



Annual
REPORT

2022/23

CONTENTS

4	Chair Report
6	CEO Report
8	Financial Report
10	Overview
12	2023 Rural and Remote Forum
15	Staff

Our Vision

best practice management
in early childhood
education and care



Together we acknowledge the contributions of the traditional custodians of this land, the Gundungurra and Darug people.

We acknowledge the contribution of Aboriginal Australians, Torres Strait Islander peoples, and non-Aboriginal Australians to the education and care of all children and people in this country in which we live in and share.



2022-2025
STRATEGIC
PLAN

AMY SHINE

CHAIR *Report*

Another year has flown by, and CCSA continues to be a trusted peak body, advocating for and supporting our members in the Early Childhood Education and Care sector. Advocacy and support are crucial in such an important sector.

I have always respected the people of CCSA, the work our organisation does in the sector, and the knowledge the team shares.

As a Director of rural and remote preschools for... let's say, over 20 years!, I have regularly called on the expertise of CCSA, over the phone, reading publications, online and attending face to face training. Beginning in my early 20's as a Director, I remember some words of wisdom I was offered – become a member of CCSA, you can call the team at CCSA anytime, and they are always there to support our services.

These words continue to ring true, the team at CCSA are amazing! Led by our CEO Meg Mendham. Meg and her team actively engage in advocacy across many relevant forums, meetings, and advisory platforms to improve and support regulation, quality, workforce, and sustainable funding for our members.

CCSA has been in the business of supporting early childhood services and representing them as a voice to government for 54 years. CCSA is still as relevant now as it was when it was first established in 1969.

Our advocacy has influenced decision making on workforce, funding, early childhood strategy and policy at both Commonwealth and State and



Territories. We are committed to representing the Management Committees and Approved Providers responsible for the governance and management of early childhood services right across the country. We raise awareness of the challenges faced by community based organisations and the sustainability issues across all service types including Preschool, Long Day Care, Out of Hours Services, Early Intervention, Family Day Care and Mobiles Services.

The team at CCSA are continually reflecting on what is happening in the sector, what is at the forefront of what our Members need and how we can advocate for the ECEC sector, the people on the ground.

CCSA are leaders in ECEC, the ability to continually adapt, make change and work together as a team is testimony to the quality of our organisation.

From the friendly voices we hear on the end of the phone, the people we see on our screens, Member Support, Sector Support, Consultancy and Training, Business Solutions, Executive managers, the Leadership team, and the Board, we recognise CCSA's achievements in line with the Strategic Plan.

1. ADVOCATE FOR & ON BEHALF OF OUR MEMBERS,
2. SUPPORT OUR MEMBERSHIP,
3. ENHANCE OPERATIONS,
4. ENRICH ORGANISATIONAL CULTURE & STAFF

Some highlights over the year include the continual growth in membership expanding to more metropolitan services and continued high membership in rural and remote areas.

2022/2023

Board

CATHRYN ALBERT



JAN LANGTRY



SWEET GOH



RUTH NEWMAN



ALLISON MCCARTNEY



PAULINE IACONO



JANELLE BURKE

Part of our specialised streams focused on delivering Coffee Conversations. These were in high demand and were very informative, adding another unique opportunity for our Members to engage in conversations with policy makers and professionals to provide feedback and expand their development. The Administrators Network Forum was well received with over 73 members involved and it continues to grow. The contract with the Department of Education for Capital Grants Sector Support continued.

Not forgetting the success of our 5th Rural and Remote Forum held at Mudgee in March that was a sold out event with 300 attendees from across Australia.

Consultancy and Training launched the much needed self-paced learning platform with the Committee Induction package. This has been designed to expand our support to Management Committees and those in leadership roles, as a complement to our extensive suite of online services.

Marketing and Communications continued to build a strong CCSA profile. Our social media pages demonstrated their importance as they increased in visits and followers, assisting our members to connect with current sector news via social media. There was a focus on streamlining access to information with the introduction of QR codes in publications linking directly to our webpage and a new Professional Development Event webpage to communicate effectively with users about our upcoming CCSA events. CCSA continues to be recognised as reliable, trusted and a go to for accurate information in the sector.

