

# Advocating for Victorian children and their families

## Annual Report 2019–2020



## Our Vision

Victorian children, young people and families are safe, happy and connected, with access to support when they need it.

## Our Purpose

### Policy and ideas

Develop, influence and advocate for public policies that advance the rights and wellbeing of children, young people and families and address the social, economic and cultural barriers to improving their lives.

### Research and practice

Lead and share research to support innovation and evidence-informed practice.

### Capacity building

Strengthen the capacity of organisations to provide services that best suit the needs of children and families experiencing vulnerability.

## Our Details

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 [cfecfw.asn.au](https://cfecfw.asn.au)

## Acknowledgements

We, at the Centre, respectfully acknowledge that our work is done on the traditional land of the Kulin nation and we acknowledge the Wurundjeri people as the traditional custodians of the land. We pay respect to Elders past and present. We acknowledge that sovereignty was never ceded, and that this was and always will be Aboriginal land



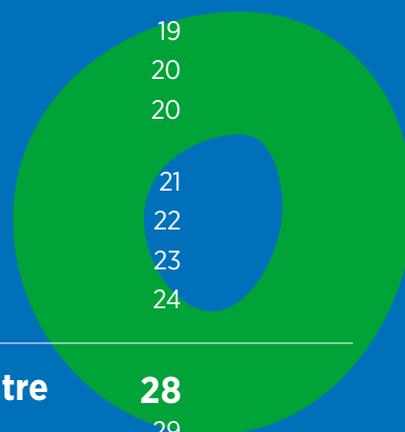
We appreciate and celebrate diversity in all its forms. We believe diversity of all kinds makes our teams, services and organisation stronger and more effective.



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# Chair's report

**In a remarkable year that has included surging demand for services, catastrophic bushfires and a global pandemic, I am proud to present the work of the Centre. The 2019–20 Annual Report highlights the tireless contribution the Centre has made on behalf of its members and children, young people and families experiencing vulnerability in our community.**

The global pandemic has turned life for vulnerable Victorians, and the agencies who serve them, on its head but the Centre has been a source of strength in supporting and guiding its membership through these uncertain times. It has maintained strong advocacy and advice to the Victorian Government on investment and policy, and in so doing has directly improved the experiences and opportunities for vulnerable children, young people and families facing the challenges of this pandemic.

The Centre has also continued to advance its flagship initiatives, including Raising Expectations (pushing to increase access for young people in state care to TAFEs and universities), OPEN (its research hub for child and family welfare innovation and evidenced initiatives) and Fostering Connections (attracting carers through a unique industry agreement).

Alongside the many achievements documented in this annual report, a hallmark of the year has been the Centre's continued leadership in advocating for reform in our child and family welfare system to maintain relevance and meet the diverse needs of our children, young people and families.

Finally, this will be my last report as chair of the Centre. I have come to the end of my 9-year tenure on the board. I want to thank Deb Tsorbaris, who has led the organisation with confidence and skill and brought the Centre to the confident position it now holds with government, members and the wider community.

I also want to express my appreciation to the staff for their commitment and belief in the mission and role of the Centre. I thank my fellow board members for the governance they provide in a

dynamic and complex industry and give my deep thanks to the members that make the Centre the organisation it is. It is the members who motivate the Centre each and every day through their work with our most vulnerable Victorians.



*Paul McDonald*

**Paul McDonald**  
*CEO of Anglicare Victoria*

# CEO's report

**This year has been like no other. The COVID-19 pandemic has resulted in immense disruption and upheaval for Victoria's children and families. Despite the uncertainty, our sector has risen to the challenge, coming up with innovative ways to support families and keep children visible and safe. The Centre's advocacy work saw the Victorian Government commit to a \$77.5 million package for our sector, recognising the significant impact of the pandemic on frontline workers and their clients.**

I appreciated the opportunity to co-chair the RIMAG COVID-19 Response Committee with Minister for Child Protection and Minister for Disability, Ageing and Carers, Hon Luke Donnellan MP to help guide us through the pandemic.

Throughout this period, the Centre prioritised connecting and supporting its members and their critical frontline workers who support children, young people, their families, and carers. During the first few months of the pandemic, the Centre brought together in excess of 7,000 leaders and workers in our meetings and networks.

At the beginning of COVID-19, the Centre's Communication team began collating critical information from the Department of Health Human Services and other news sources to distribute to its members every morning. These essential sector updates became the 'single source of truth' for thousands of workers. I thank my colleagues at the Department who supported us to provide up-to-date information and advice as needed. This proved critical in ensuring our sector was supported and informed.

In partnership with Family Safety Victoria, we held a symposium on adolescent violence in the home, bringing together 200 practitioners, sector leaders, academics, and government stakeholders to better understand this issue and how we can respond earlier to support young people and families. We also delivered a highly successful Outcomes, Practice and Evidence Network (OPEN) symposium in October 2019 with around 300 participants.

Our annual Debutante Ball was the largest to date with more than 400 attendees. There were hundreds of offers of support from across Victoria from volunteers willing to partner with our debutantes, and dozens of wedding and debutante dresses were donated.

We commenced an exciting 2-year program on the Voice of Parents: A Model for Inclusion with funding from Gandel Philanthropy and Equity Trustees – The Arthur Gordon Oldham Charitable Trust. Our Young Leaders Collective recruited six young people with lived care experience to consult on key projects at the Centre while receiving training, mentorship, and support to build their professional and leadership skills.

I would like to thank my Board chair, Paul McDonald, and all our board members for their unwavering leadership and guidance. I would also like to extend my gratitude to the Minister Donnellan, for his continued commitment to our workforce and to families experiencing vulnerability.

Looking forward, we must work together so that no child, young person, or family is left behind. We'll need continued investment in our sector to provide our critical services to those who need them. It's a mammoth task but one I know our sector can work together to achieve.



**Deb Tsorbaris**  
*CEO of Centre for Excellence  
in Child and Family Welfare*

# Section 1

## Advocating for and with the sector



## The impact of COVID-19 on the Centre and our sector

The coronavirus pandemic has significantly affected children and families across the state, particularly those affected by job reduction and losses, the catastrophic effects of the Black Summer bushfires, and the difficulty of life under lockdown.

In March to June 2020, to better understand how child and family services were adapting to the needs of clients during COVID-19, the Centre surveyed 100 practitioners from 45 agencies, including Aboriginal Community Controlled Organisations (ACCOs) and local governments. Organisations **reported** the biggest challenges faced by children and families related to loss of income and restricted access to basic material goods such as food, nappies and medication. Restrictions on movement during the pandemic also meant little community visibility of children or families and of what might be happening in homes.

As a result, organisations rapidly transformed their service delivery approaches to keep children,

young people and families safe and to meet client needs. Agencies also reported increasingly working in collaboration to manage the challenges imposed by a global pandemic on local communities. For some organisations, the shift to online service delivery meant they could support more families than usual, with staff spending less time travelling to meetings and appointments. With appropriate infection control precautions, organisations were still able to provide face-to-face support for many of their families.

The Centre is incredibly proud of the sector's perseverance and resilience in working with families during the pandemic. The efforts of our workers have been – and will continue to be – critical to keeping children in Victoria safe and cared for.

## In the media

In spite of the pandemic – and mindful of the need to retain visibility of Victoria's children, young people and families doing it tough – we focused on making sure stories from our sector were heard by the wider community.

