ACWA Annual Report 2011-2012

ACWA
Association of Childrens Welfare Agencies

CCWT
Centre for Community Welfare Training

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Chairperson's Report

The cracking pace of the NSW OOHC reform agenda over the past 12 months has meant an extremely busy time for the child and family sector. Throughout this period ACWA has been at the forefront of interagency dialogue and activity, working closely with both member agencies and government. The announcement of unit costs for children and young people in care in late 2011, Ministerial sign off of the OOHC Transition Plan, existing NSW provider agency contract negotiations (resulting in late February sign off) and subsequent public processes for Expressions and Registrations of Interest from both current and new OOHC providers has kept the level of sector discussion and debate extraordinarily high.

As the governance body of a membership based organisation, the ACWA Board has this year continued to engage in ongoing robust dialogue with respect to the issues surrounding implementation of the NSW OOHC Transition Plan. Successful transfer of most foster care from government into the non-government sector contains many challenges for all of us, with shared commitment to planning and processes the key to moving forward into a new era for children and their carers, and including families. Keeping the Association's principal objective of bringing about "positive systematic reform that will deliver better outcomes to the lives of vulnerable children and young people" has been at the forefront of the ACWA Board's activities, at all times.

This shared commitment between ACWA member agencies and government to the transfer of NSW foster care has been evidenced by the ongoing willingness to participate in a range of activities throughout the year. The Ministerial Advisory Group (MAG) has continued to meet on a fortnightly basis with two ACWA Board members (Chair and a regional agency representative) attending all meetings, which are co-chaired by Andrew McCallum and FaCS' Director General Jim Moore. This has been a huge commitment of both time and input to working together with colleagues from government to both undertake the forward thinking and planning for such major systemic reform, and has also been a means of bringing our NGO expertise to oversight of the progress in this first transition year. I thank particularly Maree Walk and Jenelle Tinham who performed these roles prior to moving on from our sector. The Reverend Peter Sandeman joined me as ACWA's representative on the MAG during the latter part of the past year.

Further evidence of interagency collaboration has been the setting up of the Transition Program Office (TPO), which comprises ACWA, AbSec and Community Services staff. This highly innovative initiative, whilst still in early stages, holds promise in developing and enacting shared processes in implementing the OOHC Transition Plan. The TPO also has an important role in cross-sector communication and knowledge dissemination and this will continue to build over the coming year.

This has been an unusual year in that ACWA has experienced a number of unanticipated changes at both Board and agency level, and I thank Andrew McCallum for his ongoing leadership in the role of Chief Executive Officer throughout this time. Andrew has also overseen planning for the delivery of another outstanding ACWA Conference in 2012, assisted by the Conference Committee. On behalf of the Board I also wish to publicly acknowledge the commitment and energy of Deputy CEO Sylvia Ghaly to ACWA over an extensive period prior to her departure from ACWA to fulfil a long held dream to work internationally - Sylvia is currently in South America. Dr Wendy Foote has recently been appointed to the Deputy CEO role and we look forward to her expertise and input to the work of ACWA in the coming year.

In closing I also thank Claerwen Little for her willingness to step into the position of Deputy Chair over the past 12 months, the support of Board Executive members Maureen Eagles and Bob Mulcahy, and all those who have served on the ACWA Board during the 2011/12 financial year. We share together with all ACWA member agencies a strong and deep commitment to children.

Deirdre Cheers
Chairperson

CEO's Report

To say the 2011/12 reporting year was eventful would be an understatement. We have seen the new State Government affirm its commitment to transfer out-of-home care services to the Community Sector coupled with the announcement of the unit price at which this will occur. An Expression of Interest process saw the advent of new providers and the notional allocation of placement potential to current and new providers.

In recognition of the over-representation of Aboriginal children in care and the insufficient placement options available in the form of Aboriginal-run organisations to provide a statewide coverage, an ambitious capacity building process is being undertaken. Led by AbSec, it is hoped that non-Aboriginal specific organisations will partner and mentor established and yet to be established Aboriginal organisations to address this imbalance and provide culturally appropriate options into the future.

To assist with this complex transition and service augmentation process, an ACWA/FaCS co-chaired Ministerial Advisory Group (MAG) was established plus a Transition Program Office (TPO), reporting to the MAG and collaboratively led by representatives of AbSec, ACWA and FaCS. Mirroring this at the regional level are the Regional Implementation Committees (RIGs).

While all the above represent positive and substantive moves, none have been without their contentious elements and require goodwill and perseverance, with an eye on the outcomes we want for vulnerable children and families in NSW as our guiding light. Yes we have a price, but time will tell if it is sufficient to undertake the complexities required to provide quality OOHC, and ACWA will continue to monitor this. We can't be short-sighted in our reform agenda, as we are looking at major cultural shifts and service reconfiguration where the gains to be made will be measured in generations, not weeks and months.

Transfer in and of itself was never the goal in this exercise. In keeping with Justice Wood's recommendation, it was in recognition that NGOs were best placed to provide and achieve better outcomes to children and young people via Children's Guardian Accredited Care. It provides the opportunity to look at more flexible, lateral and creative options for children, young people and families of which OOHC is but one, albeit important, piece of a far bigger picture.

If we view transfer as an end, we will continue to fail our most vulnerable by not raising our sight to the possibilities that accrue from investing in the preventative, diversionary and permanent care options that seek to address the elements that feed the child protection system.

The busyness associated with transition and the reform process has been reflected in some significant developments internally at ACWA. Geoff Taylor joined the ACWA team as Executive Director of the Transition Program Office, with Neha Prasad assisting and Professor Marie Connolly from The University of Melbourne providing support and advice in a consultancy capacity.

ACWA is also to assume a greater role in the statewide foster care recruitment process, and to this end we are looking to provide resources to assist our frontline membership.

Other important staff changes to occur have been the departure of Deputy CEO Sylvia Ghaly to take up a position with Care Peru and pursue her passion to establish herself in the overseas aid area. Dr Wendy Foote has joined the team as Deputy CEO and brings with her a wealth of expertise and experience both within the sector and academia.

At the Board level, Maree Walk stepped down as ACWA Chair on being appointed Chief Executive of Community Services. All at ACWA congratulate Maree on her appointment and our thanks for the wonderful leadership she provided as Chair. We also look forward to continuing our relationship with Maree in her new role.

With Maree's departure, Deirdre Cheers took over the reins as Chair and Board representative on the MAG. We congratulate Deirdre on assuming this important role at what is a pivotal and critical time for the sector.

Although technically the ACWA Conference falls into the 2012/13 reporting year, most of the preparations occurred this year. Our conference is a massive undertaking and a major event on the Social and Community Services calendar nationally. Its continued success is in no small way attributable to the tireless work undertaken by Associate

Professor Elizabeth Fernandez from the University of New South Wales, who chairs the scientific committee and has been principally responsible for our impressive array of keynote speakers.

A highlight of the conference was the announcement of ACWA's Inaugural Achievement Awards recognising the inspiring contributions of individuals and organisations to our sector. The award recipients were: Jane Woodruff for Lifetime Achievement; Jaanimili Aboriginal Service & Development Unit for Innovation; and Lyndon Outreach Service (Kids in Focus Program) for Service Excellence. Our warmest congratulations to these well deserved winners.

On the financial front ACWA has recorded a surplus for the 2011/12 financial year. This comes off the back of a good return from our projects and training operations, plus the advent of the new activities listed within this Annual Report which contribute to offsetting our overhead costs.

To all who have contributed to the life and work of the Association, ACWA says thanks. None of our policy and advocacy work, training and member support would be possible without the dedicated efforts of the Board, staff, trainers and volunteers. We look forward very much to this continuing into the future.

A special thanks to those who have ceased their association with us during the year, and to those Board members who will complete their service at the coming Annual General Meeting. We look forward with anticipation that 2012/13 will see us further enhance the prospects of vulnerable children and families in NSW, especially those who find themselves involved in the child protection system.

Andrew McCallum AM
Chief Executive Officer

Learning and Development Report

Working under the name Centre for Community Welfare Training (CCWT), the Learning and Development team (L&D) has strengthened the ability of the human and community services workforce to contribute to ACWA's overall vision of a truly civil society based on equal opportunity and social inclusion.

The 2011/12 financial year ended with a demonstrated growth in business, increased quality of our services, successful activities to pursue our L&D related objectives and greater profitability that will support ACWA to pursue all of its objectives.

By providing a wide range of successful learning and development activities throughout not only regional and metropolitan NSW, but also in other states during 2011/12, the L&D team has made an important contribution to the development and strength of organisational capacity in the community and human services sector and ensured that the workforce is skilled and supported. These are two of ACWA's strategic priorities for 2012-15.

