Annual Report

2013 - 2014

ACWA
Association of Childrens Welfare Agencies

CCWT
Centre for Community Welfare Training

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Reports

Chairperson's Report

Reporting on ACWA's activities over the past 12 months presents an opportunity to reflect on how we, as NSW non-government child and family welfare sector organisations and ACWA members, have worked to improve the lives of vulnerable children and families this year. ACWA members have continued to work together as colleagues, as partner organisations, as agencies who collaborate with government to achieve good outcomes for children and, most importantly, as strong advocates for child welfare care and protection. The primary purpose of ACWA, identified specifically in our Constitution, is to bring about positive systemic reform that will deliver better outcomes to the lives of vulnerable children and young people, particularly those living in out-of-home care (OOHC). As the NSW OOHC reform environment has continued over the past 12 months there have been achievements and also challenges.

Identifying ACWA's achievements of the past year is satisfyingly easy, and we can all be proud of these successes. Highlights include:

- Completion of Year 2 in the NSW OOHC Transition, with associated continuing strength of commitment to current NSW Family and Community Services (FaCS) localisation processes.
- Ongoing participation in Regional Implementation Groups (RIGs) across NSW by both ACWA and member agencies.
- Initial and continuing positive response to the Fostering NSW project, including innovative use of social media to raise awareness of the importance of foster care.
- Project development and collaboration in specific areas of OOHC, for example Therapeutic Residential Care.
- Initiation of best practice forums for OOHC

practitioners in areas such as restoration and working with families.
- A new series of CEO/Senior Manager meetings (Breakfast Briefings) across a range of significant areas of both local and national policy development, with associated corporate sponsorship.
- Consultation leadership for (then) proposed NSW Care and Protection legislation changes, which successfully passed through the Parliament in March 2014.
- Welcoming and providing information and briefings to our new Minister for Family and Community Services, The Hon. Gabrielle Upton MP.
- Approval of significant funding continuation and enhancement which will enable additional support for non-government organisations (NGOs) as OOHC Transition continues, including the development of an ACWA Best Practice Unit over the coming two years.

Challenges are readily identified yet can be frustratingly difficult to resolve, particularly in an environment of large scale systemic and policy reform such as is occurring in NSW at the present time. Whilst ACWA is no stranger to participation in public policy debate, the operational challenges and barriers associated with child protection and OOHC Transition at times means that achieving common ground among ACWA member agencies has been difficult during the past year. Some areas that have been particularly challenging and persistently stubborn to the identification of ready solutions have been as follows.

Firstly the issue of NGO "capacity" - whether the sector can take as many children as need care. Myths and misunderstandings abound in this area, such as NGOs:

- Take children selectively
- Refuse to accept immediate and short term placements
- Have unrealistic expectations in relation to placement matching
- Consistently turn down referrals on the basis of unwillingness to place unrelated children together in foster care
- Refuse to recruit more carers once contracts are at capacity
- Cannot "prove" that better outcomes for children are being achieved as a result of transition.

When issues such as these arise, as they currently do at every level in the NSW OOHC system, it is important for all of us to remember that many NSW NGOs are long accredited and very experienced providers of foster care. Although the current systemic reform may be challenging, as a sector we know what works in producing good outcomes for children in foster care. A number of ACWA member agencies have already put significant effort (including financial investment) over time to participate in outcome research. Going forward we need to recognise and build our strength in this area, so that collective knowledge and practice wisdom is generated about what works for NSW children in OOHC.

Adapting OOHC practice following proclamation of the new legislation on October 29, 2014 will also bring new challenges and we need to be ready for this, supporting and working with government colleagues to lead the way for vulnerable children and families. Maintaining a primary focus on individual child needs and at the same time working with system drivers for complex social issues is constantly challenging. When the Transition Strategies for Stage 1 and Stage 2 are compared, it is apparent that basing placement decisions on the needs of the child is not currently stated as clearly as it was at the beginning of transition. Meeting the needs of specific groups of children, for example large sibling groups and children on Interim Orders with current matters before the Children's Court, requires immediate attention to the issue of appropriate models of foster care; just as we have started to do in the area of "therapeutic residential". Together we urgently need to recognise the particular needs of new

entry children who are before the Court. Failure to do so will threaten not just transition but also the new permanency alternatives for children. This “front end” of OOHC demands that all of us consider and prioritise the need to assess and enable individual planning for this group of children to ensure that good decisions are made about their ongoing care. The needs of children on Interim Orders for immediate and short term care placements cannot be met within the broad definition of “general foster care”.

Moving forward, we need to be committed together to the following key messages:

1. NSW OOHC reforms are critical for vulnerable children.
2. We need to stay committed to transition because there is still much work to be done.
3. Positive outcomes for children depend on developing specific models of care.
4. NGO foster care is accredited, tried, tested, and well respected by the community.

In closing I take this opportunity to publicly thank CEO Andrew McCallum and Deputy CEO Wendy Foote for their consistent efforts in leading and supporting ACWA members over the past 12 months, and all ACWA staff members. Thank you as well to Board members for attending meetings throughout the year and providing wholehearted participation in discussion and debate of ACWA’s future directions at this important time. And it is most important to acknowledge the close partnership ACWA has with AbSec. We are all profoundly committed to cultural care of Aboriginal children, most especially those who are in care. It has been a privilege and an honour to work with a Board so dedicated and committed to improving the lives of vulnerable children.

Deirdre Cheers
Chairperson

CEO Report

Another eventful year has unfolded, presenting many challenges for ACWA and the broader sector. While we have seen the Out-of-Home Care (OOHC) Transition continue in line with expectations, this major reform has also raised some critical questions for the sector to grapple with over the next 12 months. High on this list is the issue of immediate and short term care placements, the outcome of which will determine if we can lay claim to the transition being truly the success we all envisaged. Our sector is a resilient one and I'm sure the challenge will not be beyond us. Very early in the piece we knew that transition would plateau if the sector didn't have the capability to take new entries and engage in all aspects associated with children in the context of their families. This has seen ACWA roll out new training initiatives this year that are associated with legal issues and court processes. We are looking to extend these workshops as well as, on advice from our members, assess what other training needs may be necessary for the sector. We must endeavour to raise the new entry rate above its current level of around 25 per cent.

During the course of the year we also saw new legislation pass unamended through the NSW Parliament that introduces new elements to our collective work. These legislative changes form part of the NSW Government's Safe Home for Life reform program. The significant ramifications the new legislation poses for both the Department in its statutory role and for the non-government (NGO) sector still needs to be fully enunciated.

'Safe Home for Life' is more than a slogan and articulates a vision of how we prioritise the needs of children and families in NSW. It makes it clear that a permanent safe secure home for all children is a right and paramount to their long-term wellbeing,

whether that be restoration to family or kin, or a permanent placement such as open adoption. Long-term foster care doesn't fit the bill. The coming 12 months will see us further investigate the implementation of the new legislation and what it means in programmatic and practice terms for the sector. Our congratulations to then Minister for Family and Community Services Pru Goward on negotiating these landmark legislative changes through parliament unamended.

