

The go-to organisation for
ECEC services wanting specialist
information and support

ANNUAL REPORT 2012-13

Your **partner**
in management



Our vision...

CCSA's vision is for best practice management in early childhood education and care



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.

Our values...

Excellence – Best practice in governance and service delivery

Respect – Consideration and regard for all people and organisations with whom we work

Diversity – Drawing strength from the diversity of our membership and those we work with

Leadership – Being progressive and innovative

Collaboration – Positive internal and external engagement and working relationships

Ethics – Behave ethically in all relationships; we are socially responsible and aim to be environmentally sustainable

Recognition – Together we acknowledge the contributions of the traditional custodians of this land. 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 and share.

Message from the President

This last year CCSA has focused more closely on our core business of management, governance, leadership, business development, compliance and industrial relations support. Our aim is to support directors, owners and committees/boards so that you can focus on delivering quality education and care services to children. The feedback that we have received this year certainly shows that we are achieving this outcome. We have been thrilled to see so many of our members achieve ratings from meeting quality standards to exceeding quality standards, which reflects the hard work and dedication of everyone within your service. CCSA is pleased that our support has helped you achieve this.

CCSA has continued to grow. We have employed additional staff in Business Solutions to meet the increasing demand for our payroll and bookkeeping services. This year we have also employed a Marketing and Communications Coordinator, who is responsible for updating and producing all our marketing and communications materials and for providing secretariat services for our upcoming joint conference with ECA-NSW. We have continued to provide direct one on one intensive support for some services with a key focus on management, governance and leadership. Our partnership with Childrens Services Central has continued providing 15 sessions on “Positive Culture and Effective Teams” in 2012-2013.

Our partnership with ECA-NSW continues to grow with strength and integrity. We are in the process of finalising an MOU and the next ECA-NSW/CCSA Conference for October 2013 in the Hunter Valley. This includes a Leadership Day with intensive master class sessions.

Our partnership with Aboriginal Early Childhood Support and Learning also continues to grow with absolute commitment from CCSA to support and

assist Aboriginal ECEC services. This has culminated in a project with a focus on building capacity within services to develop Quality Improvement Plans and to develop an increased understanding of, and capacity to implement, the EYLF and NQF.

CCSA has had a strong focus on advocacy this year, including numerous meetings with the Department of Education and Communities on the proposed new resource allocation model and planning issues for ECEC services. We have been involved in consultations on budget based funding and the ECEC workforce and have ensured that our members' views and issues are represented. In addition we engaged with the federal government in regards to the Early Years Quality Fund. We continue to partner with a range of other industry, ECEC, union, government and non government bodies to address the needs and issues of our members.

As part of our ongoing commitment to our members and the broader ECEC sector CCSA has continued our active role engaging with the Fair Work Commission. CCSA remains the only ECEC peak body engaged at this level and the Fair Work Commission recognises the submissions CCSA makes on behalf of our members.

Working within the workplace relations area remains a key focus for CCSA in ensuring that workers employed in education and care, and employers, are heard and their issues valued and acted on.

Thankyou to the CCSA staff and board for your ongoing commitment and support of CCSA and for working tirelessly on behalf of members and ECEC services. I look forward to the next 12 months and the numerous exciting opportunities for growth that CCSA is developing to increase the services and support we offer our members. In addition we know that there will be the need for a strong ECEC voice advocating at the federal level and CCSA will ensure we are part of that voice.

Finally thankyou to our members for your commitment to CCSA. You make CCSA the great service it is and we look forward to continuing to work with you into the future.

