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Acknowledgement

Cafs is situated on the lands of the Wadawurrung, Djab Wurrung and Dja Dja Wurrung peoples who are all a part of the great Kulin nation.

For thousands of years the Wadawurrung, Djab Wurrung and the Dja Dja Wurrung peoples have met on this land, telling their stories and doing business, and in their cultures we find a story for each mountain, each creek and each hill. Here we find a reason for being.

As part of the great Kulin nation cultural landscapes are more than just tangible objects; imprinted are the dreaming stories, law, totemic relationships, songs, ceremonies and ancestral spirits which give it life and significant value.

The values for Country are shaped from belief systems that all things have a Murrup (spirit) – water, birds, plants, animals, rocks and mountains.

Let us honour all of these cultures, and all Elders past and present, by continuing a tradition of telling stories, doing business and living culture here today.
ABOUT US

Cafs is a secular, community, not-for-profit incorporated association that operates in the Ballarat, Hepburn, Moorabool, Ararat, Golden Plains and Pyrenees local government areas of Victoria.

Cafs delivers a range of programs and services to support children, young people, families and individuals. These include out-of-home care for children and young people; family services; family violence services; services for homeless people; programs for men; financial counselling; problem-gambling services; and community development programs.

Cafs is supported by funding from multiple sources, which include philanthropic donations, grants, and funding from the Commonwealth and Victorian governments. Cafs is governed by a board drawn from the communities we serve. A large number of volunteers also assist the professional staff to achieve our goals.

Our Vision
Wellbeing, respect and safety for all children and families.

Our Values

WE CARE: Wisdom, Ethics, Community, Accountability, Respect, Empowerment
For the people we support, the people we work alongside, the community we work in and for ourselves.

We are People focused
People are at the heart of what we do and how we do it, and we will demonstrate this by putting people at the centre of our focus, activity and resources.

We seek to work Alongside
We work alongside the people we support, other agencies and each other, and we will seek to walk alongside in partnership and shared understanding.

We hold ourselves Accountable to the highest standards
The people we support, our supporters, funders, staff, volunteers and our community deserve us to be the very best and the most professional we can be. We will always measure our success against those high standards and seek to be the very best we can be in what we do.

We will Lead
We believe our community needs people to listen and lead. We seek to address root causes and transform lives. We will be bold in influencing and leading in our sector and our community to achieve that change.

Key Service Areas

1 Early help and prevention – Preventing the problems before they arise and being there with solutions
2 Targeted support – Helping people through life’s critical moments, with plans tailored specifically
3 Ongoing assistance – An ongoing network of support that surrounds people and families

Who we help

• Children and young people
• Families
• Older people
• Communities

Our goal is to give every individual the optimal opportunity to live in a safe and nurturing family.

With more than 250 staff and 260 volunteers, Cafs provides help and support to more than 6,800 individuals and families each year across the Victorian Central Highlands and Grampians regions.

Cafs has a long history supporting families that dates back to 1865 with the Ballarat District Orphanage and Ballarat Children’s Home. Although our programs and services have changed and expanded significantly since those early days, we are just as committed and passionate to helping children and families in need 153 years later.
OUR STRUCTURE

BOARD OF GOVERNANCE
President Gayle Boschert
Vice-President Brian Lovison
Treasurer Craig Roberts

Chief Executive Officer Allan Joy

Executive Assistant to the CEO Lynne Sheedy

General Manager Programs & Services Bernadette Hoye

Administration Assistant Sarah Mitchell

Program Manager Family & Early Childhood Services Sharon Fecteau

Program Manager Family Violence, Family Relationship Services & Housing Toni Cash

Program Manager Placement & Support Melissa Radford

Therapeutic Principal Practitioner Karen Biggs

Principal Advisor Client Outcomes & Service Improvements Megan Poulton

General Manager Corporate Services Shane Callahan

Acting Manager Quality & Compliance Leah Hutchinson

Manager People & Culture Janice Shelmerdine

Manager Finance Peter Lamb

Coordinator Administration & Facilities Beth Smith

Coordinator Information Communication Technology Chris Hunter

General Manager Corporate Services Shane Callahan

General Manager Business Development Justin Eastcott

Coordinator Marketing & Communications Joel Eastworth

Coordinator Community Engagement Seb Claassen

Coordinator Wozzles Operations & Sales Neisha Sargent

HEAL Equine Practitioner Michelle O’Brien

HEAL Equine Practitioner Sarah Gaylard

General Manager Diversity Christine Harding

Senior Administrator Business Development Fiona Hart
Our Pillars

1. Sustainability
Cafs will operate in a way that ensures its sustainability.

2. Legacy
Cafs with its community will respect, maintain and enhance its legacy.

3. Innovation
Cafs will seek to develop innovation in its organisational and service responses.

4. Social Justice
Cafs will work to achieve social justice for people in our communities and respect and acknowledge the First Australians as the traditional owners of the land on which we now live.

5. Prevention and Early Intervention
Cafs will seek to take every opportunity to engage in active prevention and intervene at the earliest opportunity.

6. Targeted Services
Cafs will provide a targeted range of community services based on evidence, research and needs.

7. Organisational Capability
Cafs will ensure it has organisational capability within its people, culture, infrastructure and marketing.

SERVICE REGIONS

- Ararat
- Ballarat
- Central Goldfields
- Daylesford
- Bacchus Marsh
- Pyrenees

Melbourne
153 years
of supporting the community
Welcome to our 2017–18 Annual Report. The last twelve months has been a great period of evolution for Cafs, with a significant number of changes occurring as we work toward the final stages of implementing our 2016–2019 strategic plan. This progress could not have occurred without the hard work and dedication of our staff and volunteers who are always thinking of ways to improve the services we provide. To this wonderful group, I say ‘thank you’.

Cafs offers a wide range of services to a diverse range of people across the Central Highlands and beyond; a vast area that includes Ballarat, Ararat, Daylesford, Bacchus Marsh and all of the smaller towns and communities in between. At board level, our focus is on ensuring the organisation is meeting the needs of the community, with our task being to ensure management is always on the front foot when it comes to the need for change. This year, several changes have occurred as we steer the organisation into the future, with our main priorities being to ensure that Cafs is well positioned to continue providing its services to the community.

Highlights over the last twelve months include:

• Establishment of the Cafs Care Farm. Having researched the concept of therapeutic farms for some time, an opportunity arose for us to purchase what was previously known as the Tangled Maze at Springmount. With beautiful gardens and views across the countryside, our goal is to establish a world-class, therapeutic farm environment that will both challenge and extend the methodologies behind how Cafs delivers its services to the community. We are very excited to see this project evolve.

• Wozzles Wearhouse expansion. Operating since 1991, Wozzles op-shops have provided additional sources of revenue to support Cafs’ work, while also providing many work opportunities for our dedicated staff and volunteers. After several years of growth, Wozzles was operating at capacity so in order to grow we purchased a new ‘operations centre’ to facilitate further expansion. With our fourth store opening at Sebastopol in July 2017, we are looking forward to Wozzles’ ongoing contribution.

