

Annual Report

2018-2019

Who We Are

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

We work closely with our members, and with government agencies and other non-government stakeholders, to bring about effective reform that will achieve better outcomes for families, children and young people, particularly those who are most vulnerable.

In addition to our advocacy work, ACWA is committed to strengthening the capacity of the community sector workforce, through our Centre for Community Welfare Training (CCWT), to deliver quality services to those in our community who are most in need.



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Reports



Chair Report



Bob Mulcahy

As this is my final Chair Report before my retirement from the Board, I would like to open by expressing my thanks to my fellow Board Directors, as well as to ACWA's leadership team and staff, and to our members and stakeholders, for the critical role they have all played in helping ACWA to go from strength to strength this year. It has been an honour to work alongside so many individuals who are dedicated and committed to improving the lives of the most vulnerable in our community.

It would be safe to say that change, and the challenges that invariably accompany it, has once again proved to be a hallmark of our sector this year. While the implementation of the new permanency focused system has tested the resilience of the sector at times, ACWA has continued to work hard with our members, stakeholders and government, on solutions aimed at ensuring that this significant reform translates into stronger outcomes for vulnerable children, young people and their families.

In keeping with the theme of change, ACWA appointed a new CEO this year, following the retirement of Andrew McCallum. Steve Kinmond, who joined us in February, brings with him a strong

track record of advocating for vulnerable children and families, and we look forward to seeing him continue to build on the outstanding work ACWA has undertaken over the past 12 years under the exceptional leadership of Andrew.

In recognition of Andrew's leadership legacy, a graduate of ACWA's 2019 Community Leadership Program will be awarded the inaugural Andrew McCallum Leadership Scholarship of \$5,000 towards their future professional development. This Scholarship, generously funded by the Office of the Children's Guardian, is a very fitting tribute to Andrew's lifelong commitment to changing the lives of vulnerable children and young people in Australia.

The departure of Dr Wendy Foote marked another significant internal change for ACWA this year. Wendy, who served as Deputy CEO and as Director of ACWA's Sector Development team for six and half years, was tireless in her efforts to continuously raise the bar on practice in our sector. I convey my thanks to Wendy for her service and commitment.

Having reflected on some of the past contributions that individuals have made to the life of ACWA, it is important to now turn to what lies ahead.

The Board has maintained a clear focus this year on the future direction and priorities of ACWA. In this regard, the appointment of Steve Kinmond has proved timely, having coincided with a decision by the Board to undertake a review of our strategic directions to ensure ACWA's role as a peak continues to reflect the evolving and future needs of our members, and of the wider sector.

While ACWA's core focus remains centred on advocating for systemic change that improves the lives of vulnerable children, young people and their families, ACWA's revised strategic directions underlines the need for this work to extend beyond ACWA's traditional out-of-home care focus, to encompass the whole service system. To reflect this, ACWA's Purpose now reads:

To advocate for and strengthen the capacity of the community service system to bring about effective reform to achieve better outcomes for communities, families, children and young people, particularly vulnerable children, families and communities.

ACWA's new strategic directions also places great emphasis on our need to work collaboratively with government and non-government stakeholders to achieve stronger outcomes for the most vulnerable in our community. With this aim in mind, ACWA has recently been actively pursuing opportunities for promoting joint work between the government and non-government sectors. For example, ACWA is currently exploring, with the Department of Communities and Justice, the potential to establish a joint government/non-government reform team to work on ensuring the effective implementation of the Permanency Support Program. ACWA has also been advocating to secure an enhanced role for the non-government sector in the Their Futures Matter reform initiative.

Looking ahead, plans are now well underway for ACWA's 2020 Conference, which will be held at the International Convention Centre Sydney. The theme of this conference will be *Early Intervention, child protection, regulation and care – how strong is Australia's practice?* We look forward to building on the success of our 2018 conference, which attracted more than 700 local and overseas delegates and guests, to deliver yet again a rich and thought provoking program that showcases



the latest research and thinking from national and international experts on innovative programs and practice that are making a difference in the lives of vulnerable children, young people and families. I sincerely thank members of the conference organising committee, and in particular our Scientific Committee Chair, Professor Elizabeth Fernandez (UNSW), for their work in this area.

Returning to the topic of change, recently there has been a key leadership shift take place within the Department of Communities and Justice, with the departure of Strategy, Policy and Commissioning Deputy Secretary, Deidre Mulkerin, who has moved into a deputy role with the NSW Department of Education. We appreciate the leadership and commitment Deidre has displayed during her tenure. Simone Walker has been appointed as Deidre's replacement, and Simone Czech has also stepped into a Deputy Secretary role.

The sector also saw Gareth Ward step in as the new Minister for Families, Communities and Disability Services in March this year, following the retirement of Pru Goward. Since his appointment, Minister Ward has engaged extensively with the sector, including a visit to ACWA in May to speak with members about the issues that are important to them. We look forward to working with the Minister on future initiatives and strategies that will make life better for the most vulnerable in our community. I take this opportunity to extend my thanks to Pru

Goward for her dedicated service to the sector during her many years in the Family and Community Services portfolio.

In times of reform, change is always inevitable. That is why strong, unified leadership, and genuine collaborative partnerships, are critical to ensure that our collective efforts achieve the desired outcomes we all hold for the vulnerable children, young people and families we serve.

On this point, I extend my sincere thanks to all who have contributed to the work of ACWA, and to the sector, over the past year.

“Thank you, and please continue the great work in informing the sector and keeping us connected.”

Respondent
ACWA Annual Member
Survey 2018-2019



Linda Watson
ADMICOM



CEO Report

Having commenced my role as CEO of ACWA in February 2019, it is my privilege to be able to contribute to this year's Annual Report.

In doing so, it is important for me to firstly acknowledge my predecessor, Andrew McCallum, for his outstanding work during 12 plus years at the helm of ACWA. I also wish to acknowledge the leadership of ACWA's Deputy CEO, Wendy Foote, who led our sector development activities for six and a half years prior to her departure in January. Having spent several months now at ACWA, I can speak firsthand of an ACWA culture, built under Andrew and Wendy, that puts as its number one priority a commitment to passionately working with, and for, the non-government sector, to strengthen its capacity to deliver the best possible outcomes for vulnerable children, young people and families in NSW.

Upon joining ACWA, I was immediately immersed in discussions with the Board regarding the review of our strategic directions. This exercise is an essential part of ACWA's longstanding practice of ensuring that broad policy and practice settings are critiqued annually, and that our priorities as a peak body reflect the needs of our member organisations, the

sector and, most importantly, the wider community. As a result of this year's review, ACWA has broadened our Purpose and is now committed to:

Advocating for and strengthening the capacity of the community services system to bring about effective reform to achieve better outcomes for communities, families, children and young people, particularly vulnerable children, families and communities.

