ANNUAL REPORT
2021-2022

ACWA
Association of Children's Welfare Agencies

CCWT
Centre for Community Welfare Training

ABOUT ACWA

The Association of Children's Welfare Agencies (ACWA) is a leading non-government peak body for the NSW child and family sector. We have a long history of advocating for vulnerable children, young people and families.

ACWA works closely with our members, other community service sector peaks and a broad range of government and non-government stakeholders, to bring about effective reform that will achieve better outcomes for children, young people, families and communities, particularly those who are most vulnerable.

Our Centre for Community Welfare Training (CCWT) delivers effective and accessible training that is focused on strengthening the skills and capacity of the child and family sector workforce to deliver quality services to children, young people and families in need.

OUR VISION

A truly civil society based on equal opportunity and social inclusion that actively nurtures the wellbeing and civic contribution of all children, young people, families and communities.

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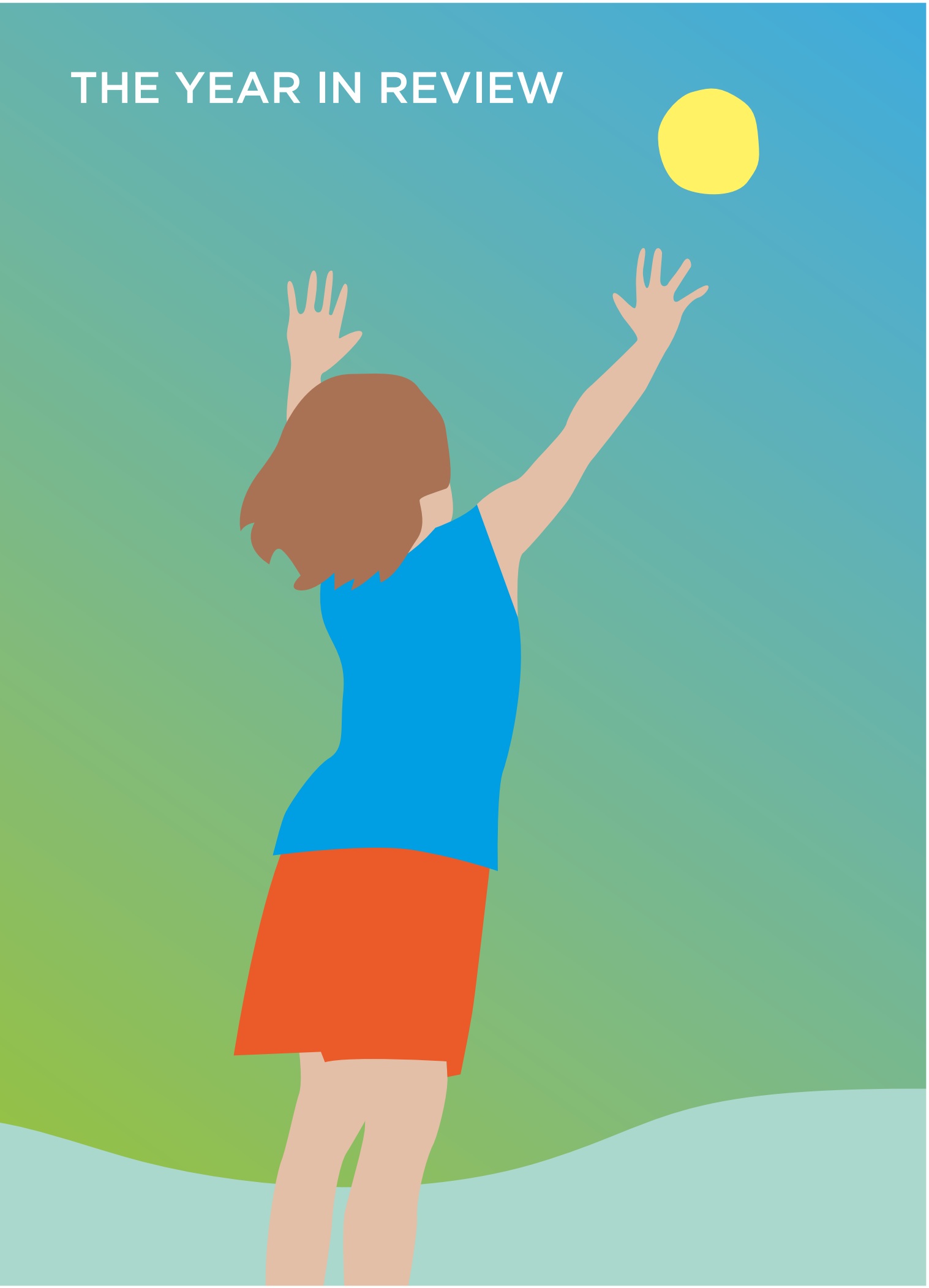
THE YEAR IN REVIEW



CHAIR REPORT

While the challenges faced by the sector stemming from the ongoing impacts of the COVID-19 pandemic remained with us for another year, what we witnessed yet again, was our sector demonstrating increasing creativity and agility in its response to ever changing circumstances, while remaining steadfastly focused on delivering core services to vulnerable children and their families.

ACWA has continued to play a significant role in advocating for sector improvements and in progressing critical issues facing its member agencies, including its extensive advocacy during the Permanency Support Program (PSP) re-contracting process. This advocacy involved holding comprehensive sector consultations and preparing several submissions to Government, at the same time as progressing the sector's concerns about the ongoing implementation of the PSP.

ACWA has also progressed and finalised significant resource development initiatives this year. Of particular note is the completion of a national project, funded by a grant from the eSafety Commissioner, that has produced a suite of resources aimed at raising the awareness of online safety risks among children and young people in care and their caregivers.

In the realm of training, ACWA CCWT has been able to offer a broad range of online and face-to-face workshops amid the changing COVID-19 restrictions; another refection of the agility of both ACWA and the sector more broadly to adapt flexibly to our changing circumstances. ACWA also contributed significantly to the production of updated COVID-19 Guidelines for residential out-of-home care service providers and companion fact sheets, as well as developing related training offerings dealing with this subject matter.

ACWA also found time to move into its new premises on Sussex St in the Sydney CBD, which includes shared workspace hire options for member agencies. The purchase of, and move to, these new premises is a symbol of ACWA's permanent commitment to representing our sector and provides a stable and welcoming hub for ACWA members.

I would like to extend my gratitude to our members, stakeholders, ACWA staff and fellow Board Directors, whose contributions are integral to enabling ACWA's ongoing efforts to improve the lives of vulnerable children, young people and families in NSW.

Nigel Lindsay
Chair

> ***"ACWA has continued to play a significant role in advocating for sector improvements and in progressing critical issues facing its member agencies."***

CEO REPORT

This annual report reflects a year of achievements against the odds. As the impact of the pandemic continued to present significant challenges for our sector, these challenges were met by our member agencies finding opportunities for innovation, growth and adaptation.

ACWA is also particularly pleased that this year we had the privilege of strongly advocating on behalf of our sector in relation to the Permanency Support Program (PSP) recommissioning. In carrying out this work, we were very appreciative of the commitment by our members to identifying challenges with the program, and with the extensive advice they gave us about how to strengthen the next phase of the PSP's implementation.

Year in Review

This year, ACWA has progressed a range of sector development initiatives and produced practical resources to support the work of our member agencies, including:

> Continuing to engage with providers and DCJ on critical matters relating to the PSP implementation, such as seeking to address challenges with carer recruitment and placement matching, and the vexed issue of alleviating the administrative burden on providers associated with various contracting and compliance processes.

> Highlighting the need for DCJ to work with the sector to establish an operating environment which enables agencies to use PSP data to effectively track the progress of downstream outcomes for children and young people, as well as to improve the efficiency of business processes. An important resource for this ongoing work has been the completion of the *Permanency Support Plan Data Roadmap*, a report prepared by the Australian Centre for Child Protection. The report was jointly commissioned by ACWA with AbSec and DCJ.

> Placing an ongoing emphasis on the need to address failure in the insurance market, particularly regarding cover for sexual and physical abuse.

> Producing a number of important submissions referred to in this report which are focused on enhancing child safety and more effective regulation.

> Producing a range of resources for the sector, including supporting the development of revised guidelines for the response of ITC and SHS providers to the COVID-19 pandemic; online safety resources specifically designed for children and young people in OOHC and their carers; and in conjunction with the Parenting Research Centre, finalising a series of fact sheets for supporting practitioners and carers in their response to problematic and harmful sexual behaviours.

> Obtaining broad support for a project to explore better integration of domestic and family violence and child protection services; including from DCJ; NSW Health; NSW Police; the Local and Children's Court; DVNSW; AbSec and FAMS.

> On the back of our work last year with AbSec and member agencies to successfully advocate for a joint Government/NGO Workforce Development and Training Strategy, ACWA has engaged a consortium to carry out the work, and a consultation plan has been developed and work is underway to implement it.

> Successfully advocating for the development of a Children's Court Practice Direction to enhance the involvement of NGO designated agencies in care proceedings.

> Ongoing work alongside our member agencies and DCJ to reduce the number of children and young people in alternative care arrangements

(ACA). This included our ACA project which reduced ACA numbers by around 100 (approximately 50 per cent), and our recent commitment to government to again work on this issue by working in close partnership with DCJ, AbSec and our member agencies.

> Ongoing work with member agencies, AbSec, DCJ and other stakeholders on identifying potential system improvement initiatives aimed at better supporting children in OOHC with disability.

> Advocating for extending the leaving care age to 21, and for better planning and supports for young people leaving care.

As the Chair has noted, ACWA also purchased its new home in Sussex St in the CBD, which is an important symbolic move cementing our commitment to the sector and demonstrates our desire to connect more effectively with our growing membership. As an extension of this commitment, ACWA is thrilled to be able to share our new space with members. As part of our office layout, we have incorporated a shared workspace with up to 10 desks available for casual bookings and a 'hub' room that can be booked for small groups.

Priorities for the coming year

Over the coming year, ACWA plans to focus on progressing a number of key initiatives. I am particularly encouraged by the strong support received from the DCJ Secretary for our proposal to hold a series of joint collaborative workshops with DCJ and AbSec to settle the critical systems issues relating to the PSP that should be the subject of ongoing joint work, and the related governance arrangements to drive progress in these areas. Work is already underway with DCJ and AbSec to plan the first joint collaborative forum due to take place in late 2022.

