



Annual Report 2009/2010
A Year Of Achievement



The CAFS Vision

People will live in families and communities that are safe, connected, valued and supported. We aspire to community leadership using dynamic and progressive responses to current issues and aim to inspire service users and staff as an inclusive and responsive organisation.

The CAFS Mission

Our mission is to strengthen and empower individuals, families and communities, with particular concern for vulnerable and marginalised people and those in crisis.

The CAFS Service Charter

Child & Family Services (CAFS) is a community-based, not for-profit incorporated association operating in the Victorian Central Highlands.

CAFS' heritage dates back to 1865 through the Ballarat Orphanage and Ballarat Children's Homes. Today, CAFS delivers a range of programs and services to support children, young people, families and individuals in our community who are at risk.

We are supported by funding from multiple sources, including philanthropic grants, and the Commonwealth and State governments. CAFS is governed by a Board drawn from the communities we serve. A large number of volunteers assist professional staff to achieve our goals.

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Front Cover

The front cover flower background behind the CAFS logo, much of the colourful artwork flowing through this year's Annual Report and the back cover feature is the fine work of the children and young people involved in the very successful Fostering Art activity organised by CAFS in 2009/10



The Chief Executive Officer's Report

I am pleased to report another successful year for CAFS, continuing the trend of more than 10% annual growth that has been evident for the past 7 years. To accommodate this, we have decided to invest in infrastructure at the Early Childhood Parenting Centre and head office (creating what is now a CAFS mini-precinct along Market St), and also by adding a new management stream to include programs related to Homelessness Assistance and Community Services. I thank CAFS' Board for providing diligent governance in relation to these enhancements, and staff and managers for being adaptable to the changes.

During the year we commissioned Douglas LPT to review our performance management policies and procedures. This was necessary in order to keep up to date with industrial law and also to ensure all staff and managers are clear about our expectations and approach. Through consultation, Douglas LPT helped us frame CAFS approach based on our expressed values. We expect CAFS staff to behave in ways that are:

- Flexible
- Resilient
- Client focused
- Inclusive
- Ethical
- Collaborative

During 2010/11 we will reinforce the values-based approach by introducing the "Sanctuary" model which aims to create a safe, supportive and inclusive work environment across CAFS and flows on through our work with our service users and community groups.

These are important initiatives for CAFS. They emphasise the desired culture and ethics of the organisation. They fit with a new approach to strategic planning generated from the Board, which ties our planning process to key service themes, namely:

- CAFS will provide earlier support for individuals, families and communities
- CAFS will contribute to improved safety and wellbeing for children and young people
- CAFS will work to prevent family violence
- CAFS will work to achieve social justice for people in our communities.

I was surprised to read a report on the findings of a survey of 22,000 Australians conducted by the National Association for Preventing Child Abuse and Neglect*. In short, the survey found that 92% of respondents believed child abuse and neglect are serious problems in Australia, but less than half would contact authorities if they knew a child was being abused. Fear of being wrong, or of something happening to them, or regarding it as not their business or not knowing what to do deterred people from acting.

Caring enough to report or, maybe better still in many cases, offering a helping hand, are signs that we accept that child safety and wellbeing are everyone's business. Along with our successes in other fields, that would be a great "brag" for our communities!

I will conclude by thanking outgoing Board chair, Anita Rose-Innes, for her years of commitment to CAFS, and also express my appreciation of the work of the other Board members. The Management team has been strengthened by the addition of Shane Callahan, Jacqui Marshall and Peter Dwyer, and I thank all managers, staff and volunteers for their dedication.

Kevin Zibell.
CEO

*read this study on the NAPCAN website:
www.napcan.org.au

Maintaining the standards

CAFS Family and Out of Home Care services operate under the registration standards of the Victorian Children Youth and Families Act 2005. These standards require CAFS to:

1. Provide clarity of direction, ensure accountability and support quality and responsive services for children, youth and their families;
2. Promote a culture which values and respects children, youth and their families, carers staff and volunteers;
3. Support positive outcomes for children, youth and their families;
4. Create a welcoming, safe and accessible environment which promotes the inclusion of children, youth and families;
5. Promote the safety, stability and development of children and youth;
6. Strengthen the capability of parents, families and carers to provide effective care;
7. Provide responsive services to support the best interests of children and youth;
8. Create an integrated service response which supports the safety, stability and development of children and youth.

Recognition and Service

CAFS received wide recognition through 2009/2010 for the way it services its clients and employs its staff.

Events such as the gathering to recognise the apology to Forgotten Australians and CAFS now widely recognised Fostering Art program for those in foster care attracted widespread attention. So too did the recognition of carers Ronnie Rosenow (Ballarat Citizen of the Year) and Gina Scuffins (Barnardos Victorian Mother of the Year), in respective awards.

CAFS was honoured by being declared an Employer of Choice for Women by the Federal Government and a Fair and Flexible Workplace by the State Government. It also received recognition at a State level for its volunteering endeavours.



Christina Fay, Stef Hofman, Jeanette Hatt and Jacqui Marshall help CEO Kevin Zibell celebrate CAFS receiving Employer of Choice for Women status. (Photo courtesy The Courier)

The CAFS Strategic Plan

The CAFS Strategic Plan is the result of a consultative process between staff, the Board and community stakeholders. The plan is established to provide our organisation's key direction and a new plan is set in place every three years.

The CAFS Board of Governance endorsed the current Strategic Plan in February 2008 and it has guided the writing of annual plans this year. A regular scheduled three-year review and modification is underway.

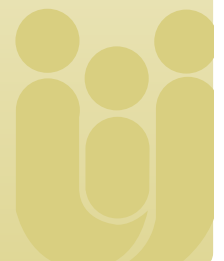
Key Goals & Objectives 2008 to 2010

1. Provide innovation and leadership in the provision of services
2. Ensure community ownership and coordination of services in partnership with government, businesses, community service organisations and local communities
3. Ensure responsible management of human resources
4. Promote quality improvement in services
5. Advocate for service users, families and communities
6. Strengthen organisational planning and viability

The CAFS Operating Principles

We affirm our commitment to individuals, families and communities by:

- Advocating specifically on behalf of children and young people
- Actively consulting to place the best outcomes at the centre of all actions
- Influencing the social and political environment to achieve our vision
- Critically reflecting on all aspects of our work resulting in quality improvement and innovation
- Valuing the contributions of staff, volunteers and other supporters in a family-friendly work environment
- Ensuring sustainability of services through community partnerships and responsible management



The President's Report

The Board of Child & Family Services has made a number of changes in the past year. These changes aim to enable the organisation to go ahead with confidence in its governance, and with the security of well- and conservatively-managed finances to fund its activities, which are of great importance to a wide community. It is sometimes forgotten that CAFS is a non-profit organisation providing services to thousands of individuals and families in an area that runs from Bacchus Marsh to Horsham.

The changes include a new look at Board member selection, investment principles, fund-raising, and strategic planning. The need for a strong and well-governing Board with a range of skills and a commitment to fiscal responsibility increases as the organisation grows. The annual reports of the CEO, Kevin Zibell, and the Treasurer, Greg Jakob, give a picture of the growth in CAFS activities in just the past year, and of the continuing commitments to be met in the future.

Since the last annual report, CAFS has won several significant new contracts which extend the range of its activities in line with

its operating principles. A masterplan for redevelopment of Ludbrook House has been decided on, and the first stage of this plan, redesign of the top floor of the building, began in September. This stage will greatly improve staff accommodation by providing open-plan offices with more natural light, insulation and air-conditioning. A new unit has been bought next to our Chisholm Street early childhood centre, enhancing its vital function of early intervention for young children. More information about these new programmes is included in the rest of this Annual Report.

The Board has had the benefit of input and support from our CEO and from John Farrell and his successor on his retirement, Shane Callahan, who replaced John in the role of Manager Corporate Services in April. Marketing and Communications Manager Peter Dwyer has made an important start on bringing CAFS to public attention. This report is a chance to thank them and also the managers and team leaders who take responsibility for delivery of CAFS services. The CAFS Board is fortunate in having such capable and creative leaders in the organisation.

It is gratifying to report that one thing has not changed in the past year; that is the quality of the contributions made by staff and volunteers to this important organisation. Their work is often done in difficult circumstances, dealing with children and families at times of stress, in programs that are often seriously under-resourced by government and are under great pressure from community needs. They deserve our gratitude.

Finally, my thanks to Vice-President Ian Crook, Treasurer Greg Jakob, and other members of the Board for their interest in and staunch commitment to CAFS, noting that they too are volunteers who contribute many hours to the organisation each month.

Anita Rose-Innes
President

President Anita Rose-Innes with Vice President, Ian Crook and Board Member Shane Strachan at the opening of the new unit in Chisholm St. (Photo courtesy, The Courier)



The Treasurer's Report

Child & Family Services Ballarat Inc. (CAFS) recorded an operating surplus of \$713,978 for the year ended 30 June 2010 (2009 - \$728,098). This result represents a continuation of the effective financial and operational management of the Association by the Board, management and staff of CAFS.

Total revenue from ordinary activities of \$11,193,173 represented an increase of 9% compared to the previous year. Major factors contributing to revenue growth were increased revenue from government funded programs and CAFS business undertakings. It should be noted that revenue from bequests, charitable contributions and fundraising was lower than last year. This was primarily due to the repayment of a bequest from the Jack Brockhoff Foundation of \$50,000 for the Chisholm Street Early Parenting Centre redevelopment which was unable to be progressed as planned - the initiative of the Board to return these funds was appreciated by the Foundation. It is pleasing to note that, following the difficult investment year in 2009, CAFS investment strategy stabilised in 2010 with no further negative returns being experienced from a return of investments into the share market.

Total expenditure on operating activities of \$10,479,195 represented an increase of 10% compared to 2009. Major factors contributing to expenditure growth were salaries and operating costs related to increased program activities and increasing contributions by CAFS into the heritage program and business development activities. It also reflects increasing office and occupancy costs relating to additional rental accommodation as CAFS embarks on a major redevelopment of Ludbrook House for increased program activity.

In addition to the above operating results, significant capital expenditure of \$963,250 was undertaken in 2010 to improve services to our clients and the communities we serve. It is important to note that CAFS ability to invest in new capital equipment and infrastructure is largely due to the self-funding capacity. This capacity is created at CAFS through its investment policies and the ongoing development of non-government sources of revenue through Wozzles and donations. This can be demonstrated in FIG1.

While the financial results for 2010 again represent sound financial performance and management, there are a number of challenges facing CAFS into the future which will require effective strategic planning and financial management. These include:

The staged redevelopment of Ludbrook House over the next 2-3 years to ensure that the organisation can manage the growth and integration of services utilising appropriate partnership models. The first phase of this project will commence in October 2010 at a cost of \$1.268M. The total redevelopment program will need to be supported by major fund raising programs to enable CAFS to maintain its high level of self-generated funding.

The establishment of a Wozzles Committee to oversee the continuing business development of Wozzles stores increase its contribution to self-generated funds in support of new and enhanced services for our clients and the communities we serve.

Working with government and associated agencies to ensure that program funding continues to match the resourcing needs of services and that CAFS effort to utilise its own self-funding capacity to enhance services is not diminished by potential cost-shifting.

I would like to thank my fellow board members and the CEO Kevin Zibell for supporting my role as Treasurer. In particular, I thank the members of the Finance and Risk Committee for their diligence, and John Farrell, Shane Callahan, Colette O'Donnell and their team for their professional support and financial management skills in enabling CAFS to continue to effectively govern the financial operations of the organisation.

