ACWA
Association of Children's Welfare Agencies

CCWT
Centre for Community Welfare Training

Annual Report 2016-2017

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About ACWA

The Association of Children's Welfare Agencies (ACWA) is the non-government peak body for NSW and the ACT representing the voice of community organisations working with vulnerable children, young people and their families.

With a membership of more than 100 agencies, ACWA works with members, partners, government, non-government and other peak bodies to bring about effective reforms that will deliver better outcomes to the lives of vulnerable children, young people and their families.

Within ACWA, the Fostering NSW Recruitment and Retention of Foster Carers project is a public awareness-raising campaign to promote fostering and provide comprehensive information on care options, via its website and enquiry line.

The ACWA Best Practice Unit (BPU) strengthens practice, fosters local innovation and builds capacity in the sector by providing ACWA's member networks with relevant training packages, policy advice and participation in research.

The Centre for Community Welfare Training (CCWT) is a Registered Training Organisation (RTO) providing cost effective and accessible training opportunities for people working across the community welfare sector – with a particular focus on organisations working with vulnerable children, young people and families.

CCWT provides calendar-based and in-house training as well as specialised programs, coaching and supervision and is the largest not-for-profit, non-government, community-services training provider in NSW.

Reports

Chair Report

Bob Mulcahy

ACWA Board Chair

It gives me great pleasure to report on the activities and achievements of ACWA over the past 12 months.

This period has seen significant change, with recommissioning having a particularly high impact on the focus of our NSW members.

The review of the delivery model for Residential and Foster Care – Out-Of-Home Care (OOHC) Programs as part of a review of the continuum of care, was expected for some time. The absolute focus on permanency was actively led by Minister Brad Hazzard and supported by ACWA.

During this period discussions were focused on identifying best OOHC practice, regardless of the jurisdiction where it had been delivered. This encouraged agencies to look outward at new models that improved the quality of care provided to children and young people. At the same time, new models were being considered to assist in reducing the inflow of new children and young people into the OOHC system.

All through this process, the government consistently challenged the sector to find the best way to produce better outcomes for vulnerable children and families. I saw many examples of our membership rising to meet and exceed this challenge.

Over this period ACWA consistently advocated for a focus on the best outcomes for the children and young people our member organisations care for on a daily basis.

As new programs and outcomes were agreed upon, ACWA's training arm CCWT designed and delivered training programs to enhance the skills of our members' employees.

Also, last year was the first full year of the ACT Government's 'A Step Up for Our Kids' initiative. This has resulted in significant change as enhanced programs are provided to vulnerable children and families. Members have again risen to the challenge to provide more contemporary programs.

Some of ACWA's highlights during the 2016-2017 period include:

- CCWT celebrated 30 years of delivering professional development opportunities and qualifications to the community sector.
- ACWA hosted another successful national conference at Darling Harbour.
- President of the NSW Children's Court, Judge Peter Johnstone, presented to members on 'Emerging Trends and Issues in the NSW Children's Court'.
- ACWA hosted a 'Safe on Country and In Culture' event in partnership with AbSec.
- The release by the NSW Government of the 'Their Futures Matter' report in March.
- The Children's Guardian presented to ACWA members on our changing sector.
- The first release of CCWT's Online Training Modules.
- The release of the ***ACWA Strategic Plan 2017-2019***.

We note the passing of two long serving leaders of the sector this year. Louise Voigt (Barnados Australia) and Linda Mondy (Uniting) gave so much to improving practice in out-of-home care and both will be sadly missed.

The sector welcomed Minister Pru Goward back to the Family and Community Services portfolio earlier in the year and many members look forward to re-establishing valued and long term relationships.

In a similar fashion, Kerryn Boland retired as the NSW Children's Guardian and a warm welcome was extended to Janet Schorer.

By this time next year another ACWA conference will have been completed. We look forward to it being as informative and as thought provoking as was the 2016 conference.

Finally, I would like to thank my Board colleagues, along with ACWA's management team and staff for their personal commitment to making ACWA a sector leading peak body. I pay tribute to Deirdre Cheers, who stepped down as Board Chair in October 2016 having completed the maximum number of terms in this role, and to Claerwen Little who served as Chair for a short period before being appointed National Director, UnitingCare Australia. I also convey my deep appreciation and thanks to outgoing Board Members Grainne O'Loughlin, Jackie Palmer and Rod Best for their contribution and commitment to ACWA during 2016-2017.

CEO Report

Andrew McCallum AM
Chief Executive Officer

2016-2017 has proved to be a challenging year on many fronts for the sector, and consequently for ACWA as the industry body.

We saw new legislation come into effect that places a far greater emphasis on permanency. While the intent of this new legislation is to be applauded, contract funding must facilitate and reward this objective. NSW has taken bold steps in an attempt to obtain better outcomes for vulnerable children and families. As a sector we wholeheartedly embrace the diversionary and permanency intent of the new legislation. We are pleased that additional resources are being channelled into early intervention and service models that will see families better supported to avoid the placement of their children into care, or that seek reunification when appropriate.

We must be assured that the imported models being adopted are fit for purpose in the local context, and are not implemented at the expense of developing locally appropriate models upon which we can build an evidence base that reflects our own communities. In addition, it is critical for us to be mindful of the terrible over-representation of Aboriginal children and families caught in the system and ensure our responses are culturally sound and accepted.

There is much goodwill and optimism around what can be achieved in NSW, but it will only be realised when we actively work on enhancing the genuine collaborative partnership that we all strive for, and which can be tested at times. The year ahead will challenge us all in this regard as we seek to secure a recommissioning outcome that will enhance the lives of all and tackle the myriad of structural factors that drive child protection. We don't get too many chances to invest significantly in new and innovative options in the child protection space, and it would be an indictment on us all and an abdication of our duty of care to children and families if we were to squander this unique opportunity to achieve meaningful change.

Activity-wise it has been a busy and full year at ACWA, with many of our funded projects either facing recommissioning or running their course. The Disability Justice Project, which comes to a close in November 2017, has delivered literally thousands of courses and equipped people to the new world of the NDIS. Our Fostering NSW Recruitment and Retention Project is also due to reach its conclusion in late 2017, with a new, comprehensive tender on offer that again reflects the new legislative imperatives.

In August we hosted another extremely successful conference, with a record number of participants enjoying a keynote line up that challenged conventional orthodoxies. This is always helpful to a sector experiencing constant change.

The year has also seen ACWA review our legal status, on the recommendation of the Office of Fair Trading. This means ACWA will migrate from the NSW Associations' Incorporation Act 2009 to a Company Limited by Guarantee. This, along with a new constitution, will be put to our members in the coming year.

Our core advocacy and consultation activities have been put to the test this year as we seek to ensure members are kept abreast, trained and engaged with the changing requirements, while the best interests of children remain paramount. Our CCWT training arm continues to grow in line with changing needs and expectations, and it is extremely pleasing to be able to report that all our training offerings pass the relevance and contemporary test. To this end we have fully overhauled our 'Step By Step' carer assessment package and have actively engaged to distribute the tool nationally. In addition, the revised 'Shared Lives' carer training package will be ready to roll in August.

I extend my sincere thanks to all who have contributed to the life of ACWA over the past year. ACWA's greatest asset is our staff, and again they have performed admirably in what can be a tenuous workplace environment at times, given the current state of funding uncertainty. I also convey my appreciation to ACWA's Board Members, ably led by Bob Mulcahy, for continuing to actively carry out their governance and strategic role with energy and foresight. A special mention to Deirdre Cheers who stepped down as Chair at our last AGM, but remains heavily involved as Deputy Chair. Deirdre's practice wisdom is invaluable and we are indeed fortunate that it has not been lost to the Board.

To our partners in government departments, advocacy and oversight bodies, we value your frank and robust relationship.

To our fellow peaks, at both state and national level, our collective effort to build a civil society is all the more stronger for what we bring to the debates that matter, and we must cherish and protect that role.

And finally to our members, ACWA only exists because of you, and our commitment to children in NSW and beyond is what drives us all.

I thank you for the year past, and urge you to stay strong and focused as we ready ourselves for the challenges ahead.