ACWA continues to advocate for collaboration on a number of broader issues relating to vulnerable children, young people and their families. In doing so, we have recognised that tackling these issues, such as real system reform (and not just various place-based endeavours), coupled with strengthening our 'first 2,000 days' system response; the support provided to vulnerable children and young people in the education system; the response to children and young people caught up in domestic violence; and our response to very vulnerable older children and young people (including those who become entrenched within the criminal justice system) – requires strong 'buy-in' from senior leaders across government and non-government human service and justice agencies.

As highlighted previously, senior leaders driving system reform work would need to establish highly skilled 'backbone' implementation teams with the capability to not only work with the governing leadership group, but also other key stakeholders – including local community leaders and for any place-based reform – to settle clear project objectives, related strategies and most importantly, 'getting right' the implementation, as well as the ongoing monitoring and evaluation process.

A note of thanks

Once again, I wish to acknowledge the strong leadership shown by our member agencies, and their commitment to working with ACWA on initiatives aimed at strengthening the service system. We also appreciate DCJ's commitment to working with us on a range of critical initiatives, and importantly, the willingness of the Minister to listen and respond to our advocacy. The support of AbSec and our other partner peaks, has also been greatly appreciated.

Finally, I'd like to take this opportunity to thank my Board for their leadership in helping to drive ACWA's strategic focus.

Steve Kinmond
Chief Executive Officer

SECTOR DEVELOPMENT AND SYSTEMS ADVOCACY

SECTOR DEVELOPMENT AND SYSTEMS ADVOCACY

‘Living with’ COVID-19

COVID-19 continued to present workforce and business challenges for the sector this year and the community more broadly. July 2021 saw Greater Sydney plunged into its longest lockdown as the Delta variant surged. ACWA quickly mobilised to convene a COVID Response Steering Committee, comprising representatives of DCJ, NGO providers and other peaks, with the aim of considering particular issues affecting the sector and offering guidance based on analysis of best practice responses. ACWA’s work was supported by Sparke Helmore Lawyers who we funded to provide advice on relevant legal matters.

After a brief respite in the latter months of 2021, a resurgence of COVID-19 in the form of the more transmissible Omicron variant in December, once again placed additional pressure on our sector. While the sector as a whole has continued to adapt, and as noted previously, has become even more flexible in how it continues to deliver critical services, the prevalence of the virus has remained an ongoing strain for agencies, particularly in terms of the impact on workforce capacity.

Advisory group

ACWA also worked with other key stakeholders on the advisory group to inform the development of revised guidelines for Residential out-of-home care and Specialist Homelessness Services settings, in managing risks associated with the pandemic. These guidelines were released in April 2022.

The revised version of the Guidelines was released as a series of easy-to-read modules that were aligned with DCJ requirements for providers (Guidelines for managing risks and seeking support, Guidelines for workers, and Guidelines for supporting clients). The update also included a Residential Out of Home Care (OOHC) Settings and Specialist Homelessness Services COVID-19 Response Quick Reference Guide, and the public health guidance for testing and management of COVID-19 cases factsheet. The release of these comprehensive and practical guidelines provided the sector with a valuable resource aimed at supporting providers through ongoing challenges and changes associated with the pandemic.

COVID-19 protocols

On an organisational level, ACWA also updated its own COVID-19 protocols as we returned to work in the office and made the transition to face-to-face training, with a requirement for all students and facilitators to be fully vaccinated against COVID 19, as per Government definitions.

> *“…the prevalence of the virus has remained an ongoing strain for agencies, particularly in terms of the impact on workforce capacity.”*

PSP Recontracting Advocacy

This year, ACWA has undertaken extensive advocacy on behalf of the sector in relation to the Permanency Support Program (PSP) recommissioning. The consultation process began towards the end of 2021, with ACWA seeking feedback from providers about what has and has not worked to date, and exploring ideas for improvements in the new contracts. ACWA collated a comprehensive paper outlining the key outcomes from these consultations which was favourably received by providers and DCJ alike.

In March 2022, following briefings held by DCJ on proposed changes to the PSP, some of which had not been flagged at earlier consultations, ACWA provided input into a 'Statement of Concern' tabled by a group of providers and drafted our own document titled, Intensive Therapeutic Care (ITC) Issues Paper. Both of these documents were sent to the Minister ahead of a meeting with her to discuss the sector's position.

> *"Plans are underway for an initial joint Government/ NGO collaboration forum to be held in November 2022."*

Sector feedback

After draft contracts were issued to the sector in May, and following further consultation with our providers, ACWA gave DCJ consolidated sector feedback via two more papers (one covering PSP Family Preservation and Foster Care and the other focused on ITC). Through this process, there were some wins for the sector, including the extension of current contracts by 3 months to allow for further consultation; the rollover of funds from year to year within the 5-year contract period; adjustments to reporting requirements in relation to the Joint Protocol and certain qualification requirements in ITC; as well as the application of 5.5% indexation to the whole funding amount.

In response to further very clear directions from our providers, ACWA submitted a final PSP Contracting Feedback document to the Minister, the Secretary and DCJ outlining providers' disappointment with the contracting process and requesting a response from the Secretary acknowledging certain challenges that the sector had identified within the program. The feedback document also noted that any provider who signed the new PSP contract did so noting the objections outlined in the paper.

In response, DCJ and the Secretary reached out to continue dialogue with ACWA to find a workable way forward, including through identifying critical systems issues that should be the subject of joint workshops post the contract negotiation phase.

PSP outcomes data project and related work

Last year, ACWA, AbSec and DCJ jointly commissioned the Australian Centre for Child Protection (ACCP) to undertake a review of data collection in the Permanency Support Program (PSP).

We're pleased to advise that the ACCP completed its final report – *Permanency Support Plan Data Roadmap* in February. A copy of the report can be found here.

The review required the ACCP to identify the key data points required to monitor the delivery and performance of the PSP, responding to concerns that both our service providers and DCJ had with the existing data collection and reporting. The Data Roadmap, which was outlined in the ACCP's final report, makes suggestions to address current gaps in data holdings, and future areas where data could be collected.

Project Advisory Group

The ACCP review was guided by a Project Advisory Group comprising members of the three project commissioning entities. ACWA wishes to thank its member agency representatives who participated in the group for contributing their valuable time and expertise to this critical piece of work.

Given the importance of the Data Roadmap to informing the PSP recommissioning process (underway at the time), and to the next stage of implementing the program itself, ACWA continued to argue for a commitment from DCJ to release its plans for operationalising the report's findings. In response, we are pleased that DCJ has agreed to include as a topic for discussion at an upcoming DCJ/NGO joint collaboration forum in November – *'PSP data – what's needed to settle the critical data to be captured and how it can be operationalised to improve PSP outcomes'.*

Going forward

The discussions at the forum will be pivotal to going forward into the next phase of PSP with a robust data framework which will help drive continual improvements to DCJ and NGO business activities and allow us to meaningfully measure outcomes achieved for children and young people.

> **"The discussions at the joint collaboration forum will be pivotal to going forward into the next phase of PSP."**

Children's Court proceedings

Last year, ACWA met with DCJ Deputy Secretary, Simone Czech, and legal representatives to discuss the type of policy and operational improvements that could be made to enhance collaboration between DCJ and NGOs during Children's Court proceedings.

Since then, DCJ has sought and incorporated feedback from NGOs on a new 'Restoration Mandate', which is intended to guide the work carried out by DCJ with designated NGO agencies holding primary case management responsibility to achieve restoration. The document steps out the critical responsibilities of both the department and the NGO, and gives practical examples of how they should work together on restoration cases.

Court Practice Direction

More recently, ACWA has engaged with the President of the Children's Court and DCJ Legal about the value of developing a Court Practice Direction – designed to provide the Court with the best evidence – principally by ensuring that NGOs are more actively engaged in key steps of the court process, such as participation in dispute resolution conferences, and making clear what information can and should be shared about court processes by DCJ with designated agencies.

It is very positive that the Court has prioritised the development of the proposed Practice Direction, and we expect that it will be finalised in the near future, following further consultation by the Court with DCJ, the Aboriginal Legal Service, Legal Aid, ACWA, and AbSec.

Streamlining administrative processes

Last year, we reported on the establishment of a joint governance structure between DCJ and NGOs to identify and resolve administrative burdens experienced by NGOs in implementing the PSP program on the back of advocacy by ACWA and the Children in Care Collective (CCC).

A two-tiered steering committee was established comprising six senior executive representatives from ACWA/CCC member agencies and DCJ representatives to monitor the progress made in tackling the most burdensome administrative issues identified by the sector. This committee is in turn supported by a practitioner-led working group tasked with coming up with practical solutions to the issues identified, and when different views emerge that can't be solved by this working group, these items will be escalated to the steering committee for deliberation. If items can't be resolved by the steering committee then they can be escalated to the DCJ Deputy Secretaries.

Priority issues

The working group has developed a traffic light report listing both the priority issues identified to-date from the sector consultations, and the progress made in addressing each issue. This report will be released on a quarterly basis to the sector.

> *"It is very positive that the Court has prioritised the development of the proposed Practice Direction."*

A sample of the issues which have been progressed by the governance group includes:

> Acting on concerns raised about the decision by DCJ to allocate responsibility to agency Principal Officers for approving their staff access to ChildStory. After the steering committee pointed out the impracticality of this decision resting with such a senior role, prompt action was taken to allow agencies to delegate the approval.

> A 'multi-use coversheet' has been developed to reduce the time spent by agencies in having to repeatedly provide the same information about a child to different DCJ business units.

> A 'Roles and Responsibilities' document has been developed to make clear the purpose of various DCJ business units (e.g., Child and Family District Units, Commissioning and Planning) to ensure that engagement with NGOs via regular meetings is generally consistent across districts, efficient and aligns with the mandate of the business unit.

> Identifying the need for DCJ to work collaboratively with NGOs to provide greater clarity regarding how the *Safety in Care Mandate* (for use by DCJ staff) impacts on the role of NGOs, particularly with respect to the execution of NGO's statutory responsibilities under the reportable conduct scheme.

> Work is underway to consult NGOs about how DCJ can streamline the application, approval and payment processes for managing emergency alternative care arrangements, where agencies carry substantial cost liabilities.

> The NGO participants on the executive steering committee have made clear their desire for DCJ to meet its commitment to deliver 'B2B' – business to business – communication between ChildStory and agency data systems, as an integrated information portal of this type would be one of the main ways to reduce duplicated administrative effort by agencies. In the meantime, the ChildStory working group has been seeking to identify, test and rollout a number of system changes to reduce 'double-ups' and enhance automation of processes.

While a range of improvements have already been made to administrative processes or are well progressed, much remains to be done to deliver a truly streamlined interface between DCJ and NGOs to support their joint delivery of the PSP. (Not least of which, is keeping the ChildStory B2B solution firmly on the radar as a priority deliverable.)