Greg Jakob CA
MBA(Deakin), BBus(Bendigo), GAICD
Treasurer

FIG1

Key Financial Data	2010	
	Revenue \$000	Cont to Surplus \$000
Program Delivery	10,186 (91%)	65 (9%)
CAFS Self Generated Funding	1,007 (9%)	649 (91%)
	11,193 (100%)	714 (100%)
Asset Replacement and Renewal Cost (ARRC)		963
Operating Surplus contribution to ARRC		74%

Family & Early Childhood Services

Family & Early Childhood Services is a new management stream incorporating targeted services to vulnerable families and preventive programs to support the general community. The following individual program reports highlight key data on service trends and achievements.

Intake Services

1. General Intake

The General Intake service until recently accepted referrals for a wide range of programs delivered internally by CAFS. Many of the programs now have their own intake arrangements in place, hence the drop in referrals via general intake across most programs. Financial Counselling referrals stand out, with over a 350% increase in referrals since 2007/08. This may be in part due to the continued impact of the economic downturn of 2008/09 on many ordinary families who may have lost work or businesses. (see FIG1)

2. Greater Grampians Child FIRST Child and Family Information, Referral and Support Team (Child FIRST) based at CAFS receives and assesses referrals into the Family Services Program delivered by agencies across the Greater Grampians region (Bacchus Marsh to Ararat). Client feedback received during the year has been very positive, as the following summary results graph shows. (see FIG 2)

Referral sources appear mostly consistent over the last three years, with the highest referrer still Child Protection as seen below. (see FIG3)

The next graph shows a significant increase in demand on Child FIRST: 11% increase in number of referrals since 2007/2008, but notably a 94% increase in number of recorded hours of service delivery from 2007/2008. Demand on the service has in this sense greatly increased, largely due to capacity problems in Family Services and the growing difficulty therefore allocating cases. Child FIRST is playing a much greater role in 'holding' cases until Family Services workers can pick them up. (see FIG4)

The next graph shows a continuing trend with large numbers of clients with a Child Protection history. A noticeable increase in parenting issues, mental health issues, child / adolescent behaviour, substance abuse, relationships, disability, school problems and social isolation is apparent since 2007/08. This highlights the vulnerability and high needs of the population referred to and supported by Child FIRST/ Family Services. (see FIG5)

Family Services

Family Services is delivered across all of CAFS' regional offices. More about the program can be found as part of regional office reports. Of the 19,602 hours of service provided to 494 families during the year, 10% went to Ararat clients, 10% to Hepburn clients, 8% to Bacchus Marsh clients, 44% to Ballarat clients, and 28% to Child FIRST clients. The Child FIRST presenting issues noted above give an indication of the number and complexity of the issues faced by vulnerable families supported in the program.

Client evaluation results during the year have been positive, as can be seen from the summary graph below. The results

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The Early Childhood Parenting Centre in Chisholm St (an element of the Family & Early Childhood Services). The new unit, officially opened in early 2010, can be seen in the centre-left of the picture.



show that 91% of clients felt that they got the help needed from Family Services. A high 77% of clients said that their parental skills had improved. Other areas of overall improvement included connectedness/ social capital, general wellbeing of adults and children, and parent - child relationships. Many clients commented that it was valuable to be listened to, understood and not judged. They valued being given advice, support and guidance. (see FIG6)

Families First

Families First farewelled a number of staff including its Team Leader and Coordinator at the beginning of the year. In spite of this challenge, the program has gone on to perform strongly, having completed 30 intensive interventions with families at risk of having children placed in alternative care. In addition, the program provided intensive support to 11 families with the goal of reunifying children with their families and stabilising their care routines.

Of note, referrals to this program (which are only received from the Department of Human Services), appear to be increasing in complexity and need. Regular consultations with the Department of Human Services have aided in the smooth progression of interventions over the past 12 months. CAFS is grateful to the efforts of staff in this program who have worked tirelessly in collaboration with DHS and other service providers in an effort to keep fragile families together.

Refugee Services

The Refugee Minor Program (RMP) is currently supporting four children and three families.

All of the children are settling well into Australia, managing the blending of their African and Australian cultures.

During the last 12 months the program has facilitated good outcomes for the clients including:

- Successfully changing the ages of two of the clients. Both of the young people presented as younger than their documented ages. Through Department of Immigration and Citizenship (DIAC) the worker was able to apply to have their records amended. The support

FIG1: General Intake Data Comparison of Financial Years 07-08, 08-09 & 09-10

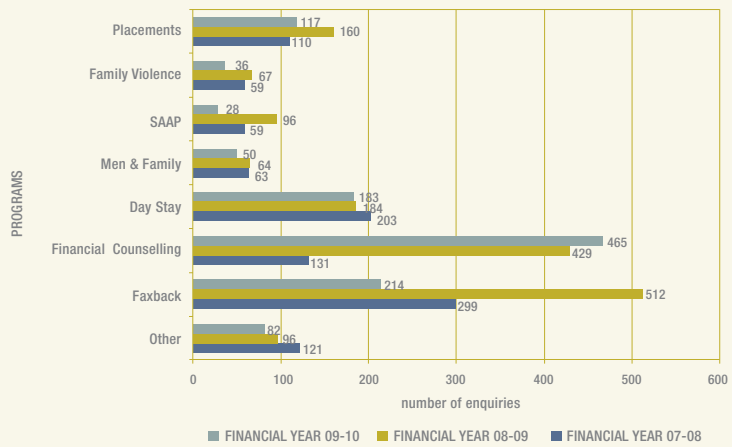


FIG2: Client Feedback on child first (August 2009)

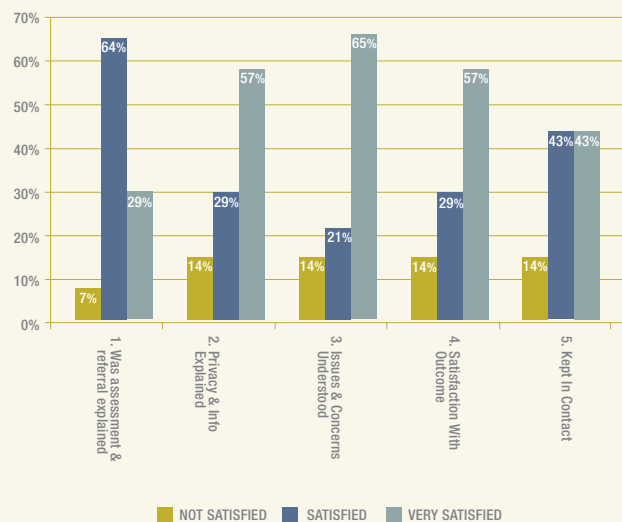
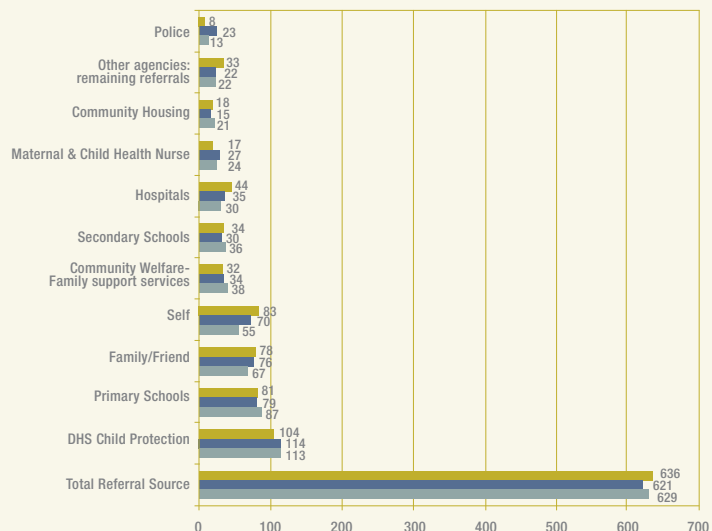


FIG3: Child First Highest Referral Source Comparisons 07-08, 08-09 & 09-10



Family & Early Childhood Services

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documentation was sent and a bone age density scan was undertaken. The results from the bone scan were that both of the young people were four years younger than their documented ages. Their ages were changed to three years younger, which matched their school level and both of the young people were happy with their new ages. The clients now feel that they fit in better and are enjoying being teenagers;

→ One of the families felt it had been discriminated against by an organisation. A claim to the Equal Opportunity Commission achieved a satisfactory outcome, with the organisation in question making positive changes to how it treats people from a refugee background.

One of the young people is achieving well at sport, and showing extraordinary talent in his chosen sports of soccer and running.

The RMP is a fantastic program ensuring that the children and the family receive extra support to enhance the settlement and well being of the families.

Early Childhood Parenting Centre

Separate detail is provided elsewhere in this Annual Report.

Marlene Butler
Manager, Family & Early Childhood Services

FIG4: Child First - DEMAND COMPARISONS 07-08, 08-09 & 09-10

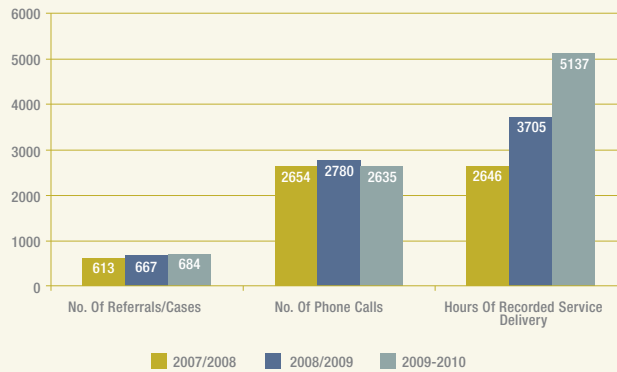


FIG5: Child first presenting issue comparisons 07-08, 08-09 & 09-10

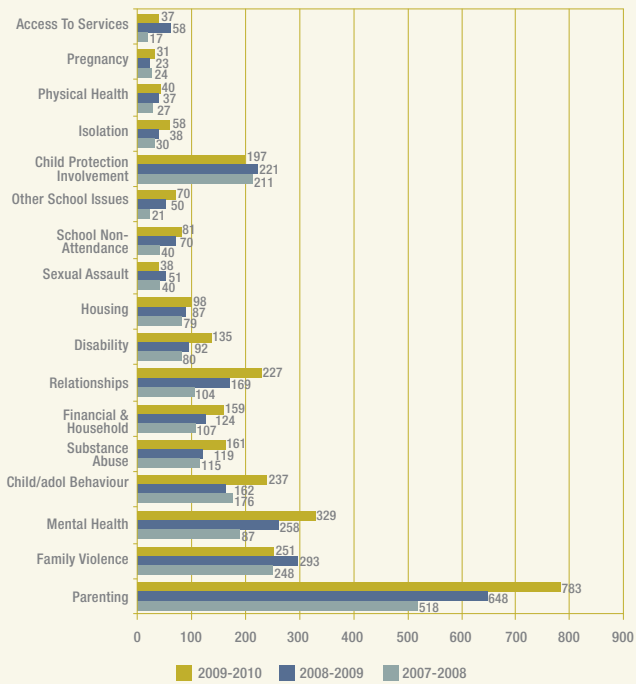
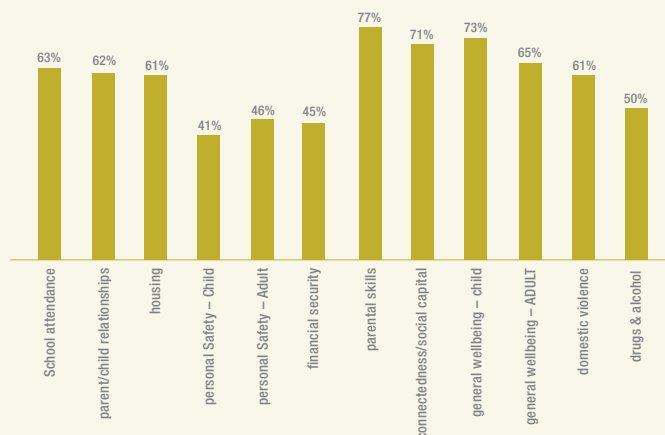


FIG 6: % client Improvement - Client Feedback



Homelessness Assistance & Community Services

It's great that the Board has recognised the need to introduce a dedicated management stream focusing on the complex issues facing Homelessness and Community Services.

