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CHILD SAFE ORGANISATION

Cafs is dedicated and committed to being a child safe, child friendly and child empowering organisation. We recognise, respect and promote children's rights within Cafs and the broader community. We require that every person who is part of our organisation – every board member, carer and volunteer – treat the rights, interests and safety of children as paramount in their lives and work.

ACKNOWLEDGEMENT

Cafs acknowledges its past. In the spirit of reconciliation we give deepest respect to Australia's First Nations Peoples. Their histories, their stories, their resilience. Their connection to culture and land. The wisdom of their Elders past, present and emerging. Always was, always will be.

COVER ART

Our front page cover art is by Steph Cartledge. The hand is as much a symbol of strength and protection as it is of generosity and stability – the perfect symbol to embody Cafs' values. As you delve deeper into the initial hand shape, you will discover Cafs' diversity and inclusion themes – people of all abilities, religion, preference and ethnicity. These concepts are created through a simplistic, bold and playful style, a style that is commonly associated with Steph's designs.



ABOUT CAFS

We are an independent, not-for-profit incorporated association that provides services across the Ballarat, Hepburn, Moorabool, Ararat, Golden Plains and Pyrenees local government areas of western Victoria. We provide a range of programs and services that cover out-of-home care for children and young people, family violence, housing, men's support, financial counselling, problem gambling and community development.

The majority of Cafs' funding comes from the Victorian Government with some Federal Government funding. Donations and philanthropic grants are often sought to support piloting new programs. Cafs is overseen by a Board of Governance made up of members of our community, and a number of volunteers help us achieve our goals.

"People tell me they come to Cafs because they know that we will always help them. We've been here for a long time, and we have a good reputation. People know they can come here and find help."

Annie Drum,
Cafs Client Engagement Team

OUR VISION

Wellbeing, respect and safety for all children and families.

OUR MISSION

To deliver quality services with positive outcomes for the communities we serve.

OUR VALUES

RESPECT

We believe in respect. We have empathy and compassion for the communities we serve and we work to empower people.

COLLABORATION

We embrace collaboration. We celebrate inclusiveness and we work together to make a difference, creating strong partnerships with our stakeholders.

INNOVATION

We are leaders in innovation. We have the courage to try new things, to be creative and go above and beyond for the individuals and communities we serve.

INTEGRITY

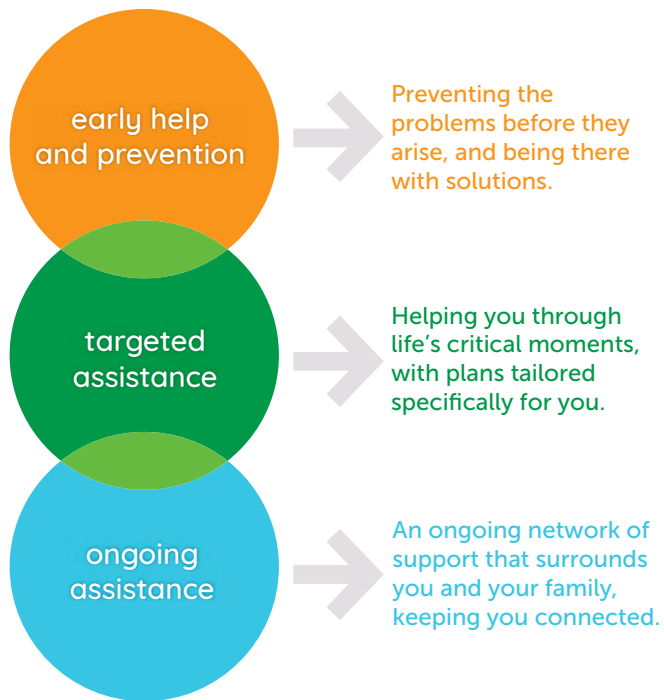
We have integrity. We believe in doing what's right, and in acting ethically and with honesty.



155 YEARS
supporting our
community

STRATEGIC BUSINESS PLAN 2019-2022

KEY SERVICE AREAS



OUR GUIDING PRINCIPLES

We value and support our people, empowering them to make decisions, be creative, innovative and take initiative.

~

We are culturally inclusive, celebrating and welcoming diversity.

~

We include the voice of the client in all that we do.

~

We are committed to reducing vulnerability and supporting people who are at risk.

~

We are committed to reconciliation and seeking redress.

~

We work together to deliver connected, coordinated and holistic services for clients.

~

We are responsive, flexible and adapt to changing community needs.

~

We seek opportunities to work in partnership with our community and the sector.

CAFS GOALS



MAJOR PROJECTS UPDATE 2019/2020

CAPABILITY AND CAPACITY REVIEW

Cafs has experienced a significant period of growth and change – and a revenue increase of \$6.7m – over the past five years, leading to the organisation revising its strategic business plan and making a decision to invest in capability and capacity change.

The capability and capacity review was undertaken in the first half of the financial year to support Cafs' long-term strategic vision and align the organisation with sector change that came out of the Family Violence and Institutional Responses to Child Sexual Abuse Royal Commissions. There is now a stronger sector-wide focus on taking a systems-thinking approach using collective impact methods while focusing on measuring outcomes.

INTAKE

Cafs partnered with Social Ventures Australia to re-design its intake process to focus more strongly on the client, with the project aimed at understanding the resources, systems and operating model required for the organisation to deliver an improved intake experience. The organisation is now at the stage of implementing the new intake model – with the team renamed to Client Engagement – to ensure a consistent client experience, supporting more effective service delivery and improved outcomes.

