



cafs WE CARE

Annual
Report
2021 - 2022

STATEMENTS

Contents

2	Statements
3	About Cafs
4	CEO's Report
5	Chair's Report
6	Board of Governance
7	Quality
8	Major Achievements
10	Corporate Services
11	Heritage Services
12	Cafs Thread Together
13	Strategic Business Plan 2019 – 2022
14	Our People – Fast Facts
15	Our People
16	Early Help
17	One Conversation Makes a Difference
18	Targeted Support
21	Putting Kids Ahead of the Game
22	Ongoing Assistance
25	Building a Better Future for Sam
26	Our Foundational Pillars
28	Treasurer's Report
29	Financial Summary
30	Financials Graphed
31	Acknowledgements

Cover Art

The cover artwork is by Ballarat artist Travis Price. Travis has used bright, contemporary colours to represent and celebrate the diversity of Cafs people across the Central Highlands and the communities they support.

Child Safe Organisation

Cafs (Child and Family Services, Ballarat Inc) remains a dedicated and committed child safe, child friendly and child empowering organisation. We recognise, respect and promote children's rights within Cafs and the broader community. Every person in our organisation, including board members, carers, and volunteers, is required to hold children's rights, interests, and safety as paramount in their lives and work.

Carer Recognition Act

Cafs enacts its responsibilities under *The Carers Recognition Act 2012*. The Act recognises people in care relationships and the role of carers in our community. The Act sets out principles that recognise and support people in care relationships and includes obligations for state government, local government and organisations that support people in care relationships.

Our processes ensure Cafs people and carers understand the Care Relationship Principles, including:

- Every carer receiving a copy of the Department of Health and Human Services Carer Recognition Act 2012 Fact Sheet.
- The Out of Home Care team continues to develop support principles in alignment with the Care Relationships Principles.
- Cafs regularly evaluates the support and assistance provided to people in care relationships.

Cafs Vision for Reconciliation

Cafs vision for reconciliation is to walk together with Aboriginal and Torres Strait Islander peoples and to continue to build respectful relationships in order to celebrate the rich histories, achievements and resilience of First Nations peoples.

We jointly acknowledge the past, work to change the present and grow towards an Australia where Aboriginal and Torres Strait Islander cultures are valued and our country is one of equity, opportunity, dignity and respect.



ABOUT CAFS

Cafs (Child and Family Services, Ballarat Inc) is an independent community service organisation. Our head office is located in Ballarat, with offices in Ararat, Daylesford and Bacchus Marsh. We are proudly governed by the community we support. For nearly 160 years, the heart of our service has been the wellbeing of children, young people and their families. Our commitment to the local community stands strong and we extend our programs to include anyone that needs assistance across the Victorian Central Highlands region.

Cafs remains committed to making a difference in our community by creating lasting change in the lives of children, young people and families, including Aboriginal and Torres Strait Islander people, LGBTIQ+, people of all abilities, people from all cultural backgrounds and religions.

Our Vision

Wellbeing, respect and safety for everyone.

Our Mission

To deliver quality services with positive outcomes and experiences 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.

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

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

Kindness. We genuinely care about people and actively look for ways to offer a helping hand to those in need

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.



CEO'S REPORT

At Cafs, as we continue to adapt to living with the pandemic we strive to find authentic ways to live our values particularly as we navigate the hybrid model of work that has prevailed in the last financial year. It has been a time of learning and reflection.

It has also been an encouraging year in terms of achievements across many levels of our organisation. Winning four Australian Human Resource Institute (AHRI) Awards for our Diversity and Inclusion leadership acknowledged the investment that Cafs has committed to in recent years to embrace all people for their individuality. Acknowledging that embedding change must start at the top, it was a privilege to be awarded as AHRI CEO Diversity Champion for 2021.

Continuous improvement has been evident in a range of new innovative solutions implemented during the reporting period such as embedding the new Family Journey Client Record Management System and a new approach to Client Outcomes work. These game changer new systems will provide Cafs with the platforms to offer better services to our clients through having access to real time evidence to inform our work: a vital component for engaging with clients in a way that allows them to tell their story just once. This new approach will provide genuine opportunities for service integration to meet the complex and dynamic needs of individuals. The success of this work is underpinned by a series of well executed ICT upgrades now enabling us to offer contemporary responses to secure data collection.

Another successful tender submission for Early Help consolidates Cafs ability to work within the community linking people to universal services when needs are just emerging. Our Family Services Team continues to demonstrate this skill in spades as we remain committed to being a key provider of a rich range of services that connect people in need to possibilities for change.

The development of our new Strategic Business Plan for 2022-25 has allowed us to engage our teams across the organisation and we are confident this approach will ensure our strategic initiatives are kept within our focus.

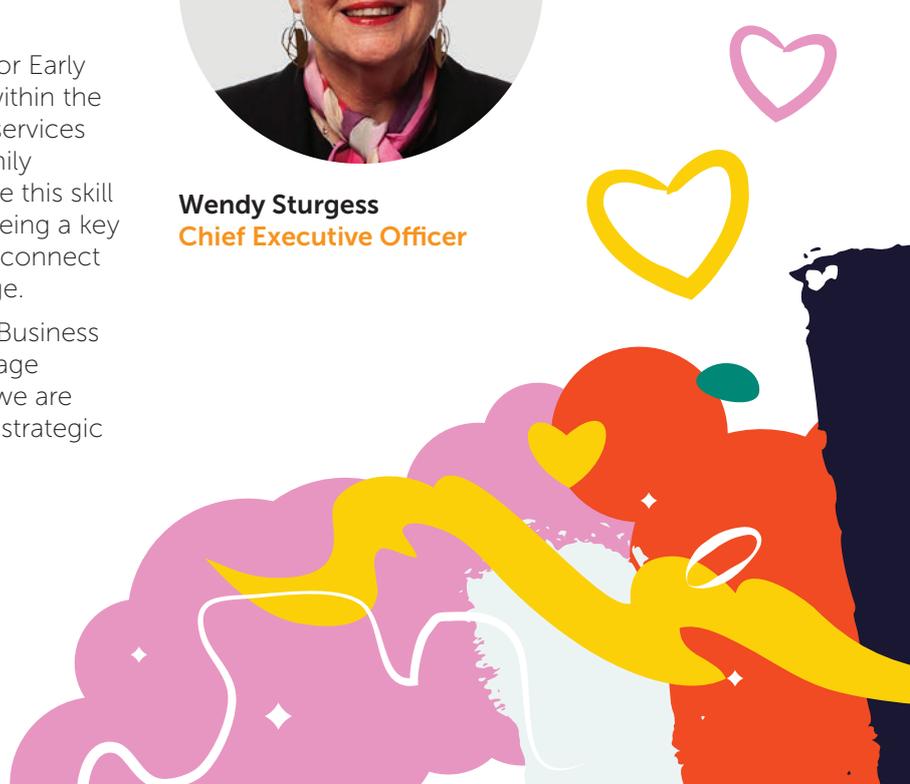
Trust Based Relational Intervention® (TBRI) has continued to roll out across the organisation. Cafs remains committed to this evidence based trauma informed model of care and we are already seeing the benefits of this work with our clients with promise of more success in coming years.

Cafs remains actively involved in advocacy across a range of initiatives including the need for improved funding for young people who live in Youth Residential Care. We remain optimistic that that the Victorian Government will decide to offer appropriate funding to enable Cafs to continue to provide therapeutic services for some of the most vulnerable young people in our community.

I would like to take this opportunity to farewell and offer my thanks to the outgoing Chair of Cafs, Gayle Boschert. Gayle has led the Board through significant change and notable improvements in areas of strategy, governance and Board renewal during her eight years as Chair (nine years total service). In addition, a final thank you and sincere appreciation to our committed Board members, Executive Leadership Team and all Cafs people who have again delivered exemplary service to our clients and community.