The diverse portfolio of services that come under this umbrella are delivered across all the four regional offices of CAFS, in itself a challenge. The staff are strong and passionate advocates for vulnerable clients, often "out there" and often wheeling and dealing, to achieve great outcomes for the people they work with.

Programs included in this portfolio are: Financial Counselling, Problem Gambling, No Interest Loans Scheme, Community Education, School Focused Youth Services, Delacombe Community House and Reconnect Youth Services. The Manager also provides support to the Bacchus Marsh and Hepburn regional offices each with their suite of programs.

The largest area, the Homelessness Support Services Programs, are made up of the following:

Opening Doors: This is an area based service co-ordination framework that was implemented in 2009, and which CAFS delivers in Bacchus Marsh and Daylesford. This provides an Initial Assessment and Planning, and crisis response to a cross target client group of young people, individuals and families.

Creating Connections: Targets young people aged 15 – 25. This program provides early intervention tailored accommodation and housing support options, access to complementary services for homeless young people with complex needs, and enhanced youth homelessness service capacity.

Leaving Care: This program assists those young people aged 16-21 who are still in care, transitioning out of care, or who have left care. It aims to prevent homelessness amongst this vulnerable group and provides planning, support, mentoring and brokerage.

Youth Justice: Assists young people who are exiting the juvenile justice system to

resolve immediate housing issues, establish appropriate community links and social supports, and establish a capacity to live independently.

Supported Accommodation Assistance Programs: Provide crisis and transitional support services to assist people who are homeless or at imminent risk of homelessness. The goals are to assist people to resolve housing crises, establish a capacity to live independently of the program and be supported through this process.

A Place To Call Home (APTCH): The objective of this new program is to reduce the level of homelessness and stabilise those assisted by providing secure ongoing housing.

The homelessness sector is, as always, limited in its capacity to provide support to its clients due to the lack of affordable housing.

Jacqui Marshall
Manager, Homelessness Assistance & Community Services

Grampians No Interest Loan Scheme (NILS) Programs

Good Shepherd Youth & Family Services, in partnership with the National Australia Bank, has rolled out No Interest Loan programs across the state to assist people on low incomes to access affordable and safe credit. CAFS was funded to establish five NILS programs within the Grampians Region: Ararat-Pyrenees Communities, Central Highlands Women's Family Violence, Wellbeing Wendouree, Hepburn Community and The Neighbour's Place in the Shire of Moorabool. NILS committees are in place and loans officers appointed and are all providing loans for many and varied things. The committees and loans officers are supported by the Community Development Worker at CAFS until December 2010.



Launch of the "Neighbour's Place" NILS Program: Peter Rice, Regional Manager (NAB, Bacchus Marsh), Annette McConnell NAB, Evie Dichiera, CAFS (NILS program), Shane Flynn (Victorian NILS Coordinator; Good Shepherd Youth & Family Services).

Homelessness Assistance & Community Services

Youth Housing - Ballarat

Significant changes were introduced to the Youth Housing Sector in 2009 as part of the National SAAP services redevelopment. The 'Opening Doors' program was launched to provide a single entry point for young people in Ballarat to access housing support. The program is operated by Uniting Care Outreach and provides an initial assessment and prioritization of the presenting housing and support needs of the young person. In urgent cases they are able to provide or refer for a crisis response as required. This new system has had its teething problems but is generally regarded as having freed up case workers to provide more intensive support to our most vulnerable clients. It has improved communication and collaboration between agencies within the Ballarat area and delivers better outcomes for the homeless young people. This year the Youth Housing Program has supported 86 young people.

Financial Counselling

The Financial Counselling Program this year received additional funding from the Department of Justice to assist people who have been affected by the global financial crisis, assisting CAFS to reduce the waiting period for the service. During the year we have had more than 1000 clients with the key presenting issues being loss of or reduced employment, mortgage stress, high cost of utilities, debt issues and difficulty negotiating

affordable repayment arrangements with creditors.

The team also provides Financial Counselling services in a number of specialised areas, including people with gambling issues, prisoners in Ararat and Langi Kal Kal, and clients of Central Highlands Water in difficulty with payments. In addition, the team provides around 400 hours of community education.



The Financial Counselling team meeting with Minister Jenny Macklin during the Community Cabinet in early 2010 (from left) Jacqui Marshall, Minister Macklin, Lorraine Clarke and Colin Handreck.

Problem Gambling Community Education

This has been a very successful year in Problem Gambling Community Education with a wide range of planned activities. These have resulted in an increased awareness of problem gambling, responsible gambling and the support services available.

Two things of particular significance are:

→ In November 2009 the first issue of the Gambler's Help Central Highlands newsletter was published. The launch of the newsletter was held at the Ballarat Turf Club and received excellent media coverage from WIN TV. Since its inception in November there were issues released in February and May. The newsletter is targeted at the general community and contains information about help services, statistics relating to gambling and problem gambling, interest pieces, myths, facts and contributions from the community.

→ CAFS has Problem Gambling included in the Central Highlands Primary Care Partnership (PCP) strategic plan. This was achieved through regular attendance, consultation and collaboration with member agencies of the PCP over a 10 to 12 month period. Problem gambling has been incorporated within the priority area of Healthy Lifestyles. Key themes for each priority were identified as potential areas of partnership work by the health promotion network. In relation to problem gambling the key theme of "reducing harm from gambling" was identified.

Homelessness Assistance & Community Services

School Focused Youth Service

This program is intended to assist schools and agencies working in partnership to reduce risks for vulnerable young people. The Coordinator attends and supports key networks involved with youth services, provides information and advice to schools and services seeking to implement innovative projects, and delivers direct support and training where required.

A major project for the year has been the expansion of White Ribbon Day (WRD) in schools, addressing the issue of violence against women in our society. Daylesford Secondary School and Ballarat High School students have worked hard to raise the issues with other students and with the wider school community. As a tribute to their hard work, the Ballarat WRD Youth Ambassadors group was invited to meet with the PM Kevin Rudd at the Community Cabinet held at Ballarat High School (see photo).



School Focused Youth Service conducts a funding round for innovative preventive projects. In 2010 18 school and community projects were approved for funding through the SFYS Local Advisory Group with a total value of approx \$120,000.

School Focused Youth Services co-ordinator Jenny Jones (second left) with then Prime Minister Kevin Rudd and Ballarat High School students who are White Ribbon Day ambassadors.

Delacombe Community House

Delacombe Community House had two major projects completed this financial year. Firstly the renovations to the House using funds from the Department of Planning & Community Development and the Department of Health Services. The House has nearly doubled in size, a large meeting/multifunction room has been added, a fitted out computer room, and a visiting services room all add value, along with our new improved larger kitchen with two stoves. We can now boast we are fitted out as a true community centre. Special thanks to John Farrell for overseeing the renovation project.

Secondly this year Tracey Steiner joined the team as the Family Children Engagement Worker. Funds for her position were gained from the Department of Justice – Local Solutions. The work and worker has been a great asset to the community and the House. Projects and programs left on the back burner were enacted upon, advocacy for the community was better resourced and local African families took the opportunity to further engage with the community. The family and children engagement work is ongoing with the support of others. We

hope to keep Tracey in Delacombe for a long time to come.

Next, the House cannot claim success without acknowledging the support, humour and initiatives undertaken by our volunteer Advisory Committee. If not for them the Community House would have far less character and heart. To each of them I say a huge thank you.

Programs run at the House.

Basic Computers; Public Internet Access Program; Baby Rhyme Time; Book Buzz; Splinters Woodwork; Business Starters; craft days; afterschool and holiday programs for children; "Common Wealth" Games; Community Events; Superwoman Brunch; Community Safety Month; Grandparents Support Group; Mosaic workshop; Excursions; Information days.

And finally CAFS is our auspice and without their guidance and practical support the Community House would further struggle for finance and resources. Apart from CAFS our financial support comes from the Department of Planning and Community Development and the Department of Human Services.



Early Childhood Parenting Centre

The Early Childhood Parenting Centre (ECPC) continues to provide a vital and growing suite of services supporting parents and carers of young children. A few highlights for the year include:

Published research showing the results of an innovative program called Growing Together, looking at outcomes of intensive work with parents with learning difficulties. (See graph page15). A cost benefit analysis was also developed and the program was successful in gaining funding from the regional Family Services network as well as from government.

The ECPC was also successful in working with a consortium of early childhood professionals in Ballarat to gain funding to coordinate the Early Start three-year-old Kindergarten program for children known to Child Protection.

The ECPC at Chisholm St. also expanded this year with the purchase of a unit next door. This will expand capacity for PASDS residential work at the centre, assist with

office space and provide additional space for group work.

Community education was provided to other professionals working with vulnerable children

An invitation was accepted to present the Early Start Kindergarten program as a key session at the Department of Education and Early Childhood Development Innovation showcase which attracted 700 participants

The smooth running of the ECPC relies heavily on the staff and their flexibility, team work, energy and commitment for which I am very grateful. We also could not operate without the support from our financial contributors: Hilton White Bequest; United Way; DHS; DEECD and of course our team of volunteers.

Judy Ryan
Coordinator

Programs

Day Stay

Day Stay is a universal service offering parents with young children a full day of support and education acknowledging the enormous responsibilities and challenges facing all parents following the birth of a baby.

Day Stay assisted 145 families from Ballarat and district. The following quote sums up one parent's experience – "This program was such a wonderful experience at a time when I wondered how I was ever going to get through it all!"

Client feedback summarised in the graph below indicates satisfaction with the program and 90% of goals being achieved. (See FIG1)

1. I was welcomed at the start of the day.
2. I was listened to and valued throughout the day.
3. The day and time were satisfactory.
4. The venue was adequate for the program.
5. The books and the displays were helpful.
6. The individual information sheets were helpful.
7. I learnt practical skills that I believe will help me with my parenting.
8. I was able to put the skills into practice throughout the day.
9. My confidence as a parent has developed.
10. It was beneficial to share this experience with other parents on the day.

Parenting Assessment & Skills Development Service (PASDS)

PASDS is a regional program providing Child Protection with assessments of parenting capacity followed by further tailored parenting education. This is offered as a 5-day residential stay or in-home service.

PASDS is currently undergoing a state-wide review to ensure an integrated state wide early parenting system is in place specifically targeted to vulnerable children and their families.

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Supervisor of the ECPC, Judy Ryan and CEO Kevin Zibell with Ballarat City Councillor Des Hudson who officially opened the new ECPC unit in Chisholm St. (Photo courtesy, The Courier).

Mentoring for Families with Young Children

A wonderful group of trained volunteer mentors provide long term friendship, guidance and practical support to families with young children. Following training this year the number of volunteers assisting families again reached 20.

Parenting Group

Supportive and educational groups have now been running on a weekly basis for 10 years.

The group experience offers mothers with children from birth to pre school socialisation and parenting education whilst also offering the children educative play and social structure. Activities have included a visit to the local library and Melbourne Zoo.

Family Services

A worker from the Ballarat family services team continues to be placed within the Early Childhood Parenting Centre to work specifically with families with young children. This also allows for a sharing of information between the two teams.

Growing Together

Growing Together is an intensive home-based program supporting parents with a learning difficulty to safely care for and nurture their infants or young children, with a focus on physical and emotional development.

The program was evaluated by the University of Ballarat over a three-year period.

