ACWA
Association of Childrens Welfare Agencies

CCWT
Centre for Community Welfare Training

2012 - 2013

ACWA

Annual Report

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Chairperson's Report

The past year has provided both opportunities and challenges for ACWA and, in providing this report on the 12 months to June 2013, I take the opportunity to reflect on current issues which are profoundly affecting vulnerable children and families in the NSW social care environment. As ACWA member agencies we share a deep commitment to ensuring not only that all NSW children are able to grow up safe and well, but also that families are supported as and when they need, assisted and given every possible chance to parent successfully even in difficult environments.

The NSW Out-of-Home Care (OOHC) Transition Plan has been "in full swing" now for well over a year, keeping both our non-government and government sectors more than busy and at every level. Whilst the oversight and directions work of the Ministerial Advisory Group (MAG) has continued, it has been the Transition Program Office (TPO) and Regional Implementation Groups (RIGs) which have led the way in developing and implementing local collaborative endeavours, resulting in foster care transfer target numbers being met by June 30. With the TPO set up as a best practice example of joint sector leadership, ACWA has been capably represented by Geoff Taylor working alongside executive TPO leadership colleagues Nick Corrigan (AbSec) and Gary Groves (Community Services). Geoff has consistently maintained an NGO focus in all TPO discussions, as well as in the continuing development of transfer plans. The ACWA Board thanks him sincerely and on behalf of all member agencies for this very important work.

The RIGs have also been supported by TPO staff, and the commitment of ACWA members in co-chairing these regional meetings and bringing direct operational knowledge of what works for children (and their families and carers) to the planning table has ensured that locally based needs can be met in direct rather than bureaucratic ways. Other

meetings such as Future Directions and various other Forums have also contributed to the success of the OOHC transition process. Moving forward into the next stage of transition, there is important work to be done in ensuring that all new entries of children who need immediate placement can be appropriately placed in NGO foster care. This means strengthening NGO capabilities not only to provide emergency placements for new children entering care, but also in the critical areas of family assessment and consequently in making recommendations to the Children's Court regarding the most appropriate restoration or alternative permanency plans.

Two other specific areas of ACWA's work this year are important to mention. Firstly, and with OOHC Transition focused on the transfer of foster care, ACWA has also taken a sector leadership role in identifying best practice in residential care. Professor James Anglin's visit in May 2013 was well received by members. Associated project work is now in progress, with ACWA working with its members and Community Services in this space over the next year. It will be important to building a strong and comprehensive service continuum for children that we are able to identify appropriate residential models (including therapeutic care) to sit alongside foster care in order to cater for the individual needs of children and young people. Secondly, the transfer of the Fostering NSW campaign from Community Services to ACWA has been a focused project which, while still in the early stages of roll-out, looks set to achieve very positive results. Thank you most particularly to Dr Wendy Foote and Kate Flannery for their intensive work on this project.

Moving forward into the coming year, ACWA is well positioned to take up an expanded and increased role as a NSW industry peak body in the child and family sector. The ACWA Board has commenced preliminary consultations with key colleagues in other peak bodies, as well as with relevant government agencies, departments, and commissions. We are confident that these already constructive relationships can be further strengthened over time, enabling ACWA to deliver ongoing advocacy work focused on key sector issues, and influencing child and family policy and practice.

In closing, I take this opportunity to congratulate CEO Andrew McCallum on another successful year, and to thank my Board colleagues most sincerely for their dedication and support of ACWA over the past 12 months.

Deirdre Cheers
Chairperson

CEO Report

2012-2013 has again been a year of changes and challenges for the community sector and more specifically for the membership of ACWA. As at June 30, more than 2,300 children had transitioned to ACWA member organisations, which was well ahead of prediction and exceeding all expectations.

Whilst the transition of out-of-home care (OOHC) services has been a long held goal for the membership, and was affirmed as the correct path by the Wood Inquiry, it only represents part of a far bigger picture to improve the circumstances of vulnerable NSW children and families. We still have a long way to go in not only ensuring that all children in need of statutory care receive it in Children's Guardian accredited services, but also that we actively work to keep children where possible with their own families and that the community supports are available to guarantee this occurs where appropriate.

Major reforms like these don't just happen; they require a will, a plan and commitment across the range of stakeholders. In this regard, the ACWA Board and I would like to acknowledge all the hard work that has already taken place over the past two years and which is set to continue into the future. It started with the Minister for Family and Community Services Pru Goward, who saw the wisdom in Transition and, with an unwavering commitment, has stuck the course even when faced with some entrenched vested interests that could have very well prevailed if not for her fortitude.

To the state and regional mechanisms that have laid out the Transition strategies, the MAG (Ministerial Advisory Group), the RIGs (Regional Implementation Groups) and the TPO (Transition Program Office), I thank you for your tireless work. I also extend my thanks to the carers and their families who have embraced the transfer.

A quick survey of the growth and achievements since Transition commenced points to one of the most significant reform processes ever undertaken in the NSW child and family welfare sector. Let's check a few of the facts:

- 5,065 placements purchased from the NGOs
- 277 new carer households recruited by the NGOs
- 4 new Aboriginal agencies accredited
- Transition targets exceeded
- Referral Management System (RMS) developed and used across the state
- ACWA leading a carer recruitment awareness campaign.

This list, which could go on, shows what can be achieved when we share a cross-sectoral vision and work to change an embedded culture that has evolved over decades.

No-one is pretending that there is not a lot of hard work ahead; that there have not been difficulties to date; or that we can continue to expect more with less and are still yet to fulfil our potential in the prevention, restoration and diversion space. The glass is however definitely half full, and hopefully the spirit of collaboration will see us make progress in the contested areas. The TPO is also due to wind up in its current form in June next year, so it is imperative that we can agree on a format that will augment the work that is laid out in the Transition Plan going forward.

ACWA has long stated that whilst there must be reform at state level, it is well evidenced that many of the big structural drivers of child abuse and neglect are within the purview of the Federal Government. It is for this reason that we have continued to collaborate with our interstate and federal colleagues to pursue the agenda set out in the National Framework for Protecting Australia's Children. It is imperative that we don't take our eye off this ball and inadvertently impede progress on the state front.

As the sector and our membership grow, ACWA's staff and Board have been reflecting on our own structure and what may be an expanded role in terms of member services, sector development and how we drive quality improvement and good governance within the membership. This has involved internal discussions and talks with external bodies so we can look at developing a business plan that reflects our strategic direction and builds and expands the competencies of our sector from the mundane to the aspirational.