Wendy Sturgess
Chief Executive Officer



CHAIR'S REPORT

It is with great privilege that I present my final Chair's Report for Cafs for the 2021/2022 year. Throughout the last nine years serving on the Cafs Board of Governance (last eight as Chair), I have led and witnessed considerable change both within our organisation and across the wider community that Cafs proudly supports. Strong relationships with our clients, team members, funding partners, donors and other service providers has never been more important than during this COVID-19 pandemic period where we needed to work collaboratively to support those who need it the most. On the back of the demands of the pandemic the organisation has invested heavily in our business and people to enable agility in our work practices

An update to our constitution approved by our members at the October 2021 Annual General Meeting provided the opportunity to undertake a planned Board renewal and succession planning process during early 2022. In part changes in the constitution has led to Board renewal. We were delighted to welcome the following new Board members from January 2022: Tammy Fitzgerald, Gary Hevey, Gabby Howlett, Sharelle Knight, Ross Waddington and Michelle Wilson.

We bid farewell and offer our heartfelt thanks to the following Board members who retired during the reporting period: Craig Roberts, David Matthey, Charles Kemp, Peter Ludbrook, Ros Fahey and Michael Tilbury. Each Board member has made a valuable contribution to Cafs in terms of sharing their respective expertise and experience. And a special mention to outgoing Board member Jen Pollard whose final term on the Board concludes at the October 2022 AGM after an impressive nine years of service to Cafs and as Chair of the Quality, People, Safety and Culture Sub-Committee. The positive legacy that all retiring members leave behind will be capitalised on for many years to come.

As volunteers, the time, stewardship and expertise that all Board members dedicate significantly contributed to the overall success achieved by Cafs during this past year. This was particularly evident as the Board worked in collaboration with all of Cafs people to develop our most innovative Strategic Business Plan yet, setting a strong direction to guide the development of our organisation through the coming three years and beyond.

One thing I am particularly proud of is the engagement of Cafs with its communities, its work with our indigenous colleagues to deliver innovative solutions guided by the needs within the communities. Challenges going forward will continue but I am confident Cafs is in a good place to continue strive to support and represent the needs of its community.

As I reflect back on what has been another year of global uncertainty and change I offer my thanks to Cafs CEO Wendy Sturgess for her continued strong and calm leadership in these ambiguous times and to the Executive Team who support and guide the work.

As always the wellbeing, respect and safety for the communities we serve remains at the core of all we do.



Gayle Boschert
Chair
Cafs Board of Governance

BOARD OF GOVERNANCE



Gayle Boschert
Chair

BSc, Grad Diploma of Nutrition and Diet, MBA
Year appointed: 2013



Gabby Howlett

B.Bus (Accountancy), Chartered Accountant, Registered Tax Agent
Year appointed: 2022



John White
Treasurer

B. Bus (Land Economy), Grad Dip. (APP. FIN INV.), MAICD, MRICS, FFin, AAPI
Year appointed: 2016



Sharelle Knight

B. Arts, B. Social Work, Grad. Dip. Human Services Administration, AICD
Year appointed: 2022



Jayne Ferguson

BA Psychology and Sociology, Grad Dip (Counselling and Human Services), Certificate in Business Excellence
Year appointed: 2020



Peter Ludbrook

Licensed Estate Agent
Year appointed: 2017



Tammy Fitzgerald

Master of Enterprise, AICD, Foundations of Directorship
Year appointed: 2022



Jen Pollard

BEd
Year appointed: 2013



Karen Heap

Ballarat & District Aboriginal Cooperative (BADAC)
Year appointed: 2020



Ross Waddington

B. Bus, Grad Dip. Quality Management (Health Care), Master Health Admin.
Year appointed: 2022



Gary Hevey RFD

LL.B (Hons), LL.M
Year appointed: 2022



Michelle Wilson

Master Educational Leadership, Grad Dip. Special Education, Diploma Teaching
Year appointed: 2022

QUALITY

Effective quality governance is the key to delivering safe, effective and connected services. Our Quality Team understands their role in shifting the focus from compliance to continuous improvement.

Cafs operates within strict legislative and regulatory environments and has in place a robust quality management system to support its programs, people and clients. Our Quality Team have undertaken a number of key activities in the last year including:

- Conducting dedicated quality improvement meetings with Client Outcomes and Corporate Services teams
- Supporting programs with Family Violence Information Sharing Scheme (FVISS) / Child Information Sharing Scheme (CISS) requests, recording and compliance
- Supporting with Multi-Agency Risk Assessment and Management (MARAM) alignment and compliance
- Planning for the consolidation of all Cafs quality management tasks under a single, online Quality Management System (QMS) platform

We are pleased to report that Cafs has once again been successful in renewing its Human Service Standards and ISO9001:2018 accreditation.



MAJOR ACHIEVEMENTS

Introducing TBRI®

In the last 12 months Cafs has commenced the introduction of Trust-Based Relational Intervention® (TBRI) as a model of care for our clients.

TBRI is a research-based intervention that was designed to support children and young people who have experienced trauma to develop and strengthen relationships, find felt safety and teach self-regulation and coping skills.

Developed by Dr. Karyn Purvis and Dr. David Cross at the TCU Institute of Child Development in USA, TBRI offers Cafs a trauma-informed approach to the care of children and youth, to complement our existing frameworks and care models.

All Cafs people, regardless of their role, will receive an appropriate level of training in the TBRI principles and their application. For some, this may mean a brief introduction to the principles. For others it may mean participating in a more in-depth TBRI training or full caregiver training.

AHRI Wins

Cafs was recognised with four wins from four nominations at the 2021 Australian Human Resources Institute (AHRI) Awards. The AHRI Awards recognise the best HR practitioners, organisations and leaders from across Australia, paving the way for business best-practice. The awards are judged by prominent HR and business leaders – Winning one is the national pinnacle of human resource and business excellence.

Cafs took out top honours in two individual awards:

- CEO Diversity Champion – Wendy Sturgess
- HR Diversity Champion – Liz Hardiman

And in two organisational categories:

- The Michael Kirby LGBTIQ+ Inclusion Award
- The Wayne Cascio Organisational Development Award for Cafs innovative approach to organisational changes in the Family Violence team

What sits behind these awards is strong leadership and, most importantly, a whole team of dedicated people who work with our clients across the organisation.

‘One Cafs’ Workplace

During the financial year we made a number of property and infrastructure improvements that originated from a Board commissioned Cafs Property and Infrastructure review. As a result, Cafs has established a fit-for-purpose footprint aligned to the best delivery of core business and services for Cafs people and the clients we support.

The ‘One Cafs’ Workplace project has resulted in the majority of our Ballarat based people being located together in a centralised service hub which has been fitted to best suit the programs we deliver and has strengthened Cafs organisational culture.

Team Leader Development Program

During 2021/2022, Cafs internally designed, developed and facilitated a customised 12-month leadership development program for all Team Leaders. Program participants welcomed the opportunity to meet and learn together with their peers and engaged fully with the content. From learning more about themselves and each other as individuals, team members and leaders to managing relationships and the important operational work Cafs does to support better outcomes for our clients.

Emerging Leaders Program

In 2021, Cafs facilitated an open expression of interest process seeking emerging leaders who wished to participate in an accelerated leadership development program. Following an extensive selection process, four emerging leaders were inducted into the program and commenced their development journey with a facilitated development planning session. The emerging leaders each selected an Executive Mentor and together they nurtured meaningful mentoring partnerships throughout the program. This included an externally facilitated 16-week formal learning component and acting opportunities in leadership roles.



