



Annual Report 2022-2023



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Front cover photos:

Top left: Cave Hill Creek Family Day

Bottom left: Foster Care Campaign image

Right: Cafs Community Advisory Committee –

(Back Row L to R) Jane Measday, Kim Halbert-Pere, Heather Stewart, Michelle Wilson (Cafs Board Member), Kevin Zibell, Julia Pannan
(Front Row L to R) Wendy Sturgess (Cafs CEO), Jayne Ferguson (Cafs Board), Karen Heap OAM (Cafs Board)

Back cover photos:

Top: Cafs Foster Care Campaign

Bottom: Nicole Roberts and Mary Brierley.

Photo courtesy of The Courier

Cafs Consumer Advisory Committee contributes to the quality governance of Child and Family Services (Cafs) Ballarat by offering an individual perspective and reflecting community views regarding Cafs services and operations to the Board of Governance.

Statements

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 performs 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

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 treat all people, including ourselves, with dignity. We have genuine compassion for our colleagues and the individuals, families and communities we serve.

Integrity. We act ethically and do what is right – even if it's uncomfortable.

Collaboration. We embrace collaboration. We celebrate inclusiveness and work together with the individuals and families we serve to make a difference in their lives.

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

Innovation. We encourage and explore different ways of working and fresh ideas to improve our practice and outcomes for those we serve.

Cafs (Child and Family Services, Ballarat Inc) is an independent community service organisation that has been working in regional Victoria for nearly 160 years.

Our head office is located in Ballarat, with offices in Ararat, Daylesford and Bacchus Marsh, and services available to communities across the Victorian Central Highlands region.

We are proudly governed by our community and are committed to making a difference including for Aboriginal and Torres Strait Islander people, LGBTIQ+ people, people of all abilities, and people from all cultural backgrounds and religions.

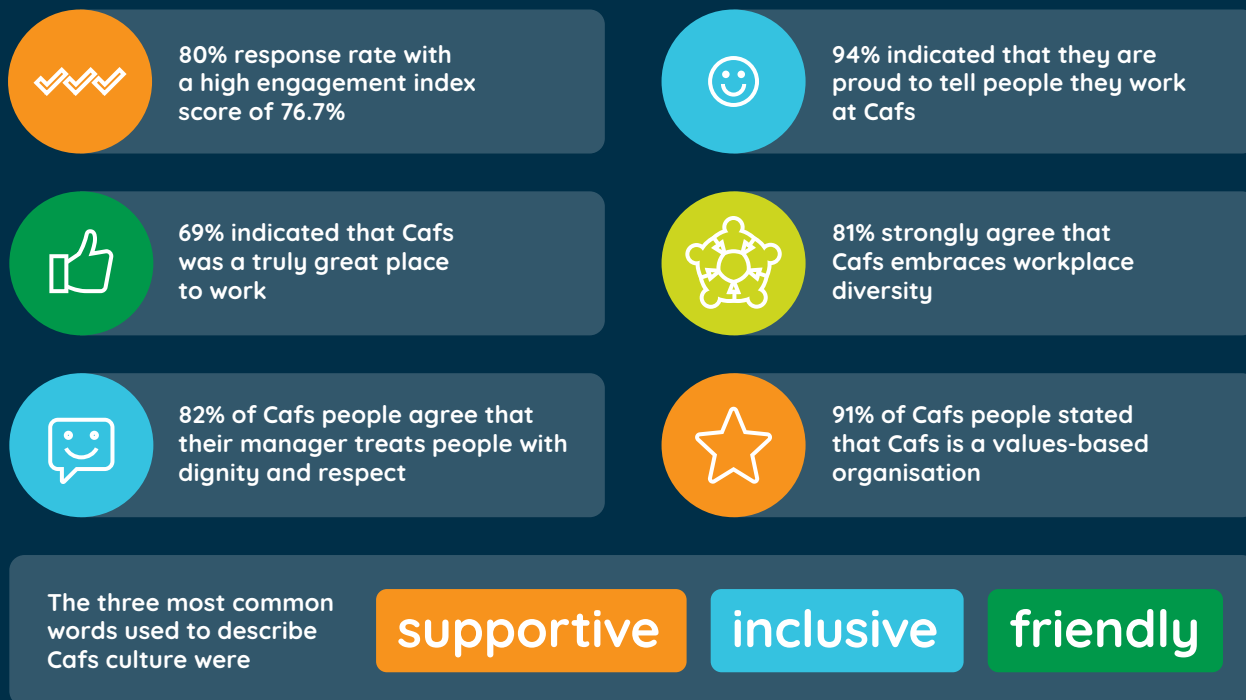
As Cafs is embedded within the local community, we have a deep understanding of the complexities facing families and individuals and, importantly, the supports that are most effective and needed.

