



2020/2021
ANNUAL
Report



MESSAGE FROM *The Chair*

Again we come to the time for reflection and reporting on the achievements and impacts of the past financial year and to set the scene for the governance of CCSA into the future. We can be justifiably proud of the longevity of our organisation and the way it flexes to respond to members' needs and meet new challenges while maintaining our vision.

I cannot underplay the impact of the context our sector was operating under during the 2020/21 Financial Year (and ongoing as I write this) and the effects of this on us all – coming out of drought, in the thick of COVID, bushfires, floods, mouse plagues, Job Keeper, vaccinations, stresses on families, the 'teacher value' FairWork case, working from home, working online – the list goes on. Many organisations have endured similar challenges, sometimes hard and frustrating; and sometimes bringing us together in very positive ways through resilience and creativity. This has been as true for CCSA as an organisation as it has been for our members and our staff.

Within the constantly changing context of operating in a pandemic, CCSA continued to work with and on behalf of members. Our advocacy targeted the specific needs of vulnerable services and communities as well as the ever-present needs of the broader ECE sector. We responded rapidly to provide accurate information, so that policy actions in response to community issues were as well informed about our sector as possible.

We maintained our direct work with members at the highest level, and feedback shows that you appreciated the way we were able to keep open and the level of support we were able to maintain in sometimes difficult circumstances.



Our 'member-based member-focused' data tells us that we continued to meet your needs in governance, HR, financial management and the regulations space as we adapted our services and resources to provide new ways for you to access the support you seek and the information you need.

Some key observations on 2020/21:

- CCSA publications and resources on the website remained a key tool in supporting members; the Governance and Management Snapshot is a significant resource in the sector supporting management committees and approved providers in meeting their obligations and responsibilities.
- The upgrading and redesign of the CCSA website allowed for great member interactions, improved accessibility, and the development and delivery of additional resources.
- Advocacy informed and influenced many positive outcomes on early childhood policy and programs both at national and state levels with particular focus on a workforce strategy, funding for preschool programs into the future, COVID 19 response programs, and we continued our advocacy for services operating in rural and remote communities.

COVER IMAGE: Credit: John Stuart, © CCSA

Wagana Aboriginal Dancers, Wentworth Falls, NSW, Blue Mountains welcomed us to Dharug and Gundungurra Country at the CCSA Rural and Remote Forum at Leura in March 2021.



**CCSA MEMBERS:
TAKEN AT THE
RURAL + REMOTE
FORUM 2021**

- CCSA played a pivotal role on NSW Early Childhood Advisory Group and the ACECQA National Workforce Strategy Advisory Group as well as many other working groups and advocacy platforms.
- We saw an expansion of Membership across more service types.
- The 2021 Rural and Remote Forum was successful in hosting 200 delegates in the Blue Mountains amidst one of the biggest flood events NSW has ever experienced. Some delegates travelled over twelve hours to be present; this attests to the value and need of the Forum for services in remote and isolated communities. The Forum provided great opportunities for connecting with members, government representatives and others in the sector.
- CCSA's staff complement continued to be expanded and reshaped, adding value and opportunities to meet our members needs on a greater scale.
- The CCSA teams remained resilient and agile, working offsite during pandemic shutdowns.

After 52 years of operation our maturity as an organisation and representative body places us in good stead to manage the complex

environment we operate in and respond quickly and effectively to emergent situations. For me it is reassuring to know that our vision remains valid while we are growing in size and skills and resources. We have farewelled some key people this year and welcomed new, also key, people to the team. This has allowed us to take advantage of new skills and make beneficial changes to internal structures and the ways we deliver services to you.

Staff have been supported through internal mechanisms such as team meetings, feedback loops, staff celebrations, consultation on strategic and organisational plans as well as external support via the contracted Employee Assistance Program. We have sought continuous improvement in reporting, operational systems, workplace environments and use of technology.

With our current three-year Strategic Plan coming to its conclusion, we have reflected on what has been achieved across all five focus areas - Membership, Advocacy, Products and Services, Data and Analytics, and Governance. Achievements across these areas include:

- gaining a broader spread of service types to membership
- high levels of engagement in advocacy
- developing and delivering products and services in diverse ways

- investing in technology and better use of data to inform decision making
- enhancing operational systems and
- strengthening governance processes.