• We have had exciting changes in our senior staff with the appointment of Bernadette Hoye as General Manager of Programs & Services. Bernadette has been with Cafs for many years and with a sound background in compliance and quality, we are looking forward to Bern taking our Programs & Services to the next level. Christine Harding has moved in to the newly created position of General Manager Diversity, with her responsibilities being to implement our Diversity and Inclusion Plan; an important and critical component to Cafs’ operations.

• The new Cafs EBA took effect after much hard work and negotiation. Cafs is going through an extraordinary period of growth with the EBA ensuring all staff are afforded with the conditions and opportunities needed to excel.

• Capital infrastructure improvements. Cafs’ head office, Ludbrook House in Lydiard Street, sits amongst some of Ballarat’s most historic buildings. Part of our responsibilities includes maintaining our assets, with this year seeing us near the completion of the Ludbrook House restoration project.

• Cafs rebrand. For many years we have ‘thought’ that Child & Family Services Ballarat has been misunderstood in terms of what we were really providing. This was confirmed when we undertook market research which told us it was time we began to ‘speak’ differently. To this end, we will be launching our new brand at our AGM (as represented throughout this Annual Report), which not only provides a visual transformation, but more importantly simplifies the way we ‘talk’ about the work that we do.

• Implementing Collective Impact. Cafs is a large organisation with a broad number of programs and services being offered to the community. Our Collective Impact focus has been to ‘remove the silos’ and ensure that clients experience a seamless experience while dealing with us.

My ongoing thanks go to the Chairs of Cafs’ Committees:

• Brian Lovison, Governance and Business Strategy
• Craig Roberts, Finance and Corporate Risk
• Jen Pollard, Program Governance
• Ross Wheatland, Cafs Foundation
I also wish to acknowledge the valued input of Brian Lovison (Vice-President) and Ian Crook as they announce their retirement from the board. Brian has volunteered his time for 14 years and played a key part in helping Cafs grow to what it is today. As a previous President, Ian has brought a level of knowledge and wisdom that will be missed. We wish them well for their future endeavours.

I also wish to take this opportunity to extend my gratitude and thanks to the remainder of the Cafs Board who give their time freely.

Financially, Cafs continues to flourish and I thank the CEO, management and staff for their hard work, passion and dedication to Cafs, and for providing the board and its Committees with high-quality briefings and reports to ensure we effectively discharge our governance duties. I look forward to another exciting year ahead for Cafs.

Gayle Boschert, President
40+ programs currently support the community
Every day Cafs workers are involved in difficult, demanding and complex situations with children and families. That is the environment in which we operate.

And whilst in the Annual Report we feature some of the highlights of the year, it is important to acknowledge that on a daily basis what many of our staff do is very hard work!

Noting the difficult and demanding situations that we confront, I am constantly inspired by the attitude of our staff in doing that work for the benefit of children and families.

In 2017–18 we provided services to over 6,800 families via over 40 programs.

We continued to grow with a 26% net increase of staff in 2017–18 that has produced a staff complement of 250 and over 260 volunteers.

Against that background, there are two particular developments that I want to highlight.

The first of these relates to how Cafs is structured to provide services to clients.

The model that we have implemented is called Collective Impact, which, when literally translated, says that when a number of parts are working together, the impact is greater than the impact of an individual service or person.

To this end, Cafs is organising its service provision to enhance the benefits for the end user.

This means, for example, that a person contacting Cafs for a specific reason may in fact receive a number of services from Cafs or other agencies as necessary.

Whilst Collective Impact usually involves a number of agencies working together, we are able to implement a Collective Impact model within Cafs because the range of services that we provide is so diverse.

Given the aim is to provide comprehensive services to children and families, Collective Impact has been embraced by staff.

The second development is the Cafs Care Farm.

In May 2017, I was very fortunate to travel to England, Scotland and Ireland to study the operation of different models of therapeutic farms and I was greatly impressed with what I saw.

On my return, I recommended to the Cafs Board of Governance that Cafs should continue to investigate the feasibility of establishing a therapeutic farm.

To a certain extent, we were overtaken by events when the former Springmount Maze became available in late 2017.

Based on my research overseas and taking into account the potential the property offered, I recommended to the Cafs Board that the organisation should seek to purchase the property.

With the support of the board, Cafs was the successful purchaser and settlement occurred in February 2018. It is important to note the Cafs was in a position to purchase this amazing facility because of the stewardship of the board over a long period.

We are very grateful for this opportunity and we aim to make the most of it.

It is fair to say that within Cafs, this purchase has generated great excitement, based on the notion that the Cafs therapeutic farm – to be known as the Cafs Care Farm – will enhance our ability to provide targeted services to deliver better outcomes for children and families. This is why we exist.

The Cafs Care Farm will provide a range of services that will utilise the natural environment, the landscape, farming practices, and engagement with plants and animals as part of a comprehensive plan to support positive wellbeing and mental health. It will also incorporate the notion of “green care”.

Individual plans will be based on a psychological assessment using the Neurosequential Model of Therapeutics (NMT), which is a highly credible model on which to base targeted interventions.

Based on the NMT assessments, Cafs will put together specific programs for individuals based on their needs. NMT is a developmentally informed approach to working with at-risk people and was developed by Dr Bruce Perry from the ChildTrauma Academy in Houston, USA.

We are aiming to establish a world-class facility.
Cafs considers the Care Farm as a vital and necessary service for our community, noting the distinct benefits that can be gained from a combination of access to the natural environment, meaningful activities, social interaction, green exercise and working with animals.

It is vital and necessary because the old ways do not work.

We are developing a master plan for the site that will cover a number of stages and projects.

We are seeking community support to make this happen. An investor prospectus for the Cafs Care Farm has been produced, featuring a number of specific projects that require financial support. These include short-term therapeutic accommodation, gardens and animal enclosures.

Another key focus for the year has been the rebranding of Child & Family Services Ballarat, which includes simplifying the way we describe ourselves along with a new brand and visual identity. Moving forward, we will be known as “Cafs”.

I would like to acknowledge the contribution made to Cafs by its Board of Governance. One of Cafs’ great strengths is the fact that it is community owned and governed.

The time and effort put in by our voluntary board members at board and subcommittee meetings, as well as attendance at functions and training, is greatly appreciated.

Our staff and volunteers at Wozzles Wearhouse also make a great contribution to Cafs.

Special thanks go to my colleagues on the Cafs executive who have a range of skills and abilities that complement their professional roles and to my Executive Assistant, Lynne Sheedy, who looks after the Board of Governance and its subcommittees and a number of functions related to my office.

I would also like to acknowledge the contributions of the senior management team, our coordinators, team leaders, all our staff in their various locations, and our wonderful volunteers.

