
CCSA Annual Report 2017–18

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ccsa.org.au/about/vision-values

Our vision is for best practice management in early childhood education and care.

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The tangram is a puzzle consisting of seven flat shapes that can be flipped or turned to create a unique solution. During this financial year CCSA, like the tangram, has shown the ability to adapt to suit the needs of our clients with unique solutions.

CCSA: all sorts of solutions for all kinds of services.



RUTH NEWMAN

Chair's Report

It's not easy in a summary report to convey to you the hard work that underpins our success. Just as our member services have to in their daily response to the needs of children, families and staff, so the Board and management team have to respond to members' needs, the political climate, research and development, community expectations and the needs of our staff. We spend many hours talking and thinking together so we can continually develop a strong, well informed, relevant and flexible framework to guide the organisation and support decision making.

In this period we have refreshed the Strategic Plan to respond to our progress and adjust to new opportunities. We also reviewed and updated Board policies to bring them in line with the new constitution - changed when we made the shift from an incorporated association to a company limited by guarantee. Policies are an important tool for guiding our work, as is a strategic plan which is crucial in setting and prioritising directions for the future and measuring how well we are doing.

The Board has regularly reviewed progress during the term of our Strategic Plan, including formal reviews at halfway and before the term comes to an end. We have gathered and analysed data from many sources, with a strong focus on the feedback we gain from members, both informally and via member surveys. Strategically, we have been able to respond to state government funding

opportunities and initiatives; these opportunities have enabled us to consolidate products and expand services for members and provide more intensive and specific support to the broader Early Childhood Education and Care (ECEC) community. We are now looking forward to further grow our membership, develop new partnerships and investigate how to further extend our reach to other states and territories.

We have initiated rigorous financial review processes to ensure the Board is well informed about the organisation's income and expenditure; developed and analysed budgets, and ensured adequate provisions for staff and material resources. We have invested in staff and technology so that increased income flows to benefit our members. We know how important it is to keep step with technology and have invested in the website, webinars, workshops and training in efficient administrative processes.

CCSA has great expertise in the technical aspects of quality service delivery - in governance and management, in financial management, in compliance, in advocacy, in administration - what sets us apart from other similar organisations is our absolute commitment to quality in our own work, the diverse and skilled expert team and our incredible intimate knowledge, experience and understanding of the early childhood sector. This is what makes us attractive and relevant to member services as well as to governments seeking to provide information and support to ECEC services. This has been evident with our invitation to and inclusion on several Ministerial Roundtable events and forums over the past 12 months.

Our key objective is the delivery of quality services to members that meet their operational needs and help them manage sector reforms and developments. Your feedback is a vital tool in ensuring the relevance of existing resources and the development of new products and services. Our 'on the ground' approach allows us to engage directly with our members, the broader sector and be a listening ear to respond to what is relevant and important and this informs us in our advocacy and delivery of services. This has been demonstrated in the most recent support we have provided to the ECEC sector with policy changes at both State and Federal levels.

CCSA advocates for the ECEC sector in many different forums. We are active and ethical contributors in many meetings, consultations,

“

What sets us apart from other similar organisations is our absolute commitment to quality in our own work, the diverse and skilled expert team and our incredible intimate knowledge, experience and understanding of the early childhood sector.

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conferences and written submissions. We put forward the benefits of ECEC, the needs of services, and the concepts of the provision of quality education and care for children and best practice delivery. In this period we are proud to have contributed directly to policy outcomes in NSW that have assisted services to be more viable and sustainable, and ensured access to quality ECEC for many communities. In addition we have been a strong voice to changes affecting federal policy with the introduction of the new Child Care Subsidy.

Lastly, our strong commitment in supporting and advocating with services operating in rural and remote communities is evident and at the forefront of our current advocacy and future planning. CCSA has taken the necessary steps to engage in a genuine and sincere commitment to Reconciliation. The Board and management have engaged in a strategic planning day and look forward to continuing the implementation of our Reconciliation framework.