Over several Strategic Planning reflection days held in February and May, board and staff affirmed the success of CCSA achievements over the last three years and also contributed to future plans centred around our vision for best practice in early childhood management.

Our Board of Directors takes its responsibility for the governance of CCSA very seriously and during the year this has meant engaging in some difficult conversations as we sought to make decisions for the viability and functioning of the organisation. Our Directors must be applauded for their unwavering and selfless commitment to CCSA's vision and our members, as well as the broader ECE sector.

The diverse knowledge and skills of the Board advanced the review of governance policies, Board succession planning and advanced governance to a more sophisticated risk management approach for CCSA's future. Board sub-groups continued to provide analysis and guidance to overall Board decision making. The Policy Working Group has worked through a schedule of reviews and renewals, while the Financial Working Group is a key risk management strategy and has done a great job in monitoring our finances and interrogating reports to assist our decision making.

You will see from the financial reports that there has been investment in infrastructure,

personnel and technology. Income from contracts and consultancies continued over the year and we have maintained strong equity in banked reserves to ensure we can meet our liabilities. We are confident that we will continue to be viable into the future.

Board Directors elected last AGM, Allison McCartney and Pauline Iacono, have delivered great value and shown how much skill is out there in our membership. I thank them for their willingness to jump in at the deep end and for their great contributions. Directors Julie Frend and Heidi Cormie have decided not to stand for election again. Director Jim Craddock resigned from the Board during the year. Jim has always been and remains a valuable friend to CCSA. We thank them for their capacity and willingness to contribute to discussions on big and little issues and will miss their wise counsel. We wish them all the best and know they will continue to be good friends to CCSA.

My heartfelt thanks go to all the Board Directors for their knowledge, time, energy, experience, patience, resilience, support and commitment.

The Board strives to recognise the efforts of the CEO and her team throughout the year, but the Annual Report is definitely the place to share our thanks and congratulations for a job well done. We have a fantastic team! Thank you Meg and all the staff.

RUTH NEWMAN
CHAIR CCSA

2020/21 CCSA BOARD *Members*



RUTH NEWMAN



CATHRYN ALBERT



SWEE GOH



JAN LANGTRY



JULIE FREND



AMY SHINE



JIM CRADDOCK



HEIDI HODGSON



ALLISON MCCARTHY



PAULINE IACONO

2020/21 CCSA TEAM *Members*

Megan Mendham

CEO

John Stuart

General Manager



MEG MENDHAM
CEO

Helena Hyssett

Member Support Manager

Kathy Whalan

Member Support Officer

Mark Kellett

Member Support Officer

Natalie Peen

Member Support Officer

Amanda Marcotrigiano

Office Coordinator

Debbie Lord

Administration Officer

Helen Armand

Admin Assistant

John Gunn

Resource & Engagement Coordinator

Kate Wansey

Legal Counsel

Ian Alchin

Services Development Manager

Blake Stewart

Member Services Engagement Officer

Vicki Jones

CFO

Lauren Ball

Business Solutions Coordinator

Lorraine McCormick

Payroll Administrator

Andrew Robertson

Finance Officer & BAS Agent/Bookkeeper

Wendy Cook

Business Solutions Administration Officer

Candie Field

BAS Agent/Bookkeeper

Joanne Tomkins

BAS Agent/Bookkeeper

Andrew Peary

BAS Agent/Bookkeeper

Kirra Passlack

Accounts Clerk

John Leonard

Bookkeeper

Anja Minney

BAS Agent/Bookkeeper

Jemma Dreves

BAS Agent/Bookkeeper

Amanda Jane Egan

Temporary Bookkeeper

Elizabeth Campbell

Casual Bookkeeper

Patricia Batynski

Casual Bookkeeper

Victoria Thomasson

Casual Bookkeeper

Lorraine Corrigan Tasker

Project Manager

Gloria Lindsay

Sector Support Funded Programs Coordinator

Tim Keegan

Senior Project Officer

Melissa Setterfield

Project Officer

Shauna Fayers

Policy Officer

Michelle Moore

Marketing & Communications Coordinator

FINANCIAL Report

CCSA reported an operating surplus of \$633,511 for 2020-2021 financial year.