The evaluation revealed positive outcomes for parents and children with improvements shown in a number of parenting behaviours, specifically other praise, positive attention and information descriptive and positive attention.

Early Start Kindergarten

A project worker based at the Early Childhood Parenting Centre has co-ordinated the new state initiative providing 39 children known to Child Protection with up to 5 hours of free kindergarten per week.

Transition to School

Eight wonderful volunteers assisted nine pre school children prepare for school entry in 2010.

Weekly home visits for 10 weeks assisted the children across many domains e.g. literacy, physical activities; fine motor skills; self esteem and control.

Feed back was positive from families and schools e.g. parent comment "It was brilliant, going to school he knew what to expect."

Literacy Program – You Make The Difference

A group of six foster carers successfully completed a nine week program to assist them, during everyday routines and activities, stimulate their children's language. One carer's comment "my child is definitely communicating more and enjoying learning more".



Sophia and Izabella from the Day Stay Program. (Photo courtesy, The Courier)

FIG1: Day Stay Program Evaluation March 2009 - February 2010

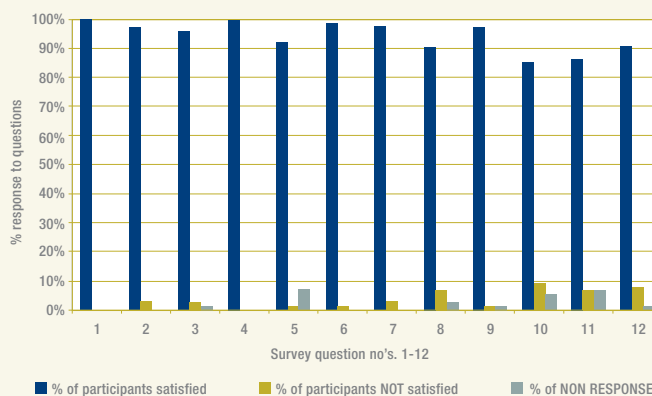
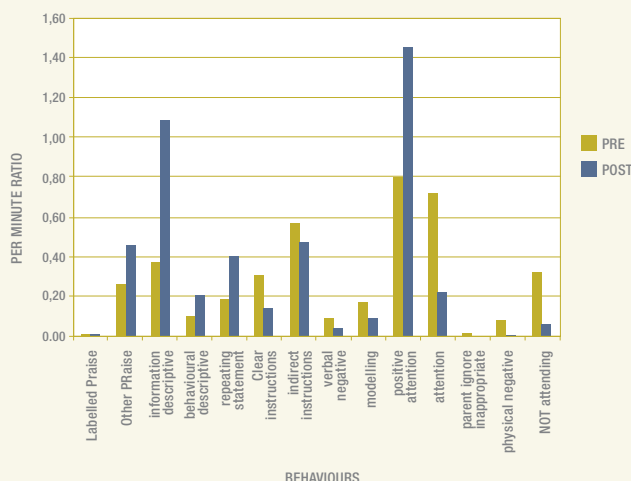


FIG2: Pre and post parent behaviour observations – average across families



Men & Family Services

Supporting men, their partners and their children to live happier, healthier relationships

Four program areas at CAFS that work towards achieving these goals are

1. Family Violence Programs

- Family violence Court Counselling Programs
- Men's Group programs
- Case management programs for men with complex issues
- Family Violence Service Integration Coordinator
- Bringing all family violence services in the region together

2. Men & Family Relationships

3. Children's Contact Service

4. Post Separation Cooperative Parenting Program

Each program offers a unique service to the community, with targeted services to address specific needs

Family Violence

The family violence programs at CAFS provide a range of services to men, women and children. Guided by best practice, experience and program guidelines the program works with men in individual and group settings to address their violence and abuse. Some men are engaged in intensive case management work to address a range of complex issues. The program also offers an emergency accommodation for men who require housing due to their violence and abuse. This program is predominantly used by police in after hours situations where accommodation is required.

The program also offers a partner/ex-partner support program as well as working with the Women's Resource Information and Support Centre (WRISC) to deliver a group program. The program also co-facilitates a children's art therapy group with WRISC.

All these programs work closely with the police, courts and women's and children's services. (see FIG1)

Note: Not all service components are offered to all groups by CAFS. Women and Children's Services delivered by CAFS are offered to women and children whose male partners and ex-partners are involved in counselling programs. CAFS regularly refers women and children to specialist women and children's family violence services.

Post Separation Cooperative Parenting Program

This new program commenced in September 2009. It is aimed at working with conflictual separated parents to consider the needs and welfare of their children as their priority.

The program has completed its first nine months and has worked with 172 people. (see FIG2)

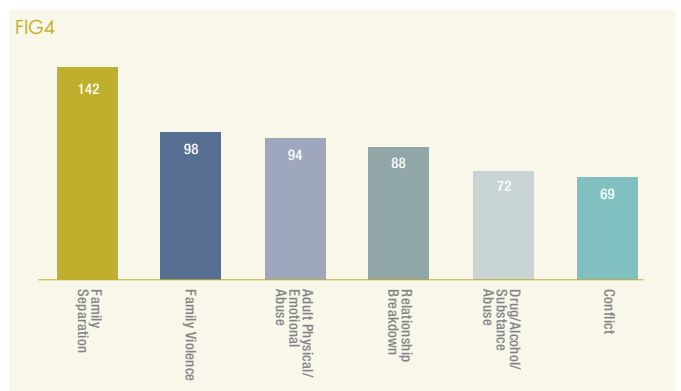
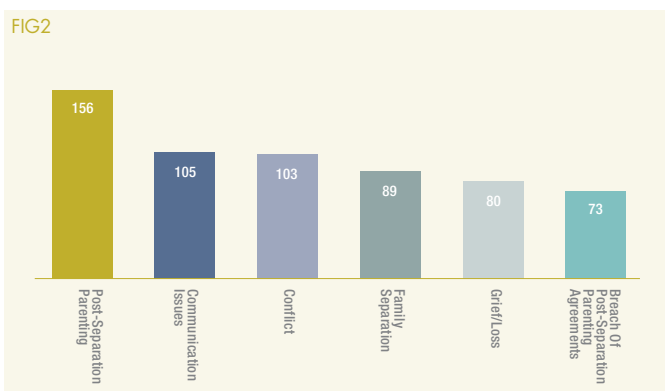
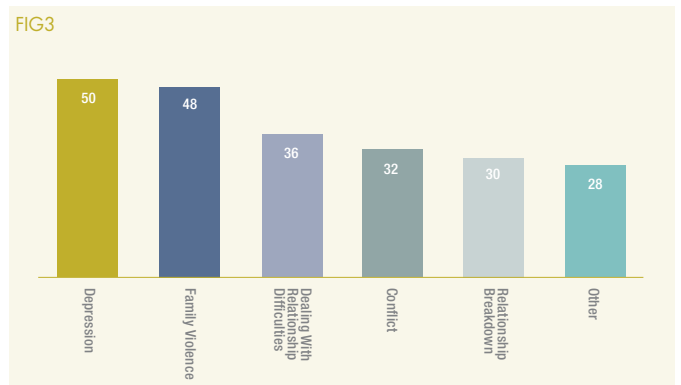
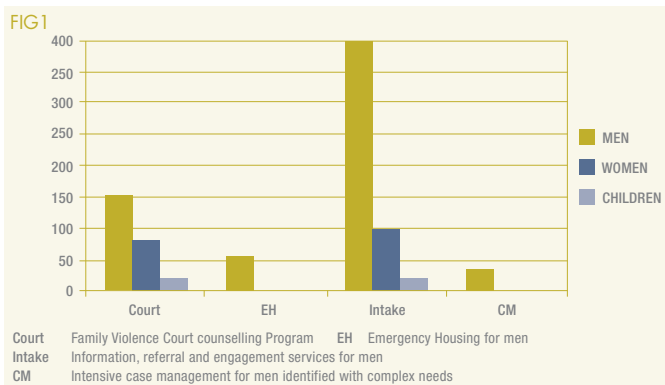
Men & Family Relationships

This is a highly successful program aimed at working and encouraging men to build strong and sustainable relationships with their families. This program continues to be innovative and flexible in its service delivery. Fig 3 shows some of the issues addressed by the staff with men.

Children's Contact Service

The Children's Contact Services provides (a) facilitated changeovers where children are "exchanged" between parents without any parent contact and (b) staff supervised visits between a child/children and a non-resident parent. Fig 4 below highlights a number of reasons given why parents want to access the service. (see FIG4)

Michael Brandenburg
Manager, Commonwealth & Family Violence Programs.



Out of Home Care

The end of this year has seen the consolidation of the Out of Home Care teams as a stand alone management stream; an exciting initiative that should lead to increased capacity for quality improvement and innovation into the future.

We were delighted earlier this year to be named as the providers of the new **Kinship Care** program. In Australia there are now more children in Kinship Care than formal out of home care situations, and it is positive that State Government is prepared to provide tangible support to these families. We have a team of five staff who deliver support to placements made by Child Protection, family and parenting support, and information and advice generally to the community. The face of care is changing significantly as traditional foster care and residential care no longer meets demand, nor are they always the best options for children. It's exciting to be part of the journey.

Foster Care and Adolescent Community Placement (ACP) has continued to meet the challenges facing us in the sector; the best quality of care possible for children and

young people is our highest priority. The Ombudsman's reports released this year pointed to many flaws in the system overall and reminds us that we must be absolutely vigilant in ensuring standards are met, close supervision and monitoring of placements is present, staff are well trained and supported, and we are continually purposeful in our work. On the upside, we have had a very stable team of dedicated and enthusiastic staff, and the internal audits we are required to undertake as part of the quality improvement system are demonstrating that standards are embedded and being achieved.

Circle Program continues to steadily develop, attracting carers who have a high capacity to undertake reparative parenting and provide positive attachment. A highlight of this small program is its ability to really engage birth parents in the care teams, which empowers them to think realistically about their children's futures, and therefore leads to quicker decision-making and permanency planning.

TO PAGE 18

Fiona White and Sam Naidu draw attention to the plight of foster children who carry their life's possessions around in old bags. As a result of the publication of the photo and story, many generous individuals and businesses in Ballarat (prominent among them Thomas Jewellers) donated enough suitcases to ensure CAFS could supply these to children in this predicament for many months to come. CAFS is grateful for this wonderful generosity. (Photo courtesy of The Courier).



Out of Home Care



Fiona White with Premier Brumby and Minister Batchelor after receiving a community volunteering award on behalf of CAFS.



Ronnie Rosenow – foster carer receiving her Ballarat Citizen of the Year award from Mayor Judy Verlin

FROM PAGE 17

Adoption and Permanent Care continues to receive a high level of enquiries which has led to 32 potential carers being trained this year. 12 placements have been made, a wonderful outcome for this group of children who tend to have endured very significant trauma and loss. Children with a high level of special needs, physical and emotional, as well as sibling groups, continue to be more difficult to place, but we are constantly amazed and delighted by the wonderful and diverse range of carers who step forward.

Our two long-term **Residential Care** units have travelled well, and one in particular has seen fantastic development in the group of four adolescents who have now been together

with the same carers for several years. This unit is a great testament to stability of carers and residents, a bright and homely environment, skilled staff and consistency over a long period. We were pleased to receive ongoing funding for a third unit and excited that this will be a partnership with Berry St to deliver a therapeutically-based model.

Recruitment of carers remains problematic and requires innovation, creativity and doggedness! Our small Recruitment, Assessment and Training Team, along with our Marketing and Communications manager, have delivered this in spades. We always need more carers and will continue to spread the word wherever and whenever we can.

Carers: To our amazing, wonderful, brilliant, dedicated, hard-working Carers- THANKYOU! Without you there is no program. We hope you feel a part of the CAFS out of home care team, and that you are always aware of what a difference you make to the lives of the children and young people entrusted to our care.

