

umfc

Upper Murray Family Care



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acknowledgement of Country

We acknowledge the traditional owners of the land on which we work, and pay our respects to their elders; past, present, and emerging - for they hold the memories, traditions, and hopes for future generations.

We support diversity and inclusivity and welcome all people to our service, regardless of race, religion, gender or sexuality.

Mission & values

Mission

Strengthening families and individuals to build vibrant communities.

Values



Participation

We work with our clients, our co-workers and other colleagues in a spirit of cooperation, and common purpose.



Respect

We value the unique history and character of everybody with whom we have contact and treat them with consideration and care.



Excellence

We strive to attain the highest possible standards in our practice and relationships.



Justice

We treat people impartially and fairly in all our decision-making and conduct.



Honesty

We expect a high level of personal and organisational integrity with words and deeds that are transparent and trustworthy.

Commitment to Child Safety

All children and young people who access UMFC Services have a right to feel and be safe and to be treated with respect. We are committed to providing a welcoming and safe environment and working towards the best interests of children and young people at all times.

UMFC Strategic Plan

Board Purpose

To represent community ownership and accountability through good governance and clear strategic direction.

Strong Governance

Maintain a strong risk management approach aimed at ensuring operational excellence and community engagement.

Appropriate Resources/Infrastructure

Ensure robust systems and supportive infrastructure are in place to deliver services.

Increased Income Independence

Ensure diverse funding sources to provide UMFC financial security for planning and decision making.

Growth and Expansion

Align with government and organisational objectives to increase range of programs and partnerships.

Recognised Leader in the Sector

Build reputation as the leading provider of family care services in the region.

Outcomes Focused Client Services

Ensure outcome measures are in place across all services and that they reflect client progress.

Great People

Maintain a diverse and representative workforce and skill based well connected Board.

Cultural Competence

Provide culturally competent services and enhance access for Aboriginal and Torres Strait Islander Peoples.

president & ceo reports

Dean Bocquet
President



As the 2022 year draws to its conclusion, the Agency takes a moment to reset and look to the future, and set new goals towards exceptional client service and positive regional presence.

Our mission – Strengthening families and individuals to build vibrant communities – has never been more relevant or important.

The Board's role is to ensure the Agency is vibrant, stable and has the capacity to beneficially support our clients. This year we commenced a review of how the Agency meets operational and strategic challenges in order to achieve our mission. This process will be formalised with the formulation of the new Strategic Plan during the 2023 year.

The 2022 year also saw the departure of Luke and introduction of Felicity. After a lifetime commitment to UMFC and the not for profit sector, Luke leaves a wonderful legacy – the Board again recognises Luke's fantastic leadership and joins with staff and Senior Management in wishing him well in retirement.

We also warmly welcome Felicity who settles into her new engagement with a positive outlook for the future, new ideas and vision and her own style of leadership.

Thank you to the Board members for another year of dedication and contributing your time, skill and passion to the Agency's governance. We continue to look towards the future requirements of the sector and UMFC, whilst navigating the challenges of the present. We also recognise Liz Heta who resigns from the Board this year and we send her best wishes and good health for the future.

Finally a thank you to all staff – your dedication, hard work and resilience are a credit to you, and you are the Agency's greatest asset.

Felicity Williams
CEO



This year has been one of significant change for UMFC. Coming out of COVID, our service delivery teams returned to our new normal.

There is no doubt that the COVID experience has shined a light on new ways of connecting with and expanding the ways in which we support clients and stakeholders in regional, rural and remote communities. Like many regions in Victoria, we are facing increasing complexity and intensity of challenges faced by children and families, which require innovative and novel responses. And there is no doubt that UMFC has risen to that challenge.

We farewelled Sheri Moulton - Director of Client Services, Fran Stoner - Director of Workforce Services and Ray Woodhouse – Director of Business Services. On behalf of UMFC and the Board, we thank them for their contribution to UMFC and wish them well in their future endeavours.

We also said farewell to Luke Rumbold – UMFC's long-serving CEO who leaves an incredible legacy. UMFC today is a resilient, place-based, community owned provider of services that protect and support our most vulnerable children and their families with a unique blend of services and interventions. I was honored to be offered the role of CEO of UMFC and commenced in April 2022.

Importantly, UMFC commenced working collegiately with Family Safety Victoria and our partners in The Orange Door in mid 2021 – Centre Against Violence, Gateway Health, VACCA and Mungabareena. The Orange Door is an important Victorian Government initiative coming out of the Royal Commission into Family Violence that provides a central hub for children and their families experiencing risk and difficulties, including family violence, to be assessed and guided towards the most appropriate community support service. While The Orange Door is a new and very different model, it is so rewarding to be working with partners who are committed to making it work for the benefit of those families in our communities who need our understanding and empathy.

I have had the privilege of meeting with all of our teams to learn about the extraordinary work they do and how they make a difference in the wellbeing of children and families within our communities. Their approach, passion and commitment is inspiring. Thank you to all of our staff, including those members of staff who provide business services support, for contributing to UMFC's position as a leading support provider in our region.

service reports

Child and Family Services (CaFS)