This wider Purpose formally recognises the need for ACWA to work more closely and collaboratively with both government and non-government stakeholders, to bring about systemic changes aimed at improving the lives of the most vulnerable in our community. It also aligns with the work that ACWA has been undertaking for several years to identify and promote the key elements of genuinely collaborative practice.

The above elements are well articulated in a research report that was published this year – *Commissioning For Outcomes in NSW: An NGO Perspective* – by Dr Jennifer Mason. This report looks at the future shape of commissioning for services for children and families in NSW, and



Steve Kinmond

reflects the outcomes of a workshop facilitated by KPMG involving ACWA, DCJ, NGO peaks, service providers, regulators and other key stakeholders.

Against the background of ACWA's strong commitment to genuinely collaborative practice, I am pleased to report on some of the key sector development initiatives undertaken this year in pursuit of this objective.

Bringing NGOs to the table on major reform initiatives

Their Futures Matter

ACWA has been involved in discussions with Their Futures Matter (TFM) – now known as the Stronger Communities Investment Unit – and other stakeholders about enhancing the non-government sector's participation in this significant government initiative. TFM aims to be a landmark reform that delivers coordinated, wrap-around and evidenced-based supports for children and families.

In particular, ACWA believes that TFM's system transformation work has the potential to provide the government and non-government sectors with

an opportunity to co-design a system that is better focused on providing an early, and more efficient, response to those who are vulnerable, as well as developing more effective collaborative practice models for responding to families across the whole spectrum of need (including in the risk of significant harm (ROSH) sphere). In this regard, ACWA is eager to explore the potential for breaking down the Child Protection Helpline, Wellbeing Unit and Family Referral Services silos, by designing genuinely integrated, placed-based service systems. We believe that the non-government sector needs to be a critical partner in this type of reform and has already shown that it is ready to collaborate with government on 'whole of service system' pilot initiatives that are targeted at the local community level.

Permanency Support Program

ACWA also believes that the frontline experience and knowledge of the non-government sector is critical to the successful implementation of the new permanency reforms. Consistent with the sector's desire to form strong, reform-focused, partnerships with government agencies, ACWA flagged with DCJ the need for a joint government/NGO team to



enhance the implementation of this major reform initiative. We were pleased to receive a very positive response from DCJ to joint work of this kind, and AbSec is also working with ACWA and DCJ on this initiative. Ongoing consultation with NGOs and other stakeholders will be a critical component of this work. With this in mind, we are in the process of settling a proposed list of reform areas for the team to focus on, which include:

- Contributing to the efficient resolution of issues relating to the roll-out of ChildStory – this is DCJ’s new information technology system that is intended to help each child’s network of family, carers, caseworkers and service providers obtain a holistic picture of each child’s ‘story’ to allow all parties to focus on their safety and wellbeing by working together.
- Identifying and promoting what constitutes good practice in connection with matters arising before, during and after care proceedings (this work will involve the Children’s Court, DCJ, the NGO sector, Legal Aid and other stakeholders).
- Improving processes relating to placement referrals, including the uptake of referrals.
- Improving the efficiency of carer recruitment and authorisation processes; and examining ways in which carers can be better supported.
- Enhancing data capture across a range of critical practice domains, and related analysis; and utilisation of the data for the purpose of driving practice and system improvement.
- Identifying and promoting good practice involving the participation of children and young people (and clients more generally) in relation to the services that they receive.

The process for determining the list of priority areas is but one of a number of important governance

and communication issues that will need to be addressed in order for this initiative to represent a genuinely collaborative and effective exercise between the NGO and government sectors. Without the strong ‘buy in’ of the NGO sector, as well as other stakeholder groups, the work of this team will be significantly restricted in what it can deliver.

Working together to find solutions for children in Alternative Care Arrangements

ACWA has joined with AbSec and DCJ in co-chairing the Alternative Care Arrangements Taskforce. The Taskforce has been established to tackle the core issues that have given rise to the unacceptable number of children living in caravan parks, hotels and serviced apartments. ACWA has also been recently funded to work with AbSec and DCJ on finding practical solutions to reducing the numbers of children and young people in these placements.

“The staff are always delightful and welcoming. The forums are a great asset to this company and to the sector.”

Participant
CCWT Training

It has become abundantly clear that these children and young people will not receive an adequate response unless we can deliver innovative and flexible DCJ and multi-agency responses, both in terms of individual cases, and at the broader system level, to effectively meet the needs of not only these children and young people, but also those who care for them.

“ ACWA
advocating for
children's needs,
and agencies' needs,
throughout the PSP
implementation
is paramount and
appreciated. ”

Respondent
ACWA Annual Member
Survey 2018-2019

Sector reform—the rationale

Our investment in these areas reflects our desire for ACWA to position the non-government sector to play a major change management and reform role. In addition to our responsibility to continue to 'call out' what's going wrong, we are keen for the non-government sector's skills to be fully utilised and recognised in terms of its capacity to work with government agencies in delivering solutions to complex social problems through effective collaborative practice.

In order to achieve this goal, we have significantly realigned ACWA's resourcing to enable us to be able to recruit a number of senior executives over the next six months, to ensure that the non-government sector is well represented on major social reform initiatives, as well as to enhance the likelihood of success of these challenging reforms. On this issue, we have been very encouraged by the preparedness of our member agencies to back our vision, both financially and through other ways of showing their support. I note that a number of these senior executives will also be actively engaged in ACWA's member-based activities. This will include providing agencies with support and advice.

We are also appreciative of AbSec's leadership in relation to many of the critical systems issues that need to be addressed. In this regard, it has been

a privilege working with AbSec CEO, Tim Ireland, on exploring the scope for both our organisations to maximise our collective impact. Tim's recent appointment to ACWA's Board recognises the invaluable skills and insights that both he and his member organisations can provide to ACWA and our members.

Ongoing sector development work

ACWA has continued to engage in important sector development work over the past year. The details of a number of these endeavours are outlined on pages 28 to 36 of this report, and cover our work with member agencies and other stakeholders relating to advocacy, residential care, education, youth crime prevention, the support of foster and kinship carers, practice relating to transitioning children and young people from care, our PSP Practice fora, and building leadership capacity.