The accumulated surplus as at June 30 2021 represents 56% of annual operating expenses. We have maintained a healthy financial footing. The surplus reflects an increased operating revenue over the previous financial year largely because of contracted work with the Department of Education that had been delayed due to COVID in the previous financial year. Maintaining value to members in an environment of change is a key driver in setting our membership fees and Business Solutions fees. In 2020/21 memberships fees were only increased 1% and Business Solutions fees increased 1.5%. To assist members with constrained cashflow due to COVID related closures in the first half of 2020 payment of membership fees was extended from a 30 June due date to 31 July. Many members were able to take advantage of the Federal Government initiatives to support businesses in the first half of 2020 and we timed our membership payments to coincide with government support packages.

CCSA Business Solutions unit has continued to provide 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. For the first quarter of the year the team worked from home because of the COVID health orders and maintained their level of service to members without interruption. They have been able to maneuver and develop an effective and efficient support process for our members to respond, engage and implement Job Keeper.

Improving efficiency and compliance in the financial systems and processes of ECEC businesses helps them to achieve good

governance and management practice, as well as freeing up resources to better spend on the business of children's services. The Business Solutions team remain a revenue driver for CCSA allowing us to develop additional services and programs for members. Revenue grew in the Business Solutions team because of additional JobKeeper processing contracts that were offered to members.

Our Training and Consultancy team experienced staff turnover with several long serving members of staff moving on to other seasons of their lives. We acknowledge and thank each of them for the contribution they have made to CCSA. To fill the breach existing staff have stepped up and taken carriage of elements of the C&T portfolio. We have supported ECEC businesses with our expert knowledge of governance and management, business planning and constitution training. We have continued to grow our offerings to our members with specialised consultancies and mentoring, whilst engaging with larger provider contracts and support work. This includes delivering a Quality Ratings education program on behalf of the NSW Department of Education and completing our contractual obligations for the statewide Governance and Compliance project.

Our Sector Support team has delivered continued support under Start Strong Sector Development Program and Sector Support programs funded by the Department of Education. Delays in the program due to COVID in the first half of the calendar year meant much of the sector support program work was completed in the last quarter of 2020. Our ability to respond to immediate needs of the sector to provide specialised support, both in an adhoc and preselected criteria and meet the opportunities of external funded programs continued into 2021.

“At the close of our three year Strategic Plan we are in **stronger financial position** to support our members...”

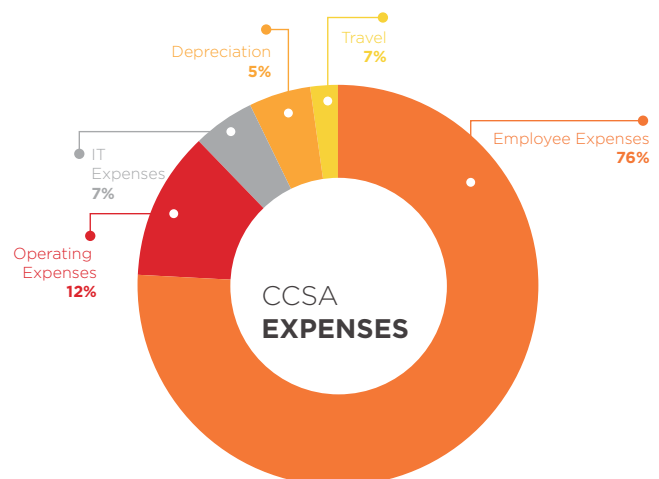
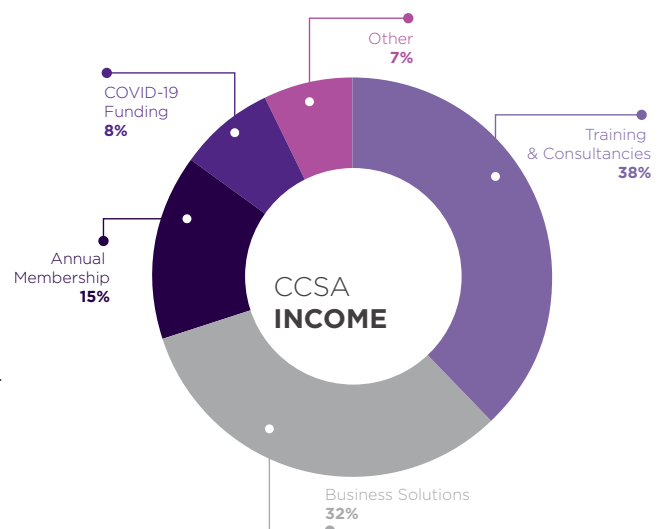
Member Support team are the backbone of the Members Information Line and have taken on additional work of Community Pathways Support Program and the COVID 19 Fee Free Preschool Sector Support program providing telephone support to preschools across the State.