REPORTING PROJECT

Cafs is working to implement a new organisational reporting system next financial year and has introduced online reporting platform Envisio. This program will track, manage and report on our strategic, annual and quality improvement plans, our organisational risks and our various actions plans.

FOUND BY CAFS

In 2021, Cafs will be launching its new retail operation, Found by Cafs. Found will be an exciting social enterprise model focusing on the curated re-sale of vintage, unique and quality brands at op shop prices, in a fun, boutique retail setting. Found by Cafs will also establish programs to support Cafs' clients and the local community by providing high-quality clothing and items to those in need. Keep an eye out for Found by Cafs in 2021!

A photograph of four young women standing together and laughing heartily. They are dressed in casual, contemporary clothing. The woman on the far left is wearing a black t-shirt and a grey skirt. The woman next to her is wearing a white crop top and white pants. The woman in the center is wearing a blue and green patterned button-down shirt over jeans. The woman on the far right is wearing a white button-down shirt and dark pants. The background is a plain, light-colored wall.

More than 40 ways
we can help you and
your family thrive.



EMBRACING THE RAINBOW FOR IDAHOBIT DAY

A colourful display of vibrancy, love and inclusion was “chalk bombed” all over the front of Cafs’ Ludbrook House Ballarat office on 15 May 2020 to celebrate International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) Day.

CEO Wendy Sturgess says it is really important for clients, their families and friends to feel Cafs is a safe place to come to seek services.

“We know people who have different sexual orientations and identifications often feel they would be judged and it wouldn’t be a safe place. It is quite horrifying to think only 30 years ago homosexuality was considered a mental illness and in more than 70 countries today same-sex acts are still illegal.”

Cafs recently became a Rainbow Tick accredited organisation, with staff undergoing training, and policies reviewed and worked to create a non-discriminatory and non-judgmental organisational culture.

INCLUSION AND DIVERSITY

Cafs actively celebrates inclusion and diversity, and believes the differences our people bring to our organisation add to our strength. Cafs' Executive Leadership Team guides the organisation in this area, bringing people together to celebrate and nurture equality, authenticity and empowerment.

ACCREDITATIONS ACHIEVED IN 2019/2020

- Rainbow Tick – achieved November 2019.
- Reconciliation Action Plan – achieved November 2019.
- Inclusive Employer awarded by the Diversity Council of Australia – presented December 2019.

“We’re serious about our people and their wellbeing. I believe you walk out of the organisation the way you walk into the organisation, and what that means is that our culture is intrinsically linked to our quality of service. If we don’t look after our people, how can we expect them to be best placed to look after the people we support?”

Robyn Clark, People and Engagement Executive Manager

CULTURAL EVENTS CELEBRATED IN 2019/2020

- Wear it Purple Day – afternoon tea.
- National Transgender Awareness Week – guest speakers and “You Can’t Ask That – Transgender” screening.
- International Women’s Day – afternoon tea with Djembe drumming workshop and guest speaker.
- Chill-Out Festival – Cafs representation.
- IDAHOBIT Day – Ludbrook House rainbow chalk bomb.
- Refugee Week – online Sudanese cooking demonstration with women from A Pot of Courage social enterprise.
- Reconciliation Week – “Let’s Yarn about Aboriginal Language”, and “Hanging in My Home and Heart”, a pop-up art exhibition at Ludbrook House.

INCLUSION AND DIVERSITY ACTION GROUPS

This year, Cafs reinvigorated its Inclusion and Diversity Action Groups and adopted a flexible approach that saw an increase in members and engagement. The groups are responsible for providing subject-matter expertise on assigned actions, key performance indicators (KPIs), issues, risk and opportunities while working with their action plans. The groups also engage and communicate with their colleagues on shared areas of responsibility, issues and risk.

Action groups 2019/2020:

- Reconciliation Action Group
- Rainbow Action Group
- Gender Diversity Action Group
- Access-Ability Action Group
- Culturally and Linguistically Diverse Action Group

CAFS' PEOPLE

People are the essence of Cafs – our organisation wouldn't be what it is without the unique abilities, experience, commitment and collaboration of our staff members.

At Cafs, we actively celebrate inclusion and diversity. We believe the differences our people and clients bring to our organisation add to our strength. We strive to create workplaces that reflect the communities we serve and where people feel empowered to bring their full, authentic selves to work. We nurture a culture of equality for all and ensure we are a powerful platform and community leader for social change.

We embrace a values-based culture underpinned by statements that support and nurture our employees such as:

- Our people are meaningfully engaged in our future, the changing service and business needs, and in their work.
- Our people are supported to do their best work and are recognised for their achievements.
- People's unique attributes, characteristics and perspectives are respected, valued and celebrated.
- Opportunity exists for all people to develop, grow and positively contribute to Cafs' work.

LEARNING AND DEVELOPMENT

Cafs is committed to nurturing a learning culture where staff members regularly improve and widen their skills, knowledge and accreditations in a wide range of disciplines. This philosophy continued during 2019/2020 with many staff members completing professional development covering subjects such as occupational health and safety (OHS), inclusion and diversity, LGBTI+ family violence and Aboriginal cultural awareness.