Our training

ACWA is also seeking to change the way that we develop and deliver our training services. Our new approach will involve ongoing and targeted consultation with our members, as well as government and other NGO stakeholders, with the aim of ensuring that our training products are more effectively supporting and enhancing service delivery. To enable us to be more responsive and

flexible in meeting the sector's demand for our training products, we are also moving towards a contract-based staffing model in this area.

More broadly, ACWA is keen to work with Permanency Support Program (PSP) training provider Curijo, along with DCJ, AbSec, and member agencies, to develop a workforce training needs analysis plan and implementation strategy, to better equip the sector with the skills needed to effectively carry out the critical work required under the PSP program and in other important spheres.

We discuss the training and development work carried out by ACWA's Centre for Community Welfare Training (CCWT) on pages 22 to 26 of this report. I would like to thank the CCWT Director, Linda Watson, her staff and our many training consultants, for their great work again this year, and ongoing dedication and commitment to developing strong professional practice across our sector.

I would also like to acknowledge the strong commitment and hard work of all of ACWA's staff.

On a final note, I extend my appreciation to ACWA's Board Directors for their support and leadership throughout the year. I also take this opportunity to thank retiring Chair Bob Mulcahy for his dedication and outstanding contribution to the Board over the past nine years.





Learning & Development Report



Linda Watson

While the past year has seen CCWT achieve many successes, the changing sector landscape has also given rise to a number of interesting new challenges. This has prompted us to plan for new models of learning delivery that will ensure we are continuing to effectively meet the training needs of the sector, now and in the future.

On this point, it gives me great pleasure to provide the following updates from CCWT's main areas of work this year.

Family Group Conferencing Facilitator Training

This year has seen the growth of our program for training Family Group Conferencing (FGC) Facilitators, following the graduation of our first cohort in June 2018.

As part of this program, participants are assessed against units of competency in mediation. Graduates are able to apply for membership to the Australian Mediation Institute, and can also apply to join the Department of Communities and Justice approved panel of FGC facilitators.

TEI Sector Assistance Strategy

ACWA has continued this year to provide support to organisations that are funded through the Targeted Early Intervention (TEI) program as they respond to sector reforms. As part of this work, we hosted a series of webinars between August and December 2018. The main focus of this work, however, has been on the roll-out of a practical workshop on how to complete a program logic that clearly outlines the required client outcomes, and allows for robust data to be collected. We have hosted 15 of these workshops across the state, with most at full capacity.

Workshop Delivery

CCWT's main focus this year has been on delivering workshops through our scheduled Calendar and In-House training programs.

This method of delivery, while arguably the most effective way of providing learning, presents barriers that are becoming increasingly difficult to overcome. These include agency costs associated with travelling distances to attend training, and consequent staff absences. We are continuing to

investigate ways of removing these obstacles, while still ensuring that we provide effective learning to our participants. These changes will be implemented over the coming year.

Technology

This year, CCWT has continued to investigate the use of technology to improve the learning experience of our training participants, including how we can improve the transfer of learned skills into the workplace.

In this regard, we have trialled the use of Habit Builder over the course of four Accidental Counsellor workshops. This technology allows each participant to identify one action that they wish to implement in the month following training. They then receive reminders and motivators on a regular basis, and report at the end of the month on how well they have been able to implement their action. Most participants reported that they enjoyed the experience, and results will improve as people become more familiar with the concept.

CCWT has also released the following two free e-learning courses: Sexual Behaviour in Children

and Young People; Identifying and Responding to Domestic Violence. These are both available through our website.

Carer Assessment and Training

Our Carer Assessment and Training team's initiatives for 2018–2019 include the development of:

- The Step by Step Parent Assessment Tool to support restoration work
- Training in completing the documents required for a Guardianship application
- The development of a new version of Shared Lives for Victoria.

In addition, we have conducted numerous workshops on carer assessment and carer training in NSW, South Australia, Tasmania and Victoria.

In the past year, 101 new assessors have been registered as competent to undertake carer assessments. This brings the total number of assessors throughout Australia to 470.



Qualifications

This year, CCWT has continued to see an increase in the number of people undertaking qualifications, particularly the Diploma of Community Services. Our Recognition of Prior Learning (RPL) workshop approach – which enables participants to accomplish the core units of a qualification in only two days, and then undertake the elective units of their choice – has proved extremely popular for experienced workers. Typically, a student can achieve a qualification in three months using this approach, provided they have the work experience needed.

“This is what the sector has been calling out for, for a long time. A carer training package with a trauma informed lens.”

Participant
CCWT Training

Community Leadership Program

Fifteen participants from our 2018 Community Leadership Program graduated in November, while a further 18 are currently participating in our 2019 program, which commenced in May. This program continues to receive excellent feedback from those who have taken part. One of the strengths of this program is the individual coaching that our participants receive.

This year we have established the Andrew McCallum Leadership Scholarship, honouring the leadership and lifelong work of our former long-serving CEO, Andrew McCallum. This Scholarship, which is sponsored by the Office of the Children's Guardian, will award \$5000 to a graduate of our CLP to put towards their future professional development. We look forward to naming the inaugural winner in November.

In Final

CCWT is supported by a number of amazing consultants who deliver our training. They bring years of expertise and knowledge to our workshops, and play an essential role in developing and strengthening practice in our sector.

I would like to say thank you to all of our consultants, students, staff and member agencies for their support throughout the year.





Sector Development Report

With the sector undergoing rapid transformation under the Permanency Support Program and the Their Futures Matter reforms, there has never been a more important time for government to be working closely with the non-government sector to effectively delivery system reform that results in better outcomes for vulnerable children, young people and their families. ACWA's focus during this critical period of systemic change has been – and will continue to be – on sector development initiatives that integrate the voice of the non-government sector into the planning and implementation of these comprehensive reforms.

On this point, it was extremely encouraging for ACWA and our members to hear the newly appointed Minister for Families, Communities and Disability Services, Gareth Ward, talk about his, and his Department's, commitment to working collaboratively with non-government organisations (NGOs), when he visited ACWA in May. During this meeting, members got the chance to inform the Minister about the important work that they are doing, and to share the challenges they are facing along the way. There were also particular concerns voiced relating to the roll-out of the ChildStory IT system, and it was pleasing to see Minister Ward respond shortly afterwards with a follow up visit to ACWA, accompanied by senior Department of

Communities and Justice (DCJ) representatives, to discuss with members the strategies they are putting in place to respond to the issues raised by members. We are hopeful that these two productive meetings will represent the start of positive, ongoing dialogue between the Minister, his Department, and the non-government sector, regarding ways we can all work together to improve the service system.