"While a range of improvements have already been made to administrative processes or are well progressed, much remains to be done to deliver a truly streamlined interface between DCJ and NGOs to support their joint delivery of the PSP."

Delivering positive outcomes for vulnerable children and young people with a disability

We have continued to build on the work arising from the release last year of our action research project report – *Falling through the Gaps? Delivering the best outcomes for vulnerable children and young people with disability.* Click here to read our summary report.

Over the past year, a reference group comprised of ACWA's Disability Project Director, AbSec representatives and DCJ's Director, Family Support and Engagement, collaborated to develop an action plan to respond to the issues and opportunities presented in the report.

A number of actions have already been implemented and welcomed by our partners in the child and family and disability sectors. These include:

> holding introductory webinars on the fundamentals of the NDIS, including eligibility, planning, support coordination and reviews, with over 150 people registering for each webinar

> establishing a disability community of practice to discuss critical issues, and share good practice initiatives, critical information and advice from experts; more recently, we partnered with LifeStart to present on the NDIS Early Childhood Approach – further topics will be scheduled for 2023

> ongoing engagement with AbSec to develop culturally appropriate responses to the issues facing Aboriginal children and young people with disability in care

> in partnership with the CREATE Foundation, hosting a forum with young people aged 25-30 with disability who have left care, to hear their reflections on their care experience and suggestions for improving the system

> engaging with the ACWA Transition to Independence Forum on challenges for young people with a disability leaving care

> consulting with ITC-SD providers on their experience, insights and recommendations for enhancement of the program, and

> building a strong relationship with DCJ's Family Support and Engagement team – which is responsible for overseeing outcomes for children with a disability – by regularly sharing information and insights, aligning projects and establishing networks

ACWA's report has also received attention from several academics, who have expressed an interest in collaborating on further research and responding to the identified issues.

Both ACWA and AbSec member agencies have embraced the project and engaged strongly with the issues – we thank them for their ongoing support.

Further details about the Disablity Community of Practice can be found in our event highlights section on page 22.

Innovative Home-Based Care models

Last year ACWA completed a project with DCJ and member agencies focused on making Therapeutic Home-Based Care (THBC) – offered under the Intensive Therapeutic Care (ITC) program – a more workable care model. A key outcome from this project, was DCJ agreeing to more flexible funding arrangements and carer criteria to allow agencies to recruit suitable carers from a wider cross-section of the community to look after this very vulnerable cohort of children.

This year, we sought to apply the learnings and outcomes of the THBC project to a wider cohort of children and young people in need of innovative care solutions outside of the ITC environment.

Guided by a steering committee, the project team focussed on finding placements for nine children aged under 12, prioritising those assessed as having the highest needs. Given the very high needs and, in some cases, disabilities of children in the cohort, it was clear that each arrangement would require a bespoke and creative response.

The team worked closely with the child's departmental case manager to understand each child's specific needs, the challenges to-date in finding them a foster care placement, and to support the exploration of the child's existing family and professional networks to find potential carers. Wherever possible, we helped facilitate providers and the child's case manager to explore the development of a home-based option, which involved providing information about potential care options and funding requirements.

However, notwithstanding our intensive efforts around this small group of children, the project was unable to achieve stable home-based outcomes for this group, although some progress was made towards enhancing support for a small number of the children in the group. More broadly, it is deeply concerning that the number of children under 12 years old in out-of-home care with high needs and without a suitable placement, has increased by 30% during the past year.

Some of the reasons the project aims were not achieved include:

> departmental caseworkers not always having obtained adequate information about the children's needs and family circumstances
> NGOs were required to allocate discretionary time and resources to the project during a period when their resources were already stretched in managing demands relating to the COVID-19 pandemic, and
> the care options currently available are unlikely to deliver adequate support to this cohort of children who require a creative and flexible response outside of the current offerings within the existing program

On the positive side, the project has brought into sharp focus what action would make a difference, including:

> resourcing the work required to 'mine' the people in a child's life who would be suitable to take on the role of a therapeutic home-based carer
> where a commitment has been made, allowing a suitable person to be 'referred for the purposes of exploring care possibilities for a child', rather than limiting referrals to the take up of a 'placement'
> stronger promotion of home-based caring as a career alternative to people already working in a relevant field
> creating an alternative referral pathway for young children categorised with high needs scores
> establishing a dedicated inter-agency team to ensure a sufficient focus is maintained on this cohort of children, and
> ensuring an authorising environment is created between districts and service providers which allows decision-makers to cut through red tape

Although the project won't continue in the same format, other work has already been commenced by DCJ and the sector which is focused on establishing an operating environment that supports innovative home-based care opportunities being made available for this very vulnerable group of children. This topic will also be a focus of our upcoming DCJ/NGO joint collaboration forum in November, along with the related issue of enhancing carer recruitment strategies and carer recruitment and retention data.

We are grateful for the contribution made by those member agencies who committed resources to supporting the project and helping us to identify the future focus of work in this area.

Better integrating responses to domestic violence where children are involved

Early in 2022, ACWA, Domestic Violence NSW, AbSec, DCJ, and the Ministry of Health, agreed to collaborate on a project aimed at improving the integration of responses to domestic and family violence (DFV) when children are involved.

Underpinning the project, is an acknowledgement that adult victim survivors resist violence and strive to protect themselves and their children.

The project has brought together non-government and government partners to identify opportunities to better integrate systems and practice across two intersecting system ecologies: government and non-government agencies and DFV and child protection agencies, building on existing and planned government reforms.

The project has been informed by consultations with a broad range of relevant stakeholders and research.

The project plan was settled with our project partners, and it proposes a focus on place-based projects to be designed and delivered collaboratively across the government and non-government sectors. The project team is currently developing a prototype for a place-based assessment and planning approach. It is intended that the assessment and planning process will bring together key stakeholders across government, NGOs and ACCOs. The overall aim will be to work together in delivering strong child protection and family safety outcomes in target locations.

The place-based approach will also seek to deliver an agreed local process between agencies to:

- address siloed and repeat responses to individuals within families and identify important opportunities for 'whole of family' work to be carried out
- leverage strengths within existing resources and build awareness of available services
- ensure joined up local governance to achieve both local and state priorities
- build readiness of mainstream non-government agencies to integrate practice
- identify earlier and alternative justice interventions to prevent repeat domestic violence
- build a common language about strengths, needs, safety and risks across the DFV and child protection sectors
- continuously build capability and capacity to work with men who use violence, as well as employing early intervention and strength-focused approaches, and avoiding a disproportionate reliance on mothers as solely responsible for child safety, and
- promoting culturally safe service provision to Aboriginal and culturally diverse children and families, by building a common local understanding of cultural safety.

More recently, the project team has engaged with senior representatives of the NSW Police Force and Local Courts to explore potential opportunities in the justice sphere to help deliver better outcomes for families affected by domestic violence.

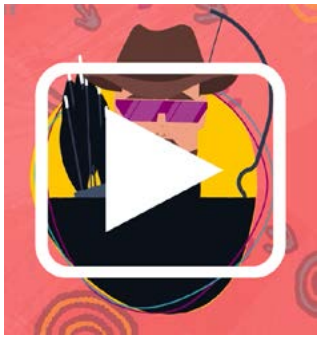
Resources for keeping children and young people in care safe online

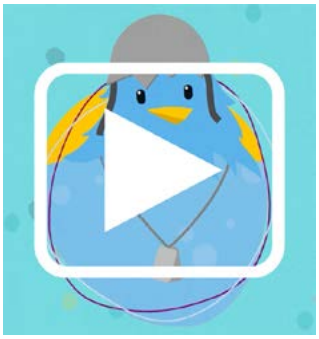
In June 2022, ACWA completed its national project – funded by an online safety grant from the eSafety Commissioner – to co-design and develop resources aimed at raising awareness of online safety among children and young people in care and their caregivers.

The resources include a series of short videos for children and young people in out-of-home care, as well as fact sheets and an online training course for caregivers – all available on the ACWA website. Short versions of the videos, designed specifically for social media platforms like Instagram and TikTok, were also developed as part of the suite of resources for agencies to share on their social media accounts.

The direct involvement of children and carers in the content development and creative design process for this project means the advice provided is both real and relevant. ACWA is thankful to SNAICC, the national non-government peak body for Aboriginal and Torres Strait Islander Children, for leading the development of the videos created for Aboriginal children and young people.

We are also grateful to the CREATE Foundation, our partner peaks across the country, and our member agencies for actively supporting this project and helping us to bring together a substantial number of children and young people and carers — more than 300 overall — to contribute to the co-design process and development of the resources.





In June, we disseminated the resources to member agencies and our wider stakeholder group, encouraging the sharing and promotion of these important resources to carer networks and subscribers across the country. The eSafety Commissioner has also decided to host our resources on its website – esafety.gov.au

An independent evaluation of the project recently completed, which included seeking feedback from children and young people in care, carers, and workers in the OOHC sector, judged the resources and the co-design process to be 'excellent'.

"These resources will provide our caregivers with appropriate strategies and boundaries to put in place for children's online activities. Many children and young people have had traumatic experiences before coming into care which continue to affect their behaviour, attitudes and actions, including what they do online"
– Minister for Families and Communities and Minister for Disability Services, Natasha Maclaren-Jones.

"The co-design process you have led has been wonderfully inclusive and sensitive to the voices of carers and young people and their needs. We know that there is such a great need in this online safety space and what you have produced will be incredibly helpful"
– Dr Robyn Miller, CEO, MacKillop Family Services.

"Both of the girls loved it, and all my other girls watched them too - they thought they were great…Thanks so much for letting them participate. I think it's such a great thing to have out there. My younger ones have now watched it and it even made them ask questions, which the girls answered, so I think they have all learnt something from this"
– Carer of two project participants.

Problematic and Harmful Sexual Behaviours

This year, ACWA, in conjunction with the Parenting Research Centre (PRC), finalised a series of fact sheets for supporting practitioners and carers to better respond to problematic and harmful sexual behaviour (PHSB). The fact sheets are intended to complement training on this topic which is being developed by DCJ. The resources can be accessed here.

Our work on this issue was commenced after the NSW Ministry of Health approached us about filling the gap in available resources tailored to suit the OOHC environment.