Phone contact in Member Support continues to be one of the primary areas of engagement by our membership. It is pivotal to our members to know they can pick up the phone and hear a trusted person on the end of the line with deep sector knowledge and understanding across good governance and management.

In recent times we have made some important and considered strategic business decisions with our Business Solutions Unit in an effort to address our own workforce crisis challenges and to provide an ongoing sustainable, viable, quality service to our clients. Although this is never easy, it was necessary and demonstrates CCSA's ability to respond, pivot and be strategic for the future of the organisation and our Members.

The commitment of the Board certainly is to be commended. Our Board is committed to the vision of CCSA and ensuring we remain a viable organisation. There have been lots of long conversations, reflecting, listening to other opinions, laughing and even a few tears along the way. The Board engages in specialised Working Groups to provide a strong platform for good decisions to be made. Our policy, evaluation and succession planning processes continue to grow. This improves our practices and informs decision making.

Thank you to our members, our awesome team, the Board of Directors and the many other Departments, Government bodies, and our critical friends whom we have worked with over the year. Meg and all of the staff at CCSA, we thank you for your support year in, year out and your commitment to meeting the needs of the sector, the ongoing changes and pressures – you are always here for us!



Representing and advocating on behalf of our Members and the broader early childhood sector



MEG MENDHAM

CEO Report

CCSA has a strong and trusted reputation in representing and advocating on behalf of our Members and the broader early childhood sector across all governance and management areas. Our Members expect us to advocate on their behalf (both individually and collectively), share their stories and work to influence positive outcomes across the sector. The last twelve months has demonstrated our capacity and capability in this space. This is reflected in the fact we have been regularly invited as a valued member of both Australian and State Government forums and various advisory groups.

CCSA has presented relevant data, shared success stories and highlighted service's challenges within the sector related to funding models, sustainability, regulations, quality and best outcomes for children. We have provided unique perspectives for Community based standalone services to large council and NFP organisations. We provided perspectives on behalf of the approved providers including volunteer management committees, and owners alike. We are recognised as having a strong voice with a long history of knowledge and understanding of both the sector and our Members from a governance and management lens.

2022 ECA National Conference with Anne Aly MP



TEE Workshop

Our commitment to and strength in advocating for our Members has resulted in improvements across:

- regulations,
- sustainable funding reform,
- quality uplift in services and improved workforce including affordable Preschool,
- including design components; Universal Pre-Kindergarten redesign,
- further rounds of capital grant funding,
- changes to Mobile preschool funding,
- Preschool Reform Agreement,
- Cheaper Childcare Legislation and workforce crisis policy.



A sample of various forums and advisory groups and their focus areas:

SECTOR MATTERS

Australian Government Department of Education
Early Childhood Care Reference Group

NSW Early Childhood Education Advisory Group

Ministerial meetings with Minister Sarah Mitchell

Meetings with The Hon Fiona Nash, Regional Education Commissioner

FUNDING

Early Childhood Advisory Preschool Funding and Commissioning Subgroup

Early Childhood Advisory Subgroup - Start Strong Capital Works Grant Program

Thrive by Five Regular Campaign Meetings

PRESCHOOL MODEL

Early Childhood Advisory Universal Pre-Kindergarten Sub-Group meeting

Universal Pre-Kindergarten – Pilot Programs

REGULATIONS & QUALITY

NSW Early Childhood Advisory Group Data Sub-group

REGULATIONS

NSW Child Safe Working Group

CHILD PROTECTION

Office of Children Guardian partner meetings

WORKFORCE

Workforce Crisis Roundtable Summit with Minister Anne Aly

Workforce Summit with ECA, United Workers Union campaign

ACECQA National Workforce Strategy Stakeholder Reference Group [SRG]

PAY & CONDITIONS

Fairwork Commission

PAY & QUALIFICATIONS

Macquarie University Cooperative Research Centre on the Care Economy

WORKFORCE & QUALS

National Education Standards Authority Early Childhood Reference Group

ABORIGINAL POLICY

SNAICC Early Years Support partner meetings

RURAL/REMOTE MODELS

CAGES partner meetings

Thrive By Five Rural and Remote Campaign

Isolated Children and Parents Association (ICPA)