Whilst on the subject of Minister Goward, it would be remiss of me not to acknowledge the major contribution she has made to child and family welfare in NSW. As a sector we were extremely fortunate to have a Minister who came to office with a reform agenda and actively engaged with the sector to see that agenda take root. It was a bold agenda based on what the sector had been advocating for, and in Pru Goward we had a champion for reform capable of adding the critical final elements of the vision embodied in Justice James Wood's recommendations. I don't think we would have seen the OOHC Transition implemented had it not been for Minister Goward's steely resolve. Although we still have much to do and we are not yet over the line, it is a legacy of which she can be justly proud.

Minister Gabrielle Upton has taken charge of the Family and Community Services portfolio, following the departure of Minister Goward in April. We are enjoying working with Minister Upton and she has clearly displayed her commitment to see that vulnerable children and families in NSW are afforded every opportunity.

At our AGM last year ACWA launched our Strategic Implementation Plan, elements of which were contingent on receiving some financial assistance from the Department. Whilst these things are always an imprecise science, our negotiations did bear some fruit and we are grateful to the Departmental staff with whom we negotiated. The upshot is that, in addition to our core funding, ACWA has received two years funding to establish a Best Practice Unit and continue our role in the recruitment and retention of caregivers across the State. Whilst we would have liked more, we are mindful of the financial constraints facing governments and believe that we will be able to leverage additional value from these grants. We will also investigate what members may see as valuable to collectively invest in, and what 'fee for service' options we may choose to pursue. Having an independent income stream that enables us to engage in services that our members consider integral to building the capacity of the sector is a high priority for the Board, and that strategy will again be fundamental to ACWA in the year ahead. It is why we continue to add value to our balance sheet to afford us that opportunity.

The past financial year has seen ACWA trial some new initiatives from our own resources and we are hopeful the year ahead will see us repeat some of these as well as investigate other options. Our CEO Breakfast Series, sponsored by Moore Stephens, was one such exercise as was our Residential Care Project and sponsorship of Professor James Anglin's visit to Australia to further add to our understandings in the residential care space.

Although the ACWA 2014 conference does not technically fall within the 2013-2014 reporting period, the preparation has been omnipresent, with the event widely being touted as up there with the best of our conferences.

To the ACWA Board and Executive, I convey my sincere thanks for their support and wisdom over the past 12 months. I extend a special acknowledgement to ACWA Chair Deirdre Cheers for giving freely of her time and expertise. These roles are demanding and ACWA members are fortunate to have a Chair and Board who are so actively engaged.

The heart, soul and culture of any organisation is embodied in its staff. At ACWA we truly have some rare gems, all of whom I express my heartfelt gratitude for the great work undertaken by each and everyone. ACWA is held in the

high regard it is because of the extra mile they go. I also take the opportunity to thank Deputy CEO Wendy Foote and Linda Watson, Director of Learning and Development, for their ongoing support and commitment.

I'm sure next year will be as equally eventful as 2013-2014 as we head towards a State Election and all that will entail. No matter what transpires however, ACWA will continue to strive and give voice for the inclusion of vulnerable NSW children and families not only as a right, but as a measure of our State's compassion

Andrew McCallum AM
Chief Executive Officer

Learning & Development Report

There is a vast array of possibilities when providing education in today's world. The increasing use of e-learning techniques such as MOOCs, podcasts, webinars and interactive modules has improved access to knowledge for many people. However, just as in the 'olden' days we were advised not to judge a book by its cover, in today's world we should not judge a learning program by its level of 'whizz-bang'. The essential elements that make a quality learning program have not changed: up to date and relevant material; the opportunity to both learn theory and practice application; and an engaging, experienced facilitator who can motivate and inspire. Over the past year CCWT's commitment to providing quality training that displays these essential elements has not changed, and although we are branching out into many of the new ways of providing learning experiences, these principles will always be the driving force behind our programs.

Our core business is still providing face to face workshops through either our public Calendar program, or directly to organisations through In House Training Services. Our training Calendar operates in 12 venues throughout NSW and also provides training in other venues when there is sufficient demand. We introduced 20 new courses into our Calendar program in 2014, and for the first time our planning processes were sufficiently flexible to allow us to introduce new courses in Semester 2. This allows us to keep up to date with the rapid pace of change in our sector.

As well as providing customised face to face workshops designed to meet the needs of specific workplaces, In House Training Services pioneered the provision of supervision and coaching services to sector workers. CCWT has a register of experienced supervisors and coaches who will provide needed supervision or skill development

to individual staff or groups of staff members. Packages can be purchased for a variety of sessions, and supervisors are matched to the needs of the person who is requiring supervision. This service has been particularly popular with management level staff who may not have access to appropriate supervision within their own organisations. Supervision and coaching can be by phone, Skype or in person.

In House also provides facilitators for team planning days or other organisation-wide events, team development workshops, leadership programs, induction training for groups of staff, policy development, proposal and tender writing and training needs analysis for organisations. These areas of work have been more popular over the last year, and we have a large team of consultants with experience in many work areas who provide these services.

With the roll-out of the transition of Out-of-Home Care (OOHC) services to the non-government sector, CCWT has taken a proactive role in identifying training needs and providing opportunities for learning. Examples of this are:

- Statewide roll-out of core training in legal issues with the two workshops Legal Issues for NGO Workers in OOHC and Affidavit Writing and Giving Evidence in Court. About 600 staff have attended one or both of these workshops in 2013 - 2014.
- Development of Skills Check - a training needs analysis tool that can be used for both individuals and teams, and can guide the choice of training for that person.
- Working in partnership with other organisations and individuals to develop training packages such as Culturally Reflective Casework Practice.
- Responding to the needs of individual agencies and scheduling training accordingly.

CCWT has continued its emphasis on management, leadership and governance education. Diploma of Management RPL workshops have been popular with experienced managers who can gain most of the Diploma in a two-day workshop. An extra workshop had to be scheduled to meet the demand over the last year. The ACWA e3 Leadership Program is also continuing and evolving. Participants celebrate the end of each Program with a Leadership Panel and Graduation Event in October. While the uptake on our e-learning modules on Playing Your Part as a Board Member are not extensively utilised, they are available free on our website for all member agencies.

CCWT is a registered training organisation (RTO), which means that we can offer training and assessment services that lead to gaining qualifications within the vocational education and training sector (Certificates and Diplomas). This is an increasingly complex area of work, with many changes to the structure of the sector, how it is funded and to the curriculum on which the qualifications are based. During this last year CCWT had little government funding but has had approximately 50 people in one of our qualification programs.

Learning about e-learning has taken up a lot of time and energy, but over the past year we have worked on establishing procedures and standardised materials which will make it easier to provide information on the benefits and nature of e-learning to organisations who may want to consider e-learning as an option for staff development. We use the program Articulate to create modules that people can engage with and respond to, rather than just displaying text on a screen.