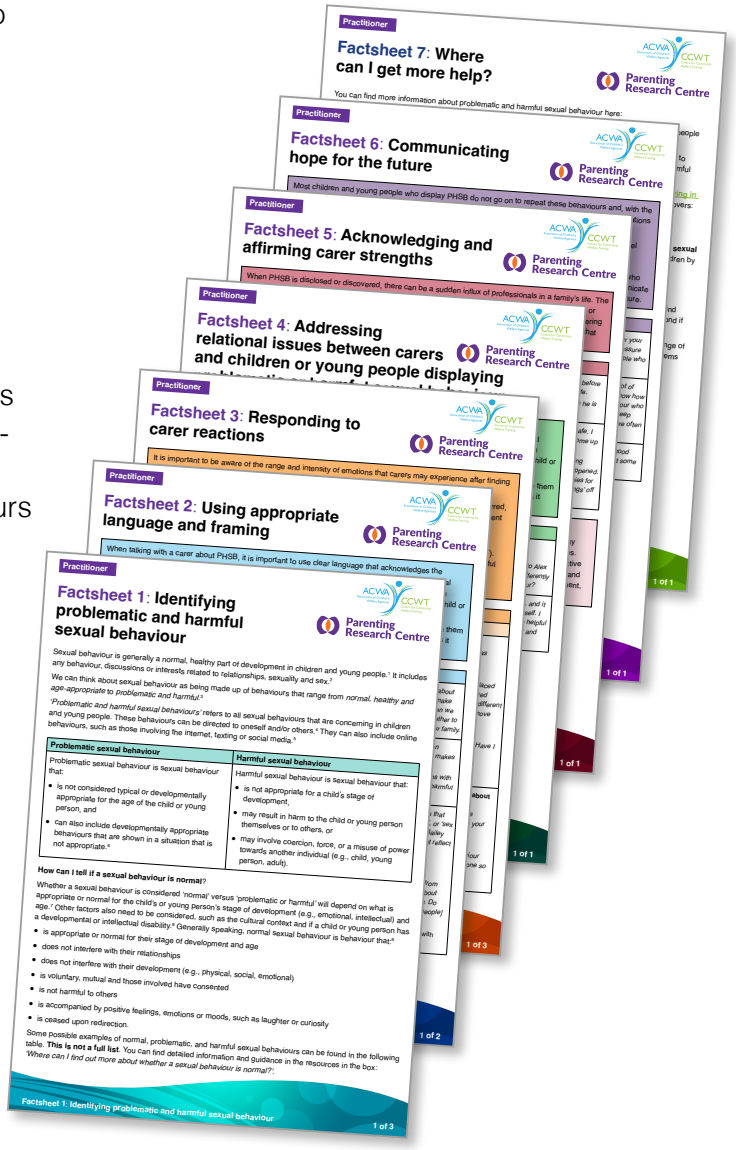
The resources were developed using a co-design process with carers and caseworkers from ACWA member agencies, who shared valuable insights and ideas with us during workshops which helped shape the form and content of the resources.

Fact sheets for practitioners:

These factsheets are designed for practitioners who support children and young people in out-of-home care and their carers. They introduce what problematic and harmful sexual behaviours are and how to identify them. The fact sheets also focus on supporting practitioners to hold productive conversations with carers about problematic and harmful sexual behaviours, including using appropriate language and framing, responding to carer reactions and communicating hopeful messages.

Fact sheets for carers:

These factsheets are designed for carers of children or young people-in out-of-home care, particularly if they are displaying problematic and harmful sexual behaviour. They introduce what problematic and harmful sexual behaviours are and how to identify them, and why it is important to respond to these behaviours, including through having safe and open conversations with the child or young person about the behaviour. The factsheets provide guidance on how to have conversations with children or young people about their problematic or harmful sexual behaviour.



Leaving and After Care Initiatives

ACWA continues to advocate for appropriate supports for young people who are, and have been, in care to promote their prospects for a successful transition to independence. ACWA is involved in a number of activities to support work in this important area.

Alongside AbSec and DCJ, ACWA co-convenes the Leaving Care and After Care Sector Advisory Group, which was established in 2021, in response to a recommendation in the OCG's report on the leaving care monitoring program. Among other issues, the Advisory Group has highlighted the need for the sector to have access to regular reports on the number of young people who leave care without an up-to-date and adequate leaving care plan.

ACWA continues to co-chair the Transition to Independence Forum (TIF) in partnership with the CREATE Foundation (NSW). The TIF brings together practitioners who support care leavers throughout NSW and has been meeting since the mid 90's. The TIF finalised its much-anticipated issues paper in November 2021, which focused on the lack of adequate financial support for care leavers and the inconsistencies in financial support approved for leaving care plans across the state.

The TIF issues paper was officially launched at an event held at the University of Technology (UTS) in February this year. ACWA assisted with arranging the event and prepared a discussion paper to guide discussions and ongoing advocacy around the issues highlighted in the TIF document. (Access the TIF paper here and our summary paper here)

Around 80 participants attended the launch. Feedback about the event was very positive with many practitioners commending the young people who spoke and commenting that the event had renewed their energy and determination to ensure care leavers are properly supported.

On a related issue, ACWA has also lent its support to the *Make it 21* campaign launched by the CREATE Foundation, which has called for care leavers to be supported by the government until the age of 21 in line with other states. Recently our CEO was quoted in a media release by CREATE on this issue stating:

"Every other state has listened to the voices of young people who have made it very clear what it feels like to be removed from the government's care once they turn 18. Report after report has shown the abject failings of the current 'loose' NSW arrangements to meet the needs of young people once they leave care – and the consequences for these young people can be tragic. Put simply, young people in care, who have all faced very significant trauma and instability earlier in their lives, should be given the right to know that if they want to remain 'in care' until they reach 21, the NSW Government will extend their care over this critical three-year period."

"Every other state has listened to the voices of young people who have made it very clear what it feels like to be removed from the government's care once they turn 18."

SECTOR ENGAGEMENT AND CONSULTATION

ACWA has convened various events throughout the year for our members agencies and key stakeholders to come together to learn, share knowledge and expertise, and identify solutions to critical issues facing the sector.

Event highlights

Joint DCJ/NGO Collaborative Practice Forum series

In mid-2022, ACWA prepared a paper for the DCJ Secretary focused on specific service system issues that warrant joint collaborative work across the sector.

The paper suggested that a starting point for this work could be hosting a series of forums focusing on settling the major systems issues which both DCJ and PSP providers agree should be the subject of joint work during the term of the new PSP contracting period, and exploring the type of governance arrangements needed to drive this work.

The DCJ Secretary supported the proposal and since then, ACWA, AbSec and DCJ have joined together to plan an initial collaborative forum for senior executives in the sector due to take place in late 2022.

Featured Sessions will include:

> Carer recruitment and innovative placement solutions
> Operationalising governance arrangements to share and use PSP data
> Initiatives relating to Aboriginal children and families

Future forums will focus on:

> Place-based service delivery and service system transformation
> Leaving care planning, access and services
> Workforce development, retention and recruitment
> Parallel planning and effective restoration practice, including enhanced court practice and peer support for parents through the court process
> Stocktake/Update sessions on streamlining administrative processes and insurance

To register for the initial forum in the series, please click here

Click here to read the paper which outlines the full list of systems issues which will be the subject of joint work.

Roundtable with CREATE Youth Ambassadors

In partnership with the CREATE Foundation, AWCA hosted a luncheon and roundtable forum with CREATE Youth Ambassadors to progress the outcomes from our disability project report discussed on page 14.

Nine extraordinary young people aged between 22 and 30 attended the forum with a diverse range of disabilities and from a culturally diverse backgrounds.

During a facilitated workshop, the young people were asked to share their reflections and insights around two key issues:

> What barriers and challenges do young people living with disability in out of home care experience?

> What changes could be made to help young people avoid or overcome those challenges?

The valuable insights and practical suggestions arising from the discussions with young people will be used to support ongoing advocacy and training in line with our disability project action plan.

Key messages presented at the forum by the young people included:

> everyone in the system needs to have a working knowledge of the NDIS or access to the expertise of those who know the workings of the NDIS

> it is important to build a good and consistent team around each young person – workers, support coordinators, and case workers

> we need people who believe in us – who see our ability, not just see our deficits

> we need to find ways to encourage young people with a disability to speak up about what they need

> we need people who genuinely listen to us and respond

Ongoing engagement with CREATE and forum participants will help to ensure that future practice and policy are informed, and improved by, an understanding of the lived experience of young people affected by disability.

"We need people who believe in us who see our ability, not just see our deficits."

Permanency Practice Online Forum with Peter Pecora

In March 2022, ACWA was honoured to be invited by the University of Sydney Research Centre for Children and Families to sponsor and co-host an online forum on Practice and Policy Strategies for Permanency Planning with internationally renowned academic, Professor Peter Pecora. This was a unique opportunity for practitioners working in permanency support to hear about current research and theories in permanency planning; for example, family-centred risk assessment/ safety planning, Three Houses, family finding, Family Group Conferencing, kin-first placement, social support mapping, Permanency Round Tables, and Rapid Permanency Reviews.

Professor Pecora spoke about the key goals and values related to permanency planning in the Australian context, including addressing the over-representation of Aboriginal and Torres Strait Islander children in child protection systems. The event was attended by over 240 participants and the feedback was overwhelmingly appreciative of this opportunity to hear from, and engage with, such an eminent expert in the permanency field.

Other consultation events

Other events this year have included:

- Multiple sector consultations were held this year to inform the PSP recontracting process for the next stage of implementation of the program.
- Putting a spotlight on leaving care issues, via the launch of the Transition to Independence Forum report in February with 80 participants attending.
- Following the release of ACWA's disability project report and related action plan developed in collaboration with AbSec and DCJ, we held our first Disability Community of Practice meeting in May, focused on enhancing the knowledge, capability and confidence of practitioners in supporting children and young people in care with disability. Further events are planned for 2023.
- Convening a consultation session with more than 70 member agency representatives to obtain their feedback on the review of the Children's Guardian Act, with a focus on the operation of the reportable conduct scheme
- Joining with AbSec to convene a consultation session involving 40 member agency representatives about the review of the Children's Guardian's accreditation and monitoring functions.
- Hosting co-design workshops with the Parenting Research Centre (PRC) to inform the development of a series of fact sheets for supporting practitioners and carers to better respond to problematic and harmful sexual behaviour.

SUBMISSIONS

A critical aspect of ACWA's advocacy work is preparing submissions in response to government policy formulation and drafting of legislation. In doing so, we seek to shape emerging policy and regulation in a way that best supports vulnerable children, young people and families.

This year, we produced a number of Reports and Submissions prepared in consultation with our members and other partners on a range of topics, including those outlined below.