Cafs delivers more than 50 services including:

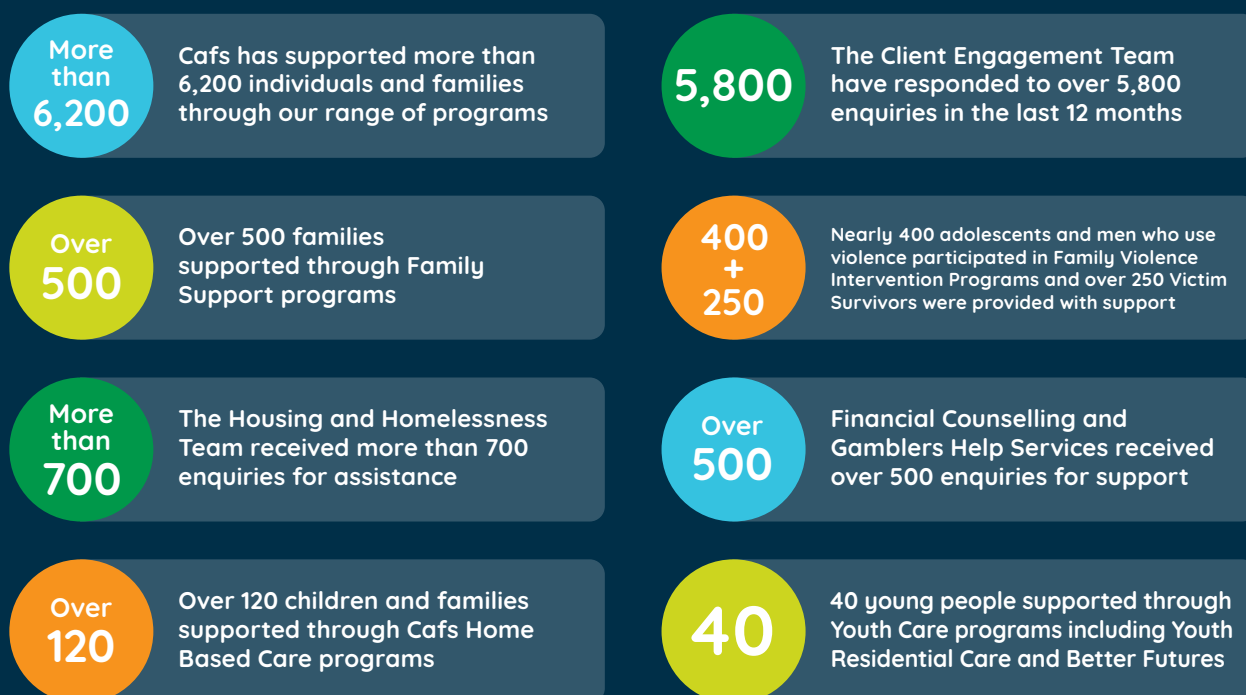
- **Family Support Services** including early help parenting programs, family counselling and early learning programs to assist families prepare for the first year of school, specialist disability programs and Keeping Families Together.
- **Family Violence Intervention programs**
 - We work with adolescents and men who use violence. Cafs is an active partner in The Orange Door Central Highlands providing family violence referral and assessment support.
- **Out of Home Care programs** (Foster, Kinship and Youth Residential Care) for children and young people who cannot safely live at home with their birth parents. Cafs also deliver Better Futures – A program for young people leaving care and transitioning to independent living.
- **Safe Spaces / Qhub** – Cafs is a consortia partner with Drummond St Services and Wellways to deliver a dedicated space for LGBTIQ+ young people to access mental health support and wellbeing services.
- **Financial Counselling & Gamblers Help**
 - Providing free personalised counselling, practical options and support to assist clients in making informed choices.
- **Housing and Homelessness services** including tenancy support and material aid.

Cafs People and Programs – Fast Facts

Headline results from Cafs 2023 Culture and Engagement Survey:



Our Programs:



CEO's Report

Over the last 12 months Cafs has continued to take a leadership role in advocating on challenges that face vulnerable people across the Central Highlands.