2012 was a conference year for ACWA and we were pleased to see in excess of 600 people attend the event at the Sydney Convention and Exhibition Centre, Darling Harbour. Although numbers were down a little on previous years, a reflection of the tight economic times, it was still an overwhelming success. While we attracted similar numbers of interstate and overseas attendees the fiscal squeeze saw our members, who provide an enormous number of attendees, marginally reduce their spend. This had a multiplier effect, but is understandable in the circumstances. The keynotes again were first class and the social program added a couple of highlights with the Governor's Reception at Government House and the inaugural Achievement Awards Dinner, where we were able to honour the lifetime achievements of Jane Woodruff.

Planning is already underway for our 2014 conference. The venue will be different as the Convention and Exhibition Centre at Darling Harbour is out of action for quite some time. Next year's conference will be held at The Masonic Centre from August 18-20, so make sure you pencil it in.

In conclusion, I would like to pay tribute to the committed band of ACWA staff who never cease to surprise with their dedication and generosity of spirit. Whilst we have grown a bit over the last 12 months, we are still a relatively small band. But when things need doing, such as the Foster Care Week Picnic Day, everyone pitches in regardless of roles. I pass on my personal thanks to each and every one of you for making ACWA a workplace to be proud of.

To the Board, I thank you for the insight, wisdom and governance you provide ACWA and for the

support you continue to offer me. There are two Board members, Maureen Eagles and Jackie Palmer, who will not be seeking re-election and I offer them the gratitude of their fellow Board members, as well as of ACWA's staff and our membership.

I also extend my thanks to our partners and colleagues in both government and the broader community sector. You deserve the appreciation and respect of the people of NSW.

The coming 12 months will, I'm sure, prove just as challenging as the previous 12 months as we look to advance the cause of a truly civil society.

Andrew McCallum AM
Chief Executive Officer

Learning & Development Report

The 2012-2013 year has seen a number of challenges and changes in the learning and development space, which has resulted in a busy year for the Centre for Community Welfare Training (CCWT).

Staff Movements

Staffing has remained relatively stable during this year. Diane Duvall, a Trainer/Project Manager and the Director, Gabi Rosenstreich, both left in late 2012.

The staff have developed new areas of work and have proved themselves to be skilled and flexible educators. We also have an excellent team of logistics/administration officers and project managers who ensure the smooth running of this team.

Calendar

CCWT may be best known for the long running annual Calendar of training, which is advertised through our Handbook and Wallchart. Our commitment to high quality, face-to-face training, delivered by experienced industry professionals has not changed. Despite the challenges of this model of training delivery in terms of cost and of staff release from the workplace, the benefits of face-to-face training are constantly mentioned in participant evaluations. Each year in planning the Calendar program we consult with peak bodies, agencies and previous participants to identify the topics for which training is needed. The 2013 Calendar included new workshops in the areas of mental health, mindfulness for anxiety, working with resistant clients, the power of language in client work, strategic planning, family therapy and trauma informed care as a result of these consultations.

One area of challenge for Calendar is that of providing training in regional areas. In 2012-2013, training was offered in nine regional areas

but attendance rates were patchy. We are investigating ways of identifying regional training needs more successfully, but also how to be more responsive to needs as they arise.

In House Learning & Development (L&D)

In House L&D services continued to offer tailored training to organisations and has been a strong performer during this financial year. CCWT has a wide range of consultant and on-staff trainers who are skilled at adapting the content of courses to suit the needs of the particular staff attending.

In House has also launched a new service for our clients which enables organisations to now source professional and experienced supervisors and coaches.

Vocational Education and Training (VET)

CCWT offers a range of qualifications and partial qualifications through Calendar and In House and some projects. Qualifications require a strong commitment of time and resources and this can be challenging when students are also working. We therefore offer most qualifications through a mix of face-to-face workshops, distance packages and recognition of prior learning. Individual pathways are negotiated for each student and students are supported by CCWT staff.

Recognition of Prior Learning (RPL) allows experienced staff to gain qualifications by demonstrating that they already have the necessary skills and knowledge. Traditionally assessed through a portfolio approach, CCWT has added RPL Workshops to our program. In these workshops students take part in activities that allow them to demonstrate their skills and achieve a Diploma within a few days. These workshops are currently available for the Diploma of Management and the Diploma of Community Services Coordination, and further qualifications will be added in 2013-2014.

There have been many changes in the VET sector which have impacted on the management of our status as a Registered Training Organisation (RTO). New, stricter standards and a new regulator have increased the amount of time needed in compliance and administration tasks, and further changes are due to be introduced which will further increase requirements. The Training Packages from which qualifications are drawn are also under review, and significant changes to how assessments can be carried out will also increase the cost, and decrease the accessibility, of qualifications. The implications of these changes will become more obvious over the next 12 months.

A massive decrease in available government funding has meant that CCWT has been unable to offer the same level of subsidisation for people wanting to work towards qualifications. The level of funding is likely to decrease further, as NSW begins planning for the implementation of an entitlement model for VET called Smart and Skilled. This begins in July 2014 and will identify specific qualifications for which funding has been available. CCWT has been responding to draft documents on this issue so that qualifications relevant to our sector are included in the final list of qualifications able to be subsidised.

Response to Out-of-Home Care Transition

An area of increasing importance over this year and into the next is that of providing training for out-of-home care (OOHC) workers in the non-government sector, as a result of the transition of foster care services to non-government agencies. One result of this has been the development of an online course on the basics of governance for new and inexperienced board members. We have also developed, in partnership with Community Services, a two-day workshop on Legal Issues for OOHC workers in the NGO sector, and this will be piloted in Sydney in the second half of 2013 before being made more readily available. With the appointment of a new OOHC specialist trainer in the next few months, we will then begin to offer a more extensive range of courses and will be able to respond to courses as they arise.

e3 Leadership Program

At the end of 2012 our association with the presenters of the ACWA Emerging Leaders Program ended and CCWT began plans for a new leadership program for 2013. We would like to thank Isabelle Phillips and Mackerel Sky for their support over the past few years of Emerging Leaders.

The new e3 Leadership Program has proved to be a great success. Workshops on Yourself as Leader, Adaptive Leadership, Igniting Brains for Leadership and Storytelling in Leadership are further supported by coaching and mentoring sessions.

CCWT would like to thank ABRS Recruitment Services, HESTA and Kari Aboriginal Resources for their ongoing sponsorship support for the e3 Leadership Program.

Responsible Gambling Fund (RGF) Statewide Training and Minimum Qualifications

CCWT was successful in gaining a further two-year contract to continue our long-term work in providing an annual training calendar and access to the Diploma of Problem Gambling Counselling for employees of RGF funded services in NSW.