Best Regards,



Meg Mendham,
President

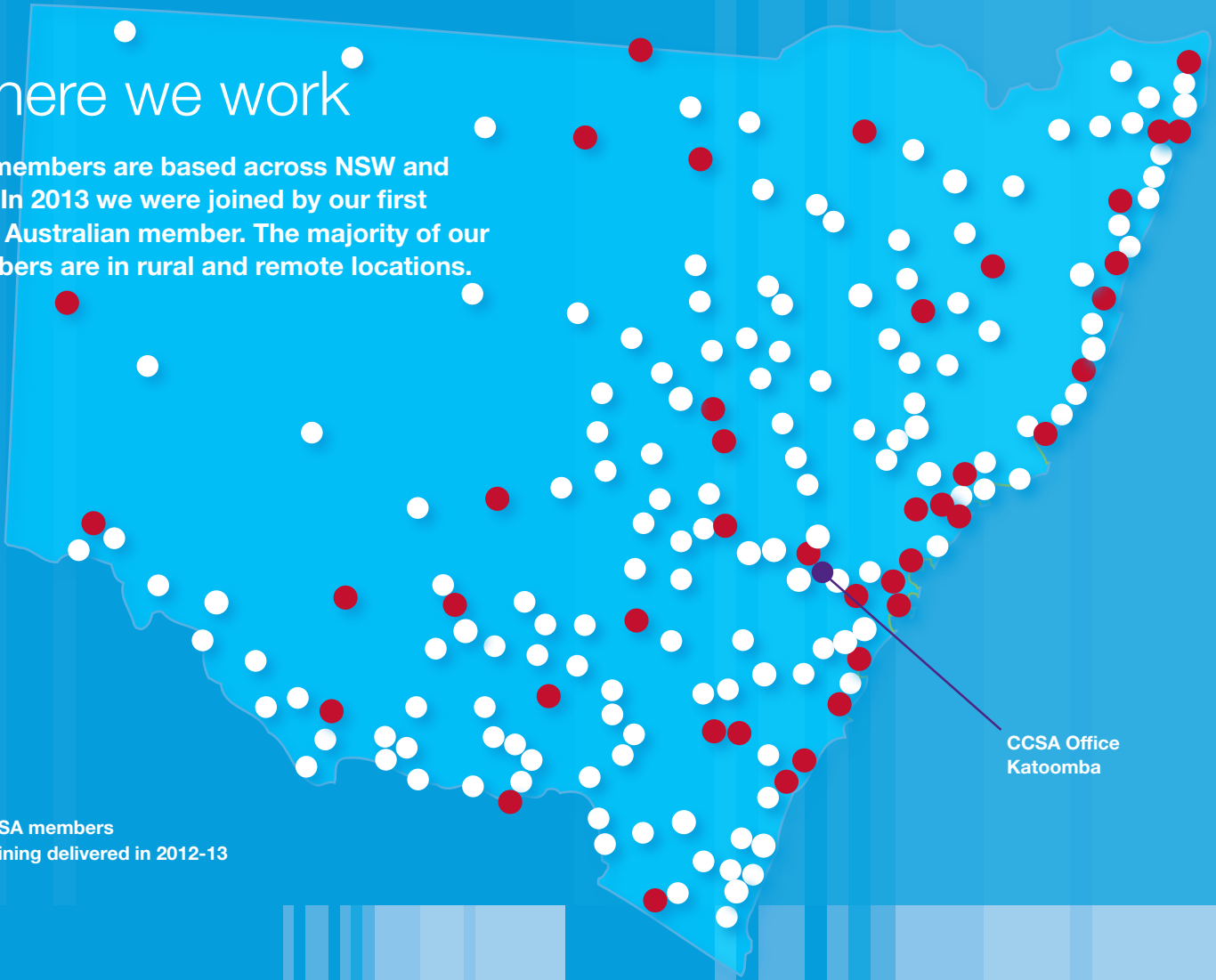


Where we work

Our members are based across NSW and ACT. In 2013 we were joined by our first West Australian member. The majority of our members are in rural and remote locations.

- CCSA members
- Training delivered in 2012-13

CCSA Office
Katoomba



Our performance

Our Strategic Plan identifies three key principal business activities.



Resource and Support

To enable and encourage ECEC organisations to operate efficiently and effectively.

In July 2012 – June 2013 we had a total of 576 members which included 16 new members.

Key Achievements:

CCSA established a process to meet with members throughout the year in order to engage and network with EC services across the different regions of NSW. CCSA is interested in hearing what the issues are in different regions, how services are responding to these issues, and if there is anything CCSA can do to support services in a region. In addition CCSA sees this as an opportunity to consult on things we know are happening, get local views and share member successes.

In 2012-2013 we have met with members in the ACT, Parkes, Forbes, Yenda and Griffith.