Fiona White
Manager, Placement & Support Services

Servicing our Regions

CAFS Moorabool

The team at CAFS Moorabool has continued to provide quality family and children's services to the local community.

The past year has seen:-

- The introduction and implementation of the 'Open Doors' housing model with CAFS Moorabool being identified as an 'Entry Point' resulting in an easy accessible and responsive service being provided to those who find themselves homeless or at risk of becoming homeless
- Introduction of the Family Violence Project Worker, Moorabool Shire position which is working towards bringing together the community to provide a network to prevent family violence. This role also raises awareness by organising education & community activities within the Shire
- Continued strengthening of partnerships with various agencies in the Community

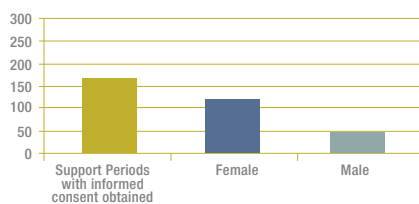
Financial Counselling

The level of closed cases – Financial Counselling in 2009/2010 exceeded targets.

Reconnect

Reconnect is an early intervention program for young people 12 – 18yrs who are at risk of homelessness. This year 40 young people and their families received support and assistance. Reconnect has had a very active role in the development of a new alternative

FIG1: Transitional Program



education program for disengaged young people, in conjunction with Bacchus Marsh College, Vic Police, and Centacare.

Men & Family Relationship Service

The Men & Families Program in Bacchus Marsh has this year provided services for 47 males in the region. The program has now been running for three years and is embedded in the community. This is reflected in the referrals from other professional and the community in general.

Creating Connections

The Creating Connections Program provides intensive case management for clients 16-25 years to achieve independent living, connection to education, employment, housing support and life skills.

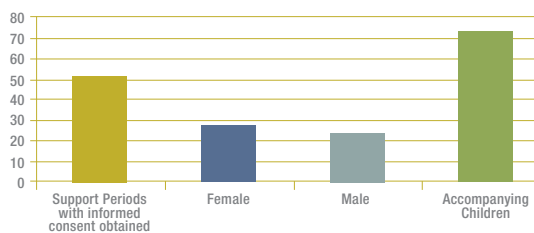
Opening doors

Opening doors started in November 2009. In this time the program has assisted over 100 individuals and families who are experiencing or at risk of experiencing homelessness.

Homelessness Services Sector (formerly SAAP)

The homelessness sector has had lots of exciting changes in the last year with the introduction of 'Open Doors' which CAFS Moorabool are a nominated entry point enabling homelessness support practitioners to work more intensively in a case management role with existing consumers.

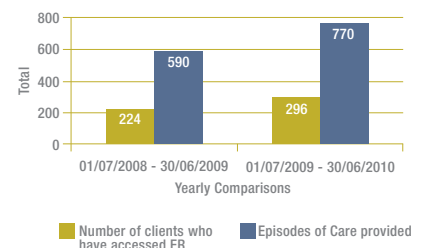
FIG2: Crisis Accomodation



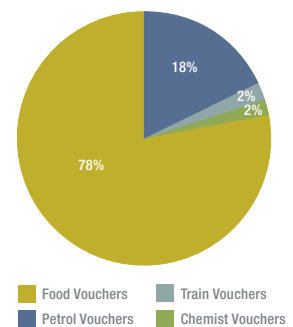
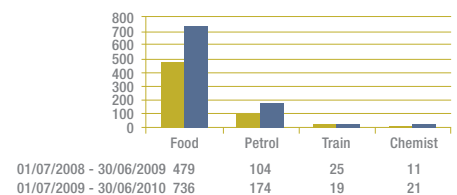
Emergency Relief Program

The Emergency Relief Program funded by FaHCSIA has been operating since March 2008. Requests for assistance via the Emergency Relief Program continues to increase which reinforces how difficult it is for people even to provide basic essentials such as food. In the past financial year 296 people accessed the service. The program is able to assist with food, petrol, chemist (script) and train vouchers, however predominantly people accessing the service are requesting assistance with food vouchers.

Emergency Relief Program



Voucher Summary



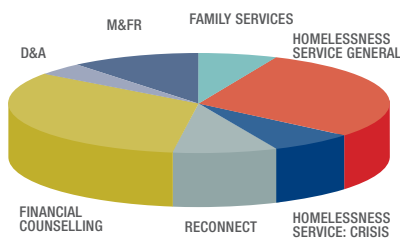
Servicing our Regions

CAFS Hepburn

CAFS Hepburn is a small team providing a diverse range of programs. It prides ourselves on offering locally based and accessible services for the Hepburn Shire. It has a strong community identity and works closely with other services to identify and respond to community needs.

This past year CAFS Hepburn:

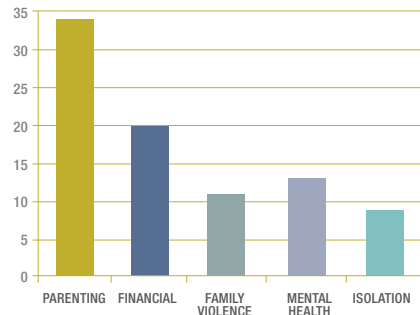
- Successfully established the 'Opening Doors' housing support model with CAFS Hepburn being identified as the 'Entry Point' for individuals, families and young persons who are homeless or at risk of homelessness in Daylesford and surrounding areas.
- Continued to strengthen partnerships with other agencies in the Hepburn Shire resulting in the successful establishment of initiatives such as the Hepburn No Interest Loans Program, the Hepburn Family Violence Network, and a collaborative Family Services Program, together with Hepburn Health Service, across the Shire.
- Further developed the Family Mentoring Program, offering additional volunteer support to families. Demand has exceeded the capacity of the program. Our thanks to Daylesford Rotary Club for its generous donation to assist with supporting the mentors.
- Contributed to the immediate crisis response to the bush fires of February 2009 and gained funding for 2010-11 to support families with parenting, and young people with their recovery and preparation for future bush fire threats.



Family Services Program

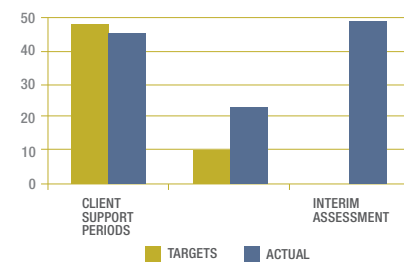
The Family Services program supported 22 families with a total of 67 children, across the Hepburn Shire. The key presenting issues are shown below. We are keenly aware of gaps in support services for families and our goal for next year is to further develop preventative activities in collaboration with other services.

Key Issues In Family Services Program



Homelessness services (formerly saap)

Demand for Crisis accommodation has been particularly high. There continues to be a critical shortage of affordable accommodation for both families and single persons in the community. A key challenge for next year is to address this need.

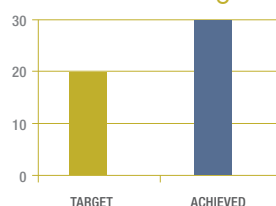


Reconnect Program

We worked closely with Daylesford Secondary College and Daylesford Neighbour Centre to establish clear referral pathways and prompt response to young people at risk of homelessness and their families.

This has resulted in an increase of referrals, exceeding targets by over 50%. This early intervention program working with young people their families and their community of belonging has gathered strong evidence regarding the effectiveness of this model of service provision in preventing youth homelessness.

Families receiving service



Financial Counselling

Demand for this service has continued to grow, situations have become more complex, and the increasing cost of utilities has contributed to the stress that people are experiencing. Our challenge is to encourage people to seek assistance at an earlier stage and to obtain further funding to meet this demand.

Clients receiving service



Centrelink

Our Centrelink Agency Service enables Centrelink customers to lodge claims, access information and use telephone and online facilities. We had 4540 customer contacts during the year.

D&A Family Counselling

This program acknowledges that families and friends of people using drugs may need support to deal with the impact on their lives. Parents, partners and siblings all accessed this service.

Men & Family Relationships

There were 36 referrals. Presenting issues were mainly around relationships, depression, family violence and parenting after separation. A 'Dads & Kids' program was also provided to primary schools.

Fax Back Program

We received 39 referrals from the Police following Family Violence incidents which prompted the establishment of the Hepburn Family Violence Network to provide a forum for discussion about prevention of, and response to, Family Violence within the community.

CAFS Ararat

CAFS Ararat continues to be a small but busy regional office supplying services to Ararat Rural City and Pyrenees Shire, as the following table shows. There were 132 cases opened for clients in the Ararat LGA in the last financial year, and another 24 cases in Pyrenees. A total of 2701 service hours were provided, representing 14.4% of CAFS total service hours.

Of note this year has been increased client

access to financial counselling, now offered 1.5 days per week. The NILS (No interest Loan scheme) program, auspiced by CAFS, has also been busy.

The Ararat team values the community consultation / support provided via service providers network meetings. It also greatly appreciates the efforts of volunteers who act as mentors to vulnerable children and families, three of whom are shown below.

Cases and Hours

	Cases	New referrals within ref period	Hours of service provided
Ararat	132	105	2399
Pyrenees	24	21	302
All CAFS in Greater Grampians	873	718	18809
All agencies in Greater Grampians	1800	1289	46412
Ararat/Pyrenees as % of CAFS	17.9%	17.5%	14.4%
Ararat/Pyrenees as % of G Gramps	8.7%	9.8%	5.8%

(note - figures not inclusive of non substantive cases)



From left: CAFS Ararat mentors Jennifer, Penne, and Elizabeth

CAN YOU HELP?



The challenge of Foster Care

There are more children requiring care than there are carers.

People are eligible to Foster a child or young person if they are:

- 21 years of age or older
- Married, Single, or Partnered (including same sex couples)
- Employed or a stay at home parents
- Rent or own their home and have the space

Foster Carers receive:

- Accredited foster care training
- 24 hour support from a CAFS case worker
- Non taxable financial reimbursement

Further information is available by contacting CAFS Ballarat on 5337.3333 or email fostercare@cafs.org.au



Sustaining our Heritage

I am very pleased that CAFS is continuing to provide past residents with the assistance they need when they begin searching for their records and history.

This past year we have continued with our three reunions for different eras, archival preservation, past resident research and a special event to celebrate the Federal Apology to the Forgotten Australians.

Federal Apology

On the 16 November 2009, the Federal Government apologised to the Forgotten Australians – those who suffered abuses in institutions Australia wide, or were child migrants thought to have been “sent to a better place”. The heritage service facilitated a live viewing of the apology where past residents watched with the support of other past residents, and Heritage Service Staff. This was an incredibly moving experience for all concerned. Past residents consoled and found comfort in each other. They were then able to talk to The Ballarat Courier and WIN News about their feelings after the apology. A few of our past residents attended the apology in Canberra in person, some with financial support from CAFS. It was an emotional few days in the build up and the aftermath.

Reunions

In November 2009 our younger group (1970 to present day) was invited to a morning tea at the old female refuge with an interesting talk from Dinah McCance about the history

of the building, and then a BBQ lunch at Alexandra House. (formerly the Alexandra Babies Home). Many of our attendees had been residents of these establishments before being admitted to the Ballarat Orphanage. Our original plans of a BBQ at Eureka gardens was cancelled due to torrential rain. We were very lucky that the proprietors’ of Alexandra House were able to accommodate us at short notice.

Our older generation (pre 1955) enjoyed a two day event in February. Day one entailed a trip to Queenscliff to visit their old holiday home and their old holiday haunts! Many childhood tales and legends were retold. Cam and Fiona Nicolson opened their back garden for morning tea and enjoyed listening to the many tales of children pinching fruit from neighbouring trees etc. A local journalist attended and interviewed a few and included their story in the local Queenscliff newspaper.