Policy and Membership Report

Dr Wendy Foote

Deputy CEO

Director Policy & Membership

Government-led policy directions over the last 12 months have seen a transition from the Safe Home for Life reforms, the result of the 2014 legislation, towards the more targeted, articulated policy and practice objectives under the Permanency Support Program. ACWA's Policy and Membership work has been focused on supporting the development of service provision under new outcomes based funding models, including the increasing requirements for tracking and measurement of children and young people's outcomes. This, and the commitment by FACS to using an evidence based lens for procurement, has ignited vigorous conversation about evidence and outcomes. The area raises many questions: What is evidence in the first place? When is an evidence-based program a suitable solution, and when is it not? When is evidence-informed a better fit? And lastly, what are the characteristics of robust practice models that develop their own evidence so that authoritative claims can be made about effectiveness?

During the year, ACWA has provided opportunities for members to hear about a range of international practice models to strengthen our collective knowledge base and ability to critique and analyse proposed programs. Other outstanding contributions have been made to our current knowledge such as Professor Eileen Baldry who, through her University of NSW 'prisons project', has continued to challenge us to consider the long term consequences of failing to provide effective services early in a child or young person's life, and Professor Eileen Farmer (Bristol University), who kindly shared an overview and evaluation details of the UK model for restoration.

One piece of work bridging the two policy periods between Safe Home for Life and the new Permanency Support Program has been the joint work undertaken by ACWA and FACS in developing the Therapeutic Care Framework. This project promised to lay a solid foundation for the planned recommissioning of residential care by establishing a common understanding of what is needed to be purchased on the part of government and is what needed to be delivered on the part of service providers in order to operate under a statewide Therapeutic Framework. Unfortunately, the common understandings and collaborative work that was so evident in developing the framework did not flow through to the financial modelling and the funded framework that emerged under the Intensive Therapeutic Care proposals. While the recommissioning has been put on hold, we are yet to see the final modelling.

The year also saw FACS conduct a review of its funded foster carer recruitment and foster carer support services. To supplement this work, ACWA undertook member consultation on what was needed to strengthen statewide foster carer recruitment. As a result of the Department's analysis, a new service system has been designed which will bring both carer recruitment and carer support together into one proposed service. A tender process is now underway for this new service, which means our Fostering NSW Recruitment and Retention Project will close in December 2017. This will bring to an end a five-year journey that has taken both ACWA and the sector into new territory in the establishment of possibly the first foster carer recruitment campaign of its kind in the world to adopt an integrated approach, using targeted social media platforms, PR and paid advertising to recruit foster carers. Each year the campaign has been able to capture at least $1.5 million worth of free advertising. The program has generated thousands of enquiries and has resulted in referrals to agencies across the state. The Fostering NSW team has proved to be adroit, agile, and resilient responding with creativity, persistence and grace, in a continually changing environment, that is often charged and pressured. It has been a challenging but very rewarding experience having Fostering NSW in our organisation and we look forward to the next iteration of this part of the service system.

Over the past two years, a significant focus of ACWA's advocacy work has been in the area of education and out-of-home care (OOHC), in particular the exclusion of children in care from school. There has been an ongoing struggle for our sector to gain traction on the issue of ensuring this vulnerable cohort is properly catered for in the education system. Last year our members generously provided data to help us measure the depth of the problem. The findings, which are contained in our 'Educational Engagement of Children and Young People in Out-of-Home Care in NSW', reveal one in five children missed school during one week of 2016. On the back of these findings, ACWA is now planning to convene in October an Education Roundtable for high level discussion to determine a way forward for change. Our ***developing practice*** journal has published two editions focused on education and OOHC. Through our Civil Society Project, which seeks to engage corporate bodies in social issues, we have been able to attract the support and commitment of PwC Australia to this advocacy initiative. It is wonderful to have this corporate leader on board to help contribute to our ongoing push for systemic change in this area.

Best Practice Unit

Over the past 12 months ACWA's Best Practice Unit (BPU) has maintained a strong focus on supporting best practice in the field, with a particular view to equipping the sector to meet new practice and legislative requirements under the new permanency reforms set to be rolled out from October 1.

Best Practice Forums and Resources

In 2016-2017 ACWA's Best Practice Unit delivered 13 forums and developed four resources packages to support the implementation of the Safe Home for Life reforms and related permanency placement principles to guide casework.

Additionally ACWA delivered the first of three 'National Disability Insurance Service (NDIS): The Interface with Out-of-Home Care' workshops, as part of a continuing series of workshops to help give caseworkers the practical skills and resources to assist carers of children and young people with disability navigate the new system.

The resources kits (including evidence-informed approaches, case studies, service maps, and service profiles) and practice tools that have been disseminated to the sector this year are:

- Critical Incidents resources kit
- Partners in Care – Carers and Case Workers Stronger Together: Working with Adolescents carer development tool
- The Adoption of Maltreated Looked After Children – Permanence and Concurrence Planning (workshop resources).

The following Best Practice forums were conducted:

- In July, Professor Julie Selwyn, Hadley Centre for Fostering and Adoption, presented a 'Placement Permanency' Workshop to a group of 21 managers and directors from NGOs, peak bodies and FACS. Professor Selwyn presented research findings from the UK on permanency outcomes with a dual focus on fostering and adoption, also facilitating a discussion on application of these findings to a NSW context, in light of the Safe Home for Life reforms.*
- A Critical Incidents forum was also delivered in July aimed at Managers, Directors and Investigators who have primary responsibility for responding to critical incidents in OOHC, with 67 participants. Government agencies shared information on the key trends and challenges they have experienced while working with NGOs in responding to critical incidents. There was then an opportunity for NGOs to discuss their experiences, review processes following a critical incident and identify any further areas for support and development.
- July also saw Kevin Campbell, founder of the Center for Family Finding and Youth Connectedness, deliver a workshop for 63 managers and team leaders from both NGOs and FACS on the Family Finding model. The model offers methods and strategies to locate and engage relatives of children who are involved with the child protection system.
- In August, an Education and OOHC Workshop was held with international expert in educational outcomes Professor Judy Sebba (Oxford University), attended by 30 NGO sector managers, workers and Department of Education staff. Professor Sebba also met Minister Brad Hazzard (then Minister for Family and Community Services) with ACWA representatives to update him on the themes that emerged from the workshop.*
- In September, Dr Sylvia Rowland (New York Foundlings) presented to ACWA's Residential Care Providers Network. This presentation focused on the implementation of family preservation evidence-informed models that had reduced the number of children and young people entering care in New York.
- An 'Aspirational Ideas' forum was held in October, aimed at NGOs working with young people transitioning from care (15 year olds to 25 year olds). This event attracted a total of 37 participants,

representing NGOs working with young people between 15 and 18 years of age. There was also representation from the NSW Ombudsman's Office, FACS and peak bodies. Professor Eileen Baldry (University of NSW (UNSW)) presented on the risk factors associated with transition from care, while Liz Knight (then Director of OOHC Initiatives, FACS) presented on FACS directions, and the CREATE State Coordinator spoke about the organisation's national research on young people transitioning from care. The NSW Ombudsman commented that Professor Baldry's presentation was "very insightful" and "beneficial to the work he was doing".

- In October, Minister Victor Dominello (then NSW Minister for Innovation and Better Regulation) and Marilyn Chilvers (Executive Director, FACS Analysis & Research) presented to sector leaders at an ACWA Breakfast Briefing on the draft Human Services Outcomes Framework.*
- In December Professor Mark Courtney (University of Chicago) presented to an ACWA Roundtable to 14 NGO representatives and university participants on why care should be extended within Australia and lessons from the US on transitioning from care, from current and emerging practice in the US.*
- In February, Dr Martha J Holden (Cornell University) and Dr Diana Boswell (Australian representative for Therapeutic Crisis Intervention) presented a roundtable on the implementation of Children and Residential Experiences (CARE), a best practice model for residential care organisations, to an audience of 16 residential care managers and senior OOHC managers.
- In March, NSW Children's Guardian Kerryn Boland visited ACWA to present to 30 member agencies on issues relating to the recommissioning of OOHC services in NSW.
- In April, the Children's Guardian returned to ACWA to present her 'Endnote' to ACWA members. She informed the sector about what she sees as the ongoing challenges for the sector and reflected on her time as Children's Guardian. More than 55 members attended via both video conference and in person from both regional and metro areas.
- A 'Building Bridges to Restoration: Current Research Informing Best Practice' forum held in April was attended by 59 managers. Speakers included Andrew Johnson (NSW Advocate for Children and Young People); Elizabeth Knight (FACS); Dr Stephanie Taplin (Australian Catholic University); Professor Elaine Farmer (Bristol University); Tamara O'Sullivan (Newpin, Uniting); Jessica Cocks (Life Without Barriers) and Dr Lynette Stoker (Newcastle University). In between speakers participants were invited to reflect on critical questions for their practice raised by the presentations.

