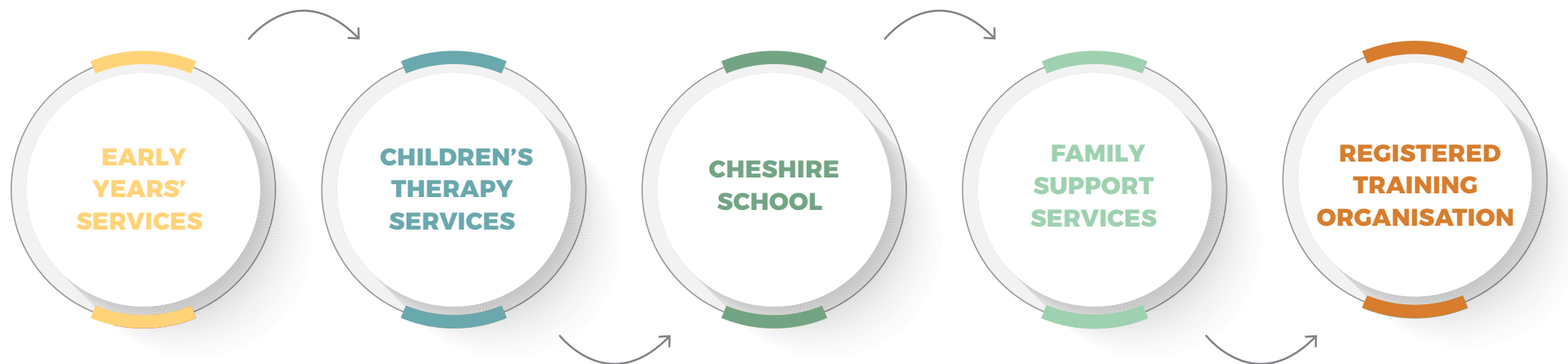
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## ACKNOWLEDGEMENT OF COUNTRY

At bestchance, we acknowledge the Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land, waters and seas of Australia and pay our respect to their Elders past, present and emerging. We honour their unique cultural and spiritual relationships and their rich contribution to our society.

# ABOUT BESTCHANCE



Our Early Years' Services are holistic in nature, catering for the diverse needs of families and children. Through our Integrated Childcare Centres and kindergartens, we build the solid foundations for children to grow into healthy, resilient and emotionally intelligent adults.

We provide specialised support and intervention therapies for children with developmental delays, disabilities or behavioural challenges from age 0 to 10 years. Registered with the National Disability Insurance Scheme (NDIS), our Children's Therapy team is comprised of Psychologists, Speech Pathologists, Occupational Therapists, Physiotherapists, Music Therapists and Social Workers.

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, Education Support Officers and Allied Health clinicians partner closely with families to help students gain the skills and confidence needed to engage with learning and transition into mainstream schooling.

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.

Our Registered Training Organisation provides accredited training in vocational qualifications including Early Childhood Education and Care and School Based Education Support. Our goal is to ensure that individuals in our communities are empowered through education and employment and that our communities are supplied with qualified professionals needed to care for the most vulnerable.



## BOARD OF MANAGEMENT



**Saul Ryan**

Joined 2014  
Chair 2015 - 2022  
Retired 2022



**Vic Rajah**

Joined 2012  
Deputy Chair 2015 - 2022  
Chair 2022 - current



**Michael Holmes**

Joined 2018  
Secretary 2019 - current



**Rebecca Gagliardi**

Joined 2019  
Treasurer 2020 - 2022  
Deputy Chair 2022 - 2023



**Michael Arceri**

Joined 2021  
Treasurer 2022 - current



**Glenys Grant O.A.M.**

Joined 1977  
Member



**Rachael Scott**

Joined 2013  
Member



**Riaan Visser**

Joined 2022  
Member



**Jane Evans**

Joined 2019  
Retired 2022

# CHAIR REPORT

## VIC RAJAH

This marks my first report as Chairman and I would like to pay tribute to my predecessor, Saul Ryan, who held this role for the eight years prior to my appointment.

2022 was highlighted by the sale of Lot 2, 583 Ferntree Gully Road, Glen Waverley in July and the official opening of our new centre of excellence located at 16 Woodlea Drive, Glen Waverley in November.

This state of the art and environmentally enhanced facility provides a welcome new home to the Cheshire School, our Children's Therapy Services and our Registered Training Organisation. Our corporate staff are also located in these new premises, promoting increased efficiencies and collaboration.

Demonstrating our commitment to Child Safety and in line with legislative changes, the organisation implemented the new 2022 Child Safe Standards with review of the effective implementation of each Standard ongoing.

The challenges posed by COVID-19 remained for much of the year resulting in staff shortages and some centre closures from time to time. Despite the operational challenges faced in our Integrated Childcare Centres in the last quarter of 2022 (which resulted in the bulk of the operational deficit), cash

flow remained strong with a \$594 k inflow improvement from 2021.

The Board developed the organisation's strategic plan for the three year period from 2022 – 2024. Our aim is to pursue measured and sustainable growth geared towards achieving a high positive impact for those in need. With this in mind, we expect growth in our Early Years' portfolio in new and developing suburbs in Melbourne and the western corridor of Melbourne and an expansion of our Family Support Services and our Children's Therapy Services.

Overall, the 2022 year was a positive one and I would like to thank Chris Chronis for his continued leadership and stewardship of the organisation together with all members of the Executive Management Team.