While on the topic of political engagement, ACWA gave members the opportunity to catch up with NSW Greens MP David Shoebridge ahead of the state election in March, so they could hear more about his party's policy priorities for achieving better outcomes for vulnerable children, young people and families. This event generated interesting and useful discussion, with Mr Shoebridge indicating a firm resolve for keeping child protection, particularly in the area of early intervention, in the policy spotlight.

During this pre-election period, ACWA joined forces with 17 other NGO peaks in the NCOSS-led Building Better Communities campaign, which called on all political parties for a commitment to addressing inequality in NSW. The issues that we helped highlight during this intense six-week campaign included housing affordability, securing



Padraig Dorrigan, Veronica Olson, Libby McCalman, Gillian Brannigan, Sharon Broady

better support for children, young people and families, ending violence against women, and empowering Aboriginal people to decide their own future. During this campaign, ACWA's specific call to politicians was for a bi-partisan commitment to addressing the educational disadvantage experienced by vulnerable children and young people. This is an area which has occupied our advocacy agenda for a number of years, and prompted us to establish in 2017 a quarterly Education and Out-of-Home Care Advisory Committee for the purpose of discussing and identifying solutions to issues facing vulnerable children and young people, relating to educational access, engagement and appropriate support. This year we have seen a marked rise in stakeholder participation in this group. Having started off as a small 'virtual' gathering of interested caseworkers working in this space, this meeting now attracts participation from DCJ, the Department of Education, relevant peaks and non-government representatives. This group continues to bring energy, ideas and critical expertise to our ongoing efforts to tackle educational disparity experienced by vulnerable children and young people.

To help inform and promote our ongoing work in this area, ACWA hosted a roundtable discussion last November, in partnership with the Advocate

for Children and Young People, involving key government and non-government stakeholders. The information presented at this roundtable, along with discussions that followed, clearly demonstrate that a more rigorous and evidence-based approach is needed to tackle educational disadvantage experienced not only by children and young people in care, but by vulnerable young people in general. ACWA remains committed to actively pursuing opportunities to work in unison with government and non-government entities in order to achieve stronger results for these students.

In terms of other education related work, in May ACWA brought member agencies together with representatives from DCJ, NSW Health and the Department of Education for a co-design consultation on the structure and content of a DCJ workshop series that will be held around the state to promote and provide key information to government and non-government practitioners on how to implement the Out-of-home Care Health and Pathways Programs to improve education and health outcomes for children and young people in care. DCJ noted that the feedback provided by members during this consultation proved invaluable, and has been incorporated into the design of the upcoming workshops, which will commence towards the end of 2019.



Amid the reform activity that has been occupying the sector, there has emerged a critical need to address the unacceptable numbers of children and young people who are living in Alternative Care Arrangements (ACA). In response, ACWA has been funded to work with AbSec and DCJ on finding practical solutions to reducing the numbers of children and young people in these placements. To help address this issue, we have been working closely with AbSec, the Department, My Forever Family, our members and other NGO stakeholders on strategies to improve carer recruitment, assessment, approval and retention practices.

The transition of residential care services to the Intensive Therapeutic Care (ITC) system, which is expected to be completed by June 30 next year (2020), is another key area of activity that has dominated ACWA's recent sector development agenda. Any kind of system reform is typically accompanied by 'teething problems', and the changes taking place within the ITC space have proved to be no exception. Issues brought to us by ITC service providers, which we are seeking to address, include a lack of transparency surrounding the relevant unit costings, and concerns that the funding model does not adequately cover the wide and complex needs of children and young people being cared for in these settings. There is also a need for an effective response to supporting children who are exiting Juvenile Justice facilities, as well as children with disabilities who cannot be restored to their families. In addition, we are also advocating on behalf of member agencies that are delivering residential care services outside the new ITC program. These providers have raised a number

of issues, including concerns that the transition will not be complete by June 2020. As there will be a significant ongoing need for them to accommodate children and young people post June 2020, it is essential that the required planning be undertaken to ensure the ongoing supply of critical and high quality residential services to meet the expected demand. ACWA will continue to meet with agencies and all relevant stakeholders in a bid to seek solutions to these issues. The sector is keen to work with the Department to work through issues as they arise, and is motivated to ensure that all young people in residential settings have the highest quality care.

In terms of young people living in residential care, ACWA, as co-chair of the Joint Protocol Steering Committee, has also been heavily involved in ensuring the sector is working collaboratively to ensure young people are not coming into contact with the criminal justice system unnecessarily. To this end, we are working in partnership with the Department to roll-out place-based workshops to heighten sector expertise and awareness around the state on how to appropriately use the Protocol. Plans are underway to host the first workshop in the Hunter region, which has been identified as a particularly high area of need for at-risk young people. We are also eager to build on the momentum of this steering committee to identify and promote multi-agency initiatives and additional service enhancement opportunities aimed at vulnerable people more generally. This broader focus sits in perfect alignment with the new DCJ, which now incorporates the roles of the former Family and Community Services and Justice departments.

Another focal point of ACWA's work has been in the area of leaving care, through our Transition to Independence Forum which provides members and key stakeholders the opportunity to work through systemic issues with the Department. This year, the group has successfully advocated to the Department to enhance its approvals processes to provide young people easier access to financial support post 18. Additionally, ACWA has joined the Home Stretch campaign advocating for the leaving care age to be raised to 21. Issues associated with leaving care are also set to be a focus area of the soon to be established Joint PSP Reform Taskforce. We look forward to working together with DCJ and our member agencies under this joint initiative to strengthen practice in this important sphere.

Our regular Southern and Metro PSP Practice (previously Out-of-Home Care) Forums, remain a central network for discussion, sector updates and learning between ACWA and our members. The Southern Forum in particular, has grown to become one of the key interagency meetings for the sector in the Illawarra/ Shoalhaven region and is now drawing more members from further south.

Externally, ACWA participated in a consultation with the Office of the Children's Guardian (OCG) regarding the regulation of child safe standards in NSW, and followed up with a written submission to the Regulating Child Safe Organisations discussion paper. Our response emphasised ACWA's position that the service system needs to be as safe and as inclusive as possible. We believe that the OCG is well placed to deliver an efficient, high quality and consistent response in this critical reform initiative

by harnessing the commitment and collective resources of our member agencies.

During the year, we also published the research report, *Commissioning For Outcomes in NSW: An NGO Perspective*, which looks at the future shape of commissioning for services for children and families in NSW. This report, written by Dr Jennifer Mason, reflects the outcomes of a workshop facilitated by KPMG involving ACWA, DCJ, NGO peaks, service providers, regulators and other key stakeholders.