Reform in Permanency Support (OOHC) Member Consultations

2016-2017 saw the sector 'knee-deep' in the tendering/recommissioning of new Permanency Support Services (PSP or out-of-home care services) and looking, in partnership with government, at innovative ways to produce better outcomes for vulnerable children and families in NSW. ACWA members were eager to get onto the same page with FACS and other government departments to meet the new legislative imperatives around permanency and stability for children and the increased focus on keeping children, where possible, with their birth family or kin.

In recognition that this was a once in a generation opportunity to achieve real change in the trajectory and numbers of children in care in NSW, the BPU conducted seven special consultation sessions to draw detailed member feedback on the procurement processes for Intensive Therapeutic Care (ITC) and Single Invited Proposal (SIP) for foster care and Aboriginal foster care services.

We also hosted a special consultation session with agencies providing foster care services, to solicit and collate their feedback on the draft NSW Carer and Recruitment Report and advise FACS on their advice and suggestions.

In addition, a new Statewide Reference Group for the Best Practice Unit was established in September with broad interagency and regional links to provide advice on evidence-informed permanency support practice.

Development of a NSW Therapeutic Care Framework

ACWA welcomed the launch in April of the NSW Therapeutic Care Framework (TCF) which outlines 16 core principles to guide OOHC agencies and carers to provide trauma-informed practice and support for the children and young people in their care to ensure their individual and often complex needs are met. Our team has been working in partnership with FACS, AbSec and sector representatives since early 2013 to develop this important evidence-driven framework that focuses on assisting children and young people to recover from trauma they have experienced in their early lives.

Sector Code of Ethics

A working group was established in November to develop a shared Code of Ethics to enhance member and sector discussion and decision making. The need for a sector Code of Ethics builds upon the values that are implicit within ACWA's constitution. Raising the profile of structured, conscious decision making as an integral part of best practice is critical, given the inherently complex and demanding work of our sector. The working group has distinguished the principles and values that are to guide thinking and decision making at a high level. This allows for agencies' detailed codes to be operationalised within this framework.

The draft code has been developed in conjunction with the Ethics Centre and ACWA will bring it to completion next year. We look forward to the finalisation of the Code of Ethics tool and its use in ACWA forums in 2018.

ACWA Legal Forums

ACWA hosted the following three legal forums during the year, all well attended and supported by specialist lawyers from ACWA's Member Legal Services Panel:

- In March, NCAT Deputy President Magistrate Nancy Hennessy provided members valuable insight into Working With Children Check decisions and the responsibilities of OOHC agencies and the rights of carers in these matters, while panel experts Kathryn Renshall (Kathryn Renshall Lawyers) and Dominic Cudmore (JFM Law) drew on real life cases to highlight to participants how agencies can be best prepared for NCAT proceedings.
- Also in March, President of the NSW Children's Court Judge Peter Johnstone joined members at ACWA to deliver an insightful presentation on 'Emerging Trends and Issues in the NSW Children's Court'. Judge Johnstone spoke on a range of issues including the growing work of specialist magistrates across NSW in the Care jurisdiction, the reduction of juveniles in detention, two-year orders, the variation/rescission of Care Orders and the quality of casework and reports being delivered to the court by NGOs. This forum provided members ample time for questions, with Children's Court lawyers Rebecca Harper (Harpers Legal) and Robert Hosking (Hosking Legal) also on hand to provide their legal expertise.
- With tendering in full swing for new outcomes based OOHC contracts, ACWA's 'Being Prepared for Contracting With the Department' forum in May provided foster care and residential care agencies a unique opportunity to team up with legal experts Luke Geary (Salvos Legal) and Vera Visevic (Mills Oakley) to dissect the challenges and develop practical solutions to contracting issues.

***developing practice* Journal**

To support and complement the advocacy work that ACWA is undertaking to improve the poor educational outcomes experienced by children and young people in care in NSW, ACWA released during 2016-2017 two special themed issues of our refereed journal, ***developing practice***, examining a range of topics regarding education and OOHC. Guest edited by Dr Iain Matheson (Director, The Research Centre for Better Outcomes from Fostering and Residential Care), one edition focuses on school students aged 7-15, while the second presents research on further and higher education for young people in care.

NB: The BPU report contains work that is funded by FACS, as well as unfunded projects. It is noted that a portion of the Best Practice Forums referred to were funded by ACWA, but are presented in this report in an undifferentiated way as they formed part of a coherent program.

*ACWA funded events

Policy & Membership

ACWA's various member forums traditionally provide a rich source of information about what is happening in the sector at a grassroots level, including systemic operational issues that need to be addressed. This year has proved no different, with member agencies eager to embrace these information sharing, consultation and networking opportunities which are so vital to ACWA's core work, particularly in the face of the significant changes occurring across the child protection landscape in NSW.

Out-of-Home Care Forums

ACWA OOHC Reforms Forum

This year the ACWA OOHC Reforms Forum has covered diverse and important topics including; the National Disability Insurance Scheme and its impacts on OOHC, the Quality Assurance Framework, Permanency Support Program, OOHC procurement and changes to the Carers Register. ACWA uses the feedback we receive at this forum to inform our policy positions and ensure all levels of government are aware of our members' views relating to OOHC reforms.

ACWA would like to thank all our participating members for their ongoing engagement. This forum has been invaluable for ACWA to get feedback from the sector relating to many important OOHC reforms and indeed for our own projects. These include, but are not limited to, the development and trialling of a sector code of ethics, our education and OOHC project, and the OOHC procurement process for both foster care and residential care. We look forward to working collaboratively with our members on these (and many more) initiatives into the future.

Residential Care Provider Network/Intensive Therapeutic Care

As recommissioning for Intensive Therapeutic Care (ITC), formerly Residential Care, occurs ACWA has been working hard to ensure the state's NGO providers have a strong collective voice throughout the process. We have facilitated several sector consultations and formulated a working group to better support FACS to get the commissioning of ITC right. ACWA commends FACS and the Minister for taking the prudent step of putting the tender on hold pending further deliberation and discussion which we hope will lead to a new service model that works for children and young people and facilitates a vibrant viable sector. ACWA will be continuing to support the sector throughout this major ITC reform and will be working closely with the ITC providers and the broader OOHC sector to help ensure a smooth transition.

Amid this recommissioning related activity, ACWA has also continued to work with the sector on several other initiatives via our Residential Care Provider Network. Notably, the Network is being used as a reference group for the Joint Protocol to Reduce the Criminalisation of Young People in Residential Care. The group has also hosted guest speakers from NSW Health to hear about the NSW Sexual Health Promotion Framework. Sylvia Rowlands from The New York Foundling has also been a visitor this year, sharing her insight on Multisystemic Therapy (MST) and Functional Family Therapy (FFT) models and how they work in New York City supporting families to keep children in their own care.

Transition to Independence Forum

The ACWA Transition to Independence Forum (TIF) is held bi-monthly at Relationships Australia in Parramatta and we would like to thank them for the use of their facilities. This year we have continued to focus on education/training and employment, housing, service models and increasing the leaving care age beyond 18 years. FACS representatives have regularly attended these meetings, giving participants a valuable opportunity to highlight issues and hear about new policy developments. Additionally, each meeting features guest speakers who address our focus areas.

This year a sub committee of the TIF has been working on developing a series of aftercare resources to support the sector and raise awareness of transitioning from care services available in NSW. These resources, which will be available in August 2017, feature three sections: service profiles, a service map and case studies. The service profiles present information on the specialist aftercare services available within NSW, what they do, how to make referrals and the areas they cover. The map is a visual aid that shows the areas within NSW that are covered by specialist aftercare services (and areas lacking service). The case studies demonstrate anecdotally how these services impact on the lives of young people that have had an OOHC experience. This is designed to be a 'living document' and can/will be updated as necessary. ACWA would like to thank all the services that where involved in making this resource possible.

ACWA Metro OOHC Forum, Sydney

Interest in this long-running member forum, which now runs quarterly, has remained stronger than ever this year. Indeed, it has proved fertile ground for agency representatives seeking an opportunity to talk about practice issues on the ground, to network with other NGOs and to find out more about what's happening across the sector. During the year participants received briefings from the Department of Education about the Wellbeing Framework for Schools and the Networked Specialist Centres being established in various school locations throughout NSW. Forum participants were among the first in the state to view the Health Pathways Orientation Handbook for OOHC Caseworkers developed by NSW Health OOHC Coordinators. FACS representatives were also on hand during the year to present on a range of topics including guardianship, adoption, its redesigned Care Plan and new Cultural Plans, while CCWT ran a Life Story workshop and the Children's Court Clinic provided a valuable update on care and protection related matters. ACWA would once again like to recognise and thank Anglicare Sydney for hosting these forums. Their contribution is greatly appreciated by all who attend.