Effective and safe programs

- 01 Referrals are currently being accepted via the family services program into our Family Therapy Program. A community of practice for family therapists in the region with connections to private Family Therapists and local agencies is well established with a waitlist for the support
- 02 Family Services supported 138 families allocated to the team via The Orange Door. This included 550 children supported over the 12 month period, working alongside Family Violence Child Safety Team (FVCST), Family Therapy, Child Protection and family violence specialist services
- 03 Commencing in August 2021, through funding body changes we shifted focus to Family Preservation and Reunification Response. All staff have completed the prescribed practice modules and participated in coaching sessions and the implementation process with DFFH to strengthen their practice. They supported 40 families including 64 children
- 04 The Orange Door opened in August 2021 with our Child FIRST team moving into the new program, working in collaboration with core partners Gateway Health, Centre Against Violence, VACCA and Mungabareena Aboriginal Corporation. The Child Wellbeing team closed 1762 cases with 1067 allocated/referred to support services or had their needs met by The Orange Door
- 05 Pre-school Field Officers (PSFO) increased the scope of service to include Three-year-old Kinder roll out. The PSFOs developed "Kinder Chat" videos as a means to get easy to watch information out to early-years providers and improving the communities' ability to stay connected during COVID. The PSFOs supported - 3yo - 41 referrals, 4yo - 45 referrals.
- 06 Through our partnership with Drummond Street - we established our Queerspace program. This supported the development of our organisational readiness document and connections being established with our local LGBTIQ+ community networks. A highlight was a visit from the LGBTIQ+ Commissioner Tod Fernando to UMFC, who met with local community members to explore priorities at a regional level

- 07 The successful implementation of a Project Officer to CaFS provided the opportunity to re-engage with the wider community by delivering group work/parenting programs in Corryong, Benalla, Wodonga and Harrietville partnering with local councils, DET and Maternal Child Health Centres. UMFC led a collaborative project with Royal Children's Hospital and Indigo Shire Council to deliver the Festival for Healthy Living to Rutherglen and surrounding schools focusing on children's mental health.
- 08 Family Violence Child Safety team successfully implemented the *Family Violence in a Child's World* online training module. We have had 39 registrations for 2021 with 23 who have fully completed the course. We have been successful in developing a group coaching model for the City of Wodonga pre-school educators. We are looking to register 48 educators to complete this course in 2022.
- 09 Over the past 12 months, the Financial Counselling team exceeded their output by 120% in one source of funding. The Elder Economic Abuse Program resulted in 73 interactions with older people throughout Towong and Alpine shires.



Child and Family Services (CaFS)

Person centred approach

A family was referred to Family Services through The Orange Door after a report to Child Protection around worries of physical family violence from the father towards the step son. There were also concerns around very high educational and behavioural standards which may be influenced by cultural beliefs.

The father moved in to the household in 2018 to begin working and building a life for his family. His wife, step son (13) and first daughter (3) joined him in 2020. The following year, they welcomed another daughter to the family.

Over the four month period, the practitioner worked with the family from a cultural lens and worked with each parent to explore their upbringing, their experiences of being parented and how this formed their parenting template. Both parents were able to reflect on the cultural differences of being parented in a different country, what they thought their role as parents was and how beliefs and laws differ in Australia. The practitioner provided some education around age, stage and development of their children and how to engage and communicate with their soon to be adolescent son.

While the parents were able to reflect on their cultural differences, the practitioner remained child focused and continually encouraged the son to communicate any worries. During our involvement, there were no further disclosures of physical discipline.

The practitioner was able to help the family link in with cultural supports, make connections within the community and support with the son's school transition. A bus pass for the year was purchased which will allow him to connect with others and maintain attendance. This also promoted his independence.

This story highlights the importance of using a cultural lens when working with families of a multicultural background, particularly when the worries in question are around styles of parenting. It shows how the importance of being sensitive and understanding of cultural norms; whilst educating families through use of different theoretical tools and therapeutic interventions to achieve child safety.

Connecting with CALD communities

Our Senior Project Officer and FVCST were invited by Settlement Engagement and Transition Support (SETS) program and Volunteer Resource Bureau (VRB) to attend the Bhutanese Community Group meeting. UMFC were asked to speak to attendees about parenting in Australia after forming relationships with VRB and embracing networking opportunities through the Multicultural Interagency Network and Multicultural/Family Violence Sector meetings.

We connected with approximately twenty participants including parents, aunts, uncles and grandparents who had mostly been settled in the area for more than five years. The group's literacy levels were very low and an interpreter was required to translate all dialogue.

The presentation included information on parent's responsibilities to keep children safe from harm, have a place to live, food and

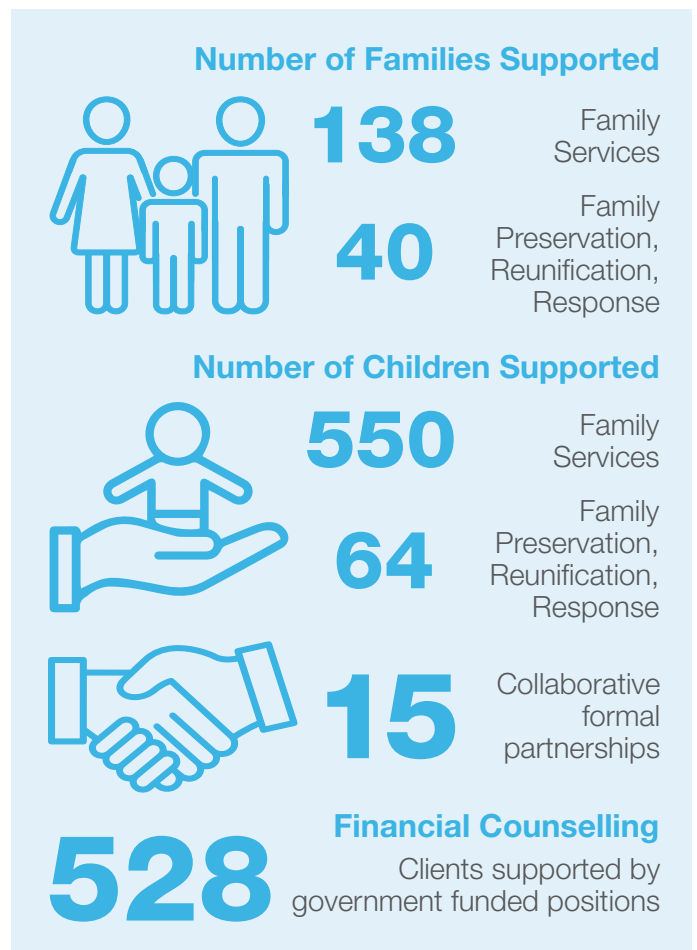
clothes, the need to send children to school, have medical care and financial security.