The work of the L&D team has also contributed to the achievement of ACWA's other strategic priorities: Children are well, safe and protected; families are strong and resilient; and communities are connected and empowered. For example, our courses have contributed to the sector's ability to ensure that Aboriginal children and young people are cared for in a safe and culturally respectful manner and that all young people leaving care are supported to successfully transition to adulthood.

CCWT has three core areas of work:

- Calendar: primarily our annual training handbook of scheduled courses
- In-House/Customised: provision of L&D activities to individual organisations
- Projects & Programs: a wide range of specific projects.

Staff Movements

We welcomed the following new members to the L&D Team over the 2011/12 year: Susan Hynes, Veena Gopinath, Ljiljana Obrenovic, Keara Byrne, Mandy Marsters, Sarithya Tuy, Natalia Moskalenko and Steve Kennedy.

During the year we also said farewell to Melissa Martin, Rodean Roozbehani, Sarah Ludowici and Melissa Cureton.

Yasmin Stein commenced a six-month leave of absence in April 2012. We look forward to her return in October.

Interagency Participation

L&D staff have been active members of the following interagency forums: NCOSS Sector Development Forum, NSW Community Services and Health Industry Training Advisory Body Board, Community Trainers and Assessors Meeting, metropolitan and regional problem gambling counsellor forums, Monaro Regional Interagency, Far South Coast Koori Network, Far South Coast Youth Services Network, Far South Coast Family Support Service Management Committee.

Calendar

The annual training handbook is a core pillar of the learning and development activities provided by ACWA/CCWT. It schedules hundreds of courses specifically targeted to the community and human services workforce across NSW.

The annual handbook is distributed to many thousands of organisations every year, together with the wall chart produced for each half year. In 2012, for the first time our distribution was primarily via soft copy (as a pdf), contributing to environmental sustainability. This has been well received. But of course, we also have the much loved 'hard copy' handbook available too.

The most popular course streams during 2011/12 were Counselling and Therapy, Working with Clients and Community, and Community Services Management and Governance.

The Calendar course run rate rose from 63 per cent in 2010/11 to 71 per cent in 2011/12. All course deliveries are evaluated, in 2012 moving to a combined paper and online data collection methodology. Results continue to affirm the high quality of our courses.

CCWT's Accidental Counsellor (three-day and two-day workshops) continues to attract the highest number of registrations, both in Sydney and regional locations. Other top performing Calendar courses in 2011/12 were:

- Solution Focused Brief Therapy
- Complex Trauma and Mental Health

- Dialectical Behaviour Therapy
- Case Notes and Documentation
- Beyond Smoke and Mirrors: Dealing with Problem Gambling
- Project Management
- Effective Case Work and Case Management
- Working with Aboriginal People
- Step by Step 2010: Assessment Tool

Some Calendar courses are eligible for staff and volunteers from Specialist Homelessness Services (SHS) agencies (including SAAP) to get a fee reimbursement from the SHS L&D Pathways program within Family and Community Services NSW. It incorporates the former SAAP learning and development program. The number of Calendar courses which were eligible for reimbursement from the SHS L&D program rose from 28 in 2011 to 154 in 2012.

Since 2011, YAPA, FamS and LCSA have selected courses in the Calendar program as being appropriate for former Community Service Grants Program (CSGP) funded workers. These were marked in the calendar with symbols representing either Early Intervention Placement Program (EIPP) or Community Builders (CB), to assist agencies to select courses relevant to their needs. In 2012, 116 courses were selected, an increase from 90 in 2011.

Training was offered in 14 locations across NSW, including Sydney, Wagga Wagga, Tamworth, Canberra, Lismore, Merimbula, Newcastle and Batemans Bay. Orange was added as a new training location in 2012.

CCWT strives to provide accessible training for regionally based government and non-government community services workers in particular. Regional Training Forums designed to create new learning opportunities and networking were offered in Albury, Canberra and Dubbo.

Calendar Training Outputs 2011/12
Number of courses offered: 357
Run rate: 71%
Total number of registrations: 2833
Average Attendance Per Day: 11.8 participants

In-House L&D

The In-House team supports organisations and agencies with designing L&D activities to suit their specific needs. In-House training provides a cost effective solution for organisations that need training for a number of staff. Most training courses are drawn from our annual training handbook and customised to meet the specific needs of organisations, with the options of 'off-the-shelf', semi-tailored or fully customised workshops. We also provided a number of courses developed 'from scratch', specifically for organisations. In addition to training courses, we provide supervision, mentoring and coaching as In-House services.

CCWT was awarded preferred provider of training status by both ADHC and DEEWR this year.

The courses most in demand during 2011/12 were:

- Identify and Respond to Children and Young People at Risk
- Case Notes and Documentation
- Safe Home Visiting
- CCWT Accidental Counsellor
- Step by Step (out-of-home care)

In-House training outputs 2011/12
Number of courses delivered: 273
Training days delivered: 339

L&D Projects & Programs

2011/12 was a particularly successful year in the projects and programs work area, with both the continuation of projects and numerous new projects being successfully tendered for and delivered.

Emerging Leadership Program

This innovative program runs across a calendar year. The second half of the 2011 program included an evening event in August in which the 24 participants were joined by program Alumni in an interactive workshop on cultural intelligence, presented by Charlotta Oberg. In November the 2011 program ended with a graduation event, with guest speaker Amanda Tattersall from the Sydney Alliance discussing "leadership for the common good".

The 2012 program was full, with 23 applicants accepted who commenced in April 2011 with a well attended launch event. It was complemented by the Mentoring Program, with 12 participants – all graduates of ELP. The mentors build their own skills, while supporting the current ELP participants.

This program is possible due to the generous sponsorship of ABRS Socialworks, Hesta and KARI Aboriginal Resources.

Strategic Skills Program

The Strategic Skills Program (SSP) is funded by state and federal governments to address skills shortages in the workforce and is administered by State Training Services, NSW Department of Education and Communities.

In 2011/12 we were granted a small amount of funding for both the Diploma of Management and the Diploma of Community Services Coordination. Although there was a significant drop in the levels of funding, we have still assisted community sector workers to gain a qualification they may not have had access to otherwise. With the opportunity to

renew our contract with State Training Services for 2013, there also comes the opportunity to offer our new qualifications in community services work, youth work and case management as part of funded programs.

Responsible Gambling Fund (RGF) Statewide Training

This is the third year of a multifaceted project run for the NSW Office of Liquor, Gaming and Racing's Responsible Gambling Fund (RGF). CCWT provides RGF-funded financial and problem gambling counsellors across NSW with free, high quality specialist training both regionally and in Sydney, face to face, online and through distance packages. In addition to the specialist problem gambling training calendars provided through this project, RGF-funded staff enjoy free access to up to four days' annual training from CCWT's annual training handbook. Additional financial support is provided to help cover travel and accommodation expenses when required, and to assist with registration costs for conferences and training outside CCWT's scope.

The success of this partnership, resulting in consecutive contracts since 2006, is due not only to the generosity and commitment to excellence of both parties, but also to the highly collaborative nature of the project. CCWT consults closely with funded workers through an annual learning needs survey, as well as through group consultations at metropolitan and regional problem gambling forums held quarterly. The results of these consultations reflect strongly in the bi-annual problem gambling specific training calendars, but also in the annual two-day practice-based conference provided to RGF-funded counsellors.

RGF DVD Project

The NSW Government Responsible Gambling Fund (RGF) also enabled us to produce a DVD resource for problem gambling counsellors to demonstrate various appropriate models of counselling. This was produced in the previous financial year and disseminated late 2011.

RGF Minimum Qualification Pathway Strategy Project

The NSW Government also enabled us to continue to support gambling counsellors funded within RGF programs to attain a minimum set of qualifications. The strategy incorporates the units of competency contained in the Diploma of Problem Gambling Counselling and provides a series of pathways for existing problem gambling counsellors to have their experience and prior learning recognised and to acquire additional skills and knowledge. Any new gambling counsellors employed by RGF-funded services will continue to receive support through this project to obtain the minimum qualifications they require.

Keeping Them Safe Projects

In 2011/12 ACWA managed a group of projects aimed at enhancing the sector's capacity to fully implement the changes associated with the KTS policy framework, funded by the Department of Premier and Cabinet Keep Them Safe (KTS) Implementation Unit. The projects included the development of two e-learning packages outlining the KTS legislation (one for the sector in general - "A Shared Approach to Child Wellbeing", and one for the early childhood sector specifically - "Putting It Into Practice"); supporting the running of over 300 KTS learning circles by local facilitators across the state; and running six Change Agent Seminars across NSW, which brought together the learning circle facilitators and other key stakeholders to map out the next steps needed to implement the KTS Change Management Plan. Both e-learning packages are available for organisations at no cost. See the CCWT website for details.