Submission on the review of the Children's Guardian's accreditation and monitoring Functions

Last November, ACWA joined with AbSec to host a consultation forum involving 40 member agency participants about the review of the Children's Guardian's accreditation and monitoring functions. In addition to collating responses from the forum, ACWA considered the separate submissions prepared by member agencies to questions posed in a discussion paper released by the Guardian, along with the results from a survey we issued to ACWA member agencies after the forum. We provided the Children's Guardian with our comprehensive submission in December 2021.

Submission on the Review of the Children's Guardian's Act

In July, we facilitated a consultation forum with ACWA member agencies on the statutory review of the Children's Guardian Act with a focus on the reportable conduct scheme. The forum was extremely well-attended with around 70 agencies participating. The purpose of the forum was to seek feedback from member agencies on the more than 50 questions outlined in the Guardian's discussion paper to inform the preparation of ACWA's submission on behalf of its membership. There was strong consensus about the value of agencies providing their feedback as a collective and putting forward a unified position on key issues. AbSec, DV NSW and The Catholic NSW Safeguarding Community of Practice also joined our submission.

ACWA 2022-2023 Pre-Budget Submission

ACWA's pre-Budget submission to the Treasurer in January 2022 was focused on the need for government investment in programs and initiatives that will improve efficiency, and maintain the ongoing viability, of critical elements of our service system and, most importantly, deliver on the Premier's Priorities of 'Protecting our most vulnerable children' and 'Increasing permanency for children in out of-home care'.

The key priorities outlined below were put to the Treasurer for consideration, informed by feedback from of our member agencies:

1. Delivering collaborative system transformation reform
2. Supporting vulnerable families and safeguarding permanency outcomes
3. Funding a consistent approach to leaving care and after care
4. Workforce development and training
5. Insurance and Workers Compensation costs.

> *"...we seek to shape emerging policy and regulation in a way that best supports vulnerable children, young people and families."*

Raising concerns with the Minister about Market Insurance Failure

In August 2021, ACWA wrote to the Minister for Families, Communities and Disability Services, on behalf of community sector peak bodies and agency leaders, about an insurance market failure event affecting agencies responsible for delivering essential services to vulnerable population groups – namely, out-of-home-care (OOHC) and specialist homelessness services (SHS) providers in NSW. The letter, signed by 46 agencies, outlined the urgent problem arising in the wake of the Royal Commission into Institutional Responses to Child Sexual Abuse, whereby insurers have been experiencing a rising number of claims, and increasing quantum awards, relating to allegations of abuse or molestation. In response, insurers have been rapidly leaving the marketplace for this type of cover. Our letter included the strong recommendation that the NSW Government promptly establish alternative insurance arrangements to ensure fair and reasonable physical and sexual abuse claims coverage for NGOs delivering OOHC and SHS services to vulnerable children throughout NSW.

A copy of a recent letter by the Minister which summarises the current status of this work can be accessed here. The Minister's letter provides advice on the extension of the short-term indemnity scheme until December 2023, and the work underway to develop a permanent solution to this issue of insurance market failure.

"The Minister's letter provides advice on the extension of the short-term indemnity scheme until December 2023, and the work underway to develop a permanent solution to this issue of insurance market failure."

CCWT: SUPPORTING A STRONG AND SKILLED WORKFORCE

CCWT: SUPPORTING A STRONG AND SKILLED WORKFORCE

CCWT Director's Report

Calendar

The CCWT Calendar continues to provide workshops that are tailored to suit the identified needs of our member agencies and the broader community services sector. We have a flexible approach to scheduling our workshops, with popular workshops added on demand and new topics being trialled as the needs of the sector change.

This year, we delivered 197 workshops to 1374 participants. These workshops were all delivered online due to the ever-changing situation with COVID and related risks of gathering in person. An advantage of online delivery is an improved level of access for regional and interstate students to our workshops. Online learning has opened up the full range of our courses to people no matter where they live and work.

As we start to return to 'normal', we will be delivering workshops in both online and face to face formats, with all of our 'Essential' workshops being offered in both styles. The 'Essential' workshops cover a number of the basic skills needed for our work, such as casework, team leadership, supervision, motivational interviewing, trauma informed practice and child protection.

In House

Our 'In-House' team have continued to provide tailored training directly to organisations, mostly through online delivery but with some teams opting for face-to-face delivery in 2022. Customised training helps organisations to more effectively grow the skills of their team members and helps them to better understand how the skills they acquire through training can be applied in their work environment. This type of training also acts as a team building exercise. With many teams still working remotely at least part of the time, opportunities for getting the whole team together are welcomed by participants and trainers alike.

This year, the In-House team facilitated the delivery of 369 workshops to a wide range of organisations.

The value of both our Calendar and In House programs is evident from the results of our evaluations.

On a scale of 1 – 5:

4.3 Course content rated an average of 4.3

4.4 Quality of the trainer rated an average of 4.4

On a scale of 1 – 10:

8.9 Likelihood of recommending our training to another person rated an average of 8.9 – this rating is recognised as excellent.

Feedback from our workshop participants this year included:

> *The facilitator was able to address questions as they arose and made the information relevant to work practices*

> *I really enjoyed the active participation in class*

> *The information was clear and the changes made are relevant to the current practices and needs in out-of-home care*

> *It was really informative and I have been using some of the skills in my practice*

> *I enjoyed the knowledge sharing, networking, developing and building current and relevant professional skills*

> *Trainer was very knowledgeable about subject topic and encouraged everyone's participation.*

Vocational Education and Training

As a registered training organisation, ACWA is able to offer nationally recognised skill sets and qualifications to our workforce.

We offer three qualifications:

> CHC52015 Diploma of Community Services

> CHC50313 Diploma of Child Youth and Family Intervention

> BSB50420 Diploma of Leadership and Management

We also offer skill sets in:

> Family Group Conferencing Facilitating

> Disability Skills

> Casework Skills

> And a range of skills relevant to team leaders

Skill sets

Skill sets comprise a number of units of competency from a qualification (normally 3 – 4 units) and target a particular set of skills, rather than the wider range of skills found in a whole qualification. For example, the 'Casework skills set' includes the units relevant to being a caseworker from the Diploma of Community Services. This approach allows participants to build skills at times when they may not be able to complete a whole qualification, or when they need to add a very specific set of skills to their resume.

Our largest area of work this year was in delivering skill sets to organisations and individuals with funding provided by Training Services NSW, via the Smart and Skilled funding program. This funding allowed us to deliver specific skill sets to organisations and to individuals.

This year, we worked with seven organisations to upskill their staff with fully subsidised skills sets. A total of 285 students were able to access this funding and gain valuable skills for their work roles.

We have ongoing access to this funding and look forward to working with more organisations to upskill their staff.

"This year, we worked with seven organisations to upskill their staff with fully subsidised skills sets."

Full qualifications

Completing a whole qualification can be a tedious process, particularly if you already possess the relevant skills and are using them in your workplace. With an increasing number of roles in our sector requiring a qualification, CCWT focuses on providing recognition of existing skills and knowledge, so that the time and resources needed to complete the required qualification are reduced. In this regard, CCWT uses a group RPL process that supports the student to demonstrate their skills without having to gather together boxes of documents and evidence from the workplace.

This year we ran two RPL Workshops for the Diploma of Community Services (with a total of 19 students) and four for the Diploma of Leadership and Management (with a total of 72 students). The Diploma of Community Services is under review and therefore these workshops were only offered in 2021.

Tailored Programs

CCWT tailors the delivery of full qualifications to the needs of individual organisations so that their staff can easily access the required training and formal assessment, and to ensure that our training is directly relevant to their work roles.

We use a mix of delivery modes, such as face to face, video and online modules, and provide facilitated options for completion of assessments, reducing the time needed for the student to finish assessments outside of work hours. These methods help us to maintain a high completion rate.

“This year we ran two RPL Workshops for the Diploma of Community Services (with a total of 19 students) and four for the Diploma of Leadership and Management (with a total of 72 students).”

Carer Assessment and Resource Team (CART)

The CART team has continued to support the effective use of the Shared Lives Carer Training Package and the Step-by-Step Carer Assessment Tool, not only in NSW but in Victoria, South Australia and Tasmania. This work is carried out through training and the provision of on-going support and advice to practitioners using the tools.

This year, all CART training was completed online which allowed for national participation. Over one hundred participants were trained in the use of Shared Lives.

Participant comments included:

> *The skill that I most enjoyed was the confidence in how to refocus groups*

> *Though it was not what I am used to, I learnt how to facilitate a workshop via Zoom and how to engage participants in group activities. Most importantly, the content was very relevant to the work I do.*

> *I enjoyed the training overall, and the trainer was very engaging and delivered the training very well.*

> *I actually enjoyed the online process. It was well done.*

77 participants completed the 21-hour Step by Step training.

Participant comments included:

> *I mostly enjoyed the detailed and thorough approach offered by the Step by Step assessment tool. All aspects of this course were practical, challenging and thought-provoking.*

> *Lengthy process all round! A lot to learn, but appreciate the importance of being a skilled assessor.*

In addition, CART provided training in:

> Guardianship Documentation (22 participants)

> Parent Assessment for Restoration (4 participants)

> Assessing Relative and Kinship Carers (63 participants)

> Step by Step Familiarisation (12 participants)

112 new Step by Step assessors were reviewed and registered in 2021/22.

A review of the NSW version of Step by Step is underway, and a new version of both Step by Step and Shared Lives is being prepared under contract with the Mi'kmaw First Nations people of Nova Scotia, Canada.

We also developed a new course on assessing relative kinship carers, and our training on issues related to guardianship was updated.

In February 2022, a very welcome new staff member Tracie Fleming was recruited to join Louise Mulroney and Jo Roach in the CART team, to ensure that the increasing demand for carer assessment training and resources can continue to be met.

"This year, all CART training was completed online which allowed for national participation."

Workforce Skills Strategy

Engagement with our members last year brought to light concerns about how learning is delivered across the sector, and the nature of learning content.

Managers were reporting to us that when seeking to fill key roles – for example, as an agency caseworker – job applicants would often possess a wide variety of skills but employers could not be certain that the applicants had the right mix of skills to do the job well. ACWA identified that further clarity was required around the types of knowledge and skills for key roles across our sector. In addition, it was clear that if practitioners are able to be well supported to efficiently acquire the right knowledge, skills and qualifications for these key roles, this would guarantee that across our sector we could deliver consistent and high quality practice to the children, young people and families we seek to serve.