Learning and development areas include:

- Online induction
- Corporate induction
- Child safety training
- LGBTI+ family violence training
- Aboriginal cultural awareness training
- Youth care learning:
 - o Induction and shadow shifts
 - o Beginning practice training
 - o Safe work practices training
 - o First aid / CPR training
 - o Online medication module
 - o Online fire safety module

QUALITY AND COMPLIANCE

This year Cafs has placed an emphasis on developing a quality and compliance framework that covers governance, continuous improvement and risk management to ensure our processes are robust and meet best practice. Cafs is currently rolling out a risk management training schedule with a focus on legal compliance, something we will strengthen further next year with training and implementation of the framework.

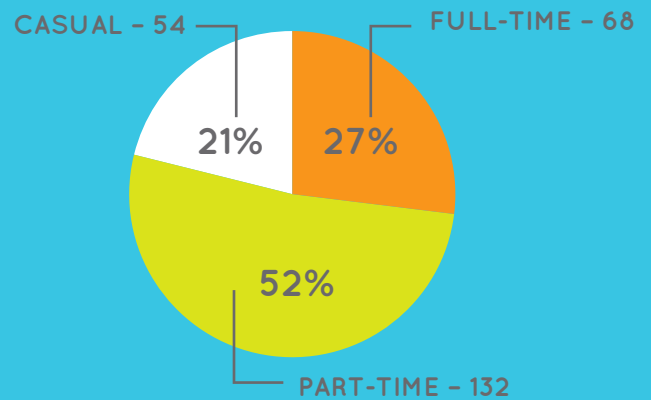


TOTAL NUMBER OF CAFS PEOPLE:
543

BREAK-DOWN:



OUR PEOPLE BY
EMPLOYMENT STATUS:



SERVICE AWARDS
2019/2020:



AVERAGE LENGTH
OF SERVICE:

FULL-TIME - 3.7 YEARS
PART-TIME - 4.6 YEARS
CASUAL - 1.7 YEARS

STAFF MEMBERS
IDENTIFYING AS



3%
ABORIGINAL OR
TORRES STRAIT
ISLANDER



13%
LGBTIQ+

10%
CULTURALLY AND
LINGUISTICALLY
DIVERSE

5%
LIVING WITH A
DISABILITY
INCLUDING
MENTAL ILLNESS



CORPORATE SUPPORT

MARKETING AND COMMUNICATIONS

Cafs has established a new Marketing and Communications Team, which is responsible for marketing, communications (external and internal), brand management, social media, public relations, business development, fundraising, community engagement and events management.

INFORMATION COMMUNICATION TECHNOLOGY

This financial year, the COVID-19 pandemic had a significant impact on the Cafs ICT Team. At very short notice, the team ensured that where possible, staff could work remotely leading to the large-scale procurement, implementation and coordination of ICT equipment. During 2019/2020, significant work was also completed on the ICT Strategy Plan 2020–2023 with the Board signing off on the document in June 2020.

FINANCE

The Finance Team had another very good year providing timely and accurate information to the organisation ensuring informed decisions could be made. One achievement included a significant improvement in the scope and quality of financial reporting to the Cafs Board.

FACILITIES

During the COVID-19 pandemic and associated restrictions, the Facilities Team ensured Cafs provided safe facilities for all staff, requiring they put in place social distancing measures, coordinated a number of extra cleans, and procured and distributed significant amounts of Personal Protective Equipment. During the year the team also completed the Motor Vehicle Refresh Strategy Plan, which was approved by the Board.

“Corporate support is an integral part of how Cafs runs, with our ICT, facilities and finance staff making possible the important work we do helping vulnerable children and their families.”

James Rubeli,
Chief Financial Officer



CHIEF EXECUTIVE OFFICER'S REPORT



The 2019/2020 financial year has been characterised by reflection, change and renewal.

A major highlight has been our organisational restructure informed by a capability and capacity review that provided evidence that is helping us align our culture more strongly to our values. From this, Cafs has created a more purposeful organisational structure that will better support future growth and which has moved our focus from client output to client outcomes with a focus on evidence-based results that demonstrate the effectiveness of our service delivery.

The review also allowed us to address strengths and weaknesses, and we are now addressing gaps, realigning our culture and developing new systems to improve the client experience.

This financial year I was appointed CEO after serving as Deputy CEO from late 2018. Our new Executive Leadership Team was appointed over six months and a new management structure was rolled out from March 2020 just as we started dealing with the COVID-19 pandemic. The timing was challenging but the team's commitment to the task was inspiring.

Our new Executive Leadership Team is made up of skilled and experienced professionals and includes Client Outcomes Executive Manager Melissa Riddiford, Chief Financial Officer James Rubeli and People and Engagement Executive Manager Robyn Clark. During this restructure, coordinators were offered the opportunity to be promoted to managers and most took that opportunity.

The Board and Executive Leadership Team have worked together to navigate the impact of the pandemic ensuring we support our people while continuing service delivery. I appreciate staff members' quick and willing adaptation to a working-from-home model that still supports our community's most vulnerable people.

Even during COVID-19, Cafs has delivered on a number of the key projects and commitments outlined in the current strategic plan, which you can read about on the following pages. In strengthening our commitment to diversity and inclusion, Cafs was proud to receive Rainbow Tick Accreditation and adopt its Reconciliation Action Plan.

This year Cafs has made a significant effort to understand and own its past. This means continuing participation in the National Redress Scheme and continuing settlement conferences with Ballarat Orphanage and the Ballarat Children's Home former residents who have brought legal cases for the alleged abuse suffered during their time in these institutions. We have also engaged consultants Ash Tree Projects to undertake important work to ensure historic records are stored and accessed in a respectful and lawful manner that adheres to contemporary practice.