NSW Cancer Council: Smoking Matters Project

Continuing our work in previous financial years, funding from the NSW Cancer Council has enabled us to deliver further subsidised workshops under our training calendar and In-House services to provide community and human services staff with encouragement and strategies to stop smoking.

Ageing, Disability and Home Care - Domestic Violence Project

We were contracted by NSW Family and Community Services: Ageing, Disabilities and Home Care to develop and pilot an introductory training program on Domestic and Family Violence in the context of ageing and disabilities. After consultation with representatives of each of ADHC's business units, a training package was developed and successfully piloted, and is now available to be rolled out across ADHC services in NSW.

NSW Health Training for Court Diversion Workers Project

In the third year of a three-year project, we delivered specialised statewide training for Magistrates Early Referral into Treatment (MERiT) workers. We provided two specialist training calendars as well as access to in-house training and courses offered in our general training calendar.

Management Training Northcott Disability Services Project

In the first half of 2012 we completed a project with Northcott Disability Services to assist their staff to enhance their skills and obtain nationally recognised management qualifications. Through a combination of customised training workshops and Recognition of Prior Learning, 20 Northcott staff members have now successfully completed their Diploma of Management.

Involuntary Drug and Alcohol Treatment Program Project

In the first year of a two-year project, we developed a complete training package and delivered a pilot workshop for NSW Ministry of Health staff and other key stakeholders involved in the implementation of the Drug and Alcohol Act 2007.

No Wrong Doors Comorbidity Training Project

In December 2011 we completed a project for NSW Health to upskill mental health and drug and alcohol workers across NSW in the principles of the "Comorbidity Clinical Guidelines". We developed training materials and ran 22 forums across the state, attended by over 300 workers in the mental health and drug and alcohol fields.

Rent It Keep It Program for Aboriginal Clients Project

We worked with The NSW Land and Housing Corporation to review and customise the "Rent It Keep It" program specifically for Aboriginal clients. This is an existing and successful program we had previously developed that helps vulnerable individuals maintain secure tenancies in the private and public housing market. Two familiarisation sessions for Aboriginal Housing workers based on the updated program were run in early 2012.

Organisational Citizenship Project

Calvary Health Care Sydney (CHCS) contracted ACWA/CCWT to deliver a service-wide organisational citizenship and change management program, designed to assist CHCS staff to better navigate through a time of important growth and change. Delivery of this innovative day-long session began in October 2011, and will have involved over 400 CHCS staff by the time it concludes in November 2012.

Nationally Recognised Training (NRT)

We continue to offer nationally recognised training for the community and human services sector workforce within all three of our L&D areas. During 2011/12 we added a number of qualifications in community services work, youth work, case management and counselling to the courses we can offer and have begun to roll out workshops in these qualifications. The Diploma of Management and Diploma of Community Services Coordination also continue to be popular courses.

Qualifications are offered through a mix of face to face workshops and distance packages, and will increasingly be offered through online options in the future. Experienced workers can achieve qualifications through a Recognition of Prior Learning (RPL) process, which is carried out by attending one of our popular Get Recognised workshops, or through the collection of a work based portfolio and interview.

2011/12 was a very successful year for the L&D area, thanks to the hard work of a talented team - including both our internal staff and the external trainers who deliver many of our courses on our behalf.

Gabi Rosenstreich
Director Learning & Development

Policy and Membership Report

ACWA's policy agenda during 2011/12 was dominated by the eagerly awaited transition of statutory out-of-home care services in NSW from Community Services to the non-government sector. In what proved to be a year of significant and rapid change, we saw the newly elected Coalition Government greenlight the first stage of its long-term transition plan, developed by the Ministerial Advisory Group's (MAG) Transition Planning Unit. Government endorsement of the framework to implement the plan followed shortly afterwards, signalling the official commencement of this landmark sector reform.

Ensuring the sector was kept up to date and informed remained a top priority for ACWA during this busy period of change. If members were to sustain confidence in the process, it was vital they continued to receive timely, factual and clear information and also had the opportunity to participate in the wider discussion of issues related to transition. ACWA supported both these areas of need through (i) the production and distribution of what, at the height of the activity, became almost weekly OOHC Transition fact sheets and, (ii) the establishment of an OOHC Transition Sub-Committee, made up of member NGOs. Formerly known as NOTAG (Non-Government Out-of-Home Care Transition Action Group), this group served as both an advisory body to the ACWA Board, and as a high-level network for communications between ACWA and its members.

As part of its communications activities, ACWA also developed an OOHC Transition Communication Strategy which has at its heart the three following objectives:

- To provide the sector with a unified public voice to advocate for better outcomes for children in care in NSW from and during the transition process.
- To better share with and demonstrate to members the different aspects of and inter-linkages between OOHC transition projects.
- To support communication with the NSW government to achieve a successful transition of OOHC to the non-government sector.

Member communication remains an integral component of ACWA's transition related work and the initiatives contained within this strategy will continue to evolve as transition progresses.

ACWA continues to play a pivotal part in ensuring the transition of OOHC maintains its momentum through its participation on the Ministerial Advisory Group, the Transition Planning Unit and most recently through its leadership and policy roles within the Transition Program Office (TPO), a joint government/non-government body established in early 2012 to drive the implementation process.

Amid the challenges of this transforming landscape, ACWA continued to deliver in other areas of its core work:

ACWA Research Forum

ACWA Research Forum participants had the opportunity to draw firsthand on the knowledge and expertise of a number of prominent international research figures including Professor Peter Pecora, Jo Fox, Associate Professor Helen Buckley and Professor Malcolm Hill. It was pleasing to see an increased level of participation, and ACWA extends a warm thank you to NSW University Associate Professor Elizabeth Fernandez for the vital leadership role she continues to play as Chairperson of ACWA's Research Forum.

Developing Practice

ACWA published four editions of developing practice during 2011/12, including two guest edited issues covering the topics of health in children in out-of-home care; and the transition of young people from out-of-home care.

Foster Care Week

The newly elected Family and Community Services Minister Pru Goward opened the 21st Foster Care Week Carnival at Sydney Olympic Park on September 11, 2011, which was attended by around 1500 children, carers, young people and volunteers. It was the first of many statewide Foster Care Week celebrations organised for the week, with fun days, picnics, carer lunches and various other events held in a number of regions including the Central West, the Hunter and Central Coast, the North Coast, Northern Rivers and the Riverina

ACWA Forums

ACWA continues to consult with the sector and its members through our regular OOHC Forums in Sydney and the Southern Region and our Residential Forums. ACWA's Leaving Care Working Party also continues to meet quarterly. The focus this year

has been around improving consistency in leaving care practices, in particular, advocating for more consistency in Leaving Care Plans. As part of this advocacy work, ACWA called on the Department of Family and Community Services to adopt Leaving Care Planning Principles and a Leaving Care Flowchart, which had been developed by ACWA in consultation with the Leaving Care Working Party.

Staff movements

ACWA farewelled Deputy CEO Sylvia Ghaly who departed in February, after four years with ACWA, to pursue her passion for overseas aid work. Sylvia filled her policy and leadership position with distinction during what was a challenging period of change for the sector. She brought to the role energy, sharp insight and a deep commitment to supporting not only the needs of ACWA's members, but more importantly the needs of children and young people living in OOHC in NSW and their families.

In the wake of Sylvia's departure, ACWA was delighted to appoint Rani Kumar, however circumstances conspired to prevent her continuing in the position. As much as a blow that this was, both for Rani and for ACWA, we were extremely pleased to have Dr Wendy Foote step into the role. Wendy brings to the organisation more than 25 years experience working with families, children and young people in a range of human services and legal settings.

During the year we also said goodbye to Policy Officer Prasheela Karan and welcomed aboard Geoff Taylor as ACWA's Transition Program Office Executive Director and Neha Prasad, whose work has also been focused on policy issues related to OOHC transition.

The final word

The last 12 months have been particularly challenging ones for the sector, as we have grappled with the many different issues associated with the changing OOHC landscape. With a shared approach and a strong communication chain, there is no reason why we cannot turn the reforms envisioned by Justice James Wood into a reality. We thank our members, our partners and our staff for their continued support, insight and determination to provide a better future for vulnerable children, young people and families.

Dr Wendy Foote
Deputy CEO

Transition Program Office Report

After years of strong advocacy from the non-government sector, the NSW Government committed to the transfer of out-of-home care (OOHC) services to non-government agencies. Planning for the transition commenced in November 2011 with the guidance of the Ministerial Advisory Group (MAG). The MAG is co-chaired by Andrew McCallum and Jim Moore, Director General of Families and Community Services (FACS), and has members from AbSec, ACWA and Community Services. The MAG formed a Transition Planning Unit to work on the OOHC Transition Plan Stage 1 and OOHC Transition Implementation Framework. Members of the Transition Planning Unit included Marie Connolly (ACWA), Nick Corrigan (AbSec) and Marilyn Chilvers (Community Services).