The support Cafs receives from our community is magnificent and humbling. People are so generous and it is appreciated.

Allan Joy, Chief Executive Officer
$20.1m
in annual revenue
Outstanding management and stewardship of resources has resulted in an excellent financial result for Child & Family Services Ballarat Inc. (Cafs) for the year ending 30 June 2018. Cafs reported a surplus of $164,889. Although it is lower than the surplus for 2016–17 ($557,489), this year’s surplus represents a positive return on the wide breadth and depth of activities undertaken by Cafs throughout the year.

The following factors were major drivers in producing this result.

Revenue from ordinary activities was $20,148,014, which represented a 7.6% increase from $18,724,848 reported in 2016–17. The increase in revenue was largely attributable to additional income from government funding. This revenue growth resulted in an increase in service provision, as well as an increase in total employees, which now exceed 250. The additional government income indicates a strong endorsement that the work done by Cafs is of a high standard and is well regarded. Excellent returns were also made from the investment portfolio, which is a pleasing result given the investment policy parameters set in place by the board.

Expenditure from ordinary activities was $19,903,125. This represents an increase of 9.55% from the $18,167,359 expended in 2016–17. The rise in expenditure included the increased provision of services, resulting from the additional government funding received. Investment in the Business Development unit, including ongoing community engagement activities, brand development and the Cafs Care Farm prospectus will ensure continued financial success. Ongoing investment in staff training will ensure Cafs staff are well equipped to perform their roles to the highest standard.

Cafs continued its strategic capital investment throughout the year. Capital investment included the fitout of the new warehouse to enable the expansion of Wozzles’ operations, and the purchase of the Care Farm property in Springmount. Additional and ongoing renovations to Ludbrook House were undertaken with the use of accumulated reserves.

The Finance and Corporate Risk Committee continued to focus on key financial indicators that have been reported on throughout the year. Combined with the continued and ongoing policy and contracts review, and with net assets in excess of $13.5 million, the board can be confident that Cafs remains in a sound financial position.

I and the members of the Finance and Corporate Risk Committee would like to thank Cafs management and the members of the Finance team for their ongoing commitment to, and preparation of, high-quality finance information to ensure the Committee is able to make informed decisions. I would also personally like to express my sincere thanks and appreciation to the members of the Finance and Corporate Risk Committee for sharing their time and expertise to ensure the Committee continued to provide sound advice to the Cafs Board.

Craig Roberts, Treasurer
# Income Statement

For the Year Ended 30 June 2018

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<thead>
<tr>
<th>REVENUES</th>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td>Government Grants</td>
<td>18,716,578</td>
<td>16,501,214</td>
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<td>Business Undertakings</td>
<td>772,586</td>
<td>710,633</td>
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<td>Investment Income</td>
<td>376,729</td>
<td>372,797</td>
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<tr>
<td>Other Revenue</td>
<td>282,121</td>
<td>1,140,204</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td><strong>20,148,014</strong></td>
<td><strong>18,724,848</strong></td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>13,270,657</td>
<td>11,358,440</td>
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<tr>
<td>Salaries On-costs</td>
<td>1,583,372</td>
<td>1,623,219</td>
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<tr>
<td>Depreciation</td>
<td>643,234</td>
<td>581,238</td>
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<tr>
<td>Client Costs</td>
<td>904,870</td>
<td>905,478</td>
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<tr>
<td>Office Costs</td>
<td>556,535</td>
<td>441,252</td>
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<tr>
<td>Repairs &amp; Maintenance</td>
<td>394,632</td>
<td>317,023</td>
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<td>Subcontract Expenses</td>
<td>290,622</td>
<td>222,550</td>
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<td>Other Expenses</td>
<td>2,259,203</td>
<td>2,718,159</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>19,903,125</strong></td>
<td><strong>18,167,359</strong></td>
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<thead>
<tr>
<th>OPERATING SURPLUS</th>
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<tbody>
<tr>
<td>Impairment of investment property</td>
<td>80,000</td>
<td>-</td>
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<tr>
<td><strong>SURPLUS FOR THE YEAR</strong></td>
<td><strong>164,889</strong></td>
<td><strong>557,489</strong></td>
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</table>

# Statement of Financial Position

As at 30 June 2018

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>11,107,814</td>
<td>9,720,857</td>
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<tr>
<td>Other Assets</td>
<td>9,520,180</td>
<td>10,385,358</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>20,627,994</strong></td>
<td><strong>20,106,215</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES</th>
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</thead>
<tbody>
<tr>
<td>Payables</td>
<td>3,178,047</td>
<td>3,111,674</td>
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<tr>
<td>Provisions</td>
<td>3,908,762</td>
<td>3,446,674</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>7,086,809</strong></td>
<td><strong>6,558,348</strong></td>
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<table>
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<tr>
<th>NET ASSETS</th>
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<tbody>
<tr>
<td></td>
<td><strong>13,541,185</strong></td>
<td><strong>13,547,867</strong></td>
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<table>
<thead>
<tr>
<th>EQUITY</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Surplus</td>
<td>12,847,449</td>
<td>12,684,591</td>
</tr>
<tr>
<td>Reserves &amp; Specific Purpose Funds</td>
<td>693,736</td>
<td>863,276</td>
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<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td><strong>13,541,185</strong></td>
<td><strong>13,547,867</strong></td>
</tr>
</tbody>
</table>

Please Note: The Summary Statements have been derived from and are consistent with the full audited Financial Statements, which are available on the Caf’s website.
FINANCIALS GRAPHEED

Sources of Revenue

- Private Sources of Revenue: 7%
- Other Funding: 1%
- Commonwealth Government: 4%
- Other State Government: 11%
- DHHS: 77%

Expenditure by Category

- Salaries: 75%
- Operating Costs: 18%
- Client Expenses: 4%
- Depreciation Expenses: 3%

Cafs Revenue Growth – 5 years ($000s)

- 2013–14: $13,407
- 2014–15: $15,748
- 2015–16: $17,225
- 2016–17: $18,725
- 2017–18: $20,148
113 clients received support from the financial sustainability fund
STRATEGY IN FOCUS

Branding
A key component of our current Strategic Plan is to raise the profile of Cafs with our current and potential funders, within the community and with government at all levels. To this end, we have implemented a re-brand of the organisation in response to market research which confirmed that community members, business representatives and government constituents all thought our previous branding was in need of an update.

Given that a brand is more than just a logo (it’s the entire way we represent ourselves), we set about on a journey to really understand where Cafs has come from, where we are heading, and how both visually and from a communications approach we would define ourselves.

After much consultation and work with our staff, clients and supporters, we decided that our messages had the real possibility of getting lost due to the sheer number of programs and services that Cafs offers. In essence, we needed to get better at being able to clearly say ‘what it is we do’. The new logo is part of this evolution.

