



Centre for Excellence
in Child and Family Welfare Inc.

Annual Report 2014



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Member
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Chairperson's Report



Our new CEO, Deb Tsorbaris, has now had a full year with us and over that time has navigated on behalf of all members the constantly changing landscape and challenges of the sector in which we operate. I commend her for the quality of commitment and sophistication of negotiation that she has brought to the Centre for Excellence in Child and Family Welfare.

As a peak body, the Centre has a continued obligation to be a strategic and vocal advocate for the rights and needs of Victoria's vulnerable children, young people and families, as well as representing the best interests of our members. In this regard the Centre continues to work closely with members on the development of policy and its implementation.

Some of the key achievements in the past year include numerous submissions to government including those to Royal Commissions and parliamentary enquiries into institutional responses to child abuse, grandparents as principal carers and a host of other issues affecting the sector. To assist members in their work, the Centre has met with sector leaders to gather ideas, evaluate research, form policies and provide feedback to government.

The Centre has also sought to have funding arrangements for services reviewed where it was clear that the outcomes for vulnerable children and young people are not able to be supported at current levels and to ensure they have access to services when needed. The constancy of change and scale of activity has not been easy for the sector, with the Centre providing advice, guidance and support to many Members across the year.

This year has seen an on-going review of our governance, with the membership at last year's Annual General Meeting voting in a new Constitution. The Board has undertaken a number of initiatives including reviews and updates of governance policies, the Board Charter, the Board and committee's terms of reference, Strategic Plan and evaluation processes. This work has been driven by the Governance Committee and I thank the Committee Chair, Marita Scott, for her endeavours in keeping this on track as well as the support of Chris Shelly, Manager - Membership and Operations.

"To assist members in their work, the Centre has met with sector leaders to gather ideas, evaluate research, form policies and provide feedback to government."

I would like to thank the member organisations who have continued their commitment to vulnerable children and their families. Also, those at the Department of Human Services and other government departments who have collaborated with the Centre and its members over the past twelve months as well as the Hon. Mary Wooldridge, Minister for Community Services, for her commitment and support of Victorian children.

Lastly, I would like to take this opportunity to thank the Board, in particular Paul MacDonald (Vice President) and Grant Boyd (Treasurer) for their support; and the staff of the Centre, its leadership group and CEO who continue to perform at a high level that ensures the Centre is effective as the sector's peak body in both its influence and advice.

Angela Forbes,
Chairperson

CEO's Message

It has now been more than twelve months since I commenced in the role of Chief Executive Officer of Victoria's peak body representing the critical issues faced by vulnerable children and families and the agencies that provide services to them.

To both shape our work and to understand the sector's needs and the issues they face, we have been travelling throughout the State meeting hundreds of carers, workers and leaders in our member organisations. These key conversations with the sector, coupled with the personal stories of children, their families and their carers, have been crucial in shaping all of our efforts in policy development, advice to government and our research.

Increased demand on child protection, child and family services, rising family violence, high youth unemployment and a diminishing carer pool, continue to create challenges for our staff and agencies who work hard to maintain quality services and safety to all children and their families. Equally, these are challenges for Government departments, the community and sector in the creation and implementation of effective policy.

As we head towards the State Election this year, the key concerns of our sector have centered around keeping children safe; providing respect and support for parents, carers and families; and ensuring children are heard and needs are met. The challenges in meeting the needs of vulnerable children and young people have therefore required a great deal of strategic collaboration from outstanding colleagues in the sector and other stakeholders this year. I have been very impressed at how quickly sector colleagues come together to collaborate on key areas of interest and concern.

Some of the standing groups of the Centre have provided a great vehicle to exchange information, develop strategies and create collaborative impact. The Victorian Residential Care Alliance, the Foster Care Agency quarterly roundtable and the Sector Research Partnership are only a small sample of some of the mechanisms we have in place to ensure that we collaborate on key issues.

At the Centre we work hard to assist our members in navigating complex issues across the sector, and exchanging information and ideas with each other and various government agencies. To assist our members to do their work, we have held specialised training, conducted research and evaluation, convened multiple

sector forums. We are also very proud of the multiple submissions we made to government to advise them on issues impacting on vulnerable children and young people and the services they receive.