Keys points shared with the group were types of families in Australia; single parent, same sex, kinship arrangements and recognised some of the barriers when parenting in a new culture including different life experiences and less extended family support.

UMFC staff were able to share information about the rights grandparents have in Australia and legal adult age of 18 years. Members of the group shared their understanding that parents should have responsibility for their families, rather than focusing on challenging children's behaviour.

A great moment was witnessed at the end of the information session with a wonderful, diverse group of people all viewing the UMFC Family Services brochure.

The session was very well received by the group and we are hoping that this is a foundation for working more closely with VRB delivering information sessions about parenting, group work and referral pathways to Family Services and relevant supports.



service reports

Aged and Disability Support Services (ADSS)

The past year has definitely challenged and strengthened our commitment to providing safe, effective, person centred and connected services. Keeping safe has continued to be a high priority for many of our service users with the ongoing health risk implications of Covid and related infections dominating. Like most services and businesses we strengthened our health and safety practices to protect our staff and the people we work with.

One of the key issues our sector faced was the shortage of staff. Accessing regular and consistent services was difficult for many individuals as aged and disability service providers struggled with the challenge of maintaining an available workforce.

The flexibility of our Support for Carers Program meant we were able to organise and purchase alternate short term services to assist carers requiring critical support. An example of this was when a provider had no available care staff to fill a regular personal care engagement. The carer was unwell and there were no family members living locally to fill the gap. After receiving a referral we were able to organise and fund an alternate organisation who did have an available staff member to support the individual and their carer while they waited for their regular support worker to recover from illness and resume regular support.

Over the past year we have supported carers to maintain their care responsibilities. A carer is someone who provides unpaid care and support to a family member or friend with care needs. They are parents, children, partners, other relatives and friends who assist with a variety of personal care, health care, transport, household and other activities. The supports we provided varied from implementing homecare support when most needed to organising respite either within the home or in a residential respite centre, funding the installation of safety rails to purchasing essential aids and equipment and much more.

Driving all our practices and service supports is Quality of Life, how can what we do improve the life of carers, of families and of those with additional support needs.

It is essential that we work with each family or individual to identify what is important to them and how we can assist in making a difference.

Social connectedness was what we kept hearing, everyone was looking to get out and about and reconnect into community life. We listened and applied for funding to run additional family activities.

We ran two family camps and a carer retreat and what a blast each was. We didn't go far for our camps, we didn't have to, the families that attended were just pleased to get out of the house and be able to share a fun weekend with their family and others living experiences. As one family said 'we thoroughly enjoyed it and the kids don't want to leave!'

Each camp was different. At one on the beautiful shores of Lake Hume, we made the most of the warm sunny days spending time



chilling in the pool, paddling on the lake, trying hard to be the first to hit the balloon on the archery target or just chatting and catching up. We needed our winter woollies for our second camp in Beechworth but that didn't stop us exploring the local sights and toasting marshmallows before snuggling up in our nice warm cabins.

We nearly got washed out on our carer retreat to Bendigo and Daylesford, but who cared? Not our carers who were too busy enjoying being away from their day to day responsibilities and taking the time to catch up with familiar faces and meet new ones.

We've had so many unique and individual outcomes with each person we've been involved with this year. It definitely keeps us motivated and continually striving to make a difference.

Story 1

Mary cares for her husband Ken who has early to mid-stage dementia. Ken is on a waiting list for ongoing support with a local CHSP provider. Mary contacted Support Options to ask if we could provide some interim respite assistance to give her the opportunity to go shopping and catch up with a friend for coffee, something she hadn't been able to do in some time. Mary identified that Ken loved to go fishing, but hadn't had the opportunity to in quite some time.

Support Options was able to fund some short term respite which involved a male care worker taking Ken fishing for a couple of hours a week. Ken loved these outings, Mary had the opportunity to have some much needed "time out" and she reported that the activity had a positive impact on Ken's mood and functioning for the remainder of the day.

Aged and Disability Support Services (ADSS)



112

older persons were supported through the Commonwealth Home Support Program (CHSP)

Support for Carers Program

429

carers were provided **1679** hours in home support

1312

days of out of home respite

\$110,708

of goods and equipment



Interchange Services

1919.5

hours provided through volunteer support

5075.75

hours provided through purchased community support



Sarah, Travis and children Harper and Angus.

Story 2

As a mum with two newly diagnosed neurodiverse children, being able to participate in the Interchange Little Explorers group and the weekend family retreat have offered myself and my family the opportunity to connect with other families who have the same love and challenges within their families.

I was fortunate to attend the Little Explorers group sessions this year, allowing me the time to have a coffee and a chat with likeminded mothers who I have formed a wonderful relationship with while my children enjoyed being little explorers. Having staff to assist in observing and joining in with my young children (especially Angus) created a safe and warm environment for me to be able to feel like I could, in fact, take my eyes off my children for two minutes to engage in conversations.

The Beechworth family retreat was an exceptional trip for our family. Having never been able to include my husband in the Little

Explorers sessions, this allowed for him too, to see our children are not individual and allowed him time to enjoy moments we will not forget, such as allowing both children to safely engage in sparklers, roasting marshmallows and a warm meal at the local restaurant – surrounded by parents having the same conversations.