In the afternoon there was a visit to the beach, church and the gardens and a spot of shopping. The next day was a morning tea at the old Alexandra Babies home. Many of the past residents were either in the Babies Home prior to their orphanage admission or delivered milk from the orphanage farm, or worked at the Babies Home when they left school. Lunch was at Ludbrook House where it was standing room only in the conference room. The chatter and laughter could be heard throughout the building.

Our middle group 1955 – 1970 had to suffer the cold of Ballarat as their reunion was

in July. About 40 past residents with their family and friends attended with quite a few first time attendees. It was the first time we had used the CAFS venue at 119 Lydiard St, Ballarat. It is good to see people being able to catch up with their family and other past residents at these events.

Those that attended may have noticed that there was a bit of an Essendon footy club theme with the red and black balloons! That was because there were five bombers supporters helping with the set up!

Heritage research

Meeting past residents and researching people’s records and family history is the bulk of my day to day work. Our past residents are very pleased when they find that CAFS Heritage Centre has valued and preserved the history of the Ballarat Orphanage. For many past residents, the exploration of their own records is the first time they have talked to anyone about their experience of growing up in an institution and it is often an emotional time for them. I feel privileged to hear the stories from our past residents. They are also pleasantly surprised to hear we have 430 past residents on our mailing list and hold regular reunions.

Mr Kenny’s reports

Bill Heyward has been volunteering at CAFS for eight years or more. Being of senior years Bill has an ‘eye’ for reading the old hand writing and deciphering words that are no longer used in everyday language. Bill has

TO PAGE 21



There was much fun, activity and reminiscing at the various reunions held throughout 2009 – 2010.

FROM PAGE 20

completed some large tasks in heritage but he said that deciphering Mr Kenny's reports "might see him out". We hope not. Mr Kenny's reports are bound in an old leather booklet. Unfortunately it shows signs of water damage and wear and tear. Mr Kenny was the Superintendent of the orphanage from 1885 to 1926. This book is the only survivor of the many report books that Mr Kenny kept over the years and spans the years 1899 to 1908. The reports show a valuable insight into the running of the Orphanage and the events and happenings that would have affected the children. Through reading these reports it is easy to see the incredible compassion that Mr Kenny had for the children in his care, especially when he had to report on a sick child or one that had died. The deciphering of Mr Kenny's reports would not have happened without the dedication of Bill Heyward. In latter months he and Heritage Assistant Annie Fell have worked on these reports together. They are funny to listen to when they are working on the reports. If they cannot decipher a word, they can be heard cursing Mr Kenny, or berating him for a spelling error. I think they have gotten quite close to the former superintendent.

Annual Reports and significant booklets digitised

Heritage part time assistant Deb Findlay has had one of the most important jobs in the office by digitising old records to ensure that if the original is damaged or lost there is a permanent record of these items. It is a tedious job and Deb spends a lot of time

at the photocopier. Deb has successfully digitised every Annual Report from 1866 to present day. In addition to the preservation concept, this also means that we can provide copies of Annual Reports to those doing heritage research. Deb has also digitised Mr Kenny's book and other booklets produced for the Orphanage. She is currently working on our Orphanage newspaper cuttings from 1900. Another Helper is Ken Merton. Ken is a past resident of another Orphanage in Victoria. He helps out every Wednesday with archiving old files. Ken was also a star attraction during our Christmas decoration competition with his (and Joanies) rendition of "rock and roll Santa".

Other news

Unfortunately the plans for placing a plaque at the Old site have come to a bit of a standstill, with the current occupiers contacting CAFS to pass on any on plaques or memorabilia. A survey of past residents has certainly assisted with what would be the appropriate wording on the plaque.

CAFS Heritage Services was very pleased to have contributed to a documentary "Among Us", a story of the Stolen Generations of Victoria. This is a moving documentary, following a group of indigenous past residents expressing their feelings and memories about returning to the old sites of the Ballarat Orphanage and Alexandra Babies home.

CAFS has also supported the group Sanctuary which has developed a theatrical production written by Chris Dickens based on experiences of children growing up in an institution. This production attracted quite large crowds during performances on 13 to 15 November 2009 at the Wendouree Performing Arts Centre.

Currently CAFS is assisting Consuello Productions which is making a documentary on Forgotten Australians. I have assisted to track down and approach many past residents who were in the 1954 Ballarat Orphanage Film, "They need your help", for their permission for their images to be used in this documentary.

Sharon Guy
Heritage Coordinator



Corporate Services

Corporate service

Major achievements throughout the organisation over the past year included:

- Relocation of the management team to premises at 8 Market St
- Opening of the Early Childhood and Parenting Centre unit at 511 Chisholm St to support the residential program
- Fit-out of premises at 119 Lydiard St to accommodate the Family Violence Court Counselling Program and support for out of hours access
- Refurbishment of the Residential Care property at Skipton St
- Continued upgrade and enhancement of IT&C network and infrastructure

From a financial perspective our annual turnover for the year increased to \$11.2mil, up 10% on the previous year resulting in a satisfactory surplus for the organisation.

Staffing levels as at 30 June 2010 were 173 staff: 54 Full Time, 79 Part Time, 34 Casuals and 6 In-operative.

The contribution of our volunteers is recognised as an integral part of our CAFS community and we thank them for the donation of their valuable time and expertise in the many areas they support our organisation.

Shane Callahan
Manager, Corporate Services

Taking Ludbrook House into the new century

CAFS famous and historic headquarters building, Ludbrook House at 115 Lydiard St, Ballarat, is undergoing a major internal refurbishment.

In November 2009 the CAFS Board accepted a recommendation of its Finance and Risk Committee to remain in Ludbrook House, after months of deliberation on whether to develop new headquarters on a green fields site elsewhere or remain in the existing location.

Works estimated to cost in excess of \$1 million were due to start in the early part of the 2010/2011 financial year.

The works, focused on the top floor of Ludbrook House, will include:

- Demolition of all existing partitions; replacement with mix of open-plan and offices
- Application of thermal glazing and all windows to have solar tinting to reduce heat transfer and solar glare which will, in turn, reduce the load on air conditioning

Financing refurbishment – past and present

In the past CAFS has received generous support from a range of corporate and philanthropic supporters for essential works

conducted on and within Ludbrook House. This occasion is no exception and CAFS would welcome all financial contributions to the essential project it is undertaking.

Parts of that project will necessitate the removal of some elements of the existing internal amenity of Ludbrook House which were specifically funded through past generosity.

CAFS pays tribute to all of those individuals, organisations and institutions which have assisted with these important refurbishments in the past. Notably these have included:

The Percy Baxter Trust;
Robert Clarke Charity Fund
The Courier Charity Fund
Alfred Felton Bequest
R.E. Ross Trust
Henry Haymes Pty Ltd
Jack Brockhoff Foundation
William Buckland Foundation
Ian Potter Foundation
Ballarat Travellers Social Club
The Myer Foundation

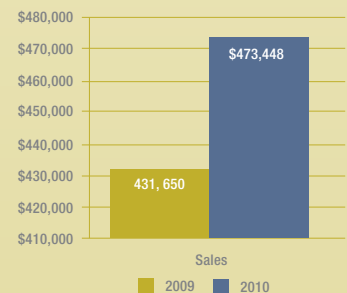
Wozzles WEARHOUSE

Wozzles celebrated an accumulated \$5 million in sales revenue this year and enjoyed a year of consolidation having invested in a brand refreshment program across all sites. Our volunteers continue to be the backbone of our retail outlets with 2010 delivering a 10% increase in sales revenue on the previous year.

Improvements at the operations centre continue with the commissioning of a new conveyor system and the introduction of steam cleaning, both aimed at reducing manual handling and delivering efficiency.

The challenge to reduce landfill waste has initiated the investigation of a new recycling process that allows for what was previously waste, to now be processed for export to Malaysia. The goods are processed and made available for resale in third world countries. The introduction of the new process is scheduled to commence in September 2010. A 60% reduction in land fill is forecast to be delivered when the new process is in place.

Planning for 20-year celebrations in 2011 are underway and we look forward to sharing these plans later in the year.



Former Corporate Manager, John Farrell with Wozzles coordinator, Rosie Scott at the celebration to mark \$5 million sales revenue.

Organisational Development

Further development of the Organisational Development/HR unit functions during 2009/10 involved the conclusion of the final units of the two year all staff compliance learning and development cycle.

This involved equal opportunity training (incorporating harassment, bullying and sexual harassment training) and the introduction to supervision and advanced supervision. Further actions on our staff satisfaction survey were undertaken, HR internal auditing was completed and much planning was undertaken for the coming year.

Highlights for 2009/10 were our success in being granted Employer of Choice for Women 2010/11 status from the Federal Government's Equal Opportunity in the Workplace Agency (EOWA) and being recognised with a Fair and Flexible Employer Award from the Victorian State Government.

Staff turnover again was low with a general increase to staff numbers from the preceding year from 154 to 173. It is envisaged that numbers will continue to rise in the forthcoming year.

In this report I cannot close without acknowledging the former Manager Corporate Services, John Farrell for his quality leadership, inspiring mentoring and valued friendship. The work he did in the OD/HR area at CAFS single-handedly, prior to my employment, was visionary and of a very high standard.

I would like to thank Stef Hofman (HR Administration Officer) for her assistance and members of the Administration team generally for their continued support.

Jeanette Hatt
Manager, Organisational Development.



Jeanette Hatt receiving CAFS' award as a Fair and Flexible Employer.

Marketing and Communications

Building the brand, spreading the message and opening doors to potentially greater corporate and philanthropic support were the challenges of 2009/10 in Marketing and Communications.

The brand

A suite of new and updated brochures was completed. Many are already in wide circulation and reprints were already underway for some before the end of the reporting period.

One of the feature publications was a new, glossy bequest brochure which was circulated throughout the region, mainly through the offices of leading solicitors.

The website was comprehensively rebuilt and designed to be consistent with the new brand and style. It is regularly updated and endorses an image of CAFS as a modern, caring organisation.

Other branding tools such as banners and letterhead were updated giving CAFS a much brighter and inviting look.

The message

The new look was extended to the designs featured in a planned newspaper advertising and television commercial campaign. This was supported by radio commercials, with a particular focus here on the call for foster carers. While the TVCs were brand-building, the radio and newspaper advertising was a mix of this and calls to action. There is no doubt the combination is effectively lifting the wider general community understanding and appreciation of CAFS. WIN Television, Radio Ballarat and The Courier are important media partners for the agency.

In addition there were a range of public engagements throughout the reporting period in which CAFS staff took the opportunity to outline the vision, mission and ongoing activities of the agency. This extended from participation in forums in which the agency was formally involved to guest speaking engagements for organisations such as Rotary Clubs. There was also an important presentation to an assembly of the City of Ballarat and CAFS is grateful to the city for this opportunity and its ongoing support of the agency.

Publicity associated with excellent initiatives such as Fostering Art, the Employer of Choice for Women award and the function held on conjunction with the apology to the Forgotten Australians reinforced the image of CAFS as an outgoing, active and vital agency in the city and region.

The pitch

In the context of the branding and message development, early approaches were made to develop stronger, more familiar links with potential corporate and philanthropic partners. There were meetings and discussions with a range of business and community leaders across the region, both one on one and through the auspices of various organisations and institutions of which they are a part. A range of businesses in the city remain corporate donors to CAFS. The efforts to build upon these for the future will continue.

Meetings were also held late in the reporting period with a range of major philanthropic organisations. There were clear indications of potential support when timely projects consistent with their funding rounds are identified and applications made.