CCWT provides both problem gambling counsellors and financial counsellors with free, high quality specialist training regionally and in Sydney. Available training includes online modules, distance packages and face-to-face workshops. Funded workers also enjoy free access to up to four days of annual training from CCWT's Calendar, with additional financial support available for travel and accommodation.

In April, CCWT ran another successful annual conference for problem gambling counsellors in Sydney. This conference is always well attended and enables counsellors to discuss current and emerging issues and network with each other.

In the new year, further training for problem gambling counsellors will be available in basic financial counselling and, conversely, financial counsellors will receive training in problem gambling counselling. This recognises the common issues brought by clients.

Keep Them Safe Projects

ACWA has continued to manage a group of projects aimed at enhancing the sector's capacity to implement the changes associated with the Keep Them Safe (KTS) policy framework. These projects are all supported by the KTS Change Management Unit, Department of Family and Community Services: Community Services.

The CD Rom, A Shared Approach to Child Wellbeing, has been updated to match changes in legislation and regulations and is available from the KTS Change Management Unit or ACWA. A Facilitator Support Package has been written which assists team leaders and coordinators to use the CD Rom as a learning session with their teams.

ACWA has also updated training materials for the two-day workshop Identify and Respond to Risk of Harm, and has further ongoing work into 2014.

Into the Future

As well as ongoing project work, CCWT is planning on expanding the number of courses available through online and blended learning, including a Diploma of Counselling. We look forward to responding to the changes and providing leadership in education for community sector organisations.

Linda Watson
Director, CCWT

Policy, Membership & Research Report

2012-2013 proved to be a remarkable period of change within the NSW community sector. The transition of out-of-home care services to NGOs delivered a raft of challenges for our member agencies, prompting ACWA's Policy, Membership and Research Team to embark upon a range of new initiatives including a fresh focus on promoting best practice and research and taking the lead on statewide foster care recruitment activities under ACWA's Foster Care Recruitment and Retention Project. The sector's ability to successfully recruit, train, support and retain carers remains pivotal to the success of transition, and this two-year project retained a significant focus of our work throughout the year. This large-scale project has enriched our knowledge and ability to engage with, and lead, social change and education, and continues to provide immeasurable opportunity for ACWA to connect closely with our members at a grassroots level along the way.

Undertaking new areas of work to meet the changing needs of the sector, particularly in response to Out-of-Home Care Transition, has remained central to our work efforts during the year. This commitment inspired a collaborative project this year between Policy, Membership and Research, our CCWT team and Community Services, to develop and pilot legal training to support NGO OOHC workers to better understand their legal responsibilities in the light of the new case management policy. Governance training is another area of joint work we will be undertaking with our CCWT colleagues in the coming year as part of our ongoing effort to support agencies to meet changing sector requirements.

The new responsibilities faced by our member agencies have thrown up the need for ACWA to provide opportunities for reviewing best practice frameworks and skills development. In response to this, our long running Research Forum was

supplemented during the year to focus on forums that would promote the implementation of current research knowledge, and practice wisdom, into practice in priority areas. The resulting Best Practice Forum has explored key practice areas over the year.

ACWA also revitalised our links with researchers who are interested in the core areas of our work. We were extremely fortunate to be able to draw on the knowledge and expertise of a group of academics and researchers - our "critical friends" - to help enrich our thinking and to support our analysis in significant pieces of work, planning and our own research agenda. We look forward to ACWA filling a niche area of research that is both collaborative with our members and addresses key areas of practice.

To help support the increase in our team's activities, Policy, Membership and Research was thrilled to welcome five new staff during the year: Policy Officer Asra Gholami; Senior Researcher Robert Urquhart; and in the Foster Care Recruitment and Retention Project - Kate Flannery (Project Manager), Liz Potten (Project Officer) and Elizabeth Jarrett (Media and Communications).

2012-2013 also saw ACWA continue to deliver in its traditional areas of work:

Consultation Forums

Given the rapid pace of change taking place within the sector, it has been more important than ever for ACWA to gain a strong handle on the broader issues affecting our member agencies so we can identify and support their ongoing needs, as well as assist us in our long-term strategy-development processes. ACWA's quarterly Reforms Forum has provided a valuable consultation platform to help meet this end. ACWA's work in the area of leaving care has continued through our participation with the Leaving Care and After Care Interagency. ACWA recognises the need for effective leaving care and after care services has become even more critical in the wake of OOHC Transition. In addition, ACWA's regular OOHC Forums in Sydney and the Southern Region also remain a central network for communications between ACWA and its members.

In line with our commitment to addressing emerging sector issues, ACWA hosted a special forum in May featuring internationally renowned residential care research academic, Prof James Anglin, who provided two days of training and education to residential care providers and a Roundtable for sector leaders and decision makers. ACWA organised this event in response to specific concerns raised within the sector about the implication of funding limitations on residential care services operating in NSW. Prof Anglin's seminars have been used as a springboard to begin a more extensive project focusing on therapeutic residential care models and the place of residential care in the NSW service system.

Developing Practice

ACWA published four editions of *developing practice* during 2012-2013, including two themed issues covering the topics of leaving care and the critical role of family support services within the spectrum of child and family wellbeing. The calibre of submissions for *developing practice* has improved under our new themed issue format. Guest Editors, who are authorities in their specific fields, and usually academics, solicited high quality research and original articles from others working in their area of expertise. The journal continues to publish both peer reviewed articles, that are subject to academic rigour or peer review, as well as a section for practitioner pieces describing current innovative practice.

Research

In the area of research, ACWA is involved in a few projects, including the Changing Life Trajectories project (with the Infant's Home Child and Family Services, Ashfield) and the development of an associated 'tool' that applies the findings from the research project. The tool will assist workers in working with socially isolated new parents of infants.

In addition, ACWA has become involved in a collaborative three-year Australian Research Council project, spearheaded by the University

of NSW (UNSW), which aims to address a gap in Australian research on the long-term impact of living in institutional care.

Research and Best Practice Forums

ACWA's forums in this area covered a range of topics and featured presentations by prominent international and local research figures:

Best Practice Forums:

- Delivering quality foster care: Challenges for carers, agencies and parents (Dr Marilyn McHugh and Anita Pell)
- Residential and Therapeutic care, Professor, School of Child and Youth Care (Prof James Anglin)
- Achieving Permanency for children through Reunification: The research and practice of reunification (Prof Elizabeth Fernandez, A/ Prof Paul Delfabbro and Linda Mondy).
- Statewide Foster Care Recruitment Forum

Research Forums:

- From Child Protection to Community Caring in First Nations Child and Family Services: A Canadian case study (Prof Brad McKenzie)
- Responding to vulnerable children and families in cross cultural contexts (Eileen Pittaway and Jatinder Kaur)

Roundtable:

- Residential and Therapeutic Care (Prof James Anglin)

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 and Best Practice Forums.