# CEO REPORT

## CHRIS CHRONIS, CEO

The Early Learning sector continued to face the after effects of the COVID-19 pandemic, overlaid with unprecedented workforce shortages, ultimately leading to increased pressure on our staff and greater reliance on agency personnel to cover vacant shifts. These factors, along with significant business disruption due to delays in the refurbishment of our new premises at Glen Waverley, ultimately led to the reporting of a Net Deficit result of \$751 k for the 2022 calendar year.

Despite these challenges, our teams rallied together to ensure the health, safety and wellbeing of our children and families remained a key priority. All programs continued to focus on integrating our services to provide greater support to our most vulnerable children. This was most evident in our kindergarten and Children's Therapy teams, where our clinicians including Psychologists, Speech Therapists and Occupational Therapists, worked closely with our educators to provide greater support to children with higher social, emotional and learning challenges. Furthermore, significant work was completed to ensure our readiness for compliance with the new Child Safe Standards that came into effect in July 2022. We successfully employed five students from our Registered Training Organisation within our Early Learning centres to cover relief opportunities

yet continued to face significant challenges in attracting students into training programs due to lower overseas migration and decreased student visa grants in vocational education and training.

### Our Family Support

Services program, enabled by the tremendous work from our volunteers, supported 162 vulnerable families within the City of Monash community during the year. The program supported families experiencing crisis across many issues including financial instability, domestic violence, anxiety, depression, adjusting to the demands of parenthood and caring for children with additional needs.



# CEO REPORT

## CHRIS CHRONIS, CEO

Our newly refurbished Cheshire School commenced operation in Term 3 2022 at our new premises at Glen Waverley with exuberance shown by students and educators and overwhelmingly positive feedback received from parents. The new state of the art school building has capacity to cater for 40 students and whilst we ended the year with 21 students, significant interest and the current waitlist is expected to result in strong enrolment growth in the coming years.

The successful settlement of land (Lot 2) at our Glen Waverley site enabled the refurbishment of our new premises on the remaining land (Lot 1) to be commissioned. The project experienced significant delays due to collapse of the building sector in 2022. This resulted in major supplier constraints including material and labour shortages, deferring the unveiling of the new site by ten months. On 10 November 2022, the Mayor of Monash and Councillor for Oakleigh Ward, Stuart James, officially opened our purpose built building at 16 Woodlea Drive, Glen Waverley.

Our new site provides a truly integrated approach to child and family care and represents a great new chapter for the charity. Supported by a capable and driven team, our organisation is well placed to deliver sustainable, integrated, high quality programs across our portfolios well into the future. To that end, I would like to thank the Executive Management team, our employees and our volunteers for their significant contribution throughout the year.



# EARLY YEARS' SERVICES

## JOY NUNN, GENERAL MANAGER

We approached 2022 with hope of returning to pre COVID-19 practices. Unfortunately, our Early Years' Services experienced a number of room closures in the Integrated Childcare Centres and several session cancellations in the kindergartens. The requirements for our response to COVID changed multiple times throughout the first half of the year and our educators and families responded with flexibility and agility.

All Early Years' staff came together in April for the Let's Connect Conference. The first half of the day was specific to professional development for our Early Years' educators with guest speakers from the Early Education sector. The second half of the day involved colleagues from all areas of bestchance collaborating with the Early Years' team to help strengthen connections between all programs and services. Our CEO Chris Chronis spoke about our vision and the new strategic plan for 2022 – 2024 and each General Manager provided a presentation of their portfolio.

Our Early Years' management structure was further refined in 2022 with the merger of the Enrolments and Business Operations teams to create a multi-tasking Early Years' Operations team. This enabled greater efficiencies to be realised via the consolidation of enrolment platforms and the

introduction of an online portal to enable better streamlining of processes.

We were successful in receiving additional grant funding for inclusion resources and another round of funding for ventilation support for kindergartens. We acknowledge the support of the Department of Education and Training in the provision of these resources.

### Child Safety

Our Early Years' Services worked with the Governance team to respond to changes to the Child Safety Standards. A number of Early Years' staff were included in the Child Safety Work Group and operated as Child Safety Champions. Across services and at network meetings, educators received presentations and updates regarding the changes and new expectations of the Standards. Further professional development in the Child Safe Standards was also undertaken.



# EARLY YEARS' SERVICES

## JOY NUNN, GENERAL MANAGER

### National Quality Standards

We participated in the National Quality Rating and Assessment process for evaluating services against the National Quality Standards (NQS) and the National Regulations. This process determines how a service is meeting the NQS and enhancing outcomes for children. As at 31 December 2022, 97 per cent of our services were rated as Meeting NQS or above, compared to the national figure of 89 per cent for childcare and kindergartens combined. Of the 97 per cent, 18 per cent of our services were rated as Exceeding NQS. One service which was rated as Working Towards NQS in 2018 is yet to be reassessed due to COVID related restrictions.

Meeting compliance obligations to support excellence in delivery of services to children and families is a key focus of the bestchance team. As a result, we look for ways to make this streamlined and easy for staff to implement, including the use of Storypark. Storypark is utilised as a service wide platform for two way interaction between staff and parents/ carers regarding their child's learning journey, unique interests and family involvement. Storypark is an online communication

and pedagogical documentation application. Families download the application and educators post child learning experiences that families can share with trusted others. This enables educators to document children's learning against the NQS and this information can also be used as evidence in assessment and rating. This application also provides educators with Community of Practice collaboration spaces (together with formal gatherings) for sharing experiences, knowledge and ideas.