In closing, I would like to acknowledge that it is a privilege to be the first female CEO at Cafs in 155 years of history. I thank everyone who is part of the Cafs team and look forward to working with you again in the year ahead.

Wendy Sturgess
Chief Executive Officer

PRESIDENT'S REPORT



On behalf of the Board of Governance, I am delighted to present the Cafs Annual Report 2019/2020. I present this report to our valued communities to provide an insight into the work we do, the clients we assist and the staff who undertake this incredibly important work.

What a tumultuous year. I must admit I am extremely thankful for the work being undertaken by the new Executive Leadership Team at Cafs as we work to support our clients and staff through this pandemic and the challenges that have come with it. We have had to change the way in which we work to ensure that we continue to support the vulnerable in our communities. We have needed to invest heavily in our IT systems and platforms to bring them up to speed to facilitate staff working remotely. The Board is thankful to all of Cafs staff who have managed to adapt and change in continuing to deliver excellent service in meeting the needs of our clients.

Cafs has made a decision not to proceed with its Care Farm project. Cafs believed it had developed a concept that would have been a game changer for our clients but we have been unable to continue with our aspirations for the Care Farm as further work determined the property is unsuitable for its intended purpose. Further investigations will be undertaken for the farm's future.

Through Cafs Board Strategic Planning Sessions we have developed guiding principles to deliver the daily work and direction for Cafs. These principles were then developed into seven goals that laid the purpose of the strategic plan.

To better align the impact of good governance for the organisation, the Cafs Board decided to dissolve three of the Board Sub-Committee meetings, namely:

1. **Program Governance Committee** – Jen Pollard as Chair
2. **Governance and Business Strategic Committee** – Charles Kemp as Chair
3. **Finance and Corporate Risk Committee** – Craig Roberts as Chair

The Committees that were adopted as better placed to govern and provide oversight to Cafs are:

1. **Audit and Risk Board Sub-Committee** – John White as Chair
2. **Quality, Safety, People and Culture Board Sub-Committee** – Jen Pollard as Chair
3. **Finance and Resource Board Sub-Committee** – Craig Roberts as Chair
4. **Consumer Advisory Board Sub-Committee** – Charles Kemp as Chair
5. **Remuneration Board Sub-Committee** – Gayle Boschert as Chair

We also welcomed two new Board members, Jayne Ferguson and Joanne Gell, who both joined in April 2020 while we were navigating the rapidly changing world of Board meetings via video. I would like to thank all Cafs Board members for their dedicated service particularly the Chairs of the Board Sub-Committees who gave so freely of their time, commitment and experience. During this year we also had the resignation of one of our Board members, Annette Stone, after many years of dedicated service.

This financial year there have been significant changes in the Executive Leadership Team at Cafs. Our former CEO Allan Joy took an early retirement in 2019 and was replaced by Wendy Sturgess who had been Deputy CEO since 2018. My sincere thanks goes out to Wendy Sturgess who is successfully revitalising Cafs to enable us to better serve the vulnerable children and families in our community.

I hope you enjoy reading Cafs highlights for the year through our Annual Report 2019/2020.

A stylized handwritten signature in black ink.

Gayle Boschert
President
Cafs Board of Governance

CAFS BOARD OF GOVERNANCE

**Gayle Boschert – President**

Chair Remuneration Board
Sub-Committee
BSc, Grad Diploma of Nutrition and
Diet, MBA
Year appointed – 2013
Profession – Project Manager

**Charles Kemp – Vice President**

Chair Consumer Advisory Board
Sub-Committee
BCom, Med, GAICD, M.A.C.E
Year appointed – 2016
Profession – Educator / Director

**Craig Roberts – Treasurer**

Chair Finance and Resource Board
Sub-Committee
BCom, CPA
Year appointed – 2014
Profession – Finance Manager

**John White**

Chair Audit and Risk Board
Sub-Committee
BBus (Land Economy), Grad Dip.
(APP. FIN INV.)
Year appointed – 2016
Profession – Real Estate Investment

**Jen Pollard**

Chair Quality, Safety, People and
Culture Board Sub-Committee
BEd
Year appointed – 2013
Profession – Community
Development and Services Sector

**Richard Oakley**

BA LLB
Year appointed – 2013
Profession – Solicitor

**Peter Ludbrook**

Licensed Estate Agent
Year appointed – 2017
Profession – Real Estate Agent

**David Matthey**

BBus, FCPA, AGIA
Year appointed – 2017
Profession – Financial Controller

**Jayne Ferguson**

BA Psychology and Sociology,
Grad Dip (Counselling and Human
Services), Certificate in Business
Excellence
Year appointed – 2020
Profession – Manager and Clinician

**Joanne Gell**

BA (Hons) Geography, MSc Health
Promotion
Year appointed – 2020
Profession – Health Services
Executive

**Thank you to retiring board
member Annette Stone for her
years of valued service**

LLB (Hons), PG Dip (Legal Studies)
Year appointed – 2013
Profession – Lawyer

THE YEAR IN REVIEW

Cafs remains committed to informing its communities and stakeholders about its performance and achievements over the past financial year.

Our three key service areas



EARLY HELP
AND PREVENTION



TARGETED
SUPPORT



ONGOING
ASSISTANCE

KEY SERVICE AREA 1 – EARLY HELP AND PREVENTION

Preventing the problems before they arise and being there with solutions.

CLIENT ENGAGEMENT

The Client Engagement Team is the single point of entry for individuals – and community sector organisations – who contact Cafs for advice, support or program and service referrals. This year, the team provided information and referrals to 3,782 clients, with 1,634 referrals made internally. These referrals included for financial counselling and housing assistance from Victoria Police for family violence issues, and a range of other enquiries around the services Cafs provide.