We have made many improvements to our website and our electronic newsletter now reaches more than 5,000 people with details of our work, both representing and working alongside the sector. This year we have welcomed new staff in Moira Kairys, Mick Naughton, Mary Kyrios and Natasha Kelson. We have also welcomed Permanent Care and Adoptive Families who have co-located within our Melbourne premises and this collaboration has afforded great partnership opportunities including sharing administration resources and combining policy development work.

As you read through the pages of this Annual Report you will find an overview of the work of our committed team. I would like to personally thank our staff, our members and our Board, who provide valuable oversight to our work. To our patron, Professor Dorothy Scott, OAM, our life members and donors of the Centre, I offer my sincerest thanks. It has been wonderful to have the opportunity to work with so many great organisations, such as the Foster Care Association and Kinship Care Victoria, and with Bernie Geary, Commissioner for Children and Young People and Andrew Jackomos, Aboriginal Commissioner for Children and Young People, on a range of collaborative projects.

Thank you to the Board of the Centre for their guidance and advice, it is a pleasure to work to such an amazing Board with a range of skills and experience. Angela Forbes continues to be great support to me and the important work of the Centre.

We also thank the staff and leadership of the Department of Human Services and other Departments that have supported, engaged and funded our work over the last 12 months.

We look forward in the year to come to promote the policy solutions and service innovations that support vulnerable families, carers and their children to live fulfilling lives.

Deb Tsorbaris
CEO



Social Policy and Research

In the Policy and Research area, we work closely with the sector, other stakeholders, universities and government to develop and influence policies in child, youth and family welfare; provide policy advice to government and promote ongoing research and evaluation.

Twice a year we bring together the CEOs of our member organisations to exchange information and dialogue with government as well as strengthen sector capacity and accountability. Speakers included Gill Callister, Secretary of the Department of Human Services, Nicolas Pole, Deputy Secretary DEECD, Adjunct Professor Muriel Bamblett AM, CEO of VACCA, Bernie Geary OAM, Commissioner for Children and Young People, Andrew Jackomos, Commissioner for Aboriginal Children and Young People and Clare Hargreaves, Manager Social Policy at Municipal Association of Victoria.

During 2014 we have embarked on a series of regional visits and consultations around the development of an Election Statement to areas including Wangaratta, Warnambool, Shepparton and Ballarat.

Overview of Engagement

This year, our engagement has included:

- performance management in out-of-home care;
- amendments to the Children Youth and Families Act 2005 and the Crimes Amendment (Protection of Children) Act;
- the Taskforce 1000 work of the Aboriginal Children's Commissioner;
- foster care recruitment and retention as well as client costs in foster care;
- the Victorian Auditor General audit of residential care;
- various elements of implementation of the government's Five Year Out-of-Home Care Plan;
- Smart Justice for Young People diversion for young offenders coalition, convened by YouthLaw;
- Impacts of federal budget on young people with YACVIC, VCOSS and Council for Homeless Persons.

Submissions

- Child and Family Services sector Submission to the Five Year Out-Of-Home Care Plan;
- Shergold Community Sector Reform;
- Royal Commission into Institutional Responses to Child Sexual Abuse, such as:
 - Terms of Reference
 - Working with Children Checks
 - Child Safe Organisations
 - Redress Schemes
 - Civil Litigation
 - Statutory Victims of Crime Compensation Scheme;
- Senate Standing Committee on Community Affairs: Grandparents raising their grandchildren - two submissions with feedback and participation from young people;
- Review of the Commissioner for Children and Young People into sexual abuse and exploitation of children in care.