Since connecting with UMFC I have a small group of mums (6) that connect on a regular basis both online and face to face. This is the most warming feeling as a parent who does not have friends locally with children who have a diagnosis, to be able to connect and share, as well as being able to support one another's children socially when in the community, understanding sensory overwhelm and bouncy behaviours, without judgement.

I cannot thank UMFC enough for allowing these programs to run to support families to create lifelong connections and friendships for both parents and children. Thank you, from the bottom of my heart.

Provided by Sarah Sandeman

service reports

Family Relationship Services (FRS)

The Albury/Wodonga Family Law Pathways Network (FLPN) is a national initiative promoting collaboration and coordination of family services among professionals working with families who are separating, or are divorced. This includes several family law services, such as:

- Family Relationships Centre (FRC)
- Regional Family Conflict Resolution (RFDR)
- Parenting Orders Program and the Post Separation Cooperative Parenting Program (collectively known as POP)
- Children's Contact Service (CCS).

Family law services aim to give separated, divorcing, or in-conflict families alternatives to formal legal procedures so that they can mend their relationships and come to decisions that are in the child's best interests. Families with complicated needs, such as those dealing with family violence concerns, can benefit particularly from family law services.

The following have been the focal points of the Family Relationship Service's (FRS) work this year:

- a dedication to connection and cooperation
- fostering lasting connections between children and their separated parents while ensuring everyone's safety
- offering our community appropriate contemporary, evidence-based services.

The FRC continues to be the program servicing the most number of clients - 66% of our 833 clients. Due to the Covid pandemic our total number of clients have reduced by 16% compared to last year.



The FRS is a member of our national peak organisation for family and relationship services, Family and Relationship Services Australia (FRSA). The FRSA is dedicated to having a strong policy engagement with the Australian Government. The FRSA plays a significant role in fostering the expansion, improvement, and sustainability of the nation's services for children, families, and communities. Some members of the FRS staff, including our new CEO Felicity Williams, went to the FRSA National Conference in Adelaide in May 2022.

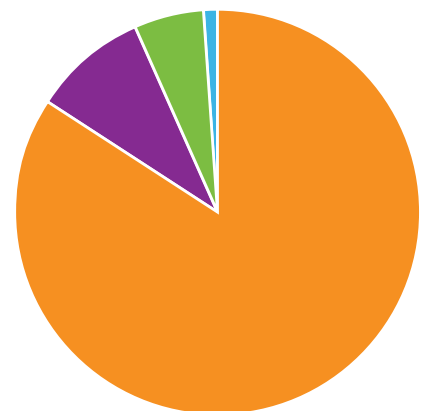


For the purpose of offering separating and/or separated families therapeutic support, the FRS has made several improvements to our programs during the course of the year. The Australian Institute of Family Studies (AIFS), which conducts research to assist governmental policy and family services, has been a major influence on our developments. With the exception of safety issues, the AIFS reported in January that specialists who work with separating/separated families (including 11 judicial officials) preferred mediation and counselling-based solutions over legal ones "in most cases."^[1]

Our services actively develop strategies to support access and engagement with a diverse client base.

Client Diversity

- Non specified – 84.4%**
- Disability – 9.2%**
- ATSI – 5.3%**
- CALD – 1.1%**



[1] Compliance with and enforcement of family law parenting orders: Views of professionals and judicial officers Dr Rae Kaspiw et al, Research Report, Issue 1, January 2022, 13.

Family Relationship Services (FRS)

Family Relationship Centre (FRC)

The FRS runs one of 15 FRCs in Victoria, which offer separating/separated parents a highly visible entry point to concentrate on their children's needs and come to an agreement on secure, workable parenting arrangements outside of the court system. Provided in line with the *Family Law Act 1975*, mediation services are provided by a highly qualified and experienced team of family dispute resolution professionals.

Regional Family Dispute Resolution

The family counsellor moved to the FRC during the year from the Albury office to assist with the family conflict resolution procedure. As a result, more support has been given to families in order for them to come to an understanding and settle their family-related conflicts, particularly those involving children and property, outside of the court system. It was considered that the FRC's counselling services satisfied the needs of separated families in our community.

Children's Contact Services (CCS)

Since the Australian Government's Attorney-General's Department is establishing a nationwide accreditation scheme for all CCS providers, the CCS undertook a thorough examination of its services during the year. The service received a number of upgrades, including:

1. all families utilising this service engage in practises that promote child inclusivity
2. ongoing case plan reviews
3. sessions that focus on creating and maintaining meaningful connections between the child and both parents.

The Australian Institute of Family Studies, which is also helping with the accreditation system, provided the modern evidence on which the revisions were based.

Operations Team

In order to provide a well-coordinated response throughout the two offices to everyone contacting the FRS for family law services, the operations team was developed during the year. The team is aware that prompt active connection to services and assistance for vulnerable families is necessary, from the initial contact to the conclusion of our service.

Albury/Wodonga Family Law Pathways Network

Since joining us in January, our coordinator has been focusing on reigniting the Steering Committee and plans to broaden the range of representatives from organisations operating in or alongside the family law system.

Covid restrictions prevented all in person events that had been planned except for the Jess Hill Domestic Abuse and Coercive Control full day workshop held at the SSA Club, Albury.



Beth Kennedy (FLPN Coordinator), Jess Hill, and Helen McGowan.

Family violence is often one of the issues being experienced by the families we work with. Our FLPN has been collaborating with the Hume Riverina Community Legal Service to prepare a paper that contrasts the Intervention Order (Vic.) and the Apprehended Domestic Violence Order (NSW). Despite the fact that IVOs and AVOs are recognised nationally, working in both Wodonga and Albury can occasionally create jurisdictional concerns as well as variances in terminology and the way in which orders are drafted by the Magistrates.