CCSA often receives positive feedback from members on how our support helps them in providing quality services. This helps us to know that we are on the right track with our work:

"We were also grateful to be members of CCSA, as it meant we could pick up the phone any time we needed to ask for advice on key areas such as:

- *Staffing requirements,*
- *Pay rates and entitlements,*
- *Employment contracts, and*
- *Governance issues*

It's just great to know that CCSA are there and they make sense of all the confusing stuff."

"This email is to say thankyou for always being available to take my/our calls. I have worked at this service for over 17 years now and it is only through your guidance, advice and support, that the centre has been able to satisfy the needs of families, committee and staff. You make our job so much easier and it's very reassuring to all of us that we are following the correct procedures offered by you"

In addition many members acknowledge the support of CCSA in improving or supporting their performance, especially in regards to NQS 7:

"Sue recognised the assistance that CCSA had consistently provided over many years, both in

managing day-to-day issues and in navigating through changes associated with large reforms like the National Quality Framework and coping with the complexities of the industrial relations system."

"We achieved exceeding National Quality Standards for all seven Quality Areas. Thankyou to all of the CCSA staff for your ongoing support over past years which has assisted us, particularly under quality area 7, leadership and management, to achieve this high standard."

CCSA also produces a number of resources to assist our members. In 2012-13 we produced the following resources:

- 2012 Christmas Pay Guide
- 2013 Committee Members Guide
- Provided the fortnightly eConnect to members on current information in our areas of expertise
- Provided a quarterly magazine, CCSA Connections, with informative and practical articles on a range of issues relating to children's services
- Two editions of Connections has been distributed to over 5,500 early childhood services across NSW and the ACT
- Provided an additional eAlert service to notify members on urgent or emerging issues.

Phone Calls and Correspondence

CCSA's management infoline support is an essential service for members. In 2012-2013 we:

- Responded to 4084 phone calls from members via the Management Infoline
- Provided responses to 249 written queries from members

Marketing and Communications

In January 2013 CCSA started using MailChimp to send eConnect and eAlerts. This provided us with the facilities to measure the performance of these e-newsletters to ensure we were providing content that our members valued.

"Just dropping a quick line to let you know how much we like Top Tips in eConnect. It's easy to click on the questions, have a quick read and make sure we're doing the right thing by our staff when paying them."

- eConnect and eAlerts are sent to approximately 1,300 subscribers
- The average open rate for eConnect is 38.51% and the average click through rate is 13.4%
- Top Tips (which provides workplace relations information provided by CCSA) is consistently the most clicked on link

- The average open rate for eAlerts is 38.1% and the average click through rate is 7.52%
- In comparison to other professional services, the average open rate is 39.0% and the average click through rate is 3.2%

Facebook and YouTube

In May CCSA established a Facebook page and a YouTube channel CCSATV. By 30 June 2013 we had 30 likes on our Facebook page and the following views on YouTube:

- CCSA and ECA-NSW Conference – 162 views
- Proposed Changes to the Educational Services (Teachers) Award 2010 – 134 views
- Pretty Beach Community Preschool talks to CCSA about the NQF – 76 views
- Director of Pretty Beach on why you should join CCSA – 19 views
- Parkes Early Learning Centre: collaboration if key to the NQF – 45 views

Consultancies

CCSA offers a consultancy service for members, which provides training, information and support that is customised to the member's needs. A consultancy can

take place at the member's office or other convenient location. Consultancies include mentoring of Directors and conducting an Organisational Health Check. In 2012-2013 we provided 17 consultancies including:

- Management and Governance
- Budget Preparation
- Employment Responsibilities
- Workplace Agreements
- Conflict Resolution
- Drafting Position Descriptions
- Leadership
- Financial Arrangements

Training

CCSA continued our partnership with Childrens Services Central. In 2012-2013 we provided training on *"Positive Culture and Building Effective Teams"* in Armidale, Bateman's Bay, Bathurst, Belmont, Blacktown, Bomaderry, Deniliquin, Dubbo, Gunnedah, Katoomba, Lismore, Maitland, Port Macquarie, South Windsor and Wagga Wagga to a total of 185 participants.

Feedback from the training included:

"I really enjoyed your training and came away feeling inspired in my complex and challenging role."

"I found it very useful and will be applying the information shared into my work practices."

"Training even more valuable as we came away with some real ideas/suggestions to process and implement that related specifically to our service."