There have also been some projects to keep us busy. These include:

- Responsible Gaming Fund - continuation of provision of qualifications, organisation of the annual conference, delivery of an Advanced Solution Focused module
- Cancer Council NSW - delivery of ongoing workshops in Smoking Matters
- Delivery of qualification to Financial Counselllors
- Development of e-learning modules for FaCS.

Socrates said that, “Education is the kindling of a flame, not the filling of a vessel”. Our hope is that the learning that takes place at a CCWT workshop or through an online or distance package will just be the start of a learning journey for our participants.

Linda Watson
Director, CCWT

Policy, Membership & Research Report

The past year has been marked by three main areas of work that have set an agenda for our work: the continuation of the transition of out-of-home care (OOHC) to the non-government (NGO) sector, the imminent legislative reforms, and the Royal Commission into Institutional Responses to Sexual Abuse. All have a high impact on ACWA and our members in relation to governance, as well as competencies and practice.

This year ACWA has been pursuing the implementation of the Strategic Directions and Implementation Plan 2013-2016, partly made possible through a grant provided by Family and Community Services (FaCS) for elements of the plan. ACWA was also pleased to receive continued funding of the Fostering NSW Recruitment and Retention Project. With the completion of the ACWA Industry Body project, we were particularly pleased to receive funding for a Best Practice Unit that will enable continued support of agency work and in defining best practice in key areas of service provision. Limited funding for continuing to support the Transition Program Office was also received.

ACWA has in the last 12 months increased our points of support and contact with members through our existing forums and member consultations. We have also introduced a new series of CEO Breakfast Briefings, developed in order to provide opportunities for senior leadership in the sector. The CEO Breakfasts have been devised to create a specific event for executives across the sector. This provides both networking and opportunities to hear from high profile leaders on key issues that impact our sector's work.

ACWA has also developed an additional forum for Residential Care Providers to grapple with issues

that are experienced across the state, which has been well attended, as well as a second Leaving Care and After Care Forum. We are continuing to video record these events in order to make them available to those who cannot attend in person.

Member Consultation and Policy Activities

Tapping in to the collective knowledge and experience of our membership around what best meets the needs of vulnerable children and families in NSW remains of high importance to ACWA. Our Policy staff were kept particularly busy during the year in the following areas:

Child Protection Amendment Legislation 2014

ACWA was pleased to see the NSW Government's child protection legislation passed through the Parliament in March. In the lead up to this, ACWA had undertaken extensive consultation with members to gauge sector views and concerns surrounding the impact of the proposed new laws on children and families. This included the hosting of a roundtable and preparation of a summary paper outlining the reforms. Members identified several aspects of the legislation as requiring further investigation. These issues included the placement principles, especially the inclusion of adoption as a placement principle. Other areas of importance included dual authorisation (foster carers being also approved for adoption of children/young people from out-of-home care), Parental Responsibility Contracts and contact with birth parents. The new legislation presents many challenges for the sector and ACWA remains deeply committed to supporting our members to meet the requirements of these reforms.

Out-of-Home Care

ACWA conducted four member consultations in order to inform our responses to the following papers: updated Case Management Policy for OOHC in NSW; Immediate and Short Term Placements in OOHC Options (definitions and service model); the ACT OOHC Strategy; Royal Commission Issues Paper 4: Preventing Sexual Abuse of Children in OOHC. We also responded to the Royal Commission Issues Paper 7: Statutory Victims of Crime Compensation Schemes.

In the meantime, our quarterly OOHC Reforms Forum, and OOHC Forums in Sydney and the Southern Region, continue to provide a valuable channel of communication and shared information between ACWA and our members. We thank the following agencies for hosting these forums throughout the year: Anglicare, Southern Youth and Family Services, Relationships Australia and Creating Links.

ACWA has also been an active member of: the Youth Justice Coalition and Care and Crime Sub-committee, made up of legal, statutory bodies and OOHC sector representatives to find new initiatives to keep young people from OOHC out of the criminal justice system; and a participant on the Child Assessment Tool NGO Consultative Group, the Carers Register Working Group and the FaCS OOHC Adoption Reform Implementation Leadership and Advisory Group.

Leaving Care and After Care

Leaving Care and After Care has been a priority area on ACWA's policy agenda this year. In addition to facilitating the quarterly Leaving Care and After Care Interagency Working Group (thanks to host UnitingCare Burnside), ACWA also hosted a roundtable with sector representatives and the Ombudsman in May to examine ways the system can better meet the needs of the many young people who, upon leaving care, are finding themselves vulnerable and exposed to homelessness, crime and depression.

In the second half of the year, ACWA investigated and advocated on behalf of agencies and young people issues stemming from changes to the Transition to Independent Allowance (TILA) allowance, which left young people waiting up to six months to access their payments.

Residential Care

ACWA has continued to build upon the work begun last year in understanding the specific issues faced by agencies providing residential care. ACWA and FaCS developed a joint project in order to establish a common understanding of the definition of best practice in therapeutic care, with the goal of developing an accepted Framework for Therapeutic Care in NSW that will be used in planning and funding. Five member agencies sit on the Therapeutic Care Steering Committee, as well as a range of government departments, clinical practitioners and academic experts in therapeutic care.

In conjunction with this joint project, ACWA carried out a two-part consultation with member agencies who provide residential care to capture the diversity of practice within the sector. Respected international residential care expert Professor James Anglin also made a return visit to ACWA in May to deliver two Master Classes on the theme 'Achieving congruence: Working towards a therapeutic service system for young people'. Professor Anglin designed the classes specifically for the NSW sector, using preliminary findings of ACWA's member consultations. The response was strong and attracted participants from more than 24 different agencies. During his visit, Professor Anglin also presented at an ACWA CEO Breakfast Briefing on the critical place of therapeutic residential care within the NSW OOHC service system.

ACWA also established a Residential Care Providers Network to facilitate high-level discussion amongst service providers on how to achieve better outcomes for children and young people in residential care. This group continues to meet on a regular basis and is a valuable conduit of information for the Therapeutic Steering Committee.

CEO Breakfast Briefing Series

2013-2014 marked the commencement of ACWA's CEO Breakfast Briefing Series, a sector development initiative that brings sector leaders together on a regular basis to hear from prominent speakers about key issues impacting the child and family welfare sector.

The inaugural event, held in October, featured Australian Institute of Family Studies Deputy Director (Research) Dr Daryl Higgins speaking about best practice principles relating to child safe organisations. Also on the speaker line up were Professor James Anglin discussing the critical place of therapeutic residential care within the NSW OOHC service system, and Murray Baird, Assistant Commissioner at the Australian Charities and Not-for-profits Commission, who covered the topic of 'Good Governance for registered charities'.

ACWA extends a warm thank you to Moore Stephens for its ongoing sponsorship of this series.

Research

ACWA continued to forge ahead during 2013-2014 with our commitment to engaging in research that identifies, explores and enhances best practice. The Changing Life Trajectories project (with the Infant's Home Child and Family Services, Ashfield, The University of NSW, and United Way) analysis of findings was completed, and a reflective practice tool that was developed based on these findings was successfully tested in the field (with the Keep Them Safe initiative, FaCS and Koorana Child and Family Services). The tool, which assists practitioners in engaging with socially marginalised new parents of infants, will be launched in the first half of 2014-2015.

