





Our Values

Respect:

We respect the feelings and beliefs of others

Teamwork:

We listen to, acknowledge and accept others in our team

Integrity:

We approach others with fairness, honesty and openness

Excellence:

We strive for excellence and quality in everything we do

Resilience:

We are positive in our approach to all challenges

Our Vision

QEC's vision is for our children to get the best start in life.

Our Purpose

QEC helps young children living in vulnerable situations get the best start in life, by providing families with specialised services, guidance and education.

Our Strategic Goals

Excellence in Service:

Be recognised for leadership in the provision of evidence-based services that enhance the skills and confidence of parents and carers of young children

Evaluation, research & learning:

Be recognised for leading practice reform in early years parenting support for at risk families in the health and community sectors, through its training and research agenda

People and Culture:

Build a high performing team that is aligned to our organisational values and with capabilities to deliver on our innovative service delivery models

Community and Partnership:

Create strategic partnerships that increase our profile, extend our reach and empower and add value to participating organisations

Self Sufficiency and

Sustainability:

Continue to refine the organisation's infrastructure and resources management to ensure sustainability of service delivery



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President's Report

Over the last year QEC has worked tirelessly to support the most vulnerable and disadvantaged children and their families in Victoria. The board of management has been thrilled to see QEC provide input and advice to the landmark Family Violence Royal Commission and the Roadmap to Reform; strong families, safe children. These important government initiatives have placed a spotlight on the factors that cause children and families to be vulnerable and the importance of prevention and early intervention before problems become entrenched. QEC looks forward to working with the government to implement the recommendations from these important pieces of work.

QEC through its delivery of a vast array of programs and services in communities across Victoria and at our Noble Park base, is supporting some of the most vulnerable children and families in Victoria. In some cases participation in QEC programs are court ordered, meaning many families face a frightening first encounter with QEC. The board has been particularly impressed by the implementation of QEC's consumer engagement research findings which have resulted in a number of projects across the organisation to help clients feel that QEC is a safe, welcoming and non-stigmatising environment, including refurbishment of the Noble Park site.

Through innovation funding provided to QEC from its investment income, the Board has been pleased to see the QEC team trial a new program of social enterprise to support families who may not be eligible for the government funded services QEC provide, yet still require parenting support. We know that all families may require additional support when their babies arrive, regardless of their circumstances. For families who may not meet traditional "risk" criteria for funded services and are able to pay a fee for service, this new initiative is piloting new ways of service delivery. The Board of Management looks forward to analysing the findings from the pilot.

There are however some challenges the Board of Management and QEC face into the future. First is the level of funding indexation is not keeping up with the

Another challenge, yet at the same time opportunity, is the transformational changes that are being seen across the community sector in the move to consumer directed care.

real costs of delivering services. Along with insufficient funding indexation, ageing infrastructure, and increasing demand for services by vulnerable families, long term thinking is required about how to meet the needs into the future, yet at the same time remain financially secure and offer high quality, evidence based services. Another challenge, yet at the same time opportunity, is the transformational changes that are being seen across the community sector in the move to consumer directed care. The board and executive team are addressing these challenges head on through undertaking a series of service evaluation and strategic planning projects to ensure a thriving QEC meeting the needs of Victoria's vulnerable children.

On behalf of the board I would like to express our appreciation for the efforts of all QEC staff, under the outstanding leadership of our Chief Executive Officer Athina Georgiou. The management team and staff have a deep understanding of the critical importance of the early years for children's later outcomes. Through its therapeutic programs it helps families work on the complex factors that have caused them to be vulnerable and promote strong attachment and parenting skills so children get the best start in life. I would like to acknowledge the work of the QEC Foundation, whom we received a significant donation in FY 15/16. Though the Foundation is no longer operating, we look forward to continuing its legacy through strengthening our services for vulnerable children and their families throughout Victoria, through the approved projects of the Wendy Spry and Frank Slutzkin Fund.



Mary Sayers
BOARD PRESIDENT

Executive Report

QEC provides a critical service within the Victorian child and family sector by supporting families to create a healthy and stable nurturing environment that optimises the development of their child. Our work traverses many community agencies and policy areas including health and mental health, human services, early education, Aboriginal affairs, family violence and justice.

We work with some of the most disadvantaged parents in the community, including those experiencing addiction and serious health issues that may impact their ability to provide ongoing parental care to their infant. QEC intervenes in the cycle of poor parenting role models by educating, role modelling, and working in partnership with families to make a difference for the child. We aim to ensure that the child is provided with the best start in life.

A secure and stable psychological attachment between the infant and their caregiver is fundamental to the child's social, emotional and cognitive development. QEC promotes the interests of the young child. Its diverse programs aim to create the building blocks for the development of strong infant mental health. A growing body of evidence strongly indicates that early intervention is cost effective, reduces health inequalities and substantially improves health in later years (Tomlinson, 2015).

Throughout the year QEC worked hard to grow awareness of our organisation and mission with key government stakeholders, advocating strongly in relation to the importance of infant mental health and the effects of trauma on early psychological attachment. I attended meetings in Parliament House Canberra and with Ministers, advisors and senior bureaucrats from Victoria to highlight the importance of our role with young children and their families. Our message was well received by our political and departmental stakeholders and our role as advocates for the infant was strengthened through this work.

Throughout the year QEC worked hard to grow awareness of our organisation and mission with key government stakeholders.

This year, we were delighted to see the focus of child protection in Victoria shift from crisis response to prevention and early intervention with *The Roadmap to Reform: strong families; safe children*. QEC has an important role to play in strengthening our services, working together to create services which are co-ordinated and child focussed across Victoria.

In 2016 we began working under a new banner, 'Growing Together', which brings the positive and inspirational QEC way of working to life. The change was informed by a 12-month Consumer Engagement Project involving clients and staff on the question: "How can we reduce client anxiety through communication?" The work was facilitated by three teams of students from Swinburne University. A change in logo and positioning statement are just one of many outcomes from this research, which has led to a focus on deinstitutionalising not just our organisational language, but our facilities and our client-focussed processes.

Our Noble Park facilities upgrade has been completed, with our waiting area redesigned to receive our families and visitors in a warmer and more welcoming space,



Executive Report (cont)

sensitive to cultural and linguistic diversity. Our internal courtyards better encourage staff and families to have greater contact with the outdoor spaces during their residential stay. Finally, the upgrade and extension of our staff room to accommodate our growing team now provides QEC staff with a calm and relaxing space in which to take a break from the pressures and demands of our day-to-day work.

This year the child and family sector experienced a rapidly changing environment, with QEC in an excellent position to respond to a variety of government reports, advocating for the young child.

These reports included:

- Victorian Government's 10-Year Mental Health Plan
- Royal Commission into Family Violence
- Roadmap for Reform: strong families; safe Children
- The Education State
- Rebuilding the Village: Supporting families where a parent has a disability

We were delighted to see that several QEC programs were recognised in the Royal Commission into Family Violence Report, including Parenting Assessment and Skills Development (PASDS), Cradle to Kinder (informed by QEC program Tummies to Toddlers) and Bumps to Babes and Beyond (in partnership with Mallee District Aboriginal Services).

Our collaboration with Mallee District Aboriginal Services in the development of Bumps to Babes and Beyond was recognised at the 2015 Early Years Awards with the Ministers' Award. The Award recognised programs that deliver improvement in parents' capacity, confidence and enjoyment of family life. Alongside the Award, QEC received prize money that has enabled the development of a scholarship program between QEC and Mallee District Aboriginal Service to further build capacity in our respective teams.