CHILD FIRST (FAMILY INFORMATION, REFERRAL AND SUPPORT TEAM)

The Child FIRST Team operates as an intake and assessment point for anyone who is concerned about a child's wellbeing and development. The team has continued their preparation for the transition into The Orange Door – the State Government's family violence hub – where they will be known as the Child Wellbeing Team. This financial year, Cafs' Child FIRST program received 933 referrals with 31 per cent of those from Child Protection and 21 per cent from Victoria Police.

ACCESS TO EARLY LEARNING

The Access to Early Learning (AEL) program provided support to 16 preschool-aged children and their families. The program helps both the family and the kindergarten to prepare the young child for their first year of school. The program also facilitates regular network meetings and professional development for early years staff around the region.

DAY STAY

Cafs' Day Stay program provides day-long sessions for parents and babies who are experiencing issues with settling, establishing sleep routines and responding to infant cues. The sessions are facilitated by highly trained staff who this year provided support and guidance to 59 parents. Cafs also started trialling remote, phone-based support services due to COVID-19 restrictions.

"The one-on-one chat with Vikki was fantastic – we just talked through everything that was happening with Lily. I was stressed when I first got there, but Day Stay has such a beautiful, holistic approach. They really are baby whisperers."

Bianca,
Cafs Day Stay client



3,782



people referred to
services through the
Client Engagement Team

933

referrals through
Child FIRST

KEY SERVICE AREA 2 – TARGETED SUPPORT

Helping you through life's critical moments with plans tailored specifically for you.

FAMILY VIOLENCE INTERVENTION PROGRAM

The Family Violence Intervention Program (FVIP) provides a range of interventions for families who are affected by family violence, and in particular, for men who perpetrate family violence. Cafs Men's Behaviour Change groups meet weekly for both voluntary clients and those ordered by the court to attend. During the year, 262 referrals were received for the Men's Behaviour Change program.

Cafs received 1,647 referrals – 1,560 from Victoria Police – with the Court Mandated Counselling Order Program (formerly the Family Violence Court Intervention Program) referring 84 people to our services.

Cafs also helped 27 men through the Men's Case Management Program, a program for men who want to end their use of controlling, abusive and violent behaviours and develop healthy relationships with their families.

GAMBLER'S HELP AND FINANCIAL COUNSELLING

Cafs' Gambler's Help Team provides interventions to address the cumulative harm of problem gambling. The team provides individual counselling and also holds education sessions in schools, sporting venues and community organisations. Venue support includes training for people working in venues that have electronic gaming machines.

The Financial Counselling Team help with financial and paralegal support for people who find themselves in financial difficulty through unresolved debt.

In 2019/2020, the Gambler's Help and Financial Counselling Teams helped 1,291 clients, reached 605 secondary school students through the school gambling education program, and gave 512 people advice and support through gambling harm information sessions.

"The work we do delivers hope for change. We have the ability to break down the isolation, the shame and the stigma of trauma and deeply connect with people's vulnerabilities."

Kellie Dunn, Cafs Family Violence and Child Wellbeing Manager

1,647 
referrals through the
Family Violence
Intervention Program

1,291 
clients received
Gambler's Help
or financial counselling

FAMILY SERVICES

The Family Services area provides a comprehensive range of services for vulnerable children from pre-birth up to 17 years old – and their families – to promote children's safety, their stability and healthy development.

During this financial year, Family Services has supported 244 families – 579 children including 63 under 12 months of age and four pregnancies. The service also made 468 referrals to other universal and professional services, and received 36 referrals to Dad's Tool Kit, a parenting program for men who want to improve their relationship with their children and work on being the best parent they can be.

BALLARAT CHILDREN'S CONTACT SERVICE

The Ballarat Children's Contact Service (BCCS) provides a safe and nurturing environment for children to maintain contact with a parent or other family member (such as a grandparent) who no longer lives with them.

Supervised visits and changeovers take place in our safe, secure and family friendly centre. BCCS helps families where significant conflict or stress during or following separation impacts on a parent's ability to have regular, safe and healthy contact with their children. This allows them to have contact in an environment that ensures the safety of women and children who have been impacted by family violence. This year Cafs oversaw 176 supervised visits and changeovers.

POST SEPARATION CO-OPERATIVE PARENTING PROGRAM

The Post Separation Co-operative Parenting Program (PSCPP) helps separated parents where conflict in their relationship interferes with their parenting. The program is aimed at both parents individually and is helpful even if only one parent attends. The program aims to increase understanding of how ongoing parental conflict affects children, helps them understand and meet their children's needs following separation and improves communication between parents to break the parental conflict cycle. During 2019/2020, the PSCPP helped 57 parents.



176 

supervised visits and
changeovers at the Ballarat
Children's Contact Service

244 

families supported
through Family Services

STEP UP

Step Up is a program designed to support young people who are displaying violent or aggressive behaviour towards their family members. Often these young people have been victims of family violence and are unsure how to respond to conflict or distress in any way other than violence. For their parents, seeking help through Step Up is a last resort and they may come to us through Victoria Police attending their house as a result of a crisis call.

Once engaged however, young people and their families can experience a real change in the way they interact and resolve conflict. Step Up is child centred and family focused – both the child and their family are engaged with the Step Up worker and are involved in the case plan. Step Up also offers group sessions where young people and their parents meet over six to eight weeks to listen and learn from each other about what contributes to violence in their family.