[click here to read full story](#)



## Submissions and reports



### Our submissions in 2019–20 included:

- State Budget 2020–21 (Vic)
- Social Security (Administration) Amendment (Income Management to Cashless Debit Card Transition) Bill 2019 (Cth)
- Inquiry into early childhood engagement of CALD communities (Vic)
- Joint select committee on Australia's family law system (Cth)
- Inquiry into mental health: Response to the Productivity Commission draft report (Cth)
- Addressing regional disadvantage: Infrastructure priorities for the regions (Vic)
- Council of Attorneys-General age of criminal responsibility working group review (Cth)
- Inquiry into homelessness in Victoria (Vic)

## Inquiry into early childhood engagement of culturally and linguistically diverse families

In the past year, the Centre has sought to increase our engagement with organisations delivering services for culturally and linguistically diverse (CALD) families. In October 2019, the Centre was invited to appear before the Parliament of Victoria Legal and Social Issues Standing Committee to discuss our [submission](#) on early childhood engagement by CALD families. We highlighted the need for culturally inclusive services co-designed with service users, and the need for services to make better use of 'soft' entry points in the system for families, for example, through using supported playgroups and community hub models. We advocated for the Victorian Government to invest in proven programs and practices, trial promising programs, and incorporate research findings into program design and policy decision making.

## Treating families fairly

Treating Families Fairly is an alliance of child and family service organisations, peak bodies and academics advocating for government policies that better support families and uphold the rights of children. The alliance meets bimonthly to share knowledge, gather evidence of policy impacts on children and families, and engage in collective advocacy. Meetings are co-chaired by FamilyCare and the Centre. This year, we were pleased to welcome the Victorian Aboriginal Child Care Agency (VACCA) to the alliance.

In mid-2019, the Centre and FamilyCare surveyed child and family services practitioners about the impact of social security reforms on single mothers and their children and [found](#) that these families are routinely in financial crisis directly linked to the design and delivery of the social security system, and that social security reforms have had significant impacts on the ability of state-funded services to meet families' needs. The Centre and FamilyCare co-presented a [paper](#) based on the survey findings at the Australian Social Policy Conference in Sydney.

We would like to thank all members of the alliance who give up their time to advocate with, and for, children and their families affected by federal policy decisions. We look forward to continuing this important work in 2020-21.



## Working alongside Aboriginal organisations and colleagues

The Centre attended each of the Aboriginal Children's Forums (ACF) held in the past year. These forums bring together ACCOs, community service organisations and government to progress the objectives of the ACF and showcase innovative work by ACCOs.

As a signatory to Wungurilwil Gaggapduir, the Centre sits on various working groups to monitor priority actions that will enable each objective to be met. We are on the working group that organises each ACF and we sit on the Wungurilwil Gaggapduir steering committee.

In June 2020, the Centre partnered with VACCA to co-host a memorable planning forum on the transition from COVID-19. Professor Muriel Bamblett presented to the group, highlighting the strengths of a one-stop-shop and multi-service delivery model delivering practice changes and support to Aboriginal families during COVID-19. Paul McDonald, CEO of Anglicare Victoria and the Centre's chair, noted an increase in partnering and mutual reliance during the pandemic. The forum determined priority areas for action to support, including the need for funding certainty and the opportunity to reimagine services for children and families.

## Sector sustainability

Supporting Victorian families to thrive and delivering the best outcomes for children and young people requires a sustainable child and family services sector. The Centre has continued to build the evidence base to understand the long-term impact of COVID-19 and the future sustainability of the sector. This work has included sector interviews, surveys, and deep dive financial analysis of a range of community service organisations (Melbourne, rural, regional and small, medium and large) to capture:

- increased demand for child and family services
- increased processes and compliance (including the introduction of the Portable Long Service Scheme and the Client Incident Management System)
- impacts of sector sustainability challenges on jobs
- impacts of COVID-19 and the associated economic downturn on non-government revenue streams (such as philanthropy, donations, and investment income).

### **This sector sustainability work has identified that the child and family services sector:**

- has experienced a sustained period of cost growth with limited uplift in funding, resulting in wide-spread sector sustainability challenges that have been further compounded by the COVID-19 pandemic
- may not have the capacity to continue absorbing the additional costs driven by the COVID-19 pandemic without impacting service delivery.

### **The Centre:**

- has advocated for short-term funding to alleviate the financial impact of the COVID-19 pandemic, with the Victorian Government providing \$77.5 million in April 2020
- continues to advocate for ongoing funding and state-wide roll out of successful trial, services that are provided in ongoing areas of need and/or have been rolled over previously, and to meet demand that is at unprecedented levels due to COVID-19
- continues to advocate for a sustainable child and family services sector, which means pricing of state-funded child and family services against the actual delivery cost, and providing a fair indexation and growth funding to meet demand.

## Working with and across sectors and workforces

### The Tri-Peaks Project

The **Tri-Peaks Project** is a collaboration between the Centre, the Victorian Healthcare Association (VHA) and the Victorian Alcohol and Drug Association (VAADA) to support and promote good governance and integrated practices across the child and family, community health, and alcohol and other drug sectors.

Due to the pandemic, the Tri-Peaks Project pivoted to provide a webinar series – with 17 webinars on topics including the impacts of COVID-19 and supports available to the three sectors, improving sector governance, and working with common sector clients.

Many individuals and organisations provided pro bono support for these webinars, and the Centre would like to thank Sonia Sharp and Cameron Bird at EY; Steve Bell at Herbert Smith Freehills; Helga Svendsen and Tom Craven at Cube Group; professor Ben Matthews at QUT; professor Daryl Higgins at ACU; and Sarah Patterson at ThinkPlace.

The Tri-Peaks Project conducted a survey of board members across the child and family, community health, and alcohol and other drug sectors to identify what resources would be beneficial and support good governance in the sectors. The results from the survey informed webinars and resources for the sectors.

The Tri-Peaks Project also launched a structured 12-month board mentoring program. The teams involved are now developing a demonstration project to commence in 2020–21.



## Incorporating the voices of service users



### The voice of parents

In 2019–20, the Centre launched **The voice of parents**: a Model for Inclusion project with support from Gandel Philanthropy and Equity Trustees – The Arthur Gordon Oldham Charitable Trust.

As more Victorian parents become engaged with the child and family services system, and as COVID-19 further increases pressure on families, hearing parents' voices and embedding a parent-participation model into the system will be critical to improving outcomes for families and enabling children to thrive. We look forward to sharing the findings of this critical work as it progresses.

### Families where a Parent has a Mental Illness (FaPMI)

During early 2020, the Centre partnered with Families where a Parent has a Mental Illness (FaPMI) to call for expressions of Interest to be part of a cross-sector working group that would be focused on children and families where a parent has mental health concerns. The working group committed to the meaningful inclusion of children, young people and families in its group membership and when planning and undertaking activities. This group has now been set up with representation across child and family services, adult mental health, and child and adolescent mental health.

