

2019/2020 CCSA TEAM  
MANAGEMENT



**Megan Mendham**  
CEO



**John Stuart**  
General Manager



**Vikki Jones**  
Chief Financial Officer



**Ian Alchin**  
Services Development  
Manager



**Lorraine  
Corrigan-Tasker**  
Sector Support  
Project Manager



**Helena Hyssett**  
Member Support  
Manager



**Devina Fraser**  
Business Solutions  
Manager  
until February 2020

TEAM



**Wendy  
Cook**



**Gemma  
Dreves**



**Shauna  
Fayers**



**Candie  
Field**



**John  
Gunn**



**Timothy  
Keegan**



**Mark  
Kellett**



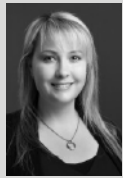
**Rodney  
Leane**  
until 31 October 2019



**Gloria  
Lindsay**



**Debbie  
Lord**



**Theresa  
Macleay**



**Amanda  
Marcotrigiano**



**Lorraine  
McCormick**



**Tracie  
McMahon**



**Anja  
Minney**



**Michelle  
Moore**



**Kirra  
Passlack**



**Andrew  
Peary**



**Natalie  
Peen**



**Andrew  
Robertson**



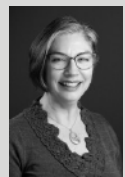
**Melissa  
Setterfield**



**Victoria  
Thomasson**



**Joanne  
Tomkins**



**Kathleen  
Wansey**



**Kathy  
Whalan**

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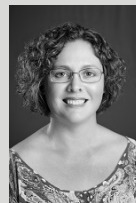
BOARD



**Ruth  
Newman**



**Cathryn  
Albert**



**Rebecca  
Dridan**



**Jan  
Langtry**



**Swee  
Goh**



**Amy  
Shine**



**Heidi  
Cormie**



**Jim  
Craddock**



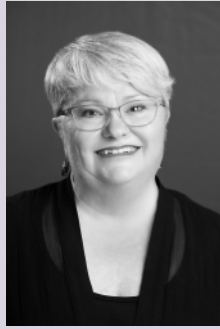
**Julie  
Frend**

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ANNUAL REPORT  
2019/2020





**Ruth Newman**  
**CHAIR**

## Message from the Chair

CCSA's stated vision is for best practice management in early childhood education and care. We believe that best practice in management is a key factor in best practice in education and care, and therefore leads to better outcomes for children and their families. This is both our driving principle and our commitment.

The CCSA Board regularly reviews our vision and the strategic plan that brings our vision to life. We do this to keep us on track – with political and social change, with developments in the sector, and with opportunities for members – and this flows on to developing meaningful and effective services for you.

The value of this for the organisation has been made abundantly clear over the past year when we have all been thrown challenges like never before. Drought, fire, flood, a world-wide pandemic, financial crisis – this list doesn't cover it all, nor the impact that this year has had on us as individuals, in our communities and in our workplaces. The word 'unprecedented' has been used so much in the media that it has almost become commonplace, but we truly have all been confronted with so many unforeseen events, and we have been required to make agile and rapid responses. I am very proud to see that CCSA has been able to rise to these challenges and to meet our members' needs as well as provide support to the sector. We have continued to advocate strongly for young children and their families in a range of forums. We have also been able to flexibly structure the workplace and the work we do to support and protect staff. Thank goodness we were ready, willing and able!

On the CCSA Board we have been able to see how our rigorous review and development processes deliver organisational and operational benefits (putting into practice what we recommend to members). The Board's decisions to invest in technology and personnel were proven both wise and timely as we nimbly adjusted to the prevailing conditions and powered on with our work. Meg and the executive team rapidly re-shaped services and teams where necessary. We delivered more on-line; we enabled staff to work from home; we fast-tracked

data and financial processes....and much more. We were, and continue to be, in a great position to support members, both through our own services and in our advocacy to government that continues to influence funding and policy support for the sector.