The Children's Court of Victoria magistrates visited QEC's Noble Park site in March 2016 to gather a better insight into our programs, our assessment tools and the respective systems in which we operate to improve services for both the infant and the parents. This

I wish to acknowledge the tremendous work of our many talented staff who create the experiences and the partnerships to create change in people's lives.

occasion provided opportunities for both parties to better understand each other's role in order to protect the needs of the child.

Crockett (2000) has written the QEC history entitled 'Save the Babies'. I often think about how organisations can remain vital and innovative, ensuring their sustainability and longevity. QEC has done this for nearly 100 years. I believe we have achieved this longevity because we are clear about our aim – that the child is at the centre of everything we do. I also believe it is because we are committed to our work and because we grow together with our staff, our families, our partners and our communities. It is our strong sense of partnership and community that has sustained us since 1917. I am very proud of our new logo and the words 'Growing Together' that accompany it. It symbolises who we are and what we do.

QEC is committed to building stronger families and stronger communities. We achieve this through our commitment and dedication to supporting vulnerable children and their families. I wish to acknowledge the tremendous work of our many talented staff who create the experiences and the partnerships to create change in people's lives.



Athina Georgiou
CHIEF EXECUTIVE OFFICER

About QEC

Our service and approach

Formed in 1917, QEC is a 42 bed public hospital and community service organisation that provides a range of residential and in-home services designed to develop parenting competence.

We are Victoria's largest provider of residential and community parenting skills assessment and development services to families at risk, delivering services across Melbourne, Barwon South West, Hume, Gippsland, Loddon Mallee and the Grampians. Our services contribute to build resilient families.

Many families face physical, psychological, intellectual or environmental challenges that compromise their ability to nurture and support the health, safety and wellbeing of their young children.

Programs are research informed, evidence based and individually tailored to meet the unique needs of each family. These services enable families to nurture and protect their children, to enhance family health and development.

Cradle to Kinder (C2K) program

Gabrielle was 17 years old and pregnant when she first started to use QEC services.

A young indigenous woman, Gabrielle was in a relationship with her baby's father. Both parents had been involved with child protective services as children, with Gabrielle having lived in out-of-home-care placements as a teenager. She was living with her partner's extended family at the time of the referral to C2K.

Baby Jade was born without complication and Gabrielle attended her post-natal appointments through her involvement with indigenous support service Aboriginal Co-operative.

But three months after the birth, Gabrielle began to withdraw from QEC's services. Her C2K worker persisted in trying to reconnect, and when they eventually made contact, significant concerns were raised for Jade's safety and wellbeing. Child protective services re-engaged with the family and Jade was voluntarily placed in kinship care.

Because the C2K worker had developed a positive relationship with Gabrielle, she continued to work with the family to address concerns about drug use, family violence and depression.

Gabrielle eventually agreed to take part in a variety of QEC programs. She participated in one-to-one music therapy at home, which helped develop her relationship with Jade, and regularly attended Koorie and C2K playgroups. Jade's father, Nick, also joined in with group activities.

Both parents also received additional assistance and support. They were able to obtain their learners driving permits and driving lessons and are now linked with Aboriginal housing in the hope of securing appropriate accommodation. They have attended financial and drug and alcohol counselling and Nick now works full time. Jade has also been returned to Gabrielle and Nick's care with family and C2K family support.

Gabrielle has enrolled in an accredited course funded through brokerage and is being supported through access to ongoing study and childcare. She has ambitions to work in the community welfare sector and has shown strong leadership skills. Gabrielle is also becoming more confident in her connection to her culture and has continued exploring this connection through Aboriginal support service Link-Up.

At 14 months, Jade is thriving. She is meeting all of her developmental milestones has a positive relationship with both parents and members of her extended family.



About QEC

Our programs

PROGRAM	LOCATION	DETAILS
Assessment and intake	<i>Noble Park</i>	This is the gateway for clients to access QEC programs from across Victoria. Parents are triaged in order to ensure the most vulnerable families are prioritised for program access. A mix of self and professional referrals through the use of an Assessment and Intake system.
Residential Parenting program (5 days)	<i>Noble Park</i>	A five day residential program for parents and caregivers experiencing challenges with parenting, for families throughout Victoria.
Residential Parenting Assessment and Skills Development Services - PASDS (10 days)	<i>Noble Park</i>	An intensive parenting assessment and skills development program established to assist high risk families within the legal framework of the State Government's Child Protection units. It involves residential (10 days) monitoring and assessment with short-term skill development interventions, for families throughout Victoria DHHS regions.
Day stay	<i>Noble Park</i>	A seven-hour day-time service of intensive practical parenting education, and support for groups of parents.
Home Based PASDS	<i>Southern Metro, Northern Metro, Gippsland, Hume</i>	A 12-week, 100 or 120 hour intensive home-based PASDS in two metropolitan and two rural regions. Like the residential program, families are referred through the state's Child Protection system.
Parenting Plus	<i>Southern Metropolitan region, Gippsland (in partnership with Anglicare and Integrated Family Services), Hume (in partnership with Upper Murray Family Care)</i>	An early intervention/prevention intensive home based parenting skills development program for vulnerable families.
Stronger Families	<i>Southern Metro (in partnership with Connections Uniting Care), Northern Metro (in partnership with Kildonan), Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidj)</i>	An intensive 18 month home based family coaching and support service, focusing on development of families for children to remain in the home.
PlaySteps	<i>Noble Park, Frankston (in partnership with Centre for Children)</i>	A relationship based parenting program focused on enhancing interactions between children and their parents. It is a nine week, 2.5 hour per session, structured group program.
Cradle to Kinder	<i>Dandenong (in partnership with Victorian Aboriginal Child Care Agency) and Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidj)</i>	An antenatal and postnatal case management and support service that provides intensive family and early parenting support to vulnerable young mothers, under the age of 25 years and their children.
Hey Babe	<i>Gippsland (in partnership with Anglicare, Quantum, Berry Street and Mandjana Lidj)</i>	This program is for mothers who are over 25 years, pregnant or have a new baby up to 4 weeks of age. Staff support the mothers with home visits and groups for 12 months.
Bumps to Babes and Beyond	<i>Mildura (in partnership with Mallee District Aboriginal Service)</i>	A two-year parenting program adapted from QEC's Tummies-To-Toddlers Pilot Program. Designed to meet the specific needs of the Aboriginal and Torres Strait Islander community of Mildura.
Services Connect	<i>Southern metropolitan Services Connect partnership</i>	An integrated service of partnered organisations, providing child and family support in a home based program.