Cafs has led advocacy in seeking local solutions to secure adequate and appropriate funding to support for the most vulnerable young people in the state who live in Youth Residential Care. Cafs has provided this service at a considerable loss for many years. It is heartening to note that the most recent Victorian State budget was a watershed moment for community services in terms of investment funding, in particular for new residential youth care with commitments made for therapeutic funding. It is the timing of the release of these funds that is now challenging. We hope to see swift resolution to enable Cafs to continue this vital service.

The continued State Government support for young people as they leave care is also significant and well received as is the continued funding for initiatives that address family violence. Cafs is also keen to see ongoing funding for the Early Help Program that we successfully tendered for in this last financial year. This funding which lapses in the 2023–2024 financial year, enables the provision of early intervention with the aim of supporting families to keep them out of the statutory care system.

Offering more than 50 programs, Cafs is in a key position to deliver programs in an integrated way and often in partnership with other organisations. We aim to continue the approach as an effective model providing better outcomes for clients.

Our current strategic plan continues to direct our work priorities such as the roll out of the Trust Based Relational Intervention (TBRI®) model of care. Sharing and embedding this practice with our Foster Carers, Youth Care and Home-Based Care team members has occurred in this financial year. Training is being extended across the majority of Cafs programs and this will continue in the next fiscal year.

Our commitment to implementing a trauma informed model of care that is based on developing good relationships with young people and families is just one central reason why we have embraced this way of working before behaviour correction is attempted.

Cafs investment in the foundations of good business practices also sees the roll out of a new rostering system that will improve accessibility and ease of administration. In addition, we continue to integrate Family Journey as our Client Records Management System. Client Outcome Measures are also critically important to understand the level of impact our programs are having for our clients. The successful rollout of Cafs new Quality Management System delivered important implications in terms of storing and accessing records, policies and procedures.

Results from our annual staff culture and engagement survey delivered many positive themes and reconfirmed the extended focus that Cafs Leadership has invested in recent years to embed our values and establish Cafs as a workplace of choice within our sector.

At this time I would like to extend my thanks to our outgoing Chair Tammy Fitzgerald who in just a short timeframe has led dynamic change within the Board and has contributed significantly to good governance. We wish Tammy well and thank her and all Board members for volunteering their time and expertise to support and lead the work of Cafs for the communities we serve across the Central Highlands. I would also like to thank Cafs Executive, Leadership Team, all Cafs people and volunteers. You make our work possible.



Wendy Sturgess
Chief Executive Officer

Chair's Report

I am pleased to present my Chair's Annual Report for Cafs for the 2022–2023 year. In leading the Cafs Board over these past twelve months, we have continued to support our incredible organisation as it continues to grow and strengthen its delivery of more than 50 programs across four different locations within the greater Central Highlands region.

As Cafs moves closer to 160 years of operation in our community it is heartening that our strength as a standalone organisation remains visible and valuable. Our established reputation as a lead advocate and voice for vulnerable people in our community brings a level of responsibility to ensure that our organisation delivers on our commitments and continues to lobby for further support where most needed. In supporting our CEO and Executive Team, the Board remains steadfast in our commitment to support Cafs Youth Residential Care program.

As part of our ongoing Board renewal process, we welcomed new members Teresa Tjia and Rob Croucher to the Board in early 2023. Under a new Board leadership, we have continued to streamline and further tighten governance practices and reporting measures to best utilise the extensive range of skills and knowledge around the Boardroom table.

The collaborative partnerships Cafs continues to nurture with organisations such as Ballarat & District Aboriginal Co-operative (BADAC) enables Cafs to deliver innovative solutions guided by the specific community needs.

Reflecting back on what has been an incredibly busy and somewhat challenging year as our community began to re-emerge post pandemic, on behalf of the Board I offer my sincere thanks to Cafs CEO Wendy Sturgess for her steadfast and loyal leadership. Together with our Executive Team and over 200 committed, passionate team members and volunteers, we stand proud in acknowledging the professional and innovative work and support delivered across our broader community.