My sincere thanks to all our staff for their commitment and hard work - we operate with well resourced, expert staff and a dynamic

team that is able to take on new challenges and respond to opportunities as they arise, and every person is valuable and valued. My thanks specifically to the leadership team and Meg for their constant attention to the details of our day to day operations and their contribution to future developments.

And, my sincere appreciation to the Board for their commitment of time and expertise, and their visioning for the future of CCSA.

The celebration of our 50th anniversary is fast approaching, and will include our members, our colleagues and stakeholders. It is wonderful that CCSA has been able to deliver quality services continuously to members for so many years, and remain relevant and responsive to the ECEC sector and alert to emerging developments, whilst continuing to grow from strength to strength.

We look forward to sharing our plans and invite you to join us in celebrating at the Rural and Remote Forum and other events throughout 2019. I believe that we have a strong and bright future ahead.

BOARD 2017 / 2018



Ruth Newman
Chair



Neville Dwyer
Treasurer



Cathryn Albert
Member



Anne Bowler
Member



Miriam Dayhew
Member



Rebecca Dridan
Member



Swee Goh
Member



Jan Langtry
Member



Amy Shine
Member

2017-2018

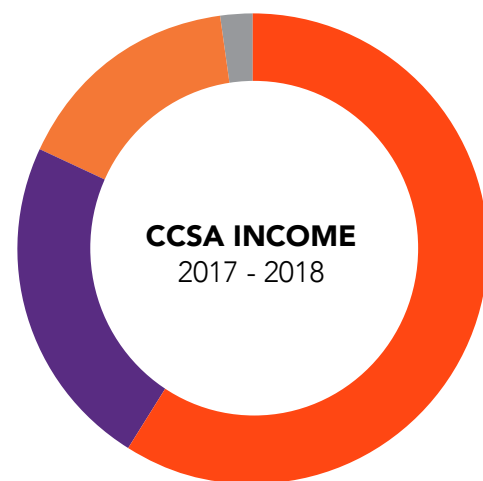
Financial Performance

CCSA reported an operating surplus of \$432,303 for the 2017-18 financial year.

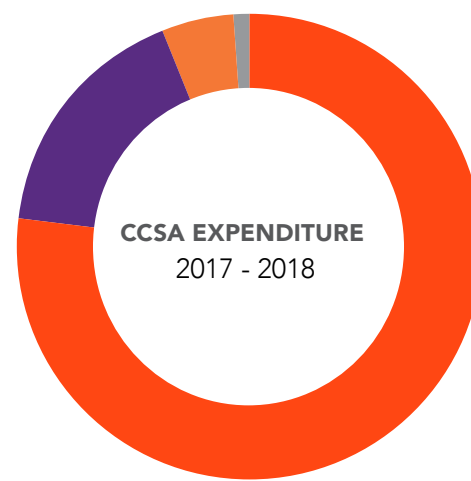
The accumulated surplus as at 30 June 2018 represents 51% of annual operating expenses, putting CCSA on a healthy financial footing but one which recognises the uncertainty of revenue streams in our sector. This healthy financial situation has allowed the organisation to keep membership and Business Solutions fee increases for 2018-19 as low as possible while still providing support in an ever more complex environment. It has also given CCSA the resources to further develop offerings for the benefits of our members.

CCSA's Business Solutions arm, which provides professional bookkeeping, payroll and BAS Agent support to the ECEC sector, continues to grow its client base. Business Solutions provides the dual benefit of improving the efficiency and compliance of many ECEC services' financial processes, while also being a revenue stream to underwrite other aspects of CCSA's operations.

Training and consultancies conducted during 2017-18 included training on Governance and Management topics for members across NSW, organisational health checks, and support to services looking to modernise their governance arrangements through measures such as reviewing outdated constitutions. CCSA also continued delivery of the Start Strong Sector Support Program to eligible community preschools, funded by the NSW Department of Education.



- 59% Training and Consultancies
- 23% Business Solutions
- 16% Annual Membership Fees
- 2% Other Income



- 77% Employment Expenses
- 17% Operating Expenses
- 5% Travel Expenses
- 1% Depreciation

CCSA



CCSA: the meaning

COMMUNITY

Our community is first because it defines why we exist, we were created from the community - *for the community*.