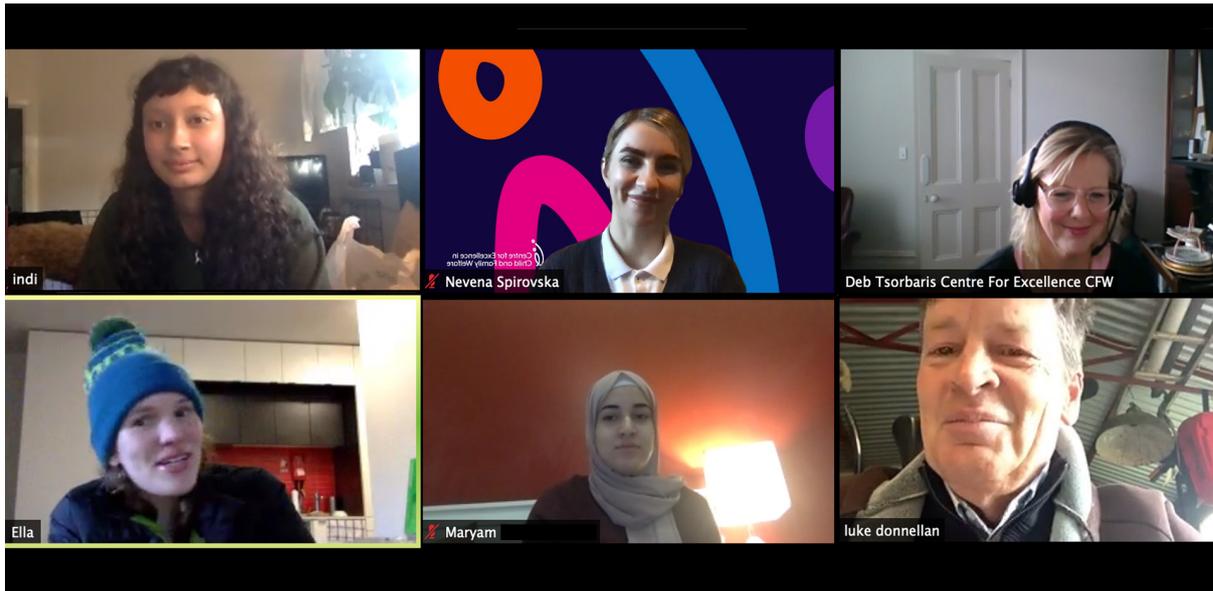
**“Birth parents are often disempowered for a range of reasons and need to be supported to effectively be part of their children’s lives in a dignified manner and in an environment of hope.”**

**Voice of Parents Reference Group member**

# Section 2

## Walking alongside children and young people





## Young Leaders Collective

The Centre's Young Leaders Collective (YLC) builds on the 2019 Young Leaders Program, which was delivered in response to an identified need in the Centre and sector for young people with lived experience of care to be meaningfully included in projects and policy consultations.

In 2020, the Centre provided a paid opportunity for five young people with a care experience to develop leadership, advocacy and workplace skills. The YLC program, adapted to online delivery, provided monthly skill development workshops, individual and group projects, and a youth co-working space. The young people learnt from participation in the program and from each other, and the Centre has in turn learnt from these young leaders.

## Home Stretch campaign update

The Home Stretch campaign, calling on the Victorian Government to extend the age of out-of-home care from 18 to 21, achieved a milestone in 2020.

The Centre, as the co-chair of the Home Stretch campaign, welcomed Reason Party leader and crossbencher Fiona Patten's private member's bill

Children, Youth and Families Amendment (Out of Home Care Age) Bill 2020. The bill called for the continuation of out-of-home care for young people up to, and including, 20 years of age. Ms Patten thanked the Centre's CEO Deb Tsorbaris and Centre board chair Paul McDonald for their advocacy and leadership on the Home Stretch campaign.

In response to COVID-19, in April the Home Stretch campaign wrote to all state and territory governments seeking immediate support to extend state care for the duration of 2020 to ensure young people could continue to receive the same care arrangements, even if their order expired during this period. We were thrilled by the announcement Victoria would allocate \$4 million in funding to support young people currently in care but due to turn 18 before December 2020 to see them through the pandemic.

In September, 40 Victorian sector and community leaders co-signed a letter to the minister urging the government to continue the Home Stretch program beyond the pandemic so young people remain entitled to this option.

Our advocacy efforts will continue as we call for a united national approach to allow every young person leaving care to continue in their placement should they wish to do so.

## Keeping children, young people and families safe

### Redress scheme for survivors of institutional child sexual abuse

The Centre continued to play an important role in advocating for a redress scheme for victim survivors of institutional child abuse. The Commonwealth Government introduced the Commonwealth Redress Scheme on 1 July 2019.

The Centre has provided advice and information to its members on the scope and impact of the scheme. We provided expert evidence to the Joint Select Committee on Implementation of the National Redress Scheme and have hosted forums and round tables with member CEOs and government representatives.

### Child safe organisations

The Centre continued to support member organisations to cultivate child safe environments. We delivered information sessions on Child Safe Standards, provided advice on child safe policies to organisations, and continued to develop resources. The Centre's expertise has been recognised by an invitation to join the Child Safe Sector Leadership Working Group run by the Commonwealth Department of Prime Minister and Cabinet. We have also welcomed regular opportunities over the past year to discuss with Liana Buchanan, Principal Commissioner for Children and Young People, and Justin Mohamed, Commissioner for Aboriginal Children and Young People, issues affecting children in care and/or in youth justice and the themes arising from various inquiries and investigations relating to children and young people.

## Youth justice work

Over the past year, the Centre has strongly advocated for a Victorian youth justice system that keeps children out of prison and with their families in the community. The Centre is a member of the youth justice reference group and attends relevant stakeholder forums. We met with key government ministers and their advisors, including the Hon Ben Carroll, former Minister for Youth Justice, and departmental staff. In September 2019, we held a roundtable for members with Mr Carroll presenting his vision for youth justice.

Other youth justice activities included responding to the Sentencing Advisory Council of Victoria's *Crossover children are children who engage in offending behaviour and are known to Child Protection Services* report, being a **signatory** to the Framework to Reduce Criminalisation of Young People in Residential Care and advocating to raise the age of criminal responsibility to 14 years.

### Children as victims of crime

The Centre and the Alannah and Madeline Foundation co-hosted a forum on children as victims of crime with around 30 attendees from across a wide range of organisations and sectors. We heard from Liana Buchanan, Commissioner for Children and Young People, and from researchers at the University of Melbourne who are conducting a four-year study on this topic, including Professor Cathy Humphreys, a long-time friend of the Centre. The forum highlighted the importance of a system-wide, early intervention approach that supports families before their situation escalates into crisis.



## Supporting our sector to keep children, young people and families safe

### Adolescents who use violence in the home

In 2019–20, Family Safety Victoria funded the Centre to undertake work in the area of adolescents who use violence in the home. The goal was to help build the evidence base of what works for this diverse group of young people and their families.

In late 2019, in consultation with Domestic Violence Victoria, the Centre developed and administered a survey on the topic. It attracted 570 responses, mainly from practitioners in child and family services and specialist family violence. We also hosted 6 forums in regional and metropolitan areas to discuss the results of the survey in depth.

In March 2020, we held a symposium – *Starting with the young person: Reframing how we*

*understand and respond earlier to adolescent violence in the home* – at the State Library. This event attracted 200 people and a rich array of presentations on what works and what is promising in this area. It was an exciting event with a wonderful sharing of knowledge gained through research and practice.

Several themes have emerged from the Centre’s work on this project, including the importance of having a common understanding of the drivers of adolescent violence in the home and a shared language to describe this. Our work also highlighted the need for earlier intervention, and for more consistent and evidence-informed support for young people and their families across the state.

As part of the second phase of this work, the Centre began developing a Multi-Agency Risk Assessment and Management (MARAM) practice guide for professionals working with young people who use violence in the home.