In 2019/2020, Step Up received 67 referrals for young people and their families who were all helped through the program.

“It’s so much easier to prevent homelessness than to rectify it. If we can save someone from landing out on the street, then we’ll do whatever we can to support them.”

**Samantha Stonehouse,
Cafs Homelessness
Team Leader**

HOUSING SUPPORT

Safe and secure housing is fundamental to the health and wellbeing of our community – it is the foundation for people participating in the workforce and their community, and helps them provide a safe and nurturing environment for their children. This service provides safe, secure and affordable housing, and helps people overcome the barriers stopping them holding on to secure accommodation.

During 2019/2020, the Housing Support Team helped a total of 1,166 clients, including:

- 33 people in the Case Management for Men Program;
- 44 Men’s Emergency Accommodation Program clients;
- 412 Opening Doors clients;
- 75 crisis supported clients;
- 38 Daylesford family supported clients;
- 77 Supported Homelessness Service (Bacchus Marsh) clients;
- 44 Creating Connections clients; and,
- 443 Tenancy Advice and Advocacy Program clients.

FAMILY RELATIONSHIPS COUNSELLING

Family Relationships Counselling is funded by the Federal Government. The purpose of the program is to strengthen family relationships, prevent breakdown and ensure the wellbeing of children and families through counselling services.

1,166 
**clients helped through
Housing Support**



KEY SERVICE AREA 3 – ONGOING ASSISTANCE

An ongoing network of support that surrounds you and your family, keeping you connected.

YOUTH SERVICES

TARGETED CARE PACKAGES

Targeted Care Packages (TCPs) are designed to support young people to leave Youth (Residential) Care and return to live with family, to live independently or to live with a Foster Care family. The primary cohort is young people currently residing in, and at risk of entering, Youth Care, with a focus on children under the age of 12, those with a disability, and Aboriginal and Torres Strait Islander young people. The package supports those living at home with parents, with kith or kin, with a registered carer, those who are independent or semi-independent, or young people in other care arrangements.

YARN (YOUTH AND RELATIONSHIPS NAVIGATOR)

YARN employs a psychologist and a YARN Practitioner. The team works closely with Care Team members, including external community services, to provide therapeutic interventions to children and young people, as well as completing psychological assessments. The YARN team provides individualised trauma-informed therapeutic treatment plans which are implemented by practitioners.

CARE SERVICES

YOUTH CARE

Cafs' Youth Care (formerly known as Residential Care) program provides accommodation in a home-like setting with 24/7 care. The young people in this program are generally aged between 12 and 18 years and are subject to a Department of Health and Human Services (DHHS) Child Protection Order.

These vulnerable young people often have complex needs and as a result of their trauma history, their behaviours can potentially put them at risk of further harm. They might be experiencing social and emotional difficulties, alcohol and other substance use, poor self-image, self-harming behaviours, mental and physical health issues or learning difficulties. At any one time Cafs has 12 young people residing in these homes.

"Cafs is particularly proud of its skilled and professional staff members and their ability to work with vulnerable families through our many specialist services and programs. Our clients and communities are very fortunate to have such passionate people helping them."

Melissa Riddiford, Executive Manager Client Outcomes

BETTER FUTURES FOR YOUNG PEOPLE LEAVING CARE

The aim of Better Futures is to help young people leaving kinship, foster or youth (residential) care, giving them an active voice in transitioning to adulthood. The program supports them in a range of areas including housing, health and wellbeing, education, employment and community and cultural connections. Better Futures provides case-work support and funding to support the achievement of goals for independence, providing supports of varying intensity to give flexible, tailored support based on individual needs. Since Better Futures was introduced in November 2019, 45 people have accessed the program.

MENTORING

The Cafs Mentoring Program matches volunteer mentors with young people aged 15 to 18 who live in out-of-home care. The mentoring program provides a safe and fun way for young people to enhance their social skills and build a trusting relationship. Mentors are vital in giving a young person someone to talk to. Mentors and young people spend time together going to the movies, going on walks, having a coffee or cooking a meal together, giving the young person regular contact with a trusted adult.


Cafs' mentors go through an application and assessment process and receive support and supervision from the Mentoring Practitioner. Cafs is always looking for more people who are prepared to offer a young person a safe and trusting relationship that is based on fun and friendship.

KINSHIP CARE

The Kinship Care program offers support to children and their carers when a placement has been made by Child Protection. Cafs undertakes a comprehensive assessment of the carer and then makes recommendations to Child Protection while providing support to the family to provide a nurturing environment for the child. This year Cafs provided that support to 151 children and their families.

Whether a grandparent, an aunt, uncle or sibling, Kinship Carers offer a safe home for children who are related to them. This program continues to grow due to increased government funding to support children staying in the care of extended family or a friend of the family. This financial year, the Kinship in Cafs Care Program has supported 58 children and their families.

Kinship Carers can also attend monthly support groups in Ballarat, Daylesford, Bacchus Marsh and Ararat. It is very important that we continue to support the many families who are caring for a child without formalised support from Child Protection.



12 young people
at any one time housed
through Youth Care

FOSTER CARE

When a child or young person can no longer live safely at home, Cafs works to find them a nurturing, loving place to stay. The first choice for a new home will always be with other members of that child's family or kin (known as Kinship Care). If this is not possible – and depending on the needs of the child or young person – Foster Care is the next best option. This financial year, Cafs' Foster Carers cared for 80 children through this program in either ongoing or emergency placements.