CONNECTIONS

We connect children's services with the resources they need to grow and prosper, we connect with the Government as a voice for our members, and we connect children's services to the best practice so they can be great at educating children.

SOLUTIONS

We provide and deliver solutions for everyday management of children's services.

AUSTRALIA

Born in the country in 1969, we believe in equal opportunity for all Australians, we focus outside the big cities and understand the unique challenges in rural and regional Australia.

YEAR IN REVIEW

Member Support

Member Support has had a busy and productive 12 months, driven by our experienced and dedicated team.

We collaborate with all teams across CCSA to deliver the best outcome possible for our members. Our holistic approach ensures members get the right support from the appropriate area of CCSA. Member support regularly engages with external stakeholders to ensure the accuracy and efficiency of our information, including undertaking formal training

to remain current. Trends and concerns identified from our member contact informs our advocacy for high quality service delivery and best practice management. Underpinning all Member Support work is the aim of enabling services to provide quality outcomes for children, families and communities.

MEMBER CONTACT

Our core business has been well used by our members with a 91.34% engagement via phone and email.

Members are seeking our support and information around a range of topics as diverse as;

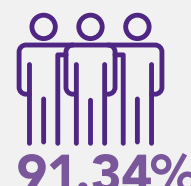
- Pay rates to long service leave
- Work performance to termination
- Committee induction to succession plan
- Regulations to NQF.



TOTAL CALLS



AVERAGE TIME PER CALL



MEMBER ENGAGEMENT

Members are engaging with us from metropolitan, rural and remote areas, as well as very remote areas. All sorts of service types use Member Support from the tiny one day a week preschool to large urban long day cares. We speak to people involved in many capacities in early childhood including committee members, owners, directors, and administration staff.

WEBINAR SESSIONS

A major expansion of the services we deliver has been the roll out of our Employment Spotlight Webinar Series.

This new way of providing information complements and enhances our existing resources, and allows for greater engagement with our members. These webinars focus on specific employment related topics in bite sized pieces. These have been well received and have generated additional contact from members seeking support for their own service's scenarios.



WEBINARS HELD TO 30 JUNE 2018

TOPIC

Long Service Leave
Personal Leave
Parental Leave
Annual Leave

Our website continues to offer a vast array of resources and information relevant to the operation of an early childhood service.

This information is continually updated and expanded in response to members' needs. In our constantly changing sector, the website enables CCSA to provide members with timely and accurate information.



WEBSITE REVIEW ccsa.org.au

FACE TO FACE

| | | |
|--------------|---------------|-------------|
| Albury | Coffs Harbour | Orange |
| Armidale | Dubbo | Penrith |
| Ballina | East Maitland | Queanbeyan |
| Batemans Bay | Griffith | Tamworth |
| Bega | Kingscliff | Wagga Wagga |
| Castle Hill | Kogarah | |
| Chatswood | Nowra | |

CCSA rolled out "Employment Essentials" workshops this year. Originally these workshops were a half day session, but in response to member feedback were expanded to a full day session. The workshops were based on employment contracts and how to manage employment relationships. They provided a fantastic opportunity for CCSA to engage with members in a face-to-face situation, and also allowed for extensive networking between services themselves.



YEAR IN REVIEW

Training & Development



CONSTITUTION REVIEW

Most Frequent Consultation



GOVERNANCE & MANAGEMENT

Most Requested Training

The training and consultancy area of CCSA's business remains strong, with the past year seeing an increase in delivery of both training and consultations for members and other early childhood services. This increase in demand is a pleasing result from efforts to raise the awareness of the quality professional and organisational development services we provide. This is also a result of the implementation of a more integrated approach to delivering services to members across CCSA's business arms; enabling more holistic solutions to be provided.

As a result of this rise in demand we have increased the number of people delivering these support and development activities from across CCSA's business units. The Business Solutions, Member Support and Sector Support teams have added their expertise to better respond to the number and diversity of enquiries being received.