Growing together

Programs & Families

Families receiving a QEC program by
DHHS Region, July 2015
to May 2016 (11 months)*

Metropolitan Regions

SOUTHERN
2874

NORTH & WESTERN
88

EASTERN
22

Rural Regions

GIPPSLAND
132

GRAMPIANS
6

HUME
21

LODDON
8

TOTAL
3151

*Note: Annual
Financial Statements
is for a 12 month
period for the year
ended 30 June 2016

Programs & Families

Total families admitted to residential (parenting intervention) services, July 2015 to May 2016 (11 months)*

210
families
DAY STAY PROGRAM

160
families
PLAYSTEPS PROGRAM
(Noble Park)

622
families
RESIDENTIAL PROGRAM
(Including 5 and 10 day programs)

992
TOTAL FAMILIES DISCHARGED

*Note: Annual Financial Statements is for a 12 month period for the year ended 30 June 2016

Growing together

Occasions of service for non-admitted clients, July 2015 to May 2016 (11 months)*



2757

HOME VISITS

(Parenting Assessment & Skills Development PASDS, Parenting Plus, Stronger Families across Victoria)

CONSULTATIONS

1572

ASSESSMENT & INTAKE

352

FAMILY COUNSELLING

8059

PROGRAM HOURS

(Cradle to Kinder, Hey Babe, Family and Children's Services NSW,)

56

GROUP PROGRAMS CONDUCTED

(Playsteps: Frankston 28 and Noble Park 28)

*Note: Annual Financial Statements is for a 12 month period for the year ended 30 June 2016

Learning together with

The Royal Commission into Family Violence was a deep investigation into an issue that impacts many of the families and children we work with at QEC, and several QEC programs were recognised in the report. We welcome initiatives to increase services and support for impacted families, and look forward to playing our part.

It has been a year of growth and change for QEC as we continue our work to deinstitutionalise the way we communicate with, and the physical environment we provide, for families using our services.

Our new banner 'Growing Together' resonates across every aspect of QEC. We see it in our physical surroundings, from the upgrade of facilities at Noble Park through to the addition of

therapeutic gardens around the building. We see growth in the QEC community as we strengthen relationships with families, governments, volunteers and the organisations with which we partner. But the most inspiring example is the growth we see in clients as they learn the skills they need to be the best parents they can be.

Our new positioning statement 'Growing Together' exemplifies the way in which QEC has grown to become the organisation it is today. This achievement has stemmed from us working alongside others and improving our own practice to grow and learn, whether as families, practitioners, partner organisations, donors or communities.

We would like to share some of our stories that bring QEC's effective way of working, and which show our focus on continuous learning and strengthening.



Growing together

n Families

Residential PASDS program

Amy was very young when she had her baby – and she had no idea how to be a mother.

Amy had no confidence that she could be a good parent. She had no experience with babies prior to arriving at QEC, and her friends did not have children. Her own troubled upbringing meant Amy had also grown up without a parenting role model.

But Amy wanted her baby to have a life different to the one she had experienced. She wanted to be “the best mum she could be” to her child and she was willing to learn how to get there.

Through QEC’s individual coaching and education sessions under the PASDS program, Amy’s outlook on life began to improve. She attended all education groups, particularly enjoying the playgroups and an outing to a farm, and started to realise parenting could be fun. As Amy got to know her baby, and gained more experience and knowledge about being a mother, her confidence in her parenting ability grew each day.

Amy also started to think about changes she could make in her life to create better opportunities for her baby. She realised education was very important to her being able to have a future career and so she contacted and enrolled in a school that accepts mothers and babies to continue her secondary school studies. Amy also made an appointment with a family counselling service so she would have support through the challenging times ahead.

Amy described her time at QEC as “life changing” and she can now see possibilities for her future. She was eventually able to acknowledge the difficulties she faced, however had begun to have confidence in herself and her future with her baby.



Parenting Plus program

Tania loves nothing more than to smile and laugh with her son and her twin boy and girl.

But there was a time when Tania could barely even look at her children.

A refugee from Iran, she had been tortured and severely traumatised before arriving in Australia. Tania spent a long time in detention camps in two countries and it was during this time that she gave birth to her three children.

Tania found forming an attachment to her children extremely difficult. She barely interacted with her sons and daughter, and had trouble making decisions for them that first considered their best interests.

Despite her struggles, Tania asked QEC for help. More than anything, she wanted to learn how to be a better parent.

QEC staff helped Tania develop a skills plan through the Parenting Plus program. The plan included participating in play activities to encourage attachment to her children and providing Tania with education on child development and behaviour. Staff also spent time listening to Tania and acknowledging her story, as well as introducing her into local networks.

Tania became keenly interested in her children’s wellbeing during the nine-week program and has continued to work on becoming a better parent.

Learning together with

Hey Babe program

Kelly was a young mother who was angry at the world when she came to QEC. Her partner had been jailed and she was living in unsafe accommodation with her infant daughter. She had low self-esteem and her life goals were limited.

Kelly was initially reluctant to be involved with QEC's Hey Babe program but with encouragement and support she eventually began to engage with the QEC worker. She started to challenge her own views of the world whilst always being supported through the program to work through any issues.

At times Kelly would lash out in bursts of anger and verbal abuse but as the program supported and guided her, as well as helping her with coping techniques, she was able to work more productively and start to make progress.

Kelly's ex-partner left her to manage gambling debts he had accrued during their time together. Kelly was

extremely anxious about seeking financial help due to previous bad experiences with professionals. With support from QEC and her Hey Babe Practitioner, she was able to work with Gamblers Anonymous to obtain financial assistance to clear the debt.

Kelly set herself a number of goals throughout the program, one of them being to finish high school. Kelly had fallen pregnant during her schooling and had never received her qualification. As a result of the program, she enrolled into Kurnai Young Mum's Program to obtain an Australian Tertiary Admission Rank (ATAR) score so she could go on to higher study, for which she was recently featured on ABC news.

Throughout the program Kelly was supported to attend to her daughter's developmental needs. When she finished her time with QEC, Kelly had achieved her goals and said she did not want the program to end.

Kelly recently contacted QEC to provide an update on her progress at school. She said she was planning to enrol in a social work course because she wants to help young people, just as she was helped.



Home-based PASDS program

When Angela first came to QEC she was an attention-starved toddler who showed little joy in life, with a father who was uninterested in parenting.

But with the support of QEC's program, Angela became a happy and healthy toddler with a strong attachment to a father who has learned to put her wellbeing above everything else.

Angela was just eight months old and in the care of her teenage mother when QEC first provided services to her family.

n Families

Community home-based PASDS program

Kate did not know what to do about her eldest child's behaviour.

Refusing to accept rules and boundaries, he would often act aggressively towards his parents and two younger siblings. He had also refused to take baths and would become violent during mealtimes.

The Department of Health and Human Services (DHHS) required Kate's family to undergo a 12-week parenting skills program to work on managing the children's behaviour and routines.

But after a long history of involvement from child protective services and a deep distrust of external help, Kate and her family struggled to engage with the program.

Nevertheless, after weeks of working with a QEC Early Parenting Practitioner (EPP) on achievable goals and intervention strategies, improvements began to show.

The EPP helped the parents focus on the meaning of the challenging behaviour – a way for the child to communicate with his parents, and possibly the result of feeling left out as more attention was given to siblings.

After Kate and her family received a six-week program extension, the EPP worked closely with both parents on

But when the family environment changed, affecting Angela's development and her mother's ability to care for her, Angela was placed in the care of her father.

Four months later, QEC was asked to provide a PASDS program for Angela and her father.

Her father did not want to participate in the program at first but through respect, family partnership and play therapy, with staff from multiple agencies such as Child Protection and Maternal and Child Health Services working together, he began to realise the program's benefits and the positive effects it was having on his relationship with Angela.

The beginning of the family's photo journey showed a



using bath time as a way of spending fun, quality time with their eldest child, with lots of one-to-one listening, eye contact and positive interaction.

The EPP also used visual aids with the parents who, when they became stressed, struggled to remember what to do and how to react. These visuals helped them to remind themselves their child just wanted to tell them how he was feeling.