The lead up to Foster Care Week in September once again gave rise to a hive of activity at ACWA in preparation for our annual carer picnic day. This

“Really appreciate the many opportunities to attend forums and consultations.”

Respondent
ACWA Annual Member
Survey 2018-2019



event was held at the University of Western Sydney's Bankstown Campus and was attended by around 900 foster carers, children and volunteers. We acknowledge the enormous contribution made by our member agencies and government partners to ensure the success of this popular, long-running event. Similar celebrations were held across the state, supported by the ACWA Regional Grants program. The mantle of the Foster Care Week picnic day, along with management of the regional grants program, has now been passed to My Forever Family. ACWA looks forward to supporting the future work of My Forever Family on this key sector event.

On the related issue of carers, ACWA hosted a national forum in August 2018 to help inform our advocacy work to promote better recognition of kinship families in Australia. This event, held in conjunction with the National Children's Commissioner, Megan Mitchell, brought representatives from kinship care advocacy groups from around Australia together with frontline practitioners, researchers and non-government and government stakeholders, to examine strategies for improving systems and supports to ensure the wellbeing of children in both statutory and informal kinship care. We also published the report, *Support for Children in Kinship Care Provided by the Commonwealth States and Territories of Australia*, which presents findings of a comparative study conducted by Dr Meredith Kiraly (University of Melbourne) into statutory kinship care in Australia. The success of this project led to ACWA obtaining a small grant from the Creswick Foundation to bring Dr Lucy Peake, CEO of United Kingdom kinship care charity Grandparents Plus, to Australia for a three-week national tour to further promote engagement and discussion, on a national scale, around how we can better advocate for and support our kinship families, particularly those in informal arrangements. ACWA is continuing to pursue other means of raising awareness of this issue in collaboration with other state peaks and advocacy groups.

This year, ACWA commenced a new program in response to a need being voiced by leaders in the sector for a confidential and collegiate space in which to discuss their challenges and share their successes. Our year-long Reflective Practice for Sector Leaders Program has brought together senior practice leaders for a series of half-day sessions facilitated by Roger West of Westwood Spice and Dr Wendy Foote, Associate Professor at the University of Newcastle, in which they reflect on their own practice and collaboratively explore any challenges they may be facing. Each session focuses on a key aspect of reflective practice. Topics this year have included Vulnerability and Strength, Building Habits to Enable Change, and the Art of Critical Reflection, as well as Mindfulness in the Workplace, presented by Gillian Coutts (Director of The Potential Project and Deputy Chair of Uniting), and Leadership and Organisational Resilience with Robert Fitzgerald AM (NSW Ageing and Disability Commissioner). The program has proved to be a welcome addition to ACWA's suite of leadership development offerings, with participants appreciating the opportunity to share, reflect and support each other as they navigate an ever-changing sector. We would like to acknowledge HESTA for offering us complementary use of their well-appointed boardroom, offering a comfortable, neutral space for participants to meet.

In closing, we would like to acknowledge the dedication and work of our colleague Dr Wendy Foote, who led our sector development team for six and a half years. We thank Wendy for the significant contribution she has made not only to ACWA, but to the wider sector, and to the children, young people and families we collectively serve.

And last but not least, ACWA remains ever indebted to our members for their support and engagement, and for keeping us focused on our objective of improving the lives of vulnerable children, young people and families in NSW.





Treasurer Report

Lorna Green

This has been a big year of change for ACWA, with a new CEO, Steve Kinmond, joining in February upon the retirement of Andrew McCallum. Welcome Steve and thank you for your support thus far.

The 2018-2019 financial year has resulted in a deficit of (\$196,678) as a transitional year while the cost base of the business is adjusted to reflect the lack of replenishment of large grant funding seen in the past.

Revenue generated totalled \$4.8m. This was underpinned by the training arm, which generated \$1.8m from the calendar program and \$1.1m in customised training, coupled with the successful delivery of ACWA's Conference, which generated \$743k.

As above, the review of operating expenses has been a key focus, with headcount reducing by over one third and new premises to be secured in the next financial year. This exercise will allow ACWA

the agility and flexibility to seek new opportunities to positively impact the outcomes of vulnerable children and young people.

ACWA continues to hold a strong balance sheet position at \$2,233,461 accumulated funds (FY17/18 \$2,430,139), primarily driven from healthy cash balances of \$3,403,064 (F17/18 \$3,707,097).

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

Accounting for Good continues to provide professional accounting services that are highly valued and instill a strong control framework for ACWA.

On behalf of the ACWA Board, I would like to again congratulate the team for its ongoing commitment to ACWA, and thank them for their hard work throughout the year.

Financials



ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2019

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ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2019

DIRECTORS' REPORT

Association of Children's Welfare Agencies Limited is registered as a company limited by guarantee and not having a share capital under the provisions of the *Australian Charities and Not-for-profits Commission Act 2012*. The Directors present the financial report on the Association of Children's Welfare Agencies Limited for the year ended 30 June 2019 and report as follows:

DIRECTORS

The names of the Directors in office during or since the end of the year are as follows. The Directors were in office for this entire period unless otherwise stated.

Bob Mulcahy (Chair)	<i>(reappointed 1 November 2018)</i>
Deirdre Cheers (Deputy Chair)	<i>(reappointed 1 November 2018)</i>
Nigel Lindsay (Secretary)	<i>(reappointed 1 November 2018)</i>
Lorna Green (Treasurer)	<i>(reappointed 1 November 2018)</i>
Deb Tozer (Ordinary Member)	<i>(retired 1 November 2018)</i>
Jenny Kitchen (Ordinary Member)	<i>(resigned 13 December 2018)</i>
Mark Valerio (Co-Opted Member)	<i>(reappointed 1 November 2018)</i>
Amanda Bridge (Co-Opted Member)	<i>(resigned 1 November 2018)</i>
Chris Brown (Ordinary Member)	<i>(reappointed 1 November 2018)</i>
Alan Brennan (Ordinary Member)	<i>(reappointed 1 November 2018)</i>
Maryanne Jacobs (Ordinary Member)	<i>(resigned 1 November 2018)</i>
Simon Walsh (Ordinary Member)	<i>(appointed 1 November 2018)</i>
Kathy Karatasas (Ordinary Member)	<i>(appointed 1 November 2018)</i>
Robyn Miller (Co-Opted Member)	<i>(appointed 7 February 2019)</i>

PRINCIPAL ACTIVITY

The principal activity of the company during the financial year was to bring about positive systematic reform that will deliver better outcomes to the lives of vulnerable children and young people, particularly, those living in out-of-home care in the state of New South Wales and the Australian Capital Territory.