Satisfaction from this training and development work remains high with evaluations continuing to show a high regard for the quality and usefulness of work delivered. There also continues to be appreciation for on-site delivery that responds directly to the context and situation experienced by individual members. To best support members in the most cost-effective manner we have also broadened the number of areas where we utilise online technology, particularly where there may be the requirement for more involved extensive or ongoing engagement.

TRAINING

The delivery of Governance and Management training remains fundamental and popular in supporting members in their ongoing operations. There is an increasing awareness that early childhood services need to be capable in this area to be able to deliver on their core purpose of quality outcomes for children and to remain sustainable in the dynamic operating conditions of the sector. Business Solutions staff are also utilised for their expertise to support members in financial management and organisation.

A Business Planning Masterclass was delivered for the first time this year, and proved very popular and was well received. The Masterclass was recognised for being early childhood specific and building on the existing knowledge and capability in services. We plan to provide this training again in the future.

CCSA was also able to offer a number of training opportunities to preschools applying for the NSW Department of Education's Professional Development grants. Though some preschools were not successful in their applications, there was pleasing interest in the range of professional learning offered and we received positive feedback on the benefit of the training provided for those that were successful.

CONSULTATION

The past 12 months has seen an increase in requests for solutions designed to meet service specific needs and circumstances. We work with our members to develop customised solutions drawing from the expertise available across CCSA to address areas such as sustainability, building capability in management and operations, employment relations and managing people to support services achieve their goals.

We are continually looking to develop the range of support and solutions we provide to important elements of business planning and delivery. For example, the Demographic Profile is proving highly valuable and effective for services preparing capital funding submissions by enabling them to quantify the need for more spaces.

The team looks forward to increasing our support to members in the coming year and encourage any and all suggestions as to what those solutions might look like.

YEAR IN REVIEW

Business Solutions

We enjoy the continued growth of the Business Solutions client base year upon year, while being enthused and invigorated by the opportunities that lie ahead.

BUSINESS SOLUTIONS (BSOL) GROWTH



JUNE 2013
48 Services



JUNE 2017
69 Services



JUNE 2018
77 Services

From 48 client services in 2013, to 69 services by June 2017, Business Solutions grew to 77 services by the end of June 2018. This however, is only one indicator of our achievements. The complexity of the services provided has increased, with more clients requiring payroll, bookkeeping, bill payments and fees as a package than ever before, and there were a number of familiar faces of services re-joining Business Solutions after a period away. This reaffirmed our belief that our model of having a reliable and dependable external "bookkeeper" only a phone call away, is the best option for so many services.

The growth in clients aside, there were more than enough changes in the operating environment to provide us with challenges to tackle. These included a broadening of the accounting software packages for us to master, including Xero, Reckon, MYOB Essentials, and Quikbooks online. MYOB also promoted Account Right Live, and the benefit dual access to the service and the introduction of Single Touch Payroll will bring moving into the future. The Business Solutions team was also engaged with the substantial mentoring and coaching of services who were not directly Business Solutions clients, and this enabled us to utilise our areas of expertise and promote it to the wider community. This is an area Business Solutions is anticipating will see expansion in the near future.

There was also a commitment by the Board to increase Business Solutions presence on the website, and allocate resources in the budget to allow a number of calculators, checklists, and forms that have previously only been used by Business Solutions staff to be accessed by the wider CCSA member community. This will bring huge benefit for CCSA members as it will

enable often difficult and complex calculations to be done with ease, and it also will allow Business Solutions clients a quicker, easier way to submit forms and information efficiently.

Closing the year out was the confirmation that CCSA had been successful in the Department of Education tender to provide face to face training, webinars and mentoring sessions to preschools. This was a wonderful opportunity for a number of the Business Solutions team to develop and present information on financial systems and processes for the first time. It was an opportunity for us to present all the things we know so well, and to recognise the expert knowledge we have gathered over time.

None of these great developments over the last year could have been achieved without the dedicated BAS Agents, Accounts Clerks and Administration Staff that make up the Business Solutions team. In response to our ever expanding client base and complexity of work, the increased demand for specialised mentoring and coaching to member services, and resource development and training opportunities, the Business Solutions team also grew. Business Solutions welcomed three new employees, and have some invaluable casuals to call upon. I applaud their work ethic, their knowledge, their enthusiasm and their pursuit to maintain the highest quality of work – cornerstones of what makes Business Solutions as successful as it is.