EC MODELS

Supporting Families into Early Childhood Education Community of Practice

Throughout the past 12 months there have been challenges but there have also been wins we should celebrate. Early Childhood Education and Care has risen in the National consciousness, it is rarely out of the news cycle and has come to the forefront in thinking of politicians, other sectors and industries. CCSA has continued and will continue to support and advocate on behalf of you our members to achieve our vision of "Best practice management in Early Childhood Education and Care" to improve outcomes for services and children and families.

Warm regards,

Meg Mendham

CEO

Meg Mendham and KU CEO Chris Legg celebrate the KU 125 years Anniversary.



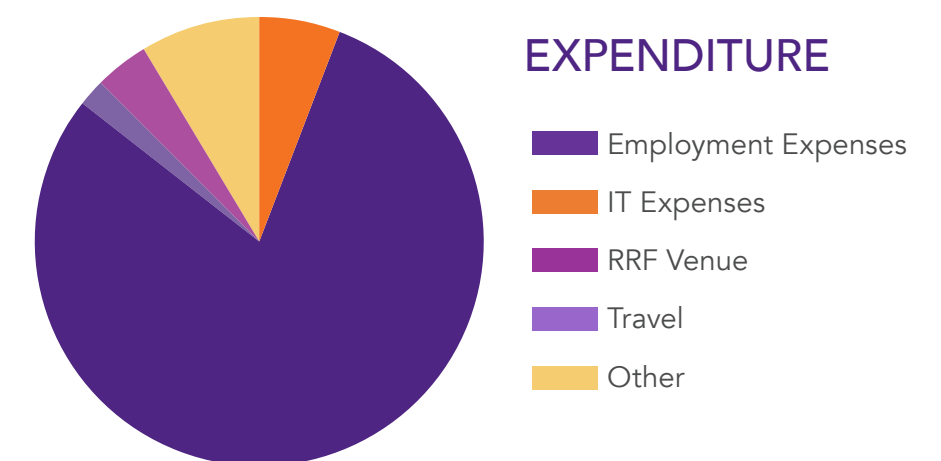
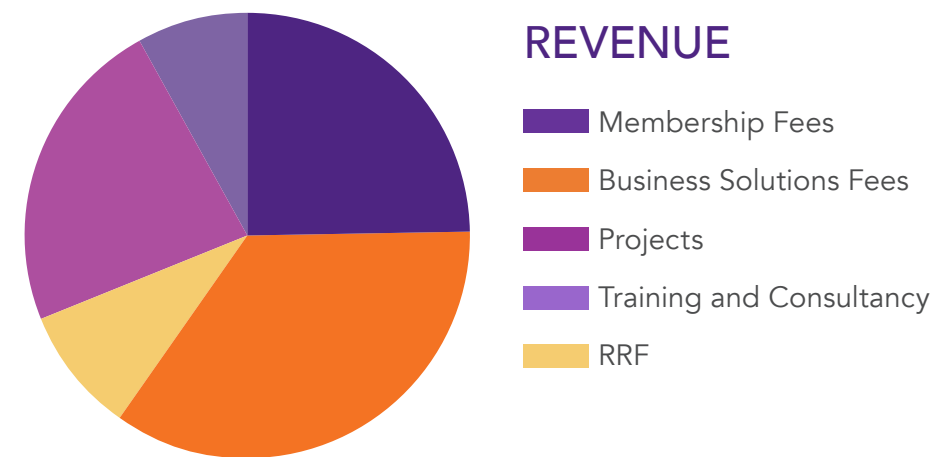
Financial REPORT

CCSA reported a planned operating deficit of \$174,827 for 2022-2023 financial year.