Southern OOHC Forum, Wollongong

ACWA convened three of these forums during the year. Guest presenters at these well-attended meetings included representatives from the Department of Education, NSW Health and Ageing, Disability and Home Care. Topics addressed encompassed the NDIS, leaving care plans, and foster care recruitment and retention. Attendance at these forums has grown over the last few years to provide a much-needed space for caseworkers, team leaders and managers to raise and discuss issues of importance to the sector at both a local and systematic level. These forums would not be possible without the assistance and contribution of Chairperson Suellen Emerton from the William Campbell Foundation, and forum host Southern Youth and Families.

NSW Parliamentary Inquiry into Child Protection

ACWA responded to the NSW Parliamentary Inquiry into Child Protection with a 33-page submission commenting on the whole service system, with an emphasis on OOHC and our NGO members. The submission provided the Inquiry with 27 recommendations, drawn from a broad range of sector expertise. Importantly, it reiterated and built on much of our past work relating to children and young people. One of our key messages was that a child focused culture with a commitment on wellbeing is what is needed to give children the best opportunity to thrive in our society, as opposed to more regulation or other system based 'solutions' that have not historically been effective. This notwithstanding, we do hope that the wellbeing of children, young people and their families can be improved by any future recommendations. ACWA CEO Andrew McCallum and Deputy CEO Wendy Foote appeared before a hearing of the Inquiry to expand on issues contained within this submission.

Fostering NSW Recruitment and Retention Project

The Fostering NSW campaign has continued to raise awareness about the increasing need for foster carers and adoptive parents in NSW via a range of channels this year, and was successful in attracting around 120,000 visitors to our website and almost 3000 online and telephone enquiries.

With project funding extended for a one year period, planning for Foster Care Week 2016 began swiftly, and included organisation of the annual Sydney Picnic Day in the beautiful Western Sydney Parklands, administration of the ACWA Regional Grants program to support celebratory shared agency events around the state, and media support for the Kids in Care Cup in Wollongong. Fostering NSW-generated media coverage reached an estimated 7.5 million people during Foster Care Week, while advertising across TV, radio, digital and social media and a media partnership with ***Mamamia*** comprising five native posts and social amplification boosted foster care enquiries by around 10 per cent.

In early 2017 the Fostering NSW team, along with ACWA colleagues, once again hosted a stall at the Sydney Gay and Lesbian Mardi Gras Fair Day, attracting a steady stream of people keen to find out how they could help a vulnerable child or young person at the same time as building a family. This year, a number of OOHC agencies were present and Fostering NSW advocated for the stalls to be clustered into a village, offering prospective foster and adoptive parents an easy opportunity to find an agency that suited them, and adding power to the visibility of our collective messaging.

May brought Families Week and an excellent opportunity for Fostering NSW to draw media attention once again to the need for foster carers and adoptive parents, this time through the lens of the importance of keeping sibling groups together. A range of media coverage was achieved which included radio grabs across 40 plus stations all around NSW and more nationally, interviews with foster carers on ABC Newcastle Mornings and WIN TV News and carer stories across print media across the state. This period also contained a three-week burst of video advertising across TV, digital Run of Network (RON) and Facebook, which delivered a huge boost to website visits and enquiries.

We rounded off the year with our ‘Safe On Country and In Culture’ special event, aimed at bringing focus to the high need for more Aboriginal kinship and foster carers. This event brought together Aboriginal foster carers, OOHC practitioners and community leaders to explore ways in which we can galvanise the community to support Aboriginal families, children and young people by keeping them connected to their culture and community through foster and kinship care. The event featured a special screening of the ‘For the Kids’ short documentary about Kempsey grandparent and foster carers Edward and Rosemary Vale, as well as a very moving address by Uncle Michael Welsh from the Kinchela Boys’ Home and a yarning circle facilitated by special guest Marcia Ella Duncan OAM.

These activities were highlights in a year which also included renewed focus on customer service through greater use of the ‘nudge’ technique to make more referrals of ‘warm’ enquiries, enhanced communication and collaboration with the sector, particularly with Aboriginal agencies and colleagues, continued updates to the website, as well as the production of new video resources and maintenance of a ‘steady press office’ to respond to media enquiries.

The Fostering NSW team feels privileged to have played an integral role in raising the profile of foster care over the last five years through use of an innovative mix of contemporary marketing practices such as digital advertising, social media and media partnerships. The project was the first statewide recruitment campaign of its kind in Australia, offering a one-stop-shop for information and advice on how to become a foster carer, guardian or adoptive parent in NSW, and has been praised and emulated by other government jurisdictions.

The Fostering NSW Recruitment and Retention Project will end in December 2017, to be replaced by a new carer recruitment, support and development program. This new program will focus on recruiting new carers with the ability to support permanency options such as restoration, guardianship and open adoption, and will also strive to offer carers a holistic service from the moment of enquiry right through to authorisation and beyond so that they feel valued and supported in the critical work they do in providing our most vulnerable children and young people with love, safety and stability.

We thank all those who have assisted the work of Fostering NSW over the last five years, in particular our statewide reference group for the support and advice they have provided, and our member agencies who have been so generous in supplying the foster carer talent that has enabled Fostering NSW to create impactful and creative resources.

Thank You

On a final note, I convey my sincere thanks to our member agencies for the energy and expertise they constantly bring to our efforts to building a better future for all children and young people, their families and communities in NSW.

Learning and Development Report

Linda Watson

Director CCWT

Another year has passed very quickly, with 2017 producing a special milestone for the team as we celebrated our 30th anniversary of providing training services to the NSW community sector. After starting out with only a handful of courses in 1987, CCWT has grown to offer a wide range of services, including nationally recognised qualifications. I extend my warmest thanks to the staff, contractors and friends who have been a part of this three decade journey, some of whom are still with us today.

Highlights of CCWT's work throughout 2016-2017 include:

Disability Justice Project

The Disability Justice Project (DJP) is a two-year project that has been delivering workshops, communities of practice and leadership forums targeted at staff working with people with a cognitive impairment or intellectual disability who are in contact with the justice system.

This project has been steered by a group of people who work in this field, including academics, advocates and service organisations. The free training has been very popular. Many courses have had waiting lists, and most were offered in 27 venues throughout the state in order to be more accessible to regional people. Around 16 communities of practice have been operating in various areas, and these are aiming to be self-sustaining when the project finishes in November 2017. Once this happens, the course materials will be made available through the CCWT website and CCWT will offer the most popular of the DJP courses as part of our statewide training calendar.

Technology

The beginning of 2017 saw the introduction of a new database and website. The system was chosen because of its ability to provide a higher level of customer service to people booking in for both training and ACWA events. Advantages of this new system include:

- An improved online registration system, including the ability for users to register for more than one course or product at once, and to easily register more than one person into a course.
- The ability to pay for registration directly online (although an invoice can be requested if required).
- Users have access to their own personal profile, which gives details of the courses they have registered to attend and enables them to update their personal contact details. This portal also stores certificates for courses attended.

There are always teething problems with new technology, but on the whole the process has gone smoothly. We have been adapting the system in response to feedback from students and organisations and staff have undergone comprehensive training to ensure a straightforward service to our members.

Qualifications

The accredited learning and development sector has experienced waves of negative publicity this year, with some Registered Training Organisations (RTOs) convicted of fraudulent use of government money, misleading students and providing poor quality learning. These practices have been largely confined to for-profit RTOs, which attract large amounts of government funding and whose core business is to make money rather than provide educational services. There are still many industry-based and non-profit RTOs such as CCWT providing educational experiences that are tailored to the sector and meet the current needs of the workforce.

Over the last three years, CCWT has been offering students an alternative way to undertake a qualification through recognition of prior learning (RPL). Traditionally RPL has taken one of two forms, requiring students to either: collect vast reams of workplace documents (involving much hunting around for the extra pieces of information to provide that last bit of evidence); or follow a rather loose process of providing a resume, job description and a letter from their supervisor and being handed a qualification. The first method is time consuming and stressful, while the second does not really prove that the student has the skills to gain the qualification.