MEETINGS OF DIRECTORS

The number of meetings each Director was eligible to attend and actually attended during the financial year is summarised as follows:

	Attended	Eligible		Attended	Eligible
Bob Mulcahy	8	8	Jenny Kitchen**	4	4
Deirdre Cheers	7	8	Alan Brennan	6	8
Nigel Lindsay	8	8	Maryanne Jacobs**	2	3
Deb Tozer**	3	3	Amanda Bridge**	0	3
Mark Valerio	7	8	Lorna Green	6	8
Chris Brown	7	8	Simon Walsh*	5	5
Kathy Karatasas*	5	5	Robyn Miller*	4	4

* appointed during the year

** resigned during the year

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
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FINANCIAL REPORT - 30 JUNE 2019

DIRECTORS' REPORT

OPERATING RESULT

The net result of the company for the financial year was a deficit of \$196,678 (2018: surplus of \$78,342).
The company is a not-for-profit entity and is exempt from the payment of income tax.

REVIEW OF OPERATIONS

A review of the operations of the company during the financial year and the result of those operations found that during the year, the company 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 Directors:



Nigel Lindsay
Secretary



Bob Mulcahy
Chair

19 September 2019

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)
ABN 24 459 406 828

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2019

	Note	2019 \$	2018 \$
ASSETS			
Current assets			
Cash and cash equivalents	6	3,403,064	3,707,097
Trade and other receivables	7	692,489	542,110
Inventory		10,265	20,884
<i>Total current assets</i>		<u>4,105,818</u>	<u>4,270,091</u>
Non-current assets			
Property, plant and equipment	8	17,935	52,445
Intangible assets	9	1,833	37,588
<i>Total non-current assets</i>		<u>19,768</u>	<u>90,033</u>
TOTAL ASSETS		<u>4,125,586</u>	<u>4,360,124</u>
LIABILITIES			
Current liabilities			
Trade and other payables	10	1,473,132	1,454,802
Employee benefits	11	380,609	430,712
<i>Total current liabilities</i>		<u>1,853,741</u>	<u>1,885,514</u>
Non-current liabilities			
Employee benefits	11	38,384	44,471
<i>Total non-current liabilities</i>		<u>38,384</u>	<u>44,471</u>
TOTAL LIABILITIES		<u>1,892,125</u>	<u>1,929,985</u>
NET ASSETS		<u><u>2,233,461</u></u>	<u><u>2,430,139</u></u>
FUNDS			
Accumulated funds		<u>2,233,461</u>	<u>2,430,139</u>
TOTAL FUNDS		<u><u>2,233,461</u></u>	<u><u>2,430,139</u></u>

The accompanying notes form part of these financial statements

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
Revenue	4	4,755,299	5,059,384
Other income	4	85,643	78,070
		<u>4,840,942</u>	<u>5,137,454</u>
Expenses			
Administration expenses		(323,612)	(452,171)
Depreciation and amortisation expenses	5	(55,557)	(77,888)
Employee benefits expense		(2,217,330)	(2,390,708)
Consultant fees		(876,701)	(1,078,096)
Training expenses		(248,231)	(350,059)
Conference expenses		(628,339)	-
Property and lease expenses		(482,621)	(490,139)
Other expenses		(205,229)	(220,051)
		<u>(5,037,620)</u>	<u>(5,059,112)</u>
Surplus (deficit) before income tax		(196,678)	78,342
Income tax expense		<u>-</u>	<u>-</u>
Surplus (deficit) for the year		(196,678)	78,342
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income (loss) for the year		<u><u>(196,678)</u></u>	<u><u>78,342</u></u>

The accompanying notes form part of these financial statements

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)

STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2019

	Accumulated Funds	Total
	\$	\$
Balance at 1 July 2017	2,351,797	2,351,797
Comprehensive income		
Surplus for the year	78,342	78,342
Other comprehensive income	-	-
Total comprehensive income for the year	<u>78,342</u>	<u>78,342</u>
Balance at 30 June 2018	<u>2,430,139</u>	<u>2,430,139</u>
Balance at 1 July 2018	2,430,139	2,430,139
Comprehensive income		
Surplus (deficit) for the year	(196,678)	(196,678)
Other comprehensive income	-	-
Total comprehensive income (loss) for the year	<u>(196,678)</u>	<u>(196,678)</u>
Balance at 30 June 2019	<u>2,233,461</u>	<u>2,233,461</u>

The accompanying notes form part of these financial statements

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
Cash flows from operating activities			
Receipts from customers and government		4,794,537	5,383,901
Payments to suppliers and employees		(5,199,667)	(5,171,708)
Other income		11,366	219
Interest received		74,277	77,851
<i>Net cash flows from operating activities</i>		<u>(319,487)</u>	<u>290,263</u>
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		15,454	-
Purchase of property, plant and equipment		-	(4,892)
Purchase of intangible assets		-	(5,500)
<i>Net cash flows from investing activities</i>		<u>15,454</u>	<u>(10,392)</u>
Net increase (decrease) in cash and cash equivalents		(304,033)	279,871
Cash and cash equivalents at the beginning of the financial year		<u>3,707,097</u>	<u>3,427,226</u>
Cash and cash equivalents at the end of the financial year	6	<u>3,403,064</u>	<u>3,707,097</u>

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Note 1 - Reporting entity

Association of Children's Welfare Agencies Limited (the Company) is registered as a company limited by guarantee and not having a share capital under the provisions of the *Australian Charities and Not-for-profits Commission Act 2012*. The company transferred its incorporation from an Association to a Company Limited by Guarantee on 1 October 2018. On this date the company was registered with the Australian Securities & Investment Commission and accordingly the Association's incorporation was cancelled, and its name removed from the Register of Incorporated Associations. The financial statements were approved by the Board of Directors on 19 September 2019.

Note 2 - Basis of preparation

Statement of compliance

The company 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 Requirements*. 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 company 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 company 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. The company has not restated any comparative figures in the current financial year.

Critical accounting estimates and judgements

The Directors evaluate estimates and judgements 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 company.