In response to this gap, ACWA and AbSec entered a partnership with DCJ to develop a workforce skills 'blueprint', which aims to outline the knowledge and skills needed for key roles, and establish an efficient way of delivering what's required, both for now and into the future.

Arising from this partnership, a consortium has now been engaged – consisting of the University of Sydney, Charles Sturt University, Curijo, Da'Vange Group and the Parenting Research Centre – to design the blueprint, and proposed governance arrangements to guide the delivery of the blueprint operationally, as well as to ensure that it is regularly being reviewed and refreshed. In terms of this work, there are ongoing sector briefings about the project to ensure it remains practical and relevant. The work is also governed by a Steering Committee made up of government, union and non-government agency representatives. We look forward to the final product being released in the first half of 2023.

Social Sector Transformation Fund (SSTF)

ACWA received $1 million from the SSTF fund to deliver leadership and workforce development activities to small and medium organisations to help build their capacity to respond to an ever-changing service environment. Eligible organisations have been able to access this funding, along with funding from a number of other organisations, and have enjoyed activities aimed at both individuals and whole organisations.

We have used this funding to:

> provide individual and group coaching and training programs

> develop a package to build skills in working with distressed, angry and challenging clients

> support the work of other peaks in developing their members' workforces

This funding has allowed smaller organisations to improve policies, upskill their workforce and prepare for current and emerging challenges facing the sector.

Telepractice Community of Practice

As part of the SSTF funding, ACWA has been leading the delivery of a Community of Practice (CoP) investigating the use of telepractice in service delivery. This work forms part of a wider project being led by Karitane and PRC which is open to organisations of all sizes.

This CoP has been discussing the particular challenges associated with implementing telepractice in smaller organisations that may not have access to the technical resources of larger organisations. Members have shared their experiences and tips in the areas of setting up and implementing telepractice service delivery.

The project will produce a resource that outlines the skills needed to support telepractice in smaller organisations, including practical tips and learning materials.

Community Leadership Program

Overview

Now in its 13th successful year, CLP continues to challenge, nurture and foster new leaders in the community and human services sectors. More than 196 professionals from a diverse range of fields including education, health, community services, local councils and peak bodies, have graduated from the program.

A new hybrid approach

In 2021, due to ongoing COVID outbreaks and lockdowns, we successfully pivoted to a completely online format for the program. This new approach had the advantage of driving down the cost of travel and participants' time away from work, especially for those based in regional areas. On the downside, there were less opportunities for networking and collegial support (a feature of the program). So, this year, we decided to keep the best bits from both formats with 2022's program following a hybrid structure (with three face-to-face workshops/gatherings throughout the year and the remainder being facilitated online by our expert trainers).

2022 CLP participants

This year, we had 19 participants from the following organisations:

> Southern Highlands Community Centre
> St Vincent's
> Uniting
> Catholic Care
> Link Wentworth Housing
> Marist 180

Graduation

The 2022 cohort will graduate on 22 November. As part of the program, we will have a Leadership Panel discussion, presentations by participants of their workplace projects, the graduation ceremony and the announcement of the 2022 recipient of the professional leadership development scholarship.

The Andrew McCallum Leadership Scholarship

The Office of the Children's Guardian has funded a $5000 professional development scholarship to CLP Alumni. This scholarship is in recognition of former ACWA CEO Andrew McCallum's commitment to future-proofing our sector through the development of its most important asset, its people.

The 2021 recipient, Rachelle Aitkin from Samaritans, has already gained a coaching certificate and is well on the way to achieving her Diploma of Leadership and Management qualification.

Here are some words from Rachelle:

On her new coaching skills:

I cannot tell you how beneficial that this has been in how I interact with not only my staff and colleagues, but also the people we support. It has given me a whole new set of tools for my toolbelt.

And on her qualification:

I feel like I am always thinking about my leadership practice, even when I am at home, asking myself things like "now how could I have done that better for next time?". I have also met some really great leaders on this journey where I am able to learn the skills they use too, which is so helpful.

Thanks ACWA & the OCG again for this wonderful opportunity.

FINANCIALS

FINANCIALS

Treasurer's Report

2022 has seen ACWA and its peers in the sector tackle another year of pandemic-related challenges. Lessons learned over the previous two years have allowed ACWA to respond and successfully work through stay-at-home orders while also managing the renovation of, and relocation to, its new office premises.

The 2022 financial year has resulted in an operating surplus of $866,582 excluding a revaluation gain of $672,000 on its head office at Level 9, 110 Sussex Street. This allows ACWA to continue navigating and responding to an uncertain and changing non-government landscape.

Revenue totalled $5.2M for the year which is an increase of $606,196 on the prior year ($4.6M in 2021 including $397,500 of COVID subsidies), with one-off grant funding making up most of this movement. This increase in revenue has naturally been coupled with increased costs, which have risen by $649,119 compared to 2021. Most of this increase is being deployed to ensure grant funded programs are delivered. Premises costs for the year are lower, after adjusting for one off costs, when compared to 2021.

ACWA builds on its strong balance sheet position with accumulated funds of $4.7M, inclusive of the $672,000 head office revaluation. This compares to a $3.1M at the end of the 2021 year. Office renovation works of $451,356 were also completed during 2022 and this adds to ACWA's already healthy asset balance. ACWA was able to significantly pay down the $1.6M mortgage taken to purchase its head office at the end of 2022, reducing the balance to $1M. This was achieved by using cash generated from the year's operating surplus. The reduction of the loan also allows ACWA to weather future interest rate rises.

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 instil 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.

Heidi Wilson
Treasurer

> *"Careful financial planning and a flexible training workforce have ensured that ACWA was able to safely navigate the year, outperform a conservative budget and further grow our presence through investing in a fixed head office."*

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

FINANCIAL REPORT - 30 JUNE 2022

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

FINANCIAL REPORT - 30 JUNE 2022

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 2022 and report as follows:

DIRECTORS

The names of the Directors in office during or since the end of the year are as follows.

Deirdre Cheers (Director)	*(reappointed 26 November 2020)*
Nigel Lindsay (Chair from December 2019)	*(reappointed 27 November 2019)*
Mark Valerio (Additional Director)	*(reappointed 16 December 2021)*
Alan Brennan (Director)	*(term ended 4 November 2021)*
Simon Walsh (Director)	*(reappointed 26 November 2020)*
Kathy Karatasas (Deputy Chair from December 2019)	*(reappointed 26 November 2020)*
Robyn Miller (Director)	*(reappointed 4 November 2021)*
Lisa Griffiths (Director)	*(reappointed 4 November 2021)*
Heidi Wilson (Additional Director, Treasurer)	*(reappointed 16 December 2021)*
Grainne O'Loughlin (Director)	*(appointed 26 November 2020)*
Jody Pearce (Director)	*(appointed 26 November 2020)*
John Leha (Additional Director)	*(reappointed 16 December 2021)*
Heidi Bradshaw (Director)	(*appointed 4 November 2021*)

The Directors were in office for this entire period unless otherwise stated.

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.

OPERATING RESULT

The net result of the company for the financial year was a surplus of $866,582 (2021: $909,505). 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.

EVENTS OCCURRING AFTER BALANCE DATE

Other than the possible effects of the matter referred to in Note 18 of the financial statements, no matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

AUDITOR'S INDEPENDENCE DECLARATION

The auditors' independence declaration for the year ended 30 June 2022 has been received and can be found on the page directly after the Directors' Report.

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

FINANCIAL REPORT - 30 JUNE 2022

DIRECTORS' REPORT

MEETINGS OF DIRECTORS

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

	Attended	Eligible
Deirdre Cheers	7	7
Nigel Lindsay	7	7
Mark Valerio	3	6
Alan Brennan**	2	2
Simon Walsh	7	7
Kathy Karatasas	5	7
Robyn Miller	5	7
Lisa Griffiths	6	7
Heidi Wilson	3	6
Grainne O'Loughlin	6	7
Jody Pearce	5	7
John Leha	3	6
Heidi Bradshaw*	3	4

** appointed during the year*
*** resigned during the year*

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

Nigel Lindsay
Chair

Steve Kinmond
CEO / Company Secretary

8 September 2022

StewartBrown
Integrity + Quality + Clarity
CHARTERED ACCOUNTANTS

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

FINANCIAL REPORT - 30 JUNE 2022

AUDITOR'S INDEPENDENCE DECLARATION UNDER s60-40 OF THE
AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012
TO THE MEMBERS OF ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2022 there have been:

(a) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and

(b) no contraventions of any applicable code of professional conduct in relation to the audit.

StewartBrown

StewartBrown
Chartered Accountants

S.J. Hutcheon
Partner

8 September 2022

Liability limited by a scheme approved under Professional Standards Legislation

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

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	Note	2022 $	2021 $
ASSETS			
Current assets			
Cash and cash equivalents	6	3,332,009	2,884,363
Trade and other receivables	7	771,170	1,247,633
Inventory		10,089	8,027
Total current assets		4,113,268	4,140,023
Non-current assets			
Property, plant and equipment	8	5,134,309	4,005,618
Intangible assets	9	-	-
Right-of-use assets	10	74,442	129,047
Total non-current assets		5,208,751	4,134,665
TOTAL ASSETS		9,322,019	8,274,688
LIABILITIES			
Current liabilities			
Trade and other payables	11	3,209,241	3,058,818
Employee benefits	13	274,992	269,493
Lease liabilities	14	53,806	55,167
Total current liabilities		3,538,039	3,383,478
Non-current liabilities			
Borrowings	12	1,000,000	1,600,000
Employee benefits	13	40,597	32,603
Lease liabilities	14	24,474	78,280
Total non-current liabilities		1,065,071	1,710,883
TOTAL LIABILITIES		4,603,110	5,094,361
NET ASSETS		**4,718,909**	**3,180,327**
FUNDS			
Accumulated funds		4,046,909	3,180,327
Reserves		672,000	-
TOTAL FUNDS		**4,718,909**	**3,180,327**

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 $	2021 $
Revenue	4	5,295,547	4,689,351
		5,295,547	4,689,351
Expenses			
Administration expenses		(261,218)	(258,568)
Consultant fees		(2,476,025)	(1,569,543)
Depreciation expense	5	(62,999)	(64,574)
Employee benefits expense		(1,382,696)	(1,673,849)
Property and lease expenses		(36,901)	(63,878)
Training expenses		(56,252)	(72,011)
Other expenses		(152,874)	(77,423)
		(4,428,965)	(3,779,846)
Surplus before income tax		866,582	909,505
Income tax expense		-	-
Surplus for the year		866,582	909,505
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
Gains on revaluation of land and buildings		672,000	-
Other comprehensive income for the year		672,000	-
Total comprehensive income for the year		**1,538,582**	**909,505**