Foster Care Week

Beautiful Spring weather provided the perfect backdrop for ACWA's 2012 Foster Care Week Carnival Day, which was held at Parramatta Stadium on September 9. More than 1200 people, including around 650 children, turned out for the annual event to mark the official opening of Foster Care Week in NSW. Dozens of volunteers and staff pitched in to help with the various stalls and provide invaluable support to ensure all ran smoothly on the day. The Foster Care Week celebrations continued throughout the week, with fun days, picnics, dinners and various other events hosted by agencies in regions across the state including the Hunter and Central Coast, the North Coast, Northern Rivers, the Riverina and the Central West.

The final word

The challenges presented to the non-government sector as a result of system reforms has prompted ACWA's Board to review the role of our organisation. As the sector grows and develops, it is essential ACWA evolves with it and ensures we continue to meet the needs of not only our members, but of the sector as a whole. ACWA has consulted extensively with peak bodies and stakeholders as part of this review process and a strategic directions plan detailing ACWA's activities over the next three to five years is due to be finalised in the coming year.

Our sector is undergoing a significant transformation, and success moving forward is reliant upon an ongoing combined commitment to creating a better service system for children, young people, their families and communities in NSW, as well as a continuation of the strong leadership we have seen over the past 12 months by the NSW Government and the non-government sector.

On a final note, I extend a warm thank you to ACWA's members for their continued support and for keeping us informed, and to CEO Andrew McCallum and the ACWA Board for their insight and leadership.

Wendy Foote
Deputy CEO

Transition Program Office Report

June 2013 marked the first full year of Out-of-Home Care (OOHC) Transition in NSW. The non-government sector has strongly supported the idea that greater responsibility for children in care should be transferred away from the government providing direct service delivery. The implementation of the transition has continued to be overseen by the Ministerial Advisory Group (MAG), co-chaired by ACWA CEO Andrew McCallum and with representation from ACWA Board members, the Department of Family and Community Services (FACS) and the Aboriginal, Child, Family & Community Care State Secretariat (AbSec). Reporting on the implementation to the MAG, the Transition Program Office (TPO) was established with staff from AbSec, ACWA and FACS to monitor and coordinate transition implementation activities across NSW. The TPO is now half-way through its two-year existence to ensure that the sector has processes and systems in place to sustain the rest of OOHC Transition and beyond.

The vital third element of the OOHC Transition structure has been the Regional Implementation Groups (RIGs) co-chaired by a NGO member and the Community Services Regional Director. During the last year, the RIGs have demonstrated an ever-increasing collaborative approach to the way work is being done in the regions between agencies and also with Community Services. Agencies are sharing in the responsibility of transferring children and young people to achieve the best possible outcomes. A significant number of working groups have been developed within the RIGs to further the aims in their Regional Transition Plans and much progress has been made.

June 2013 also saw the end of the second 'year' of the five-year Transition Plan, with the first year having run from March to June 2012. This means that there are now three years to reach the goal of having the non-government sector looking after all non-Aboriginal children in statutory foster and

kinship care. The sector is well positioned to meet this goal, with more than two in five children (42%) from that group placed with accredited non-government organisations (NGOs), as part of this significant and eagerly awaited sector reform. Latest available figures demonstrate that since March 1, 2012, more than 817 carer households and around 2,334 children and young people have transferred. In addition, over 509 new entries to care have been placed with accredited NGOs. The strong partnerships between agencies and the Department have led to the transition target being exceeded overall (107%).

The Transition has marked a new way that ACWA has engaged with the NGO sector on major policy reforms. From involvement at the MAG to supporting the RIGs, facilitating issue-centric forums and assuming the Foster Care Recruitment and Retention Campaign, ACWA has continued to work with the NGO sector in order to improve the OOHC system in NSW. In particular, ACWA held a Roundtable on Reportable Conduct in order to gain sector understanding on how agencies manage such issues. ACWA also developed a literature review on 'Factors that affect restoration of children and young people to their birth families'. The literature review, together with a best practice forum on restoration work in the non-government sector, aims to support agencies with their restoration practice.

ACWA continued its role in the TPO through the Executive Leadership Group and policy support. These roles supported the development of various strategies to drive the implementation of processes to ensure a successful OOHC transition. In addition, the roles aimed to establish mechanisms and develop strategies to mitigate sector wide risks and issues. In particular, ACWA worked on the development of procedural guidelines that outlined the steps needed to process the Transition, had input in the Aboriginal Placement Transfer Policy and consulted with FACS on changes in OOHC policy.

As the Transition moves from its establishment stage to a sustainable 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 as well as directly with other divisions of Community Services.

As with any large-scale reform, the process of Transition has also faced challenges. While many of these have been met, some remain including how to address the take-up of immediate care placements, how FACS localisation will affect Transition and the proposed legislative changes. ACWA looks forward to working on further strengthening the OOHC system in NSW in collaboration with its members as well as AbSec and FACS. With the winding up of the Transition Program Office set to take place during the 2013 - 2014 year, ACWA has been attending sector planning forums in the regions to gain understanding of what gaps are looming and how best to address them both as a part of the TPO and also as the peak body for its members.

Geoff Taylor
Executive Director,
Transition Program Office - ACWA

Foster Carer Recruitment and Retention Project Report

ACWA's Foster Care Recruitment and Retention Project has gained considerable momentum over the 2012-2013 period.

The project has two elements: a statewide recruitment campaign for foster carers and a sector development component to improve recruitment and retention practices across the sector. The recruitment campaign is designed to support the recruitment efforts of out-of-home care agencies by raising general awareness of foster care and encouraging people to find out more by visiting the Fostering NSW website or calling the 1800 number. Targeted strategies for recruiting Aboriginal carers and carers from Pacific Islander backgrounds will also be rolled out in the coming year.

The project has been funded for two years until June 2014.

Fostering NSW Campaign Launch

The sector turned out in full force to support the launch of ACWA's statewide Fostering NSW campaign on May 30. More than 150 guests, including foster carers, agency staff, government representatives and stakeholder groups attended the event at NSW Parliament House.

The launch attracted widespread media attention, including television coverage on Channel 10 and ABC news bulletins.

Fostering NSW Website

Coinciding with the launch of the campaign, ACWA took over management of the Fostering NSW website, which has been revamped to include a stronger Aboriginal focus, a new online enquiry form, a search function for finding agencies and a foster care forum.