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



Tammy Fitzgerald
Chair
Cafs Board

Board of Governance



Tammy Fitzgerald
Chair

Master of Enterprise, Faculty of Business & Economics, AICD Foundations of Directorship Graduate
Year appointed: 2022



Sharelle Knight

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



John White
Treasurer

MAICD, MRICS, FFin, AAPI, BBus (Land Economy), Grad Dip. (app Fin Inv)
Year appointed: 2016



Teresa Tjia

BSC Hons (UWA), MSc (UWA)
Year appointed: 2023



Gary Hevey RFD
Secretary

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



Ross Waddington

B Business, Grad Dip Quality Management (Health Care), Master of Health Administration
Year appointed: 2022



Rob Croucher

BA (Philosophy)
Year appointed: 2023



Michelle Wilson

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



Jayne Ferguson

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



Gabby Howlett

B Business (Accountancy), Australian & New Zealand Institute of Chartered Accountants (Member), Registered Tax Agent of the Tax Practitioners Board of Australia
Year appointed: 2022



Karen Heap OAM

Chief Executive Officer – Ballarat and District Aboriginal Cooperative (BADAC).
Year appointed: 2020

Cafs Board Committees

- Quality, Safety, People & Culture (QSPC)
- Audit & Risk
- Finance & Resources
- Remuneration
- Community Advisory Committee



Major Achievements

Cafs Children's Contact Service

The Cafs Children's Contact Service returned to post COVID operations at the Ballarat Contact Centre and, in October, we further strengthened the organisations commitment to servicing the Ararat region with the launch of a new Children's Contact Centre service and a newly renovated premises.

Cafs Children's Contact Service provides a safe and nurturing environment for separated families experiencing high conflict.

The Ararat Contact Centre represents an extension to Cafs services in the region and builds on the strength of our existing Family Support programs, The Orange Door, Foster & Kinship Care and Financial Counselling support available.

Demand at both locations has been very strong and continues to demonstrate the importance of this service for the communities we support.

Safe Spaces / Qhub

February saw Cafs announced as a partner in the Safe Spaces consortia with Drummond St Services (lead agency) and Wellways.

Cafs have shown courageous leadership in support of LGBTIQ+ people across the Central Highlands and we welcome the opportunity to further our undertaking to delivering an equitable and inclusive culture for our people and for those that need to access our services.

The Safe Spaces Partnership will provide wrap around support in a local dedicated space for young people and their families/carers as well as capacity building, advocacy and support to local schools and educational settings.

History and Memory Centre Launch

The newly re-imagined History and Memory Centre was opened in February in the presence of invited guests including Former Residents of the Ballarat Orphanage and the Ballarat Children's Home.

The project, led by Ashtree Projects in collaboration with past residents, has been two years in development. The aim of the Centre is to provide a more contemporary response to the diversity of former resident experiences and utilise materials from Cafs Heritage Collection in a more engaging way.

Thread Together goes mobile

Cafs Thread Together program received a very welcome Easter delivery this year in the form of a fully operational Mobile Wardrobe which has allowed the delivery of brand-new clothing to reach even more people experiencing hardship across the Central Highlands region.

The arrival of the Mobile Wardrobe has seen the Thread Together provide co-located support at crisis response providers in Daylesford, Ararat, Bacchus Marsh and Ballarat.

Introduction of the Quality Management System

The Quality and Compliance team transitioned all Cafs policies, procedures and documentation from the eKey document portal to the new Quality Management System (QMS).

The QMS has streamlined the document lifecycle process from inception to final publishing and offers a simplified user experience. The QMS also includes compliance checklists and reports and will transform how quality is managed at Cafs by providing a tool to identify, plan and act on our continuous improvement to comply with Human Services Standards (HSS) and International Standard Organization (ISO).

'One Cafs' Workplace complete

The final office moves of the 'One Cafs' Workplace project was completed in the 2022–2023 financial year with the final fitout and move into 109 Lydiard St. These alterations have strengthened organisational culture and enhanced service delivery integration with many of the Ballarat based workforce being located together in a centralised service hub.

Carer Hub Launch

The Cafs Carer Hub is an online document portal to allow carers to access support and resources at a time that best suits their busy schedule. Traditionally compliance documents, resources or newsletters have been provided in hard copy or emailed which risked information getting lost or overlooked. The Carer Hub overcomes this situation and puts critical intelligence at the fingertips of those who need it, when they need it.

Cafs new Thread Together Van at Cafs Thread Together Hub.