Parenting Orders Program and Post Separation Cooperative Parenting Program (POP)

The POP team offers family counselling and educational programmes to parents who are divorcing or separated. Due to a lack of resources, educational seminars were offered one-on-one rather than in six-week group sessions in the second half of the year. The team is eager to start implementing fresh short-term courses in the near future.

service reports

Hume Riverina Community Legal Service (HRCLS)

Creating a safe environment

Our lawyers working in a trauma-informed way with our clients, particularly family violence victims, keep us aware and sensitive of the impact of trauma they have experienced as a result of the violence and abuse. Through the supportive nature of our approach, and understanding of the need to reduce the potential for re-traumatisation, either through re-telling of the experience or connection with a new service, we seek to reduce distress when accessing the legal service.

One client, an Indigenous woman, Annie*, appreciated the effort HRCLS and UMFC went to in making her welcome. *"I always felt safe in every way, including culturally. I noticed the artwork when I visited the services and that helped. It makes a difference."*

Annie said the lawyer always explained the legal options, but it was always her decision on how to proceed. *"I felt so comfortable and never felt embarrassed or judged, although it was hard to talk about. She also held space for me, gently and respectfully, to make the reports to police about the domestic violence and the abuse. If I changed my mind about something, she never got frustrated, and never projected her stuff on to me, which has happened before."*

*Not her real name.



Victorian Attorney-General Jaclyn Symes (second from left) with HRCLS Acting Operations Manager Ashlie Barclay, Acting Principal Lawyer Debi Fisher and Acting Principal Lawyer Alison Maher.

Connections key to positive client outcomes

Our commitment to provide free legal assistance to our community is delivered through our close relationships with key services supporting the most vulnerable and disadvantaged. In our successful Health Justice partnerships with Gateway Health, Albury Wodonga Aboriginal Health Service, Wodonga Flexible Learning Centre and North East Support and Action for Youth Inc, we work together to get people legal advice and education they need. Another significant partnership with Centre Against Violence (CAV) ensures family violence victims receive quick and seamless access to a lawyer. In the 2021-22 FY, HRCLS helped more than 73% of CAV clients with legal advice. Between the CAV staff and HRCLS lawyers there is a constant two-way dialogue on the support needed for clients who benefit from both services.

In NSW our key partner Intereach helps us deliver outreach in Corowa and Deniliquin. This service is highly valued and our connection continues to grow as we create closer ties to leverage the trust the local community has in their service and programs.

"This outreach program is extremely important in our region. It means people have the chance to speak with a lawyer, knowing that they will receive professional care and respect despite what can be challenging circumstances. It has also allowed our staff to gain a greater understanding of the range of services Hume Riverina Community Legal Service provides. The legal health check training sessions you have provided for the Intereach team have been productive and welcomed in providing a higher level of service to our participants and clients. The fact that we continue to collaborate and get a greater understanding of how our combined services have the community at the heart of what we do can only have a positive impact across our disability, family, mental health, and aged care sectors."

Michelle Tai, General Manager – Operations, Intereach



Acting Principal Lawyer Debi Fisher, UMFC CEO Felicity Williams, Operations Manager Ashlie Barclay, and Acting Principal Lawyer Alison Maher.

Hume Riverina Community Legal Service (HRCLS)

Our service model is person centred and effective

With clients presenting with increasing need for more legal assistance and multiple complexities, shaping service delivery to meet client needs is crucial in getting the best outcomes. Our latest data indicates a HRCLS client has an average of 4.6 vulnerabilities, including mental health and family violence, disability and homelessness.

Following the 2020 bushfires, HRCLS joined the bushfire recovery effort to help bushfire-affected locals in Towong and Alpine shires. Based on the knowledge from previous bushfires and the legal impact on people, HRCLS was able to identify and create the best model to connect with those people in need of a range of legal issues. This included the expectation there would be a long lead-in time for issues to appear post-disaster, and HRCLS was prepared for this to eventuate and better able to respond by working collaboratively with other recovery agencies and community organisations.

"Gateway Health's Bushfire Recovery Team has been working closely with Harley Dannatt in his role as a lawyer supporting bushfire impacted individuals and families... and in that time have been consistently impressed with his skill, diligence, professionalism, and compassion. My team have often reflected on how grateful they are to have Harley's advice and support, and how thankful their clients are for his ability to clearly and carefully walk them through the often intricate technicalities of the law, using language they can understand."

Jarryd Williams, Manager Bushfire Recovery Program, Gateway Health



Law Week 2022 – Women in Law Breakfast – Acting Principal Lawyer Debi Fisher, guest speaker Barrister Amanda Storey, North East Law Association President Amanda Toner and Acting Principal Lawyer Alison Maher.



Wodonga Flexible Learning Centre students visit HRCLS for a tour of the service.



Member for Indi Dr Helen Haines (second from right) with HRCLS Operations Manager Ashlie Barclay, Acting Principal Lawyer Debi Fisher, Lawyer and Legal Project Worker Becky Smith and Acting Principal Lawyer Alison Maher.

service reports

Out of Home Care (OoHC)

Children in safe care

It has been a challenging and exciting year for the service with staff changes including the commencement of a new Service Manager in April and the continued impact of Covid affecting service delivery and the health and wellbeing of our carers, children and young people. Restrictions and isolation requirements continued to negatively affect our ability to place children in a matched placement.

We worked closely with our carers to support them their caring role and this included providing practical assistance with transport and the provision of groceries and other household needs when carers were impacted by COVID.

We continued to be inspired by the level of commitment shown by our carers and even had a carer take a COVID positive child into their home. This child needed placement late on Friday afternoon in an emergency situation and with no hesitation the carer agreed to the placement.