Our new brand essence: Cafs provides three main areas of support.

Cafs. WE CARE.
Regardless where you are at with life’s challenges, we’re there when you need us.

Old logo:

New logo:
Collective Impact

In 2017–18 Cafs made significant progress towards achieving its Programs and Services’ strategic goals. In addition to the many fine examples of service delivery and achievement outlined in this report, we have reviewed over half of our programs to ensure they align with funders’ guidelines and our new common agenda:

Cafs will deliver high-quality services to meet the needs of our clients and community.

In implementing the Collective Impact approach we are working towards a service model where families and children seeking our assistance experience a seamless process. This approach has the following elements for our clients:

• They enter one door
• They tell us their story once (and have that story held in one place)
• They work with us on a plan that addresses their unique circumstances
• They experience all the options of assistance we provide at Cafs
• They leave us having had their individual goals addressed

As the 2017–18 financial year progressed, we were constantly reminded of the great wisdom, experience and professionalism of our staff. There were many examples of exceptional problem-solving as we challenged each program to move out of its traditional lines of service delivery to seek solutions that met the individual requirements of each case.

There is a long way to go, but we are being bold in our approach.

In developing this process, we have placed a specific focus on identifying and measuring outcomes for our clients and the communities we serve. We want to move beyond a measure of progress that requires counting the hours of service delivery or the number of clients to a place where we can truly demonstrate the impact of our work.

In setting the foundations for this work in 2017–18, we delivered a significant amount of training and formation for our leadership group. As Cafs grows in complexity and moves into a responsive service development phase, an agile and innovative leadership group is required. The leadership group, team leaders, coordinators and program managers have all put in some very hard work. We want to acknowledge their achievements to date and look forward with great excitement to 2018–19.

Cafs Care Farm

“Opportunities to shape the next generations!”

Cafs has been part of this community for over 150 years, providing services to thousands of people every year. For most of our history we have had an involvement in farming and gardening activities beginning with the establishment of a farm alongside the Orphanage in the 1860s. At the time it included a vegetable garden, piggery and a dairy.

The Orphanage became famous for its Jersey cattle herd and by the 1960s Cafs owned a number of farming properties. We believe that in many cases involvement in this nature based environment provided the foundations for a successful life. We can learn from that experience.

Over time, many at risk and vulnerable children and families have lost their connection with the natural environment, animals and outside activities. These days there is a growing body of evidence to support the benefits of involvement with nature, animals and green exercise.

In 2017 our CEO travelled overseas to see in person the benefits of care farming, resulting in the vision of the Cafs Care Farm. We are using concepts from overseas and working with international experts in their respective fields to establish a world-class facility that is unique.

The Cafs Care Farm property is being transformed over a five year period into a professional, nature based consulting and treatment space, encompassing specialist psychological services, therapeutic services, agricultural programs, green exercise initiatives as well as having a state-of-the-art therapeutic accommodation program.

Through assessment and therapeutic interventions in a truly special environment we will help people to get well and stay well.

Wellness: “A state of complete physical, mental and social well-being, and not merely the absence of disease and infirmity.” The World Health Organisation
1,900+
Christmas presents
donated for vulnerable children
“The power of what we do is held in our prevention work.”

By implementing programs that halt problems within families before they emerge, Cafs is driving real social change. We interrupt the spiral of homelessness by providing support and guidance to those at risk; whether that is through financial counselling support for people struggling with day-to-day living expenses, tenancy advocacy for those facing eviction, or parents needing that extra guidance to relieve the pressures of having a newborn baby in the family. Our goal is to help ensure cohesion, a sense of worth and belonging, and to develop positive social and mental wellbeing in the people and families we liaise with.

2017–18 Highlights:

• **Create-Respect Schools Program:** over 210 primary school children participated in this classroom based program where year five and six students delve in to emotional literacy, positive coping techniques, dealing with bullying, respect and positive communication. The program is delivered through a combination of group discussions, art exercises, roleplay and group presentations that encourage the children to think about respectful relationships while giving them the confidence to speak up. The Create-Respect program was featured at the Family Relationship Services Australia Conference in 2017 and the ACF Childhood Trauma Conference in 2018.

• **Central Intake Information and Referral Team (CIIRT):** the CIIRT team continues to evolve as we move toward our common agenda of ‘one door’. In 2017–18 we provided an initial assessment for over 2,000 people.

• **Access to Early Learning (AEL):** our staff worked intensively with 12 kindergartens across the region to ensure that vulnerable children are able to fully engage in this critical year before attending school. Our Transition to School program ensures children and their families who may be challenged by starting school are supported over the holiday period so that they are fully prepared and ready for the Prep year ahead.

• **Day Stay:** provides hands on learning and teaches new parents techniques on how to get their baby to sleep. This is a particularly important intervention when parents and families are feeling like they cannot cope due to their own sleep deprivation.

• **Child FIRST (Family Information, Referral and Support Team):** is the point of referral or advice for families in the Central Highlands region which covers the local government areas of Ballarat, Ararat, Hepburn, Golden Plains and Moorabool. A referral to Child FIRST may be the best way of connecting vulnerable children and their families to the supports they may need to protect and promote their healthy development. In 2017–18 we received 843 referrals and over 1,100 enquiries from the public.
Tony was referred to our Financial Counselling service by the Cancer Council after undergoing six months of weekly chemotherapy. As he was a self-employed contractor, Tony was concerned about his ability to cover his ongoing household costs which had the real possibility of severely impacting on his family. He had been told by his doctor that he would have to undergo surgery and the expected recovery period would be at least three months so he’d be unable to work.

Tony has a partner and two young children to look after and no other family income. The family had mortgage repayments of $350 per week plus business and car loans totalling another $300 per week; a scenario that is not unusual for the average family.

Tony came to CAFS in severe distress regarding his financial situation. At the first appointment Tony told the Financial Counsellor that he was waiting to hear back from his bank to see if he could borrow more money against his mortgage and that he felt like he was teetering on the edge of the unknown. It was incredibly stressful.

CAFS’ Financial Counselling team spoke to Tony about options available regarding hardship variations that he could be entitled to under credit laws and advised him that they may be able to assist with his creditors by applying for a six month moratorium on payments which would allow him to focus on his treatment.

Tony began to feel some hope with the Financial Counselling team quickly springing into action. The six-month moratoriums on all of Tony’s credit contracts were granted as was his application for Centrelink support while being unable to work.

While the surgery and subsequent treatment saw Tony initially lost over 10 kilograms, his strength slowly returned and after three months he was able to work two days per week.

Chemotherapy was ceased after six months and by that time Tony was working full time again. He resumed normal payments on his loans and began to return to a “normal” life.
250 staff currently employed by Cafs
“By listening closely, Cafs provides personalised programs that are specifically designed to suit the requirements of each and every person.”