Strategic Business Plan 2022–2025

In reviewing the organisation's new Strategic Business Plan a decision was made to engage in a broad range of consultation across Cafs. The Board worked in collaboration with all Cafs people to develop our most innovative Strategic Business Plan yet, setting a strong direction to guide the development of our organisation through the next three years.

Cafs Key Service Areas



Strategic Priorities

Strategic Priority 1: Embed Trust Based Relational Intervention (TBRI)[®] in all Cafs work

Trust-Based Relational Intervention (TBRI)[®] is an evidence-based intervention that was designed to support individuals, children and young people who have experienced trauma to develop and strengthen relationships, find felt safety and teach self-regulation and coping skills.

TBRI[®] complements our existing care frameworks and models and is based on three principles – Connection, Empowerment and Correction. By using these fundamentals practitioners, carers and families can improve the caregiver-child relationship, the key element to reversing adverse effects of stress on the brain, reducing stress-related behaviour, and improving psychosocial functioning. Importantly TBRI[®] is applicable in all relationships, inviting us to approach all our relationships with a new lens.

We have continued to invest in our people and embed TBRI[®] across the entire organisation in the following ways:

- TBRI[®] is referenced as the organisational preferred model of care across all program areas.
- A Therapeutic Lead was appointed to the P&E Team to facilitate training and offer one on one support for client facing practitioners.
- Youth Residential Youth Care Practitioners are trained and using TBRI[®] principles.
- An online induction module has been added to Cafs Learning Hub and will form part of the mandatory training modules for all new Cafs employees.
- Home-Based Care teams have undertaken and completed full Caregiver Training to support carer use of TBRI[®] with children in Foster and Kinship placements.
- Practitioner training has commenced through the Client Outcomes service delivery teams beyond Out of Home Care and will continue throughout 2023.
- TBRI Foundations training has been provided to non-direct service delivery staff to support familiarity with the model, encourage understanding of the principles, it's point of difference to other models and the influence on Cafs clients.

Strategic Priority 2: Interrupt and address patterns of Family Violence

In the last year, Cafs focus on the issue of family violence, across all demographics, has been unwavering. Family Violence continues to be an identified challenge across all program areas at Cafs and we have been at the forefront of approaching violence at an early stage through our adolescent violence service delivery.

A service mapping exercise was undertaken to highlight our experience in the sector from early intervention through to Court mandated interventions, and create a visual to be used in grant and funding applications to represent the depth of Cafs family violence supports available and the intersectional nature of industry frameworks and referral processes.

We continue to look for ways to keep our response to family violence innovative and contemporary including:

- Ongoing leadership in The Orange Door Central Highlands including hosting the access and outposts at Cafs offices in Bacchus March and Ararat, with child wellbeing delivering high performing service results across the year
- Additional funding for Cafs family services to ensure Cafs could meet additional demand for adolescent violence in the home
- A year extension of the Court Mandated Counselling Order Program through the Specialist Family Violence Court jurisdiction of the Magistrates Court
- Alignment of Family Violence Housing and Case Management for Men to the Family Violence team to enable strengthened specialist family violence program integration
- Collaborating with WRISC Family Violence Support Practitioners to ensure victim survivor feedback is provided on the delivery of the Men's Behaviour Change Program (MBCP) program to inform practice changes.
- Expanding the Men's Behaviour Change Program (MBCP) from four nights per week to include a day program pilot.

Strategic Priority 3: Keep birth families visible, supported and connected to their children and young people.

Our goal, when we care for children and young people, lies in working towards returning them home to live safely with biological families wherever possible.

To make sure that we give families every chance for successful reunification requires us to ensure we meet all the agreed and identified family needs to restore relationships and this relies on our organisation implementing a streamlined Client Intake process where all relevant client information is available across programs in one place and supporting this data collection through the strengthened connections through TBRI® as our preferred model of care.

An extensive review of our current organisation-wide intake procedures and systems is nearing completion and when complete will allow for more consistent and expedient data collection, demonstrate the client voice is at the forefront of our service delivery and facilitate integrated, wrap-around support for families.

Cafs work with families in Home Based Care environments has focused on keeping Foster & Kinship Care birth families engaged and provided targeted, holistic support with a view to reunification in the future. Home Based Care case managers have made a concerted effort to maintain contact with birth families to provide updates in relation to the wellbeing of children and young people in placements.