I would like to thank each and every educator and staff member in the Early Years' team, those delivering education and care and those supporting these services, for maintaining the delivery of quality care and education throughout the year.

# CHILDREN'S AND FAMILY SERVICES

## NICCI GODSMAN, GENERAL MANAGER

In November 2022, the Children's and Family Services Glen Waverley team officially moved into the state of the art, newly rebuilt premise in Woodlea Drive, Glen Waverley, bringing to the fore a new era of working for Cheshire School, Children's Therapy Services and Family Support Services. For the first time, these three service lines, along with administrative Support Services and Training commenced operations from the same building location. The previous environment which saw these teams working separately from disconnected and outdated buildings, is now a thing of the past.

The year started positively with a strong contingent of staff and clients. Ongoing, unexpected delays to the refurbishment project meant continued disruption, and as such, the intended growth plans for Cheshire School and the Therapy team were not achieved in 2022.

Whilst phase one of refurbishment enabled Cheshire School to start Term 3 in their new building, enrolments during the first half of the year were low. This was a consequence of both the successful completion of students' educational tenure in the middle of the year and the inability for rapid transitioning of new students during the first half of the year due to space limitations and safety implications. Despite the business disruption, staff across all of the Children's and Family Services teams demonstrated enormous resilience and adaptability so that service provision could continue with minimal disruption to clients.

Staff movement during the first half of 2022 was high, particularly within Children's Therapy Services. This included leadership changes following consecutive maternity leave commencements, significant clinician resignations and reduction of working hours in the wake of post-COVID-normal, as well as other changes to teaching staff in Cheshire School later in the year.

In preparation for an expected rise in Cheshire School student enrolments in Term 1 2023, the school finished the year with 1.5 FTE new teachers and 2.0 FTE new education support team members confirmed for 2023. This grew the school staff from 9 to 12.5 FTE, enabling Junior, Middle and Senior classes to be offered for the first time.

An experienced and innovative Program Leader commenced in the middle of the year and new clinician recruits commenced in late Term 4, ensuring the step off from 2022 into the new year ended with a strong Therapy team to build on in 2023.



# CHILDREN'S AND FAMILY SERVICES

## NICCI GODSMAN, GENERAL MANAGER

### Educate and care for children

#### Children's Therapy Services

A number of changes and new initiatives were introduced to the Children's Therapy model of practice during the year, enhancing the professional experience for clients and clinicians and elevating the team's point of difference, including:

- Implementation of the Key Worker Model considered best practice within early childhood intervention, together with the introduction of proactive professional development necessary to achieve successful outcomes through this approach. Transdisciplinary Practice presentations were introduced to support work under the Key Worker Model. These presentations occurred fortnightly and involved the sharing of discipline specific expertise and knowledge, thus enriching the diversity of experience and knowledge within the program.
- Successful recruitment of a wider more diverse and experienced group of therapists allowing expansion of therapy disciplines including the addition of Play Therapy, Music Therapy and Social Services.

- Closure of the Pakenham office and relocation of the Children's Therapy Services East team to Konewark Integrated Child and Family Centre in Officer, enabled greater connection to the community and a more centralised location for clients in the rapidly growing Local Government Area of Cardinia.
- Closure of the Footscray office and expansion into the Wyndham Local Government Area in the form of two community hubs, Bembit Bag-rook Community Centre and Mainview Boulevard Kindergarten, allowed greater connectivity with the local communities and greater access to Children's Therapy Services.

### Cheshire School

For Cheshire School, 2022 was a year filled with both nostalgia and excitement as we said goodbye to the outdated, outsized and tired old school premise and welcomed our children, staff and parent community to the long awaited beautiful new school, designed for growth and opportunity. The move to the new facilities in Term 3 enhanced the school's capacity to better support students by way of space, better safety measures and capacity of staff to work with students in multi-modal ways.

# CHILDREN'S AND FAMILY SERVICES

## NICCI GODSMAN, GENERAL MANAGER

Cheshire School commenced the year with a total of 16 student enrolments. As a transitional school, student graduations are always celebrated and during the year we congratulated four students who transitioned successfully to new schools and welcomed nine new students and their families. Thirty eight per cent of final student numbers in 2022 were the result of new student enrolments in the second half of the year.

Until Term 4, many new student enquiries withdrew due to protracted wait times as a result of limited enrolment capacity caused by the delayed relocation date. A review of the Trial Phase for incoming students highlighted the overall on boarding process was too slow. The Trial Phase has since been streamlined such that three weeks have been removed from the previous six week process. At the end of Term 4, a total of 21 enrolments were recorded.

Overall, Cheshire School achieved remarkable results in difficult circumstances and the efforts of the staff to maintain such high quality care and commitment to the children is a credit to both the leadership, the team and each individual.

## Support and strengthen families

### Family Support Services

Providing preventative support to those who have the least access to support services, our Family Support team focuses on providing in-home parenting support, supported playgroup, emergency relief and material aid. Critical to these services are the contributions of our many volunteers who generously donate their time to personally work with our vulnerable families. Whilst there was a slight increase in our volunteer numbers from 2021 to 2022, volunteering remained well below the pre-COVID rate, with only 47 volunteer placements in 2022.