In February 2012, having completed the planning for the OOHC transition, the Transition Planning Unit was succeeded by the Transition Program Office (TPO). The TPO was given the responsibility to monitor and coordinate transition implementation activities across NSW and provide regular reports to the MAG. The TPO, being a true partnership of the government and non-government sectors, is co-led by an Executive Director from each of the three agencies. ACWA is also represented on the TPO Policy Development Team by Neha Prasad. The TPO's life span of two years will ensure that processes and systems are in place that support the OOHC transition across its four to 10-year period. The TPO Executive Leadership Group has oversight of the following teams: Policy Development; Carer Support and Engagement; Communications and Workforce; Regional Implementation; and Capacity Building. ACWA's presence is focused within the Policy Development and Executive team, with strong links to the other arms of the TPO. Marie Connolly continues to act as an expert advisor to the MAG and TPO.

Regional Implementation Groups (RIGs) and Future Directions Forums (FDFs) were created in each of the seven Community Services regions to undertake the regional planning for the transition. RIGs and FDFs are co-chaired by the Community Services Regional Director and a non-government agency representative. The formation of RIGs reflects the partnerships model shared at MAG and TPO level, making the OOHC transition in NSW a policy reform that has brought together both sectors to achieve a single goal. While both forums provide an opportunity for ACWA members to engage in the OOHC transition process, participation in the RIGs means that agencies are sharing in the responsibility of transferring children and young people to achieve the best possible outcomes. Feedback received from our members highlights that the non-government sector feels that the OOHC transition is resulting in increased collaboration between non-government agencies and Community Services but also building stronger connections between the OOHC sector and other sectors. Other mechanisms such as the Placement Matching Panels have meant that agencies are receiving more responsibility and transparency around the placement of children and young people in OOHC.

RIGs, in consultation with FDFs, are responsible for developing Regional Transition Plans for their region. These plans identify strategies that embed governance structures, champion capacity building of the non-government sector, focus on preservation and restoration practices, establish placement mechanisms, drive the transition process and establish regional recruitment processes for carers. RIGs are tasked to report monthly against the milestones they set out in their Plan to the TPO. Part of the reporting allows for the TPO to monitor and respond to emerging issues and risks in the regions. The TPO Executive Leadership Group's presence at the MAG ensures that the MAG is also aware of the successes or emerging challenges within the OOHC transition.

Year One of the Transition was completed as of June 30, 2012. During this time a total of 81 carers, which equated to 157 placements, were transferred to non-government agencies. Over the next four years it is anticipated that all non-Aboriginal children and young people will be transferred to non-government agencies. Aboriginal children and young people are expected to transfer over a 10-year period to allow for capacity to be built in the sector.

Year Two of the OOHC transition promises to be interesting as more carers and more responsibility transfers to the non-government sector. The TPO will continue to have strong links with non-government agencies through ACWA and AbSec. As the OOHC transition moves from its establishment stage to implementation, ACWA will continue to support members by responding to emerging issues and challenges and advocating on behalf of the non-government sector through the TPO.

Geoff Taylor
Executive Director, Transition Program Office - ACWA

Treasurer's Report

The 2011/12 financial year saw the Association of Children's Welfare Agencies Inc. deliver an operating surplus of $638,947 (2010/11 $428,672).

During the financial year significant revenue was generated from Grants Received $1.7M ($1.7M) and Training $3.0M ($2.4M). No conference income was recorded during the period as was planned. Interest Income contributed $0.138M ($0.088M).

Operating expenses remained well managed.

The reserves of the organisation $1,696,460 ($1,057,513) provides a sound financial position to pursue its objectives.

Cash balances were strong at $3,626,558 ($2,013,775) which includes $1.3M Industry Funding held for future activities.

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

On behalf of the ACWA Board I would like to again thank Andrew and his team of professionals for their ongoing commitment to ACWA.

Matrix on Board continues to provide professional accounting and financial services that are highly valued.

Current financial year results have continued to track at a satisfactory level.

Bob Mulcahy
Treasurer

Finance

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

ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2012

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

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

DIRECTORS REPORT

Your directors present their report on the Association of Children's Welfare Agencies Inc. ("the Association") for the financial year ended 30 June 2012.

The names of the directors in office at any time during or since the end of the financial year are:

Name	Position	Date elected	Term Expires
Maree Walk	Chairperson	21-October-2010	15-December-2011
Jane Woodruff	Deputy Chairperson	21-October-2010	20-December-2011
Deirdre Cheers	Ordinary Member	29-October-2009	20-October-2011
	Deputy Chairperson	20-October-2011	17-October-2013
	Acting Chairperson	15-December-2011	18-October-2012
Claerwen Little	Ordinary Member	20-October-2011	17-October-2013
	Deputy Chairperson	15-December-2011	18-October-2012
Bob Mulcahy	Treasurer	21-October-2010	18-October-2012
Maureen Eagles	Secretary	29-October-2009	20-October-2011
	Secretary	20-October-2011	17-October-2013
Jenelle Tinham	Ordinary Member	21-October-2010	21-March-2012
Peter Sandeman	Ordinary Member	21-March-2012	18-October-2012
Karen Berman	Ordinary Member	21-October-2010	18-October-2012
Jackie Palmer	Ordinary Member	29-October-2009	20-October-2011
	Ordinary Member	20-October-2011	17-October-2013
Nigel Lindsay	Ordinary Member	20-October-2011	17-October-2013
Rosemary Hamill	Ordinary Member	20-October-2011	17-December-2013
	Co-opted Member	18-November-2010	20-October-2011
Anne Hollands	Casual Vacancy	15-December-2011	18-October-2012
Sue Richards	Co-opted Member	18-November-2010	18-October-2012
Bill Pritchard	Co-opted Member	20-October-2011	17-October-2013

Operating Results

The net surplus of the Association for the financial year amounted to $638,947 (2011 surplus: $428,672). The net surplus increased significantly due to the strong performance of particular training projects and interest received from Term Deposits.

Principal Activities

The principal activities of the Association during the financial year was to improve of the quality of care available to "at risk" dependant children and young persons who need substitute care.

Review of Operations

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

Significant Changes in State of Affairs

No significant change in the nature of these activities occurred during the year, nor is expected to occur in the future.

Events Subsequent to Balance Date

The directors are not aware of any item, transaction or event of a material and unusual nature not otherwise dealt with in the report or financial statements that has significantly affected, or may effect the operations of the Association, the results of those operations or the state of affairs of the Association in subsequent years.

Environmental Issues

The Association's operation is not regulated by any significant environmental regulation under a law of the Commonwealth or a State or Territory.

Dividends Paid or Recommended

No dividends were paid or declared since the start of the financial year and no recommendation for payment of dividends has been made. The Association is not permitted to pay dividends in accordance with its Constitution.

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

Meeting of Directors

During the financial year, 12 meetings of directors were held. The attendances of each director during the year was:

Directors	Directors Meetings	
	Number eligible to attend	Number attended
Deirdre Cheers	12	11
Maree Walk	5	4
Claerwen Little	12	12
Maureen Eagles	12	10
Bob Mulcahy	12	11
Jenelle Tinham	8	7
Peter Sandeman	4	2
Karen Berman	12	8
Jackie Palmer	12	11
Anne Hollands	6	2
Sue Richards	12	3
Bill Pritchard	12	7
Nigel Lindsay	7	7
Rosemary Hamill	12	11

Directors Benefits

During or since the end of the financial year, no director has received, or become entitled to receive, a benefit by reason of a contract made by the Association with the directors, or with a firm of which they are a member, or with a company in which they have a substantial financial interest.

Indemnification of Officer or Auditor

During or since the end of the financial year, the Association has given indemnity or entered an agreement to indemnify, or paid or agreed to pay insurance premiums as follows:

The Association has paid premiums to insure each of the directors against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of director of the Association, other than conduct involving a willful breach of duty in relation to the Association. The Association has paid a premium of $9,650 in 2012 for a package of insurance including Office Bearers Liability, Professional Liability and Association Liability.

Proceedings on Behalf of the Association

No person has applied for leave of Court to bring proceedings on behalf of the Association or intervene in any proceedings to which the Association is a party for the purpose of taking responsibility on behalf of the Association for all or any part of those proceedings.

The Association was not a party to any such proceedings during the year.