Peter Dwyer
Manager, Marketing and Communications

The CAFS Team

Employee Name	Position Title	Employee Name	Position Title	Employee Name	Position Title
Zibell, Kevin	C. E. O.	Gottlieb, Maxine	Residential Care Worker	Newbury, Angela	Casual Residential Care Worker
Callahan, Shane	Manager Corporate Services	Graham, Nicole	Casual PASDS Residential Worker	Nicoll, Mark	Men & Families Team Leader
O'Donnell, Colette	Accountant	Grigg, Rebecca	Child First Worker	Nihill, Susan	Casual Residential Care Worker
Program Managers		Grima, Jennifer	Case Worker Residential Program	Parkinson, Lynette	Casual Receptionist
Brandenburg, Michael	Manager C'Wealth/Men and Family Services	Guest, Bruce	Family Services Worker	Paton, Wendy	Casual Residential Care Worker
Butler, Marlene	Manager Family & Community Services	Guy, Sharon	Heritage Worker	Pearson, Nathan	Casual Residential Care Worker
White, Fiona	Manager Placement & Support Programs	Hackett, Robert	Residential Care Worker	Perez, Luisa	PSCP Counsellor/Facilitator
Current Employees		Handreck, Colin	Financial Counsellor	Phillips, Charlotte	Payroll & Administration Officer
Adaway, Sandra	Case Worker Residential Program	Harrison, Carolyn	Permanent Care Worker	Pike, Stewart	SAAP Worker
Bachelor, Beverley	Casual M&F Behaviour Change Worker	Hassan, Kim	PASDS Worker	Pollock, Carolyn	Residential Care Worker
Batchelor, Kerri-Ann	Administrative Assistant	Hatt, Jeanette	Organisational Development Mgr	Poulton, Megan	Fostercare Senior Worker
Beacham, Maureen	Team Leader PSCP Program	Hay, Duncan	Family Services Worker - Ararat	Prewer, Martin	Casual Group Facilitator
Beck, Nelli	SAAP Worker - Moorabool	Hearn, Kate	Child First Intake Worker	Quinlan, Deirdre	Reconnect & FS Worker - Moorabool
Benson, Carol	Wozzles Wearhouse Worker	Hiddle, Ann	Casual PASDS Residential Worker	Ratcliffe, Staci	Therapeutic Circle Team Leader
Bird, Leah	Receptionist	Hinch, Laura	Families First Worker	Reeve, Danielle	Child First Intake Worker
Boehle, Heidi	Wozzles Wearhouse Worker	Hoad, Graham	Men & Families Senior Worker	Rieniets, Tara	Casual SAAP IA&P Worker
Bowler, Timothy	Youth Transitions Worker	Hobbs, Daniella	Casual Receptionist	Riggs, Catherine	Family Services Worker
Bowman, Sophie	Family Services Worker	Hofman, Stefanie	Administrative Assistant	Robertson, Jeneice	Coordinator Kinship & Permanent Care
Boyer, Ann	Fostercare Worker	Holmes, Glenda	Financial Counsellor	Rogerson, Gwenda	Casual Receptionist
Brady, Leonie	Residential Care Worker	Hough, Raeleen	SAAP Coordinator	Rumler, Rhonda	Wozzles Wearhouse Worker
Broadway, Jessica	Casual Residential Care Worker	Howell, Ann	Receptionist	Runciman, Kellie	Casual Residential Care Worker
Burnett, Johanne	Contact Service Worker	Hoye, Bernadette	Alliance Project Worker	Ryan, Judith	Coordinator Early Childhood Development Centre
Burns, Jennifer	SAAP Worker - Hepburn	Huggett, Paul	Coordinator Family Services	Ryan, Paul	Casual Group Facilitator
Buttacavoli, Katie	Families First Worker	Hughes, Susan	Assistant Accountant	Rykers, Jodie	Problem Gambling Community Educator
Campbell, Lindsay	Family Services Worker	Hunt, Michelle	Family Violence Senior Worker	Salmon, Cherie	Kinship Care Senior Worker
Carmichael, Jennifer	Child First Worker	Jones, Jennifer	SFYS Community Development Worker	Saraswati, Sri Kirti	Family Services Senior Worker
Carr, Kerryne	Placement & Support Snr Worker	Jones, Michael	Casual Residential Care Worker	Savage, Tracey	Men and Families Worker
Chittleborough, Susan	Family Services Worker - Hepburn	Kelly, Angela	Placement & Support Worker	Schiltz, Toni	Fostercare Senior Worker
Clarke, Lorraine	Financial Counsellor	Kelly, Melanie	Casual Receptionist	Schultz, Michelle	Permanent Care Worker
Conroy, Ellen	PASDS & Day Stay Senior Worker	Kennedy, Kylie	Family Violence Court Worker	Scott, Robyn	Accounts Clerk
Cook, Jan	Receptionist	Kidd, Joanne	Casual ECPD Nurse	Scott, Rosalie	Coordinator Wozzles
Costigan, Kim	Casual Residential Care Worker	Kinnersly, Tracey	Fostercare Worker	Shafton, David	Residential Care Worker
Coutts, Ella	Family Services Worker - Ararat	Lamb, Neil	Maintenance Worker	Sharman, Katie-Louise	Casual Receptionist
Creed, Debbie	Casual Residential Care Worker	Langley, Anna	SAAP & Leaving Care Worker	Sherritt, Tanya	Casual PASDS Worker
Crilly, Dawn	Receptionist	Laurie, Shirlene	Fostercare Worker	Simpkin, Bradley	Casual Residential Care Worker
Cunningham, Cheryl	Residential Care Worker	Le Vaillant, Jeannine	Family Violence Integration Worker	Simpson, Gayle	Casual Receptionist
Davis, Joel	FV Court Counselling Worker	Leonard, Michelle	Therapeutic/Permanent Care Senior Worker	Skewes, Linda	Casual Residential Care Worker
Delahey, Kim	Creating Connections Worker	Licheni, Glenn	R&T Fostercare Worker	Skinner, Ruth	Fostercare Worker
Densley, Stephen	Fostercare Worker	Liddy, Shirley	Refugee Minor Program Worker	Smith, Beth	Office Manager
Dichiera, Yvonne	NILS Community Development Worker	Luttrell, Kevin	Casual Group Facilitator	Steiner, Tracey	Family&Childrens Engagement Worker
Duffy, Joan	Receptionist	Luttrell, Rhonda	Families First Senior Worker	Stewart, Allison	Child First Intake Worker
Dunks, Sam	Receptionist & Financial Counsellor	Mackay, Fraser	Casual Group Facilitator	Stewart, Julie	Coordinator Moorabool
Dwyer, Peter	Marketing/Communications Mgr	Macpherson, Ingrid	Casual Receptionist	Stewart, Nicole	Families First Worker
Eaton, Janice	Wozzles Wearhouse Supervisor	Maher, Peggy	Families First Worker	Sullivan, Pauline	Kinship Care Team Leader
Elliott, Adria	Receptionist	Maika, Robert	Family Violence Senior Worker	Symons, Stephen	Financial Counsellor
Fay, Christina	Administrative Assistant	Marshall, Jacqueline	Coordinator Financial Counselling	Telford, Gail	Family Violence Worker
Featherston, Lynette	Casual PASDS Residential Worker	Mathieson, Pennie	PASDS Senior Worker	Thomas, Catherine	Delacombe House Coordinator
Fecteau, Sharon	Coordinator Intake & Referral	McDonald, Peter	Casual PSCP Facilitator	Thompson, Joanne	Wozzles Wearhouse Worker
Fell, Anne	Receptionist & Records Clerk	McKay, Janet	Coordinator & D&A Counsellor Hepburn	Torriero, Anne	Family Services Worker
Fernandez, Jacqueline	FV Integration & Men & Families Worker	McMurray, Anne	ECDP Senior Worker	Traynor, Kathleen	Coordinator Residential Care
Findlay, Deborah	Casual Heritage Assistant	Merritt, Kara	Family Services & Child First Worker	Vendy, Monica	Coordinator Ararat
Forbes, Linda	Residential Admin Support Worker	Middling, Marguerite	Casual M&F Behaviour Change Worker	Wainwright, Jacinta	Coordinator Family Violence
Frawley, Georgina	Child First Intake Worker	Mifsud, Maria	SAAP Worker	Walker, Dianne	Fostercare SPAR Senior Worker
Gale, Angela	ACP Worker	Miller, Shannan	Casual Residential Care Worker	Walker, Lynden	Supervisor Residential Care
Gaylard, Sarah	Case Worker Residential Program	Moon-beam, Jade	Casual Wozzles Worker	Wallace, Mary	Fostercare Worker
Geddes, Annabelle	Family Services Worker	Morley, Nina	Casual PASDS Residential Worker	Watkins, Sue	Wozzles Wearhouse Worker
Gooden, Mary-Ellen	Financial Counsellor	Munro, Anne	Casual Social Worker	Weber, Daniella	Family Services Worker
Gotte, Marion	ECDP Administrative Assistant	Naidu, Samantha	Coordinator Fostercare & ACP	Wheeler, Blanche	Receptionist
		Nash, Cheryl	R&T Fostercare Team Leader	Worsley, Karen	Reconnect & Men and Family Worker
		Nelson, Susan	Enhanced Intake Worker		

CAFS Alumni

Employee Name Position Title

Contracts ceased; resignations 2009/2010

Binks, Patricia	Financial Counsellor
Brooks, Robyn	SAAP IA&P Worker
Burt, Julie	Family Services Worker
Carrucan, Helen	Coordinator Fostercare
Devlin, Majella	Early Start Project Worker
Ellis, Jennifer	Coordinator Family Services
Evans, David	Casual Fostercare Worker
Falkingham, Amanda	Casual Intake Worker
Farrell, John	Manager Corporate Services
Flood, Denis	Casual Group Facilitator
Holmes, Christine	Casual Residential Care Worker
Hunter, Heather	Coordinator R&A Team
Lynch, Sarah	Casual Receptionist
Mahoney, Travis	Family Violence Court Worker
Maika, Linda	Receptionist
McGifford, Hayley	Casual Fostercare Worker
Oswin, Kirby	Casual Residential Care Worker
Quinlan, Rebecca	Residential Care Worker
Russell, Leanne	Casual Residential Care Worker
Stout, Bianca	Casual Residential Care Worker
Troeth, Kerrie	Family Services Worker - Ararat
Vincent, Cheryl	Casual PSPC Facilitator
Wilson, Gail	Wozzles Wearhouse Worker
Wood, Joyce	Casual Residential Care Worker
Woodman, Samantha	Family Services Worker - Ararat

Travis Hateley of Adroit Insurance and Stephen Broadhead from WHK chat with John Farrell at his farewell funtion.



Farewell to John Farrell

After 11 years of loyal and committed service to CAFS, John Farrell retired as Corporate Manager in early 2010.

A man with a keen appreciation of the challenges of regional communities and the importance of quality community and welfare services within them, John devoted his time at CAFS to ensuring the agency maintained the physical and financial capacity to deliver such outcomes.

No job was too big, too small or too complicated for John Farrell. From working with complex financial challenges facing the agency to ensuring minor but essential maintenance tasks were completed (sometimes doing them himself) he remained unfazed.

During his 11 years John oversaw the necessary expansion of the corporate team at CAFS so that it continued to confidently and effectively manage what is now an \$11 million business.

He led the development of the Wozzles Wearhouse stores to the point that, just before his retirement, he was able to celebrate with staff and supervisor Rosie Scott the achievement of \$5 million in earnings.

Through all of this he never lost focus on the fundamental mission of CAFS. He was warmly farewelled by at several functions – including one attended by a variety of CAFS' business partners – and a dinner hosted by the Board of Governance.