Awaiting completion of the Glen Waverley building, our team, including three volunteers, continued to deliver supported playgroup from a temporary venue at the Wellington Child and Family Hub. Weekly playgroup sessions were provided to 16 families and over 20 children. Our flagship in-home support program transformed the lives of 18 families and 32 children. We thank the 14 volunteers involved in this program for the unwavering commitment, care and support they provided to the families with whom they were appointed. Evidence of our impact on the local community is best highlighted from the wonderful feedback below:



# CHILDREN'S AND FAMILY SERVICES

## NICCI GODSMAN, GENERAL MANAGER

*"Thank you so much from the bottom of my heart for all the support from you, our volunteer and Best Chance as a company. I will be eternally grateful for the care and support you provided to us in such devastating times. Our volunteer has been an absolute angel, and God send. She was absolutely perfect for our family. Any family would be so lucky to have her. My mum and I had a big cry knowing that we wouldn't be seeing her as often. She was there, supporting our family through so much over the past 9 months and we will miss her terribly, but I know it's not the end of our friendship."*

The Annual Holiday Season Appeal supported over 128 families by providing toys, clothing and gift cards to families in need.

### Empower individuals through skilled purpose

#### **SEED Program (Social Emotional Engagement and Development)**

The ongoing partnership between bestchance and Monash University continued to strengthen through collaborative work associated with the SEED Program and the implementation of SEED across bestchance Early Years' Services.

SEED's successful evidence-based strategies were implemented and evaluated across all of our Early Years' programs and services and was further enhanced through facilitation and coaching sessions lead by our Principle Consultant Psychologist. Planning and Research work commenced in a proposed SEED Primary School program providing a basis for next phases of design and development of new modules in 2023.

*"It was helpful to understand why children do what they do. We can now look at things from a different perspective and assist children to recognise their feelings and behaviours and give them strategies that will help and support them throughout life."* - Kinder Educator

I would like to personally acknowledge the significant efforts and contributions of my whole team during 2022. Our Children's and Family Services team demonstrated team work, resilience and strength in providing quality care, education and support to the families and children of the bestchance community and I am thankful for all the work they do.

# GOVERNANCE AND TRAINING SERVICES

## ROBBI DONALDSON, GENERAL MANAGER

Whilst the year witnessed the end of lockdowns from the pandemic, our Registered Training Organisation continued to experience major challenges in attracting new students. This was primarily due to a continued decline in new migrant numbers to Australia. Despite this, bestchance Training managed to continue welcoming new students throughout the year for both accredited and pre-accredited training.

2022 brought many changes to bestchance Training which included:

- ▶ The realisation of the expected changes to the “Children’s Education and Care Training Package” resulting in a successful application to the Australian Skills Quality Authority to have our Scope of Registration updated with new courses
- ▶ We were pleased to launch three new groups in the new qualifications in November, who will continue their studies through 2023
- ▶ Our existing students who commenced in 2021 and/or 2022 completed their qualifications at the end of 2022
- ▶ We began delivery of hybrid classes from our new purpose-built premises in Glen Waverley.

Our Early Childhood Education and Care students continued to benefit from the support provided by our Early Years’ Programs via employment opportunities not only for our graduates but also those studying and working towards their qualifications,

as well as via practical placement opportunities at our 33 kindergartens and three Integrated Childcare Centres.

The Governance team continued supporting the organisation across numerous regulatory, contractual and legislative requirements. Some of the key programs included the following:

- ▶ Implementation of the 2022 Child Safe Standards across the organisation
- ▶ Re-registration of bestchance Training with the Australian Skills Quality Authority
- ▶ Re-registration of the Cheshire School with the Victorian Registration and Qualifications Authority
- ▶ Re-registration of our Children’s Therapy Services with the National Disability Insurance Scheme

I acknowledge and appreciate the commitment of my team to our organisation. The support the team provided to our students was phenomenal, with the majority of all students graduating. Collaboration between the Governance team and the wider organisation is testimony to the positive re-registration outcomes. Well done to all.



# PEOPLE AND CULTURE

## JOHN GOW-HILLS, GENERAL MANAGER

### Safety Turnaround

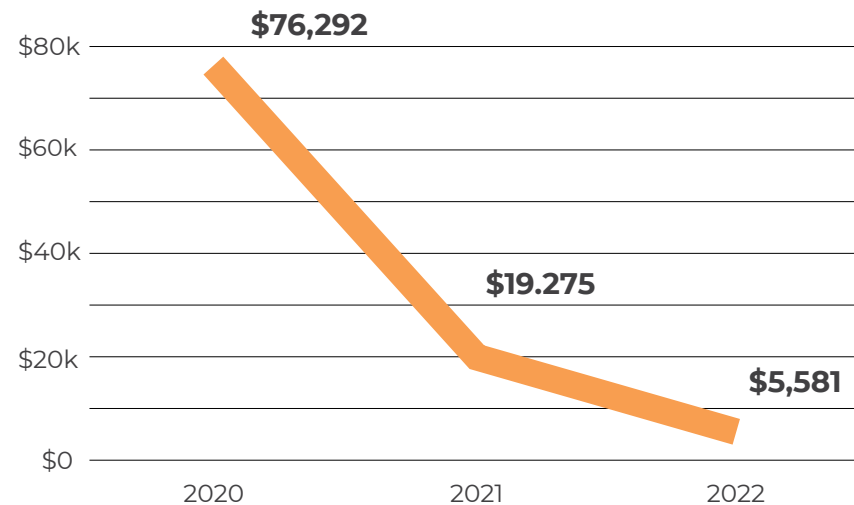
Improvement in health and safety practices and outcomes was a key priority throughout 2022. We significantly boosted our investment in safety through the recruitment of an expert team of three (2.6 FTE).

The team delivered a complete refresh of our safety management systems and achieved high levels of safety awareness across the organisation, particularly in our kindergartens and Integrated Childcare Centres.