Signed in accordance with a resolution of the Board of Directors

Director: .....
Deirdre Cheers

Director: .....
Bob Mulcahy

Dated in Sydney this 25th day of September 2012

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

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012	2011
		$	$
Revenue	2	5,055,298	5,256,684
Employee benefits expense		(2,141,646)	(1,893,840)
Depreciation and amortisation expenses	3	(32,216)	(48,245)
Consultant fees		(827,334)	(840,045)
Training expenses		(376,206)	(385,294)
Operating lease expense	3	(300,533)	(277,300)
Conference and seminar expenses	3	(11,503)	(517,473)
Travel expenses		(117,007)	(105,976)
Printing and postage		(97,569)	(179,446)
Other expenses		(512,337)	(580,394)
Surplus before income tax		638,947	428,672
Income tax expense	1(b)		-
Surplus for the year		638,947	428,672
Other comprehensive income after income tax			
Net gain on revaluation of financial assets		-	-
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year		638,947	428,672
Total comprehensive income attributable to members of the entity		638,947	428,672

The accompanying notes form part of these financial statements.

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

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2012

	Note	2012 $	2011 $
Current assets			
Cash and cash equivalents	5	3,626,558	2,013,775
Receivables	6	278,994	175,832
Other current assets		168,205	51,934
Total current assets		4,073,758	2,241,541
Non-current assets			
Plant and equipment	7	113,622	118,370
Total non-current assets		113,622	118,370
Total assets		4,187,380	2,359,911
Current liabilities			
Payables	8	250,317	234,312
Provisions	9	213,779	191,497
Other current liabilities	10	1,962,680	828,550
Total current liabilities		2,426,776	1,254,359
Non-current liabilities			
Provisions	9	64,144	48,039
Total non-current liabilities		64,144	48,039
Total liabilities		2,490,920	1,302,398
Net assets		1,696,460	1,057,513
Member's funds			
Accumulated surplus		1,696,460	1,057,513
Total member's funds		1,696,460	1,057,513

The accompanying notes form part of these financial statements.

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

STATEMENT OF CHANGES IN MEMBER'S FUNDS
FOR THE YEAR ENDED 30 JUNE 2012

	Accumulated Surplus $
Balance as at 30 June 2010	628,841
Surplus attributable to members	428,672
Other comprehensive income	-
Total comprehensive income	428,672
Balance as at 30 June 2011	1,057,513
Surplus attributable to members	638,947
Other comprehensive income	-
Total comprehensive income	638,947
Balance as at 30 June 2012	1,696,460

The accompanying notes form part of these financial statements.

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2012

	Note	2012 $	2011 $
Cash flows from operating activities			
Receipts from customers		6,357,215	5,484,854
Payments to suppliers and employees		(4,534,781)	(4,792,941)
Interest received		111,175	74,600
Net GST Paid		(293,358)	(54,653)
Net cash provided by operating activities		1,640,251	711,860
Cash flow from investing activities			
Proceeds from sale of plant and equipment		-	26,818
Payments for plant and equipment		(27,468)	(81,276)
Net cash used in investing activities		(27,468)	(54,458)
Net increase in cash held		1,612,783	657,402
Cash at beginning of financial year		2,013,775	1,356,373
Cash at end of financial year	5	3,626,558	2,013,775

The accompanying notes form part of these financial statements.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2012

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(a) Adoption of New and Revised Accounting Standards

Association of Children's Welfare Agencies Inc has elected to early adopt the Australian Accounting Standards – Reduced Disclosure Requirements as set out in AASB 1053: Application of Tiers of Australian Accounting Standards and AASB 2010–2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements. As a consequence, the association has also adopted AASB 2011–2: Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project – Reduced Disclosure Requirements and AASB 2011–6: Amendments to Australian Accounting Standards – Extending Relief from Consolidation, the Equity Method and Proportionate Consolidation – Reduced Disclosure Requirements. This is because the reduced disclosure requirements in AASB 2011–2 and AASB 2011–6 relate to Australian Accounting Standards that mandatorily apply to annual reporting periods beginning on or after 1 July 2011.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board and the Associations Incorporation Act 1984 and the Charitable Fundraising Act 1991. The association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless stated otherwise.

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. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised for issue on . . . . . September 2012 by the committee.

(b) Income Tax

The Association is exempt from income tax under Division 50-5 of the Income Tax Assessment Act 1997.

(c) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Association becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the association commits itself to either purchase or sell the asset (ie trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest method, or cost. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the effective interest method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of an income or expense item in profit or loss.

NOTE1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

(i) Financial assets at fair value through profit or loss

Financial assets are classified at "fair value through profit or loss" when they are held for trading for the purpose of short-term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying amount being included in profit or loss.

(ii) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(iii) Held-to-maturity Investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the association's intention to hold these investments to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(iv) Available-for-sale Investments

Available-for-sale investments are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with any re-measurements other than impairment losses are recognised in other comprehensive income. When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets are classified as non-current assets when they are expected to be sold within 12 onths after the end of the reporting period. All other available-for-sale financial assets are classified as current assets.

(v) Financial Liabilities

Non-derivative financial liabilities are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

The depreciation rates and methods used for each class of financial assets are as follows:

(d) Plant and Equipment

Plant and equipment are measured on a cost basis, less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by the directors to ensure that it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets' employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining the recoverable amount.

Depreciation

The depreciable amount of all fixed assets including capitalised leased assets, are depreciated using the straight line method, at rates based on their estimated useful lives to the Association commencing from the time the asset is held ready for use. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates and methods used for each class of financial assets are as follows:

Class of fixed asset	**Depreciation rates**
Motor vehicles	20%
Office equipment	20-33%
Furniture, fixtures and fittings	16-20%
Computer equipment	33%

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at each balance date.

NOTE1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

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.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income.

(e) Impairment of Assets

At each reporting date, the Association reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value-in-use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the Statement of Comprehensive Income.

Where it is not possible to estimate the recoverable amount of an individual asset, the Association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(f) Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

(g) Employee Benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to balance date. 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, plus related on-costs. 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.

Contributions are made by the Association to employee superannuation funds and are charged as expense when incurred.

(h) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position.

(i) Revenue

Revenue from the rendering of a service is recognised upon the delivery of the service to the customer.

Revenue from sale of goods is recognised upon the delivery of goods to customers.

Grant revenue is recognised in the Statement of Comprehensive Income when it is controlled. When there are conditions attached to grant, revenue relating to the use of those grants for specific purposes is recognised in the Statement of Financial Position as a liability until such conditions are met or services provided.

(i) Revenue

Membership fee revenue is recognised upon receipt when no significant uncertainty as to its collectability exists.

Donations and bequests are recognised as revenue when received unless they are designated for a specific purpose, where they are carried forward as prepaid income in the Statement of Financial Position.

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

Other revenue is recognised when the right to receive the revenue has been established.

All revenue is stated net of the amount of goods and services tax.

NOTE1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(j) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of the goods and services tax ("GST"), except where the amount of GST incurred is not recoverable from the Australian Taxation Office ("ATO"). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

The net amount of GST recoverable from, or payable to the ATO is included as a current asset or liability in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities, which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(k) Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(l) Unexpended Grants

The Association receives grant monies to fund projects either for contracted periods of time or for specific projects irrespective of the period of time required to complete those projects. It is the policy of the Association to treat grants monies as unexpended grants in the Statement of Financial Position where the entity 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.

(m) In-Kind Contribution

The Association has recognised and recorded in the financial statements in-kind transactions with respect to internal training activities undertaken by the Association. Training activities have been recorded in the accounts and represents the total value of goods or services undertaken in the training of Association staff by recognising the cost of that training with corresponding revenue (benefit) received for these costs.

(n) Operating Segment

The Association is incorporated under the *Associations Incorporation Act 1984 (NSW)* and operates predominantly in one business and geographical segment being the promotion of quality care, protection and support for vulnerable children and young people throughout Australia.

(o) Critical Accounting Estimates and Judgment

The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Association.

Key Estimates – Impairment

The directors assess impairment on each reporting date by evaluating conditions specific to the Association that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. Value-in-use calculations performed in assessing recoverable amounts incorporate a number of key estimates.

No impairment has been recognised in respect of any assets for the year ended 30 June 2012.