Key estimates

Impairment - general

The Directors assess impairment at the end of each reporting period by evaluation of conditions and events specific to the company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Note 2 - Basis of preparation (continued)

Critical accounting estimates and judgements (continued)

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

AASB 9 *Financial Instruments* is effective for the year ended 30 June 2019. However, its application has not significantly impacted the company'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 2019 reporting period and have not been early adopted by the company. These include:

AASB 15 *Revenue from Contracts with Customers* (effective for the year ending 30 June 2020)

AASB 1058 *Income of Not-for-profit Entities* (effective for the year ending 30 June 2020)

AASB 16 *Leases* (effective for the year ending 30 June 2020)

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted. The company has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

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

The company is a not-for-profit exempt institution from income tax under Division 50 of the *Income Tax Assessment Act 1997*. The company 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). 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:

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Note 3 - Significant accounting policies (continued)

Revenue recognition (continued)

Rendering of services

Revenue from fees received for services is recognised when the service is provided.

Grants

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 company 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

The timing of the recognition of donations 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.

Trade receivables

The company makes use of a simplified approach in accounting for trade and other receivables and records the loss allowance as lifetime expected credit losses. These are expected shortfalls in contractual cash flows, considering the potential default at any point during the life of the financial instrument. In calculating, the company uses historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

The company assess impairment of trade receivables on a collective basis as they possess shared credit risk characteristics they have been grouped based on days past due.

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 accumulated funds.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Note 3 - Significant accounting policies (continued)

Property, plant and equipment (continued)

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 company 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 Directors 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.

The depreciation rates used for each class of depreciable assets are:

Motor vehicles	20%
Equipment and furniture	16-33%

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.

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.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

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 company 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 company 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 company to treat grant monies as revenue in advance in the statement of financial position where the company 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 company'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.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$	2018 \$
<u>Note 4 - Revenue and other income</u>		
Operating revenue		
Grants and subsidies	1,690,900	2,911,197
Client service fees	2,211,784	2,051,560
Conference revenue	742,779	-
Other operating revenue	109,836	96,627
	<u>4,755,299</u>	<u>5,059,384</u>
Other income		
Donations	10,620	219
Interest income	74,277	77,851
Other	746	-
	<u>85,643</u>	<u>78,070</u>
<i>Total revenue and other income</i>	<u><u>4,840,942</u></u>	<u><u>5,137,454</u></u>
<u>Note 5 - Expenses</u>		
Depreciation and amortisation		
Equipment and furniture	7,604	7,212
Motor vehicles	12,198	12,627
Publications	28,227	44,827
Website development	7,528	13,222
<i>Total depreciation and amortisation expenses</i>	<u>55,557</u>	<u>77,888</u>
<u>Note 6 - Cash and cash equivalents</u>		
Cash at bank and on hand	612,659	978,901
Term deposits	2,790,405	2,728,196
<i>Total cash and cash equivalents</i>	<u><u>3,403,064</u></u>	<u><u>3,707,097</u></u>
<u>Note 7 - Trade and other receivables</u>		
<u>Current</u>		
Trade receivables	616,150	431,191
Other receivables	17,334	13,378
Prepayments	59,005	97,541
<i>Total current trade and other receivables</i>	<u><u>692,489</u></u>	<u><u>542,110</u></u>

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

Note 8 - Property, plant and equipment

At 30 June 2018

Cost	664,840	63,136	727,976
Accumulated depreciation	(654,135)	(21,396)	(675,531)
<i>Net carrying amount</i>	<u>10,705</u>	<u>41,740</u>	<u>52,445</u>

Movements in carrying amounts

Opening net carrying amount	10,705	41,740	52,445
Disposals	-	(14,708)	(14,708)
Depreciation charge for the year	(7,604)	(12,198)	(19,802)
Closing net carrying amount	<u>3,101</u>	<u>14,834</u>	<u>17,935</u>

At 30 June 2019

Cost	499,525	37,365	536,890
Accumulated depreciation	(496,424)	(22,531)	(518,955)
<i>Net carrying amount</i>	<u>3,101</u>	<u>14,834</u>	<u>17,935</u>

Note 9 - Intangible assets

At 30 June 2018

Cost	39,665	112,892	152,557
Accumulated amortisation	(30,304)	(84,665)	(114,969)
<i>Net carrying amount</i>	<u>9,361</u>	<u>28,227</u>	<u>37,588</u>

Movements in carrying amounts

Opening net carrying amount	9,361	28,227	37,588
Amortisation charge for the year	(7,528)	(28,227)	(35,755)
Closing net carrying amount	<u>1,833</u>	<u>-</u>	<u>1,833</u>

At 30 June 2019

Cost	39,664	112,892	152,556
Accumulated amortisation	(37,831)	(112,892)	(150,723)
<i>Net carrying amount</i>	<u>1,833</u>	<u>-</u>	<u>1,833</u>

Note 10 - Trade and other payables

Current

Trade payables	209,043	170,140
Income received in advance	362,572	426,008
GST payable	44,274	110,451
Other payables	857,243	748,203
<i>Total current trade and other payables</i>	<u><u>1,473,132</u></u>	<u><u>1,454,802</u></u>

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2019

	2019	2018
	\$	\$
<u>Note 11 - Employee benefits</u>		
<u>Current</u>		
Annual leave	216,046	238,978
Long service leave	164,563	191,734
<i>Total current provisions</i>	<u>380,609</u>	<u>430,712</u>
<u>Non-current</u>		
Long service leave	38,384	44,471
<i>Total non-current employee benefits</i>	<u>38,384</u>	<u>44,471</u>
<u>Note 12 - Key management personnel</u>		
<i>Remuneration of key management personnel</i>		
The aggregate amount of compensation paid to key personnel during the year was:	<u>467,000</u>	<u>459,882</u>
<u>Note 13 - Lease Commitments</u>		
<i>Operating lease commitments</i>		
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	208,616	208,616
Later than one year but not later than five years	547,616	759,709
	<u>756,232</u>	<u>968,325</u>

Note 14 - Contingent liabilities

The company is subject to a contingent liability relating to rental bonds as at 30 June 2019 for \$187,084 (2018: 187,084). This amount is supported by a term deposit for the same amount at balance date.

Note 15 - Events occurring after balance date

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

Note 16 - Members' Guarantee

If the company is wound up, the Constitution states that the full and secondary members of the Company contribute only the amount of unpaid membership fees towards the payment of debts and liabilities of the Company. At 30 June 2019 the number of full and secondary members was 65 (2018: 84)

Note 17 - Company Details

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

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2019

DIRECTORS' DECLARATION

The Directors of the Association of Children's Welfare Agencies Limited declare that:

1. The financial statements, which comprises the statement of financial position as at 30 June 2019, 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 *Australian Charities and Not-for-profits Commission Act 2012* and:
 - (a) comply with Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Regulation 2013*; and
 - (b) give a true and fair view of the financial position as at 30 June 2019 and of the performance for the year ended on that date of the company.
2. In the opinion of the Directors, there are reasonable grounds to believe that the company 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 Directors.