Kate and her partner saw enormous improvements in their eldest child's behaviour by the end of the program and between them are now able to manage and prevent difficult situations. Their wellbeing has also improved dramatically from being less stressed and from building a positive relationship with their child.

toddler who was physically pale and unhappy. She had no stranger awareness and sought comfort and interaction wherever she could find it.

Angela has since become healthy and full of joy. She is now able to form relationships with multiple people secured by a deep connection with, and attachment to, her father.

Her father also changed dramatically after going through the program. He became passionate about parenting and was able to prioritise and support Angela through an extended family environment. He was also able to respect and support Angela's right to a relationship with her mother, all the while enforcing firm boundaries for his child's safety.

Learning together in the and family Sector

Merrin Foundation research

QEC will continue to focus on evaluating new programs from the earliest stages as they are introduced. QEC is delighted the Merrin Foundation has provided funds in partnership with Deakin University researchers for a mixed-methods evaluation of the Therapeutic Gardens project.

A growing body of evidence has pointed to the benefits of combining nature-based programs for both physical and mental health and wellbeing. The first stage of the gardens project – the Jona Sensory Children’s Garden – will be completed in 2016. QEC is looking forward to extending its therapeutic programs into these garden spaces.

Bumps to Babes and Beyond

Director of Nursing Beverley Allen presented the Bumps to Babes and Beyond evaluation at the Australian Research Alliance for Children and Youth (ARACY) Early Years conference. She also presented the evaluation in partnership with the Mallee District Aboriginal Services at the Secretariat of National Aboriginal and Islander Child Care conference.

The evaluation showed among other things:

- All children remained with the family during the research
- A decrease in mothers depression
- An increase in mothers breastfeeding
- Immunizations were current
- Significant increases in community supports and networks



Residential program

The gardens at QEC are a key part of our residential program and have grown a number of parenting success stories.

QEC staff members often take the children to the vegetable garden and encourage them to search for carrots while their parents attend education sessions. The worm farm has also proved popular, with the children excited to look at and help feed the worms with fruit scraps from morning tea. The children are always eager to later share stories of their adventures with their parents.

These experiences have proven to be a valuable part of our residential program, providing a relaxed and comfortable environment for families to interact with each other and with other families. Not only have they helped the parents bond with their children, but have also encouraged children to try new things.

the child

Learning and development

QEC will continue to focus on evaluating new programs. The Learning and Development (L&D) team were delighted when the Bumps to Babes and Beyond program, in partnership with Mallee District Aboriginal Services (MDAS), was recognised for its excellence and received the Ministerial Award. The L&D team were involved in leading the project and developing the action research. The project provided the team with opportunities to build and enhance cultural competence, and develop shared understanding and knowledge. The team is looking forward to the joint scholarships from the award and future development of the partnership. QEC has continued to facilitate reflective practice for MDAS in Swan Hill.

The twilight professional education seminars have continued throughout 2016. There has been a great response from QEC staff and professionals in early childhood organisations. The evening time slot has proven convenient for many practitioners who are able to attend without interruption to their workloads. Seminar topics have included early brain development, the importance of parent/child attachment, and infant mental health. The seminars focus on connecting theory and practice to ensure the best outcomes for children and their families.

Services Connect program

Lara was 20 with two young children, and a violent partner in prison, when she came to QEC. A New Zealand citizen, Lara was unable to access Centrelink benefits or housing services and was living with extended family.

Through the Services Connect program, QEC supported Lara by accompanying her to Centrelink visits, talking to managers and other contacts on her behalf. QEC was able to support Lara with food parcels, clothing and equipment to help her look after her young family. She was also given advice and information on child behaviour, and supported as she connected with the community.



DHHS High Risk Infant Forum

Parenting Assessment and Skills Development Services Coordinator, Susan Jackson presented to beginning DHHS practitioners on the topic of child development in the concept of a family relationship as part of the DHHS High Risk Infant Forum.

This extended the collaboration between QEC and DHHS, utilising QEC's expert knowledge.

Study Tours / Overseas trips

Susan Jackson, Project Manager for QEC fee-for-service programs, attended facilitator training for the parenting transition program Bringing Baby Home at the Gottman Institute, New York, in October 2015.

A large part of the QEC program was to guide Lara in setting her own goals and helping her to become more independent. Through assistance and support provided under the program, Lara began to make significant positive changes in her life. She never missed an appointment and would call her key worker regularly to update them on her children's achievements and good days. She began to feel more empowered, motivated and confident. Slowly, her children's behaviour changed as they began to feel more settled and secure.

QEC was able to write a letter of support for the children to attend a local childcare centre, allowing Lara to continue to attend school and support her family.

Learning with our part

Magistrates' Court of Victoria

The Magistrates' Court of Victoria and the court process form a large part of QEC's work, particularly within the PASDS programs.

Three Magistrates visited QEC to learn more about the organisation and its valuable services. There was much discussion about the different QEC programs, particularly the operation of the 10-day PASDS program and outreach PASDS programs, as well as some of the difficulties that may affect QEC staff in attending court.

The Magistrates also discussed the impact of the 2016 changes in Child Protection Law and the need for more services such as those provided by QEC. The Magistrates emphasised the value of the QEC Parenting Assessment Report and appreciated being able to meet the people who had written many of the reports.

The Magistrates' visit was enormously successful, resulting in a better understanding of the time pressures on QEC staff giving evidence in court, and improved communication between Magistrates and QEC staff.

Broadening our reach

QEC Parenting Assessment and Skills Development Services in March launched Bringing Baby Home, a transition to parenting program, which is the organisation's first fee-paying program for parents seeking parenting assistance.

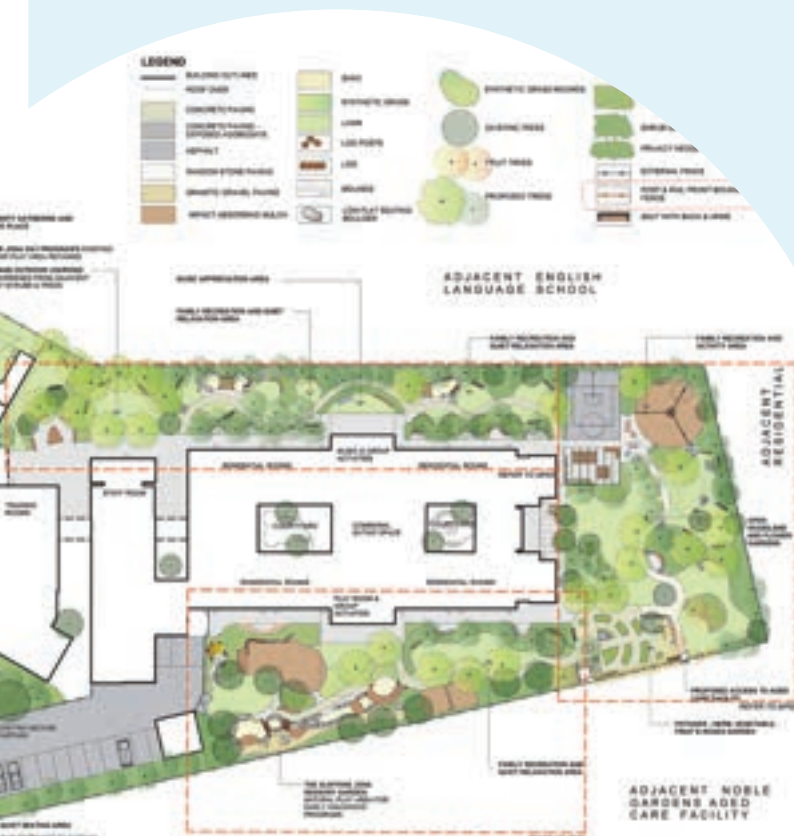
There are many new families who are unable to access government-funded services. While this is a new area of operation for QEC, we will continue to explore how QEC can best support this demand.