Board of Governance



Anita Rose-Innes – President



Ian Crook – Vice President



Greg Jakob – Treasurer



Liz Baker



Brian Lovison



Denis Faulkner



Shane Strachan



Martin Walmsley



Patty Kinnersly



Margaret Bolton



Mark Karlovic



Dr Matthew Gibney

*Jenny Coish participated as a Board Member from May to fill a temporary vacancy.

Become a CAFS Member



Membership of the Incorporated Association of CAFS is open to the public and we encourage your involvement. As a CAFS member you help elect the Board of Management & receive Annual Reports.

If you would like to be a CAFS member you will need to complete a membership application form or a membership renewal form if you are renewing your membership. You can download these forms from the CAFS website or alternatively call us to have them sent to you.

There is a "one-off" membership fee of \$11, but no further renewal fee is required

For more information visit cafs.org.au or call (03) 5337 3333

Thanks for your support

DONATIONS	
Goldman Sachs JBWere	JK Personnel
Heidi Boehle	Kiro Kids
Rosie Scott	Telstra
Centre For Excellence	Ryan's IGA
Regional One Credit Union	UFS Dispensaries
Annie Drum	United Way
Richard De Fegley	GIFT IN KIND
John Farrell	Sunicrust Bakeries
A. M. Webb	John Harbour Butcher
Bruce Davey	Commonwealth Bank
City of Ballarat	ASCET Interactive
L & H Findlay	Ballarat Stationers
Jenny Cox	Radio Ballarat 3BA
Anonymous	ASCET Creative
Zonta Club of Ballarat Inc	MARS Snackfoods
Voi Williams OAM	The Dreaming Body
Lord Mayor's Charitable Founda	Fantastic Furniture
St Andrews Uniting Church	Harry Brown Printers
Geoff Russell	Telstra country wide
Joy Wellings	Daylesford PS
H.Burgess	Bullarto PS
Heritage Reunion	Yandoit PS
Ballarat Italian Assoc	Wayne Horne Earthmoving
Public Donations	TheBed Shop
Glennis McDonald	Christies Furniture
Mr David Fawell	The Salvation Army
Taylor Nelson Sofres Australia	Bunnings
North Ballarat Football Club	C.E.Bartlets Pty Ltd
Estate - Gladys May Brown	Adrian's Cleaning Service
Guthrie Family Charitable Trust	Radmac Office Choice
Robyn Anders	Cuthberts
MBMB Pty Ltd	Leader Property
Life Financial Services Ballarat	Kauffman Property Consultants
Spencers Accountants	Douglas Workplace & Litigation Lawyers
L & M Bradford	Art Spectrum
Rotary Club Daylesford Inc	Variety Club
Rotary Club of Wendouree	The Courier
Waubra Wind Farm Comm Fund	Officeworks
Hilton White Estate	Bold Communications
Aaron Roberts	Thomas Jewellers
June Baldry	Kiro Kids
Dulcie B Brooke	Win TV
Jo White Bequest	Power FM
Ballarat Stock & Station Agents	Coles New World
Hunter News Group	Bacchus Marsh Foodworks (Giant Fresh)
Probus Club of Ballarat	Brendan & Rhylee Hanrahan
Commonwealth Bank Staff Fund	Stems Flower Market
Val Sarah AM	SED Consulting
The Ballarat Foundation	WHK
	Genopro



Kiro Kids



The Percy Baxter Trust managed by Perpetual



Now! For the Future

Media Partners



Design, Web, Printing Partners



Summary of Financial Statements

Profit & Loss Statement for the year ended 30th June, 2010

	2010	2009
REVENUES	\$	\$
Government Grants	10,084,300	9,109,533
Business Undertakings	505,021	463,338
Investment Income	368,183	397,357
Other Revenue	235,670	293,396
TOTAL REVENUES	11,193,174	10,263,624
EXPENSES		
Salaries and Wages	6,704,567	6,200,732
Salaries On-costs	763,687	709,580
Depreciation	326,494	302,539
Client Costs	557,744	502,290
Office Costs	458,006	354,233
Repairs & Maintenance	235,886	235,182
Subcontract Expenses	327,158	308,054
Other Expenses	1,105,654	922,916
TOTAL EXPENSES	10,479,196	9,535,526
OPERATING SURPLUS	713,978	728,098

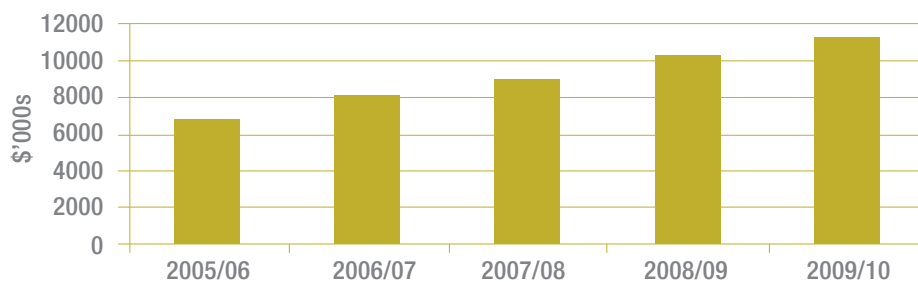
Balance Sheet as at 30th June, 2010

	2010	2009
ASSETS	\$	\$
Property, Plant & Equipment	6,166,065	5,568,320
Investment Property	998,820	1,011,000
Other Assets	5,303,979	5,073,322
TOTAL ASSETS	12,468,864	11,652,642
LIABILITIES		
Payables	1,088,577	1,213,320
Provisions	1,249,266	1,096,832
TOTAL LIABILITIES	2,337,843	2,310,152
NET ASSETS	10,131,021	9,342,490
EQUITY		
Accumulated Surplus	8,430,146	7,767,115
Reserves & Specific Purpose Funds	1,700,875	1,575,375
TOTAL EQUITY	10,131,021	9,342,490

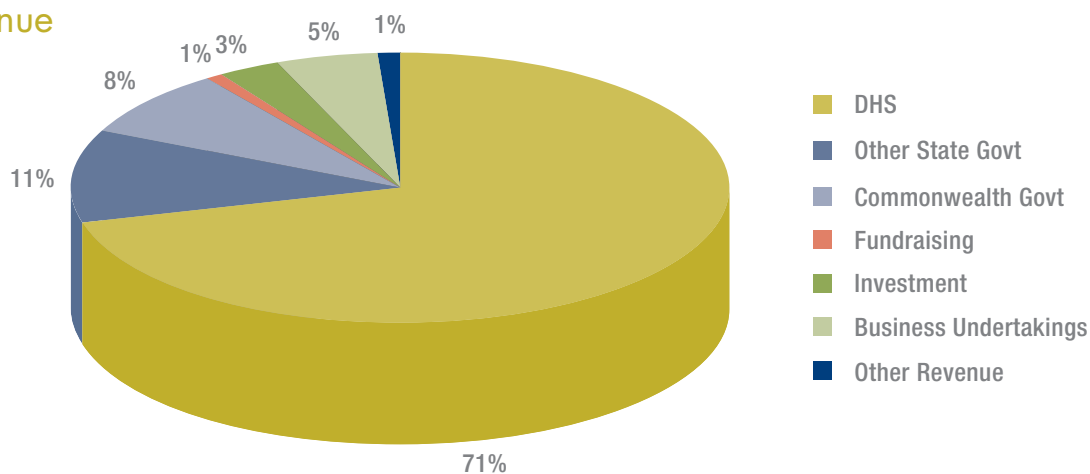
Please Note: The Summary Statements have been derived from and are consistent with the full audited Financial Statements which are available on request from the Chief Executive Officer.

Summary of Financial Statements

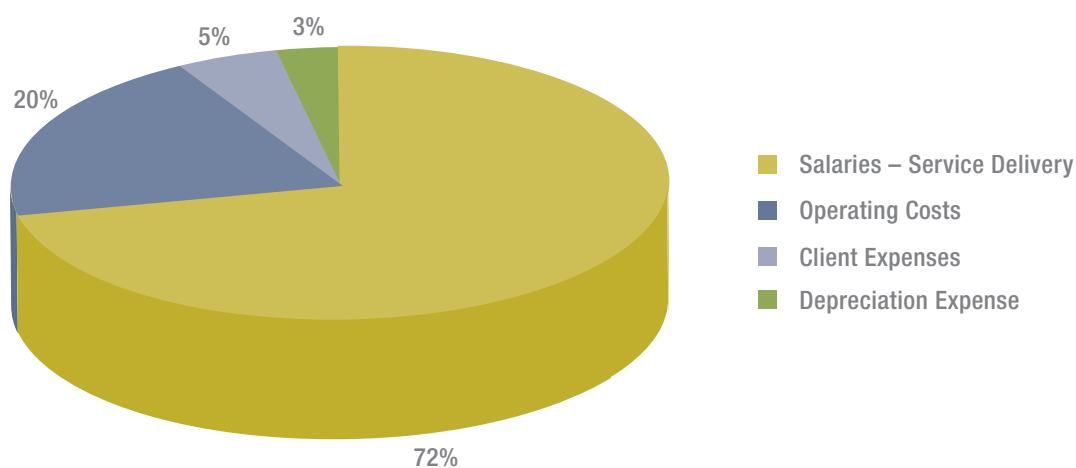
Revenue Growth – 5 Years



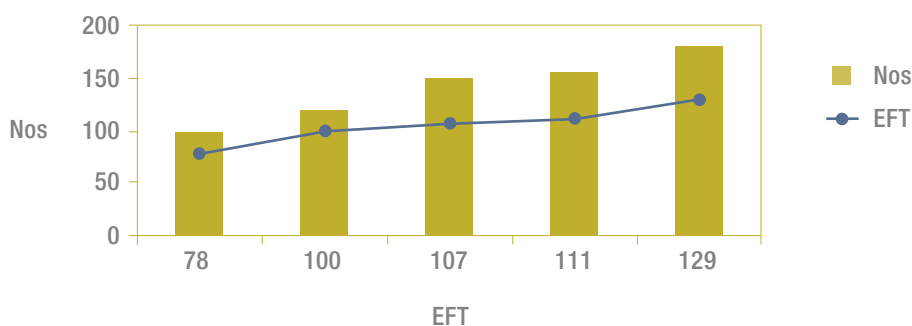
Source of revenue



Expenditure by



Staff Numbers & EFT



Fostering Art



The 2010 Fostering Art Exhibition was launched in late June by the Mayor of Ballarat, Judy Verlin, at a well attended ceremony at the Ansonia Hotel. The exhibition was later displayed at Stockland Wendouree. Artists Steve Morvell and Trudy Nicholson assisted, mentored and encouraged the children with their artwork and the results were astonishing and heart warming. Some of the artwork from the launch is shown here.



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Ballarat 3350
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Fax: (03) 5332 1724
email: info@cafs.org.au

Ararat Office
CAFS Ararat
4 Banfield Street
Ararat 3377
Tel: (03) 5352 2910
Fax: (03) 5352 5115
email: afs@cafs.org.au

Hepburn / Daylesford Office
CAFS Hepburn
13 Hospital Street
Daylesford 3460
Tel: (03) 5348 8200
Fax: (03) 5348 1324
email: dfs@cafs.org.au

**Moorabool /
Bacchus Marsh Office**
CAFS Moorabool
52 Grant Street
Bacchus Marsh 3340
Tel: (03) 5367 9900
Fax: (03) 5367 4315
email: bm@cafs.org.au

**Early Childhood
Parenting Centre**
515 Chisholm Street
Ballarat 3350
Tel: (03) 5331 7556
Fax: (03) 5333 5715
email: chisholm@cafs.org.au

Wozzles Wearhouse Stores
11 Grenville Street South
Ballarat 3350
Tel: (03) 5331 8361

1231A Howitt Street
Wendouree 3355
Tel: (03) 5338 2817

1011 Howitt Street
Wendouree 3355
Tel: (03) 5339 9166