When people connect with Cafs, we take time to hear their story in order to understand what they need. All of our programs are designed with expertise and integrity, and are intended to support people and families through the tough times – whether facing family breakdown or a personal crisis. Our teams are specially trained and experienced with our aim being to connect families back into their communities, while building resilience and independence.

2017–18 Highlights:

- **Family Violence Intervention Program**: Cafs is one of two providers of men’s family violence intervention programs in the Central Highlands region and has been delivering this service for over 27 years. The team provides intervention programs for men who use violence towards their partners and children. It also provides support to women through Women’s Contact, the women’s support group and women’s counselling, and for children through children’s therapy groups. Cafs further extends this work by running a program for adolescents who display violence towards their parents, siblings and carers. As a White Ribbon Accredited organisation, our work in this area remains a strong focus.

- **Drum Beat**: is a unique group program that uses drumming! Focused on children aged between eight and twelve years, the program builds resilience by focusing on connections between each participant and also with the music to create stronger bonds. The program works with children who have experienced or witnessed family violence, trauma and other adverse experiences.

- **Family Services**: with specialised teams located in Ararat, Daylesford, Bacchus Marsh and the Early Childhood Parenting Centre in Ballarat, our work focuses on families experiencing parenting issues that may include family conflict, violence, physical or mental illness, and/or substance abuse. Our primary aim is to ensure the safety and wellbeing of children to keep them safe and secure within their families. During the 2017–18 financial year Family Services supported 266 families which included 734 children.

- **Gambler’s Help**: as well as providing personalised counselling support for people faced with gambling issues and/or family members affected by problem-gambling, the team also ran a number of educational programs for staff and managers working in venues with electronic gaming machines. In 2017–18 we supported over 137 people with personal gambling issues.

- **The Tenancy Plus Program and Tenancy Advocacy & Advice Program**: these programs provide support and advice on issues relating to a person’s tenancy and housing. Irrespective of whether families are in public, private or community housing they can seek information, advice and advocacy support via Cafs. We also provide tailored support for those required to attend the Victorian Civil and Administrative Tribunal (VCAT) in relation to tenancy disputes.

- **Step Up Group Program**: the focus of this group is on restoring family relationships through an intensive 10 week program for both young people and their carers. Adolescents and their families are brought together to work through communication strategies and tools for dispute resolution that can be implemented within the home. Step Up worked with over 90 young people and their families during the 2017–18.

  “If it wasn’t for Step Up, we wouldn’t have anyone that cares about us”

  “Learning how to ‘take a break’ when I was getting frustrated helped me not get angry and I was able to talk with my parents better”

  “My sisters are not scared of me anymore because I have learnt to walk away when things get crazy”

- **Ballarat Children’s Contact Service**: BCCS provides a safe and nurturing environment for children to maintain contact with a parent or significant other who is no longer living with them. The service assists families where a history of conflict, stress, violence, abuse or parental separation may have impacted on a parent’s ability to achieve regular, safe and healthy contact with their children. Over the 2017–18 financial year the program worked with 67 families. Early in 2018 the BCCS Family Room moved from Ludbrook House to our Sherrard Street property in Black Hill. The new facility boasts a beautiful large outdoor play area, undercover outdoor area and light and bright indoor play spaces that are family and child friendly. Feedback regarding this new home like space from parents and children has been overwhelmingly positive.
Case Study

STEP UP

Carol* is a single mother to Krystal* who had been displaying physical and verbal abuse towards her mother and at school for the past 12 months. Krystal and Carol both agree that Krystal resisted doing chores around the house and bullied other students at her school.

Step Up worked with Krystal to help her make sense of her complex emotions by recognising and acknowledging when she needed to ‘take a break’ from intense situations. Krystal started using her plan with her mother who allowed Krystal to walk away and take a break with a view to coming back to the conversation when she was able to address the issue calmly and without being abusive.

With focus and practice, Krystal began to identify potential trigger situations earlier and was increasingly able to self-manage her behaviour towards her mother and while at school. At times this worked well, and at others it didn’t, but during this time Krystal had the ongoing support of a dedicated Step Up practitioner to provide a safe and non-judgemental space for Krystal to reflect on these situations and to learn from them.

Step Up also provided regular support to Carol by providing education and strategies to assist her in keeping herself safe while at the same time helping Krystal to manager her emotions effectively.

After three months of individual sessions, Carol and Krystal both reported a decline in flare ups and an increase in Krystal’s use of respectful language and communication towards her mother. Krystal also became more engaged at school, which included increasing involvement in and enthusiasm for music. Previously she couldn’t remain in class for long periods of time as she would get easily frustrated however with support this has now changed for Krystal.

Krystal is a very talented and insightful young woman and was recently invited to go to Sydney to perform in a music camp and concert. She was thrilled by the opportunity and the idea of independence on the trip made her feel proud. The trip was a great success and Krystal’s love and enthusiasm for music has only grown stronger. Both Krystal and Carol attribute these successes to the weekly support they’ve received from the Step Up program.

*Names have been changed to respect privacy.
130+ clients received Gambler’s Help financial counselling
ONGOING ASSISTANCE

“We know the power of strong communities is in providing long-term sustainable support to those who are vulnerable.”

Cafs is experienced in supporting people with the best solutions possible. We strive to maintain connections in order to keep all sorts of families healthy, happy and together. Cafs can be relied upon to help develop resilience, self-determination and confidence by providing people with sophisticated and personal services that will equip them for a better future.

2017–18 Highlights:

• Out-Of-Home Care: on average, we have 140 children in our care every night that have come to Cafs as a result of intervention from Child Protection Services. These children and young people stay in a variety of scenarios that include: foster care, kinship care, permanent care and residential care, all of which are supported by kind and wonderful staff and carers who provide a home environment. We aim to maintain a child’s connection with their biological family and encourage them to understand their story whilst being provided with the security, love and consistency of a long-term family option. Caregivers are supported by the program to meet the child’s individual needs and to understand the different ways to work with the child they are caring for so they have every opportunity to reach their full potential. Throughout 2017–18, the team provided support and placements for 159 young people. We would like to thank our wonderful carers who give their time, love and commitment to these children and young people.

• Youth & Relationship Navigator Program (YARN): the YARN program has evolved quite literally from the ground up in response to an identified need to offer therapeutic assessment and interventions to young people in our care. The YARN team seeks to understand the impact of life experiences by asking ‘what happened to you?’ instead of ‘what is wrong with you?’ Each client’s unique life experiences are documented and assessed, with the impact of the past being linked to brain development and ultimately, on current functioning. Referred to as the neurosequential model of therapeutics (NMT), an approach developed by Dr Bruce Perry of the ChildTrauma Academy in Houston, USA, NMT is a clinical decision-making tool that enables our psychologists and therapists to structure a tailored treatment based program. By treating and reversing the physiological effects of trauma, the aim is to provide ongoing benefits for the clients who undertake this program. With significant research available on the benefits of NMT, we intend to use this modality at the Cafs Care Farm. The YARN program currently supports seven young people.