CORPORATE SERVICES

Finance

This year has seen the Finance team implement a new financial reporting system that introduced a host of modernisations and user experience improvements. This system will continue to underpin Cafs systems of financial reporting and controls as the organisation continues to grow and will allow us to make informed decisions.

Information, Communication and Technology (ICT)

The ICT team continued to focus on the implementation of their ICT plan.

Several new systems were implemented throughout the reporting period including:

- Phase 1 of Cafs new Client Management System – Family Journey
- A new finance reporting system
- Introduction of a new Human Resource Management Information System (HRMIS)
- Embedding use and functionality of Cafs Intranet

The network infrastructure and cybersecurity protocols were also reviewed and strengthened.

Facilities

Throughout the COVID-19 pandemic and associated restrictions, the Facilities team ensured safe workplaces were afforded to all Cafs people and clients including the provision of suitable personal protective equipment.

Most recently, the endorsement of 'One Cafs' Workplace Property Review resulted in the management and delivery of an extensive suite of activity. This project included the fit out of new buildings, managing the exit of properties that were surplus to our service requirements and overseeing the co-ordination of team relocation.

Marketing and Communications

2022 was an exciting year of learning and change for Marketing and Communications. With a new team onboard, the initial focus was to fully understand what it is that makes Cafs unique, in particular what differentiates us from other service providers and how our services are delivered.

We delivered key campaigns focused on raising awareness of Cafs Foster Care services, recruiting Foster Carers and raising funds through our Christmas and End of Financial Year fundraisers.

A key activity for the team was also to continue fundraising for Cafs Thread Together Program. We embraced an exciting opportunity to trial a pop-up retail store utilising stock from our Mitchell Park premises.

Found by Cafs offered customers a pop-up retail store specialising in curated designer, vintage and 'as new' clothing items with a few retro collectables thrown in for good measure.

The store raised funds and awareness of our Thread Together program with a new audience. We have hopes for another pop-up outlet in the future so stay tuned.

The *Found by Cafs*
Pop Up Shop



HERITAGE SERVICES

Cafs History & Heritage service plays a critical role at our organisation through the provision of supported release of records to Care Leavers who spent time in Care during the Ballarat District Orphan Asylum, Ballarat Orphanage, Ballarat Children's Home, and Group Home eras. This year, we responded to a record number of individual records requests from Care Leavers and their families. Cafs also continues to participate in the National Redress Scheme.

2021/2022 Achievements

- Open and proactive records access for Care Leavers and their families
- A strengthened commitment to archival work to facilitate continual improvement of our records service including cataloging, indexing and digitisation
- Working to shift the historical focus of our current exhibition space at 115 Lydiard St Nth to one that will allow Care Leavers to better connect with their history and to tell their own stories
- Raising organisational awareness of Cafs History & Heritage by delivering induction and staff updates
- Engaging with our Care Leaver community through regular newsletters, Former Residents' Annual Reunion and facilitating meetings with the Former Resident Advisory Group

"I thank and admire Cafs for caring so much about the past residents of the Orphanage and for being so generous with your time."

Joyce Kendall (nee Rush) – Former Resident

Dot Edwards
and Joyce
Rush, 1951



The Apology

We are sorry.

For the abuse and cruelty that many children endured, and the needless pain and suffering that was inflicted. For failing in our duty of care. For failing to keep them safe. For failing to implement policies and processes to protect them from abuse and harm. For enabling and protecting the perpetrators of abuse. When children told us what happened, we didn't listen to them. When the adults they became told us what happened, we ignored them for years. For many, justice was neither pursued nor achieved.

We took labour from children and robbed them of opportunities to prosper later in life. Many children never received the education they deserved, nor got to make choices about their own lives. Many did not receive the medical care they needed, causing longer term damage later in life.

We are sorry to families and for keeping them apart. To the mothers and fathers who could not visit their children, and the brothers and sisters who were separated from each other.

We were active participants in policies and practices that led to the Stolen Generations, and the devastation of Aboriginal families and communities.

We acknowledge that people who were from the LGBTIQ+ community would not have been able to be their true selves in the institutional context as were the norms of the day. We did not always care adequately for those with diverse abilities.

We were part of the systems and structures that caused physical, psychological and social harm to children from all over Victoria, Australia and the world.

We acknowledge that trust has been betrayed and irreparable harm caused. We do not seek forgiveness, we now seek truth and justice.

We commit to shine a light on our past, and to help former residents and their families keep finding and telling their own stories. We face our past so we can do better for families and children now and in the future.

CAFS THREAD TOGETHER

Opened in June 2021, Cafs Thread Together hub was the first Victorian partnership with the national social enterprise working to support people facing hardship across the Central Highlands region.

Thread Together's Sydney Head Office collects end-of-line brand new stock from fashion retailers around the country, most of which would have previously gone to landfill. With the support of volunteers, the clothes are sorted in readiness to be distributed to people in need through the national network of charities and social service agencies.

For a person in need, new clothing can mean dignity, confidence and warmth, and that is exactly what Cafs Thread Together clothing hub delivers. In just one year, Cafs staff and volunteers have supported more than **1100 people**, referred from **50 services** and providing over **8500 items** of clothing. This innovative program has been entirely funded and operated by the organisation at an annual cost of \$200,000 and has supported clients of Cafs and other regional agencies from across the Central Highlands.

The last twelve months have seen the service go from strength to strength. Clients have accessed support through Cafs Thread Together program via a delivery service (during COVID-19 lockdowns), an in-store shopping experience or one of the Mobile Wardrobe trials at Uniting Ballarat, Cafs Kinship Care BBQ or our Daylesford office.

We would also like to take this opportunity to acknowledge our wonderful Thread Together Volunteers. Currently, Cafs has 14 volunteers who donate their time to our Thread Together program and we consistently receive positive feedback from our clients about them.

The focus for the coming year is firmly set on consolidating funding that will allow us to continue to deliver the service, working with the Marketing & Communications team to build community awareness of the program and securing philanthropic support to ensure this valuable program continues into the future.

"The Thread Together staff and volunteers have the most wonderfully accommodating service mood and provide such open access for those using this fantastic service. At first contact, all parties are made to feel safe, worthy, and valued ... I was humbled by the level of care, kindness and general awareness shown by both staff members each time when I attended with my young person accessing the service. Well done to all involved, to Cafs and to this wonderfully appointed and highly needed program. You have 'threaded together' a treasure within our community. Thanks."

**Sam Wills – Youth Vocational Specialist,
Headspace Ballarat**

"It's just a great thing to do and it's so nice to have a lovely coat that's not baggy. I really, really appreciated it. So thank you."

**Phone message from a
Thread Together customer**



STRATEGIC BUSINESS PLAN 2019 – 2022

Cafs Key Service Areas



**Cafs
GOALS**

- Strengthen organisational capability and capacity
- Align our culture with mission, vision and values
- Be place based, inclusive and culturally relevant
- Be evidence based and committed to research
- Develop new income streams
- Deliver government funded services and influence government policy
- Transform community awareness

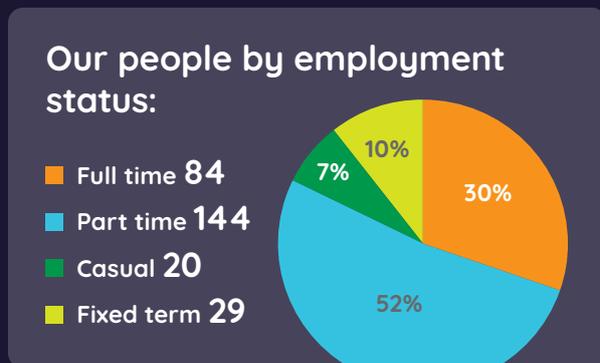
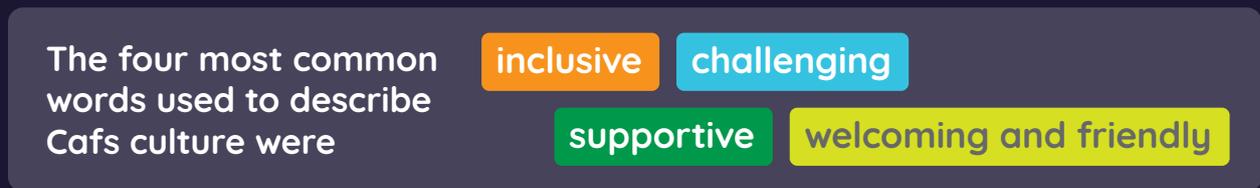
Our Guiding Principles

- 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 community and the sector.