The website has experienced a surge in activity

since the campaign launch in May, with total visits climbing by almost 200 per cent during the month of June.

1800 Enquiry Line

ACWA has also taken over the 1800 Fostering NSW enquiry line. The enquiry line operates between 9am and 5pm on weekdays and aims to provide a prompt and friendly response to foster care enquiries around the state. The service answers general questions about foster care, puts people in touch with agencies and where appropriate sends out the "Fostering: Is it for me?" information booklet. The enquiry line is not intended to replace or duplicate the work of agency recruitment staff but rather to assist people to contact the right agency for them to further their enquiry.

Social Media

The Fostering NSW campaign continues to use social media to raise awareness about foster care. Research indicates that the 'slow burn' rather than high impact mainstream media is a cost effective way to prompt initial curiosity about fostering. The Fostering NSW social media strategy adopts a less costly, sustained approach, over a longer period of time, which more accurately reflects the decision-making behaviour of potential foster carers.

The new foster forum and the Fostering NSW Facebook page also leverage that all important 'word of mouth' aspect, where people appear to be most swayed by hearing about the realities of foster care from other foster carers.

The Fostering NSW Facebook page has seen the beginnings of large-scale growth since the campaign launch. The page provides the opportunity to promote various foster care topics, including links to news and television coverage, links to the Fostering NSW website, and other interesting events such as the Kids in Care Cup, and the activities of our member agencies.

ACWA's Fostering NSW Facebook page is proving to be an effective entry point into the recruitment journey as it enables the visitor to absorb information in a familiar environment, then if they want to, move on to the Fostering NSW website.

Media Activity

ACWA is working with Ogilvy PR to secure media coverage throughout the year-long campaign. Spearheaded by ACWA with great support from its member agencies, the campaign has so far attracted a total of 62 newspaper articles, outstanding radio coverage and national media with the appearance of Allambi Youth Services carers on Channel 7's Sunrise program. Many agencies have generously promoted the campaign through their own local media contacts, as well as assisting by lining up inspiring foster carers who are willing to share their stories with the media.

Campaign Resources

ACWA has developed a series of visually appealing posters and flyers to reinforce the "Open Your Heart" campaign theme. These have been sent to all out-of-home care agencies across the state. Many agencies have responded enthusiastically to ACWA's call to place these materials in prominent locations, with second orders for the materials already received.

Sector Development

ACWA hosted the first Statewide Foster Care Recruitment Forum in March 2013, in the lead up to the campaign launch. The Forum was attended by more than 80 recruitment staff from across NSW. The program featured presentations by member agencies, including CatholicCare on the carer recruitment journey, Uniting Care Burnside on strategic agency marketing, Settlement Services International (SSI) on recruiting culturally and linguistically diverse carers, and AbSec on recruiting Aboriginal carers. There were also presentations on best practice recruitment strategies by the Victorian Centre for Excellence in Child and Family Welfare as well as a popular presentation by the innovative social media company Net Natives. Presentations were recorded and are available as an online resource on ACWA's campaign microsite. Thanks go to Nigel Lindsay, Executive Manager and Principal Officer, Wesley

Dalmar, for chairing the full day event. A second forum is planned for early 2014.

ACWA has also produced an online resource: 'Recruiting Foster Carers: A Manual for Foster Care Agencies', developed specifically to help guide agencies with their local marketing activities. The manual contains a wealth of practice wisdom and practical tools covering areas such as developing a recruitment strategy, working with the media, and enlisting the support of the local community and current foster carers. Hard copies of the manual were also sent to all out-of-home care agencies.

Foster Care Recruitment and Retention Statewide Reference Group

A Statewide Reference Group formed in August 2012 has provided valuable guidance about the direction of the project, with representatives from a number of agencies generously providing their time and insights. The group currently meets monthly. Nigel Lindsey Executive Manager and Principal Officer, Wesley Dalmar, and ACWA Board Member, has performed the role of chairperson since the group's inception. Other agencies represented include: Allambi Youth Services, Key Assets, UnitingCare Burnside, AbSec, Life Without Barriers, Anglicare, CatholicCare, Community Services, Lifestyle Solutions, CREATE and SSI.

Kate Flannery
Manager, Foster Care Recruitment and Retention

Treasurer's Report

The 2012-2013 financial year saw the Association of Children's Welfare Agencies Inc. deliver an operating surplus of $310,251 (2011/12 $638,947).

During the financial year significant revenue was generated from Grants Received $2.1M ($1.7M) and Training $2.4M ($3.0M). Conference income was recorded during the period as $0.5M ($n/a). Interest Income contributed $0.2M ($0.14M).

Operating expenses remained well managed.

The reserves of the organisation $2,006,712 ($1,696,460) provides a sound financial position to pursue its objectives.

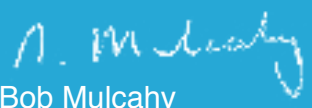
Cash balances were strong at $4,162,452 ($3,626,558) which includes $1.6M ($1.3M) Grants in advance funding.

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 congratulate the team, led by Andrew McCallum, for its 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 2013

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

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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 2013.

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
Deirdre Cheers	Chairperson	18-October-2012	16-October-2014
Claerwen Little	Acting Deputy Chairperson	15-December-2011	17-October-2013
Maureen Eagles	Secretary	20-October-2011	17-October-2013
Bob Mulcahy	Treasurer	18-October-2012	16-October-2014
Jackie Palmer	Ordinary Member	20-October-2011	17-October-2013
Rosemary Hamill	Ordinary Member	20-October-2011	17-October-2013
Karen Berman	Ordinary Member	21-October-2010	18-October-2012
Anne Hollands	Ordinary Member	15-December-2011	18-October-2012
Peter Sandeman	Ordinary Member	21-March-2012	20-September-2012
Nigel Lindsay	Ordinary Member	20-October-2011	17-October-2013
Robert Mills	Ordinary Member	18-October-2012	16-October-2014
Deb Tozer	Ordinary Member	18-October-2012	16-October-2014
Claire Robbs	Co-opted Member	20-September-2012	17-October-2013
Sue Richards	Co-opted Member	15-November-2012	16-October-2014
Bill Pritchard	Co-opted Member	18-November-2010	21-February-2013
Ange Webb	Co-opted Member	18-April-2013	17-October-2013
Luke Geary	Co-opted Member	18-April-2013	17-October-2013

Operating Results
The net surplus of the Association for the financial year amounted to $310,251 (2012 surplus: $638,947).

Principal Activities

The principal activities of the Association during the financial year were the improvement 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.