The Centre would like to acknowledge the funding support of Family Safety Victoria for the above work.



## MARAM - Sector workforce training

The Family Violence Multi-Agency Risk Assessment and Management (MARAM) framework supports services to effectively identify, assess and manage family violence risk. The Centre was funded by the Department of Health and Human Services (DHHS) to deliver MARAM training to six different workforces. Initially this was face-to-face training but with COVID-19, the Centre had to adapt quickly to online delivery, which required extensive logistical organisation and the redesign of content into a series of online modules. Between mid-May and the end of June 2020, the Centre delivered MARAM training packages to 1800 participants.

### Feedback from participants was consistently positive:

- 'Thank you for delivering this training online. It has been so informative, and facilitators have all been so generous in sharing their extensive knowledge.'
- 'The facilitators did an amazing job of adapting the training online. I loved the online option and would love further training to be offered online for those who prefer this.'

- 'I was very new to this area at the beginning of the training and have come away feeling upskilled and informed – thank you!'

## Information sharing

In 2019, the Centre received a Peak Sector Capacity Building Grant from Family Safety Victoria and the DHHS to support implementation of the MARAM framework, the Child Information Sharing Scheme (CISS) and the Family Violence Information Sharing Scheme (FVISS) reforms, commonly referred to as MARAMIS.

The Centre collaborated with other peak bodies, including Domestic Violence Victoria and No to Violence, to build the capacity of our respective workforces. We also liaised with member organisations to inform them about the reforms and to make sure a child lens is applied across family services and allied sectors. In March 2020, the Centre collaborated with a group of experts to deliver a **Q&A video series** exploring how workers can be therapeutically attuned and effective where face-to-face work is not possible.



# Section 3

## Strengthening sector capability



## OPEN – Strengthening the evidence base

The Outcomes, Practice and Evidence Network (OPEN) supports Victoria’s child and family services to use, create and share evidence from research, practice and client experience to deliver better outcomes for children, young people and families.

Highlights of 2019–20 included the annual symposium on the ‘voices that matter’ in October 2019, which attracted 300 participants from 90 organisations. We had two wonderful keynotes in Professor Eileen Munro, Emeritus Professor of Social Policy at the London School of Economics and Dr Wendy Bunston, La Trobe University and WB Training & Consultancy.

### OPEN advisory services

We continued to provide free or low-cost advisory services to our sector, offering project support, coaching and training to strengthen confidence, knowledge and capability to identify, develop and use diverse forms of evidence in service design, delivery and evaluation.

OPEN **advisory services** have been very well received, highlighting the value of support that takes a ‘learning through doing’ approach to building key skills. Participants commented on the value of the approach in building engagement and enthusiasm for further improvement in practice and program implementation and evaluation.

### OPEN forums

- Dr MaryAnn Notarianni, Ontario Centre for Excellence in Child and Youth Mental Health – The Case for Quality – Engaging Children and Youth in Mental Health Services
- Dr Penny Hagen, the co-design lead at the Auckland Co-Design Lab with Angie Tanaere - Evidence and Innovation for Wellbeing in Complex Settings

- OPEN forum – Panel - Common Elements in practice for children and family services
- OPEN forum (online) – Panel - Promising Practices in remote service delivery

### International partnering

In addition to the international speakers brought to Melbourne as part of OPEN, we also had a wonderful Early Intervention Forum in November 2019, co-hosted by the Centre and Berry Street. The keynote speaker was Tom McBride, Director of Evidence, Early Intervention Foundation in UK, who presented on evidence-based approaches to early intervention related to the developmental issues that can arise throughout a child’s life. Around 90 people attended, gaining great insights into the social and economic costs of neglecting to intervene early and into the often lifelong adverse ramifications for individuals.

### Learning system grants

The **learning system grants** (LSG) funded by DHHS since 2017 are intended to strengthen the capacity of child and family services in Victoria to generate evidence and deliver evidence-informed services. The Centre has successfully administered two rounds of these grants with a third round underway towards the end of June 2020.

The Centre provides a platform for successful recipients to showcase their work through the OPEN portal and forums. The Centre has documented the impacts of the projects funded so far, as there are some fantastic stories showing what can be achieved with these modest grants.

In 2019–20, five very diverse projects received LSG funding, with recipients from Barwon Child, Youth and Family, Colac Area Health, Jesuit Social Services, Lighthouse Foundation, and Tweddle Child and Family Health Service.

## Early years and early help forum

On 25 November 2019, the Centre hosted a forum on the theme of 'early years and early help'.

The keynote presentation focused on the importance of having a strong foundation for infant mental health while a panel of experts provided evidence-informed insights into their innovative approaches and programs. We heard from Kids First, the Department of Education and Training, Murdoch Children's Research Institute, Bubup Wilam Early Learning Aboriginal Child and Family Centre, and the Office of Professional Practice in DHHS.

Feedback from participants reinforced the value of coming together to discuss what works in the early years and highlighted the critical importance of intensive family support being provided in the first 100 days of an infant's life.

## Prevention of occupational violence and aggression in residential out-of-home care

Launched by the Centre in collaboration with DHHS in July 2019, the Occupational Health and Safety (OHS) in Residential Care Project aims to promote and protect the health and safety of residential care workers. The project held a forum on 'prevention and management of occupational violence and aggression' in October and a series of webinars in May 2020 with key speakers from WorkSafe and the Centre leading discussions about how to create healthy workplaces and keep workers safe. These recorded webinars are available online as a training resource.

The Centre also submitted a proposal to WorkSafe Victoria and DHHS requesting funding for a three-year, safety leadership project in residential care, the first of its kind for the sector.



## Fostering Connections

Fostering Connections, which launched in January 2016, provides prospective carers with a first point of call and centralised information on the process of becoming a foster carer and acts as a referral pathway for enquiries to agencies across Victoria. In 2019–20, it became an embedded element of the service delivery system rather than a project.

**In 2020, in response to COVID-19, Fostering Connections created a range of high quality and very practical resources to support the sector in continuing to train and recruit prospective carers, and support current carers, including:**

- **A Staying at Home Toolkit** for carers with practical support and strategies for going through lockdown with children and young people
- **A Back to School Toolkit** with practical support and suggestions for carers helping children and young people transition back to onsite learning
- **A Foster Care Worker’s Resource Hub** as a one-stop shop for foster care staff to find the relevant information they need relating to COVID-19 and recovery.

During the pandemic Fostering Connections acted as a source of advice and a mechanism for collaboration across the foster care system.

During the 2019–20 financial year, Fostering Connections has also continued business as usual by:

- processing 4708 Victorian foster care enquiries via the Family Journey CMS
- holding more than 7 tailored agency meetings to discuss data management to inform sector-wide recruitment trends and strategies
- supported agencies in use of the Family Journey CMS by developing an online training suite and conducting monthly introductory webinars.
- delivering a state-wide media and advertising campaign through TV, radio and digital advertising channels and the development of shared and co-created messaging and marketing products
- representing the sector at ChillOut festival in Daylesford for the first time, accompanied by interviews with Joy FM
- welcoming two new ACCOs to the project
- providing interstate consultation on the Victorian Fostering connections model currently in operation.



## Raising Expectations

The Raising Expectations program has continued to expand in the past year. Despite the impact of COVID-19, care leaver participation in higher education remained steady at our three partner universities – Federation University Australia, La Trobe University and Swinburne University of Technology – with over 200 students enrolled in higher education. Federation University Australia and Swinburne University of Technology also saw a significant increase in the number of students participating in vocational education and training (VET) – over 150.