• Leaving Care: this program is designed to assist young people who are on a ‘Care by Secretary Order’ at their 16th birthday; the intent being to help prepare the young person to transition into adulthood and subsequently independent living. Young people remain eligible until the age of 21 and during 2017–18 the Cafs team provided assistance to 25 young people. The needs of leaving-care recipients vary greatly and, in line with research findings, young people with less long-term nurturing placement history tend to require more intensive support. A core element of the program is to create community links and build the skills of young people so that they can develop healthy and ongoing relationships in to the future.

• Growing Together: focused on supporting parents who have a learning disability. This home visiting service helps people to develop their parenting skills and build on the social supports within the community. Cafs supports up to nine families per year and have a particular focus on those with primary school aged children.
Case Study

YARN

A 16 year old girl in Cafs’ residential care was experiencing significant mental health issues and was using some unhealthy strategies to cope with her situation, including self-harm, drugs and alcohol.

She has a loving and supportive family however years of struggle with her mental health had seen these relationships break down, especially with her mother. She was unable to cope at school and essentially had dropped out which resulted in her becoming involved in crime, including burglary. She was depressed, bored, isolated, suicidal, disengaged from meaningful relationships and education. Her life seemed to be going downhill to the point where she was admitted to a youth psychiatric facility. The future seemed bleak.

After coming in to Cafs’ care, the YARN program was asked to work with this young girl and her mother to see what could be done to release her from residential care and have her return home. At first, this seemed an almost impossible task! It was clear in talking to the mother and daughter that they really loved each other and wished that the daughter could come home, but given the myriad of problems neither held any hope that this could occur.

YARN worked intensively with both of them to develop a better understanding of their relationship and their history. An NMT assessment aided our psychologist to bring together the pieces of the puzzle while identifying clear recommendations for strategies that would help improve mental health, relationships and overall functioning. The process was also really helpful in taking away some of the guilt, shame, and hopelessness that the family were feeling.

The YARN program also provided education and support to the residential care house staff when they were unsure how to respond to this young girl’s self-harm and suicidal behaviour. By becoming part of the broader care team and working collaboratively with the case manager, child protection services, as well as with the family, collectively we were able to advocate for, educate, and support all involved to examine the underlying issues and needs of this young person. Initially it was a challenge to find funding for this work, however some creativity and persistence paid off and a funding stream was found. It has been a joint effort but the intervention was successful in helping to create hope, and after five months, a targeted care package was developed for this young girl to return home.

Since then she has spent positive time with her family at home; she has faced her criminal charges with dignity; she has successfully completed a detox program; she is on a waiting list for a drug rehabilitation program; and she and her family have new hope that a future together and a journey of healing is possible. The YARN program has been instrumental in achieving these outcomes.
900,000+km travelled per year

20% of vehicle fleet now hybrid/electric

20% of electricity now supplied by 26 Kw solar plant

80% MAPD rollout complete
In 2017–18, Year Two of the Cafs Strategic Plan was successfully completed. With one year remaining, we are on track to deliver on the objectives we committed to in 2016. The inclusion of the new seventh strategic pillar – Organisational Capability – has resulted in Cafs generating a $164.8k surplus in 2017–18 while revenue grew to $20.1 million. We achieved revenue growth of 7.6% and increased our staff numbers by 26% to 250, while at the same time maintaining our financial sustainability.

Strategic Plan Highlights

Cafs Care Farm
Undoubtedly the highlight in 2017–18 was the purchase of the Cafs Care Farm at Springmount. Following two years of planning and research into care farming, we were presented with an opportunity to purchase the Tangled Maze facility at Springmount. The infrastructure and facilities of the new Care Farm have enabled us to progress our planning considerably and we now have a five-stage five-year plan for the site. We have completed stage one of the plan with the establishment of the master plan, the endorsement of the business plan by the board, and the completion of site remediation works. We are on track to have the market gardens precinct completed by our opening on 27 October 2018.

People & Culture Plan
The board approved our People & Culture Plan in 2018 and we are now positioned appropriately to support and develop our people. With growth in our staff numbers similar to our revenue growth, it has been a priority to ensure we have organisational capability to support our community. Our investment in Collective Impact is evident throughout our organisation and the change in culture has been remarkable in the short time the core group has been leading us. Our ISO accreditation continues to work alongside and complement the Collective Impact model. ISO is no longer a compliance tool; it is a strategic partner with Collective Impact and combined they are integral to the way we work now. It is now four years since Cafs committed to investing in this quality initiative and the benefits are widely evident across the organisation.

Mobile ICT Platform
Stages three, four and five of the mobile applications platform development (MAPD) were rolled out in 2017–18 and we are now 80 per cent complete. It is pleasing to observe staff carrying Thinkpads around like a library book and not being confined to their workstations.

Sustainability Action Plan
Our Sustainability Action Plan is on target, with 20 per cent of our vehicle fleet now hybrid/electric. This development is delivering considerable savings to a fleet that travels in excess of 900,000 kilometres a year. We now maintain a vehicle fleet that has fewer vehicles but travels further and has lower running costs compared to three years ago.

In 2017–18, Cafs installed the 26 kW solar plant at Ludbrook House. We are now supplying 20 per cent of our electricity consumption from this renewable energy source. With the acquisition of the Cafs Care Farm, we have purchased an additional 15 kW renewable energy plant and have plans to double that in three years’ time to provide carbon-positive accommodation units at the farm.

Capital Building Program
Our Capital Building Program continued to progress according to plan, with the successful completion of the external refurbishment of Ludbrook House by S J Weir Builders. Design concepts and stakeholder consultations have been completed for the refurbishment of the ground floor, which will complete the five-stage refurbishment of our head office in Lydiard Street.

Refurbishment works were successfully completed on the new Wozzles operations centre at Patanga Court, Mitchell Park. Staff and volunteers were relocated to the new site in February 2018. The new facility supports Wozzles’ five-year strategic plan, which will increase its capacity by 100 per cent.

Looking to the Future
Cafs is now well advanced with its feasibility study for the proposed six-level commercial development of the car park at the rear of Ludbrook House. With the proposed development of the GovHub at the Civic Hall site and the Ballarat Railway Station Precinct redevelopment, Cafs is also well positioned to benefit from these future development opportunities. Ballarat City Council has been consulted and we are on track for a decision on its feasibility by the end of the year.
2,000+ clients presented to the central intake and referral team
Cafs’ diversity policy was due for review in 2017. At that time it was noted at executive and board level that a more up-to-date approach to diversity covers the dual areas of diversity and inclusion. It was also noted that we did not have a Diversity & Inclusion Plan nor any relevant action plans sitting under it.

At the same time our major funding body, DHHS, notified organisations that providers of family violence services would be required to gain the Rainbow Tick Accreditation during 2018.