Effective and connected care

Recruitment of carers and carer support continued to be a strong focus. Our Carer Advisory Group (CAG), which consists of Carer representatives, the DFFH Regional Director, DFFH representatives, the OoHC Service Manager and OoHC Carer Management Team Leader, was re-established.

Following feedback from carers, the CAG was refreshed with a renewed intent to support carers to build a network of supports with each other in addition to the program based supports. This led to the beginnings of a “carers for carers” group which will assist carers with understanding and collegial support that can be best given by fellow carers.

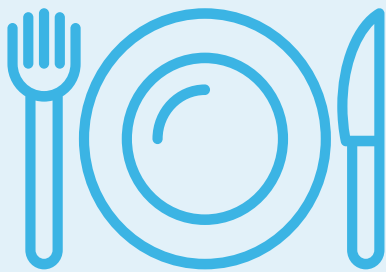
Person-centred care

The OoHC program continued its work on meeting the policy requirements regarding the transition of Aboriginal children in foster care to Aboriginal Community Controlled Organisations (ACCOs). Wungurilwil Gagapduir (“Strong Families”) Aboriginal Children and Families agreement is a tripartite partnership between the Victorian Government, Victorian Aboriginal Communities and the Child and Family Services Sector.

Our program has established strong links with our local ACCOs including VACCA to ensure that our Aboriginal children in care are provided with culturally safe care and that the transition of carers and children continues to be worked on with sensitivity using a collaborative approach.



Out of Home Care (OoHC)



Carer Dinner

82

children and carers attended special dinners held in Wodonga and Wangaratta

Successful campaign to encourage carer enquiries



75

Carer Household

Respite from 1st July 21 - 30th June 22



318

Total respite placements providing 1240 respite nights

board of directors



President

Dean Bocquet

CPA

Appointed to the Board on 25th October 2012, Dean was appointed Treasurer in 2013.



Member

Paul Robb

Solicitor, BEc LLB

Appointed to the Board on 23 February 2017.



Member

Liz Heta

Dip Bus Mgt

Appointed to the Board on 26 August 2013.



Vice President

Robyn Gillis

BSc, AssDip OHS, Mas HSM, GAICD

Appointed to the Board on 25 October 2011.



Member

Sunita Rama

LL.B, BEc

Appointed to the Board on 25 October 2011.



Member

Thomas Crumpton

Phot, EEN, CPT, Adv Dip Mgt

Appointed to the Board on 26 October 2017.



Treasurer

Jacqui Vaughan

BCom CA

Appointed to the Board on 25 November 2019.



Member

Kirsten Genter

Adv Dip FS (FP)

Appointed to the Board on 23 May 2019.



Member

Tracy McCrohan

BMgt

Appointed to the Board on 25 March 2021.



CEO & Secretary

Felicity Williams

BA, MBA, GAICD, GC Leadership (Ed)

Felicity is currently the CEO of UMFC and has been with UMFC since April 2022.

our people & org chart

Total Staff number at 30/6/22 = **144** employees, of which:



89%

Female Employees



11%

Male Employees



81

Full-Time Employees



63

Part-Time / Casual Employees



38%

Employed at UMFC for over 5 years

Board of Management

Chief Executive Officer
Felicity Williams

Director of Client Services
Sheri Moulton

Director of Workforce Services
Fran Stoner

Director of Business Services
Ray Woodhouse

Family Relationship Services

- Family Relationships Centre
- Regional Family Dispute Resolution
- Children's Contact Services
- Post-separation Co-operative Parenting
- Parenting Orders
- Family Law Pathway Network Albury/Wodonga

Out of Home Care Services

- Foster Care
- Kinship Care
- Carer Management
- Targeted Care Packages

Child & Family Services

- Child Wellbeing – The Orange Door
- Specialised Programs
- Family Services
- Family Therapy
- LGBTIQ Counselling
- Early Years
- Child & Family Services Alliances
- Project Officer
- Financial Counselling

Aged & Disability Support Services

- Support Options
- Interchange

Hume Riverina Community Legal Services

- Generalist Outreach – North East VIC and Riverina NSW
- Family Law & Family Violence Services - North East VIC and Riverina NSW
- Family Violence Youth program
- Cooperative Legal Service Delivery
- Duty Lawyer Services
- Health Justice Partnership
- Bushfire & Disaster Recovery Services

Business Services

- Projects & Quality
- Finance
- Human Resources
- Administration
- Information and Communications Technology

Betty McLean award

The Betty McLean Award gives recognition to the work of the many volunteers who assist UMFC in achieving its mission of strengthening families to build vibrant communities. Volunteers give their time, skills, and energy to our programs on a regular basis and without them we would not be able to function. This year we are delighted to announce that the winner of the Betty McLean award is Graham and Angie Pickering.

The OoHC team believe that Foster Carers Graham and Agnes (Angie) Pickering are very deserving of the Betty McLean Award.

- They have been carers with UMFC since 2006.
- Angie and Graham have changed their entire lives to care for a boy in foster care for the last 15 years.
- Dedicated their lives to meeting his significant additional needs as well as providing a calm, warm and loving home.
- Modified their home to provide a safe home for him.
- Made him an integral part of the family and community.
- Worked with multiple services from disability, health, education and government sectors over the years.
- Advocated tirelessly to ensure this boy has everything he needs and more.
- Approaches being carers with humour and selflessness, coping with multiple crises with light-heartedness and care.

Angie and Graham had been foster parents to a considerable number of other children in need prior to J coming into their care as an infant of around two months olds, nearly sixteen years ago.