DIRECTOR'S REPORT (CONTINUED)

Meeting of Directors

During the financial year, 13 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	13	11
Claerwen Little	13	9
Maureen Eagles	13	8
Bob Mulcahy	13	11
Jackie Palmer	13	13
Rosemary Hamill	13	11
Karen Berman	4	3
Anne Hollands	4	2
Peter Sandeman	3	2
Nigel Lindsay	13	11
Robert Mills	9	6
Deb Tozer	9	7
Claire Robbs	11	10
Sue Richards	13	9
Bill Pritchard	8	2
Ange Webb	4	3
Luke Geary	3	2

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 $9,372 in 2013 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 19th day of September 2013

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

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		$	$
Revenue	2	5,423,584	5,055,298
Employee benefits expense		(2,423,051)	(2,141,646)
Depreciation and amortisation expenses	3	(51,540)	(32,216)
Consultant fees		(715,495)	(827,334)
Training expenses		(328,406)	(376,206)
Operating lease expense	3	(318,109)	(300,533)
Conference and seminar expenses	3	(521,960)	(11,503)
Travel expenses		(116,855)	(117,007)
Printing and postage		(92,137)	(97,569)
Other expenses		(545,780)	(512,337)
Surplus before income tax		310,251	638,947
Income tax expense	1(b)	-	-
Surplus for the year		310,251	638,947
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		310,251	638,947
Total comprehensive income attributable to members of the entity		310,251	638,947

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

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2013

	Note	2013	2012
		$	$
Current assets			
Cash and cash equivalents	5	4,162,452	3,626,558
Receivables	6	300,392	278,994
Other current assets		99,437	168,205
Total current assets		4,562,281	4,073,758
Non-current assets			
Plant and equipment	7	135,513	113,622
Total non-current assets		135,513	113,622
Total assets		4,697,794	4,187,380
Current liabilities			
Payables	8	338,601	250,317
Provisions	9	201,649	213,779
Other current liabilities	10	2,060,855	1,962,680
Total current liabilities		2,601,105	2,426,776
Non-current liabilities			
Provisions	9	89,978	64,144
Total non-current liabilities		89,978	64,144
Total liabilities		2,691,083	2,490,920
Net assets		2,006,711	1,696,460
Member's funds			
Accumulated surplus		2,006,711	1,696,460
Total member's funds		2,006,711	1,696,460

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 2013

	Accumulated Surplus
	$
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
Surplus attributable to members	310,251
Other comprehensive income	-
Total comprehensive income	310,251
Balance as at 30 June 2013	2,006,712

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2013

	Note	2013	2012
		$	$
Cash flows from operating activities			
Receipts from customers		5,782,369	6,357,215
Payments to suppliers and employees		(5,174,946)	(4,534,781)
Interest received		203,000	111,175
Net GST Paid		(201,097)	(293,358)
Net cash provided by operating activities		609,326	1,640,251
Cash flow from investing activities			
Payments for plant and equipment		(73,431)	(27,468)
Net cash used in investing activities		(73,431)	(27,468)
Net increase in cash held		535,895	1,612,783
Cash at beginning of financial year		3,626,558	2,013,775
Cash at end of financial year	5	4,162,453	3,626,558

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2013

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

(a) Adoption of New and Revised Accounting Standards

The Association of Children's Welfare Agencies Inc ("the Association") 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 2009. 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 19 September 2013 by the Board of Directors.

(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 months 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2013

NOTE1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

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.

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.

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 2013.

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.

NOTE 2: REVENUE	2013	2012
	$	$
(a) Operating activities		
Grants received	2,326,419	1,674,444
Training	2,162,666	2,999,960
In-kind training revenue	88,920	109,816
Membership fees	77,061	89,111
Special events - conferences/forum registrations	528,266	-
Other revenue	39,840	43,461
	5,223,172	4,916,792
(b) Non-operating activities		
Interest	200,412	138,506
Total Revenue	5,423,584	5,055,298

(c) In-Kind contributions and expenses

The amount of In-Kind contributions and expenses as at 30 June 2013 is $88,920 (2012: $109,816).

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	14,734
Office equipment	3,373	3,688
Computer equipment	6,859	709
Other capital assets	26,574	13,085
Total depreciation of plant and equipment	51,540	32,216
Rental expense on operating leases:		
Minimum lease payments	318,109	300,533

(b) Significant revenues and expenses

The following revenue/(expenses) items are relevant in explaining the financial performance:

Conference costs	521,960	11,503

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

2013	
Total compensation	531,184
2012	
Total compensation	303,106

NOTE 4: RELATED PARTY TRANSACTIONS (continued)

Key Management is the Chief Executive Officer, the Deputy 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 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 (2012: $5,000). The Association also paid membership fees to CAFWAA for $1,012 (2012: $1,012).

NOTE 5: CASH AND CASH EQUIVALENTS	2013 $	2012 $
(a) Current		
Cash on hand	300	300
Cash at bank	860,632	646,542
Term deposit	3,301,520	2,979,716
	4,162,452	3,626,558

(b) Terms and Conditions

The weighted average interest rate of cash assets as at 30 June 2013 is 4.48% p.a. (2012: 5.14% p.a.).

NOTE 6: RECEIVABLES

(a) Current		
Trade debtors	300,392	278,994
	300,392	278,994

(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	(29,468)	(14,734)
	44,204	58,938
Office equipment - at cost	104,313	104,313
Less: accumulated depreciation	(104,313)	(100,940)
	-	3,373
Computer equipment - at cost	57,340	54,178
Less: accumulated depreciation	(45,425)	(38,565)
	11,915	15,613
Furniture, fixtures and fittings - at cost	462,342	392,072
Less: accumulated depreciation	(382,948)	(356,374)
	79,394	35,698
Total Plant and Equipment	135,513	113,621

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
	$	$	$	$	**$**
2013					
Balance at the beginning of the year	58,938	3,373	15,613	35,698	**113,622**
Additions	-	-	3,161	70,270	**73,431**
Disposals	-	-	-	-	**-**
Depreciation expense	(14,734)	(3,373)	(6,859)	(26,574)	**(51,540)**
Carrying amount at the end of the year	**44,204**	**-**	**11,915**	**79,394**	**135,513**

NOTE 8 : PAYABLES

	2013 $	2012 $
(a) Current		
Sundry creditors and accruals	338,601	250,317
	338,601	250,317

(b) Term and conditions

All other payables are non-interest bearing and unsecured.