The accumulated surplus as at June 30 2023 represents 29% of annual operating expenses. We have maintained a healthy financial footing in the face of the impact to the business recovering from the COVID pandemic. The deficit reflects a decrease in operating revenue over the previous financial year largely due to membership fees and business solutions fees falling short of budget targets. Income in these fees is higher than the previous year as a result of fee increases but did not reach the budget target for revenue. Training and Consultancy revenue includes contract work for the Department of Education and is a 100% increase on the previous year. There has been a significant improvement in interest earned on money in the bank.

CCSA Business Solutions unit provides professional services to members taking up bookkeeping, payroll, fee processing and BAS Agent support to assist them manage ECEC businesses in a complex regulatory environment. At the end of the financial year we took the difficult decision to reduce the number of business solutions clients on our books. The decision was not made lightly and we know that many members were disappointed that we were not able to continue providing bookkeeping and payroll services to them. The long tail of COVID had major impact on our ability to recruit experienced staff and this impacted our ability to provide a quality service to members. The financial impact of this decision will be seen in the 2023-2024 results.

Our Training and Consultancy team have delivered a range of programs over the year. We have supported ECEC businesses with our expert knowledge of governance and management, business planning and constitution reviews. We have continued to grow our offerings to our



members with specialised consultancies and mentoring, whilst engaging with larger provider contracts and support work. The Admin Network, Training Calendar and specialised streams webinars delivers targeted information and training that support Committee's, Directors and Admin staff in their roles.

Our Sector Support team has delivered continued support under contract to the Department of Education. Highlights are the Application Support for Start Strong Capital grants, Implementation Support for mobile preschool funding, Affordable Preschool funding, and Implementation Support for Start Strong funding. The team have pivoted from sector support work to training and consultancy work as demand dictated.

The deficit budget allowed us to maintain our experienced team and engage them on a broader remit than that previously delivered. It

meant we were in a position to tender for new contracts and to commence work quickly as the human resources were on hand and ready to go as soon as contracts were signed.

Member Support team are the backbone of the Members Information Line and have taken on some additional work of Sector Support programs providing telephone support to preschools across the State. The Administration and Communications Team promote, onboard and support the growth of our membership and coordinate the success of the Rural and Remote Forum which grows year to year and has become a firm fixture in the ECEC sector calendar of events.

We are in a strong financial position to support our members into the future and the vision of the board has materialized in the financial outcomes achieved.

2022/2023

OVERVIEW

 **5045**
MEMBER SUPPORT
CALLS ANSWERED

Topic	Calls
Conditions of employment	991
Start Strong Funding incl 3 y/o	696
Pay rates	592
Governance	453
Regulations	406
Work Performance Issues	176
Termination	167
Training or Consultancy - CCSA	151
Policies	141
Christmas Pay	123

11,882
PAYROLL TRANSACTIONS
PROCESSED FOR
457 MEMBER
EMPLOYEES
\$52,219,366
THROUGH CLEARING ACCOUNT



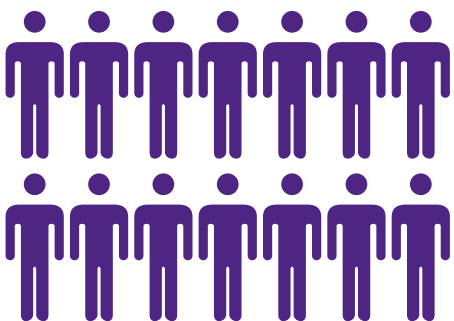
training & consultation

47
SESSIONS
DELIVERED
313 HRS
DELIVERED



59 webinar presentations
& facilitated discussions

2038
REGISTRATIONS



 **72** HRS

ADMINISTRATORS

73 accessed the Administrators
Network Forum targeted
professional development
and networking

16 SESSIONS
12 professional conversations
4 webinars
22 hours

Application Support Start Strong Capital Works Grants Program
600 hours of support | 33 services | 4 webinars

Mobile Preschool Funding Implementation Support
34 services | 6 webinars | 6 communities of practice

Implementation Support for 2023 Start Strong
116 hours tailored intensive support | 304 hours tailored support
242 phone calls | 8 Q&A sessions | 4 webinars

200,845
WEBSITE PAGEVIEWS



63 NEW ARTICLES
ADDED
299
documents available
in the member only
Knowledge Centre



2023 RURAL AND REMOTE

Forum



The CCSA Rural and Remote Forum 2023 provided another important opportunity for early childhood education and care services operating in rural and remote areas to meet and connect. This event was our fifth Forum bringing together delegates from rural and remote locations across the country. Attendees from all service types and all service roles, including directors, administrators and educators, were able to connect and learn from experts and each other.