Nigel Lindsay
Secretary



Bob Mulcahy
Chair

19 September 2019

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2019

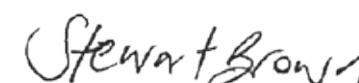
INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

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 Directors 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
Chartered Accountants



S.J. Hutcheon
Partner

19 September 2019

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ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED
(formerly ASSOCIATION OF CHILDREN'S WELFARE AGENCIES INC)
ABN 24 459 406 828

FINANCIAL REPORT - 30 JUNE 2019

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

Opinion

We have audited the financial report of Association of Children's Welfare Agencies Limited which comprises the statement of financial position as at 30 June 2019, 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 Directors' Declaration.

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

- a) giving a true and fair view of the company's financial position as at 30 June 2019 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 company in accordance with the auditor independence requirements of the *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 *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Directors of the company, would be in the same terms if given to the Directors 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.

Directors' Responsibility for the Financial Report

The Directors of the company 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 Directors 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 Directors are responsible for assessing the company'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 Directors either intend to liquidate the company on or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the company's financial reporting process.



Our People



ACWA Board



Chair
Bob Mulcahy
Uniting



Treasurer
Lorna Green
Multiplex Australasia



Secretary
Nigel Lindsay
Wesley Mission



Director
Alan Brennan
Pathfinders



Director
Chris Brown
Challenge Community
Services



Director
Deirdre Cheers
Barnardos Australia



Director
Tim Ireland
AbSec



Director
Kathy Karatasas
Settlement Services
International



Director
Robyn Miller
MacKillop Family Services



Director
Mark Valerio
PwC Australia



Director
Simon Walsh
Allambi Care

ACWA extends our deepest thanks to outgoing Board Directors Deb Tozer (CareSouth), Jenny Kitchen (Anglicare NSW South, NSW West & ACT), Maryanne Jacobs (MacKillop Family Services) and Amanda Bridge (Burrun Dalai Aboriginal Corporation) for their contributions to the Board during the year. We also convey our appreciation to Elliott Knight (Google) and James Tennant (Clinton Capital Partners) for their support as Board Observers.



ACWA Staff

Executive

Steve Kinmond	Chief Executive Officer
Linda Watson	Director, CCWT

Sector Development

Padraig Dorrigan	Executive Officer
Gillian Brannigan	Policy, Learning and Development Project Manager
Libby McCalman	Communications Officer
Sharon Broady	Innovation and Business Development Officer
Veronica Olson	Membership Support Officer

Learning and Development–CCWT

Betty Stampoulis-Lyttle	Learning and Development Project Manager
Graham Barr	Training Services Manager
Jo Roach	Learning and Development Project Manager (Step by Step)
Julie Fletcher	Registrations Officer
Krys Peereboom	Senior Learning and Development Project Manager
Lesley Furneaux-Cook	Learning and Development Project Manager (Leadership Programs)
Louise Mulroney	Learning and Development Project Manager (Step by Step)
Mandy Marsters	Learning and Development Project Manager
Monica Lamelas	Senior Learning and Development Project Manager
Saul Nightingale	Learning and Development Project Manager (Southern Region)
Stephen Dunlevey	Training Logistics Officer
Terry Georgeson	Learning and Development Project Manager
Yasmin Stein	VET Administration Officer

Administration and Finance

Robyn Holden	Manager
Evana Srinivasalu	Receptionist/Admin Officer
Trang Ho	Accounts Officer

Information Management Systems

Katherine Wild	Web and Database Manager
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Consultants

Carol Tran	Accounting for Good
Cliff Shen	Accounting for Good
Jen Doyle	Editor (<i>Developing Practice</i>)
John Agapitos	IT Manager/Technical Operations

Farewells

Andrew McCallum	Chief Executive Officer
Wendy Foote	Deputy CEO
Blake Maddick	Web Admin
Katie Crookes	Admin Officer
Liz Potten	Foster Care Recruitment Project Officer
Ljiljana Obrenovic	In-House Coordinator
Robin Pitts	Receptionist/Admin Officer
Sarah Sukroo	Training Logistics Officer
Savita Sanderson	In-House Training Coordinator





ACWA Members

The collective wisdom of our members remains as crucial ever, as we work together to achieve the best possible outcomes for vulnerable children, young people and families in our community. We extend our thanks and appreciation for their support and commitment throughout the year.

NSW Child, Family and Community Peak Aboriginal Corporation (AbSec)
Allambi Care
Anglicare NSW South, NSW West and ACT
Anglicare Sydney
Australian Red Cross NSW, Young Parents Program
Barnardos Australia
The Benevolent Society
The Burdekin Association
Burrin Dalai Aboriginal Corporation
Cara House
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 Community Care Centre
Connectability Australia
Creating Links
Disability Trust
Dunlea Centre
Family Spirit
Far South Coast Family Support Service
Headstart Acquired Brain Injury
KARI Foundation
Key Assets
Life Without Barriers
Lifestyle Solutions
MacKillop Family Services

Mallee Family Care
Marist180
Marymead
Mid Coast Communities
Mission Australia
Monaro Family Support Service
Nepean Community and Neighbourhood Services
OzChild
Pathfinders
Phoenix Rising for Children
Platform Youth Services
Playgroup Association of NSW
Professional Individualised Care
Project Youth
Protective Behaviours Consultancy Group
Samaritans Foundation

SDN Children's Services
Settlement Services International
South Coast Medical Service Aboriginal Corporation
Southern Youth and Family Services
St George Family Support Services
Stretch-a-Family
Sydney Stepping Stone
Uniting
Veritas House
Wandiyali Children's Services
Wesley Community Services
Westhaven Association
William Campbell Foundation
Woodrising Neighbourhood Centre
Youth Care UPA
Youth Off The Streets

Supporters of ACWA

Andrew McCallum
Astrid Hocking
Axia Solutions
Carmela Tassone
Complete Community Services
Connecting Families
IMPACT Youth Services

Jane Smith
Morri Young
Oakdene House Foundation
Premier Youthworks
Sal Consulting
Wendy Foote

Please note: Entities included in the ACWA Members and Supporters of ACWA lists include those current at date of publication and/or during the 2018-2019 financial year.



Thank You

ACWA is privileged to work alongside countless organisations and individuals who share our desire and commitment to improving the lives of children, young people and families in our community.

We thank you for your continued support, wisdom, and your passion to make a difference.



Association of Children's Welfare Agencies

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www.acwa.asn.au