In the last financial year Cafs is proud to have delivered on these seven strategic goals. A new plan has been developed for 2022 – 2025.

OUR PEOPLE – FAST FACTS

Headline results from the Culture and Engagement survey:



* Net Promoter Scores (NPS) measures satisfaction of experiences and loyalty. Any NPS above 0 is good. It means that respondents are more loyal than not. Bain and Co, the source of the NPS system, suggests that a score above 50 is excellent and a score above 80 is world-class.

OUR PEOPLE

People are the essence of Cafs. Our organisation would not be what it is without the unique abilities, experience, skills, commitment and collaboration of our people.

The past 12 months have been challenging for Cafs people as we have navigated the changing landscape of the pandemic, including becoming a COVID-19 mandated vaccinated workforce, periods of working from home, remote schooling of children, returning to the office and all while finalising the ambitious program of organisational review work and embedding the outcomes of these change processes.

Despite everything, Cafs never shut the doors and continued to provide services to clients. We may have delivered these services differently and with masks on, but we continued to provide responsive support for people in our community. Our workforce has shown resilience and a deep and genuine concern for people in the wake of the changing restrictions and regulations.

We also acknowledge the support of our volunteers to Cafs Thread Together and *Found by Cafs* projects in the last financial year. The contribution of volunteers made a significant impact and enabled us to deliver these valuable programs.

We were unable to negotiate a new Enterprise Agreement in late 2021 so Cafs management will be back at the table willing to learn what matters most to our people and working collaboratively to formalise our next Enterprise Agreement.

VOICE

Cafs Employee Engagement Group VOICE (Vocalising Our Insights for Cafs Employees) has continued to gain momentum. A key achievement of the VOICE group in 2021/2022 was the development of Cafs Culture Development Plan that was created to address the results from our Annual Culture and Engagement Survey.

Occupational Health, Safety & Wellbeing

Cafs is committed to the prevention of work-related injuries and the ill health of its workforce, visitors and clients.

The focus of the OHS & Wellbeing portfolio this year has been strengthening Cafs infection prevention, control and pandemic planning for the COVID-19 virus to manage and reduce the potential risk of outbreaks within the workplace.

In addition to keeping pace with the changes in the pandemic landscape, Cafs also focused on introducing a well-being program and implemented a revised staff incident reporting module within our HRMIS. The new OHS module offers real-time reporting on the number, nature, and type of staff incidents in the workplace.

Other Safety and Wellbeing initiatives implemented over the last 12 months include:

- New Employee Assistance Program (EAP) which continues to receive positive feedback and high usage rates for both standard consultation and critical incident debriefing services
- Vaccinations for preventing influenza provided in the workplace
- Health checks provided within the workplace
- Participating in the Promoting Safety in Residential Care Program with Worksafe and the Centre for Excellence in Child and Family Welfare

Learning and Development

Cafs is committed to strengthening our organisation's capability to enable the best possible outcomes for the clients we serve. Our key Learning and Development focus has been supporting our three organisational pillars – *Commitment to Eliminating Family Violence, Commitment to Child Safety and Commitment to Inclusion and Diversity* – through the following learning initiatives:

- Mapping and embedding Multi-Agency Risk Assessment and Management (MARAM) learning requirements across the organisation ensuring Cafs employees have the knowledge and tools they need to support those experiencing family violence.
- Embedding Trust-Based Relational Intervention (TBRI) as Cafs model of care by developing organisation-wide introductory training, along with department and employee-specific caregiver training.
- Developing and delivering a contemporary suite of inclusion and diversity training modules to ensure our workforce have the tools to be welcoming and connected to our colleagues and service-users.
- Enhancing our employee induction processes, including a full day face-to-face program which is built around our three organisational pillars.

EARLY HELP

Early Help is a shared responsibility across our service system that supports people and families with emerging needs. Our aim is to assess each person for risk factors early in their interactions and design responses to alleviate or reduce the severity of any problems. Listening to the client's voice underpins our commitment to self-determination.

When we think about Early Help at Cafs we think about how we can, at the earliest point, identify and support children, families and individuals with services that meet identified needs. This involves working with sector peers to support clients and strengthen connections across agencies to ensure early help is as responsive and successful.

Client Engagement

Client Engagement have been using a holistic assessment approach since late 2021. The holistic assessment method has assisted our team, supported by First Impressions Officers, to identify client needs and facilitate multiple referrals to services (both internal and external) rather than only responding to and completing a referral for an initial presenting need. This allows clients to access the full suite of support required as they are identified at the initial contact. Referrals occur depending on a client's preference. They have full control of plans that are made with them.

Cafs Olivia Clarke at Woody Yaloak Primary School with Assistant Principal, Stephen Cox and Principal, Corey Pohlne.
Photo courtesy of The Courier



Early Help: Co-Location and Growing Together

In May 2022 Cafs were successful in the submission to expand delivery of the Early Help program. Cafs Early Help program provides early intervention and support for families across the entire Central Highlands region.

Cafs Co-Location pilot and Growing Together program have evolved to become a integral part of our Early Help suite of services and provide support to families on-site in kindergartens and schools as well as delivering parenting programs to parents and carers across the region.

Access to Early Learning

The Access to Early Learning (AEL) program helps the family and the kindergarten prepare a young child for their first year of school. The program also facilitates regular network meetings and professional development for early years staff. In the last 12 months this programs provided support to 17 preschool-aged children and their families, across 15 regional kindergartens as they transition into their final term of kinder.

The Orange Door

Throughout 2021 Cafs has remained a strong partner in the Central Highlands with The Orange Door, a statewide integrated service bringing together specialist workers from family violence, child and family, Aboriginal and men's services to provide a coordinated support network.

The Orange Door in the Central Highlands region is the provider of men's practitioner support services, ensuring a focus on engaging men who perpetrate violence.

Cafs Client Engagement Team have responded to **over 5800 enquiries** in the last 12 months.

ONE CONVERSATION MAKES A DIFFERENCE

A client made initial contact with Cafs Client Engagement Team as a result of financial hardship and rental arrears. They were at risk of a notice to vacate, due to their partner having lost their job three months earlier and they had not applied for additional Centrelink support. The family were surviving on a single Centrelink payment.

By taking an holistic approach, which explored the client's entire situation, they were referred into Cafs Housing team for advocacy in relation to rental arrears and support due to the risk of homelessness. The Financial Counselling team helped with debts they were unable to manage and Cafs Thread Together program supplied clothing for the family. An external referral to Eureka Mums was completed for assistance with baby items required with the impending birth of their child.

Feedback from clients regarding their interactions with the Client Engagement Team demonstrates the effectiveness of an integrated approach in identifying the range of support required.