Family information for young people and children will form a key component of client records as part of the client engagement process review. In the meantime, a more integrated approach to sharing information between Cafs Family Support and Keeping Families Together (KFT) practitioners have strengthened our ability to keep birth families connected.

Cafs and Ballarat & District Aboriginal Co-operative (BADAC) have successfully delivered high intensity services to nearly 60 vulnerable families and utilised our relationship to work collaboratively for positive outcomes.

Strategic Priority 4: Start help early with families in community settings

Cafs Family Support Early Help Program, a program that Cafs is funded to deliver as part of the Roadmap to Reform, is an excellent example of this strategic priority where we work with universal service providers to identify vulnerable children and families in our community, provide early intervention and navigate access to services in early learning environments where they feel safe and have existing trusted relationships.

In the last 12 months Cafs has been able to access more families, earlier on, utilising the strong relationships that universal service providers have with their families to support the identification of needs and leveraging the safety of the space to meet and talk with families.

The recent renovation of Cafs Ararat premises has enabled the Cafs Children's Contact Service to extend its operational hours to include Saturdays and match those of the Ballarat-based service. This is an important opportunity for families we knew were travelling from as far as the Wimmera to attend contact in Ballarat to allow less travel time and more time focussed on strengthened relational opportunities.

Another great example of early intervention is the co-location of additional program and service providers including Cafs Financial Counselling team, The Orange Door, Ballarat & District Aboriginal Co-operative (BADAC) and Child Protection has resulted in ensuring that early intervention support for families are more accessible for residents of Ararat Rural City and surrounding areas.

In the coming year Cafs will continue to seek additional funding and create partnerships to continue our work in intervening early to support families in crisis and in regionally accessible locations.



Strategic Priority 5: Ensure all Cafs children have their social, emotional and physical needs assessed and met

In the past the care provided to children and young people was prescriptive and the child did not always actively participate in their own care planning. Now, when we care for children and young people across Cafs programs we are focused on collaborative care with positive outcomes and we place the child's need and voice at the centre of everything we do. This approach ensures that our youngest clients are empowered to actively participate in decisions that affect their lives.

To meet the physical and emotional needs of children and young people with trauma backgrounds Trust Based Relational Intervention (TBRI®) is fundamental and complements our existing frameworks and models.

We make sure that each child's day-to-day needs are met, but our people also utilise the *Looking After Children (LAC)* framework to elaborate on

the goals of young people beyond structured care environments to identify ways that Cafs can provide encouragement and tangible support.

In 2022–2023 the Quality team managed a feedback project with young people involved with Cafs Out of Home Care programs. The project was aimed at capturing the voice of young people on a range of views involving their care. This has translated into a simplified, accessible feedback process, capturing the interests of young people and identifying opportunities to deliver activities to match. Activities offered this year included the provision of free event tickets, learner driver mentoring and participation in Cafs Cave Hill Creek recreational day.

On a day-to-day basis young people are treated as a partner in their care, are involved in decision making that impacts them and have visibility of case noting information. In this way case managers and practitioners set the foundation for successful engagement and strengthen positive outcomes.

Cafs gives children and young people everyday opportunities.



Cafs in Action

Cafs Out of Home Care programs provide safe and stable home environments for children and young people who cannot live at home. These programs include youth residential, foster, and kinship care, supporting more than 120 children, young people, and families each year.

For children in Out of Home Care programs, Cafs Family Day provided an opportunity to interact with other children in a safe, supported environment and experience new activities. It also gave children supported through Foster Care and Kinship Care a chance to participate in a range of activities that would ordinarily be well out of the scope of the family budget. The day also offered carers the opportunity to take some time to relax and talk to others about their experiences.

It is always heartwarming to hear positive feedback from our Cafs' carers, with one responding, "This would be the best kinship function that I have EVER attended. Thanks to all involved." Another carer remarked, "It was great to have the opportunity to talk with others in similar circumstances and for kids to mix with others with similar experiences."

Cafs Family Day is one example of how bringing children, carers and families together for a day of fun and adventure can lead to long-term positive outcomes.

Cafs families enjoying the Cave Hill Creek Family Day.





Strategic Enablers

The role of strategic enablers is to contribute to the operational effectiveness of the organisation and assist with the execution of strategic priorities. Much of this work is undertaken by Cafs people in corporate service roles to underpin and support client facing programs in delivering service outcomes. These teams include Finance, Quality & Child Safeguarding, Information & Communications Technology (ICT), People & Engagement, Marketing & Communications and the First Impressions Officers.