ACWA is pleased to be a community partner in a research team that won a collaborative three-year Australian Research Council project, spearheaded by Chief Investigator Professor Elizabeth Fernandez and Dr Jung Sook Lee of the University of NSW (UNSW), which aims to address a gap in Australian research on the long-term impact of living in institutional care.

ACWA also undertook a commissioned research project to determine the size of the non-government workforce working directly

with children and families who are funded by the major funding streams of the Department of Family and Community Services.

Research and Best Practice Forums

2013-2014 also saw ACWA maintain a strong commitment to promoting best practice by sharing the latest research knowledge and practice wisdom by hosting regular Research and Best Practice Forums.

This forum series was strongly attended and featured presentations by prominent international and local research leaders as well as senior practitioners:

- Making your organisation child safe (Dr Daryl Higgins)
- Voice of the child (Wayne Daly and Dr Robert Urquhart. Respondent: Billy Black)
- Current global efforts in child welfare (Dr Maria Herczog)
- Working at the intersection of OOHC and the criminal justice system: How do we stop our young people 'graduating from OOHC to gaol' (Katrina Wong, Mandy Loundar, Sue Sarlos and Kate McFarlane)
- Kinship care: Embracing a new practice paradigm (Auntie Susie Blacklock, Paula Hayden and Professor Fiona Arney)
- 'MyStory' Out-of-Home Care case management and the practice of adoption (Melissa Bell and Wendi Keenan. Respondent: Professor Ilan Katz).

ACWA expresses its appreciation to UNSW Professor of Social Work, Dr Elizabeth Fernandez, for the leadership role she has continued to exercise as Chairperson of ACWA's Research and Best Practice Forums.

Developing Practice

ACWA released four editions of its developing practice peer-reviewed journal during 2013-2014, including a special two-part issue on children's perspectives exploring issues related to engaging children and young people about their lives, and the programs and services designed for them and their families. One other themed issue examined the centrality of enhancing family wellbeing to ensuring children's wellbeing. Guest editors included Professor Claire Tilbury (Griffith University) and Sue Richards (CEO NSW Family Services Inc (FamS) and Managing Director Results Leadership Group Australia).

Foster Care Week

Around 800 people turned out to ACWA's annual Picnic Day at Sydney's Parramatta Park on September 9 to mark the beginning of Foster Care Week 2013. Picnic-goers made the most of the perfect Spring weather and the array of carnival activities. Special guests included the then Minister for Family and Community Services Pru Goward and bubbly former Masterchef contestant and foster mum Jules Allen. Dozens of volunteers and agency staff were also on hand to help out. The picnic day was the first of many statewide Foster Care Week celebrations organised across metropolitan Sydney and throughout regional NSW, including the Hunter and Central Coast, the North Coast, Northern Rivers, the Riverina, the Central West and Southern Tablelands.

Fostering NSW Recruitment and Retention Project

ACWA's Fostering NSW Recruitment and Retention Project developed strong forward momentum during the year, generating positive outcomes through its recruitment campaign activities and sector development initiatives.

Highlights of the 2013-2014 statewide recruitment campaign included:

- The inaugural Kids In Care Cup, an Aboriginal Rugby League Knockout competition held in Wollongong on the final day Foster Care Week (Sep 15) to promote the need for Aboriginal foster carers. Hosted by the Illawarra Titans and attended by thousands of people, the event was a pivotal component of the major wave of publicity activity rolled out by Fostering NSW during Foster Care Week and was highly successful

in generating widespread publicity across TV, print and radio.

- The release on International Day of People with a Disability (Dec 3) of a series of videos featuring the personal stories of three families who have welcomed foster children with disabilities into their hearts and homes.
- The launch in February of the recruitment resource 'Becoming a Foster Carer Step-by-Step', a video featuring a foster care couple who provide a friendly overview of the process involved in applying to become a foster carer.
- National Families Week (May 20) launch of the 'Home is where the heart is' foster song at NSW Parliament House. The song was written and produced by the Banton Brothers with young people in care at a workshop organised by Softacare and CREATE. Foster child and former X Factor contestant Veanka Howard performed a moving acoustic version during the launch event. Since its release, the song has attracted more than 30,000 views via the Fostering NSW YouTube channel.

In the area of sector development, ACWA hosted its second Foster Carer Recruitment and Retention Forum in March, which was attended by more than 70 participants. Program topics included carer recruitment best practice, the benefits of regional collaboration, and issues relating to enquiry conversion and foster carer retention. A new carer induction resource, designed to complement the existing 'Recruiting Foster Carers' manual, is currently in development and due for release towards the end of 2014.

ACWA is delighted to see an encouraging upward trend in the rate of foster care enquiries, applications and authorisations across the sector during the first 12 months of the Fostering NSW campaign. Key findings of an independent evaluation of the project over the 2013-2014 period, commissioned by FaCS, note that the Fostering NSW recruitment campaign has exceeded the goals set for generating visits to the Fostering NSW website and enquiries and seems to have had a positive impact on applications to agencies. The report further states that sector development initiatives "have provided valued information on recruitment practices and supported shared learning and cooperation between non-government agencies".

The project's Statewide Reference Group continues to provide valuable guidance about the direction of recruitment and retention activities and we thank the following agencies for their support and participation: Wesley Dalmar, Allambi Youth Services, Key Assets, UnitingCare Burnside, AbSec, Life Without Barriers, Anglicare, CatholicCare, Community Services, Lifestyle Solutions, CREATE and Settlement Services International.

ACWA will continue to resource the sector by delivering the Fostering NSW initiative over the next two years.

Staff Compliments and Movements

While ACWA has teams that are aligned to specific areas of work, this year has seen staff proactively working across teams, which has proved extremely effective as so much of our work areas overlap. In addition to his leadership role as CEO, Andrew McCallum also provided direct work in the Transition Program Ofiice following the departure of Geoff Taylor. As Deputy CEO, I have also played a direct role across all areas.

While we have retained a core of staff, we did say goodbye to valued staff who have made significant contributions to ACWA - I have included them in the following list of existing staff and newcomers:

Policy and Membership Staff

- Melody Horgan - Senior Policy and Membership Officer (recruited)
- Narelle Patterson - Senior Policy and Membership Officer (recruited)

- Ella Johsntone - Residential Care Project Officer (recruited)
- Veronica Olson - Membership Support Officer
- Libby McCallum - Communications Officer
- Lo-Shu Wen - Senior Policy Officer (departed)
- Asra Gholami - Policy Officer (departed)

Fostering NSW Core Team

- Kate Flannery - Manager, Foster Care Recruitment and Retention
- Liz Potten - Project Officer
- Sharon Broady - Marketing Coordinator, Foster Care Recruitment and Retention (recruited)
- Elizabeth McGill - Media and Communications (departed)

Research

- Dr Robert Urquhart - Senior Research Officer
- Dr Marc Rerceretnam - Research Officer

TPO

- Caitlin Stone - TPO Policy and Membership Officer (recruited)
- Geoff Taylor - Executive Director (departed)
- Neha Prasad - OOHC Transition Policy Officer (departed)

The Final Word

In this shifting environment, the Regional Implementation Groups have achieved a degree of stability. However, the sector is now having to face changes associated with 'localisation', the ramifications of which we are yet to see. As a state peak, ACWA is funded to provide responses to systemic issues that occur in the sector and at the same time support the sector through capacity building.