In response, CCWT has pioneered two new forms of RPL that meet the strict requirements of a qualification through a flexible process:

- The RPL workshop – where students attend a face-to-face workshop and demonstrate that they have the skills necessary for the qualification through discussion, role play, case studies and written activities within the group and as individuals. This is an interactive method that fully meets the requirements of the qualification.
- Group RPL in the workplace – when a group of students in one workplace want to gain a qualification, an assessor visits the workplace to look at evidence and facilitate assessment conversations.

Both methods have proved very popular this year and CCWT will continue to offer these options so workers in our sector can gain qualifications that will enhance their skills and support them on their career paths.

During 2016-2017 CCWT has been able to access Smart and Skilled funding from the NSW Government, through the Department of Industry. This funding, also used by TAFEs and many other private RTOs, allows for a range of concession fees and fee exemptions for specific groups of people. Importantly, and of particular interest to many of our member agencies, young people leaving out-of-home care are able to gain an exemption from a student fee if they want to study a Certificate III, IV or Diploma qualification.

CCWT has also continued to run our Training Calendar across NSW and to offer tailored In-House training to organisations. These programs have performed as expected and remain a strong foundation of the services that we are proud to provide the NSW community sector.

Treasurer Report

Lorna Green

Treasurer

The 2016-2017 financial year saw the Association of Children's Welfare Agencies Inc. ("the Association") deliver an operating surplus of $8,846 (2015/16 deficit of $98,081). The Association grew by 24 per cent, primarily driven by increased delivery of the Disability of Justice project ("DoJ") which was initiated in July 2015.

During the financial year significant revenue was generated from grants received of $3.6m (FY15/16 $2.9m) and training conducted $1.7m (FY15/16 $2.1). The DoJ project was extended to November 2017, which reduced revenue in this financial year from forecasts but will feed into the subsequent year's financials. This year Conference Income was generated of $0.8m (FY15/16 nil). Interest income contributed $0.1m which is in line with the prior year, demonstrating that the Association is maximising term deposits in a low interest rate environment.

Operating expenses remained well managed throughout the year with particular focus on consolidating headcount which will generate savings in later years. Investment in IT has been seen in the year, with the roll out of an online booking system. This will improve the efficiency and accuracy of scheduling, invoicing and receipting our training courses.

The Association continues to have a strong reserves position of $2,351,795 (FY15/16 $2,342,949), driven from healthy cash balances of $3,427,226 (FY15/16 $4,866,701). Reduction in cash since the prior year is mainly due to the expenditure of grants received in advance.

The full Auditor's report is published in this Annual Report and our auditors, StewartBrown, have issued an unqualified report.

On behalf of the ACWA Board I would like to again congratulate the team, led by Andrew McCallum, for its ongoing commitment to ACWA.

Accounting for Good continues to provide professional accounting and financial services that are highly valued.

Financials

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2017

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ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2017

COMMITTEE MEMBERS' REPORT

Association of Children's Welfare Agencies Inc ('the Association') is incorporated in New South Wales as an Association under the *Associations Incorporation Act 2009* and is registered as a charity under the *Australian Charities and Not-for-profits Commission Act 2012*. The Committee Members present the financial report on the Association of Children's Welfare Agencies Inc for the year ended 30 June 2017 and report as follows:

COMMITTEE MEMBERS
The names of the Committee Members in office during or since the end of the year are as follows:

Bob Mulcahy (Chair)	*(appointed 15 December 2016)*
Deirdre Cheers (Deputy Chair)	*(appointed 16 October 2016)*
Nigel Lindsay (Secretary)	
Jackie Palmer (Former Secretary)	*(resigned October 2016)*
Lorna Green (Treasurer)	*(appointed 6 April 2017)*
Deb Tozer (Ordinary Member)	*(appointed October 2016)*
Claerwen Little (Ordinary Member)	*(resigned December 2016)*
Grainne O'Loughlin (Ordinary Member)	*(resigned October 2016)*
Alan Brennan (Ordinary Member)	*(appointed 9 November 2016)*
Maryanne Jacobs (Ordinary Member)	*(appointed 9 November 2016)*
Wendy Knight (Ordinary Member)	
Jenny Kitchin (Ordinary Member)	
Mark Valerio (Co-Opted Member)	*(appointed 19 November 2016)*
Rob Best (Co-Opted Member)	*(resigned October 2016)*
Amanda Bridge (Co-Opted Member)	*(appointed 15 December 2016)*
Alex Dignam (Observer)	*(resigned October 2016)*

PRINCIPAL ACTIVITY
The principal activity of the Association during the financial year was the improvement of the quality of care available to "at risk" dependent children and young persons who need substitute care.

MEETINGS OF COMMITTEE MEMBERS
The number of meetings each Committee Member was eligible to attend and actually attended during the financial year is summarised as follows:

	Attended	Eligible		Attended	Eligible
Deirdre Cheers	7	9	Wendy Knight	8	9
Nigel Lindsay	8	9	Jenny Kitchin	7	9
Bob Mulcahy	6	7	Rob Best	1	3
Jackie Palmer	3	3	Alex Dignam	2	3
Deb Tozer	7	9	Alan Brennan	5	6
Claerwen Little	3	5	Maryanne Jacobs	5	6
Grainne O'Loughlin	2	3	Amanda Bridge	1	4
Mark Valerio	8	9	Lorna Green	1	3

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2017

COMMITTEE MEMBERS' REPORT

OPERATING RESULT
The net result of the Association for the financial year was a surplus of $8,846 (2016: deficit of $98,081). The Association is a not-for-profit entity and is exempt from the payment of income tax.

REVIEW OF OPERATIONS
A review of the operation of the Association during the financial year and the result of those operations found that during the year, the Association continued to engage in its principal activity, the results of which are disclosed in the attached financial statements.

Signed in accordance with a resolution of the Board of Management:

Nigel Lindsay
Secretary

Bob Mulcahy
Chair

13 October 2017

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2017

	Note	2017 $	2016 $
ASSETS			
Current assets			
Cash and cash equivalents	6	3,427,226	4,866,701
Trade and other receivables	7	531,818	529,177
Total current assets		3,959,044	5,395,878
Non-current assets			
Property, plant and equipment	8	67,392	70,910
Intangible assets	9	90,137	139,155
Total non-current assets		157,529	210,065
TOTAL ASSETS		4,116,573	5,605,943
LIABILITIES			
Current liabilities			
Trade and other payables	10	1,561,585	3,083,822
Provisions	11	165,158	138,233
Total current liabilities		1,726,743	3,222,055
Non-current liabilities			
Provisions	11	38,035	40,939
Total non-current liabilities		38,035	40,939
TOTAL LIABILITIES		1,764,778	3,262,994
NET ASSETS		**2,351,795**	**2,342,949**
FUNDS			
Accumulated funds		2,351,795	2,342,949
TOTAL FUNDS		**2,351,795**	**2,342,949**

The accompanying notes form part of these financial statements

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 $	2016 $
Revenue	4	6,540,083	5,233,182
Other income	4	103,156	107,465
		6,643,239	5,340,647
Expenses			
Administration expenses		(493,065)	(371,711)
Depreciation expenses	5	(73,872)	(42,871)
Employee benefits expense		(2,744,166)	(2,897,661)
Consultant fees		(1,446,701)	(1,012,311)
Training Expenses		(547,046)	(262,271)
Program expenses		(600,261)	(28,994)
Property and lease expenses		(556,791)	(569,746)
Other expenses		(144,891)	(253,163)
Bad debt expenses	5	(27,600)	-
		(6,634,393)	(5,438,728)
Surplus (deficit) before income tax		8,846	(98,081)
Income tax expense		-	-
Surplus (deficit) for the year		8,846	(98,081)
Other comprehensive income for the year		-	-
Total comprehensive income for the year		**8,846**	**(98,081)**

The accompanying notes form part of these financial statements

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2017

	Accumulated Funds	Total
	$	$
Balance at 1 July 2015	2,441,030	2,441,030
Comprehensive income		
(deficit) for the year	(98,081)	(98,081)
Other comprehensive income	-	-
Total comprehensive income for the year	(98,081)	(98,081)
Balance at 30 June 2016	**2,342,949**	**2,342,949**
Balance at 1 July 2016	2,342,949	2,342,949
Comprehensive income		
Surplus for the year	8,846	8,846
Other comprehensive income	-	-
Total comprehensive income for the year	8,846	8,846
Balance at 30 June 2017	**2,351,795**	**2,351,795**

The accompanying notes form part of these financial statements

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 $	2016 $
Cash flows from operating activities			
Receipts from customers and government		5,264,194	5,458,438
Payments to suppliers and employees		(6,789,429)	(5,348,110)
Donations, legacies and fundraising income		6,400	3,377
Interest received		96,756	91,761
Net cash flows from operating activities		(1,422,079)	205,466
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		12,727	14,546
Purchase of property, plant and equipment		(30,123)	(54,776)
Purchase of intangible assets		-	(199,067)
Net cash flows from investing activities		(17,396)	(239,297)
Net (decrease) in cash and cash equivalents		(1,439,475)	(33,831)
Cash and cash equivalents at the beginning of the financial year		4,866,701	4,900,532
Cash and cash equivalents at the end of the financial year	6	**3,427,226**	**4,866,701**

The accompanying notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

Note 1 - Reporting entity

The financial report includes the financial statements and notes of the Association. The Association is incorporated in New South Wales as an Association under the *Associations Incorporation Act 2009* and is registered as a charity under the *Australian Charities and Not-for-profits Commission Act 2012*.