NOTE 9: PROVISIONS

(a) Current		
Employee entitlements	201,649	213,779
(b) Non-current		
Employee entitlements	89,978	64,144
(c) Aggregate employee entitlements liability	291,627	277,923
(d) Number of full time employees at year end	25	30

NOTE 10: OTHER LIABILITIES

	2013 $	2012 $
Accrued expenses	37,921	62,125
Deferred income:		
Training income in advance	231,879	257,141
Grants in advance	1,615,122	1,327,267
Other income in advance	175,933	316,147
	2,060,855	1,962,680

NOTE 11: LEASE COMMITMENTS	2013	2012
Operating lease commitments	$	$
Non-cancellable operating leases contracted for but not capitalised in the financial years		
Payable		
- not later than one Year	548,151	351,124
- later than one year and not later than five years	880,388	921,789
	1,428,539	1,272,913

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-cancellable 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.

On 1 September 2012, the Association expanded its office premises by signing a new lease agreement for Level 2, 699 George Street to expire on 30 November 2015.

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: 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 14: CONTINGENT LIABILITIES

The Association is subject to a contingent liability of rental bond of $134,963 supported by a term deposit for the same amount at balance date.

NOTE 15: 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:

	2013	2012
	$	$
Financial assets		
Cash and cash equivalents	4,162,452	3,626,558
Loans and receivables	300,392	278,994
Total financial assets	4,462,843	3,905,552
Financial liabilities		
Loans and receivables at amortised cost:		
trade and other payables	338,601	250,317
Total financial assets	338,601	250,317

NOTE 16: 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 2013 the number of full and secondary members was 112 (2012: 105).

NOTE 17: 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 17 :

    a. are in accordance with the Association Incorporation Act 2009 (NSW) and

    b. give a true and fair view of the financial position as at 30 June 2013 and of the performance for the financial ended on that date of the Association; and

    c. 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. 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 19th day of September 2013

MOORE STEPHENS
ACCOUNTANTS & ADVISORS

Level 15, 135 King Street
Sydney NSW 2000

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INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Report

We have audited the accompanying financial report of the Association of Children's Welfare Agencies Inc. ("the Association'), which comprises the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in member's fund and statement of cash flows for the period then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Directors' Responsibility for the Financial Report

The directors of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations) and the *Associations Incorporation Act 2009 (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 report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view 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 directors, as well as evaluating the overall presentation of the financial report.

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

Independence

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

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*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.

Opinion

In our opinion, the financial report of Association of Children's Welfare Agencies Inc. is in accordance with the Associations Incorporation Act 2009 (NSW), including:

a) giving a true and fair view of the association's financial position as at 30 June 2013 and of its performance for the period ended on that date; and

b) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations) and the *Associations Incorporation Act 2009 (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
Chartered Accountants

C. Chandran
Partner

Dated in Sydney this 19th day of September 2013

Our People

ACWA Board

Chairperson
Deirdre Cheers
CatholicCare Diocese of Broken Bay

Deputy Chairperson
Claerwen Little
UnitingCare Children, Young People and Families

Treasurer
Bob Mulcahy
Youth Off The Streets Ltd

Secretary
Maureen Eagles
CatholicCare Sydney

Ordinary Member
Claire Robbs
Life Without Barriers

Ordinary Member
Deb Tozer
CareSouth

Ordinary Member
Jackie Palmer
Anglicare - Diocese of Sydney

Ordinary Member
Nigel Lindsay
Wesley Mission

Ordinary Member
Robert Mills
Karitane

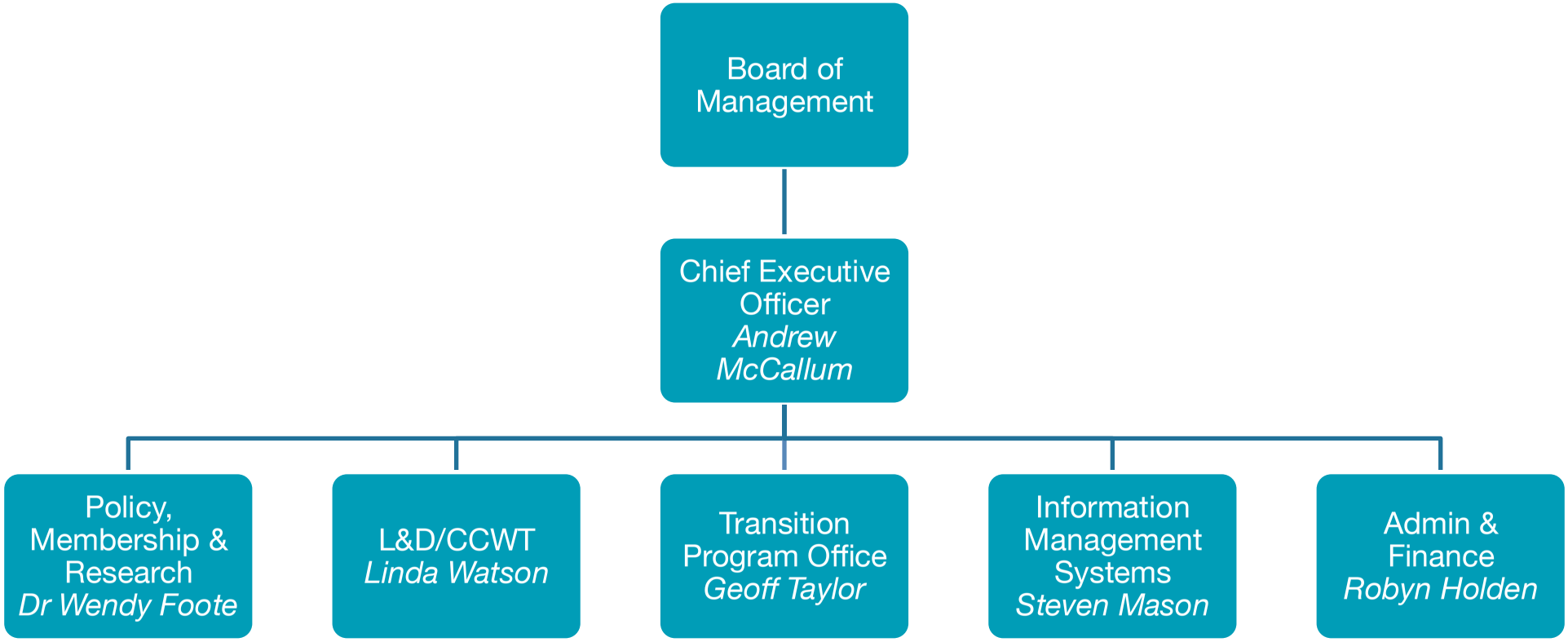
Ordinary Member
Rosemary Hamill
Barnardos Australia