Key Judgments – Doubtful Debts Provision

Except as disclosed in the financial statements, the directors have assessed each debtor and believe that the full amount of debtors is recoverable.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2012

NOTE 2: REVENUE	**2012**	**2011**
	$	**$**
(a) Operating activities		
Grants received	1,674,444	1,773,907
Training	2,999,960	2,404,855
In-kind training revenue	109,816	209,928
Membership fees	89,111	89,247
Special events - conferences/forum registrations	-	629,428
Other revenue	43,461	61,806
	4,916,793	5,169,170
(b) Non-operating activities		
Interest	138,506	87,514
Total Revenue	5,055,298	5,256,684

(c) In-Kind contributions and expenses

The amount of In-Kind contributions and expenses as at 30 June 2012 is $109,816 (2011: $209,928)

NOTE 3: SURPLUS FROM ORDINARY ACTIVITIES

Surplus from ordinary activities has been determined after :

(a) Expenses		
Depreciation of plant and equipment		
Motor vehicles	14,734	14,863
Office equipment	3,688	4,615
Computer equipment	709	-
Other capital assets	13,084	28,767
Total depreciation of plant and equipment	32,216	48,245
Rental expense on operating leases:		
Minimum lease payments	300,533	277,300

(b) Significant revenues and expenses
The following revenue/(expenses) items are relevant in explaning the financial performance:

The amount of Conference registration revenue as at 30 June 2012 is $0 (2011: $629,428) and the amount of Conference costs is $11,503 (2011: $517,473)

NOTE 4: RELATED PARTY TRANSACTIONS

(a) Directors

The directors of the Association did not receive any remuneration, superannuation or retirement payments from the Association. No directors have entered into material contract with the Association since the beginning of the financial period and there were no material contracts involving directors' interests at year end.

(b) Other Key Management Personnel

2012	
Total compensation	303,106
2011	
Total compensation	283,367

NOTE 4: RELATED PARTY TRANSACTIONS (continued)

Key Management is the Chief Executive Officer, the Director of Learning & Development and the Director of Transition Program Office.

(c) Other transactions with the Association

All transactions with directors and director related entities were contracted on the same commercial terms and conditions offered to other parties. These transactions generally relate to membership and training fees.

(d) Child and Family Welfare Association of Australia

Association of Children's Welfare Agencies Inc. is a member of Child and Family Welfare Association of Australia Inc. ("CAFWAA"). CAFWAA is the national peak body of children's welfare agencies and the Association provides secretariat support to CAFWAA for $5,000 per annum (2011: $5,000). The Association also paid membership fees to CAFWAA for $1,012 (2011: $1,012).

NOTE 5: CASH AND CASH EQUIVALENTS	2012 $	2011 $
(a) Current		
Cash on hand	300	300
Cash at bank	646,542	754,818
Term deposit	2,979,716	1,258,657
	3,626,558	2,013,775

(b) Terms and Conditions

The weighted average interest rate of cash assets as at 30 June 2012 is 5.14% p.a. (2011: 5.17% p.a.).

NOTE 6: RECEIVABLES

(a) Current		
Trade debtors	278,994	175,832
	278,994	175,832

(b) Terms and Conditions

Receivables are non-interest bearing and unsecured.

NOTE 7: PLANT AND EQUIPMENT

Motor vehicles - at cost	73,672	73,672
Less: accumulated depreciation	(14,734)	-
	58,938	73,672
Office equipment - at cost	104,313	104,313
Less: accumulated depreciation	(100,940)	(97,252)
	3,373	7,061
Computer equipment - at cost	54,179	37,856
Less: accumulated depreciation	(38,565)	(37,856)
	15,613	-
Furniture, fixtures and fittings - at cost	392,072	380,927
Less: accumulated depreciation	(356,374)	(343,290)
	35,698	37,637
Total Plant and Equipment	113,622	118,370

NOTE 7: PLANT AND EQUIPMENT (Continued)

Movement in Carrying Amounts

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year:

	Motor vehicles	Office equipment	Computer equipment	Furniture, fixtures & fittings	Total
	$	$	$	$	$
2012					
Balance at the beginning of the year	73,672	7,061	-	37,637	**118,370**
Additions	-	-	16,323	11,145	**27,468**
Disposals	-	-	-	-	-
Depreciation expense	(14,734)	(3,688)	(709)	(13,084)	**(32,215)**
Carrying amount at the end of the year	**58,938**	**3,373**	**15,613**	**35,698**	**113,622**

NOTE 8 : PAYABLES

	2012	2011
	$	$
(a) Current		
Sundry creditors and accruals	250,317	234,312
	250,317	234,312

(b) Term and conditions

All other payables are non-interest bearing and unsecured.

NOTE 9: PROVISIONS

(a) Current		
Employee entitlements	213,779	191,497
(b) Non-current		
Employee entitlements	64,144	48,039
(c) Aggregate employee entitlements liability	277,923	239,536
(d) Number of full time employees at year end	34	30

NOTE 10: OTHER LIABILITIES

	2012	2011
	$	$
Accrued expenses	62,125	46,121
Deferred income:		
Training income in advance	257,141	733,005
Grants in advance	1,327,267	23,631
Other income in advance	316,147	25,793
	1,962,680	828,550

NOTE 11: LEASE COMMITMENTS

Operating lease commitments

Non-cancelable operating leases contracted for but not capitalised in the financial years

Payable		
- not later than one Year	351,124	332,607
- later than one year and not later than five years	921,789	960,518
	1,272,913	1,293,126

General description of leasing arrangement

Operating leases consist primarily of office premises rent along with rental of equipment with expiry terms ranging from one to five years. All leases are non-cancelable leases, with rent payable monthly in advance.

The Association signed a lease for its premises, Level 4, 699 George Street in November 2010 for a five year term. Contingent rental provisions within the lease agreement of the office premises require that the minimum lease payments shall be increased by 4% per annum.

NOTE 12: EVENTS SUBSEQUENT TO REPORTING DATE

The directors are not aware of any item, transaction or event of a material and unusual nature not otherwise dealt with in the report or financial statements that has significantly affected, or may effect the operations of the Association, the results of those operations or the state of affairs of the Association in subsequent years.

NOTE 13: INFORMATION TO BE FURNISHED UNDER CHARITABLE FUNDRAISING ACT 1991

The Association is authorised to fundraise under the *Charitable Fundraising Act 1991*. No fundraising appeals were conducted during the period and as such the Association did not utilise this authority in order to meet its charitable fundraising purposes.

NOTE 14: ECONOMIC DEPENDENCY

The Association is economically dependent on ongoing funding in the form of grants from a number of government departments which include the NSW Department of Community Services and NSW Office of Liquor, Gaming and Racing.

NOTE 15: CONTINGENT LIABILITIES

The Association is subject to a contingent liability of rental guarantee of $178,040.

NOTE 16: Financial Risk Management

The association's financial instruments consist mainly of deposits with banks, local money market instruments, short-term investments, accounts receivable and payable, and leases.

The carrying amounts for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

Financial assets		
Cash and cash equivalents	3,626,558	2,013,775
Loans and receivables	278,994	175,832
Total financial assets	3,905,552	2,189,607
Financial liabilities		
Loans and receivables at amortised cost:		
trade and other payables	250,317	234,312
Total financial assets	250,317	234,312

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2012

NOTE 17: MEMBERS' GUARANTEE

The Association is incorporated under the *Associations Incorporation Act 1984 (NSW)*. If the Association is wound up, the Constitution states that the full and secondary members of the Association contribute only the amount of unpaid membership fees towards the payment of debts and liabilities of the Association. At 30 June 2012 the number of full and secondary members was 105 (2011: 104).

NOTE 18: ASSOCIATION DETAILS

The registered office and principal place of business of the Association is:

Association of Children's Welfare Agencies Inc.

Level 4, 699 George Street

Sydney NSW 2000

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

DIRECTORS DECLARATION

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

1. The financial statements and notes as set out on pages 5 to 15 are in accordance with the Association Incorporation Acr 1984 (NSW):

   a. give a true and fair view of the financial position as at 30 June 2012 and of the performance for the financial ended on that date of the Association; and

   b. comply with Australian Accounting Standards Reduced Disclosure Requirements (including Australian Accounting Standards Interpretations) of the Australia Accounting Standards Board.

2. In the directors opinion:

   a. the provisions of the *Charitable Fundraising Act 1991*, the regulations under that Act and the conditions attached to the authority have been complied with; and

   b. there are reasonable grounds to believe that the Association will be able to pay its debts as and when they become due and payable.

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

Director: _____
Deirdre Cheers

Director: _____
Bob Mulcahy

Dated in Sydney this 25th day of September 2012

MOORE STEPHENS
ACCOUNTANTS & ADVISORS

Level 7, 20 Hunter Street
Sydney NSW 2000

T +61 (0)2 8236 7700
F +61 (0)2 9233 4636

www.moorestephens.com.au

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

Report on the Financial Statements

We have audited the accompanying financial statements of the Association of Children's Welfare Agencies Inc. ("the Association") which comprise the Statement of Financial Position as at 30 June 2012 and the Statement of Comprehensive Income, Statement of Changes in Member's Funds and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Directors' Declaration.