While this was something Cafs had already identified in its Strategic Plan 2016–2019, the DHHS requirement gave us a stronger time-limited imperative to move forward.

In late November 2017, the CEO created a 12-month diversity and inclusion position with the express brief to oversee the development of an integrated Diversity & Inclusion program at Cafs.

This included the following:

- Developing an updated Diversity & Inclusion Policy for the board’s endorsement.
- Developing an umbrella Diversity & Inclusion Plan with the following action plans sitting under it.
  - Reconciliation Action Plan that has been endorsed by Reconciliation Australia.
  - Accessibility Action Plan that has been registered with the Australian Human Rights Commission.
  - Cultural Diversity Action Plan – the service-user component sits within Diversity & Inclusion; the employee and volunteer components sit within People & Culture (P&C).
  - Gender Equity Action Plan – this sits primarily with P&C.
  - Rainbow Tick Accreditation.

To date, the following has occurred:

- The board has endorsed the new Diversity & Inclusion Policy.
- A high-level Diversity & Inclusion Plan has been written.
- A draft Reconciliation Action Plan is currently being finalised that has had input from Reconciliation Australia who will endorse the final plan.
- Two staff are attending training and workshops to support gaining Rainbow Tick Accreditation.
- The Accessibility/Disability Action Plan is being developed.

In addition, we have participated in various activities to support diversity and inclusion that have included working with BADAC on its community day during NAIDOC week; having a Cafs afternoon tea during Reconciliation week; attending the City of Ballarat’s flag raising for IDAHOBIT day; and distributing Diversity Flashes and Diversity @ Cafs messages which keep staff informed of progress and also share news and information about current diversity activities and events. It has been a great year for Cafs in this area and we all intend to continue the work in the coming year.
6,800+ individuals and families supported per annum
The Business Development (BD) team are responsible for marketing, sponsorships, community engagement, events management, public relations, media, and also support the work of the Cafs Foundation. Wozzles Wearhouse (op-shops) also falls under the BD umbrella.

Being a relatively new team (this is our second year) a lot has been achieved as we work toward implementing the Marketing Strategy in support of Cafs’ strategic plan. Specifically, the team’s focus is on achieving three strategic outcomes:

**Build and Maintain Momentum (Resource, Research, Technology):**

- The appointment of our new Community Engagement Coordinator, Seb Claassen. Seb has already made great progress in making himself known with our supporters and will focus on building relationships, raising funds, while also educating people about the important work that we do.
- In August 2017 we received the final reports in to our market research, with specific feedback being sought around how Cafs is perceived in the public arena. These reports were integral in guiding the development of the new Cafs brand (included in this Annual Report and being formally launched in October 2018).
- The team continued with the implementation of our Customer Relationship Management (CRM) database in order to streamline our process of providing stories and updates to our many supporters.

**Develop the Brand (Clarify, Inform, Interact):**

- A key component over the last year has been working on the new Cafs brand, which included development of key messages and concepts relating to the language used when explaining Cafs. As illustrated throughout this report our aim has been to simplify the way we communicate, with three key areas (Early Intervention, Targeted Support, Ongoing Assistance) reframing our stories and successes in a way that is much easier to understand.
- We continue to implement a number of feedback mechanisms to seek clarity around our work. This includes regular surveys (both internal amongst staff but also with clients and the community), improved online feedback options as well as developing a process whereby feedback loops are considered a vital part of any work we undertake across the organisation.

**Engage and Inspire:**

- Our social media presence continued to evolve with planned activity taking precedent rather than just posting ad-hoc. We have tested a mix of posts across both Cafs and Wozzles Wearhouse, with photos, videos and links to relevant articles and pieces of information keeping our supporters updated and engaged.
- Cafs ran or participated in a number of campaigns and community events throughout the year, including:
  - Wozzles Sebastopol Store launch (July 2017)
  - Arthur Kenny 100 year Memorial (August 2017)
  - Cafs Says No to Family Violence (August 2017)
  - Marriage Equality (September 2017)
  - Volunteer Coordinators Network Meetings (October 2017 & April 2018)
  - Marley’s Mural Painting (October 2017)
  - Springfest by the Lake (November 2017)
  - Past Residents Luncheon (November 2017)
  - White Ribbon BBQ (November 2017)
  - First Night Kits/Backpacks for Kids Launch (November 2017)
  - Foster Care Kids BBQ (December 2017)
  - Aboriginal Statewide Netball Carnival (Feb 2018)
  - Wozzles Warehouse Welcome Lunch (Feb 2018)
  - Past Residents Reunion – Queenscliff Trip and Luncheon (February 2018)
  - National Apology Day Flag Raising and Morning Tea (Feb 2018)
  - White Night Ballarat (March 2018)
  - International Women’s Day (March 2018)
  - Tee Up for Kids Golf Day (March 2018)
  - Ballarat Heritage Weekend (May 2018)
  - IDAHOBIT Day (May 2018)
  - Volunteers Expo (May 2018)
  - Clunes Booktown Festival (May 2018)
  - Wozzles Volunteer Training (June 2018)
  - NAIDOC Week (July 2017 & 2018)

- The Cafs Care Farm has also been another major piece of work requiring input from the BD team. With a whole new concept, work included deciding upon a name, designing the Care Farm logo, and most importantly developing a set of key messages that clearly articulate the relevance and necessity of what the Cafs Care Farm will do in supporting those in need.
$711,915 in Wozzles sales

135 tonnes of rags recycled
Cafs has owned and operated Wozzles Wearhouse (op-shops) since 1991. Over this time Wozzles has contributed well over $1,000,000 to assist Cafs deliver its program and services. In 2017–18, Wozzles delivered record sales of $711,915 which is a credit to not only our loyal and wonderful customers, but to the generous volunteers who provide so much time and support to Wozzles. We are so thankful for their ongoing kindness.

‘Expansion’ was the keyword for 2017–18 with a new retail store opening in July at Sebastopol, and the operations centre relocating in January to a much larger facility that will facilitate an increased processing ability and therefore even more quality stock for the stores. The year has been a period of transition and our thanks goes to the dedicated and small team of staff who work tirelessly to sort, wash, steam and prepare items for sale in our four stores.

Throughout the year Wozzles also ventured in to furniture sales at our 1011 Howitt Street store with the space that was previously used for our operations centre now being able to accommodate furniture and other brick-a-brack. This is an exciting move and we look forward to expanding our offerings in the future.

In August 2017 we formally launched our new initiative, ‘Wozzles-On-Wheels’ which provides businesses, schools and community groups with a Wozzles branded, bright yellow wheelie bin that can be used for clothing donation drives. This has been a great success with 30 bins currently being hosted by various supporters in and around town. We also took part in an integrated ‘First Night Kit’ campaign that offered people the opportunity to donate small items for inclusion in backpacks for children and young people who come into our care.