"Cafs support worker was very understanding of my situation. Her calming voice helped allow me to talk about some of my issues and problems I deal with. I felt very comfortable throughout the call.

It was a relief to find someone, to speak to a person, who was willing to help (rather than a bot), that are responsible and get right back to you."

Cafs Client Engagement Client



TARGETED SUPPORT

At Cafs, we deliver a range of programs that provide holistic, specialist support to children, families and communities. Our aim is to respond in a targeted way to issues impacting vulnerable people and achieve positive outcomes

Family Services

The Family Services team have continued to advocate for, support and provide case management to vulnerable families across the Central Highlands region with a strong focus on the return to face-to-face services. Family Services Case Managers are supporting families who have felt the impact of the rise in cost of living and high demand for services in the last 12 months. Our team also continue to work in partnership with The Orange Door to achieve positive outcomes for families and children across Western Victoria.

Family Relationship Programs

The suite of programs offered by Cafs to support and strengthen family relationships are as diverse as the needs of those that we assist. Cafs Children's Contact Services, Family Relationship Counselling and Post Separation Cooperative Parenting Program (PSCPP) provide tailored support for families with the focus on the wellbeing, safety and stability of the child/ren in the relationship.

Children's Contact Centre Services

Cafs Children's Contact Services Ballarat Centre has returned to in person service delivery and is operating well with a limited waitlist for families wishing to access the program. Cafs Family Relationships team is looking forward to the opening of the Ararat service late 2022 which will decrease travel time for families in Western Victoria and allow for greater opportunity to offer a wider range of complementary services to rural communities.

Family Relationship Counselling

Family Relationship Counselling sessions have been available throughout the pandemic as face-to-face appointments or as on-line meetings. We envisage that the dual service offering will continue throughout the coming year with a view to extending this program to our Bacchus Marsh and Ararat suite of services.

PSCPP

Cafs PSCPP has been developed to equip parents in managing parenting arrangements where conflict in the parental relationship interferes with the task of parenting in a child-focused way.

Similar to our Family Relationship Counselling Program the PSCPP has continued to operate throughout the last year as an online or in-person service and there are plans to offer this service to our satellite locations in the coming fiscal year.

Step-Up (Adolescent Violence in the Home)

Cafs Step Up (Adolescent Violence in the Home) program works with adolescents and their families with the aim of reducing and preventing adolescent family violence and increasing the safety of all family members.

Despite the service delivery challenges presented by COVID-19 in the last year the Step-Up team have continued to achieve positive results for adolescents using violence in the home and their families.

Cafs Team Leader, Family Violence in the Home, committed to a program of significant industry engagement throughout the year including extensive consultation with Family Safety Victoria and Centre for Excellence in Child and Family Welfare to support the development of a specific framework to support best practice responses to adolescents using violence in the home.

Participated in communities of practice focused on sharing best practices and creating new knowledge run through Family Safety Victoria. Cafs Team Leader attends network meetings hosted by Centre of Innovative Justice RMIT University.

Step-up Team Leader was invited to be a guest speaker at the *Family Violence in Diverse Cultural & Linguistic Communities: Safer Pathways* mutual mentoring group. Cafs has made a commitment to continue attending these meetings and will rotate relevant team members to build organisational capacity in cultural safety planning and practices for our people.



Dad's Tool Kit

The Dad's Tool Kit program continues to support father/carers to identify and understand the impact that their behaviors have on the wellbeing, safety and development of their children.

Throughout the last year, the Dad's Tool Kit program received more than 57 referrals from Cafs internal processes, The Orange Door, external service provider and self-referrals.

Key achievements of the team have been:

- The implementation of the MARAM Comprehensive Risk Assessment which brings the program in line with sector standardized assessment practices and risk mitigation to interrupt and address patterns of family violence. The Dad's Tool Kit team continue to integrate practice in line with Family Support intervention tools – to ensure all clients are empowered with tools, action plans and recommendations that build the capacity of the participant and support the safety of the extended family.
- Cafs Dad's Tool Kit Advanced Practitioner has been accepted into the Safe and Together Model™ Train the Trainer program. The Safe & Together Model™ fills the gaps in knowledge and practice in relation to domestic violence. This will support to build capacity across family support. Dad's Tool Kit will continue to be utilising a hybrid model of delivery, running both in person and online groups allowing the program to reach participants across a broader geographic area.

More than 50 families assisted through the Keeping Families Together (FPR) program.

Over 500 families supported through Family Support programs.

More than 80 children and their families participated in the Step Up program.

Family Disability Support Services

Cafs delivers two programs to support children and families with complex disabilities – Children with Complex Disability Support Needs Program and a Specialist Disability Practitioner.

Throughout the pandemic our Children with Complex Disability Support Program has provided options and services to support families struggling with complex disability needs to enable them to stay together.

The Cafs Specialist Disability Practitioner provides disability consultation, support and recommendations to a vast array of professionals, practitioners, and case managers across the region. They also provide case management support in families where a parent, carer or child may have a disability.

We are delighted that both programs have secured funding to continue service delivery for the next two years and we are looking forward to supporting families living with disability to thrive.

Housing and Homelessness

Similar to other Cafs services the Housing and Homelessness programs have seen an increase in demand for assistance in the last year, but have also managed to expand their support across the region and deliver positive outcomes for those in need.

Cafs now has a bright new office in central Daylesford which opened towards the end of 2021 and has been a highlight for the team. The staff at this location offer an entry point for those who are at risk of or are experiencing homelessness. The Orange Door service is co-located from this office on a weekly basis and Jobs Victoria offer employment assistance by appointment.

Tenants Assistance and Advocacy Program (TAAP) serviced 342 clients this year with a range of tenancy issues including advocacy at VCAT.

Our Tenancy Plus program assisted 182 individuals in the last financial year. Tenancy Plus supports renters in social housing in a variety of ways including advocacy, intervening where tenancies are at risk or assisting renters to establish new tenancies.

Financial Counselling and Gamblers Help

Cafs Financial Counselling and Gamblers Help teams have experienced an extremely busy year. Increases in the cost of living and financial difficulties, exacerbated by illness or loss of work, have seen a 25% year on year increase in the number of people contacting Cafs for help.

Cafs Financial Counselling and Gambler's Help Programs have both incorporated Advanced Practitioners into their teams to support a consistent and sustainable service delivery across the team.

Our Financial Counsellors have continued to empower clients to be fully involved to understand the options and outcomes available to them before making an informed decision on how best to deal with their debt.

Cafs received funding to deliver specific Storm and Flood Recovery financial counselling. The advocacy work of the Cafs counsellors in this program has been the impetus for Financial Counselling Victoria (industry peak body) to establish a working group with a view to creating systemic change.

Cafs has also commenced financial counselling outreach support for clients of other agencies including Windana Drug and Alcohol Recovery and The Orange Door which has led to positive outcomes for participants.

Our Gamblers Help team has also encountered a year of intense activity across a range of supports – specialist gambler's help therapeutic counselling for people who have experienced gambling harm, in-school education program and the Gamblers Help Venue Support Program.

Cafs Venue Support team work together with gaming venue staff and management to support the development and maintenance of responsible gambling environments. The Venue Support Program, funded by the Victorian Responsible Gambling Foundation, plays a key role in training and educating venue staff and supporting gaming venues to meet and exceed the requirements of industry Responsible Gambling Codes of Conduct.

"I have felt completely supported through Cafs in many different aspects, being punctual and checking in. Helping to make connections in the community and overall confidence and support."

Young person obtaining private rental



PUTTING KIDS AHEAD OF THE GAME

If you are a parent with a child who spends time gaming online then you have probably heard of loot boxes. A loot box is a virtual repository of items not dissimilar to a fabled treasure chest. Players are required to make an in-game purchase to receive a random selection of items that are perceived as 'high-value'. What many people are not aware of is how a seemingly innocuous in-game feature mimics gambling.