One significant measure of the success of these efforts is: Across a workforce of 498 employees our total Workcover claims experience was one Workcover claim involving lost time plus five claims for medical and like expenses (with no lost time). There was a significant decrease in the Cost of Lost Time (Workcover) metric from \$19,275 in 2021 to \$5,581 in 2022. By comparison, in 2019 the Cost of Lost Time (Workcover) was \$514,809.



### Cost of Lost Time (Workcover) 2020 - 2022



# PEOPLE AND CULTURE

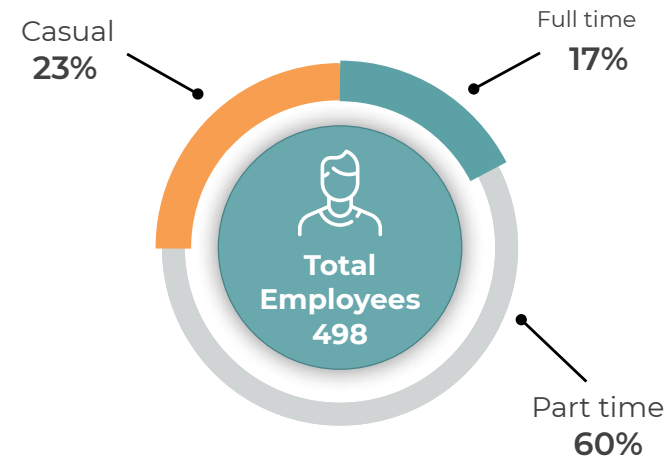
## JOHN GOW-HILLS, GENERAL MANAGER

### Employee Turnover and Retention

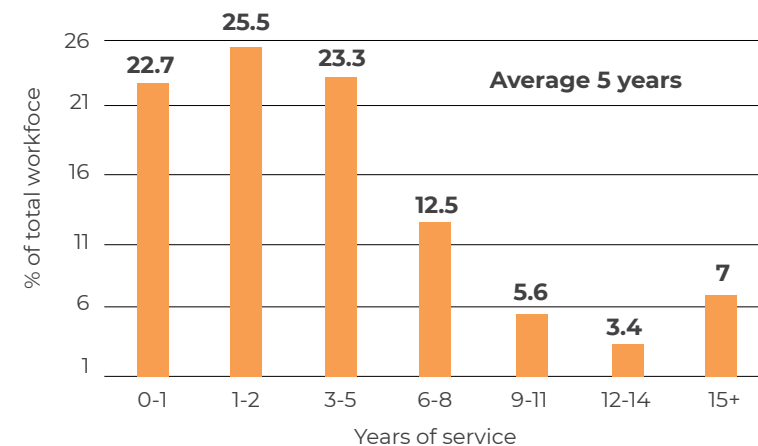
There has been minimal change in total headcount (or the proportion of staff who work full time, part time or casual) between 2021 and 2022. This seeming stability masks significant turnover (27 per cent) and high recruitment demand during 2022. The People and Culture team supported the recruitment of 145 new starters during 2022. This level of turnover and recruitment demand is endemic across the Early Childhood Care and Education sector.

The average length of service of bestchance employees (5.07 years) also did not vary between 2021 and 2022. However, there has been an improvement in the proportion of staff with more than five years' service from 25 per cent in 2021 to 29 per cent in 2022.

### Headcount by Employment Type in 2022



### Average Length of Service of Employees in 2022



# KINDERGARTENS

**5**  
LGAs

**29**  
KINDERS

**285**  
EDUCATORS

**2266**  
FAMILIES

**2299**  
CHILDREN



Our 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 ensures children are provided with opportunities to respond to their own curiosities about the world through interactions with their environments and other individuals, to extend their understanding and learnings.

Educators are responsive and skilled in engaging with children to encourage critical thinking and building of skills and knowledge. In this blended model of learning, educators have high expectations of children and 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.



# KINDERGARTENS

## Support Program

### **Kindergarten Inclusion Support (KIS)**

The KIS program enhances a kindergarten program's capacity to respond to the individual abilities, interests and needs of children with disability or developmental delay and high support needs or children with complex medical needs, in an inclusive kindergarten environment. Number of children supported 21.

### **Early Start Kindergarten (ESK)**

ESK grants are available for children who identify as an Aboriginal or Torres Strait Islander person, a refugee or asylum seeker or who are known to child protection. Number of children supported 175.

### **National Disability Insurance Scheme (NDIS)**

Children eligible for NDIS are able to have extra support in the form of early childhood intervention to help them build their skills so they can take part in everyday activities. NDIS is for young children who might have or be experiencing, developmental delay or disability. Number of children supported 9. (information collected at enrolment only)

Through the use of School Readiness Funding, a total of 1,482 hours of Allied Health was provided to children in kindergartens.

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



# INTEGRATED CHILDCARE CENTRES

**3**  
LOCATIONS

**96**  
EDUCATORS

**393**  
FAMILIES

**450**  
CHILDREN

The early years of life are the building blocks for later life. 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 Childcare Centres are located in Armstrong Creek East, Bass Valley and Noble Park and provide age appropriate learning programs for children aged six weeks to six years. We value the importance of holistic learning, providing opportunities for cognitive, social and emotional development and providing environments in which children are respected and empowered.

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, who are encouraged to provide culturally diverse activities for the children to experience.

Children are encouraged to move between indoor and outdoor environments to ensure opportunities for a range of quiet, active and collaborative play.