Cafs have identified three strategic enablers in the current business plan.

Build Business Sustainability

By building business sustainability to ensure our long-term viability the organisation has focused on three key initiatives in the last fiscal year.

We have commenced the implementation of an organisation-wide integrated client data portal to allow for holistic and simplified client support across service areas. The diverse nature of program requirements means that this project will continue into the 2023–2024 financial year.

The transition to a Quality Management System provides compliance checklists and reports and provides Cafs with more sophisticated intelligence around the status of documents, compliance and user engagement.

Executed a comprehensive fundraising strategy, developed by Social Ventures Australia, and we were successful in reaching our target for non-government revenue to underwrite Thread Together and deliver program extensions.

Develop an operational excellence framework

Focusing on the development of an operational excellence framework recognises the need to regularly revisit and reshape our approach to service delivery, not only for the benefit of our clients, but to remain competitive in an increasingly crowded provider environment.

Initiatives associated with this strategic enabler were – Reform the client journey, enable piloting of innovation and build community engagement.

Throughout the year Client Outcomes teams continued to review and streamline the intake and assessment processes for all Cafs programs.

The result, when completed, will be streamlined systems where information is held centrally to minimise duplication and better support clients.

Cafs VOICE (employee engagement group) have been providing stewardship of a new innovation program – SEED. SEED seeks to encourage, capture and recognise people's innovative ideas across the organisation and further strengthen our commitment to innovative practice that leads to better outcomes for clients and all people at Cafs.

In the last 12 months we have continued to work collaboratively with key stakeholders and organisations across the Victorian Central Highlands. The results have been positive with a range of mutually beneficial partnerships created and comprehensive public relations exposure delivered elevating Cafs programs, services and position as an entirely independent organisation committed to the betterment of Regional Victorians.

Build Workforce Sustainability

Workforce sustainability is based on the premise that the organisation's people are its most important asset and our focus on investing in the health and wellbeing of our workforce has been a key priority.

In the last year we have introduced an organisational workforce plan and wellbeing program, revisited the partnerships framework for performance review discussions and developed new learning pathways to expand professional development opportunities for all teams.

Aligned with Cafs organisational pillar of Child Safety and the introduction of new Child Safe Standards we also updated and disseminated all our child safety policies, procedures and collateral to meet compliance requirements.

The new Cafs Environmental Sustainability Action Group, comprised of employees, has been working to oversee and deliver Cafs environmental action plan. The aim of the group is to work towards a sustainable work environment and find ways that we can lessen our impact on the natural environment.

Cafs 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 this strengthens the impact of our work.

Commitment to child safety

As a child safe organisation, Cafs is committed to providing an environment where children and young people feel safe supported and empowered to engage and speak up about what matters to them. We aim to empower them to be involved in decisions that impact their future. Cafs are committed to the safety and wellbeing of marginalised children and young people including children with disabilities, those from diverse cultural backgrounds and the cultural safety of Aboriginal and Torres Strait Island children – Cafs continues to create safety for all children and young people.

Throughout the last year we have continued our efforts to strengthen child safety in all areas of our work. Some highlights of that work include

- A project for children and young people in Out of Home Care to capture their voices in processes to respond that concerns and problems and provide opportunities to achieve their personal goals
- Refine practice, policies and procedures to reflect the new Child Safe Standards which became effective in Victoria from 1 July 2022.
- Reaccredited against the Human Service Standards and ISO:9001 Quality Management with no non-conformances identified
- Surveys to test the attitude and aptitude of staff on safety and to ensure staff feel supported, knowledgeable and confident in responding to child safety within their practice.

Commitment to eliminating family violence

Cafs remains committed to eliminating family violence and to promoting and supporting the safety of anyone who may be experiencing family violence. In the last year our Family Violence team have worked with more than 280 men through our Men's Behaviour Change Program and Family Safety Practitioners have provided support to over 270 women who are victim survivors.

In the last twelve months Cafs has:

- Successfully been re-accredited as a White Ribbon Workplace.
- Undertaken a service mapping exercise to demonstrate the depth and breadth of Cafs Family Violence intervention services.
- Delivered a high-profile public relations campaign in November 2022, aligned with White Ribbon Day and 16 Days of Activism, drawing attention to programs that hold people who choose to use violence accountable for their actions in a continual effort to move the narrative away from blaming victim-survivors.