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2022

	Accumulated Funds	Asset Revaluation Reserve	Total
	$	$	$
Balance at 1 July 2020	2,270,822	-	2,270,822
Comprehensive income			
Surplus for the year	909,505	-	909,505
Other comprehensive income	-	-	-
Total comprehensive income for the year	909,505	-	909,505
Balance at 30 June 2021	**3,180,327**	**-**	**3,180,327**
Balance at 1 July 2021	3,180,327	-	3,180,327
Comprehensive income			
Surplus for the year	866,582	-	866,582
Other comprehensive income			
Gain on revaluation of land and buildings	-	672,000	672,000
Total comprehensive income for the year	866,582	672,000	1,538,582
Balance at 30 June 2022	**4,046,909**	**672,000**	**4,718,909**

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 $	2021 $
Cash flows from operating activities			
Receipts from customers and government		6,155,203	6,410,028
Payments to suppliers and employees		(4,585,196)	(4,128,952)
Other income		149	68
Interest received		4,231	7,362
Interest paid - leases		(4,515)	(10,618)
Net cash flows from operating activities		1,569,872	2,277,888
Cash flows from investing activities			
Purchase of property, plant and equipment		(467,059)	(4,001,908)
Net cash flows from investing activities		(467,059)	(4,001,908)
Cash flows from financing activities			
Proceeds from borrowings		-	1,600,000
Repayment of borrowings		(600,000)	-
Repayment of lease liabilities		(55,167)	(46,329)
Net cash flows from financing activities		(655,167)	1,553,671
Net increase (decrease) in cash and cash equivalents		447,646	(170,349)
Cash and cash equivalents at the beginning of the financial year		2,884,363	3,054,712
Cash and cash equivalents at the end of the financial year	6	**3,332,009**	**2,884,363**

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

Note 1 - Corporate information

The financial report includes the financial statements and notes of Association of Children's Welfare Agencies Limited ('the company'). 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*.

Association of Children's Welfare Agencies strengthens the capacity of the community sector by providing high quality services and support to its member organisations by way of advocacy, policy development, capacity building in the out-of-home sector (OOHC), partnerships with other peak bodies, learning and development, and project work on issues affecting children, young people and families.

The registered address and principal place of business of the company is:

Level 9, 110 Sussex Street
Sydney NSW 2000

The financial statements were approved by the Board of Directors on 8 September 2022.

Note 2 - Basis of preparation

Statement of compliance
These general purpose financial statements have been prepared in compliance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and *Australian Accounting Standards - Simplified Disclosures*. The company is a not-for-profit entity for the purposes of preparing these financial statements.

Other than the change in disclosure requirements, the adoption of *AASB 1060: General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* has had no significant impact on the financial statements because the company's previous financial statements complied with *Australian Accounting Standards - Reduced Disclosure Requirements*.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

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
Several amendments to Australian Accounting Standards and interpretations are mandatory for the 30 June 2022 reporting period. These include:

- *AASB 1060: General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* (effective for the year ending 30 June 2022)
- *AASB 2020-2: Amendments to Australian Accounting Standards – Removal of Special Purpose Financial Statements for Certain For-Profit Entities* (effective for the year ended 30 June 2022)

AASB 1060 and AASB 2020-2 act to mandate that the company prepare a general purpose financial report under a new Simplified Disclosure Standard. The application of AASB 1060 and AASB 2020-2 have not had a material impact on the carrying values of the company's asset, liability or equity balances; nor a material impact on the recognition and measurement of the company's revenue or expenses.

New standards and interpretations not yet adopted
Certain new accounting standards, amendments and interpretations have been published that are not mandatory for 30 June 2022 reporting periods and have not been early adopted by the company. These include:

- *AASB 2020-1: Amendments to AASs - Classification of Liabilities as Current or Non-current* (effective for the year ending 30 June 2024)
- *AASB 2021-2: Amendments to AASs – Disclosure of Accounting Policies and Definition of Accounting Estimates* (effective for the year ending 30 June 2024)

It is not expected that AASB 2020-1 or AASB 2021-2 will have a material impact on the company 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
The company is a not-for-profit institution exempt 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.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

Note 3 - Significant accounting policies (continued)

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 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 assesses 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, except land and buildings, 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.

Land and buildings are shown at their fair value based on periodic valuations by external independent valuers. All revaluation adjustments are applied to the asset revaluation reserve.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

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.

Right-of-use assets

At inception, a right-of-use assets and a lease liability is recognised. Right-of-use assets are included in the *Statement of Financial Position* within a classification relevant to the underlying asset.

Right-of-use assets are initially measured at cost, comprising of the following:

- The amount of the initial measurement of the lease liability
- Any lease payments made at or before the commencement date, less any lease incentives received
- Any initial direct costs incurred
- An estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred either at the commencement date or as a consequence of having used the underlying asset during a particular period

Subsequently, right-of-use assets are measured using a cost model. The right-of-use asset is depreciated to the earlier of the useful life of the asset or the lease term using the straight-line method and is recognised in the Statement of Profit or Loss and other comprehensive income in "Depreciation and amortisation".

The company tests for impairment where there is an indication that a right-of-use asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of a right of use asset is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in surplus or deficit, except where the decrease reverses a previously recognised revaluation increase for the same asset.

The resulting decrease is recognised in other comprehensive income to that extent and reduces the amount accumulated in equity under revaluation surplus, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

Note 3 - Significant accounting policies (continued)

Leases
The company leases equipment on an arm's length basis from a third-party lessor. A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration.

At inception of a contract, it is assessed to determine whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. If the terms and conditions of a contract are changed, it is reassessed to once again determine if the contract is still, or now contains, a lease.

The term of a lease is determined as the non-cancellable period of the lease, together with the periods covered by an option to extend the lease where there is reasonable certainty that the option will be exercised, and periods covered by an option to terminate the lease if there is reasonable certainty that the option will not be exercised.

The assessment of the reasonable certainty of the exercising of options to extend the lease, or not exercising of options to terminate the lease, is reassessed upon the occurrence of either a significant event or a significant change in circumstances that is within the company's control, and it affects the reasonable certainty assumptions. The assessment of the lease term is revised if there is a change in the non-cancellable lease period.

The company does not recognise leases that have a lease term of 12 months or less or are of low value as a right-of-use asset or lease liability. The lease payments associated with these leases are recognised as an expense in the Statement of Profit or Loss and other comprehensive income on a straight-line basis over the lease term.

Lease liability
At the commencement date of the lease, the lease liability is initially recognised for the present value of non-cancellable lease payments discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate.

The tenor of a lease includes any renewal period where the lessee is reasonably certain that they will exercise the option to renew. The company has reviewed all its leases and included any extensions where the company assessed it is reasonably certain the lease agreement will be renewed.

The lease payment used in the calculation of the lease liabilities should include variable payments when they relate to an index or rate. Where leases contain variable lease payments based on an index or rate at a future point in time, the company has used the incremental uplift contained in the lease or the respective Reserve Bank forward-looking CPI target for CPI-related increases.

In the absence of any floor or cap clauses in the lease agreements, the company measures the rent for the year under market review at an amount equal to the rent of the year preceding the market review increased by a fixed rate.

The lease liability is initially measured at the present value of the lease payments that are not yet paid at the commencement date. Lease payments are discounted using the relevant company's incremental borrowing rate. The incremental borrowing rate used for this calculation is dictated by the tenor of the lease and the location of the asset. The incremental borrowing rate is the rate the company would be charged on borrowings, provided by our banking partners. The weighted average incremental borrowing rate is 4.5%. The following lease payments being fixed payments, less any lease incentives receivable, are included where they are not paid at the commencement date.

Subsequently, the lease liability is measured by:

- Increasing the carrying amount to reflect interest on the lease liability
- Reducing the carrying amount to reflect the lease payments made
- Remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments

The unwind of the financial charge on the lease liabilities is recognised in the Statement of Profit or Loss and Other Comprehensive Income in "Finance costs" based on the company's incremental borrowing rate.

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

Note 3 - Significant accounting policies (continued)

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.

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.

Borrowings
Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Profit or Loss and Other Comprehensive Income over the period of the borrowings using the effective interest method.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

	2022 $	2021 $
Note 4 - Revenue and other income		
Operating revenue		
Grants and subsidies	2,616,617	1,708,865
Client service fees	2,636,565	2,550,325
Government support - COVID-19	-	397,500
Other operating revenue	37,985	25,231
	5,291,167	4,681,921
Other revenue		
Donations	149	68
Interest income	4,231	7,362
	4,380	7,430
Total revenue	5,295,547	4,689,351
Note 5 - Expenses		
Depreciation		
Equipment and furniture	8,394	2,884
Motor vehicles	-	3,604
Right-of-use assets	54,605	58,086
Total depreciation expense	62,999	64,574
Finance costs - leases	4,515	10,618
Loss on disposal of property, plant and equipment	1,974	-
Note 6 - Cash and cash equivalents		
Cash at bank	3,074,808	2,633,679
Term deposits	257,201	250,684
Total cash and cash equivalents	3,332,009	2,884,363
Note 7 - Trade and other receivables		
Current		
Trade receivables	592,759	698,062
GST receivable	-	261,084
Other receivables	4,780	9,259
Prepayments	173,631	279,228
Total current trade and other receivables	771,170	1,247,633

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

Note 8 - Property, plant and equipment

	Land and Buildings	Furniture and Equipment	Motor Vehicles	Total
	$	$	$	$
At 30 June 2021				
Cost	-	215,221	18,475	233,696
Valuation	4,000,000	-	-	4,000,000
Accumulated depreciation	-	(209,603)	(18,475)	(228,078)
Net carrying amount	4,000,000	5,618	-	4,005,618
Movements in carrying amounts				
Opening net carrying amount	4,000,000	5,618	-	4,005,618
Additions	-	467,059	-	467,059
Disposals	-	(1,974)	-	(1,974)
Depreciation charge for the year	-	(8,394)	-	(8,394)
Revaluation	672,000	-	-	672,000
Closing net carrying amount	4,672,000	462,309	-	5,134,309
At 30 June 2022				
Cost	-	473,216	18,475	491,691
Valuation	4,672,000	-	-	4,672,000
Accumulated depreciation	-	(10,907)	(18,475)	(29,382)
Net carrying amount	4,672,000	462,309	-	5,134,309