Director's Responsibility for the Financial Statements

The Directors of the Association are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards - Reduced Disclosure Requirements (including Australian Accounting Interpretations) and the *Associations Incorporation Act 1984 (NSW)* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial statements.

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

Moore Stephens Sydney ABN 90 773 984 843. Liability limited by a scheme approved under Professional Standards Legislation*
*Other than for the acts or omissions of financial services licensees. An independent member of Moore Stephens International Limited - members in principal cities throughout the world The Sydney Moore Stephens firm is not a partner or agent of any other Moore Stephens firm.

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion:

The financial statements of the Association of Children's Welfare Agencies Inc. are in accordance with the *Associations Incorporation Act 1984 (NSW)* including:

i. giving a true and fair view of the Association's financial position as at 30 June 2012 and of its performance for the year ended on that date; and

ii. complying with Australian Accounting Standards – Reduced Disclosure Requirements (including the Australian Accounting Interpretations) and the *Associations Incorporation Act 1984 (NSW).*

We also report that the financial statements and associated records of the Association have been properly kept during the year in accordance with the *Charitable Fundraising Act 1991*.

Moore Stephens Sydney

MOORE STEPHENS SYDNEY

C. CHANDRAN
Partner

Dated in Sydney this 26th day of September 2012.

Our People

ACWA Board

Chairperson
Deirdre Cheers
Centacare Broken Bay

Deputy Chairperson
Claerwen Little
UnitingCare Burnside

Treasurer
Bob Mulcahy
Youth Off The Streets Ltd

Secretary
Maureen Eagles
CatholicCare Sydney

Ordinary Member
Karen Berman
The Burdekin Association

Ordinary Member
Rosemary Hamill
Barnardos Australia

Ordinary Member
Anne Hollonds
The Benevolent Society

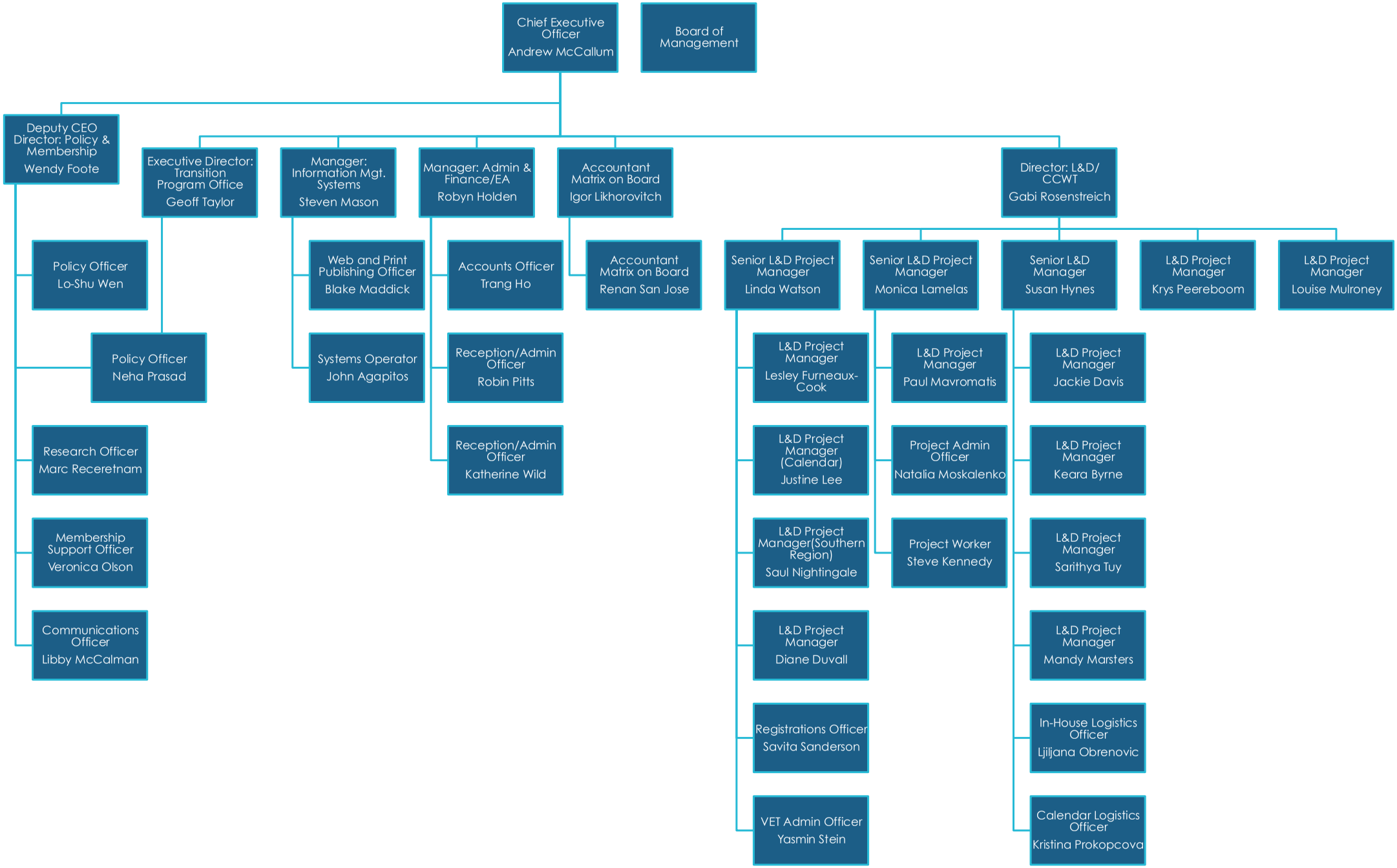
Ordinary Member
Nigel Lindsay
Wesley Mission

Ordinary Member
Jackie Palmer
Anglicare - Diocese of Sydney

Ordinary Member
Peter Sandeman
Anglicare Canberra & Goulburn

Co-Opted Member
Bill Pritchard
Aboriginal Child, Family and Community Care State Secretariat (NSW) Inc

Co-Opted Member
Sue Richards
NSW Family Services Inc


Chief Executive Officer
Andrew McCallum
Board of Management
Deputy CEO Director: Policy & Membership
Wendy Foote
Executive Director: Transition Program Office
Geoff Taylor
Manager: Information Mgt. Systems
Steven Mason
Manager: Admin & Finance/EA
Robyn Holden
Accountant Matrix on Board
Igor Likhorovitch
Director: L&D/ CCWT
Gabi Rosenstreich
Policy Officer
Lo-Shu Wen
Policy Officer
Neha Prasad
Research Officer
Marc Receretnam
Membership Support Officer
Veronica Olson
Communications Officer
Libby McCalman
Web and Print Publishing Officer
Blake Maddick
Systems Operator
John Agapitos
Accounts Officer
Trang Ho
Reception/Admin Officer
Robin Pitts
Reception/Admin Officer
Katherine Wild
Accountant Matrix on Board
Renan San Jose
Senior L&D Project Manager
Linda Watson
Senior L&D Project Manager
Monica Lamelas
Senior L&D Manager
Susan Hynes
L&D Project Manager
Krys Peereboom
L&D Project Manager
Louise Mulroney
L&D Project Manager
Lesley Furneaux-Cook
L&D Project Manager (Calendar)
Justine Lee
L&D Project Manager(Southern Region)
Saul Nightingale
L&D Project Manager
Diane Duvall
Registrations Officer
Savita Sanderson
VET Admin Officer
Yasmin Stein
L&D Project Manager
Paul Mavromatis
Project Admin Officer
Natalia Moskalenko
Project Worker
Steve Kennedy
L&D Project Manager
Jackie Davis
L&D Project Manager
Keara Byrne
L&D Project Manager
Sarithya Tuy
L&D Project Manager
Mandy Marsters
In-House Logistics Officer
Ljiljana Obrenovic
Calendar Logistics Officer
Kristina Prokopcova

ACWA Staff

Andrew McCallum
Chief Executive Officer

Blake Maddick
Web and Print Publishing Officer

Diane Duvall
Learning & Development Project Manager

Gabi Rosenstreich
Director: Learning & Development

Geoff Taylor
Executive Director, Transition Program Office

Jackie Davis
Learning & Development Project Manager

Janet Gidley-Baird
Volunteer Librarian

Justine Lee
Learning & Development Project Manager (Calendar)

Katherine Wild
Receptionist / Admin Officer

Keara Byrne
Learning & Development Project Manager

Krys Peereboom
Learning & Development Project Manager

Lesley Furneaux-Cook
Learning & Development Project Manager

Libby McCalman
Communications Officer

Ljiljana Obrenovic
Logistics Officer (Calendar & In-House)