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.

At the close of our three year Strategic Plan we are in stronger financial position to support our members into the future and the vision of the board has materialized in the financial outcomes achieved.

Management made very good business decisions based on an uncertain COVID environment and incurred additional expenses moving operations back onto site after the first COVID shutdown that commenced in March 2020. The investment in updating IT infrastructure and hardware in the early part of 2020 ensured that we could continue to manage operations in 2020-2021 wherever the team were working.

The new website and the CRM have all delivered a stronger and more agile CCSA operation and assist in building the foundations for a stronger and more resilient organisation.



SECTOR ADVOCACY *Report*



MEG MENDHAM
CEO

Representing and advocating for our members continues to be one of the primary activities of CCSA.

2020/21 saw us providing specific advice to achieve good outcomes for the early childhood education and care sector as we responded to and managed the COVID pandemic. We were a member of the NSW COVID Advisory group, peak organisations contacted us for information, the Department of Education called us nearly daily on COVID related matters and the Minister for Education's Chief Advisory called us directly to seek our advice and opinion on matters that directly formed and influenced policy and political agendas. This collaboration recognises our experience and expertise, and ability to respond, inform, advocate and influence outcomes to support our members and the wider early childhood sector.

This year saw fewer formal advocacy meetings, and instead much of our advocacy focussed on specific issues triggered by direct responses to COVID. Key areas of COVID advocacy included:

- the interaction between JobKeeper and COVID Fee Free preschool
- JobKeeper implications on the sector and employment
- the different strategies required for the management of COVID in rural and remote and metropolitan circumstances
- support for services managing closures due to a positive COVID case.

In addition, we remained active in various established meetings, forums and roundtables, including:

- NSW ECEC Advisory Group
- NSW Vulnerable Children working group
- NSW Transition to School Statements working group

- NSW NESA Early Childhood Reference Group
- NSW Before and After School Care Committee
- ECA National Member consultation on the ECA Constitution review and structure
- National Thrive by Five Campaign launch
- ACECQA National Workforce Strategy Stakeholder group
- Standing Committee on Employment, Education and Training Inquiry into Education in Remote and Complex Environments
- Fair Work Commission submissions and hearings.

Key advocacy points at these included:

- ongoing funding to support fee free preschool
- securing funding contracts for Mobile Preschools
- workforce training and support
- continuation of Department of Education Roadshows on online platform
- Fair Work Commission – award updates, work value and casual employment cases.

As we move forward from the immediate impacts of the pandemic we will continue to advocate across all service types, remain objective, and bring attention to matters based on real time data and member anecdotes, with the information and data provided representing a diverse perspective across our membership.

“Thanks CCSA! Your support information and clarification continue to be amazing. Special thanks to Helena for her phone support earlier in the week. She made everything logical!”

Ann-Maree Fisher (Facebook Post)



JOHN STUART
GENERAL MANAGER

GENERAL MANAGER *Report*

The COVID pandemic has shaped much of the way CCSA has supported members and delivered services to them. The year 2020/21 started with the CCSA team members working from home and ended just as we moved into another period of working from home. Throughout both of those lockdown periods the team have proved resilient and capably delivered information, education, business support and sector support to members across the State.

ORGANISATION STRUCTURE AND ADAPTING TO MEMBER NEEDS

Improving our capacity to respond to members by having the best organisational structure and people in place has been a focus this past year. The Board approved changes to the organisation structure that introduced a Chief Finance Officer and Corporate Counsel role. In Business Solutions we created two leadership roles to oversee the Bookkeeping and Payroll functions and support staff in delivering services to members who purchase business solutions. Towards the end of the year we reviewed how the business solutions team were organised and finalised a plan to implement two main teams that were better placed to deliver the specialised services the Business Solutions members needed.

We also saw changes to our Sector Support team towards the end of 2020 as we wound up the major piece of work we were doing for the Department of Education and staff

came to the end of their contracts. A smaller volume of work was continued into 2021 and we maintained a smaller team to continue to deliver specialised information and support to ECEC services that needed intensive help.