Policy Forums

The Centre brings together the sector in a number of events throughout the year such as member's forums, twilight policy and practice seminars as well as master classes to inform our members of policy and program issues and to facilitate the exchange of innovative ideas, including:

- Beyond Good Intentions: towards a protocol on self-determination for Aboriginal communities;
- The Big Banter consultation with Megan Mitchell, the National Children's Commissioner, on priority actions on the rights of children and young people in Australia;
- Outcomes Frameworks in Child and Family Services with Professor David Adams;
- Measuring impact of social programmes with Andrew Young, CEO of the Centre for Social Impact, and Professor David Adams from the School of Business and Economics at the University of Tasmania;

- Local area governance service redevelopment and contracting with the Melbourne University Centre for Public Policy and other community sector organisations;
- Foster Care Policy Breakfast with key note speaker Dr Marilyn McHugh of the Social Policy research Centre at the University of New South Wales, examining the future of foster care in Australia;
- Creating New Options for Care Leavers forums with Emily Munro of the University of Warwick;
- Kinship Care Consultation Forum;
- Children With a Disability in Child and Family Services policy forum and report launch, co-hosted with OzChild;
- Royal Commission into Institutional Responses to Child Sexual Abuse and the implementation of the Victorian Parliamentary Inquiry Betrayal of Trust Report (3 sector forums during 2013-14);
- Twilight forum on New Directions in permanent care;
- Roundtable on Vulnerable Children's Framework and Area Partnerships.

Sector Development and Communication

Throughout the year, we bring together child and family services providers to share information with our members, particularly as it relates to government policy and procedures.

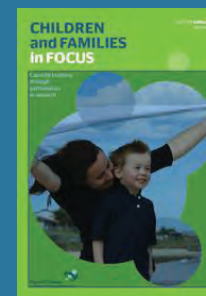
Active member network meetings are held for the Kinship Care Network, the Foster Care Network, the Foster Care Roundtable (with the Foster Care Association of Victoria), the Child FIRST and Integrated Family Services Network, the Child and Family Service Alliance Chairs and the Leaving Care and Post Care Network. In 2013-2014, over 350 sector representatives participated in the network meetings.

Research

The Centre continued its commitment to child and family research by convening the Sector Research Partnership. Our third annual Sector Research and Evidence Symposium with Melbourne University ACU, Sector Research Partners and other sector representatives showcased the research and evaluation of our members.

Our inaugural magazine *Child and Families in Focus* provided an opportunity for practitioners and researchers to publish their work around important issues impacting children and families.

We also brokered and auspiced member participation in successful ARC linkage research grants with Melbourne University and ACU, researching family violence and best practice in child-family contact in care.



CHILDREN and FAMILIES in FOCUS



Pathways to caring: strategic engagement of potential foster carers



Royal Commission into Institutional Responses to Child Sexual Abuse
SUBMISSION – ISSUES PAPER 6



Royal Commission into Institutional Responses to Child Sexual Abuse
SUBMISSION – ISSUES PAPER 7



“Working to support our members and other representatives of child, youth and family services, our endeavour is to influence policy, provide policy advice to government and promote ongoing research and evaluation.”

Marilyn Webster, Director - Social Policy and Research

Reports

- Pathways to Caring Report: Strategic engagement of potential foster carers;
- Scholarship Research: the outcomes of the Centre's further education scholarship program;
- Case Management Systems and Data: the future of IT systems in the child and family services sector;
- Five research evaluation and program logic consultancies were undertaken with sector organisations.

Student Placements, Practicums and Internships

The Centre provided nine supervised placements for students from the University of Melbourne, RMIT University, Monash University, Deakin, Chisholm and Holmesglen Institutes of TAFE.

These were across the disciplines of Social Work, Public Policy, Community Services, Community Development and Psychology at certificate, diploma, undergraduate and post graduate level.

Strategic Projects

Dedicated to providing solid leadership in the sector, the Centre works with the Department of Human Services and our member organisations to identify and respond to critical issues, especially those relating to sector reform.

The aim of this strategic focus is to ensure we support our member organisations in this reform process. Some of our key projects have included:

- Co-chairing the Home Based Care Technical Reference Group, a joint departmental/sector working group to develop a fairer and more transparent counting system for home based care;
- Chairing the Victorian Residential Care Alliance, a working group of residential care providers focusing on improving the quality of residential care in Victoria;
- Working with the Department of Human Services on key policy and service reform developments relating to Child FIRST and Integrated Family Services.

Another key focus has been on Services Connect, a new Victorian Government model that aims to integrate frontline services to connect people to the right support services and streamline and simplify access for clients of our member organisations.