Finally, our Wozzles Coordinator, Neisha Sargent, was invited to become a committee member of the Volunteer Coordinators’ Network group which was a fantastic opportunity for her to network and become more involved in a collective approach when trying to drum up volunteer interest across the Ballarat and broader community.

Wozzles couldn’t run without the support of the Ballarat community so we’d like to say a big ‘thank-you’ for helping us do what we do. We look forward to seeing you in one of our stores soon!

Wozzles Wearhouse Locations

Wendouree Stores:
1011 Howitt Street
Wendouree 3355
(next to Wheels)
1231A Howitt Street
Wendouree 3355
(near CBA and NQR)

Ballarat Store:
11 Grenville Street Sth
Ballarat 3350
(opposite the Mall in the supermarket carpark)

Sebastopol Store:
Shop 5, 58–60 Albert Street
Sebastopol 3356
(in the Subway/NQR complex next to Woolworths)
260+ volunteers
support Cafs and Wozzles Wearhouse
Cafs is truly appreciative of the support it receives from its many donors. The generosity of individuals, community groups, businesses, foundations and trusts has enabled Cafs to help more than 6,800 individuals and families during the 2017-18 financial year.

THANK YOU TO OUR SUPPORTERS

Government funders
- Attorney General’s Department
- City of Ballarat
- Department of Education and Early Childhood Education
- Department of Health and Human Services
- Department of Justice
- Department of Premier and Cabinet
- Department of Social Services
- Moorabool Shire Council
- Victorian Responsible Gambling Foundation
Cafs is an association whose origins commenced with the Ballarat District Orphan Asylum in 1865.

The Board of Governance is elected by the members of the Association at the Annual General Meeting. Board members retire in rotation every three years.

The board meets as required, usually bi-monthly, with the constitution requiring a minimum of six meetings per year.

The board elects its office-bearers – President, Vice-President and Treasurer. The Chief Executive Officer (CEO) is Secretary to the Board.

**The Board’s Role**

The board’s role as governors is to provide effective stewardship and direction of Cafs’ resources according to its purposes and vision. It is the core decision-making body.

The board’s principal tasks are to:
- set and keep under review a strategy for the use of the available resources in pursuit of Cafs’ purpose and the vision of “Wellbeing, respect and safety for all children and families”.
- make these resources available to the CEO according to board-approved plans and budgets.
- oversee operations using these resources, ensuring that the CEO has an effective program of monitoring, control and is reporting against board-approved measures of performance.
- ensure that there is an effective program for capital and operational risk management in place, and that within this program the board defines its risk appetite.
- make decisions from time to time to vary approved plans and budgets and report annually to members of the Association.

The completion of these tasks is scheduled in the board’s governance calendar.

**Board Committees**

Four committees of the board engage with the CEO and relevant staff to help the board execute its role.

The committees’ key outputs are reports to the board with information and recommendations for decisions.

The four board committees are as follows:
- Governance and Business Strategy, which includes oversight of corporate programs and activities and is chaired by the Vice-President.
- Finance and Corporate Risk (including audit), which is chaired by the Treasurer.
- Program Governance, including operational risk management and quality assurance.
- Cafs Foundation, including fundraising, bequest programs, donations and efforts to secure philanthropic grants.

Of particular note, the Governance and Business Strategy Committee is charged with making recommendations to the board with regard to the following:
- Its governance tasks and performance assessment in governance.
- Succession planning for the board and the CEO.
- Ensuring that the board is provided with proper opportunities to set and review its strategic direction in response to internal and external circumstances.
Gayle Boschert
President
BSc, Grad Diploma of Nutrition and Diet, MBA
Year appointed to board: 2013
Profession: Project Manager

Craig Roberts
Treasurer
Chair – Finance & Corporate Risk Committee
BCom, CPA
Year appointed to board: 2014
Profession: Finance Manager

Brian Lovison
Vice-President
Chair – Governance & Business Strategy Committee
BEd
Year appointed to board: 2004
Profession: Managing Director and Founder of ASCET Digital

Ian Crook
Board Member
BAgrSc, Grad Dip Bus, GAICD
Year appointed to board: 2018
Profession: Retired

Gayle Boschert
President
BSc, Grad Diploma of Nutrition and Diet, MBA
Year appointed to board: 2013
Profession: Project Manager

Charles Kemp
Board Member
BCom, MEd, GAICD, M.A.C.E
Year appointed to board: 2016
Profession: Educator/Director

Peter Ludbrook
Board Member
Year appointed to board: 2017
Profession: Real Estate Agent

Charles Kemp
Board Member
BCom, MEd, GAICD, M.A.C.E
Year appointed to board: 2016
Profession: Educator/Director

David Matthey
Board Member
BBus, FCPA, AGIA
Year appointed to board: 2017
Profession: Financial Controller

Richard Oakley
Board Member
BA LLB
Year appointed to board: 2013
Profession: Solicitor

Jen Pollard
Board Member
Chair – Program Governance Committee
BEd
Year appointed to board: 2013
Profession: Community Development and Services Sector

Annette Stone
Board Member
LLB (Hons), PG Dip (Legal Studies)
Year appointed to board: 2013
Profession: Lawyer

Ross Wheatland
Board Member
Chair – Foundation Committee
BBus (Acc), DipEd, Mis
Year appointed to board: 2013
Profession: Corporate Services Manager

John White
Board Member
BBus (Land Economy), Grad Dip. (APP. FIN INV.)
Year appointed to board: 2016
Profession: Real Estate Investment
Cafs Ballarat
Ludbrook House, 115 Lydiard Street North, Ballarat 3350
 t. (03) 5337 3333  f. (03) 5332 1724  e. info@cafs.org.au

Cafs Daylesford
13 Hospital Street, Daylesford 3460
 t. (03) 5348 8200  f. (03) 5348 1324  e. dfs@cafs.org.au

Cafs Bacchus Marsh
52 Grant Street, Bacchus Marsh 3340
 t. (03) 5367 9900  f. (03) 5367 4315  e. bm@cafs.org.au

Cafs Ararat
4 Banfield Street, Ararat 3377
 t. (03) 5352 2910  f. (03) 5352 5115  e. afs@cafs.org.au

Cafs Early Childhood Parenting Centre
515 Chisholm Street, Ballarat 3350
 t. (03) 5327 1100  f. (03) 5333 5715  e. chisholm@cafs.org.au

Wozzles Wearhouse Locations
Wendouree Operations Centre – 1 Patanga Court, Mitchell Park 3355
1011 Howitt Street, Wendouree 3355
1231A Howitt Street, Wendouree 3355
11 Grenville Street South, Ballarat 3350
Shop 5, 58–60 Albert Street, Sebastopol 3356
 t. (03) 5339 9166  e. wozzles@cafs.org.au

www.cafs.org.au
ABN 83 786 843 940

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