In July 2019, the Department of Education and Training committed to a multi-year investment in the program, which the Hon Gayle Tierney, Minister for Training, Skills and Higher Education formally announced at La Trobe University’s Shepparton campus. We were delighted to mark the occasion with Gracie, Kate and Georgia, three care leaver students studying at La Trobe University campuses. We are very grateful for Minister Tierney’s continuing commitment to this program.

[Read Georgia’s story](#)

## Raising Expectations return on Investment

In early 2020, Deloitte Access Economics undertook a return on investment (ROI) analysis and a social return on investment (SROI) analysis of the program. We are very grateful to Deloitte for this pro bono work. Its [report](#) on the economic and social benefits of the program found that for every dollar invested in it, Raising Expectations generates an estimated minimum of \$1.80 in economic and social benefits and that the social benefits of Raising Expectations substantially outweigh the costs.

## Raising Expectations project activities

Over the past year, the Centre has presented at a wide range of events to carers, professionals, and young people, including an October workshop by Gray Poehnell, a renowned Canadian career-development professional, that attracted 85 professionals keen to better support young people experiencing disadvantage to succeed in school and beyond.

We have produced newsletters, strengthened stakeholder collaborations, actively promoted the program, and [rebranded our website](#) to provide high quality information and resources for young people in care and care leavers. In June 2020, we hosted a virtual ministerial launch of the website with Minister Gayle Tierney and the Minister for Disability, Ageing and Carers, the Hon Luke Donnellan MP.



## Strengthening and supporting our workforce

The Centre has greatly appreciated the generous support of member organisations in co-facilitating, contributing to and attending workforce capability building events in the past year.

### Strategic sector forum

In July 2019, we held a strategic sector forum for around 100 representatives from child and family services to discuss the implications of the current and planned reform work in our sector and help shape future workforce development and service delivery. The forum began with an address by then Secretary of DHHS, Kym Peake and concluded with a timely presentation by Sonia Sharp, EY, on international workforce trends and developments.

### Evidence-based management masterclass

The Centre hosted an interactive masterclass with Rob Briner, Professor of Organisational Psychology at the University of London, and Scientific Director of the Center for Evidence-Based Management. This was done under the umbrella of our Leadership Academy and in

partnership with OzChild. The masterclass attracted 112 participants and covered the principles and process of an evidence-based approach to management, what this approach looks like in practice, why evidence-based management is important, barriers to its implementation and how these can be overcome. Dr Lisa Griffiths, CEO of OzChild and a member of the Centre's board, also presented on Ethical leadership in the community services sector.

### Paid internship pilot

The Centre has been implementing a paid internship pilot, aimed at final year social work students to support their development as emerging practitioners and fast-track their entry into the workforce. In February 2020, 9 student internships commenced, self-funded by community service organisations in Melbourne, Mildura, Bendigo and Shepparton. Two universities, RMIT and La Trobe University, have also committed to the project.

The Centre has been evaluating the pilot and, despite the massive impact of COVID-19 on face-to-face practice opportunities with clients, results to date show that students and organisations see great value in offering paid internships for students wanting to apply their practice skills while being mentored and trained in an agency's own systems and processes.



## Learning and development

In 2019, the Centre provided face-to-face training for our sector, with highly qualified trainers travelling to various parts of Victoria to deliver workshops and other professional development activities. With the start of COVID-19 in early 2020, we needed to quickly adapt to a completely different form of delivery, mainly via webinars and other online modes. The results have been a testament to the energy, lateral thinking and technical skills of our hardworking learning and development team in the middle of a global pandemic who were able to respond rapidly to a dynamic and competitive external environment circumstances and sector need.

### Nationally accredited training

The Centre was very pleased to receive accreditation for the next seven years as a Registered Training Organisation.

<b>Diploma of Leadership and Management</b>	<b>16</b> courses (1 unit counted as one course) <b>152</b> participants
<b>Beginning Practice</b>	<b>6</b> courses <b>77</b> participants (4 units counted as one course)
<b>Certificate IV</b>	<b>1</b> course <b>5</b> participants (12 units counted as one course)
<b>CHCMHS009 (July 2019 CarerKafe)</b>	<b>1</b> course <b>9</b> participants
	<b>23</b> courses <b>243</b> participants

### Standard (calendar) and customised training

With the shift to online and remote delivery, the Centre has continued to provide high quality and well attended webinars and remote training sessions. In 2020, we needed to quickly adapt to a completely different form of delivery, mainly via webinars.

<b>Standard training</b>	<b>12</b> courses <b>246</b> participants
<b>Customised training</b>	<b>31</b> programs developed and delivered <b>698</b> participants
	<b>43</b> total programs <b>944</b> total participants

## eLearning

In the past year, the Centre has reviewed and updated its suite of eLearning courses to improve relevance and currency and to ensure the accuracy of assessment and completion data. The Centre offered 8 online courses, which attracted interest from 2440 participants.

<b>Fire safety</b>	<b>703</b> participants
<b>Good notes and documentation in residential care 2019–20</b>	<b>239</b>
<b>Infection control in residential care</b>	<b>797</b>
<b>Introduction to alcohol and other drugs</b>	<b>24</b>
<b>Protecting young people online 2019–20</b>	<b>67</b>
<b>Reportable conduct scheme residential care workers 2019–20</b>	<b>493</b>
<b>Supervision conversations</b>	<b>65</b>
<b>Supporting young people with medication online (2020)</b>	<b>52</b>
<b>Total eLearning modules</b>	<b>8</b> courses <b>2440</b> participants

## Shared Lives Vic (SLV) and Step by Step

The Centre coordinates the ‘train the trainer’ course for foster care providers to enable workers to facilitate the Shared Lives Training for prospective foster carers. Previously, all workers were given face-to-face training but with COVID-19, workers attend Zoom webinars and remote meeting sessions. The Step by Step training package (2006) continued to be delivered alongside a new online self-directed package delivered by ACWA.

<b>One-day familiarisation course</b>	<b>98</b> participants
<b>Three-day comprehensive session</b>	<b>60</b> participants
<b>Step by Step package</b>	<b>38</b> participants
	<b>196</b> total participants

## Residential care training

The ability of the Centre to quickly move from face-to-face training to webinars and remote sessions was particularly marked in the training provided to residential care workers under the umbrella of the DHHS-funded Residential Care Learning and Development Strategy (RCLDS).

The residential care workforce showed amazing resilience and adaptability during COVID-19 restrictions, still managing to take advantage of the range of professional development opportunities that were delivered virtually through RCLDS. Compared with the 807 participants in RCLDS training in 2017-18, we have been able to train 940 residential care workers in 2019-20 – a remarkable achievement during a global pandemic with all courses online.

In the past year, the Centre set up the Residential Care Resource Hub, which provides an excellent collection of resources to support the wellbeing, service delivery, and safety of workers. The Centre has also revamped the RCLDS newsletter and website and has developed a draft strategy to be finalised and implemented in the next financial year. Unfortunately, the annual Resi Rocks event, originally scheduled for June 2020, needed to be postponed because of the pandemic, with a planned virtual event to be held in November 2020.