To help students avoid harm Cafs Gamblers Help Community Engagement Officer, John Bradshaw, has focused strongly on delivering the school program "Be Ahead of the Game." Developed by Victorian Responsible Gambling Foundation the program targets teachers, parents and secondary school aged children to help students develop informed attitudes to gambling in all its forms.

In the last year John has travelled the breadth of the Grampians region encouraging young people to "Love the Game, Not the Odds" with a range of targeted information sessions and workshops:

- Visited 11 Secondary Schools across the Grampians Region
- Delivered a Victorian Certificate of Applied Learning unit of work in Term 1
- 42 sessions delivered focused on financial literacy, sports betting and gaming to students from Year 7 – 12 reaching nearly 900 students

The feedback from participants indicates that the subject matter has been both relevant and enlightening.

John Bradshaw
with students from
Damascus College.



ONGOING ASSISTANCE

For children and young people in Cafs out of home-based care services we deliver a safe, stable and quality home environment to ensure children and young people can, where possible, have positive connections to their family. Support is also provided to carers to enable safe and nurturing environments. This support continues for all parties through the move out of care either back to family, to permanent alternate arrangements or as young people transition to adulthood.

Foster Care

Foster Carers provide a safe, warm and loving home for children who can no longer live with their parents, and like Kinship Carers, can provide short or long-term care. Foster carers are not usually known to the child or family, but are trained volunteers providing children and young people with a loving, safe, warm, and supportive home.

Foster Carers are generous, ordinary people who have opened their homes and hearts to a child or young person who cannot live with their parents. Foster Carers can make a life-changing difference to the young people in their care.

Foster Carers are an integral part of the Cafs care team. We support our carers by ensuring they have access to a 24-hour phone support, in-person contact with dedicated case managers and regular opportunities to meet with other carers and foster children. Cafs Foster Care team and Foster Carers will further unite in our shared learning and skills development through the planned rollout of TBRI training in the coming year. The shared skills and knowledge will support carers to better understand complex developmental trauma and build lasting trusting relationships with the children in their care.

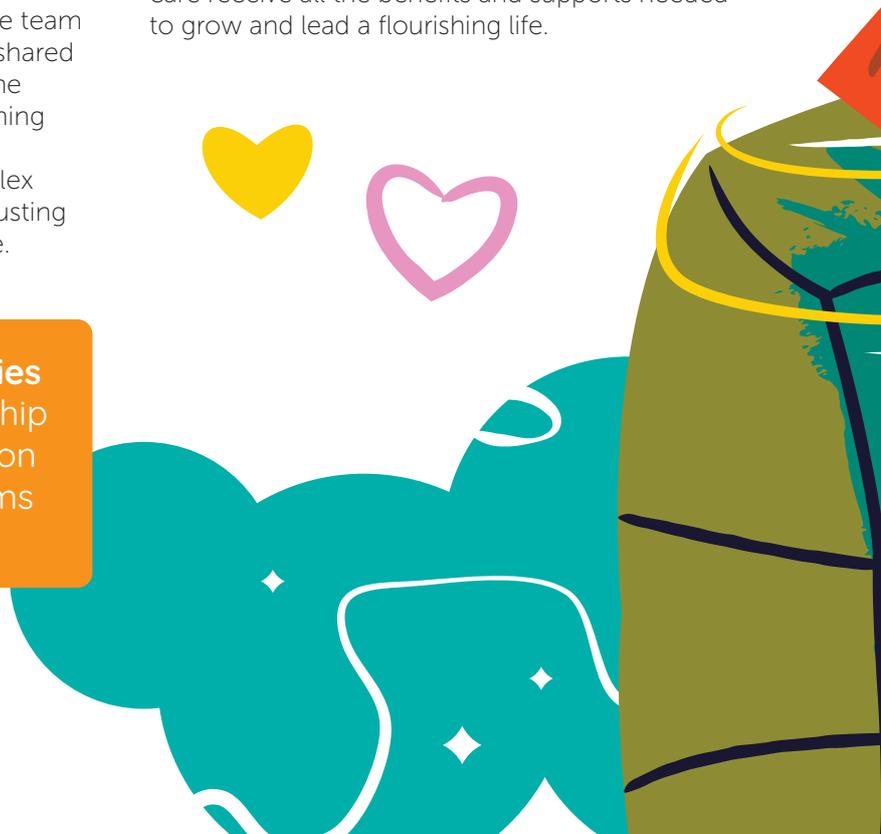
Over 300 children and families supported through Cafs Kinship Care, Foster Care and Adoption and Permanent Care programs this year.

Kinship Care

Kinship Care is when extended family, or members of a child's social network, are providing short or long term care when a child or young person can no longer be cared for by biological parents. Kinship care has been identified as one of the best out of home care options reducing the child or young person's trauma by providing a safe, trusted, nurturing home with a familiar face. Kinship also provides the additional support of established history and a shared understanding of family history and culture. The majority of Kinship Carers are grandparent, aunts, uncles, siblings or a close family friend.

During the past year Cafs has advocated strongly for not only Cafs Kinship Carers, but the sector as a whole, attending statewide meetings and working with Department of Families, Fairness and Housing (DFFH) to secure the higher payments and support. The Kinship team have provided 150 children and their families with support in the form of respite, financial assistance, and access to education and therapeutic supports. Cafs also works with BADAC to decrease the over representation of Aboriginal children in care through our Keeping Families Together program.

Cafs recognises the important work and contribution made by Kinship Carers in the care of children and young people and the team work closely with carers to ensure that children in their care receive all the benefits and supports needed to grow and lead a flourishing life.



Youth Care

Cafs facilitate five Youth Care residential homes in Ballarat and usually cares for 12 young people at any one time. We aim to provide safe, home-like care for young people up to the age of 18 and work to ready these young people as they prepare to return to their parents or other types of care, such as foster or kinship care.

Each Cafs Youth Care home is run by a qualified and dedicated team who provide the young residents' care utilising the principles of Trust Based Relational Intervention (TBRI), a trauma-informed, therapeutic practice model.

Often, the young people in our care require wrap-around support due to a trauma history and behaviours that could potentially put them at risk of further harm.

Youth Services

- Targeted Care Packages

Targeted Care Packages (TCPs) provide individual support for young people to transition from Youth Care residential homes to live with their family, live independently or live with a Foster Care family. The primary group are young people currently residing in and at risk of entering Youth Care, focusing on children under the age of 12, those with a disability, and Aboriginal and Torres Strait Islander young people. Each child's needs are assessed and carers will receive tailored support, with the child's best interests at the centre of all decision making.

The package supports young people living at home with parents, with kith or kin, with a registered carer, and those who are independent or semi-independent or in other care arrangements.

TCPs play a critical role in enabling children and young people to transition from residential care into alternative living arrangements. Case management consistent with the child or young person's case plan, and a cultural support plan enabling services to target the individual needs of children and their Foster or Kinship Carers is pivotal to supporting the implementation of a TCP.



Better Futures

Better Futures provides assistance to young people transitioning from Out of Home care including from Kinship, Foster, Residential and Permanent Care. Using the Advantage Thinking Model, the Better Futures Program works on supporting client centred goals over five domains including independent living skills, access to housing, health and well-being, community, cultural connections, education and employment.

Better Futures provides casework and funding support based on individual needs to help achieve independence. Referrals occur from the age of 15 years and 9 months and remain active until the age of 21. Better Futures provides three service levels of support. They are known as In Care (Active Hold), Limited and Active Supports. Within the In Care and Limited Supports space, Better Futures enables provision for young people to have a greater voice regarding their leaving care plans and their future. During Active Supports, Better Futures assists care leavers to navigate life and support personal goals and aspirations.