You will see from the financial reports that there has been an impact from our expenditure on infrastructure, personnel and technology on our financial bottom line for the year; but we have maintained strong equity in banked reserves and have ensured we can meet our liabilities. We are confident that we remain viable for the future. The Board has made good use of working groups and on-line discussions to support its decision making and the best use of time at Board meetings. We will benefit from the working groups' efforts in the areas of finance, policy, reconciliation, wellbeing, and Board recruitment and selection. We have also worked on the type and content of reports that we receive from the CEO and CFO to ensure effective information sharing and reduce the burden of repetitive reporting. We decided to take the Board to the full capacity allowed under the Constitution and extend the Board to 11 members from this AGM forward. This will support the sustainability of the Board and succession planning for the future.

Once again the Rural and Remote Forum, held in Dubbo, provided great opportunities for connecting with services and hearing their voices. Representatives from all early childhood service types came together to share their stories and to hear from sector experts and leading academics. Engaging with other professionals at the Forum helps service management, leaders, educators and administrative staff sustain and renew their commitment to early childhood education leadership and their communities. This program will continue to grow and gather support into the future. It is a key aspect of our commitment to rural and remote services and sits well with our supporting work in the establishment and delivery of services in remote NSW.

Our commitment to reconciliation continues with training events for the staff and Board that flow into on-going reflection and actions, including a working group. The Indigenous themed artwork that was completed at the 50th celebration shows our collaborative journey and our internal and external reconciliation relationships. Our internal work on staff and organisational wellbeing has also continued with training and flow-on activities such as the implementation of an employee assistance program and a wellbeing working group.

The changes that have occurred seem to reflect the development and maturity of CCSA as an organisation. For me it is reassuring to know that our vision remains valid while CCSA is growing in size and in skill and resources.

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.

Sadly, we farewell Board Director Rebecca Dridan at this AGM. Rebecca has made a wonderful contribution to the Board and her incisive questioning and great humour will be missed.

We wish Bec all success with her very busy career and family life.

My thanks go to all the Board Directors for their time, energy, experience, support and commitment. They are truly living their commitment to CCSA's vision.

## Financial Report

The operating result for the 2019-2020 financial year was a deficit of \$241,233, compared to a surplus of \$1,473 the previous year.

As for most businesses, the 2019-20 financial year has been a very challenging one. Since March 2020 the COVID-19 pandemic has caused significant disruption to our members and the way that CCSA has operated. The financial results for the year reflect the impact of the summer bushfires and COVID-19 on our members and restrictions on delivery of services such as training and consultancy and sector support, however, our business performance remains solid.

The \$328K (12%) increase in operating expenses is mainly related to two items, IT Expenses and Employee Expenses. The decision was made to update CCSA's aging IT equipment; this occurred in early 2020 which proved to be serendipitous when COVID-19 forced us to move to working from home in March 2020. This investment in IT has been repaid many times over. Additional Employee Expenses are largely related to COVID-19; moving staff offsite, providing additional support to members in relation to COVID-19 and processing JobKeeper payments for a large number of our Business Solutions clients.

The increase in employee expenses was offset by funding from the Department of Education for COVID-19 training to support the Sector, JobKeeper processing fees from Business Solutions clients which was undertaken on a cost recovery basis, and JobKeeper payments for CCSA staff.

Membership fees were up by \$69K (14%) and reflects the high demand for CCSA's services. Business Solution fees increased by \$198K (26%); of this \$108K was related to JobKeeper processing, the rest due to increased level of services provided.

Training and Consultancy income was \$78K less than the previous year as bushfires and then COVID-19 restricted the delivery of services as travel ceased. CCSA has now started to deliver some of these services online and will continue to develop this method of service delivery going forward. Sector Support income from the Department of Education was down by \$440K from the previous year, mostly due to delays in programs related to bushfires and COVID-19. It is expected that most of these programs will be undertaken in 2020-21.

Business Solutions has undergone a major process review and streamlining of processes to make it more efficient, reliable and responsive and also allow capacity to take on more clients, so that income is available to enable CCSA to develop additional services and programs for members. Business Solutions is continuing to streamline and modernise services by undertaking improvements such as using accounting software to lodge superannuation payments and the use of electronic rostering systems for payroll processing, and this will be a major focus in the 2020-21 financial year.