The financial statements were approved by the Board of Management on 13 October 2017.

Note 2 - Basis of preparation

Statement of compliance
The Association has adopted Australian Accounting Standards - Reduced Disclosure Requirements as set out in *AASB 1053 Application of Tiers of Australian Accounting Standards* and *AASB 2010–2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirement.*

These financial statements are Tier 2 general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012*. The Association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions.

Basis of measurement
The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Comparatives
Where required by Accounting Standards comparative figures have been adjusted to conform to changes in presentation for the current financial year. Where the Association has retrospectively applied an accounting policy, made a retrospective restatement or reclassified items in its financial statements, an additional statement of financial position as at the beginning of the earliest comparative period will be disclosed.

Critical accounting estimates and judgements
The Committee Members evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the association.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

Note 2 - Basis of preparation (continued)

Critical accounting estimates and judgements (continued)
Key estimates
Impairment - general
The Association assesses impairment at the end of each reporting period by evaluation of conditions and events specific to the Association that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Estimation of useful lives of assets
The estimation of the useful lives of assets has been based on historical experience as well as manufacturers' warranties (for plant and equipment) and turnover policies (for motor vehicles). In addition, the condition of the assets is assessed at least once per year and considered against the remaining useful life. Adjustments to useful lives are made when considered necessary.

New and revised standards that are effective for these financial statements
A number of new and revised standards are effective for annual periods beginning on or after 1 July 2016, however none have significantly impacted the Association's financial statements.

New standards and interpretations not yet adopted
Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2017 reporting period and have not been early adopted by the Association. These include:

- AASB 9 *Financial Instruments* (effective for the year ending 30 June 2019)
- AASB 15 *Revenue from Contracts with Customers* (effective for the year ending 30 June 2018)
- AASB 16 *Leases* (effective for the year ending 30 June 2019)
- AASB 1058 *Income of Not-for-profit Entities* (effective for the year ending 30 June 2019)

The Committee Members' assessment of the impact of these new standards (to the extent applicable to the Association) is that none are expected to significantly impact the Association's financial statements in future reporting periods.

Note 3 - Significant accounting policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Income tax
Association of Children's Welfare Agencies Inc is a not-for-profit exempt institution from income tax under Division 50 of the *Income Tax Assessment Act 1997*. Association of Children's Welfare Agencies Inc has deductible gift recipient (DGR) status.

Goods and services tax (GST)
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Note 3 - Significant accounting policies (continued)

Goods and services tax (GST) (continued)
Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

Revenue recognition
Amounts disclosed as revenue are net of returns, trade allowances and duties and taxes including goods and services tax (GST). Revenue is recognised for the major business activities as follows:

Rendering of services
Revenue from fees received for services and management fees is recognised when the service is provided.

Grants
The majority of the Association's programs are supported by Grants received from the government and other non-government bodies. Grants received on the condition that specified services are delivered, or conditions are fulfilled, are considered reciprocal. These grants are initially recognised as a liability and revenue is recognised as services are performed or conditions fulfilled. Revenue from non-reciprocal grants is recognised when the Association obtains control of the funds.

Interest revenue
Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Donations and bequests
The timing of the recognition of donations, grants and fundraising depends upon the point in time at which control of these monies is obtained. Control would normally occur upon the earlier of the receipt of the monies or notification that the monies have been secured.

Cash and cash equivalents
Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of twelve months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Note 3 - Significant accounting policies (continued)

Trade receivables
For all sources of recurrent income, trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for doubtful debts.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for impairment is established when there is objective evidence that the Association will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the statement of profit or loss and other comprehensive income.

Property, plant and equipment
Recognition and measurement
Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses. Cost includes any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of profit and loss and other comprehensive income. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

Subsequent costs
Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of profit and loss and other comprehensive income during the financial period in which they are incurred.

Carrying Amount
The carrying amount of property, plant and equipment is reviewed annually by the Committee Members to ensure that it is not in excess of the recoverable amount from those assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Depreciation
The depreciable amount of all property, plant and equipment, excluding freehold land and capital works in progress, is depreciated on a straight line basis over the asset's useful life commencing from the time the asset is held ready for use.

Note 3 - Significant accounting policies (continued)

Property, plant and equipment (continued)
The depreciation rates used for each class of depreciable assets are:

Motor vehicles	20%
Office equipment	25-33%
Furniture, fixtures and fittings	16-20%
Computer equipment	33%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Intangible assets
Software
Software has a finite useful life and is carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of the software over its estimated useful life of three years.

Financial instruments
Initial recognition and measurement
Financial assets and financial liabilities are recognised when the Association becomes a party to the contractual provisions to the instrument. For financial assets this is equivalent to the date that the Association commits itself to either purchase or sell the asset. Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement
Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Impairment of assets
Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

Impairment losses are reversed when there is an indication that the impairment loss may no longer exist and there has been a change in the estimate used to determine the recoverable amount.

Note 3 - Significant accounting policies (continued)

Trade and other payables
Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period, which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability. The carrying amount of trade and other payables is deemed to reflect fair value.

Income received in advance
Income, other than government contract income, that is received before the service to which the payment relates has been provided is recorded as a liability until such time as the service has been provided, at which time it is recognised in the statement of profit and loss and other comprehensive income.

Unexpended grants
The Association receives grant monies to fund projects either for contracted periods of time or for specific projects irrespective of the period of time required to complete these projects. It is the policy of the Association to treat grant monies as revenue in advance in the statement of financial position where the Association is contractually obliged to provide the services in a subsequent financial period to when the grant is received or in the case of specific project grants where the project has not been completed.

Employee benefits
Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on high quality corporate bonds with terms to maturity that match the expected timing of cash flows.

Provisions
Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Fair value of assets and liabilities
The Association measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis, depending on the requirements of the applicable Accounting Standard. Fair value is the price the Association would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

Note 3 - Significant accounting policies (continued)

Fair value of assets and liabilities (continued)

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

	2017 $	2016 $
Note 4 - Revenue and other income		
Operating revenue		
Grants and subsidies	2,549,539	1,797,722
Client service fees	3,851,678	3,344,603
Other operating revenue	138,866	90,857
	6,540,083	5,233,182
Other revenue		
Donations	2,460	3,377
Interest income	96,756	104,088
Net gain on disposal of property, plant and equipment	3,940	-
	103,156	107,465
Total revenue and other income	6,643,239	5,340,647
Note 5 - Expenses		
Depreciation and amortisation		
Equipment and furniture	19,989	22,492
Motor vehicles	4,865	5,277
Software	49,018	15,102
Total depreciation and amortisation expenses	73,872	42,871
Bad debts	27,600	-
Note 6 - Cash and cash equivalents		
Cash at bank and on hand	377,780	713,847
Term deposits	3,049,446	4,152,854
Total cash and cash equivalents	3,427,226	4,866,701
Note 7 - Trade and other receivables		
Current		
Trade receivables	430,007	342,408
Provision for impairment	(27,600)	-
	402,407	342,408
Other receivables	20,020	57,435
Prepayments	109,391	129,334
Total current trade and other receivables	531,818	529,177

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

	2017 $	2016 $
Note 7 - Trade and other receivables (continued)		
Provision for impairment		
The movement in the provision for impairment of receivables is as follows:-		
Balance at the beginning of the financial year	-	-
Increase (decrease) in provision	27,600	-
Balance at the end of the financial year	27,600	-