Throughout the year, 30 children who were enrolled in our Integrated Childcare Centres were receiving the Additional Child Care Subsidy. This subsidy is paid to an eligible grandparent receiving an income support payment, a parent or carer transitioning from certain income support payments to work, families experiencing temporary financial hardship and for caring for a child who is vulnerable or at risk of harm, abuse or neglect.



# CHILDREN'S THERAPIES

**354**  
CHILDREN AND  
FAMILIES

**32**  
KINDERS  
SUPPORTED\*

Our Children's Therapy team is a registered NDIS provider and offers specialised support and services for infants and young children with developmental delays or disabilities. We provide a diverse range of therapies including play therapy, physiotherapy, music therapy and social work. We are here to give every child and every family, every chance.

Our clinics are bright and fun spaces for children to feel welcomed and comfortable and include a climbing wall room, group play gym space, bike track room and specialist music room. Our clinicians can also work anywhere a child needs support including at home, kindergarten, childcare or school.

Our services and purpose built facilities operate in Victoria at Glen Waverley, Officer and Truganina. We promote the Key Worker Model which is considered best practice within early childhood intervention and has been shown to provide the most positive and effective outcomes for children and families. The Key Worker focuses on working with significant people in the child's life (i.e. parents, carers, siblings and teachers) imparting information, knowledge and skills to them by coaching and consultation in conjunction with providing therapy to the child.

\* Kindergartens supported through School Readiness Funding.



Thank you card from family engaged with bestchance CTS Key Worker



# CHESHIRE SCHOOL

**21**  
STUDENTS  
ENROLLED

**1**  
CORPORATE  
SCHOLARSHIP  
AWARDED

**16%**  
TRANSITION TO  
MAINSTREAM  
SCHOOL

**38%**  
NEW STUDENT  
ENROLMENTS

**34**  
ENROLMENT  
ENQUIRIES

Cheshire School is an interim specialist school for primary aged students with complex social, emotional and behavioural difficulties.

Cheshire School essentially provides a “stepping stone” that is aimed at enabling students to successfully integrate or re-integrate into a mainstream school, equipped with a healthy self-esteem, established work habits and acceptable ways of behaving and managing challenging situations.

The program at Cheshire School has been designed to provide particular focus on those aspects of a student’s personal and social capabilities that will support and enhance their capacity to be successful as learners and as healthy citizens of our broader community. Learning opportunities are therefore targeted at supporting students to engage in a range of opportunities that are aimed at:

- ▶ Recognising and regulating emotions
- ▶ Developing empathy for others and understanding relationships
- ▶ Establishing and building emotions
- ▶ Making responsible decisions
- ▶ Working effectively in teams
- ▶ Handling challenging situations constructively and with resilience
- ▶ Developing leadership skills

Underpinning the program, there remains a strong focus and commitment to English and Mathematics along with integrated and inquiry units which ensure that curriculum entitlement is met for each and every student.



**1**  
HEAD OF  
SCHOOL

**3**  
TEACHERS

**1**  
PSYCHOLOGIST

**1**  
ADMINISTRATION  
OFFICER

**5**  
EDUCATION  
SUPPORT  
OFFICERS

**1**  
FAMILY SUPPORT  
COORDINATOR



# FAMILY SUPPORT SERVICES

## Volunteering

Volunteering at bestchance is a rewarding and fulfilling experience that brings a sense of joy and purpose to the volunteer and plays a critical role in making a positive impact on the lives of young children. It provides valuable experience for those volunteers interested in pursuing a career in education or working with young children, providing an opportunity to develop skills such as communication, problem solving and teamwork.

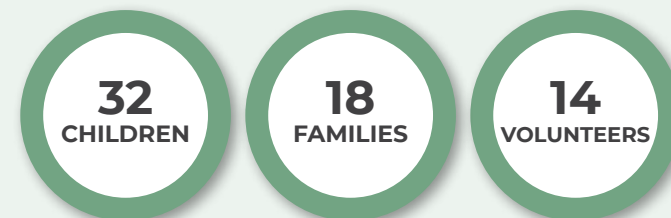
Our kindergarten volunteers provide additional support for the teachers and because of their culturally diverse backgrounds, they bring a wealth of knowledge and experience to the classroom, exposing children to different perspectives and ways of life. In 2022, two of our kindergarten volunteers gained full time employment in bestchance kindergartens after their volunteering tenure.

*“bestchance Family Support was made aware of a single mother with two children who were required to leave their family home, due to impact of the father’s severe and unmanaged mental health condition, and move in with her maternal mother who suffered debilitating back condition.*

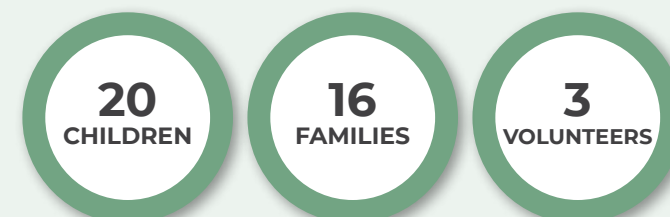
*The family received nine months of in-home support from one of bestchance’s experienced volunteers. The family was encouraged to attend bestchance Supported Playgroup for social and community connection and accompanied by her in-home support worker at the weekly playgroup sessions for confidence and comfort.*

*External referrals to other services was also provided as well as a referral to bestchance Children’s Therapy Services. Through the extended network of support provided to the family, mum has been successful in acquiring part time work and the children have commenced childcare and kindergarten.”*

## IN-HOME SUPPORT



## SUPPORTED PLAYGROUPS



## COMMUNITY SUPPORT



## HOLIDAY SEASON CAMPAIGN



## OUR VOLUNTEERS





# REGISTERED TRAINING ORGANISATION

**3**  
COURSES  
OFFERED

**241**  
ENROLMENTS

**229**  
COMPLETIONS

**88**  
PRE-  
ACCREDITED  
STUDENTS

**67%**  
STUDENTS  
EMPLOYED

bestchance Training (RTO 3695) is a Registered Training Organisation that is regulated by the Australian Skills Quality Authority and delivers nationally accredited training in both Victoria and Tasmania.