Angie and Graham reported that J was quite an unsettled baby and it took them a while to get him into a settled sleeping routine and that they then delighted in caring for him.

Thankfully, due to Angie and Graham's experience and attunement to J they noticed that he was not meeting his developmental milestones. This led to an early diagnosis of Autism and Global Delay and began J, Graham and Angie's long journey of being engaged with multiple disability and Allied Health support services.

Angie, Graham and J, over the nearly sixteen years that he has been in their care have engaged with behavioural, speech occupational, physio therapists, continence specialists, and both paediatric and general medical doctors intensively to give him every opportunity to develop his independence and have the highest quality of life.

Such an intense level of service engagement requires carers who are committed, dedicated and willing to give up a considerable amount of their own time. This also involves carers who are willing



to have many allied health service providers come into their home and make recommendations for them to follow in order to assist J's development after observing how they interact with him - which can be an incredibly invasive and confronting situation.

Although J has responded positively in some areas with the support of intensive therapies, he uses very limited verbal communication, relies on the use of incontinence aids for all of his toileting needs, and requires one on one supports for all of his personal care needs and goes through periods of insomnia. Caring for him has not come without its challenges due to his significantly complex needs. These challenges could have potentially broken other carers but Angie and Graham's dedication to J have seen them prevail and embrace and rejoice the small successes.

Angie and Graham are now in their seventies and eighteen months ago, Graham had a considerable stroke, which he has worked hard with Angie's support to recover from. Angie and Graham have stayed unwavering in their commitment to J and see him as part of their family. Angie and Graham love and accept him for who he is and take delight in his nuances.

Angie and Graham support J to remain connected to his birth family and see this as being very important for him.

Angie and Graham have also made it exceptionally clear that when the day comes that J does leave their care and resides in supported Independent living, they want him to be able to reside in the local area that has been his community for sixteen years and that they wish to remain his guardians, to advocate for him and to continue to play major role in his life.

Previous Winners:

Shirley Dobson & Brian Hayes	2001	Eugene Butkowski	2008	Peter Uniacke	2015
Georgina and Niall Reidy	2002	Shani Robertson	2009	Yvonne Stevens	2016
David Milan	2003	Dusan Jovetic	2010	Linda Grellman	2017
Leigh Ferguson	2004	Sharon & Jim Gambold	2011	Sarah Pearce	2018
Roslynn & Neville Burgen	2005	Peter Bridle	2012	Beck Jones	2019
Harry Johnson	2006	Chris Hollonds	2013	Deb Donovan	2020
Pat Nimmo	2007	Jessica Thurling	2014	Meaghan Lewin	2021

Life Membership awarded to Luke Rumbold

Many people who have had the privilege of knowing Luke at a professional level as colleague, client and within the not-for-profit Community based Family Services fraternity.

Luke as a founding member of UMFC, inaugural CEO of 37 years and dedicated community member has over the many years been a driving force of UMFC. Luke has seen the organisation grow and expand, not for the sake of growth, but in response to the needs of children and families who have required professional support to cope with their various circumstances.

Luke's initiative of the trust fund, Trust in Kids, at a grassroots level, has provided a ready source of funds to address some basic goods and services that make a significant impact.

Luke as CEO has provided a dynamic and stable work environment reflected in many long serving employees and creating UMFC as an employer of choice.

The Life Membership awarded to Luke recognises not only Luke's legacy, but that of the whole organisation during his tenure. Below are some words describing Luke and the positive impact he has had on the lives of those around him:

- Wisdom, leadership and kindness
- Positive impact on many lives
- Knowledge and dedication
- Fierce and loyal leader
- Always smiling and positive outlook
- Keeping children safe
- Best sense of humor
- Always making us laugh and remind us to not take things too seriously
- Supportive
- True professional who has shown by example that excellence is something to aim for daily
- Inspire everyone around you
- Created a culture of love, care and inclusiveness
- Humble, selfless and slightly cheeky
- Make others smile and sharing a laugh
- No job too big or too small for a CEO with special powers
- Strong yet casual leadership is admired
- Calm but assertive management... Benevolent Dictator indeed



UMFC Life Members:

The Very Reverend David Thawley	1989
Frank Maestrianni	1989
Shirley Rutherford	1991
Lou Lieberman	1993
John Taylor	1994
Graham Andrew	1994
Berta Laubli	1995
Betty McLean	1999
Rhonda Stein	2000
Violet Coles	2001
Nancy Mason	2005
Alan Cracknell	2005
George Pender	2005
Gillian Mallinder	2008
Sue Blake	2011
Jeff Wittig	2011
Jill Knights	2011
Phil Oates	2015
Lester Sawyer	2016
Robyn Norton	2019
Greg Pearl	2020

Treasurer's report

Jacqui Vaughan
Treasurer



UMFC continues to embed its strong financial position placing the Agency in a strong position to manage future challenges and headwinds posed by the external environment, which includes increasing competition for and tightening of funding.

It also provides opportunity for our new CEO and the Board to consider and pursue opportunities to invest in the Agency, including in ideas, innovation, new programs and our people.

As reported last year, the Finance Team have been diligent and thorough in ensuring that UMFC's funding is managed and acquitted within our increasingly complex funding environment.