Our carers are an integral part of the Cafs team – they offer a child the emotional and psychological support they need to heal in a safe, loving and nurturing environment. We recruited 12 new Foster Carers this year, and we are always on the look-out for caring, nurturing individuals who are able to provide a safe home for young people in need.

PERMANENT CARE AND ADOPTION

The Permanent Care and Adoption Team assesses carers who want to offer a child a long-term loving home. A lot of work goes on to ensure carer families are the best match for a child, with families sometimes also taking on the care of siblings in groups of two or three.

During 2019/2020, the team placed three children with "matched forever" carers, four other placements were legalised to become permanent carers, and the team oversaw one adoption. Referrals for this program came from Child Protection and other foster care programs, and the team supported 22 new referrals or placements this year.

"We had some very difficult times with him but his progress has been amazing. We feel very rewarded. Watching him on a day-by-day basis and seeing him progress from the angry little man that came to us into a normal, happy, and predominantly positive little boy."

Shirley, Cafs Foster Carer



WHAT DOES A FOSTER CARER LOOK LIKE?

There is no typical Foster Care household. We value all prospective carers who have the qualities and beliefs that we know will give every child the chance to shine. Great Foster Carers come from all types of family units or singles, backgrounds and cultures. Race, gender, marital status, religion or sexual orientation have absolutely no bearing on eligibility. Carers undergo training to qualify to become Foster Carers, and our Foster Care Team is there to support you and the children all the way.

COULD THAT CARING ADULT BE YOU?

Being a Foster Carer can be life changing, for you and the child in your care. Find out more about making a difference in the life of a child or young person, and how you can open up a world of possibility for them, by calling the Foster Care Team on 03 5337 3333.

171

Foster and Kinship Carers

80 children cared for by Foster Carers

58 children cared for by Kinship Carers



254 staff members
118 volunteers



A SPOTLIGHT ON VOLUNTEERS

WOZZLES WEARHOUSE

Cafs has owned and operated Wozzles Wearhouse op shops since 1991. Over this time, the stores have contributed more than \$1 million to help deliver Cafs programs and services. Unfortunately Wozzles op shops were closed in March 2020 due to the COVID-19 pandemic and the need to ensure infection control and the health and wellbeing of the volunteers who worked there.

Cafs is very grateful to our many dedicated and valued volunteers who have tirelessly given up their time to support the vulnerable in our community through our Wozzles op shops.

FOUND BY CAFS – A NEW BEGINNING

After the closure of Wozzles, Cafs took the opportunity to look closely at the op shop model and its role in supporting Cafs and our community. Out of this review, a re-branded and re-vitalised retail offering and social enterprise has emerged – Found by Cafs.

Cafs looks forward to reconnecting with many of our valued volunteers and working together with them on this new adventure in recycled and up-cycled clothes and homewares, Found by Cafs. Stay tuned for the launch in 2021.



FINANCIAL REPORT



TREASURER'S REPORT

This financial year was a year of change for Cafs. While significant change was occurring within Cafs, strong corporate governance and stewardship of our resources continued resulting in Cafs reporting a surplus of \$2,094,272. While the COVID-19 pandemic had significant ramifications on how the organisation operated, it is pleasing to report that its financial sustainability has been strengthened in such an unusual environment.

Revenue from ordinary activities was \$27,629,719, which represented an increase of 22% from the 2018/2019 financial year. The increased income was a result of increased government funding from both State and Federal Governments. State funding increased by 13%, which has led to increased services being provided. Federal Government funding increased as a result of the JobKeeper payment scheme.

Expenditure from ordinary activities was \$25,432,979, which represented an increase of 12% from the previous financial year. As mentioned, increased funding has led to increased programs and hence additional expenditure.

The surplus generated in 2019/2020 will allow Cafs to undertake significant capital expenditure over the coming years. This includes the Ludbrook House ground floor redevelopment (set to open in early 2021), funding of the three-year ICT Strategic Plan signed off by the Board in June 2020, and funding a motor vehicle fleet refresh program.

Cafs has a strong balance sheet and a well-managed investment portfolio. In 2019/2020 the net assets of the organisation increased by \$1,528,023, a fantastic result given COVID-19.

COVID-19 has significantly affected Cafs. Service delivery was impacted, a number of our staff moved to working

remotely, our op shops ceased trading and our investment portfolio was negatively impacted by the market downturn. As a result of the pandemic, we have changed the way we operate, we are more reliant on technology and we have increased our technology use, which has led to increased ICT expenditure.

The Board, Executive Leadership Team and staff have embraced change during 2019/2020 and will continue to do so. We are committed to embracing change and at the same time enhancing accountability across all aspects of the organisation.

I would like to thank my fellow Finance and Resources Board Sub-Committee members, and the Audit and Risk Board Sub-Committee, for giving their time and sharing their skills and expertise to ensure a high standard of corporate governance is in place at Cafs.

On behalf of the Board I would also like to recognise the efforts of the Cafs Executive Leadership Team over the financial year and make special mention of the Cafs Finance Team who continue to provide timely and accurate information that enables the Board to make informed decisions.

I look forward to what 2020/2021 has in store for Cafs. Significant improvements were made in 2019/2020 and I look forward to another exciting and progressive year.

A handwritten signature in black ink, appearing to read 'C Roberts'.