In addition CCSA:

- Provided training on behalf of Contact Inc. on Implementing Change
- Provided Parent and Community Engagement Workshops on behalf of Aboriginal Early Childhood Support and Learning (AECSL): Play – that's how the little ones learn
- Held a Regional Training Day in Coffs Harbour with the following topics: Monitoring and achieving your QIP, Culture and practice: how do we do the NQF dance together and Coming to grips with the NQF – why does my head seem fuzzy?

CCSA staff also presented at:

- Mobile Meet on Leadership, Modern Awards and MYOB
- ECA National Conference in Perth on Organisational Leadership

- AECSL Conference on QIPs and Strength Based Reflection and Planning

Business Solutions

CCSA's Business Solutions provides comprehensive support in payroll and bookkeeping specifically for the ECEC sector. We give ECEC services peace of mind and assurance that they are meeting their legal and regulatory obligations thus freeing services to focus on providing quality services to children.

CCSA's Business Solutions continues to grow and currently we have 53 ECEC providers receiving a range of services from basic payroll to full payroll and bookkeeping.

"The quote provided by CCSA Business Solutions was highly competitive and the control measures and systems used were straightforward. The CCSA team are easy to contact by phone and email, they are responsive to our needs and quick to action requests."

Relationships with Others

CCSA has continued to develop an extensive network of new contacts and built on our existing strong relationships with a range of different services. In 2012-2013 these included:

- Aboriginal Early Childhood Support and Learning
 - Australian Charities and Not-For-Profit Commission
 - ACECQA
 - Independent Education Union
 - NSW Children's Week Committee
 - Isolated Children's Parent's Association
 - Community Services and Health Industry Training Advisory Body
 - Early Childhood Australia National and NSW
 - Modern Teaching Aids
 - NSW Business Chamber
 - Hesta
- CCSA was also represented at the following conferences:
- National Symposium on Early Childhood Development: An Emerging Profession
 - SNAICC
 - AECSL
 - Mobile Meet
 - Family Day Care Australia
 - Better Boards

Advocacy

A sustainable legislative, regulatory and funding framework that ensures high quality and well managed early childhood education and care and that recognises the contribution of early childhood education and care to their local communities.

In 2012-2013 CCSA continued to be a strong presence as an advocate for high quality, well funded and supported and affordable early childhood education and care services for all children. In addition CCSA aimed to increase member engagement with issues through the use of eAlerts and video presentations, which was successful.



CCSA is the only ECEC peak body that is actively engaged with the Fair Work Commission (FWC). The FWC recognises CCSA as such and recognises our submissions on behalf of our members.

Key Achievements:

- Numerous meetings with the Department of Education and Communities covering funding programs, cluster management trial, proposed new Resource Allocation Model and planning issues faced by ECEC services.
- Contributed to the following consultations:
 - Budget Based Funding Review
 - Proposed ECEC Funding Model
 - Price Waterhouse Coopers ECE Workforce Review
- Participated in the DEEWR EC Industry Roundtables in Nepean, Bathurst, Queanbeyan, Gosford and Griffith
- Responded to the Early Childhood Quality Fund Announcements, including writing to the various Ministers involved
- Interviewed by ABC South East at the ICPA Conference about Early Childhood Teachers and the National Regulations

- Participated in a range of early childhood forums including:
 - ACCS (Australian Community Childcare Services)
 - ARACEY NSW
Participated in the Advocacy Sub-Committee
 - Children's Services Forum
 - DEC NQF Reference Group
 - DEC Partnership Group
 - Forum of Non-Government Agencies
 - DEEWR Early Childhood Strategic Leadership Group (Riverina)
 - ECA-NSW
 - NSW Ombudsman Child and Family Roundtable

Submissions:

- Australian Charities and Not-for-Profit Commission:
 - NFP Governance
 - ACNC Regulatory Framework
 - Annual Information Statement
- What Does Certain and Adequate Funding Mean (for Children's Services Forum Forward Planning)
- Department of Education and Communities – Planning issues faced by ECEC services

- Department of Education, Employment and Workplace Relations – Changes to the Indigenous Employment Program Assessment and Funding Process
- Office of Prime Minister and Cabinet – Engaging Today for a better tomorrow: Code of Best Practice for Engagement with the Not-For-Profit sector
- Fair Work Commission Modern Award Reviews of Children's Services Award and Educational Services (Teachers) Award – CCSA presented written submissions and oral arguments at the various hearings. The Fair Work Commission agreed with most of CCSA's submissions
- Australian Parliament House of Representatives and Senate Committee – Early Years Quality Fund Special Account Bill 2013

CCSA also partners with a range of other early childhood peaks and state wide bodies as well as other non government and government organisations. We recognise the amazing work each of these put into advocating for the early childhood education and care sector.