ACWA continues to need to have strong communication channels with our members, and this will be further enhanced with the launch of our new website (expected in the new year) featuring a long awaited area for members to share information. With NSW set to go to the polls in March 2015, ACWA has also developed Key Messages that we believe capture the overarching priorities and essential work of the non-government sector. We are also in the process of developing a Local Member of Parliament Lobbying Kit designed to help agencies, in the lead up to the election, generate the support and commitment of their local MPs for ongoing reforms that will help our community to do better in the way we look after vulnerable children, young people and families in NSW.

Wendy Foote
Deputy CEO

Transition Program Office Report

The transition of non-Aboriginal children in out-of-home care (OOHC) to non-government organisations (NGOs) has now moved into the second half of its five-year plan. The past year has seen transition processes continue, with now well over 50 per cent of non-Aboriginal children placed with accredited NGOs. The second full year of this reform has seen challenges arise in the area of complex placements and cohorts, which has increased the time spent on each transition. Although targets were not met, the Ministerial Advisory Group (MAG) congratulated the NGO sector on its dedication and efforts in the face of these unforseen issues. The NGO and government sectors continue to fully support the movement of OOHC responsibility to the NGO sector, and the development of future governance structures are now being developed and cemented to ensure ongoing governance and engagement for OOHC Transition and beyond.

The localisation of Family and Community Services (FaCS) has created some uncertainty around transition structures in the past year, especially in relation to the Regional Implementation Groups (RIGs) which have been the driving force behind the implementation of transition across the state. The movement of FaCS from seven Community Services regions to 15 new districts (to mirror the NSW Local Health Districts) has created some ambiguity around the future of the RIGs in their current form. A tension between FaCS structures and those of NGOs has emerged, as NGOs do not work on district levels, and conversations about meeting fatigue and the value of moving to a district structure for future governance has continued to be discussed. ACWA has been involved with the discussions about future governance, both through our membership on the MAG and the Executive Leadership Group (ELG), and will continue to ensure the sector voice is heard.

The RIGs continue to demonstrate their collaborative approach through the continued combined participation of NGOs, FaCS, peak bodies (ACWA, Absec and CREATE), NSW Health and the Department of Education, producing some amazing results in the past year. Numerous practice forums have been hosted across the state during the year, with topics covering Leaving Care, Restoration and Cultural Care Planning to name a few. This combined responsibility of the sector to forge best practice is encouraging, as well as exciting. The effectiveness of the collaboration encourages engagement, with comments about the stark differences between the culture of the OOHC sector and other service sectors in NSW. This is an amazing achievement, and the culture of shared responsibility for children and young people that is developing in NSW will continue to progress as the transition journey continues.

As at June 2014, 58 per cent of the non-Aboriginal children and young people, out of the total non-Aboriginal NGO and community services statutory care population has been transitioned. These figures also show that more than 1476 carer households and 3320 individual children and young people have transitioned to NGOs.

The second half of transition will see the focus shift to NGO capacity to place short term and immediate placements. This has been a theme of transition for 2014, and looks to continue as transition progresses. To date, the NGO sector has taken 1134 direct entries, and from March 2012 to March 2014 has accepted approximately 21 per cent of new entries to statutory OOHC across the state. As part of the transition goals, an aim has been set that 100 per cent of new placements will be taken on by the NGO sector. ACWA has been involved in discussions and ongoing planning around short term and immediate placements. The sector's work around this issue continues, and RIGs are taking a leading role in the regions to develop strategies to increase capacity and strengthen the service system.

ACWA continues to develop and evolve the way it engages with transition and transition structures. This year ACWA has increased its presence at the RIGs, attending more than 90 per cent of meetings. ACWA continues to use its influence and engagement at different levels to establish mechanisms and develop strategies to mitigate sector wide risks and issues, and this has been bolstered through a stronger regional presence. This major policy reform process continues to challenge the sector, and ACWA remains committed to working with the sector to improve the OOHC system in NSW. To this end, ACWA has held a number of relevant best practice forums, strengthened and implemented the Statewide Foster Care Recruitment and Retention strategy and continued to offer issue-centric forums to offer proactive policy advice where appropriate.

As the sector moves into the second half of transition, and with processes well and truly established, the focus is now shifting towards the development of a sustainable OOHC sector that thrives on collaboration both between NGOs as well as FaCS. ACWA will continue to support members by responding to emerging issues and challenges and advocating from a systemic standpoint.

The transition has not been without its challenges, and this year has been no exception. With the life of the TPO drawing to a close, essential work is now happening to further embed transition structures and allow these structures to evolve into ongoing sector governance that will strengthen the OOHC system in NSW. The announcement of a spate of Safe Home for Life reforms this year has made this time even more exciting for those working in the NSW OOHC sector.

ACWA also farewelled Transition Program Office Executive Director Geoff Taylor during the year. We deeply appreciate the leadership and commitment Geoff displayed in representing the needs of the sector through this pivotal period of change.

On a final note, ACWA looks forward to working with our membership and FaCS to continue the collaboration and goodwill that the transition reforms have ignited to continually improve outcomes for children and young people in NSW.

Caitlin Stone
Policy & Membership Officer

Treasurer's Report

The 2013-2014 financial year saw the Association of Children's Welfare Agencies Inc. deliver an operating surplus of $271,078 (2012/13 $310,251).

During the financial year significant revenue was generated from Grants Received $3.0M ($2.3M) and Training $2.2M ($2.1M). There was no Conference income report in the latest period ($0.5M). Interest Income contributed $0.14M ($0.2M).

Operating expenses remained well managed.

The reserves of the organisation $2,277,789 ($2,006,712) provides a sound financial position to pursue its objectives.

Cash balances were strong at $5,063,851 ($4,162,452) which includes $2.2M ($1.6M) 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 2014

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, who are responsible entities as shown on the Australian Charities and Not-for-profit Commission register present their report on the Association of Children's Welfare Agencies Inc. ("the Association") for the financial year ended 30 June 2014.