The Centre has also assisted the Victorian Commission of Children and Young People in their inquiry into sexual abuse and exploitation in residential care by compiling a report on the history of policy and legislative responses to this issue.

Instrumental in this process has been the recruitment to our team of Mick Naughton, a pioneer of the Child FIRST model in a former role at the Department of Human Services, to provide the expertise needed for our strategic projects.

Legislative Inquiries and Reform

The Centre has assisted members to prepare for and respond to the Royal Commission into Institutional Responses to Child Sexual Abuse by convening a series of expert forums and workshops, distributing fact sheets and updating members as the work of the Royal Commission continues. Senior Policy and Project Officer Mary Kyrios has joined our organisation this year to help us in this vital work.

We have also been active in providing advice to members about the Betrayal of Trust report from the Inquiry into the Handling of Child Abuse by Religious and Other Non-Government Organisations, which handed down by the Victorian Parliament as well as subsequent legislative responses.

During the last year the Victorian Government has progressed a range of legislative amendments to the Children, Youth and Families Act 2005 and the Centre has been actively engaged in consultation processes associated with the passage of this legislation.

The Centre has also recently assisted Aboriginal Community Controlled Organisations prepare an update to their submission to Government, *Koorie Kids: Growing Strong in their Culture* (November 2013). The update document is designed to assist the Victorian Government finalise work on the Five Year Complementary Plan for Aboriginal Children in Out of Home Care.

“We aim to work strategically with both the child and family services sector and the Victorian Government to identify opportunities for service improvement and to ensure the appropriate level of resources are allocated where they can be most effective”.

Mick Naughton, Director of Strategic Projects



Learning and Development

“Excellence in service delivery to vulnerable children and their families depends on a skilled workforce.”

Moira Kairys, Director of Learning and Development



Excellence in service delivery to vulnerable children and their families depends on a skilled workforce.

The Centre works with the sector to develop curriculum for a diverse range of accredited and non-accredited training to both members and non-members.

In the past year alone, we have delivered more than 55 courses, training 821 students and sector representatives in a host of subjects such as:

- Case Management
- Intermediate Supervision Skills
- Working with Children with Autism
- Managing Sexually Abusive Behaviours
- Leading Teams Through Stress and Crisis
- Assessment of Risk and Need in Family Work
- Diploma of Management and Diploma of Auditing
- A Therapeutic Approach for Holistic Case Planning
- Handling Difficult People, Behaviour and Situations
- Creating Child Safe Organisations.

As a Registered Training Organisation (RTO), the Centre has forged strong relationships such as our collaboration with the ACT to provide pre-service training for prospective foster carers and VICSERV for the delivery of a Diploma of Management. Another successful partnership is with the Victorian Cooperative on Children's Services for Ethnic Groups (VICSEG) New Futures to offer training in 'Culturally Competent Practice with Vulnerable Families'.

We hold master classes to benefit our members, such as the residential care master class we held with DHS Principal Practitioner Robyn Miller and Professor James Anglin from Canada's University of Victoria, who presented on 'Providing quality residential care and responding to sexual exploitation'.

This year we welcomed Moira Kairys, Director of Learning and Development and Natasha Kelson, L&D Compliance Admissions Officer, who both bring a great deal of enthusiasm, creativity and business development acumen to the Centre.

In 2014/15 through Moira's leadership the unit will be embarking on strategies to continually improve the opportunities for learning & development for those who work with children, young people and families. To further assist our members, we promote their conferences, forums and other events through our online newsletter to ensure knowledge and experience is shared within the sector.

Residential Care Learning and Development Strategy (RCLDS)

A key part of the Centre's work is developing and delivering a Residential Care Learning and Development Strategy which aims to develop and support a competent and appropriately trained residential care workforce to provide a high standard of care. This year, more than 2,250 residential care staff members were trained in more than 70 courses.

Our popular Resi ROCKS event, which stands for Recognising Our Carers Knowledge and Skills, is a focal point of these efforts. This dynamic forum exceeded previous attendance records and brought together 400 workers to celebrate their achievements, share their experiences and learn from national and international leaders about "Healthy Bodies and Healthy Minds – Mindful Approaches to Good Practice".