Held over 3 days, the program included Minister's addresses, keynote speakers, state and federal representatives, workshops, exhibitor stands, an offsite networking event and a gala dinner.

With the theme "a time to thrive", being able to adapt, grow and develop were key areas of focus and the Forum covered a wide range of topics. These included advocacy and growth in rural and remote education, inclusive practices, philanthropy, approved learning frameworks, supporting diverse families, music and movement and well-being. Directors, administrators, and Department representatives had roundtable opportunities, allowing them to engage and share ideas about sector topics.



Keynote speaker, Dr Leanne Gibbs spoke about leadership and the rights of the child, which continued into an in-depth Educators workshop, while keynote speaker Andy Saunders reflected on the important role educators can play in shaping children's futures.

CCSA are proud to be able to provide this valuable professional development, networking and team building opportunity to those from rural and remote services and are looking forward to holding another Forum in March 2024.



OUR PURPOSE

CCSA will partner with and advocate for early childhood education and care services to ensure positive outcomes for children and communities.

CCSA will achieve this through providing leadership and using our expertise in meeting the governance, management, human resource, business and industrial needs of early childhood education and care settings.

CCSA will behave in an ethical, sustainable, flexible and innovative way.



 JOHN STUART GENERAL MANAGER	 HELENA HYSSETT MEMBER SUPPORT MANAGER	 JOHN GUNN RESOURCE & ENGAGEMENT COORDINATOR	 GLORIA LINDSAY SECTOR SUPPORT FUNDED PROGRAMS COORDINATOR	 AMANDA MARCO OFFICE COORDINATOR
 GRAHAME ANDREWS CONSULTANCY & TRAINING COORDINATOR	 MOLLY HEWETT SERVICES DEVELOPMENT COORDINATOR	 ZOE CARTWRIGHT GRAPHIC DESIGNER & COMMUNICATIONS COORDINATOR	 SHAUNA FAYERS WEBSITE CONTENT LEADER	 DEBBIE LORD ADMINISTRATION OFFICER
 LAUREN BALL BUSINESS SOLUTIONS COORDINATOR	 LORRAINE McCORMICK PAYROLL ADMINISTRATOR	 KATHY WHALAN MEMBER SUPPORT OFFICER	 NATALIE PEEN MEMBER SUPPORT OFFICER	 MARK KELLETT MEMBER SUPPORT OFFICER
 ANDREW PEARY BAS AGENT/BOOKKEEPER	 WENDY COOK ADMINISTRATION OFFICER	 JOHN LEONARD PAYROLL OFFICER	 SUZANNE HAYES PAYROLL OFFICER	 SHOVITA SHARMA PAYROLL OFFICER
 ANGELA TAPP SECTOR SUPPORT PROJECT OFFICER	 SHAFKHAN SIHAR PAYROLL OFFICER	 SHERYL HOOPER BOOKKEEPER	 JULIET GREEN BOOKKEEPER	 CHARMAINE LAVENDER MEMBER SUPPORT OFFICER
 EMMA HEELEY MEMBER SUPPORT OFFICER	 BRENDAN O'REILLY COMMUNICATIONS OFFICER	<div>2022 / 2023</div> 		



Thank you to our members

CCSA would like to thank our members for trusting in us to support your services and advocate on your behalf within the sector.

It has been another important year with some big steps moving in the right direction. CCSA would like to acknowledge the important work the early childhood teachers and educators do along with the management committees and leaders who operate and oversee the early childhood services.

With your support we will continue to make a difference and strive to achieve our vision of best practice management in Early Childhood Education and Care.



Talk to us
02 4782 1470



Online
www.ccsa.org.au
office@ccsa.org.au



Address
7 Gang Gang Street
Katoomba NSW 2780