Growth

To ensure the ongoing sustainability and future growth of CCSA.

Key Achievements:

- Continued our ongoing partnership with AECSL in providing training and support on capacity building to their members
- Continued our ongoing “in-kind” support of Wilcannia Care
- Sub-contracted by Sustineo (contracted by DEEWR to conduct a review of BBF Governance) to provide governance training
- Meeting with Chartered Secretaries Australia on potential opportunities for working together
- Submission to FAHCSIA on quotation for the provision of building and scoping works for Wilcannia Care
- Numerous submissions for small grants to run regional training – Jet Star Flying Start, Australian Ethical and Our Neighbourhood Community Grants
- Employed a Marketing and Communications Coordinator who is reviewing and updating all our marketing and promotional collateral; also improving the content of Connections and eConnect

Attract and retain staff and board members that contribute to achieving CCSA's vision.

Key Achievements:

- Employed a new full time BAS Agent Bookkeeper, Lorraine
- Candy successfully completed her Certificate IV in Accounting
- Hold a position on the ECA National Board – Ian
- Completed a Certificate in Governance Practice – Sam
- Streamlined the staffing and created:
 - A new position of Policy Officer, Shauna, to assist with research, writing, policy and submission work and provide support to the membership team
 - Administration Officer, Wendy, to provide administrative assistance to the Business Solutions team and the Office Coordinator
- CCSA's Board continues to consist of highly skilled, knowledgeable and capable representatives:
 - Meg Mendham, Director, Galloping Gumnut Mobile Services, Lithgow
 - Neville Dwyer, Director, Dorothy Waide Centre for Early Learning, Griffith
 - Jan Langtry, CEO, Illawarra Area Child Care (IACC) and Early Childhood Training and Resource Centre (ECTARC)
 - Anne Bowler, Manager, Community Early Years Childcare (Albury-Wodonga)
 - Jim Craddock, Director, Modern Teaching Aids
 - Ruth Newman, ECEC Consultant, Newcastle
 - Miriam Dayhew, University Ombudsman and Head of Campus, Charles Sturt University, Wagga Wagga

Our board

LEFT TO RIGHT: Meg Mendham (President), Jan Langtry, Neville Dwyer (Treasurer),

Anne Bowler, Jim Craddock, Ruth Newman and Miriam Dayhew



Our staff

LEFT TO RIGHT: Ian Alchin, Samantha Anderson, Wendy Cook, Samantha Edmonds, Shauna Fayers, Devina Fraser, John Gunn,

Isobel Hannan (left 4.2013), Helena Hyssett, Amanda Marco, Lorraine McCormick, Sandra Menin (left 7.2013),

Candace Rozema and Kathy Whalan.



Our financial performance

Our annual membership fees provided approximately **54%** of our cash income for the reporting period, with Business Solutions Fees contributing **29%** and consultancies and training providing **8.5%**. Government funding through Department of Education and Communities only represented **5%** of our overall income. The balance **(3.5%)** of our income for the period came from interest, advertising and preliminary conference income.

The major component **(78%)** of our expenses was salaries and other employment-related costs to deliver CCSA's member support programs including the Management Infoline, Consultancies and Training, member publications and Business Solutions.

CCSA has total retained profits of \$270,972 as at 30 June 2013. The full audited statements are available to members on request.

Income

54% ANNUAL MEMBERSHIP

29% BUSINESS SOLUTIONS

8.5% CONSULTANCY & TRAINING

5% GOVERNMENT FUNDING

78% Major expenditure

Sponsorship

We would like to acknowledge the generous support of Modern Teaching Aids throughout the year, and in particular their distribution of our publication, CCSA Connections.

We would also like to acknowledge the support of Hesta, in particular their support of our calendar.





Supporting services
to achieve quality
outcomes for children

Your **partner**
in management