Commitment to inclusion and diversity

Cafs is committed to providing a culturally safe, mentally healthy, inclusive workplace and service provision for everyone. Cafs is an organisation where diversity is not only welcomed but celebrated. We recognise that we have responsibility for ensuring that people and families from diverse backgrounds feel culturally safe and supported when they engage with us.

Major achievements include:

- Successful consortia partner with Drummond Street Services and Wellways to deliver Safe Spaces / QHub LGBTIQ+ youth project.
- Delivery of Cafs Innovate Reconciliation Action Plan – the second for the organisation.
- Successfully obtained reaccreditation as a Rainbow Tick Accredited organisation.
- Cafs I&D Action Groups moved into the next exciting phase focused on the implementation and delivery of outcomes aligned with each of the action plans in the next two years.
- Promoted and celebrated numerous days of cultural significance including IDAHOBIT day, Naidoc Week, International Women's Day, Refugee Week and Reconciliation Week.
- Secured funding to deliver dedicated events specifically for LGBTIQ+ community members.



Cafs celebrates IDAHOBIT 2023.

Treasurer's Report

Cafs continued to consolidate its financial position during the 2022–2023 financial year reporting an operating surplus of \$477,925. Throughout the financial year Cafs ensured services provided to our children, young people, individuals and families were delivered in the most efficient and impactful way.

Cafs service delivery models are delivered with a focus on quality, wellbeing and safety of our team members and volunteers alongside financial sustainability. As evidence of this, during the 2022–2023 financial year Cafs Workcover premium expense decreased by \$370,926 (78% of operating surplus) which is reflective of our focus on the wellbeing and safety of our staff.

Total Revenue in 2022–2023 was \$33,577,171, of which 96% was funding received from the State and Federal Governments.

Total Expenditure in 2022–2023 was \$33,099,246, of which 73.1% related to Employee expenditure.

Cafs Board commissioned a Property & Infrastructure review which was completed during the financial year which led to a \$970,850 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. It is pleasing to report the Equity market in 2022–2023 rebounded and Cafs has recouped the Equity instruments value loss of 2021–2022. Cafs investment portfolio increased by \$960,733 in 2022–2023.

Cafs Total Comprehensive income for the year was \$2,409,508, due to the financial effects of the property disposal and the increase in the Investment portfolio.

Cafs continued to invest in its resources, an amount of \$1,152,429 was spent on capital expenditure in 2022–2023. A number of projects were completed ranging from property renovations, investment in line with the three year ICT Strategy Plan, a Payroll and Time & Attendance system and the continuance of our Motor Vehicle refresh program.

Cafs has a strong Balance Sheet with Net Assets at 30 June 2023 of \$22,364,093.

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 2023

	2023 \$	2022 \$
REVENUE		
Government Revenue	32,234,991	30,447,063
Other Income	1,342,180	875,668
TOTAL REVENUE	33,577,171	31,322,731
EXPENSES		
Employee Benefits	24,205,945	23,041,081
Depreciation	1,118,463	1,012,865
Finance Costs	144,214	102,178
Other Expenses	7,630,624	7,166,798
TOTAL EXPENSES	33,099,246	31,322,922
OPERATING SURPLUS/(DEFICIT)	477,925	(191)
Net Gain on Disposal of Property, Plant & Equipment	970,850	942,240
SURPLUS/(DEFICIT) FOR THE YEAR	1,448,775	942,049
(Loss)/Gain on the Revaluation of Equity Instruments at Fair Value through Other Comprehensive Income	960,733	(725,990)
Total Comprehensive Income for the Year	2,409,508	216,059

Statement of Financial Position

As at 30 June 2023

	2023 \$	2022 \$
ASSETS		
Property, Plant & Equipment	14,041,486	14,722,475
Other Assets	18,925,262	15,332,003
TOTAL ASSETS	32,966,748	30,054,478
LIABILITIES		
Payables	6,441,995	6,323,647
Provisions	4,160,660	3,776,246
TOTAL LIABILITIES	10,602,655	10,099,893
NET ASSETS	22,364,093	19,954,585
EQUITY		
Retained Surpluses	20,551,550	19,037,896
Reserves	1,812,543	916,689
TOTAL EQUITY	22,364,093	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

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

Cafs acknowledges the support of the Victorian Government



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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