Junction Support Services

QEC Hume has enhanced its partnership with Junction Support Services by offering the Hey Babe program to support and educate the local community. Hey Babe is a 12-month initiative that combines home visits and group sessions to support mothers who are pregnant or have a new baby up to four weeks old. This partnership has enabled QEC and Junction staff to support each other and share skills. The Hey Babe staff have been excited about offering this program to parents in the Hume area.

Our neighbourhood

QEC's exciting new project to provide therapeutic garden areas for staff and families kicked off in 2015 and is well underway.



The Therapeutic Gardens Masterplan will revolutionise QEC's Noble Park site over five years, providing six specialised gardens for use by staff and families in clinical programs. The gardens will become a therapeutic workplace for staff, including a staff retreat, and will be a welcoming place to work with families. Families will be able to enjoy sensory and kitchen gardens, woodlands, recreation and retreats throughout their time at Noble Park.

The Jona Sensory Children's Garden was selected as the first area to develop as part of the masterplan and will see QEC's programs enhanced through a sensory physical environment and play areas. This development will continue the 2015 refurbishment of the residential program courtyards, which was a huge success.

The Thomas Street Council Park has also undergone a major refurbishment. QEC is proud and thankful for the collaboration with The City of Greater Dandenong, TLC Aged Care and Goodstart for their support and assistance in working with QEC on this project. The park will complement QEC's Welcome Garden area and will encourage the community to use the gardens.

The Jona Sensory Children's Garden is expected to be completed in 2016-17. The development of the family recreation, woodlands and kitchen gardens are also expected to begin during this time.



Volunteer program

Volunteers are a key part of QEC's mission to help children get the best start in life. The QEC volunteer program started in 2014 and has enjoyed a successful first year of operation, with ten volunteers now helping to deliver QEC's valuable services.

QEC celebrated the program's success with a morning tea, acknowledging the efforts of the growing team of volunteers who support families on arrival and departure, who provide specialist support for programs such as the therapeutic gardens and who have helped develop QEC's donor program.

Services Connect program

QEC has delivered programs to 15 families as part of the Southern Metropolitan Services Connect Partnership.

The Services Connect partnership brings together community service providers to deliver integrated child and family support, mental health, alcohol and drug treatment, services for family violence, homelessness, housing and disability, as well as Aboriginal-specific services.

The model for Services Connect is based on streamlining assessment and delivery of care by providing integrated services across organisations and sharing practitioner expertise. This means the client or family only tells their story once and provides instructions on which the services they require and desired outcomes. The most appropriate organisation then manages their care across the different services.

The Services Connect partnership has tested sharing IT, data and client files, and teams across the organisations have shared education, case conferences and meetings. The QEC team has shared their new knowledge from the partnership with other QEC practitioners, which has benefited QEC service delivery.

The Services Connect partnership is ending in October 2016. QEC and the Services Connect partnership organisations are exploring ways to continue meeting and sharing knowledge.

Cradle to Kinder program

The Cradle to Kinder program (C2K) is an intensive long-term program that supports families from pregnancy to when their child is four years old.

The program has produced great results, with many families no longer requiring service intervention. Two of the mothers are enrolled in education courses and all families that the program has assisted, are open to receiving support in the future, which is attributable in part to their experience with C2K.

QEC and the Victorian Aboriginal Child Care Agency (VACCA) are also working together to strengthen their partnership, with QEC continuing to learn how to develop services to be more culturally sensitive and relevant. In particular, the C2K team is looking at creative ways to enhance the experience of Aboriginal families and ensure staff continue to apply a cultural lens in their work.

The C2K team have also welcomed the support of our Music Therapist for families at home and group sessions. Groups have been running well and are well attended. Families have enjoyed activities such as cake decorating (led by one of the mums), water play and safety, gym, scrapbooking and Mother's Day celebrations.

Learning with our partners

Tamil playgroup

QEC this year co-facilitated the Tamil Playgroup with Foundation House, an organisation which provides support to people of refugee backgrounds in Victoria who have experienced torture or other traumatic events.

These families have experienced tremendous loss, trauma, social isolation and upheaval in their lives. A structured and supported group environment is necessary to help these mothers strengthen the bonds with their children and community. The playgroup provides this environment, with QEC and Foundation House coming together to share knowledge of early childhood and experience working with victims of trauma.

The mothers and children make connections with each other every time they come to playgroup. They sing songs together and recount stories of singing the same songs at home during the week, strengthening their bonds. Mothers share stories with one another of the challenges they have faced as a parent in a new country without the guidance and support of family members, only to support one another through their storytelling.

The parents also speak about their hopes and dreams for their children, how they form attachments and bonds with their children and from where they find their strength. Many of them tell stories of the Tamil playgroup being one of those sources of strength, and an experience that has allowed them to have hope for their children's futures.

Ramahyuck Aboriginal Corporation

QEC has developed a strong and effective partnership, established more than 12 years ago, with Ramahyuck Aboriginal Corporation, particularly with the Wanjana Lidj Koorie Family Preservation Service. QEC has continued to work alongside Wanjana Lidj to support a number of Koorie families during the year.

QEC during the year also provided Playsteps training to all Wanjana Lidj staff, and now bases a staff member at the Service for up to two weeks to provide coaching, mentoring and clinical support to practitioners.

Our Team

Our Team

ROLE

	JUNE Current Month FTE		JUNE YTD FTE	
	2015	2016	2015	2016
Administration/Finance	13.0	11.2	13.3	11.2
Chief Executive Officer	1.0	1.0	1.0	1.0
Clinical Education Coordinators (Inc Maternal & Child Health Nurses)	2.0	1.4	2.0	1.5
Director of Medical Services	0.7	0.6	0.5	0.6
Director of Nursing	1.0	1.0	1.0	1.0
Enrolled Nurses	44.7	44.4	44.2	41.8
Family Counsellors (Incl. Psychologists and Social Workers)	10.1	7.0	9.9	6.4
Managers	4.5	5.0	4.2	5.3
Program Coordinators (Inc Maternal & Child Health Nurses)	10.3	9.7	9.3	8.8
Team Leaders (Inc Maternal & Child Health Nurses)	5.9	9.4	5.9	8.3
TOTAL	93.2	90.7	91.3	85.9

Occupational violence

OCCUPATIONAL VIOLENCE - any incident where an employee is abused, threatened or assaulted in circumstances arising out of, or in the course of their employment.