Craig Roberts
Treasurer and Chair Finance and
Resource Board Sub-Committee

FINANCIAL SUMMARY

INCOME STATEMENT

For the year ended 30 June 2020	2020	2019
REVENUES	\$	\$
Government grants	26,558,837	21,124,710
Business undertakings	323,102	724,595
Investment income	370,972	450,117
Other revenue	376,808	302,730
TOTAL REVENUES	27,629,719	22,602,152
EXPENSES		
Salaries and wages	16,586,438	15,511,386
Salaries on-costs	1,932,020	1,962,014
Depreciation	586,142	650,992
Client costs	1,098,890	1,260,360
Office costs	503,212	498,305
Repairs and maintenance	426,271	451,650
Subcontract expenses	270,087	296,986
Other expenses	4,029,919	2,149,319
TOTAL EXPENSES	25,432,979	22,781,012
OPERATING SURPLUS/(DEFICIT)	2,196,740	(178,860)
Net loss on revaluation of land and buildings	(102,468)	-
SURPLUS/(DEFICIT) FOR THE YEAR	2,094,272	(178,860)

STATEMENT OF FINANCIAL POSITION

As at 30 June 2020	2020	2019
As at 30 June 2020		
ASSETS	\$	\$
Property, plant and equipment	12,684,787	11,692,744
Other assets	10,692,583	9,741,608
TOTAL ASSETS	23,377,370	21,434,352
LIABILITIES		
Payables	3,152,366	3,671,512
Provisions	4,978,985	4,044,844
TOTAL LIABILITIES	8,131,351	7,716,356
NET ASSETS	15,246,019	13,717,996
EQUITY		
Accumulated surplus	14,920,151	12,604,235
Reserves and specific purpose funds	325,868	1,113,761
TOTAL EQUITY	15,246,019	13,717,996

Please note: the Summary Statements have been derived from and are consistent with the full audited Financial Statements, which are available at cafs.org.au.

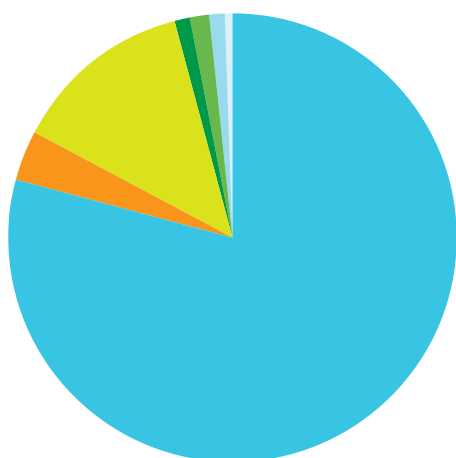
**\$ \$27.63 million in
annual revenue**

FINANCIALS

CAFS REVENUE GROWTH - 5 YEARS (\$'000s)

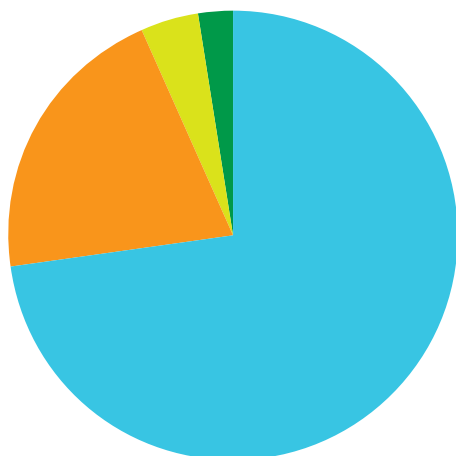


2019/2020 SOURCES OF REVENUE (\$'000s)



DHHS	79.4%	21,945
Other State Govt	3.6%	990
Commonwealth Govt	13.1%	3,623
Business undertakings	1.1%	323
Investment	1.4%	371
Fundraising	1.1%	304
Other	0.3%	74
Total	100%	27,630

2019/2020 EXPENDITURE BY CATEGORY (\$'000s)



Salaries	72.8%	18,518
Operating costs	20.6%	5,230
Client expenses	4.3%	1,099
Depreciation	2.3%	586
Total	100%	25,433

Net assets (\$'000s)

	2015/16	2016/17	2017/18	2018/19	2019/20
Assets	17,119	20,107	20,628	21,434	23,377
Liabilities	4,336	6,559	7,087	7,716	8,131
Net assets	12,783	13,548	13,541	13,718	15,246

THANK YOU FROM CAFS

Cafs is truly appreciative of the support it receives from its many donors and supporters – the impact on the lives of children and their families is immeasurable. The generosity of our local businesses, individuals, organisations and State and Federal Governments enriches and strengthens our work, and Cafs is proud to partner with all donors to build strong, resilient communities. Their generosity does not go unnoticed.

SPECIAL THANKS

Visit cafs.org.au for a full list of our wonderful supporters.

GOVERNMENT FUNDERS

Attorney General's Department, Victorian Government

City of Ballarat

Department of Education and Early Childhood Education

Department of Health and Human Services

Department of Justice, Victorian Government

Department of Premier and Cabinet, Victorian Government

Department of Social Services

Family Safety Victoria

Magistrates Court Victoria

Moorabool Shire Council

Victorian Responsible Gambling Foundation



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Ludbrook House,
115 Lydiard Street North, Ballarat 3350
t: 03 5337 3333

Cafs Bacchus Marsh

52 Grant Street, Bacchus Marsh 3340
t: 03 5367 9900

Cafs Ararat

4 Banfield Street, Ararat 3377
t: 03 5352 2910

Cafs Early Childhood Parenting Centre

515 Chisholm Street, Ballarat 3350

info@cafs.org.au

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Scan this QR
code to visit our
instagram feed.

Cafs acknowledges the support of the Victorian Government.



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