## NDIS training

During the 2019-20 financial year, the Centre partnered with DHHS and the Association for Children with a Disability to deliver NDIS training to practitioners in the child and family services sector who work with families. We delivered the training to 546 people face-to-face and to 602 people online. Feedback from the sessions has been consistently excellent.

The Centre is partnering with Domestic Violence Victoria to adapt the training to deliver to specialist family violence workers and sexual assault workers.

## Evidence-based decision making for leaders in human services

The Centre in partnership with the Centre for Evidence-Based Management (CEBMA's) in the Netherlands, Carnegie Mellon University and OzChild offered 20 free places in CEBMA's Evidence-Based Decision Making for Leaders Human Services course in 2020. The course has been delivered through 9 online modules and in the virtual classroom with Eric Barends from CEBMA and Dr Lisa Griffiths CEO of OzChild leading the course, that is developing our sector's evidence-based management skills and enhancing an understanding of how an evidence-based approach can support organisations in decision-making and management practice. The course is developing specific skills in: critical thinking and reasoning; identifying and gathering of the best available evidence; critical appraisal of evidence; applying evidence of different forms to decision-making; and utilising evidence to tackle complex human service problems.

**On completion of this course, participants are able to:**

- [assess the extent to which claims \(made by managers, leaders, departments or consulting firms\) are supported by evidence](#)
- [acquire, critically appraise and apply evidence from multiple sources to support organisational decision making](#)
- [be able to translate principles from best evidence to management practice and ethical decision-making, and reflect on how to use evidence in your role and to improve your learning experience.](#)

The 20 successful applicants have committed to embedding the learnings in their roles and organisations. The Centre's partnership with CEBMA's and OzChild is continuing, with a second course starting in 2021.



<b>RCLDS Training</b>	<b>No of sessions</b>	<b>No of participants</b>
Autism Training for Support Staff and Organisations	1 session	15
Case Notes and Record Keeping (Shared with Calendar Training)	1 session	9
Difficult Conversations	1 session	5
Foundation Youth Mental Health	2 sessions	24
How to effectively manage Occupational Violence and Aggression in Out of Home Care - A Risk Management Approach	1 session	53
Supervision Training for Residential Care Supervisors	2 sessions	14
Working Well with LGBTIQ	3 sessions	35
Skilled at Looking After Children (LAC)	4 sessions	40
Self Care	3 sessions	35
Effective Conflict Management	8 sessions	130
CPR & Anaphylaxis HLTAID001	2 sessions	31
Providing Emergency First Aid & CPR	9 sessions	91
Keeping your Workplace Safe: Preventing and Managing OVA with WorkSafe Victoria	1 session	56
Leadership Skills for New Managers (Shared with Calendar Training)	1 session	6
Reducing the risk of mental injury at work – depression and anxiety	1 session	28
Resilience and Coping During COVID-19	1 session	66
Supporting Young People with Medication	1 session	21
Talking with Young People - Module 3 - Responding to behaviours of Concern	1 session	49
Talking with young people: Module Four - Talking with young people about family and community, trauma, suicidality and hope	1 session	39
Talking with young people - Module One - How young people may be impacted by COVID-19	1 session	72
Talking with young people - Module Two: Intersectionality and additional considerations in working with young people	1 session	37
The impact of COVID-19 on front line workers facing conflict in others	1 session	50
Working with Occupational Violence and Aggression	1 session	10
Youth Mental Health in Residential Care – Mildura	1 session	10
<b>Total</b>	<b>49</b>	<b>926</b>

# Section 4

## Growing a responsive and sustainable Centre



## Staying connected to our sector



### Strategic networking at the Centre

The Centre continued to run its regular network meetings providing information and sharing experiences, ideas and evidence gathering with a wide range of professionals across our sector. In 2019, these were held quarterly and face-to-face but, with COVID-19, quickly became virtual from March 2020 and often fortnightly to keep pace with the unfolding pandemic situation and government updates. We had 7160 attendees at our forums, networks and meetings, an increase from 2000 in the previous financial year, indicating how far-reaching the Centre's influence and reach was during the pandemic.

These meetings were well attended and received very positively by participants who welcomed the opportunity to connect with peers, the Centre and government departments responsible for policy and program implementation during the pandemic.

The networks include:

- [Foster care network](#)
- [Leaving care and post care network](#)
- [Kinship care network](#)
- [Orange Door, Child FIRST, and Integrated Family Services network](#)
- [Quality Learning Circle](#)
- [Rainbow Tick Accreditation](#)
- [Placement Prevention and Reunification Network](#)
- [Out-of-Home Care Philanthropic Funders Network](#)

## Out-of-home Care Philanthropic Funders Network

The Out-of-home Care Philanthropic Funders Network (OoHC Network) is a collaborative group of philanthropic organisations with a shared interest in improving the experiences and outcomes for children and young people who are at risk of entering, in, or have an experience of out-of-home care. The OoHC Network aims to facilitate philanthropic and child and family service sector collaboration, share what has been learned, support innovation across the sector, and drive systemic change.

OoHC Network members collaborate to enable innovation grants for the OoHC sector that focus on co-designing and building the evidence base for innovation. To date, the OoHC Network has facilitated over \$1 million in funding across two grant rounds to support innovative programs in the OoHC sector, with the second Innovation Grant being awarded to the Victorian Aboriginal Child Care Agency (VACCA).

The OoHC Network is supported by Equity Trustees Mars-Stride Trust and David Taylor Galt Charitable Trust whose support and guidance has been integral to the success and outcomes of the OoHC Network.

[View Emily's video](#)



## Continuing to spread the word and raise awareness for children and their families

Throughout 2019–20, the Centre continued its communications and campaign advocacy work. Our website had a 47% increase in website sessions, and community members were able to enrol in training, read sector news as it happened, and engage with the Centre's many projects.

At the beginning of COVID-19, the Centre's Communication team began collating critical information from DHHS and other news sources to distribute to its members every morning. These essential sector updates became the 'single source of truth' for thousands of workers.

We spread the word and raised awareness through our Facebook and Twitter pages, advocating for the rights of children, young people and families, and made sure that the best emerging research and practices were shared throughout our networks and the community. From January to June 2020, with the launch of our new strategic communications and social media strategies, we had a 334.5% increase in social media reach. We also saw a remarkable 93.6% increase in YouTube video views on our YouTube channel.

Our regular newsletter, the SectorBuzz, which reaches 3832 people, kept subscribers up to date with frequent sector-wide updates and developments. Meanwhile, we tailored specific information to those who wanted to know more about OPEN, Fostering Connections, RCLDS and the Centre's many learning and development opportunities.

### KidsWatchAus

In mid-2020, the Centre launched KidsWatchAus, which promotes children's rights. It has a focus on keeping children safe by sharing information and resources and provides a platform for the Centre's child safeguarding consultancy and training.