“Thought provoking” **“Really enjoyable”**
“Good mix of discussion, information and anecdotes” **“Good content”**

“Information was useful” *“Facilitator was very down to earth and knowledgeable”*

“Very detailed and topics were well explored”

“Engaging presentation style” **“Practical”**

Membership Support



“With increased demand for child and family services in the community placing pressure on the budgets of both government and community agencies, helping to streamline data collection to improve funding arrangements has been an essential part of our efforts.”

Chris Shelly, Manager – Membership and Operations

In order to assist our members in their vital work in the community, the Membership Support team ensure maximum performance and governance of the Centre so we can achieve our overall strategies and goals.

Some of our key achievements in the past year include bringing the sector and the Department of Human Services (DHS) together to discuss the future direction of information technology and data collection across the sector.

An initial Centre Corporate Services & CEO forum has led to the development of on-going relationships between a range of agencies and DHS-IMT working on a data warehousing solution that is efficient, effective and will meet the needs of all participants.

The Centre has assisted home based care agencies to ensure consistent counting rules are in place across all DHS divisions for use in performance management areas related to funding agreements. On-going work will ensure that this extends to the consistent assessment of clients entering the home based care system to ensure that the child receives all of the support that is required in their placement.

Consistent updates are provided to the sector via our various forms of communication including our website, member updates and Sector-Link e-news as well as direct interaction with agencies including forums, network meetings and workshops.

Heading into the new year, the Centre will be focused on ensuring that the new Funding and Service Agreement is developed with the needs of the sector identified and addressed, which will provide both better and fairer funding arrangements for all the agencies involved.

Our Board

Chairperson Angela Forbes
CEO - Connections UnitingCare

Vice Chairperson Paul McDonald
CEO - Anglicare Victoria

Treasurer Grant Boyd
CEO - Bethany Community Support

Member Representative Director Marita Scott
General Manager - Baptcare

Member Representative Director Gerard Jones
Executive Director of Operations - Mackillop Family Services

Member Representative Director Peter Mulholland
General Manager - Salvation Army Westcare

Member Representative Director Janet Elefsiniotis
Manager - VICSEG

Member Representative Director Ailsa Carr
Executive Manager - Gippsland Lakes Community Health

Member Representative Director Sheree Limbrick
Director of Operations - CatholicCare Melbourne

Independent Expert Director Cathy Humphreys
Professor of Social Work - The University of Melbourne

Patron
Dorothy Scott OAM

Life Members
John Avent
Coleen Clare
Canon Ray Cleary AM
Sherrie Coote
Doug Dalton
Sandie de Wolf AM
Diana Gibson
Paul Linossier
Andrew McCallum
Dianne Noyce
Tricia Szirom
Angie Were

We would like to express our sincere gratitude to our board members who volunteer their time and expertise to our organisation.



(Left to right) Janet Elefsiniotis, Paul McDonald (Vice Chairperson), Cathy Humphreys (Independent Expert Director), Gerard Jones, Angela Forbes (Chairperson), Grant Boyd (Treasurer), Sheree Limbrick, Peter Mulholland, Ailsa Carr. Not pictured: Marita Scott.



Our Staff

The hard-working team at the Centre are committed to helping to improve outcomes for vulnerable children, young people and families.



Current staff

Moira Kairys
Grace Kasper
Natasha Kelson
Mary Kyrios
Jane Lawrence
Mick Naughton
Carol Sands
Angela Scarfe
Christopher Shelly
Kim Spangenberg-Somers
Amanda Stevenson
Deborah Tsorbaris
Marilyn Webster

Departed staff

Suzanne Twigg
Alistair Perkins
Josh Fergeus
Nina Springle

Treasurer's Report



After a year of significant activity at the Centre, the Board is pleased to present a small operating surplus of \$49,740 for the financial year ended 30 June 2014. Analysis of the financial reports shows the following significant movements:

- **Overall revenue for the year decreased by \$49,365 or 2.6% from 2013, with:**
 - Affiliation Fees from members decreased by 3.0%, with membership levels falling slightly.
 - Revenue from Business Undertakings increased by 20.6%, with increased levels of training, consultancy and projects over the year.
 - Charitable contributions increased by 11.2%.
 - Government funding declined by 7.4% over the year, with the mix of projects changing slightly across the year.
 - Income from investments reduced by 16.1% over the year, reflecting a reduced interest rate applying to a declining investment base.
- **Overall expenditure for the year decreased by \$128,976 or 5.5% from 2013, with:**
 - Employee benefits reducing by 4.8%, reflecting adjusting staffing levels across the year.
 - Operations expenses were also contained with a decline of 10.2% across the year.
- **The current assets for the year increased by \$428,063 or 29.0%, with:**
 - Other financial assets increased by 35.3%, as funds on deposit were increased as additional funds were received late in the year for on-going projects.
 - Receivables decreased by 46.8%, as the number of debtors outstanding at 30 June was significantly reduced.
- **Non-current assets for the year reduced by 6.8%, with:**
 - Depreciation for the year of \$80,572.
- **Total liabilities for the year increased by \$298,992 or 48.3%, with:**
 - Payables increased by 37.5%, as a result of an increase in trade creditors from 2013.

- Current provisions increased by 37.8% and non-current provisions decreased by 0.4%, reflecting the changes in staff entitlement across the year.
- Other liabilities increased by 61.5%, being unexpended funds allocated to projects being carried forward. This increase reflects funding flowing in for on-going projects towards the end of the year.

- **The Statement of Cash Flow shows a net increase in cash and cash equivalents across the year of \$477,335. The change in cash flow represents a timing difference between when a project is funded and when those funds are expended.**

The Centre for Excellence in Child & Family Welfare continues to maintain a healthy level of reserves to ensure that the important work being undertaken by the Centre can continue to support the organisations supporting the vulnerable children, young people and their families.

I would like to thank the members of the Finance committee during the 2013/14 financial year Angela Forbes, Ric Pawsey, Ailsa Carr, Graham Boal and Chris Baring-Gould.

I would also like to acknowledge the Centre's finance team Chris Shelly and Grace Kasper for their professional work during the year.

The following financial statements overview has been extracted from the Centre's Financial Statements for the year ended 30 June 2014. The financial statements have been prepared as General Purpose Financial Statements in accordance with Australian Accounting Standards and the Associations Incorporation Reform Act 2012.

They have been audited in accordance with the Associations Incorporation Reform Act 2012 and Australian Auditing Standards by Crowe Horwath Melbourne. The full financial statements can be obtained from the Centre's website www.cfecfw.asn.au or by request to the Centre (03) 9614 1577.

**Grant Boyd,
Treasurer**

Statement of Surplus or Deficit and Other Comprehensive Income

For the Year Ended 30 June 2014

	2014	2013
	\$	\$
Revenue	2,210,000	2,259,365
Investment income	60,681	72,358
Other gains and losses	-	12,915
Depreciation and amortisation expense	(80,572)	(82,125)
Employee benefits expense	(1,027,367)	(1,078,609)
Operations expense	(792,471)	(882,008)
Office expense	(212,865)	(203,515)
Occupancy expense	(75,906)	(84,276)
Motor Vehicle expense	(31,760)	(19,384)
Surplus/(Deficit) for the year	49,740	(5,279)
Other comprehensive income	-	-
Total comprehensive income attributable to members of the Centre	49,740	(5,279)

Statement of Changes in Equity

For the Year Ended 30 June 2014

	Accumulated Surplus
	\$
Balance at 1 July 2012	2,034,084
Total comprehensive income for the year	(5,279)
Balance at 30 June 2013	2,028,805
Total comprehensive income for the year	49,740
Balance at 30 June 2014	2,078,545

Pictured: The Commission for Children and Young People, in conjunction with the Centre for Excellence in Child and Family Welfare, hosted the 2014 Debutante Ball at the Melbourne Town Hall for young people who are living or who have lived in foster, residential or kinship care.