Linda Watson
Senior Learning & Development Project Manager

Lo-Shu Wen
Policy Officer

Louise Mulroney
Learning & Development Project Manager

Mandy Marsters
Learning & Development Project Manager

Marc Rerceretnam
Research Officer

Monica Lamelas
Senior Learning & Development Project Manager

Natalia Moskalenko
Learning & Development Admin Assistant

Neha Prasad
Policy Officer: OOHC Transition

Paul Mavromatis
Learning & Development Project Manager

Robin Pitts
Receptionist / Admin Officer

Robyn Holden
Manager: Administration & Finance

Sarithya Tuy
Learning & Development Project Manager

Saul Nightingale
Learning & Development Project Manager (Southern Region)

Savita Sanderson
Registrations Officer

Steve Kennedy
VET Admin Officer

Steven Mason
Manager: Information Management Systems

Susan Hynes
Senior Learning & Development Project Manager (In-House)

Trang Ho
Accounts Officer

Veena Gopinath
Logistics Officer (In-House)

Veronica Olson
Membership Support Officer

Wendy Foote
Deputy CEO

Yasmin Stein
VET Admin Officer

We said goodbye and good luck to:

Melissa Cureton
Learning & Development Project Manager

Melissa Martin
Project Admin Assistant

Prasheela Karan
Policy Officer

Rani Kumar
Deputy CEO/ Director Policy & Membership

Rodean Roozbehani
Admin Assistant

Sarah Ludowici
Senior Learning & Development Project Manager

Sylvia Ghaly
Deputy CEO/ Director Policy & Membership

Vanessa Bachtiar
Web & Database Officer

Vida Tebyani
Learning & Development Project Manager

ACWA Members

Aboriginal Child Family & Community Care State Secretariat (NSW) Inc

Allambi Youth Services

Anglicare

Anglicare Canberra & Goulburn

Anglicare NT

Australian Childhood Foundation

Auswide

B. Miles Women's Housing Scheme

Baptist Community Services Respite & Carelink Centre

Barnardos Australia

Bega Valley Shire Council

Blue Mountains Youth Accommodation and Support Service Inc

Broken Hill Yass Inc

Bungree Aboriginal Association

Burdekin Association Inc

Burrun Dalai Aboriginal Corporation Inc

CareWest Inc

CareSouth

CASPA

CatholicCare

CatholicCare Wollongong

CatholicCare Social Services

CatholicCare Social Services Hunter Manning

Centacare Bathurst

Centacare Broken Bay

Centacare Manager's Inc

Centacare Wilcannia-Forbes

Central West Family Support Service

Cerebral Palsy Alliance (Allambie Heights)

Cessnock Family Support Service

Challenge Disability Services

Coffs Harbour Aboriginal Family and Community Care Centre Inc

Creating Links Cooperative Limited

Delphi Community Services Pty Ltd

Dunlea Centre (formerly Boys' Town)

Family Inclusion Network NSW

Guardian Youth Care

Headstart Acquired Brain Injury Service

Horizons Central Coast Family Services Inc

Hunter Aboriginal Children's Services

Impact Care Solutions Ltd

Karelle Life Enrichment Service Inc

Kari Aboriginal Resources Incorporated

Karitane

Key Assets Fostering NSW Ltd

Life Without Barriers

Lifestyle Solutions

Lithgow Community Projects Inc

Lutanda Children's Services

Macarthur Diversity Services Initiative Ltd

Macarthur No Interest Loan Scheme (NILS)

Mackillop Family Services

Mallee Family Care

Marist Youth Care

Marymead Child and Family Service

Mid North Coast Regional Council for Social Development

Mid Richmond Neighbourhood Centre

Miyagan Aboriginal Development Association

Narrabri and District Community Aid Service Inc

Nepean Community and Neighbourhood Services

Nepean Youth Accommodation Services

Ngunya Jarjum Aboriginal Child and Family Networking

North Coast Community Housing Company

Northcott Disability Services

Pathfinders Inc

Phoenix Rising for Children Pty Ltd

Premier Youthworks

Protective Behaviours Consultancy Group

Rosemount Good Shepherd Youth and Family Services

Ruby Gae Centre Against Rape Inc

Settlement Services International

Share Care Inc

Shire Wide Youth Services

Sisters Housing Enterprises Inc

Southern Youth and Family Services

Springwood Neighbourhood Centre

St George Family Support Service

St Joseph's Cowper Inc

St Michael's Family Centre Ltd

Stretch-a-Family

Sydney Stepping Stone

Taree Women & Children's Refuge

The ARC Aftercare Resource Centre

The Benevolent Society

The Bridge Youth Service Inc

The Caretakers Cottage Inc

The Disability Trust

The Junction Neighbourhood Centre

The Marian Centre (St Vincent de Paul Society)

The Samaritans Foundation

The Shack Youth Services Inc

United Protestant Association of NSW Ltd

UnitingCare Children, Young People and Families

Walla Mulla Family and Community Support

Wesley Mission

Western Sydney Drug and Alcohol Resource Centre

William Campbell Foundation

Woodrising Neighbourhood Centre Inc

Woodville Community Services

Youth Off The Streets Limited

Individual Members

Alicia Pigot

Ann Symonds

Dianna Dawson

Frank Ainsworth

Howard Bath

Lilian Camenzuli

Michael Durrant

Morri Young

Sandra Thompson

Stacey McDonald

Acknowledgements

ACWA works in partnership with a variety of organisations which share our vision of a truly civil society and support our ongoing commitment to bringing about effective reform and workforce development that will strengthen the capacity of the community sector to achieve better outcomes for communities, families, children and young people, particularly those living in out-of-home care. We deeply value the support and contribution of the following organisations, in addition to the 70 plus learning and development consultants that we work in partnership with:

State Level

Non-Government Organisations:
Aboriginal Child, Family & Community Care State Secretariat (NSW)
Australian Services Union of NSW
Cancer Council New South Wales
Foster Parents Support Network
Homelessness NSW
Local Community Services Association
NCOSS
NSW Community Services and Health Industry Training Advisory Board
NSW Family Services Inc
Youth Action and Policy Association NSW

Government:
NSW Education & Communities
- State Training Services

NSW Family & Community Services
- Ageing, Disability & Home Care
- Community Services
- Housing NSW

NSW Office of Communities
- Children's Guardian
- Commission for Children & Young People

NSW Premier & Cabinet
NSW Health
NSW Trade & Investment
- Office of Liquor, Gaming and Racing, Responsible Gambling Fund

NSW Ombudsman

National Level

Non-Government Organisations:
Alliance for Forgotten Australians
Australian Association of Social Workers
Australian College of Applied Psychology
Australian Council of Social Service
Australia Foster Care Association
Australian Psychological Association
Australian Youth Affairs Coalition
Care Leavers Australia Network
Child and Family Welfare Association of Australia
CREATE Foundation
Department of Families, Housing, Community Services and Indigenous Affairs
Families Australia
Family Inclusion Network
Homelessness Australia
Secretariat of National Aboriginal and Islander Child Care (SNAICC)
Yfoundations

ACWA Conference

Co-Host
The University of NSW

Partner
NSW Family & Community Services
- Community Services

Sponsors
NSW Family & Community Services
- Ageing, Disability & Home Care

NSW Office of Communities
- Children's Guardian
- Commission for Children & Young People

Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)
Centacare Broken Bay
UnitingCare Burnside

Organising Committee Members
Claerwen Little (UnitingCare Burnside)
Deirdre Cheers (Centacare Broken Bay)
Elizabeth Fernandez (The University of NSW)
Anna Bacik (Children's Guardian)
Bianca Edwards (CREATE Foundation)
Bob Mulcahy (Youth Off The Streets)
Lisa Charet (Family and Community Services – Metro West)
Lisa Purves (Commission for Children & Young People)
Stephen Mondy (Centacare Broken Bay)
Talia Avrahamzon (FaHCSIA)
Vicki Barton (AbSec)

Scientific Program Committee Members
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Anna Bacik (Children's Guardian)
Stephen Mondy (Centacare Broken Bay)
Talia Avrahamzon (FaHCSIA)

ACWA Research Forum

Elizabeth Fernandez
The University of NSW

Developing Practice Editorial Committee Members

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Daryl Higgins (Australian Institute of Family Studies)
Greg Antcliff (The Benevolent Society)
Judy Cashmore (The University of Sydney)
Leah Bromfield (Australian Centre for Child Protection – University of South Australia)
Marie Connolly (The University of Melbourne)
Philip Gillingham (The University of Queensland)
Philip Mendes (Monash University)
Sue Richards (NSW Family Services Inc)
Teresa Findlay-Barnes (NSW Family Services Inc)

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ABRS Socialworks
HESTA Super Fund
KARI Aboriginal Resources Inc

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ACWA
Association of Childrens Welfare Agencies

CCWT
Centre for Community Welfare Training