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

Name	Organisation	Position	Date elected/ Re-elected	Term Expires/ Resignation
Deirdre Cheers	CatholicCare Broken Bay (15.12.11-present)	Chairperson	18-October-2012	16-October-2014
Claerwen Little	UnitingCare Burnside (15.12.11-present)	Deputy Chairperson	17-October-2013	15-October-2015
Maureen Eagles	CatholicCare (15.02.07-18.10.13)	Secretary	20-October-2011	17-October-2013
Bob Mulcahy	Youth Off the Streets (21.10.10-19.12.13)	Treasurer	18-October-2012	19-December-2013
	Sydney Day Nursery (20.2.14-present)	Treasurer	20-February-2014	16-October-2014
Jackie Palmer	Anglicare (18.10.07-17.11.13)	Ordinary Member	20-October-2011	17-October-2013
	Anglicare (19.6.14-present)	Secretary	19-June-2014	15-October-2015
Rosemary Hamill	Barnardos (29.10.09-present)	Ordinary Member	17-October-2013	15-October-2015
Grainne O'Loughlin	Karitane (15.5.14-present)	Ordinary Member	15-May-2014	16-October-2014
Nicole Schleicher	The Benevolent Society (17.10.13-19.12.13)	Ordinary Member	17-October-2013	19-December-2013
Ros Walsh	Anglicare (17.11.13-20.03.14)	Secretary	17-October-2013	20-March-2014
Nigel Lindsay	Wesley Dalmar (20.10.11-present)	Ordinary Member	17-October-2013	15-October-2015
Robert Mills	Karitane (18.10.12-17.10.13)	Ordinary Member	18-October-2012	17-October-2013
Deb Tozer	CareSouth (18.10.12-present)	Ordinary Member	18-October-2012	16-October-2014
Claire Robbs	Life Without Barriers (20.12.12-present)	Ordinary Member	17-October-2013	15-October-2015
Sue Richards	FaMS (01.12.08-17.10.13)	Co-opted Member	15-November-2012	17-October-2013
Rita Fenech	Karitane (21.11.13-15.5.14)	Ordinary Member	21-November-2013	14-May-2014
Ange Webb	AbSec (18.04.13-present)	Co-opted Member	21-November-2013	15-October-2015
Luke Geary	Salvos Legal (21.03.13-present)	Co-opted Member	21-November-2013	16-October-2014

Operating Results

The net surplus of the Association for the financial year amounted to $271,078 (2013 surplus: $310,251).

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.

Meeting of Directors

During the financial year, 11 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	11	11
Claerwen Little	11	8
Maureen Eagles	4	3
Ros Walsh	4	3
Bob Mulcahy	11	9
Jackie Palmer	5	5
Rosemary Hamill	11	5
Grainne O'Loughlin	2	2
Nicole Schleicher	2	1
Nigel Lindsay	11	9
Robert Mills	4	3
Deb Tozer	11	9
Rita Fenech	5	3
Claire Robbs	11	9
Sue Richards	4	2
Ange Webb	11	3
Luke Geary	11	8

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 $9,350 in 2014 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 18th day of September 2014

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

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2014

	Note	2014	2013
		$	$
Revenue	2	5,659,583	5,423,584
Employee benefits expense		(2,706,850)	(2,423,051)
Depreciation and amortisation expenses	3	(63,908)	(51,540)
Consultant fees		(926,472)	(715,495)
Training expenses		(280,263)	(328,406)
Operating lease expense	3	(505,012)	(432,536)
Advertising and Promotions		(240,203)	(65,228)
Conference and seminar expenses	3	(35,722)	(521,960)
Travel expenses		(125,869)	(116,855)
Printing and postage		(90,302)	(92,137)
Other expenses		(413,904)	(366,125)
Surplus before income tax		271,078	310,251
Income tax expense	1(b)	-	-
Surplus for the year		271,078	310,251
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		271,078	310,251
Total comprehensive income attributable to members of the entity		271,078	310,251

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

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2014

	Note	2014	2013
		$	$
Current assets			
Cash and cash equivalents	5	5,063,851	4,162,452
Receivables	6	285,673	300,392
Other current assets		249,548	99,437
Total current assets		5,599,072	4,562,281
Non-current assets			
Plant and equipment	7	95,253	135,513
Total non-current assets		95,253	135,513
Total assets		5,694,325	4,697,794
Current liabilities			
Payables	8	402,563	338,601
Provisions	9	281,690	201,649
Other current liabilities	10	2,680,867	2,060,855
Total current liabilities		3,365,120	2,601,106
Non-current liabilities			
Provisions	9	51,415	89,978
Total non-current liabilities		51,415	89,978
Total liabilities		3,416,535	2,691,084
Net assets		2,277,790	2,006,711
Member's funds			
Accumulated surplus		2,277,790	2,006,711
Total member's funds		2,277,790	2,006,711

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 2014

	Accumulated Surplus
	$
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	2,006,711
Surplus attributable to members	271,078
Other comprehensive income	-
Total comprehensive income	271,078
Balance as at 30 June 2014	2,277,789

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2014

	Note	2014	2013
		$	$
Cash flows from operating activities			
Receipts from customers		6,562,724	5,782,369
Payments to suppliers and employees		(5,575,963)	(5,174,946)
Interest received		148,207	203,000
Net GST Paid		(222,232)	(201,097)
Net cash provided by operating activities		912,737	609,325
Cash flow from investing activities			
Payments for plant and equipment		(11,337)	(73,431)
Net cash used in investing activities		(11,337)	(73,431)
Net increase in cash held		901,399	535,894
Cash at beginning of financial year		4,162,452	3,626,558
Cash at end of financial year	5	5,063,851	4,162,452

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 has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ("AASB") that are mandatory for the current reporting period. Any significant impact on the accounting policies of the Association from the adoption of these Accounting Standards and Interpretations are disclosed below. The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial statements.

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, the *Associations Incorporation Act 2009* and the financial reporting requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*. The Association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. 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 . 18 . September 2014 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.

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.

NOTE1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(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.

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.

NOTE1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(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 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 2014.

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	2014	2013
	$	$
(a) Operating activities		
Grants received	2,985,024	2,326,419
Training	2,226,707	2,162,666
In-kind training revenue	93,309	88,920
Membership fees	88,082	77,061
Special events - conferences/forum registrations	-	528,266
Other revenue	123,713	39,840
	5,516,835	5,223,171
(b) Non-operating activities		
Interest	142,748	200,412
Total Revenue	5,659,583	5,423,584

(c) In-Kind contributions and expenses

The amount of In-Kind contributions and expenses as at 30 June 2014 is $93,309 (2013: $88,920).

NOTE 3: SURPLUS FROM ORDINARY ACTIVITIES

Surplus from ordinary activities has been determined after :

(a) Expenses		
Depreciation of plant and equipment		
Motor vehicles	14,776	14,734
Office equipment	-	3,373
Computer equipment	15,438	6,859
Other capital assets	33,695	26,574
Total depreciation of plant and equipment	63,908	51,540
Rental expense on operating leases:		
Minimum lease payments	376,796	318,109

(b) Significant revenues and expenses

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

Conference Revenue	-	528,266
Conference costs	-	521,960

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

	$
2014	
Total compensation	507,609
2013	
Total compensation	531,184

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 (2013: $5,000). The Association also paid membership fees to CAFWAA for $1,012 (2013: $1,012).