Workcover accepted claims with an occupational violence cause per 100 FTE

2015-16

0.01

Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked

<0.01

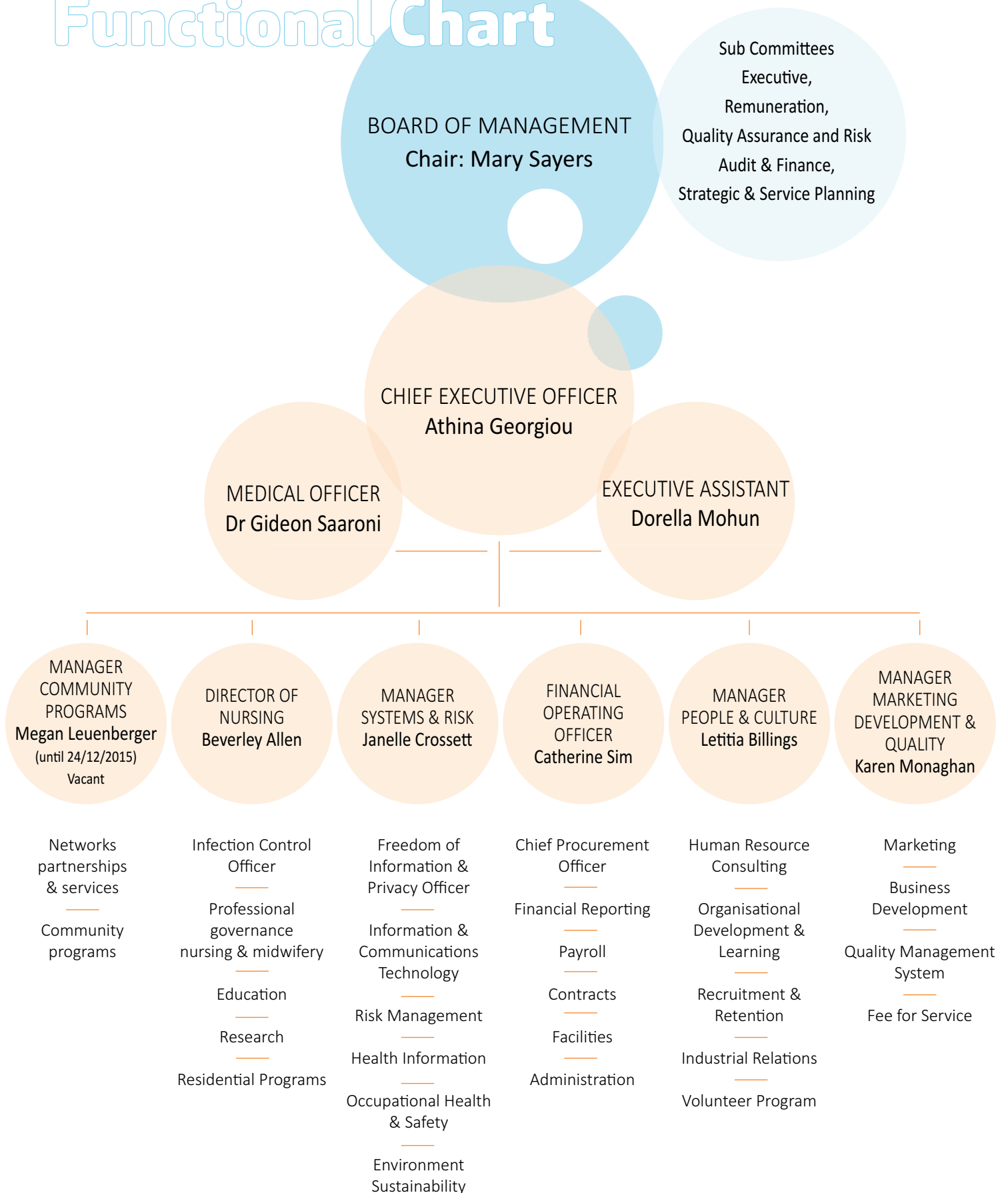
Number of occupational violence incidents reported

8

Percentage of occupational violence incidents resulting in a staff injury, illness or condition

<1%

Our Senior Reporting & Functional Chart



Our Board

MEMBERS 2015-2016



Ms Mary Sayers

BA, Grad Dip HR, MCom

Mary is Deputy Chief Executive Officer at the Victorian Council of Social Service (VCOSS). Prior to VCOSS she was Manager Family, Children and Young People at the City of Whittlesea between 2012 and 2014. Up until 2012 Mary worked nearly 9 years at the Centre for Community Child Health (CCCH). In this instance, she has developed substantial experience in policy, translational research and service development. Mary joined the Board in 2010 and is an independent member of the Audit & Finance Committee and Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 100%.



Ms Kym Forrest

RN, BN, MMgt

Kym has a 30 year career in Nursing and is currently the General Manager Monash Children's Hospital and Women's Services and Director of the Monash Children's Hospital Capital Project Monash Health. Kym has substantial experience in hospital management and clinical service planning. She has been on the Board since 2009. Kym is currently the Chair of the Quality Assurance and Risk Committee. Board of Management meeting attendance for the period was 88%.



Ms Karen Wells

B Comm, FCA, GAICD

Karen is a chartered accountant and a registered company auditor. She is a director of HLB Mann Judd and is an independent member of the Ambulance Victoria Finance Committee. Karen specialises in the areas of audit, financial reporting, quality control and risk management. She joined the Board in 2010 and currently is a member of the Audit & Finance Committee and Quality Assurance & Risk Committee. Board of Management meeting attendance for the period was 88%.



Assoc Prof Campbell Paul

MBBS, FRANZCP Cert Child & Adolescent Psych

Associate Professor Paul is a Consultant Child Psychiatrist practicing at the Royal Children's Hospital. He is a leading practitioner, academic and dedicated campaigner for promoting and progressing service and workforce development to support infant mental health both in Australia and internationally. He is currently the President-elect of the World Association for Infant Mental Health. Campbell has been a member of the Board for more than 20 years, joining in 1991 and is the Chair of Research Advisory Group. Board of Management meeting attendance for the period was 75%.

Our Board

MEMBERS 2015-2016



Ms Selina Lightfoot

BA/LLB, AICD, Grad Dip Applied Finance & Investment

Selina is a company director, with current roles including director of JDRA Australia, Advisory Board member for TLC Aged Care and NuChev Pty Ltd, and a Consultant to Herbert Smith Freehills. She has experience across a range of industries including health and aged care, education, consumer goods and financial services. Selina is a former partner of law firm Freehills, with areas of expertise including M&A/corporate law, commercial contracts, risk management and governance. Selina joined the Board in 2012 and is Vice President of the Board of Management and an independent member of the Audit & Finance Committee. Board of Management meeting attendance for the period was 88%.



Ms Sharon Beaumont

BSc (Physiotherapy), Grad Dip OHS, MBA, GAICD

Sharon has more than 20 years' experience in health, risk management and human resource management and is currently the Director Human Resources at Grill'd. She joined the QEC Board in 2013. Sharon is currently Chair of the Strategic & Service Planning Committee and a member of the Quality Assurance & Risk Committee. Board of Management meeting attendance for the period was 63%.



Mr Warwick Spargo

FCPA, IIA, CFE

Warwick has a 26 year career in public sector auditing and is currently an Audit Partner at RSM Bird Cameron. Warwick specialises in public sector governance and risk management and is a Certified Fraud Examiner. Warwick joined the QEC Board in 2013 and he is currently Chair of the Audit & Finance Committee and a member of the Quality Assurance & Risk Committee. Board of Management meeting attendance for the period was 88%.



Ms June McLoughlin

B.Ed, M.Ed, Dip.MR, Dip.T (Early Ch)

June is the Executive Principal Doveton College, a prenatal to Year 9 integrated education facility, a Commonwealth, State, Philanthropy partnership. She has had extensive experience as an educator, manager and policy developer in the fields of intellectual disability, early intervention and children and family services. She is on a number of high level federal and state government committees and boards. June resigned from the Board in August 2015. She was a member on the Quality Assurance and Risk Committee. Board of Management meeting attendance for the period was 0%.