Note 8 - Property, plant and equipment

	Equipment and Furniture $	Motor Vehicles $	Total $
At 30 June 2016			
Cost	655,595	63,192	718,787
Accumulated depreciation	(626,933)	(20,944)	(647,877)
	28,662	42,248	70,910
Movements in carrying amounts			
Opening net carrying amount	28,662	42,248	70,910
Additions	4,352	25,771	30,123
Disposals	-	(8,787)	(8,787)
Depreciation charge for the year	(19,989)	(4,865)	(24,854)
Closing net carrying amount	13,025	54,367	67,392
At 30 June 2017			
Cost	659,947	63,136	723,083
Accumulated depreciation	(646,922)	(8,769)	(655,691)
Net carrying amount	13,025	54,367	67,392

Note 9 - Intangible assets

	Website Development $	CART Project $	Counselling Diploma Development Costs $	Total $
At 30 June 2016				
Cost	34,165	112,892	7,200	154,257
Accumulated amortisation	(5,694)	(9,408)	-	(15,102)
Net carrying amount	28,471	103,484	7,200	139,155
Movements in carrying amounts				
Opening net carrying amount	28,471	103,484	7,200	139,155
Amortisation charge for the year	(11,388)	(37,630)	-	(49,018)
Closing net carrying amount	17,083	65,854	7,200	90,137
At 30 June 2017				
Cost	34,165	112,892	7,200	154,257
Accumulated amortisation	(17,082)	(47,038)	-	(64,120)
Net carrying amount	17,083	65,854	7,200	90,137

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

	2017 $	2016 $
Note 10 - Trade and other payables		
Current		
Trade payables	28,080	107,260
Income received in advance	589,748	2,137,144
Liabilities to employees	260,020	243,195
GST payable	38,873	210,857
Other payables	644,864	385,366
Total current trade and other payables	1,561,585	3,083,822
Note 11 - Provisions		
Current		
Employee entitlements - long service leave	165,158	138,233
Total current provisions	165,158	138,233
Non-current		
Employee entitlements - long service leave	38,035	40,939
Total non-current provisions	38,035	40,939

Note 12 - Contingent liabilities

The Association is subject to a contingent liability relating to rental bonds as at 30 June 2017 for $187,084 (2016: $158,656). This amount is supported by a term deposit for the same amount at balance date.

Note 13 - Events occurring after balance date

There were no significant events occurring after the balance sheet date.

	2017 $	2016 $
Note 14 - Key management personnel		
Remuneration of key management personnel		
The aggregate amount of compensation paid to key personnel during the year was:	479,117	477,628

Note 15 - Lease Commitments

Operating lease commitments

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	102,390	118,942
Later than one year but not later than five years	283,746	228,857
	386,136	347,799

Capital commitments

The Association did not have any capital commitments at 30 June 2017 (2016: $Nil)

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

Note 16 - Members' Guarantee

The Association is incorporated under the Associations Incorporation Act 2009. If the Association is wound up, the Constitution states that the full and secondary members of the Association contribute only the amount of unpaid membership fees towards the payment of debts and liabilities of the Association. At 30 June 2017 the number of full and secondary members was 83 (2016: 95)

Note 17 - Association Details

The registered office and principal place of business of the Association is:
Level 4, 699 George Street
Sydney NSW 2000

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2017

STATEMENT BY MEMBERS OF THE BOARD

The Board of the Association of Children's Welfare Agencies Inc declare that:

1. The financial statements, which comprises the statement of financial position as at 30 June 2017, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes are in accordance with the *Associations Incorporation Act 2009* and the *Australian Charities and Not-for-profits Commission Act 2012* and:

   (a) comply with Australian Accounting Standards - Reduced Disclosure Requirements; and

   (b) give a true and fair view of the financial position as at 30 June 2017 and of the performance for the year ended on that date of the Association.

2. In the opinion of the Committee Members there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Management.

Nigel Lindsay
Secretary

Bob Mulcahy
Chair

13 October 2017

StewartBrown
Integrity + Quality + Clarity
CHARTERED ACCOUNTANTS

NSW
LEVEL 2 / TOWER 1 / 495 VICTORIA AVE
CHATSWOOD NSW 2067 / AUSTRALIA
PO BOX 5515 / CHATSWOOD NSW 2057
TEL: 61 2 9412 3033
FAX: 61 2 9411 3242

SA
LEVEL 1 / 104 FROME STREET
ADELAIDE SA 5000 / AUSTRALIA
TEL: 61 8 8229 2280
FAX: 61 8 8229 2288

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2017

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

Opinion

We have audited the financial report of Association of Children's Welfare Agencies Inc which comprises the statement of financial position as at 30 June 2017, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Members Of The Board.

In our opinion, the accompanying financial report of Association of Children's Welfare Agencies Inc is in accordance with the *Associations Incorporation Act 2009* and the *Australian Charities and Not-for-profits Commission Act 2012*, including:

a) giving a true and fair view of the Association's financial position as at 30 June 2017 and of its financial performance for the year then ended, and

b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibility for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the auditor independence requirements of the *Associations Incorporation Act 2009* and *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Associations Incorporation Act 2009* and *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Committee Members of the Association, would be in the same terms if given to the Committee Members as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Committee Members' Responsibility for the Financial Report

The Committee Members of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the Committee Members determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Committee Members are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Committee Members either intend to liquidate the Association on or to cease operations, or have no realistic alternative but to do so.

The Committee Members are responsible for overseeing the Association's financial reporting process.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2017

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at *The Auditing and Assurance Standards Board* and the website address is http://www.auasb.gov.au/Home.aspx

We communicate with the Committee Members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

StewartBrown

StewartBrown
Chartered Accountants

Stuart Hutcheon
Partner

13 October 2017

Our People

ACWA Board

Office Bearers

Chair
Bob Mulcahy
Uniting

Deputy Chair
Deirdre Cheers
Barnardos Australia

Treasurer
Lorna Green
Multiplex Australasia

Secretary
Nigel Lindsay
Wesley Mission

Ordinary Members

Alan Brennan
Pathfinders

Deb Tozer
CareSouth

Jenny Kitchin
Anglicare NSW South, NSW West & ACT

Maryanne Jacobs
MacKillop Family Services

Wendy Knight
Foundations Care

Co-Opted Members

Amanda Bridge
Burrun Dalai Corporation Inc

Mark Valerio
PwC Australia

ACWA extends our deepest thanks to Claerwen Little (Uniting) who served as Chair of the Board prior to being appointed as National Director UnitingCare Australia, and to outgoing Board Members Grainne O'Loughlin (Karitane), Jackie Palmer (Anglicare Sydney) and Rod Best (Life Without Barriers).

ACWA also conveys our appreciation to Alex Dignam (UBS Investment Bank) and to Patrick Armitage (Credit Suisse AG) for their support during the year as Board Observers.

ACWA Staff

Andrew McCallum	Chief Executive Officer

Policy and Membership

Wendy Foote	Director/Deputy CEO
Gillian Brannigan	Policy and Learning & Development Project Manager
Libby McCalman	Communications Officer
Liz Potten	Fostering NSW Project Officer
Lottie Harris	Policy & Research Intern
Melody Stack	Senior Policy & Membership Officer
Padraig Dorrigan	Policy & Membership Officer
Robert Urquhart	Principal Researcher
Savita Sanderson	Fostering NSW Project Officer
Sharon Broady	Fostering NSW Marketing Coordinator
Veronica Olson	Membership Support Officer

Administration and Finance

Robyn Holden	Manager
Katherine Wild	Receptionist/Admin Officer
Robin Pitts	Receptionist/Admin Officer
Trang Ho	Accounts Officer

CCWT — Learning and Development

Linda Watson	Director
Betty Stampoulis-Lyttle	Learning & Development Project Manager
Graham Barr	Project Manager (Disability Justice Project)
Gus Frystak	Learning & Development Project Officer
Jessica Georges	Training Project Coordinator (Disability Justice Project)
Jo Roach	Learning & Development Project Manager (Step by Step)
Julie Fletcher	Registrations Officer
Kristina Prokopcova	Learning & Development Project Manager (Calendar)
Krys Peereboom	Senior Learning & Development Project Manager
Lesley Furneaux-Cook	Learning & Development Project Manager (Leadership Programs)
Ljiljana Obrenovic	In-House Coordinator
Louise Mulroney	Learning & Development Project Manager (Step by Step)
Mandy Marsters	Learning & Development Project Manager/ Lead Trainer (Disability Justice Project)
Monica Lamelas	Senior Learning & Development Project Manager
Rachel Adams	Calendar & In-House Administration Officer
Saul Nightingale	Learning & Development Project Manager (Southern Region)
Terry Georgeson	Learning & Development Project Manager
Yasmin Stein	VET Administration Officer