As a Learn Local provider, registered with the Adult, Community and Further Education Board, 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 transitioned to CHC50121 Diploma of Early Childhood Education and Care
- ▶ CHC30113 Certificate III in Early Childhood Education and Care transitioned to CHCE30121 Certificate III in Early Childhood Education and Care
- ▶ CHC30213 Certificate III in Education Support transitioned to CHC30221 Certificate III in School Based Education Support

These vocations are a key part of the overall bestchance vision: *To be well known as a quality provider of integrated services for children and families.*



## OUR SUPPORTERS

The Philanthropy team continued to increase the awareness of bestchance as a charitable organisation worthy of philanthropic and community support. In addition, the team partnered with Family Support Services to facilitate two successful fundraising campaigns: the mid-year 'Sponsor a Family and Child' campaign and the end of year 'Holiday Season' campaign which together, resulted in our receipt of generous gifts and donations to help improve the lives of over 150 families.

We achieved this through the following:

- ▶ Increasing our level of effective communication and establishing pathways to attract potential supporters and grant makers both internally and externally. This included developing connections and relationships with our networks and supporters through correspondence, seasonal newsletters, invitation to the Glen Waverley Official Building Opening and personalised interactions.
- ▶ Strengthening ties with Trusts and Foundations to progress innovative projects and extend service provision to vulnerable families including a grant from HMA Foundation Pty Ltd.

- ▶ Continued discussions and engagement with businesses about bestchance, the work that we do and how businesses might support this through a variety of partnership options with mutual benefit.

bestchance is blessed with a community of generous, committed people who support the organisation through financial and volunteer means. With this support, bestchance assisted 162 vulnerable families through providing in-home support, financial and material aid and the delivery of supported playgroups.

We thank all of our donors and grant makers for 2022 whole heartedly. We make particular note of the contribution of the Frank and Flora Leith Trust, which enabled our introduction of Developmental Playgroups to families of children in our communities presenting with early signs of developmental delay who were not eligible to receive support from other sources and the Danks Trust, which helped children with social and emotional challenges access quality education 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 extending their positive impact.







# 2022 FINANCIALS

# TREASURER REPORT

## MICHAEL ARCERI

We are pleased to present the audited financial statements for the year ended 31 December 2022.

The 2022 year marked the beginning of a new era for bestchance. The 2022-2024 strategic plan was completed early in the year and the 583 Ferntree Gully Road property settlement was completed in July 2022. The refurbishment project of the new Glen Waverley site was delayed due to shortages in building materials and disruptions in the building industry which led to completion of the project in two phases. The west wing of the new site was completed in July with the Cheshire School team and students moving into the new state-of-the-art school site in Term 3. As the eastern wing of the site was completed towards the end of the year, we welcomed families and students utilising the Children's Therapy Services and the Registered Training Organisation. All support staff progressively returned to the office and on 10 November, the new refurbished site at 16 Woodlea Drive, Glen Waverley was officially opened.

With limited government funding relief throughout 2022, bestchance faced financial challenges including sustaining operations while navigating recurring COVID-19 outbreaks and workforce shortage across all programs. These factors contributed to a financial deficit from operations of just over \$1 m. The decline in revenue for the year from \$34.5 m to \$28.5 m related to \$4.7 m in free Kindergarten funding in lieu of parent gap fees offered by the State government in 2021 but not in 2022. The announcement to reintroduce free Kindergarten in

2023 is a welcomed initiative for the Early Years' sector. Labour costs represent 81 per cent of the organisation's total operating expenditure. Significant labour shortages lead to a need to backfill shifts with agency and casual staff and additional hours paid to permanent staff. The combination of these factors contributed to the 2022 deficit.

Despite the operational challenges that impacted reserves for the 2022 year, bestchance was able to repay borrowings during the year and maintain a sound overall financial position including positive operating cash flows. The positive net assets and liquidity position provide a strong base line for the organisation to continue to deliver quality services and support to children, families and the community.

The future is exciting. It is essential we continue to invest in our technology services and upgrade our legacy systems to remain sustainable. We are also committed to investing in recruitment and in training and supporting our workforce to help ensure our future success.