Mr David Howlett

AAPA, ACIS

David Howlett was a senior executive in the NSW Department of Health as Regional Director of Rural and Metropolitan Health Services. He brings to the Board expertise in finance, health management, fundraising and the workings of the private, government and non profit sectors. David resigned from the Board in February 2016. He was a member of the Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 100%.



Ms Karen Janiszewski

FAICD, M PM, GD Prop Dev, B. Build

Karen has had 30 years of construction and development experience in private and public companies, state and local government and not for profit organizations including community housing providers. Karen is a Fellow of the Institute of Company Directors. She has had numerous roles as a non-Executive Director and is the current Chair of King and Godfree Pty Ltd. She joined the QEC Board in 2015 and is an independent member of the Audit & Finance Committee. Board of Management meeting attendance for the period was 100%.



Mr Graham Giannini

B Ec (Adel), Grad Dip CDC (AICD),
Grad Dip Strat Mktg (IMIA), Grad Dip SIA, Bus Cert Ins,
FAICD, FFinSIA, FCLP, Snr Assoc AGSL, MAOQ

Graham, a management consultant and business advisor, has worked extensively in the field of business and finance at senior executive levels within Australia and abroad. He is an experienced change leader and business improvement practitioner. Graham is a member of the Panel of Review, Australian Organisational Excellence Foundation and a Director of the Australian Organisation for Quality (Qld). He joined the QEC Board in 2015 and is a member of the Quality Assurance & Risk Committee and the Strategic & Service Planning Committee. Board of Management meeting attendance for the period was 88%.

Our Supporters

Investing in the development of stronger families

Donations and Supporters

In 2017 QEC will celebrate our 100th Anniversary. In the lead up to that we are keen to reconnect with all of our previous supporters, and acknowledge them in the communications and events around that anniversary.

It's a moment in time that allows us to promote all of the great work that we have developed and delivered over the years, and the outcomes that we have achieved. Our heritage is in innovation and development of new programs that get rolled out across the sector and it's our philanthropy partners that have invested in that innovation.

QEC acknowledges the generous support of the following individuals, philanthropic trusts and community groups over the past 12 months. We are ever grateful for this support that has raised \$1,105,485 in 2015-16.

- QEC Foundation
- Apple Employee Matching Gift Program
- Barbara and Frank Smith
- Benevity Foundation
- Collier Charitable Fund
- Country Women's Association
- Early Years Awards
- Estate of John Hampden Crutch
- Grenet Foundation
- Merrin Foundation
- QEC Staff Cookie Dough Fundraiser
- Sandhurst Trustees
- Springvale Uniting Church
- The CEO Circle
- Walter Leitch Estate

QEC acknowledges the support of:

The Victorian Government



Family and Community Services, NSW

Pro bono or 'in kind' support

Andrew Bayly
CPR Melbourne
Hall & Willcox Lawyers
NAB
RSM Bird Cameron
City of Greater Dandenong
Kevin Heinze Grow

Patron

The Late June Shaw

Life Governors

Mr David Dyer AM
The Late Mrs Patti Fellows
Mrs Nan Harrison
Mrs Susan Harper OAM
The Late Honorable Walter Jona AM
The Late Mr Graeme McRae
Mr Bruce Morley
Assoc Prof Campbell Paul
Ms Wendy Spry
The Late Mr Frank Slutzkin
The Late Mrs Judy Watson

Declarations & Compliance

Incorporation

The Queen Elizabeth Centre, QEC, is a registered public hospital in accordance with the Health Services Act 1988.

QEC is a registered Community Service Organisation under Section 46 of the Children, Youth and Families Act 2005. QEC is registered to meet the needs of children requiring care, support protection or accommodation and of families requiring support.

The Minister for Health, Jill Hennessy, has portfolio responsibility for QEC.

Occupational Health and Safety

QEC monitors Occupational Health and Safety alongside the Environment and Sustainability Program through a Risk Management System. Initiatives include annual compliance and ongoing support in the following:

- Duress Monitoring Units
- Staff Advocacy
- Hand Hygiene Compliance
- Immunization Program
- People Matter Survey participation

Industrial Relations

On 7 October 2015 The FairWork Commission approved the Queen Elizabeth Centre Health Professionals Enterprise Agreement 2012 to 2016.

The Nurses and Midwives Enterprise Agreement reached an in principal agreement on 5 May 2016.

Employment program

QEC is a host organisation for the dole initiative with jobactive, MAX Employment.

People Matter Survey

QEC participates in the People Matter Survey annually using the online survey.

Hand Hygiene

Online Hand Hygiene training provided by Hand Hygiene Australia is compulsory annual training accessible through the intranet. Training Completion is monitored.

Immunisation

QEC has implemented an immunisation procedure requiring new and existing employees to provide evidence of their immunisation status. Flu vaccinations are offered to all staff annually.

Environment

QEC has an Environment and Sustainability Program. QEC reports environmental data to the Victorian Government Health Information System monthly. Initiatives include:

- Reducing the amount of waste
- Encouraging the use of recycled resources
- All equipment settings default to minimise waste
- Separating office waste into re-usable, recyclable and general waste
- Encouraging staff to reduce environmental impacts
- New capital works incorporate environmental sustainability principles
- Purchase of fleet cars takes into account environmental considerations
- Ongoing environmental projects including:
 - Tree management program
 - Vegetable and Herb Garden
 - Composting
 - Therapeutic Gardens Masterplan for our Noble Park site

Quality Accreditation

QEC operates a quality management system compliant with the requirements of the Human Services Standards, Department of Human Services Standards 2012 and AS/NZS ISO 9001:2008.

QEC was successful in achieving accreditation for Human Services Standards and ISO 9001:2008. A cross functional internal audit team is now in operation across the organisation with quality and continuous improvement principles embedded across all teams.

Declarations & Compliance

Freedom of Information

QEC Information Publication Scheme, strategic planning and operational policies are available at www.qec.org.au. Standard disclosures in this report have been retained by QEC and are available to the relevant Ministers, Members of Parliament and the public on request, subject to the Freedom of Information Act 1982. QEC received six Freedom of Information requests throughout the year under the Freedom of Information Act 1982.

Privacy

QEC complies with the Victorian Information Privacy Principles and the Commonwealth Privacy Act 2004.

Protected Disclosure

There were no disclosures under the Protected Disclosure Act 2012.

Financial Management

QEC complies with the Financial Management Act 1994.

Revenue Indicators

During financial year 2015, QEC had nil collection days in Private, TAC, VWA, Other Compensable, Psychiatric or Nursing home categories.

National Competition Policy

QEC complies with National Competition Policy guidelines when tendering. The Centre has outsourced all non-core services.

Health Purchasing Victoria

QEC has transitioned all procurement processes to comply with Health Purchasing Victoria.

Building and Maintenance

QEC fully complies with the building and maintenance provisions of the Building Act 1993.

Consultants

In 2015-16 there were four consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2015-16 to these consultancies is \$78,082 (ex GST). Details of individual consultancies can be viewed at www.qec.org.au.

In 2015-16 there were four consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2015-16 in relation to these consultancies is \$11,095 (ex GST).

Information regarding QEC consultancies is available at www.qec.org.au.

Information and Communication Technology (ICT) Expenditure

Total ICT expenditure incurred during 2015-16 is \$371,000 (excluding GST) in the following breakdowns: Business as usual (BAU) ICT expenditure was \$363,000, with non Business as Usual (non BAU) totalling \$8,000.

Other Information

Information required in accordance with FR22 of the Financial Management Act 1994 is available on request.