[Visit the website](#)

**334.5%**  
increase in  
social media  
reach

**3832**  
SectorBuzz  
subscribers

**93.6%**  
increase in  
YouTube views

**47%**  
increase in  
website  
sessions

## Our Board and staff (As of 30 June 2020)

### Board

**Graham Boal**  
**Amanda Youngs**  
**Andrew Bruun**  
**Lisa Griffiths**  
**Greg Levine**  
**Paul McDonald**  
**Silvia Alberti**  
**Allan Joy**  
**Teresa Jayet**  
**Michael Perusko**  
**Sue White**

### Executive

**Deb Tsorbaris**  
 Chief Executive Officer  
**Sue Maddison**  
 Executive Assistant

### Media and Communications

**Nevena Spirovska**  
 Executive Manager, Strategic  
 Projects and Communications  
**Christie Long**  
 Media and Communications  
 Adviser  
**Bronwen Maher**  
 Digital Communications Officer

### Fostering Connections

**Danielle Walt**  
 Project Manager  
**Natalia Nowak**  
 Foster Care Connection  
 Specialist  
**Bronwen Maher**  
 Project Officer

### Learning and Development

**Tulay Bairam**  
 Training Coordinator  
**Joel Brown**  
 eLearning Officer  
**Sharon Clerke**  
 Learning and Development  
 Manager  
**Natasha Lobo**  
 Compliance Admissions  
 Officer  
**Jane Phillips**  
 Senior Trainer  
**Glenda Quinn**  
 Shared Lives Coordinator  
**Mark Ryan**  
 Senior Trainer  
**Oliver Tsorbaris**  
 RCLDS Project Officer

### Strategic Innovation

**Emma Fenby**  
 Strategic Innovation  
**Rachel Anderson**  
 Project Coordinator–OoHC  
 Philanthropic Funders Group  
**Taraia Brown**  
 Consultant–OVA Program,  
 RCLDS Strategic Development

### Policy, Research and Advocacy

**Michele Lonsdale**  
 Deputy Chief Executive Officer,  
 Director–Policy, Research and  
 Advocacy  
**Georgette Antonas**  
 Project Manager Child & Family  
 Reform Unit  
**Annabel Barbara**  
 Project Officer–Information  
 Sharing Reforms  
**Kelly Bowey**  
 Senior Policy and Research Officer

**Mandy Charman**  
 Project Manager–OPEN  
**Catherine Cooney**  
 Practice Lead  
 Common Elements  
**Matthew Edwards**  
 Administration Officer  
**Emily McDonald**  
 Manager, Implementation  
 and Practice Support  
**Alyssa Medway**  
 Practice Lead–Family  
 Preservation & Reunification  
**Emily Mellon**  
 Manager, Strategic Projects  
**Dakhina Mitra**  
 Practice Lead–Knowledge Building  
**Ella Perry**  
 Research to Practice Officer  
**Corey White**  
 Policy and Project Officer  
**Sue Wilson**  
 Advanced Practice Lead

### Raising Expectations

**Laura Cashman**  
 Project Communications & Support  
 Officer–Raising Expectations  
**Joanna Humphries**  
 Program Manager–Raising  
 Expectations

### Operations and finance

**Justine Koutsoupas**  
 Executive Manager,  
 Operations and Finance  
**Rachel Zhang**  
 Senior Finance Officer  
**Sheena Lestock-Kay**  
 Office Coordinator  
**Grace Kasper**  
 Bookkeeper



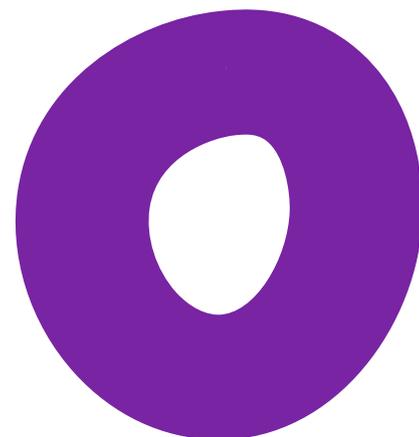
## Our Members

**Our members are at the forefront of supporting children, young people and families in Victoria.**

Allambi Care Ltd, Anchor Inc, Anglicare Victoria, Aruma (formerly E. W. Tipping Foundation/House with No Steps), Australian Childhood Foundation, Australian Childhood Trauma Group, Bapcare, Barwon Child, Youth & Family, Benalla Rural City Council, Bendigo Community Health Services, Berry Street, Bethany Community Support, Brophy Family & Youth Services Inc, Brotherhood of St Laurence, Bubup Wilam, Camcare, CareChoice (Aust) Pty Ltd, Caroline Chisholm Society, CatholicCare, CatholicCare Sandhurst (formerly CentaCare Sandhurst), Centacare Ballarat, Child and Family Services Ballarat, Christian Brethren Community Care Ltd T/A Temcare, City of Darebin, City of Melbourne, City of Port Phillip - Family and Children's Services, City of Yarra, Cobaw Community Health Service, Cohealth, Colac Area Health, Community Living and Respite Services (CLRS) Concern Australia, Doncare, Drummond Street Services, EACH Social and Community Health, Eastern Domestic Violence Service (EDVOS), Family Access Network Inc. Family Life, FamilyCare, Gippsland & East Gippsland Aboriginal Cooperative (GEGAC), Gippsland Lakes Community Health, Good Shepherd Australia New Zealand, IPC Health, Jesuit Social Services, Jewish Care, Junction Support Services Inc., Kara House, Key Assets, Kids First Australia, Kyabram Community & Learning Centre, Life Without Barriers, Lighthouse Foundation, MacKillop Family Services, Make A Difference Dingley Village Inc., Mallee Family Care, Melton City Council, Mirabel Foundation Inc, Moira Inc, Moonee Valley City Council - Family and Children's Services, No to Violence, Odyssey House Victoria, ONCALL Personnel and Training, Oz Child: Children Australia Inc, Permanent Care and Adoptive Families, QEC, Quantum Support Services Inc, Relationship Matters, Relationships Australia, Rumbalara Family Services, Safe Steps, Save the Children Australia, TaskForce Community Agency, The Alannah and Madeline Foundation, The Bridge Youth Service, The Reach Foundation, The Salvation Army Crossroads - Coburg North, The Salvation Army Salvo, Care Eastern, Thorne Harbour Health, Tweddle Child and Family Health Service, UnitingCare Victoria and Tasmania, Upper Murray Family Care, VANISH Inc., Victoria Legal Aid, Victorian Aboriginal Community Controlled Health Organisation Inc. (VACCHO), Victorian Association for the Care and Resettlement of Offenders (VACRO), VISEG New Futures, Windermere Child & Family Services Inc., Youth Support and Advocacy Service (YSAS)

### Subscriber members

YMCA Victoria, Council of Single Mothers and their Children, Mansfield Shire Council, Youth Affairs Council of Victoria (YACVic), Allah Muhammad Ali Fatima Hassan Hussain Federation, Catholic Social Services, Federation of Community Legal Centres (FCLC), Inner Eastern Local Learning & Employment Network, The Pyjama Foundation, Gunditjmara Aboriginal Cooperative, Playgroup Victoria, Kids Under Cover, Settlement Services International, Ability Assist



# Section 5

## Financial statement overview



# Treasurer's Report

It has been a pleasure being the treasurer for another year and working with the board and the Centre's finance team. It has been a significant year with bushfires, a global pandemic, and the introduction of new accounting standards. As a result of the adoption of the new income recognition accounting standards AASB 15 & AASB 1058, the Centre's surplus has been inflated by income that previously would have been recorded in the financial statements as deferred revenue. Income not in the scope of AASB 15 is required to be recognised on receipt in accordance with AASB 1058.

The Centre finished the financial year ended 30 June 2020 with a recorded surplus of \$1,989,453. Total comprehensive income for the year attributable to members of the Association is \$1,933,916. From the recorded surplus, income has been quarantined for the purpose of delivering the associated services and initiatives.