# STATEMENT OF FINANCIAL POSITION

YEAR ENDED 31 DECEMBER 2022

	2022 \$	2021 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	1,047,523	454,162
Trade and other receivables	1,927,950	2,507,758
Financial assets	16,240,123	2,460,526
Other assets	173,405	285,863
Assets held for sale	-	21,163,500
<b>TOTAL CURRENT ASSETS</b>	<b>19,389,001</b>	<b>26,871,809</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	18,250,995	12,468,844
Intangible assets	319,424	481,480
<b>TOTAL NON-CURRENT ASSETS</b>	<b>18,570,419</b>	<b>12,950,324</b>
<b>TOTAL ASSETS</b>	<b>37,959,420</b>	<b>39,822,133</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	3,370,469	3,360,632
Borrowings	-	1,690,000
Provisions	2,050,677	2,221,657
Other liabilities	1,673,413	1,131,148
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,094,559</b>	<b>8,403,437</b>
<b>NON-CURRENT LIABILITIES</b>		
Trade and other payables	255,614	-
Provisions	160,127	218,120
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>415,741</b>	<b>218,120</b>
<b>TOTAL LIABILITIES</b>	<b>7,510,300</b>	<b>8,621,557</b>
<b>NET ASSETS</b>	<b>30,449,120</b>	<b>31,200,576</b>
<b>EQUITY</b>		
Reserves	9,092,604	27,531,081
Retained earnings	21,356,516	3,669,495
<b>TOTAL EQUITY</b>	<b>30,449,120</b>	<b>31,200,576</b>



# STATEMENT OF INCOME, EXPENDITURE AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2022

	2022 \$	2021 \$
<b>REVENUE</b>	<b>28,463,750</b>	<b>34,503,248</b>
<b>Operating expenses</b>		
Employee benefits expense	(23,953,483)	(28,217,003)
Administration expense	(791,974)	(1,140,645)
Property maintenance and security expense	(1,070,277)	(1,204,949)
Direct costs	(907,792)	(961,470)
Computer and equipment expense	(425,944)	(361,024)
Minor asset purchases	(49,672)	(20,893)
Rental expense	(584,436)	(596,467)
Printing and stationery	(310,810)	(361,025)
Finance costs	(85,984)	(97,413)
Insurance and professional costs	(405,761)	(441,583)
Depreciation and amortisation expense	(486,795)	(424,502)
Motor vehicle expense	(50,510)	(39,499)
Utilities expense	(171,737)	(223,250)
Other expenses	(262,575)	(259,449)
<b>Operating (deficit)/surplus for the year</b>	<b>(1,094,000)</b>	<b>154,076</b>
<b>Non-operating activities</b>		
Gain on sale of land and buildings	719,790	-
(Loss)/Gain on fair value movement in investments	(162,750)	211,280
Legal and settlement related costs	(214,496)	(633,215)
<b>Net (Deficit) from ordinary activities for the year</b>	<b>(751,456)</b>	<b>(267,859)</b>
Total other comprehensive income	-	-
<b>Total comprehensive (loss) for the year</b>	<b>(751,456)</b>	<b>(267,859)</b>

# STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2022

	2022 \$	2021 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from operations	33,701,334	38,909,703
Payments to suppliers and employees	(33,431,070)	(38,234,742)
Income received from investments	158,252	140,130
Net interest received/(paid)	19,405	(97,413)
Net cash provided by operating activities	447,921	717,678
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Payment for intangibles	-	(188,266)
Payment for property, plant and equipment	(7,344,244)	(1,089,023)
Placement of term deposits	(13,942,346)	(4,323)
Proceeds from sale of property, plant and equipment	23,122,030	-
Net cash provided by/(used in) investing activities	1,835,440	(1,281,612)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Repayments of borrowings	(1,690,000)	-
Net cash (used in) financing activities	(1,690,000)	-
Net increase/(decrease) in cash and cash equivalents held	593,361	(563,934)
Cash and cash equivalents at beginning of year	454,162	1,018,096
<b>Cash and cash equivalents at end of the year</b>	<b>1,047,523</b>	<b>454,162</b>

# CERTIFICATE BY MEMBERS OF THE BOARD

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## 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 2022 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:



.....  
Vic Rajah  
Director



.....  
Rebecca Gagliardi  
Director

# 2022 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 2022, 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 2022.

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 6 April 2023.

### 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

Peter Shields  
Partner

Date: 11 May 2023  
Blackburn, Victoria 3130

20 Albert St, 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.

## DEPARTMENT OF EDUCATION AND TRAINING

Bass Coast Shire Council  
Baw Baw Shire  
Cardinia Shire Council  
City of Greater Dandenong  
City of Greater Geelong  
City of Monash  
City of Wyndham  
Department of Education  
Department of Social  
Services  
Victorian Government  
Department of Jobs,  
Precincts and Regions

## CORPORATE

Beaucorp Pty Ltd  
Better Waste  
Carelli Constructions  
Commonwealth Bank  
Hubworks

Modern Teaching Aids  
Saward Dawson Chartered  
Accountants  
Storypark

## PHILANTHROPIC SUPPORT

Collier Charitable Fund  
Flora and Frank Leith  
Charitable Trust  
HMA Foundation Pty Ltd  
The Danks Trust  
The Helen McPherson Trust  
The Kimberley Foundation

## PEAK BODIES

Early Learning and Care  
Council of Australia (ELACCA)  
Early Learning Association  
Australia (ELAA)

## COMMUNITY (PARTNERS AND COLLABORATORS)

Baptcare  
Boroondara Volunteers

Resource Centre  
Link Health  
Living and Learning  
Pakenham  
South Eastern Volunteers

## EDUCATION AND TRAINING

Adult, Community and  
Further Education  
Australian Skills Quality  
Authority  
Australian Qualifications  
Framework  
Caulfield Grammar School  
Deakin University  
De La Salle  
Higher Education and Skills  
Group  
Highvale Primary School  
Independent Schools  
Victoria  
Industry Skills Councils  
Monash University

Old Orchard Primary  
Sholem Aleichem

## MAJOR DONORS

Amy Young  
Dale McMenamin  
David and Henrietta Roberts  
David Cheshire  
GHY Dahlsen  
Irvine and Beverley Jones  
Janet H Bell  
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