Providing specialised training and consultancy services has been one of the foundations of CCSA and over the year we have given serious and considered thought to how best to deliver this vital service into the future. We broadened the involvement of other CCSA staff with specific skills and knowledge, leveraging the expertise they possessed and involving and engaging them more in delivering training and consultancy services to members and non-members alike. Our review and future vision exercise culminated in the creation of two new roles that are designed to drive an improvement in our ability to respond quickly to member requests and develop new and innovative education delivery models.

This exciting new approach and focus will commence in 2021/22 financial year.

The Member Support team have wide ranging expertise across all facets of the ECEC sector and their skills and experience have been put to good use this year. While there have been no changes to the team the COVID pandemic has required them to be even more at the forefront of the changing health situation, funding initiatives, government policy implementation and the industrial relations and human resources implications that arise.

HARNESSING THE POWER OF TECHNOLOGY

Our capacity to maintain our service to members, especially when all staff are working from home, was established early in 2020 with a major upgrade to our computer hardware. In the 2020/21 year we implemented two major upgrades to our public facing web presence and our internal data management.

Our Communications team were instrumental in working with our website developer to design and deliver a new website that we soft launched at the Rural and Remote Forum in March 2021.

We took this opportunity to refresh the CCSA brand and tag line, harnessing the message that members reinforced every time they contacted us. 'Here for you' has been incorporated into our communication and messaging as this is what members so frequently told us they valued about their membership. It is a message that we have heard time and again in the last 12 months as members grapple with the changes wrought by the pandemic. The website has a fresh new look, is simpler to navigate, provides a portal for members to renew their membership, request assistance or training or consultancy services.

In January 2021 we implemented a new customer database. This is a step up in the information that we have about members that allows us to better tailor our communication and record our interactions with them. Upgrading from our old system we are implementing new and automated processes to send out reminders about renewals of memberships, acknowledge requests and


send quotes for training and consultancy, email newsletters and track and respond to email communications. It is integrated with our events ticketing system so that we have better information about members attendance at training events. The database gives all team members greater visibility of our interactions with members and helps our internal communication so we can better respond to member requests.

Our staff scheduling system has been in place for 18 months. Moving to an electronic roster and timesheet system has reduced the time taken to process our payroll and improved accuracy and eliminated errors. It allows for better planning of staff utilisation and we are able to draw a range of management reports. Several of our Business Solutions clients also use electronic systems for collecting payroll data reducing the time required for us to process their payroll. The resulting time savings has allowed us to take on additional Business Solutions clients without having to increase our staff.

WORK HEALTH AND SAFETY

Our work health and safety record is very good with minimal injuries and claims. Two major injuries occurred outside our premises and beyond our control but are recorded in our data as they occurred in work time on scheduled breaks. We liaised with our local Council to address the poor state of the pavement that caused the injuries to occur and were pleased with the action that was taken.

We have reviewed our safety policies and adapted our working environment for increased protection against infection. We have a COVID



safe workplace with adequate and plentiful protective equipment available for use when necessary. All staff and visitors check in to the premises and observe hand hygiene and cough etiquette.

We are fortunate that our office premises in Katoomba is large and well spaced with our teams accommodated in separate rooms. The physical layout and space arrangements has allowed us to comply with the social distancing and maximum people for square metre requirements of COVID Health Orders.

POLICY AND PROCEDURE

We have undertaken an extensive review of all our operational policies and procedures, forms and other supporting documentation. The review updated all our policies to comply with legislative requirements with relevant or other evidence-based sources. We feel confident that staff have the most up to date information to guide them in the execution of their duties and to manage the safety of the environment appropriately.

A YEAR OF CHANGE

The past year has been one that is characterised by change, both in the world in which we live and work and within the life of CCSA. We have adapted, flexed, shifted and consolidated so that we are able to continue the vision set by the founders of the organisation some 52 years ago. The strength of CCSA is measured by the consistency in the number of members who renew each year because of the value they derive from membership of the organisation. Our members take comfort in knowing that we are here for them, be it in direct services, providing information or advocating on their behalf to government and other agencies.

We are excited about the year ahead and the opportunities it will bring us to continue the strong advocacy for which we are known and to develop new services and products that will support all our members to achieve good governance in the management of early childhood education and care services.

OUR COVID-19 RESPONSE



Here for you



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