NOTE 5: CASH AND CASH EQUIVALENTS	2014 $	2013 $
(a) Current		
Cash on hand	300	300
Cash at bank	2,128,170	860,633
Term deposit	2,935,381	3,301,520
	5,063,851	4,162,452

(b) Terms and Conditions

The weighted average interest rate of cash assets as at 30 June 2014 is 3.28% p.a. (2013: 4.48% p.a.).

NOTE 6: RECEIVABLES

(a) Current		
Trade debtors	285,673	300,392
	285,673	300,392

(b) Terms and Conditions

Receivables are non-interest bearing and unsecured.

NOTE 7: PLANT AND EQUIPMENT

Motor vehicles - at cost	74,029	73,672
Less: accumulated depreciation	(31,934)	(29,469)
	42,095	44,203
Office equipment - at cost	104,313	104,313
Less: accumulated depreciation	(104,313)	(104,313)
	-	-
Computer equipment - at cost	57,340	57,340
Less: accumulated depreciation	(56,651)	(45,425)
	688	11,915
Furniture, fixtures and fittings - at cost	473,322	462,342
Less: accumulated depreciation	(420,853)	(382,948)
	52,469	79,394
Total Plant and Equipment	95,253	135,513

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
	$	$	$	$	**$**
2014					
Balance at the beginning of the year	44,203	-	11,915	79,394	**135,513**
Additions	42,327	-		10,980	**53,307**
Disposals	(29,660)	-	-	-	**(29,660)**
Depreciation expense	(14,776)	-	(11,227)	(37,905)	**(63,908)**
Carrying amount at the end of the year	**42,095**	**-**	**688**	**52,469**	**95,253**

NOTE 8 : PAYABLES	2014 $	2013 $
(a) Current		
Sundry creditors and accruals	402,563	338,601
	402,563	338,601

(b) Term and conditions

All other payables are non-interest bearing and unsecured.

NOTE 9: PROVISIONS

(a) Current		
Employee entitlements	281,690	201,649
(b) Non-current		
Employee entitlements	51,415	89,978
(c) Aggregate employee entitlements liability	333,105	291,627
(d) Number of full time employees at year end	26	25

NOTE 10: OTHER LIABILITIES	2014 $	2013 $
Accrued expenses	36,094	37,920
Deferred income:		
Training income in advance	262,501	231,879
Grants in advance	2,201,832	1,615,122
Other income in advance	180,441	175,933
	2,680,867	2,060,855

NOTE 11: LEASE COMMITMENTS

Operating lease commitments

Non-cancellable operating leases contracted for but not capitalised in the financial years		
Payable		
- not later than one Year	561,513	544,987
- later than one year and not later than five years	353,603	876,078
	915,116	1,421,065

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. 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:

Financial assets		
Cash and cash equivalents	5,063,851	4,162,452
Loans and receivables	285,673	300,392
Total financial assets	5,349,524	4,462,844
Financial liabilities		
Loans and receivables at amortised cost:		
trade and other payables	402,563	338,601
Total financial assets	402,563	338,601

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 2014 the number of full and secondary members was 95 (2013: 112).

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

RESPONSIBLE ENTITIES DECLARATION

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

1. The financial statements and notes as set out on pages 5 to 16 :

    a. are in accordance with the Association Incorporation Act 2009 (NSW) and *Australian Charities and Not-for-Profits Commission Act 2012*;

    b. give a true and fair view of the financial position as at 30 June 2014 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 responsible entities.

Director

Deirdre Cheers

Director

Bob Mulcahy

Dated in Sydney this 18th day of September 2014

MOORE STEPHENS

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Sydney NSW 2000

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Sydney, NSW 2001

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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF THE ASSOCATION 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 2014, the statement of comprehensive income, statement of changes in member's funds and statement of cash flows for the year then ended, a summary of significant accounting policies, 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 financial reporting requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. The directors' responsibility also includes establishing and maintaining internal controls relevant to the preparation and fair presentation 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. 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 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 Association's preparation and fair presentation of the financial report 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 entities internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, 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.

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Independence

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Opinion

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

a) giving a true and fair view of the Association's financial position as at 30 June 2014 and of its performance for the year ended on that date; and

b) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations), the *Associations Incorporation Act 2009 (NSW)* and the financial reporting requirements of the *Australian Charities and Not-for-profits Regulation 2013*.

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
Chartered Accountants

C. CHANDRAN
Partner

Dated in Sydney this 18th day of September 2014

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
SDN Children's Services

Secretary
Jackie Palmer
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Ordinary Member
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Barnardos Australia

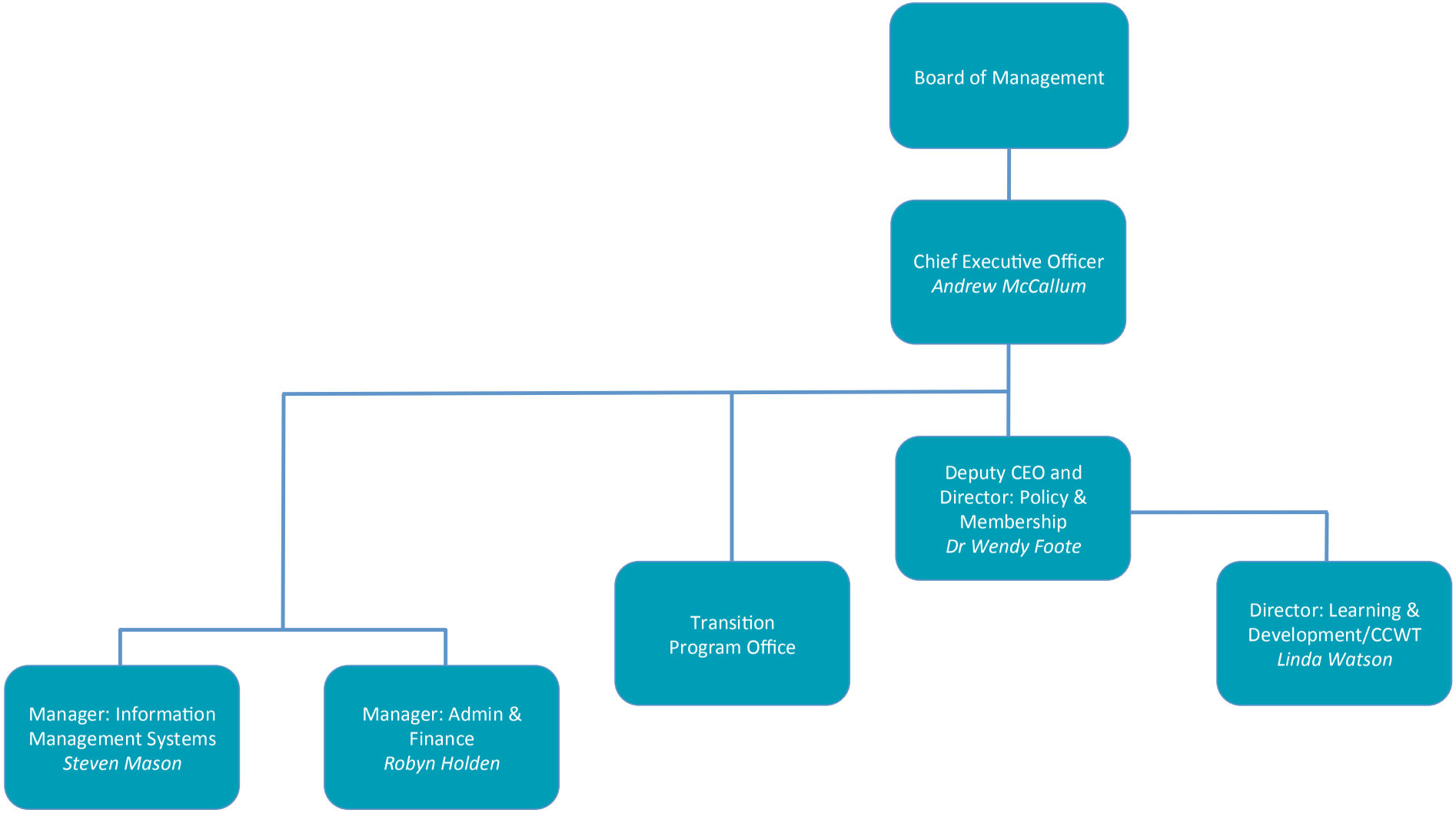
Co-Opted Member
Angela Webb
Aboriginal Child, Family and Community Care State Secretariat (NSW) Inc