Statement of Financial Position

At 30 June 2014

	2014	2013
	\$	\$
Assets		
Current Assets		
Cash and bank balances	32,613	14,227
Other financial assets	1,760,511	1,301,562
Trade and other receivables	66,802	125,466
Other assets	43,157	33,765
Total current assets	1,903,083	1,475,020
Non-current assets		
Property, plant & equipment	1,092,955	1,172,286
Total non-current assets	1,092,955	1,172,286
Total assets	2,996,038	2,647,306

Liabilities

Current liabilities		
Trade and other payables	210,464	153,082
Deferred revenue	26,098	31,658
Provisions	60,958	44,231
Other liabilities	605,110	374,601
Total current liabilities	902,630	603,572

Non-current liabilities

Provisions	14,863	14,929
Total non-current liabilities	14,863	14,929
Total liabilities	917,493	618,501
Net Assets	2,078,545	2,028,805

Equity

Accumulated Surplus	2,078,545	2,028,805
Total Equity	2,078,545	2,028,805

Statement of Cash Flows

For the Year Ended 30 June 2014

	2014	2013
	\$	\$
Cash flows from operating activities		
Receipts from customers	2,747,267	2,352,139
Payments to suppliers and employees	(2,329,383)	(2,541,175)
Interest received	60,692	72,263
Net cash generated from/used in operating activities	478,576	(116,773)

Cash flows from investing activities

Payments for property, plant and equipment	(1,241)	(87,812)
Proceeds from disposal of property, plant and equipment	-	25,650
Net cash used in investing activities	(1,241)	(62,162)

Net increase/decrease in cash and cash equivalents

	477,335	(178,935)
Cash and cash equivalents at the beginning of the year	1,315,789	1,494,724
Cash and cash equivalents at the end of the year	1,793,124	1,315,789



Member Organisations

Anchor Inc, Anglicare Victoria, Australian Childhood Foundation, Australian Community Support Organisation (ACSO), Baptcare, Barwon Youth, Bendigo Community Health Services, Berry Street, Bethany Community Support, Brophy Family & Youth Services Inc, Brotherhood of St Laurence, Camcare, Care With Me Inc, Caroline Chisholm Society, CatholicCare Melbourne, CatholicCare Sandhurst, Centacare Ballarat, Child and Family Services Ballarat, City of Darebin, Children's Protection Society, City of Melbourne - Family Services & Children's Services, City of Port Phillip - Family and Children's Services, City of Yarra - Family Support and Maternal & Child Health, Cobaw Community Health Service, Cohealth, Colac Area Health, Community Living and Respite Services, Connections UnitingCare, Dingley Village Community Advice Bureau, Doncare, Drummond Street Services, Eastern Access Community Health (EACH), Eastern Domestic Violence Service, E. W. Tipping Foundation, Family Access Network Inc, FamilyCare, Family Life, Gateway Community Health, Gippsland & East Gippsland Aboriginal Cooperative, Gippsland Lakes Community Health, Glastonbury Community Services, Good Beginnings Australia, Good Shepherd Youth & Family Service, ISIS Primary Care, Jesuit Social Services, Jewish Care, Junction Support Services Inc., Knox Social and Community Health, Kyabram Community & Learning Centre, Lentara UnitingCare, Lighthouse Institute, MacKillop Family Services, Mallee Track Health & Community Service, Marillac, Melbourne City Mission, Melton Shire Council, Menzies Inc, Mirabel Foundation Inc, Moira Inc, Moonee Valley City Council - Family and Children's Services, Odyssey House Victoria, Oz Child, Permanent Care and Adoptive Families, QEC, Quantum Support Services Inc, Relationships Australia, Rumbalara Family Services, St Lukes Anglicare, The Salvation Army Crossroads, The Salvation Army Eastcare, The Salvation Army South East Services Network, The Salvation Army Westcare, Temcare, Time for Youth, Tweddle Child and Family Health Service, UnitingCare Victoria and Tasmania, Upper Murray Family Care, VANISH Inc., Victorian Association for the Care and Resettlement of Offenders, Victorian Co-operative on Children's Services for Ethnic Groups, Waverley Emergency Adolescent Care, Wesley Mission Victoria, Wimmera UnitingCare, Windermere Child & Family Services Inc., Women's Information, Support & Housing in the North (WISHIN), YWCA Victoria.

If you would like to become a member organisation of the Centre of Excellence in Child and Family Welfare, please go to www.cfecfw.asn.au/join to apply.



The Centre for Excellence in Child and Family Welfare
acknowledges the support of the Victorian Government



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