We have certainly been stretched and tested by the ongoing impact of COVID-19 this year. Our staff are our greatest asset, showing determination and resilience to continue to deliver our purpose. As an organisation we have been able to demonstrate that we have strong contingency plans in place, we were able to quickly pivot to working remotely by leveraging technology and implementing new processes to help us in many areas across the organisation. We have continued investing in our members and are committed to funding independent pieces of work such as the sector sustainability review.

**Analysis of the financial reports shows the following movements:**

- Revenue for the year increased by \$1,238,568 or 18% from 2018-19, because:
  - government funding increased over the year by 28%
  - affiliation Fees from members increased by 6% with overall membership levels increasing
  - revenue from Business undertakings decreased by 37% with decreased levels of training, consultancy, and projects over the year mostly as a consequence of COVID-19 and the limitations of face-to-face training.
- Overall expenditure aligned with revenue for the year and increased by \$392,759 or 13% from 2018-19, because:
  - employee benefits increased by 13%, reflecting additional staffing resources for funded projects.
  - operations expenses increased by 4% while office expenses decreased by 36% as a result of COVID-19 and staff working from home.
- The current assets for the year increased by \$1,449,395 or 17%.

- **Non-current assets for the year had minimal decrease with Depreciation for the year of \$65,613.**
- **Total liabilities for the year decreased by \$488,722 or 11%.**
- **The Statement of Cash Flow shows a net increase in cash and cash equivalents across the year of \$1,533,124. The change in cash flow primarily represents a timing difference between when a project is funded and when those funds are expended.**

The Centre maintains a healthy level of reserves, providing a stable platform to enable the important work of the Centre to continue as we support our members and member organisations in their work with children, young people and their families experiencing hardship and vulnerability.

I would like to thank the members of the finance committee during the 2019–20 financial year: Paul McDonald, Lisa Griffiths and Graham Boal. I would also like to acknowledge the Centre's finance team 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 2020. The financial statements have been prepared as General Purpose Financial Statements in accordance with Australian Accounting Standards – Reduced Disclosure Requirements

and Interpretations issued by the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act). The financial statements 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.



A handwritten signature in black ink, appearing to be 'Teresa Jayet'.

**Teresa Jayet**  
*Treasurer*

## Statement of surplus or deficit and other comprehensive income (for the year ended 30 June 2020)

	Note	2020 \$	2019 \$
Revenue	2	8,093,042	6,854,474
Investment income	3	175,903	175,324
Depreciation expense		(65,613)	(57,910)
Employee benefits expense		(3,372,710)	(2,979,951)
Operations expense		(2,414,414)	(2,324,446)
Office expense		(336,973)	(527,921)
Occupancy expense		(77,871)	(83,659)
Motor Vehicle expense		(11,911)	(9522)
<b>(Deficit)/Surplus for the year</b>		<b>1,989,453</b>	<b>1,046,389</b>
Other comprehensive income Items that may not be reclassified subsequently to profit or loss			
Changes in fair value of assets classified as fair value through other comprehensive income		(55,537)	60,616
<b>Total comprehensive income for the year attributable to members of the Association</b>		<b>1,933,916</b>	<b>1,107,005</b>

## Statement of financial position (at 30 June 2020)

<b>Assets - Current Assets</b>	<b>Note</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Cash and cash on hand		3,571,949	2,038,825
Other financial assets	4	6,054,303	6,015,239
Trade and other receivables	5	88,551	304,266
Other assets	6	110,356	17,434
<b>Total current assets</b>		<b>9,285,159</b>	<b>8,375,764</b>
<b>Assets - Non -Current Assets</b>			
Property, plant and equipment	7	900,128	930,555
Right of Use Asset - equipment		26,225	-
<b>Total non-current assets</b>		<b>926,353</b>	<b>930,555</b>
<b>Total assets</b>		<b>10,751,512</b>	<b>9,306,319</b>
<b>Liabilities - Current liabilities</b>			
Trade and other payables	9	495,377	773,404
Deferred revenue	10	1,697,751	629,710
Provisions	11	361,259	273,016
Lease liabilities	18	17,782	-
Other liabilities	12	1,204,479	2,568,116
<b>Total current liabilities</b>		<b>3,776,648</b>	<b>4,244,246</b>
<b>Liabilities - Non-current liabilities</b>			
Provisions	10	20,797	51,072
Lease liabilities	18	9150	-
<b>Total non-current liabilities</b>		<b>29,947</b>	<b>51,072</b>
<b>Total liabilities</b>		<b>3,806,595</b>	<b>4,295,318</b>
<b>Net Assets</b>		<b>6,944,917</b>	<b>5,011,001</b>
<b>Equity</b>			
Accumulated Surplus		5,069,838	3,640,385
Reserves	13	1,870,000	1,310,000
Revaluation reserve		5079	60,616
<b>Total Equity</b>		<b>6,944,917</b>	<b>5,011,001</b>

## Statement of changes in equity (for the year ended 30 June 2020)

	Accumulated Surplus \$	Reserves \$	Revaluation Reserve \$	Total \$
Balance at 1 July 2018	3,043,996	860,000	-	3,903,996
Total comprehensive income for the year attributable to members of the Association	1,046,389	-	60,616	1,107,005
Transfer to reserves	(450,000)	450,000	-	-
<b>Balance at 30 June 2019</b>	<b>3,640,385</b>	<b>1,310,000</b>	<b>60,616</b>	<b>5,011,001</b>
Total comprehensive income for the year attributable to members of the Association	1,989,453	-	(55,537)	1,933,916
Transfer to reserves	(560,000)	560,000	-	-
<b>Balance at 30 June 2020</b>	<b>5,069,838</b>	<b>1,870,000</b>	<b>5079</b>	<b>6,944,917</b>

## Statement of cash flows (for the year ended 30 June 2020)

	Note	2020 (\$)	2019 (\$)
<b>Cash flows from operating activities</b>			
Receipts from customers		8,759,599	7,481,898
Payments to suppliers and employees		(7,273,298)	(6,225,611)
<b>Net cash inflows from operating activities</b>		<b>1,486,301</b>	<b>1,256,287</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment		(17,703)	(48,033)
Net payments for financial assets		(94,601)	(2,302,528)
Interest received		175,903	175,324
<b>Net cash used in investing activities</b>		<b>63,599</b>	<b>(2,175,237)</b>
<b>Cash flows from financing activities</b>			
Payment of lease liabilities		(16,776)	-
<b>Net cash outflows from financing activities</b>		<b>(16,776)</b>	<b>-</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>1,533,124</b>	<b>(918,950)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>2,038,825</b>	<b>2,957,775</b>
<b>Cash and cash equivalents at the end of the year</b>	16	<b>3,571,949</b>	<b>2,038,825</b>



## About the Centre

For over 100 years, the Centre has advanced the rights and wellbeing of children, young people and families in Victoria.

We advocate for the rights of children and young people to be heard, to be safe, to access education and to remain connected to family, community and culture.

We represent over 100 Victorian organisations working across the continuum of child and family services, from prevention and early intervention to the provision of out of home care.

Our members are at the forefront of supporting children, young people and families.

## Contact

### Centre for Excellence in Child and Family Welfare

Level 5, 50 Market Street,  
Melbourne VIC 3000

Telephone: (03) 9614 1577  
Facsimilie: (03) 9614 1774

[admin@cfecfw.asn.au](mailto:admin@cfecfw.asn.au)

Find us on Twitter @CFECFW and Facebook

The Centre acknowledges the support of the Victorian Government



Health  
and Human  
Services