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

Co-Opted Member
Luke Geary
Salvos Legal

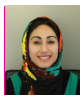
Co-Opted Member
Sue Richards
NSW Family Services Inc

organisational chart



ACWA staff

Andrew McCallum
Chief Executive Officer



Asra Gholami
Policy and Membership Officer

Betty Stampoulis-Lyttle
Learning & Development Project Manager

Blake Maddick
Web and Print Publishing Officer

Elizabeth Jarrett
Media & Communications, Foster Care Recruitment and Retention

Geoff Taylor
Executive Director, Transition Program Office

Jackie Davis
Learning & Development Project Manager

Justine Lee
Learning & Development Project Manager (Calendar)

Kate Flannery
Manager, Foster Care Recruitment and Retention

Katherine Wild
Receptionist / Admin Officer

Keara Byrne
Learning & Development Project Manager

Kristina Prokopcova
Training Logistics Officer

Krys Peereboom
Learning & Development Project Manager

Lesley Furneaux-Cook
Learning & Development Project Manager

ACWA staff

Libby McCalman
Communications Officer

Liz Potten
Foster Care Recruitment Project Officer

Ljiljana Obrenovic
Logistics Officer (Calendar & In-House)

Linda Watson
Director: CCWT

Lo-Shu Wen
Senior 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 Project Officer

Neha Prasad
Policy Officer: OOHC Transition

Robert Urquhart
Senior Researcher

Robin Pitts
Receptionist / Admin Officer

Robyn Holden
Manager: Administration & Finance

ACWA staff

Sarithya Tuy
Learning & Development Project Manager

Saul Nightingale
Learning & Development Project Manager (Southern Region)

Savita Sanderson
Registrations Officer

Steven Kennedy
Project Support Officer

Steven Mason
Manager: Information Management Systems

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

Trang Ho
Accounts Officer

Veronica Olson
Membership Support Officer

Wendy Foote
Deputy CEO

Yasmin Stein
VET Admin Officer

Consultants

Alex Cowell
Matrix on Board

Igor Likhorovitch
Matrix on Board

Renan San Jose
Matrix on Board

John Agapitos
Technical Services

members

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

Allambi Youth Services

Anglicare

Anglicare NSW South, NSW West & ACT

Arab Council Australia

Australian Childhood Foundation

Auswide

Axia Solutions

B. Miles Women's Housing Scheme

Barnardos Australia

Bega Valley Shire Council

Blue Mountains Youth Accommodation and Support Service Inc

Broken Hill Yass Inc

Burrun Dalai Aboriginal Corporation Inc

CareSouth

CareWest Inc

CASPA

CatholicCare

CatholicCare Family & Community Support

CatholicCare Diocese of Broken Bay

CatholicCare Wollongong

CatholicCare Social Services Hunter Manning

Centacare Bathurst

Centacare Wagga Wagga

Centacare Wilcannia-Forbes

Central West Family Support Service

Cessnock Family Support Service

Challenge Children's Services

Coffs Harbour Aboriginal Family and Community Care Centre Inc

Creating Links Cooperative Limited

Delphi Community Services Pty Ltd

Dunlea Centre

Endeavour Foundation

Family Inclusion Network NSW

Far South Coast Family Support Services Inc

Guardian Youth Care

Headstart Acquired Brain Injury Service

Horizons Central Coast Family Services Inc

House With No Steps

Hunter Aboriginal Children's Services

Kari Aboriginal Resources Incorporated

Karitane

Key Assets Fostering NSW Ltd

Life Without Barriers

Lifestyle Solutions

Lithgow Community Projects Inc

Lutanda Children's Services

Macarthur District Temporary Family Care

Macarthur Diversity Services Initiative Ltd

Mackillop Family Services

Mallee Family Care

Manning District Emergency Accommodation Inc

Marist Youth Care

Marymead Child and Family Service

Mid Coast Communities Incorporated

Mid Richmond Neighbourhood Centre

Miyagan Aboriginal Development Association

Narrabri and District Community Aid Service Inc

Nepean Community and Neighbourhood Services

members

Ngunya Jarjum Aboriginal Child and Family Networking

Northcott Disability Services

Pathfinders Inc

Phoenix Rising for Children Pty Ltd

Premier Children Services

Premier Youthworks

Project Youth

Protective Behaviours Consultancy Group

Rosemount Good Shepherd Youth and Family Services

SAL Consulting Pty Ltd

SDN Children's Services

Settlement Services International

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

The ARC Aftercare Resource Centre

The Benevolent Society

The Bridge Youth Service Inc

The Burdekin Association Inc

The Caretakers Cottage Inc

The Disability Trust

The Junction Neighbourhood Centre

The Marian Centre (St Vincent de Paul Society)

The Salvation Army

The Samaritans Foundation

United Protestant Association of NSW Ltd

UnitingCare Children, Young People and Families

Veritas House Inc

Walla Mulla Family and Community Support

Wandiyali ATSI Inc

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

Ann Symonds

Astrid Hocking

Frank Ainsworth

Kerrie Richmond

Lilian Camenzuli

Michael Durrant

Morri Young

Sandra Thompson

Stacey McDonald

acknowledgements

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

ACWA is also fortunate to work in partnership with a variety of other groups and organisations that share our ongoing commitment to strengthening the capacity of the community sector to achieve better outcomes for communities, families, children and young people, particularly those living in out-of-home care. We value the support and contribution of the following groups, 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 Association of Social Workers
Australian Psychological Association
Australian Services Union
Cancer Council New South Wales
Care Leavers Australia Network
Centre for Excellence in Child and Family Welfare (Victoria)
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 College of Applied Psychology
Australian Council of Social Service
Australian Foster Care Association
Australian Youth Affairs Coalition
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 e3 Leadership Program Sponsors

ABRS Socialworks
HESTA Super Fund
KARI Aboriginal Resources Inc

ACWA Best Practice Forum

Elizabeth Fernandez
The University of NSW (UNSW)

Critical Friends Group

Alan Hayes (Australian Institute of Family Studies)
Bettina Cass (Social Policy Research Centre, UNSW)
Elizabeth Fernandez (UNSW)
Jill Duerr Berrick (University of California, Berkeley)
Judy Cashmore (University of Sydney)
Marie Connolly (The University of Melbourne)
Marilyn McHugh (Social Policy Research Centre, UNSW)
Judge Rolf Driver (Federal Circuit Court of Australia)

acknowledgements

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Daryl Higgins (Australian Institute of Family Studies)
Greg Antcliff (The Benevolent Society)
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Sue Richards (NSW Family Services Inc)
Teresa Findlay-Barnes (NSW Family Services Inc)

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