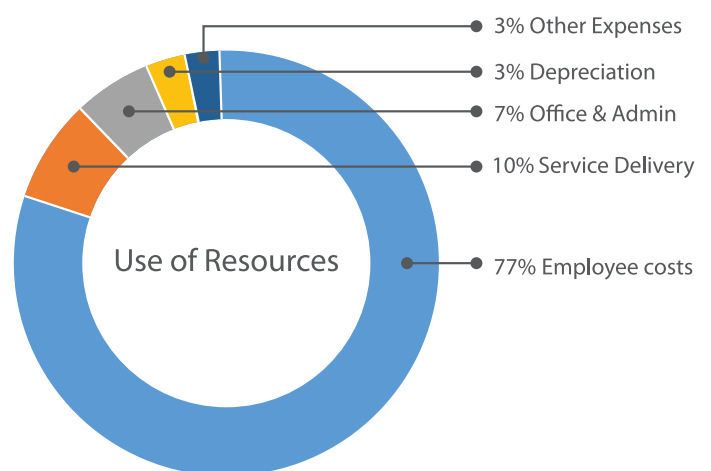
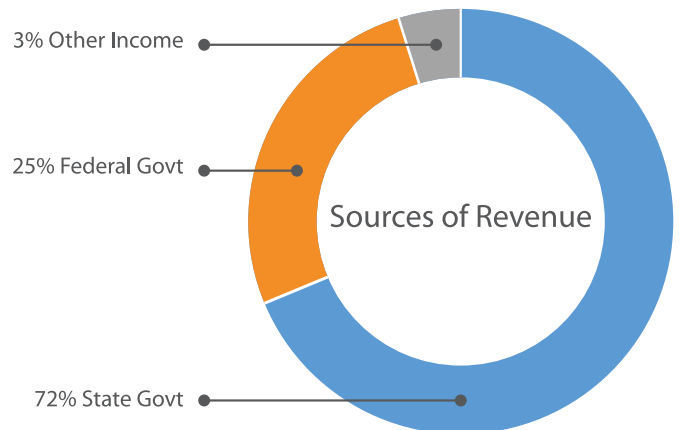
UMFC is reporting a surplus of \$3,726,140 for the 2022 financial year (2021: \$1,862,566). Much of this surplus relates to funding we have received and accounted for as revenue in the 2022 year but which will be either spent or potentially returned to funders in the 2023 year. Accounting standards that arrived for the first time for UMFC in 2021 dictate that we must recognize the majority of our income in the period it is received.

This year the amount received in 2022 to be spent in the 2023 financial year was \$3,466,290. This has been disclosed in Note 17 of the financial statements to assist readers understand the nature of the surplus and spending commitments against this. Consequently, the Agency's 2022 operating surplus was in effect \$259,850, although this did include expenditure relating to revenue recognized last year.

With unexpended grant funds taken into account, revenue for the year was consistent with the previous year. However, expenses increased, particularly employee related expenses reflecting the impact of CPI and on-cost increases and increased full-time equivalent staff. It is also partially related to the unspent funds amount from 2021.

Cash assets increased by 20% with cash and financial assets sitting at \$12,374,227. With unexpended committed grant funds excluded, this increase is still commensurate.

The Hume bank loan is \$195,989. (2021 \$189,478). With interest rates beginning to increase the loan will continue repayments in 2023 down to a low nominal balance. The remainder of the current plus non-current borrowings relates to lease liabilities for rented premises of \$192,233. A Right of Use asset is recorded in respect of this lease liability of \$182,321 shown as part of property, plant and equipment in Note 8. Land and Buildings continue to be disclosed at a depreciated Cost Value of \$8,298,526.



The adoption of the new revenue accounting standards AASB15 and 1058 continued to pose additional requirements for the finance team. UMFC have a large number of separate funding contracts and each of these need to be analysed to determine the correct treatment and determine any contract liabilities.

Our auditors required significant detailed information which creates an additional burden at year end on the finance team. The audit runs very early starting in July adding to the pressure of this deadline. I thank all involved in the finance team for their hard work and the commitment to this task.

I take this opportunity to thank Ray and Liesel for their contribution in this space. I acknowledge and thank Ray for his many years of service for UMFC and wish him all the best in his future journey.

2023 will see some increased focus on improvements to systems, budgeting and management reporting to give the CEO and the board the best information to allow us to make sound strategic decisions in an environment that has significantly changed in recent years. UMFC is in a great financial position to tackle challenges and invest in opportunities to allow the Agency to continue and grow as a strong and resilient part of the sector.

Thank you

Thank you to our Volunteers, Care Providers, Donors & Supporters

Upper Murray Family Care extend a warm "thank you" and our heartfelt appreciation to all who have supported us in the community for over 40 years, in particular, our donors, volunteers, carers and local communities and look forward to strengthening this bond for many years ahead.

Volunteers are the life blood of our community and at Upper Murray Family Care we are continually astounded by the strength of support, time, skills and experience given by our volunteers to help care for our children and families.

Numerous donors also sustain our agency with financial contributions assisting us to provide care and support to families and individuals in our region. Thank you to our donors for your generosity and support – even the smallest contribution can help change a life.

If you would like to make a difference and work as a volunteer or carer, please call us on 02 6055 8000 or 03 5720 0000 for further information. UMFC has ongoing Deductible Gift Recipient Status.

Government

Federal

Department of Social Services
Attorney-General's Department
Department of Health

State

Department of Health & Human Services
Department of Justice & Community Safety
Department of Education & Training
Victorian Legal Services Board
Victoria Legal Aid
Legal Aid NSW

Carers and Volunteers

Partners & Sponsors

Local Government
Mungabareena Aboriginal Corporation
VACCA
SS&A
2AY Ace Radio
Prime 7
WIN
The Printer Wizards
Best Western Travel Inn
Delited Cleaning
IT Connexion
David, Martin, Ross & Stuart Baker
George and Andree Pender
Lions Club Lavington
Wangaratta Lutheran Op Shop
Jacks Rags
Wangaratta RSL
Bethanga Pub
Massage Shop Wangaratta
Innerwheel Club of Wodonga
Yackandandah Old Time Dance
...and many generous individuals.





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UMFC acknowledges the support of the Victorian and the Australian Governments.

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