Honorary Lawyers

Hall and Wilcox

Auditors

Auditor-General Victoria

Bankers

National Australia Bank Limited

Attestations

The Queen Elizabeth Centre

Attestation on Data Integrity

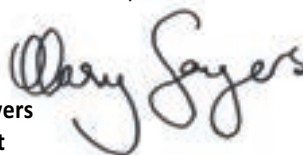
I, Athina Georgiou certify that the Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that reported data reasonably reflects actual performance. The Queen Elizabeth Centre has critically reviewed these controls and processes during the year.



ATHINA GEORGIOU
CEO

Attestation on Compliance with Australian/New Zealand Risk Management Standard


I, Mary Sayers certify that the Queen Elizabeth Centre has risk management processes in place consistent with the Australian/New Zealand Standard ISO 31000:2009 and an internal control system is in place that enables the executives to understand, manage and satisfactorily control risk exposures. The Quality and Risk Committee verifies this assurance and that the risk profile of the Queen Elizabeth Centre has been critically reviewed within the last 12 months.



Mary Sayers
President
QEC
30 June 2016

Responsible Bodies Declaration

In accordance with the Financial Management Act 1994, I am pleased to present the report of Operations for the Queen Elizabeth Centre, for the year ending 30 June 2016.



Mary Sayers
President
QEC

I, Athina Georgiou certify that the Queen Elizabeth Centre has complied with Ministerial Direction 4.5.5 – Risk Management Framework and Processes. The Audit/Finance Committee has verified this.



ATHINA GEORGIOU
CEO
QEC
30 June 2016

Financial Summary 2011-2016

Summary of Financial Results	2015-16 \$	2014-15 \$	2013-14 \$	2012-13 \$	2011-12 \$
Total Revenue	11,641,015	10,146,995	10,642,267	10,146,224	9,033,338
Total Expenses	(10,317,289)	(10,083,632)	(9,709,407)	(9,136,120)	(8,537,484)
Financial Assets Available-for-Sale Revaluation Surplus (Deficit)	(125,820)				
Comprehensive Result for the Year	1,197,906	63,363	932,860	1,010,104	495,854
Retained Surplus/(Accumulated Deficit)	1,059,968	(263,758)	(327,121)	(655,939)	(1,613,377)
Total Assets	14,062,941	12,886,543	12,799,804	12,045,685	11,202,868
Total Liabilities	2,463,148	2,484,656	2,461,280	2,640,021	2,807,308
Net Assets	11,599,793	10,401,887	10,338,524	9,405,664	8,395,560
Total Equity	11,599,793	10,401,887	10,338,524	9,405,664	8,395,560

Disclosure Index

The annual report of the The Queen Elizabeth Centre (QEC) is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

LEGISLATION	REQUIREMENT	PAGE REFERENCE
	Ministerial Directions	
	Report of Operations	
	CHARTER AND PURPOSE	
FRD 22G	Manner of establishment and the relevant Ministers	25
FRD 22G	Purpose, functions, powers and duties	1-3
FRD 22G	Initiatives and key achievements	2-3, 7-9
FRD 22G	Nature and range of services provided	5-6
	MANAGEMENT AND STRUCTURE	
FRD 22G	Organisation structure	20-22
	FINANCIAL AND OTHER INFORMATION	
FRD 10A	Disclosure index	28
FRD 11A	Disclosure of ex – gratia expense	n/a
FRD 21B	Responsible person and executive officer disclosures	74
FRD 22G	Application and operation of Protected Disclosure 2012	26
FRD 22G	Application and operation of Carers Recognition Act 2012	n/a
FRD 22G	Application and operation of Freedom of Information Act 1982	26
FRD 22G	Compliance with building and maintenance provisions of Building Act 1993	26
FRD 22G	Details of consultancies over \$10,000	26
FRD 22G	Details of consultancies under \$10,000	26
FRD 22G	Employment and conduct principles	19,25
FRD 22G	Major changes or factors affecting performance	2-3
FRD 22G	Occupational health and safety	19,25
FRD 22G	Operational and budgetary objectives and performance against objectives	7-9
FRD 24C	Reporting of office-based environmental impacts	25
FRD 22G	Significant changes in financial position during the year	n/a
FRD 22G	Statement on National Competition policy	26
FRD 22G	Subsequent events	75

LEGISLATION	REQUIREMENT	PAGE REFERENCE
FRD 22G	Summary of the financial results for the year	27
FRD 22G	Workforce Data Disclosures including a statement on the application of employment and conduct principles	19,25
FRD 25B	Victorian Industry Participation Policy disclosures	n/a
FRD 29A	Workforce Data disclosures	19,25
SD 4.2(g)	Specific information requirements	30-75
SD 4.2(j)	Sign-off requirements	27
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SD 4.2(b)	Comprehensive operating statement	36
SD 4.2(b)	Balance sheet	37
SD 4.2(b)	Cash flow statement	39
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LEGISLATION		
Freedom of Information Act 1982		26
Protected Disclosure Act 2012		26
Carers Recognition Act 2012		n/a
Victorian Industry Participation Policy Act 2013		n/a
Building Act 1993		26
Financial Management Act 1994		26



**Learning
together**

Playing together

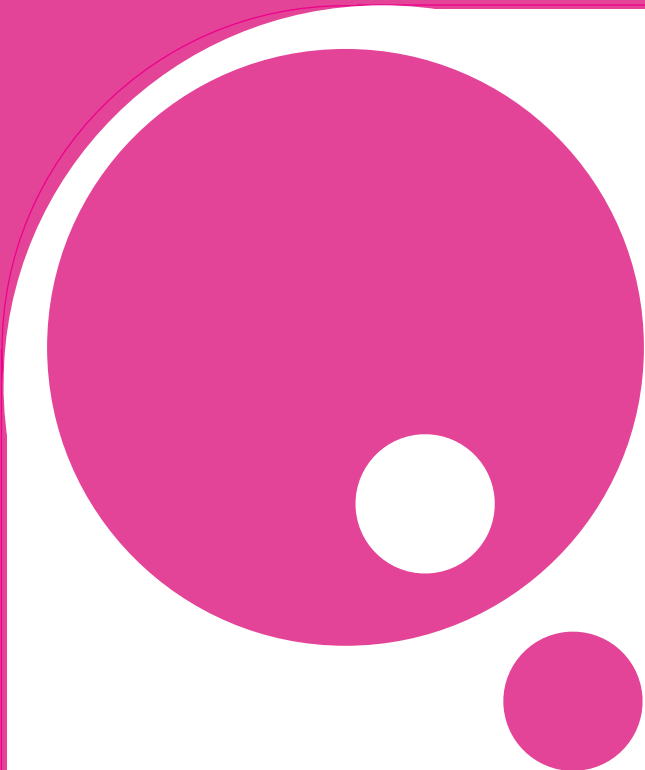


Growing together

Our Purpose

QEC helps young children living in vulnerable situations get the best start in life, by providing families with specialised services, guidance and education.

If the Financial Statements to this report are not included,
please view at www.qec.org.au or phone QEC on +61 3 9549 2777.



The Queen Elizabeth Centre

HEAD OFFICE AND RESIDENTIAL PROGRAM

53 Thomas Street, Noble Park
VIC 3174, Australia

SOUTHERN OFFICE

Carrum Downs

CRADLE TO KINDER OFFICE

Dandenong

NORTHERN OFFICE

Preston

GIPPSLAND OFFICE

Morwell

HUME OFFICE

Wodonga

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