Note 9 - Intangible assets

	Website Development	Publications	Total
	$	$	$
At 30 June 2021			
Cost	39,665	112,892	152,557
Accumulated amortisation	(39,665)	(112,892)	(152,557)
Net carrying amount	-	-	-
At 30 June 2022			
Cost	39,665	112,892	152,557
Accumulated amortisation	(39,665)	(112,892)	(152,557)
Net carrying amount	-	-	-

Note 10 - Right-of-use assets

	2022	2021
	$	$
Leased equipment - at cost	225,303	225,303
Accumulated depreciation	(150,861)	(96,256)
Total right-of-use assets	74,442	129,047
Movements in carrying amounts		
Opening net carrying amount	129,047	152,682
Additions - new leases entered into	-	34,451
Depreciation charge for the year	(54,605)	(58,086)
Closing net carrying amount	74,442	129,047

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

	2022 $	2021 $
Note 11 - Trade and other payables		
Current		
Trade payables	620,331	441,349
Income received in advance	1,633,090	1,632,607
GST payable	71,662	-
Other payables	884,158	984,862
Total current trade and other payables	3,209,241	3,058,818
Note 12 - Borrowings		
Non-current		
Loans - secured	1,000,000	1,600,000
Total non-current borrowings	1,000,000	1,600,000
Movements in carrying amounts		
Opening net carrying amount	1,600,000	-
Proceeds	-	1,600,000
Repayments	(600,000)	-
Closing net carrying amount	1,000,000	1,600,000
Security		
Loans are secured by mortgages over the freehold property.		
Note 13 - Employee benefits		
Current		
Annual leave	198,018	190,341
Long service leave	76,974	79,152
Total current provisions	274,992	269,493
Non-current		
Long service leave	40,597	32,603
Total non-current employee benefits	40,597	32,603
Note 14 - Lease liabilities		
Current		
Lease liabilities	53,806	55,167
Total current lease liabilities	53,806	55,167
Non-current		
Lease liabilities	24,474	78,280
Total non-current lease liabilities	24,474	78,280
Movements in carrying amounts		
Opening net carrying amount	133,447	145,325
Reclassification	-	34,451
Repayments	(59,682)	(56,947)
Interest	4,515	10,618
Closing net carrying amount	78,280	133,447

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

	2022 $	2021 $

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	-	11,000
	-	11,000

Note 16 - Key management personnel

Remuneration of key management personnel

The aggregate amount of compensation paid to key personnel during the year was:	446,118	485,765

Note 17 - Contingent liabilities

At balance date the Directors of the company are not aware of the existence of any contingent liabilities.

Note 18 - Events occurring after balance date

Subsequent to the end of the financial year, there remains a degree of uncertainty in relation to future economic and other impacts of the COVID-19 pandemic.

At the date of signing the financial statements, the Directors are unable to determine what financial effects the outbreak of the virus could have on the company in the coming financial period.

The Directors acknowledge their responsibility to continuously monitor the situation and evaluate this impact including its ability to pay its debts as and when they become due and payable.

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

Note 19 - 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 2022 the number of full and secondary members was 76 (2021: 70)

	2022 $	2021 $

Note 20 - Auditor's remuneration

Fees paid to StewartBrown, Chartered Accountants:		
Audit of the financial report	14,200	13,800
Preparation of the financial report	2,900	2,800
Total auditor's remuneration	17,100	16,600

ASSOCIATION OF CHILDREN'S WELFARE AGENCIES LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2022

Note 21 - Government grants

The company has recognised government grant revenue from the following levels of government and departments:

	2022 $	2021 $
Commonwealth		
Department of eSafety Commissioner	358,310	94,854
	358,310	94,854
State - Victoria		
Department of Families, Fairness and Housing	63,963	82,020
	63,963	82,020
State - New South Wales		
Department of Family & Community Services	2,006,324	1,503,552
Department Of Communities And Justice	-	36,364
	2,006,324	1,539,916
Total government grants	2,428,597	1,716,790

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

FINANCIAL REPORT - 30 JUNE 2022

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 2022, 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 - Simplified Disclosures* (including 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 of the company as at 30 June 2022 and of its performance for the year ended on that date.

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
Chair

Steve Kinmond
CEO / Company Secretary

8 September 2022

StewartBrown
Integrity + Quality + Clarity
CHARTERED ACCOUNTANTS

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ABN: 63 271 338 023

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

FINANCIAL REPORT - 30 JUNE 2022

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 2022, 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 2022 and of its financial performance for the year then ended, and

b) complying with *Australian Accounting Standards - Simplified Disclosures* 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 - Simplified Disclosures* 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 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.

Liability limited by a scheme approved under Professional Standards Legislation

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

FINANCIAL REPORT - 30 JUNE 2022

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

StewartBrown
Chartered Accountants

S.J. Hutcheon
Partner

8 September 2022

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OUR PEOPLE

OUR PEOPLE

ACWA Board

Office Bearers

Chair

Nigel Lindsay

Wesley Mission

Deputy Chair

Kathy Karatasas

Settlement Services International

Treasurer

Heidi Wilson

Directors

Alan Brennan

Pathfinders

Until November 2021

Deirdre Cheers

Barnardos Australia

Grainne O'Loughlin

Karitane

Heidi Bradshaw

Narang Bir-rong Aboriginal Corporation

Jody Pearce

Veritas House

John Leha

AbSec

Lisa Griffiths

OzChild

Mark Valerio

PwC Australia

Robyn Miller

MacKillop Family Services

Simon Walsh

Allambi Care

ACWA extends our deepest thanks to Emma Pollard (Climate Council of Australia) for her support as Board Observer.

ACWA Members

AbSec – NSW Child, Family and Community Peak Aboriginal Corporation

Adopt Change

Allambi Care

Anglicare - Sydney

Anglicare NSW South, NSW West and ACT

Australian Childhood Foundation

Australian Red Cross NSW, Young Parents Program

Barnardos Australia

Benevolent Society

Blue Sky Community Services (formerly Mid Coast Communities)

Burdekin Association

Burrun Dalai Aboriginal Corporation

Cara House

CareSouth (Nowra)

Caretakers Cottage Inc

CASPA Services Ltd

Catholic Social Services NSW / ACT

CatholicCare Social Services Hunter Manning

CatholicCare - Wollongong

CatholicCare Diocese of Broken Bay

Central Coast Family Support Services

Central West Family Support Group Inc

Challenge Community Services

Child Abuse Prevention Services (CAPS)

Children Australia Inc (OzChild)

Coffs Harbour Aboriginal Family Community Care Centre

Connectability Australia

Creating Links

Dunlea Centre

Dusseldorp Forum

Family Spirit

Far South Coast Family Support

Foundations Care

Headstart Acquired Brain Injury

Kari Foundation Ltd

Karinya House for Mothers & Babies Inc.

Karitane

Key Assets

Life Without Barriers

Lifestart Co-operative Ltd

Lifestyle Solutions

MacKillop Family Services - Blacktown

Mallee Family Care

Maranguka Community Hub

Marist youth Care Ltd t/a M180

Marymead

Mission Australia

Monaro Family Support Service Inc

Narang Bir-rong Aboriginal Corporation

Nepean Community Neighbourhood Services

Ngunya Jarjum Aboriginal Child and Family Service

Oakdene House Foundation

Orange Aboriginal Medical Service

Pathfinders Ltd

Phoenix Rising for Children

Platform Youth Services Ltd

Playgroup NSW Inc

Presbyterian Church (NSW) Property Trust (T/A Allowah Presbyterian Children's Hospital)

Professional Individualised Care Limited

Samaritans Foundations

SDN Children's Services Inc

Settlement Services International Inc

Social Futures

South Coast Medical Service Aboriginal Corporation

Southern Youth & Family Services

St George Family Support Services Inc

Sydney Stepping Stone Inc

The Smith Family

Tresillian Family Care Centres

Uniting

Veritas House

Wandiyali Children's Services

Wesley Community Services

Westhaven Limited

William Campbell Foundation

Woodrising Neighbourhood Centre

Woodville Alliance

Youth Care UPA

YP SPACE MNC

ACWA Staff

Executive

Steve Kinmond - Chief Executive Officer

Linda Watson - Director, CCWT

Sector Development

Sharon Broady - Executive Officer

Gillian Brannigan Policy - Learning & Development

Veronica Olson - Office Administrative Support Officer

CCWT

Julie Fletcher - Registrations Officer

Lesley FurneauxCook - Leadership Manager

Louise Mulroney - Learning & Development Project Manager (Step by Step)

Saul Nightingale - Learning & Development Project Manager (Southern Region)

Krys Peereboom - Senior Learning & Development Project Manager

Jo Roach - Learning & Development Project Manager (Step by Step)

Yasmin Stein - RTO Admin Officer

Katherine Wild - Graphic Designer & Applications Support

Jen Reid - In House Coordinator

Tracie Fleming - Learning and Development Project Manager

Lucas Newman - CART Administration

Maree Perfrement - Business Development Manager

External Consultants

John Agapitos – Senior Consultant, IT Manager/ Technical Support

Lyn Ainsworth – Senior Consultant, Disability Project, Alternative Care Arrangements

Julianna Demetrius – Senior Consultant, eSafety Online Grant Project Lead, Children's Court Practice, PSP Reforms, Resource development (various) and Covid-19 Taskforce

Martina Donkers - External Evaluator, eSafety Online Grant Project

Dr Jodie Park – Senior Consultant, Business Development Manager

Susan Priivald – Senior Consultant, Alternative Care Arrangements

Rod Best – Senior Consultant, COVID Response Steering Committee, Response Coordination – Market Insurance Failure

Nikki Yiannakis – Senior Consultant, Communications

Carol Tran - Account Manager, Accounting for Good

Cliff Shen Accountant, Accounting for Good

Duc Nguyen - Assistant Accountant, Accounting for Good

Yao Wu - Assistant Accountant, Accounting for Good

Carolyn Thompson - Senior Consultant, Domestic and Family Violence and Child Protection Integration Project

Maria Kissouri - Senior Consultant, Domestic and Family Violence and Child Protection Integration Project

Parenting Research Centre - Problematic & Harmful Sexual Behaviours Resource development

Hayley Rollason, Animator, Illustrator & Motion Designer, eSafety Online Grant Project

Secondments

Lauren De Matos - Executive Assistant to CEO

Sophie Grosset - Executive Assistant to CEO (Maternity Cover)

ACWA
Association of Children's Welfare Agencies

CCWT
Centre for Community Welfare Training

Contact us

Sector Development
acwa@acwa.asn.au

CCWT
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Phone
02 9281 8822

Website
www.acwa.asn.au

THANK YOU

ACWA extends its deepest thanks to our members for their support, dedication 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.

Contact us