Home Stretch is a ground-breaking initiative that helps young people in care to transition into adulthood, and have a place to call home. Young people on permanent care orders are eligible for Better Futures case work support, flexible funding to facilitate the young person's access to education, employment and health and wellbeing supports until the age of 21. The Home Stretch program provides an accommodation allowance to support young people and carers as they continue in their placements or transition into other housing options such as private rentals or supported accommodation.

Parenting Assessment and Skill Development Services (PASDS)

The PASDS program has continued to support 28 families in the past year. Face to face full-service delivery has been a focus of the program since the COVID restrictions eased. This has allowed comprehensive rapport building, assessments and opportunities for skill development and support to occur with the families of vulnerable infants within our community. PASDS have also had the opportunity to work with two families in the Wimmera South.

Keeping Families Together (FPR)

The Victorian and Aboriginal Family Preservation and Reunification Response, also known at Cafs as Keeping Families Together (KFT), is an evidence-based, outcome-focused intensive child and family support model to promote strong families.

At the centre of the Cafs KFT program is the desire to support Aboriginal self-determination. Our team offer a dedicated intake point for KFT response – A 'One-Stop' referral point to discuss presenting issues and build a service plan from Cafs and BADAC programs.

This approach allows for our practitioners to walk alongside the client and support the family as a whole while ensuring the child's safety through a culturally sensitive practice lens. This long range focus has also enabled us to continue the partnership after the initial 12 month fixed term roll out and has resulted in strengthened relationships across the two agencies.

Cafs KFT team has used this program as an opportunity to strive for excellence, grow deeper connections with our community, strengthened our partnership and relationship with Ballarat & District Aboriginal Co-operative (BADAC) and our commitment to Aboriginal children and families.

BADAC Koorie Family Services team leader Nathan Finley, BADAC KFT manager Aunty Leah Keegan, and Cafs KFT team leader Bernadette Keogh



BUILDING A BETTER FUTURE FOR SAM

This year Cafs Youth Care team supported Sam who has experienced multiple placements and has some behavioural challenges. Sam loves to read, draw, ride his bike and jump on the trampoline.

Sam came to Cafs as an engaged student in a small school where he was well established and the school was well resourced to support him. He had developed friendships, had a dedicated integration aid, positive relationships with the teaching staff and participated in the full school curriculum.

The case direction provided to Cafs was for Sam to change schools to a large Ballarat School with more than 180 students, with a reduced timetable and classroom restrictions.

Cafs Youth Care team challenged the decision and direction of the case plan and set in place alternative options to provide greater stability and balance for Sam. This involved collaboration between Cafs Youth Services programs, Facilities, and Cafs Executive where negotiations were made to fund staffing and an additional vehicle to transport Sam to school and back each day. There was a commitment made to work towards a kinship placement and maintain a stable environment for Sam until a longer-term option was available, particularly considering his individual needs and placement history. Through a process of advocacy, collaboration and determination, the case plan direction was changed for the positive.

Sam has now transitioned to a large rural property where he has found a home with family members, and an older sibling. Although he was initially nervous, he is enjoying the opportunities that a rural lifestyle offers including lots of outdoor activities. Prior to the move he undertook a slow, considered progression into the placement, with overnight stays – extending to long weekend visits and visits to his new, equally small school with a integration aid employed to support him.

The teams worked with a Trust-Based Relational Intervention (TBRI) lens to listen and support Sam in building his confidence and understand and allay his fears. Support is in place to assist the family and continue to allow Sam to see important people in his life as he transitions into his new home.

* Names have been changed to protect client privacy



OUR FOUNDATIONAL PILLARS

Cafs foundational pillars of Child Safety, Eliminating Family Violence and Inclusion and Diversity are the building blocks for all that we do and reinforce each other to deliver meaningful impact to the communities we serve.

Our Commitment to Child Safety

As a child safe organisation, Cafs is committed to providing an environment where children and young people feel safe and are empowered to be involved in decisions about their lives. Particular attention is given to the cultural safety of Aboriginal and Torres Strait Island children, children with a disability and children from culturally and linguistically diverse backgrounds.

Over the last year, Cafs has continued its efforts to strengthen child safety in all areas of its work:

- employing expert child safe investigation practitioners to respond to Cafs reporting and responding requirements
- creating data snapshots of incidents to determine trends, demographics and practice improvements
- conducting internal consultations with Programs to capture incidents and escalate matters for expedited responses
- revising the Child Safe Learning Pathways to include Reflective Practice, allowing practitioners to consider child safety in their unique roles and contexts
- undertaking a project to obtain feedback from children and young people in Out of Home Care to capture their voices in processes to respond to complaints

Over the next year, Cafs will work to further refine its practice and procedures to reflect the new Child Safe Standards effective in Victoria from 1 July 2022.

Our Commitment to Eliminating Family Violence

The Family Violence Team worked with more than 200 men and provided support to nearly 300 women who are Victim/Survivors in the last year.

The majority of the men participated in one of our Men's Behaviour Change groups. We also worked with men who were assessed as not eligible for the group program through specific case management.

For every man we work with we offer family safety contact with the current and ex partners. We work with partners to develop safety plans whilst the men are engaged in programs with Cafs.

Our groups are based on the Duluth Model. The Duluth Model is an ever-evolving way of thinking about how a community works together to end domestic violence. Some of the topics we cover in the group program are non-violence, responsible parenting, economic partnership, and sexual respect.

Our work in Family Violence recognises the inequity across our communities and our work has a strong feminist lens. Men using violence is based on power and control over women and children. Family Violence is perpetrated by anyone within a family who uses controlling behaviour, which is predominately about the use of fear to have power over someone.

In our programs we work with men who are using family violence to control their partners and children. We work with men to establish safety plans and to challenge existing thoughts and beliefs to support ongoing relationships that are without fear for their partners and children. We work closely with other organisations and professionals to ensure our work is collaborative and is always about the safety of women and children.

Cafs also remains a strong partner with The Central Highlands Orange Door to ensure consults and referral pathways are available into our program.

Our Commitment to Inclusion and Diversity

Cafs is committed to providing an inclusive environment, supportive of diversity. We encourage full participation by all employees, carers and volunteers, alongside engagement with all service users and community members. We strive to create a culture of equity for all, and ensure we are a powerful platform and leader in the community for social change.

Achievements 2021/2022

- Diversity Council of Australia, Inclusive Employer of Choice Accreditation
- Winner 2021 Commerce Ballarat Business Excellence Award – Community Impact Award
- Winner 2021 AHRI – CEO Diversity Champion Award (Wendy Sturgess)
- Winner 2021 AHRI – HR Diversity Champion Award (Liz Hardiman)
- Winner 2021 AHRI – Michael Kirby LGBTIQ+ Inclusion Award (Cafs)
- Winner 2021 AHRI Wayne Cascio Organisational Development Award
- Pride Events and Festivals Funding grant secured
- Cafs CEO and Inclusion and Diversity Lead invited to speak at the National AHRI Diversity & Inclusion Conference; Cafs Inclusion and Diversity Lead invited to judge the 2022 National Inclusion Award recipient
- Creation and launch of Cafs Kickstarter Convos

Professional Memberships and Networks

- Diversity Council Australia
- LGBTIQ+ National Health Alliance
- Switchboard
- AHRI Hidden Disability Sunflower
- Ballarat Mental Health Collective
- Centre for Excellence in Child & Family Welfare – Rainbow Tick Community of Practice
- Rainbow Health Victoria Rainbow Tick Community of Practice
- Tiny Pride Ballarat

Inclusion and Diversity Action Groups

Cafs five Inclusion and Diversity Action Groups have re-invigorated their Action Plans and have been focusing their work on how Cafs people engage with colleagues and service users in a culturally sensitive and safe way. These Action Plans are:

- Reconciliation Action Plan (RAP)
- LGBTIQ+ Action Plan
- Gender Equity Action Plan
- Access-Ability Action Plan
- Culturally and Linguistically Diverse (CALD) Action Plan

All Action Plans aim to strengthen Cafs Inclusive Practice and team member's employment experience whilst removing barriers to inclusion. There is also an explicit intent that Cafs workforce mirrors the demographics of the communities we serve, in each of the five Action Plans.