Co-Opted Member
Luke Geary
Salvos Legal

ACWA extends our deepest thanks to the following individuals who also served as representatives on the Board of ACWA during the 2013-14 period:

Maureen Eagles (CatholicCare Sydney)
Nicole Schleicher (The Benevolent Society)
Rita Fenech (Karitane)
Rob Mills (Karitane)
Ros Walsh (Anglicare - Diocese of Sydney)
Sue Richards (NSW Family Services Inc)

organisational chart



acwa staff

Andrew McCallum
Chief Executive Officer

Betty Stampoulis-Lyttle
Learning & Development Project Manager

Blake Maddick
Web and Print Publishing Officer

Caitlin Stone
Policy & Membership Officer

Ella Johnstone
Residential Care Project Officer

Jackie Davis
Learning & Development Project Manager

Jen Doyle
Researcher

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

Libby McCalman
Communications Officer

Liz Potten
Foster Care Recruitment Project Officer

Ljiljana Obrenovic
Logistics Officer (In-House)

acwa staff

Linda Watson
Director: CCWT

Louise Mulroney
Learning & Development Project Manager

Mandy Marsters
Learning & Development Project Manager

Marc Rerceretnam
Research Officer

Melody Stack
Senior Policy and Membership Officer

Monica Lamelas
Senior Learning & Development Project Manager

Muhammad Bilal
E-Learning Project Manager

Narelle Patterson
Senior Policy and Membership Officer

Natalia Moskalenko
Learning & Development Project Officer

Robert Urquhart
Senior Researcher

Robin Pitts
Receptionist / Admin Officer

Robyn Holden
Manager: Administration & Finance

Saul Nightingale
Learning & Development Project Manager (Southern Region)

Savita Sanderson
Registrations Officer

Sharon Broady
Marketing Coordinator, Foster Care Recruitment and Retention

Steven Mason
Manager: Information Management Systems

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

acwa staff

Terry Georgeson
Learning & Development Project Manager

Trang Ho
Accounts Officer

Veronica Olson
Membership Support Officer

Wendy Foote
Deputy CEO

Yasmin Stein
VET Admin Officer

Consultants

Igor Likhorovitch
Matrix on Board

Renan San Jose
Matrix on Board

John Agapitos
Technical Services

We said goodbye and good luck to:

Asra Gholami
Policy and Membership Officer

Elizabeth McGill
Media & Communications, Foster Care Recruitment and Retention

Geoff Taylor
Executive Director, Transition Program Office

Lo-Shu Wen
Senior Policy Officer

Neha Prasad
Policy Officer: OOHC Transition

Sarithya Tuy
Learning & Development Project Manager

Sheree James
Learning & Development Project Manager OOHC

Steven Kennedy
Project Support Officer

members

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

Agency for Advocacy, Referral and Case Management Ltd

Allambi Youth Services

Anglicare

Anglicare North Coast

Anglicare NSW South, NSW West & ACT

Arab Council Australia

Auswide

Axia Solutions

B. Miles Women's Housing Scheme

Barnardos Australia

Bega Valley Shire Council

Broken Hill Yass Inc

Burrun Dalai Aboriginal Corporation Inc

CareSouth

CareWest Inc

CASPA

CatholicCare Sydney

CatholicCare Wollongong

CatholicCare Diocese of Broken Bay

CatholicCare Social Services

CatholicCare Social Services Hunter Manning

Centacare Bathurst

Centacare Wagga Wagga

Centacare Wilcannia-Forbes

Central Coast Family Support Services

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

Disability Macarthur Family Support & Care

Dunlea Centre

Endeavour Foundation

Family Inclusion Network NSW

Far South Coast Family Support Services Inc

Foundations Care Ltd

Guardian Youth Care

Headstart Acquired Brain Injury Service

House With No Steps

IMPACT Youth Services

JewishCare

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

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

New Horizons

Ngunya Jarjum Aboriginal Child and Family Networking

Northcott Disability Services

Pathfinders Ltd

Phoenix Rising for Children Pty Ltd

Platform Youth Services Incorporated

Positive Care Solutions

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 Richmond Fellowship of the ACT Inc

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

Consultants

Ami Bhojak

Ann Symonds

Astrid Hocking

Fran See

Frank Ainsworth

Kerrie Richmond

Lilian Camenzuli

Michael Durrant

Morri Young

Sandra Thompson

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 and individuals, 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)

Connecting Carers NSW

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

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

Families Australia

Family Inclusion Network

Homelessness Australia

Secretariat of National Aboriginal and Islander Child Care (SNAICC)

Yfoundations

acknowledgements

ACWA Conference

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The University of NSW

Partner

NSW Family & Community Services

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Life Without Barriers

UnitingCare Children, Young People & Families

Ombudsman NSW

Berry Street Childhood Institute

Allambi Ignite Conference

Australian Red Cross

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Bob Mulcahy (SDN Children's Services)

Elizabeth Fernandez (The University of NSW)

Stephen Mondy (CatholicCare Diocese of Broken Bay)

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Danielle Schmid (CREATE Foundation)

Rachel Pearson (CREATE Foundation)

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Marilyn Webster (Centre for Excellence in Child & Family Welfare)

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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

Developing Practice Editorial Committee Members

Clare Tilbury (Griffith University)

Daryl Higgins (Australian Institute of Family Studies)

Greg Antcliff (The Benevolent Society)

Judy Cashmore (The University of Sydney)

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

Marie Connolly (The University of Melbourne)

Philip Gillingham (The University of Queensland)

Philip Mendes (Monash University)

Julie Hourigan Ruse (NSW Family Services Inc)

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