Information Management Systems

Blake Maddick	Web Admin

Consultants

John Agapitos	IT Manager & Technical Services
Alex Cowell	Project Manager
Elise Hawthorne	Exposure Communications
Jen Doyle	Editor
Cliff Shen	Accounting for Good
Igor Likhorovitch	Accounting for Good

Farewells

Al Dawood	Senior Learning & Development Project Manager (In-House)
Amanda Tulong	Registrations Officer
Dale Keehne	Training Project Coordinator (Disability Justice Project)
Katherine Leonard	Fostering NSW Project Officer
Keara Byrne	Learning & Development Project Manager
Louise Groom	Logistics Officer (Calendar)
Steven Mason	Manager (Information Management Systems)
Barbara Taylor	Policy & Research Intern
Kathryn Kicuroski	Policy & Research Intern

ACWA Members

Aboriginal Child Family & Community Care State Secretariat (NSW)

The Aftercare Resource Centre

Allambi Care

Anglicare

Anglicare NSW South, NSW West and ACT

Australian Red Cross NSW, Young Parents Program

Axia Solutions

Barnardos Australia

The Benevolent Society

The Burdekin Association

Burrun Dalai Aboriginal Corporation

CareSouth

Caretakers Cottage

CASPA

CatholicCare — Sydney

CatholicCare — Wollongong

CatholicCare Diocese of Broken Bay

CatholicCare Social Services Hunter Manning

Centacare — Wilcannia-Forbes

Central Coast Family Support Services

Central West Family Support Group

Challenge Community Services

Coffs Harbour Aboriginal Family and Community Care Centre
Complete Community Services
Connectability Australia
Connecting Carers NSW
Connecting Families
Creating Links
Disability Macarthur
The Disability Trust
Dunlea Centre
Far South Coast Family Support Service
Foundations Care
Guardian Youth Care
Headstart Acquired Brain Injury Service
House With No Steps
IMPACT Youth Services
JewishCare
The Junction Neighbourhood Centre
Kari Aboriginal Resources
Key Assets Fostering NSW
Life Without Barriers
Lifestyle Solutions
MacKillop Family Services
Mallee Family Care
Marist180
Marymead Child and Family Service
Monaro Family Support Service
Morri Young
Nepean Community and Neighbourhood Services
Northcott Disability Services
Oakdene House Foundation
Pathfinders
Phoenix Rising for Children
Platform Youth Services
Playgroup Association of NSW
Positive Care Solutions
Premier Youthworks
Project Youth
Protective Behaviours Consultancy Group
Rape and Domestic Violence Services Australia
SAL Consulting
The Samaritans Foundation
SDN Children's Services
Settlement Services International
Sisters Housing Enterprises
Southern Youth and Family Services
St George Family Support Services
St Joseph's Cowper
Stretch-a-Family
Sydney Stepping Stone
United Protestant Association of NSW
Uniting
Veritas House
Wandiyali ATSI
Wesley Community Services
The Westhaven Association
William Campbell Foundation
Woodrising Neighbourhood Centre
Youth Off The Streets

Acknowledgements

Thank You

ACWA extends our deepest thanks to our members for their support, insight and cooperation over the past 12 months.

ACWA is also fortunate to work in partnership with a variety of other groups and organisations that share our ongoing commitment to strengthening the capacity of the community sector to achieve better outcomes for communities, families, children and young people, particularly those living in out-of-home care. We value the support and contribution of the following groups and individuals, in addition to the 70 plus learning and development consultants that we work in partnership with:

State Level

Aboriginal Child, Family & Community Care State Secretariat (NSW)
Cancer Council NSW
Centre for Excellence in Child and Family Welfare (Victoria)
Connecting Carers NSW
Foster Parents Support Network
Homelessness NSW
Law and Justice Foundation of NSW
Legal Aid NSW
Local Community Services Association
NSW Children's Court Clinic
NSW Community Services and Health Industry Training Advisory Board
NSW Council of Social Service
NSW Department of Industry
    Training Services NSW
NSW Education
NSW Family & Community Services
    Ageing, Disability & Home Care
    Community Services
    Housing
NSW Family Services Inc
NSW Health
NSW Office of the Children's Guardian
NSW Ombudsman
NSW Premier & Cabinet
Office of the NSW Advocate for Children and Young People
The Children's Court of NSW
Youth Action

National Level

ABRS
Alliance for Forgotten Australians
Australian Association of Social Workers
Australian College of Applied Psychology
Australian Council of Social Service
Australian Foster Care Association
Australian Psychological Association
Australian Services Union
Australian Youth Affairs Coalition
Care Leavers Australia Network
Child and Family Welfare Association of Australia
CREATE Foundation
Credit Suisse
Families Australia
Family Inclusion Network
Gilbert + Tobin
Homelessness Australia
PwC Australia
Secretariat of National Aboriginal and Islander Child Care
Tonic Health Media
Yfoundations

ACWA Conference

Co-Host

The University of NSW (UNSW)

Government Partner

NSW Family & Community Services

Conference Partner

Life Without Barriers

Sponsors

Allambi Care

Barnardos Australia

Berry Street Childhood Institute

CatholicCare Diocese of Broken Bay

Department of Social Services

Families Australia

Institute for Open Adoption and Barnardos Centre for Excellence in Open Adoption

NSW Office of the Children's Guardian

Queensland Family & Child Commission

Uniting

Settlement Services International

The University of Sydney

Wesley Mission

Organising Committee Members

Andrew McCallum (ACWA)

Bob Mulcahy (Uniting)

Deirdre Cheers (Barnardos Australia)

Elizabeth Fernandez (UNSW)

Jackie Palmer (Anglicare Sydney)

Lisa Charet (NSW Family & Community Services)

Maria Chan (CREATE Foundation)

Morgan Lander (NSW Office of the Children's Guardian)

Natasha Howson (Centre for Excellence in Child & Family Welfare)

Paul Gray (Aboriginal Child, Family & Community Care State Secretariat)

Rachel Pearson (CREATE Foundation)

Robyn Holden (ACWA)

Sophia Charles (Department of Social Services)

Wendy Foote (ACWA)

Scientific Program Committee Members

Elizabeth Fernandez (UNSW)

Paul Gray (Aboriginal Child, Family and Community Care State Secretariat)

Wendy Foote (ACWA)

ACWA Community Leadership Program Sponsor

HESTA Super Fund

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Hosking Legal

JFM Law

Kathryn Renshall and Ellis McLachlan Solicitors

Mills Oakley

NLS Law

Robertson Solicitors

Salvos Legal

Critical Friends Group

Alan Hayes (Australian Institute of Family Studies)

Daryl Higgins (Institute of Child Protection Studies)

Dorothy Hoddinott (Holroyd High School)

Duncan Driver (University of Canberra)

Eileen Baldry (The University of NSW)

Elaine Farmer (University of Bristol)

Elizabeth Fernandez (The University of NSW)

Jill Duerr Berrick (University of California, Berkeley)

Judy Sebba (Rees Centre, University of Oxford)

Jung-Sook Lee (The University of NSW)

Karen McLean (Royal Children's Hospital, Melbourne)

Marilyn McHugh (Social Policy Research Centre, UNSW)

Mark Courtney (University of Chicago)

Judge Peter Johnstone (President of the Children's Court of NSW)

Sophine Charles (The Council of Family and Child Caring Agencies)

Editorial Committee Members

Andrew McCallum (ACWA)

Clare Tilbury (Griffith University)

Daryl Higgins (Australian Institute of Family Studies)

Greg Antcliff (The Benevolent Society)

Judy Cashmore (The University of Sydney)

Leah Bromfield (Australian Centre for Child Protection, University of South Australia)

Marie Connolly (The University of Melbourne)

Philip Gillingham (The University of Queensland)

Philip Mendes (Monash University)

Robert Urquhart (ACWA)

Wendy Foote (ACWA)

ACWA Patron

ACWA also offers our sincere thank you to our Patron the Governor of NSW, His Excellency General The Honourable David Hurley AC DSC (Ret'd).

ACWA
Association of Children's Welfare Agencies

CCWT
Centre for Community Welfare Training

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