Cultural Events celebrated in 2021/2022

- July 2021: NAIDOC Week online seminar featuring Adam Goodes
- August 2021: Wear It Purple Day
- November 2021: White Ribbon Day awareness online seminar (Cafs keynote speaker)
- December 2021: International Day of People with a Disability (Cafs keynote speaker)
- February 2022: World Interfaith Harmony Week
- March 2022: International Women's Day
- March 2022: Harmony Fest Street Soccer
- March 2022: International Transgender Day of Visibility
- May 2022: IDAHOBIT Day – 'Drive In Pride' film event
- May 2022: Reconciliation Week – BADAC Ukulele music event; Launch of RAP artwork and 115 Lydiard St meeting room names
- June 2022: Refugee Week – Nuestras Voces Film Night with Latin Community, CMY and BRMC

TREASURER'S REPORT

Another financial year has concluded and again this year, like the previous two years, we have had to navigate the COVID-19 pandemic. It is pleasing to report that Cafs financial position was maintained during the 2021/2022 financial year, reporting an operating deficit of \$191, whilst net assets increased by \$216,059.

Throughout the 2021/2022 financial year Cafs continued to refine its operating model structure to ensure our programs continually improve and deliver the services required by our children, young people, individuals and families. Cafs did this with a focus on quality, wellbeing and safety of our people, and financial sustainability.

Total Revenue in 2021/2022 was \$31,322,731, of which 97.2% was funding received from the State and Federal Governments.

Total Expenditure in 2021/2022 was \$31,322,922, of which 73.6% related to employee expenditure.

Cafs Board commissioned a Property and Infrastructure Review during the financial year which led to an \$942,240 net gain on disposal of property, plant and equipment. The outcome of this review has led to Cafs having the necessary infrastructure to deliver quality services for many years to come.

Cafs has a well-managed investment portfolio, which is governed by the Board approved Liquidity and Investment Policy. Unfortunately, the downward slide in market conditions, experienced not only in Australia but across the world, at the end of the financial year saw a decrease in our investment portfolio of \$725,990. After this decrease, Cafs total comprehensive income for the year was \$216,059.

Cafs continued to implement a three year ICT strategic plan which saw investment into and operationalising of several software systems including a Client Management System, Finance System, Human Resource Management Information System, and Intranet.

Cafs has a strong Balance Sheet with Net Assets at 30 June 2022 of \$19,954,585.

In closing, I would like to recognise and personally thank my fellow Board members of the Finance & Resources Board Committee and the Audit & Risk Board Committee, for giving of their time and sharing their skills and expertise to ensure a high standard of Corporate Governance is in place at the Cafs.



John White
Treasurer



FINANCIAL SUMMARY

Income Statement

For the Year Ended 30 June 2022

	2022
	\$
REVENUE	
Government Revenue	30,447,063
Other Income	875,668
TOTAL REVENUE	31,322,731
EXPENSES	
Employee Benefits	23,041,081
Depreciation	1,012,865
Finance Costs	102,178
Other Expenses	7,166,798
TOTAL EXPENSES	31,322,922
OPERATING SURPLUS/(DEFICIT)	(191)
Net Gain on Disposal of Property, Plant and Equipment	942,240
SURPLUS/(DEFICIT) FOR THE YEAR	942,049
(Loss)/Gain on the Revaluation of Equity Instruments at Fair Value through Other Comprehensive Income	(725,990)
Total Comprehensive Income for the Year	216,059

Statement Of Financial Position

As at 30 June 2022

	2022
	\$
ASSETS	
Property, Plant and Equipment	14,722,475
Other Assets	15,332,003
TOTAL ASSETS	30,054,478
LIABILITIES	
Payables	6,323,647
Provisions	3,776,246
TOTAL LIABILITIES	10,099,893
NET ASSETS	19,954,585
EQUITY	
Retained Surpluses	19,037,896
Reserves	916,689
TOTAL EQUITY	19,954,585

Please Note: The Summary Statements have been derived from and are consistent with the audited Financial Statements which are available at www.cafs.org.au

FINANCIALS GRAPHED

Cafs Revenue Growth: 5 years (\$'000s)

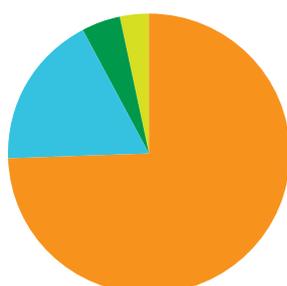


2021/2022 Sources of Revenue (\$,000s)



Government	97.2%	30,447
Other	2.8%	876
Total	100%	31,323

2021/2022 Expenditure by Category (\$,000s)



Employee Benefits	73.6%	23,041
Depreciation	3.2%	1,013
Finance Cost	0.3%	102
Other Expenses	22.9%	7,167
Total	100%	31,323

Net Assets (\$'000s)

	2017/18	2018/19	2019/20	2020/21	2021/22
Assets	20,628	21,434	23,477	28,099	30,055
Liabilities	7,087	7,716	8,131	8,360	10,100
Net Assets	13,541	13,718	15,346	19,739	19,955

Acknowledgements

Cafs wishes to extend our sincere appreciation to our donors and supporters – the organisations, local businesses, individuals and Government (State and Federal) who have supported our work in the past year.

We thank you.

Government Support and Funding

Attorney General's Department
City of Ballarat
Family Safety Victoria
Magistrates Court Victoria
Moorabool Shire Council
Hepburn Shire Council
Victorian Responsible Gambling Foundation
Federal Government

Cafs acknowledges the support of the Victorian Government



Donors

Significant Anonymous Donor
Hilton White Estate
Joe White Bequest
Sureda Yanner Estate
Isobella Foundation
Tee up for kids
Bert Wilson Trust
Wilson Family Trust
Lewis Wilson Family Trust
JM Kerr
Peter Grant Trust
Hop Temple Pty Ltd
Baird & McGregor
Ballarat Foundation
Lions Club Alfredton
Marilyn Bradford Estate
Sovereign Press
Signature Software
TBC Plus IT
Eureka Osteo
Commerce Ballarat
Sovereign Keystone
Wendouree Cricket Club
RetireInvest
Ballarat Toyota
Grill'd Ballarat
Ryans IGA Community Rewards
Grampians Film Festival
Ballarat Connected Communities
The Lane Café
UFS Dispensaries
SJD Foundation
Loreto College
Hope in a Suitcase
Backpacks 4 Kids
Val Sarah

We also acknowledge the donors that provided support to Cafs through online donation platforms and workplace giving. We are very grateful for your generosity and ongoing support.



Cafs Ballarat

115 Lydiard St Nth, Ballarat 3350

Cafs Bacchus Marsh

52 Grant St, Bacchus Marsh, 3340

Cafs Ararat

4 Banfield St, Ararat, 3377

Cafs Daylesford

8 Park Lane, Daylesford, 3340

1800 MyCafs

1800 692 237

welcome@cafs.org.au



cafs.org.au

ABN 83 786 843 940