The end of the year finished as the previous one began, with amazement of what the year had presented and with the promise and anticipation of a whole lot more to come.

YEAR IN REVIEW

Sector Support

KEY PROJECTS 2017/18



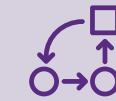
START STRONG SECTOR
SUPPORT PROGRAM



FLOOD IMPACT PROJECT



COMMUNITY SAFETY NET



AT A GLANCE

// Sector Support

Sector Support are resourced to conduct:

- Demographic Analysis
- Competitor Analysis
- Utilisation Analysis
- Service Design Testing
- Financial Plan
- Marketing Plan
- Networking Plan
- Annual Service Delivery Plan

In this period we refined our existing resources, developed new tools, set up project specific webpages, and drew on the expertise of specialists from across CCSA's business units to enhance our support to services.

The Start Strong Sector Support Program completed its direct work with our 191 services and we are now continuing to support a select few services at the request of the Department of Education.

Further Sector Support work saw us presenting a series of training and development opportunities designed to boost the Leadership and Financial Management knowledge and skills of preschools.

The Sector Support team, with their extensive industry experience, work with services on:

- Business Planning
- Strategic Planning
- Funding estimates and fee setting
- Staffing reviews and rostering
- Grant applications
- Compliance reviews

This work involves service visits right across the state. Our flexible and mobile team gives us the capacity to work closely and build relationships with services in:

- The Hunter region
- Upper and Mid North Coast
- Southern Highlands
- Metropolitan Sydney

Other work completed this year included the Flood Impact Project. This project involved a Project Officer assisting services affected by flood to complete and submit Capital Grant Applications. Affected services were supported to:

- future proof their service, and
- develop a flood policy.

Assistance was also provided

- with attendance at public meetings, and
- with the insurance claim process.

2017/18 also saw the commencement the Community Safety Net Project that culminated in the opening of Gidgee Preschool in the remote Weilmoringle community.

We are eager to see what other opportunities present themselves to Sector Support and welcome the challenge that they will bring.

SPECIAL PROJECT

The Gidgee Preschool

In 2017, after the launch of The Rural and Remote Education Human Resources Strategy, CCSA advocated to the NSW Government for children in remote communities to be able to access a quality early childhood education program.

We believe and support the statement, *"Every child should have access to early education no matter where they live"*.

CCSA and the NSW Department of Education collaborated to establish a preschool at Weilmoringle under a pilot program called the Start Strong

Community Safety Net. Previously, there was no mechanism under the Government's Start Strong Program to support the development of new early childhood education programs in very remote regions of NSW with small populations.



Weilmoringle is a very remote community and had no access to services such as transport or early childhood education. It is geographically located in the upper Culgoa floodplain of New South Wales near the Queensland border, approximately 180kms north of Bourke, with a population of about 70 people.

Once CCSA had identified the needs and the community priorities we developed a staged plan which engaged networks, services and resources to complete the project. By obtaining support and advocacy from the key stakeholders, CCSA was able to provide independent sector support without political or social agendas. CCSA was able to convey the importance of early childhood education and overcome the complexity of remote area delivery

through the ongoing engagement process. The result was to provide a collaborative model with focus on engagement of other service providers working in the area and within the community. The preschool's first day of operation was in early August. The preschool is open to both Aboriginal and non-Aboriginal families and is funded as an independent community preschool.

The outcome was very successful, and is the result of working collaboratively with the NSW Department of Education, service providers, the Local Community, and Aboriginal regional alliances to promote universal access to early education and enable a precedent for greater participation in early education in rural and remote communities.

THE GIDGEE PRESCHOOL



SPECIAL PROJECT

Member Connect Campaign

Member Connect was an 8-week targeted campaign which took place from 16 October to 15 December 2017.

The purpose was to build pro-active engagement with our members with the outcome of a stronger connection with them.

Who did we speak to?



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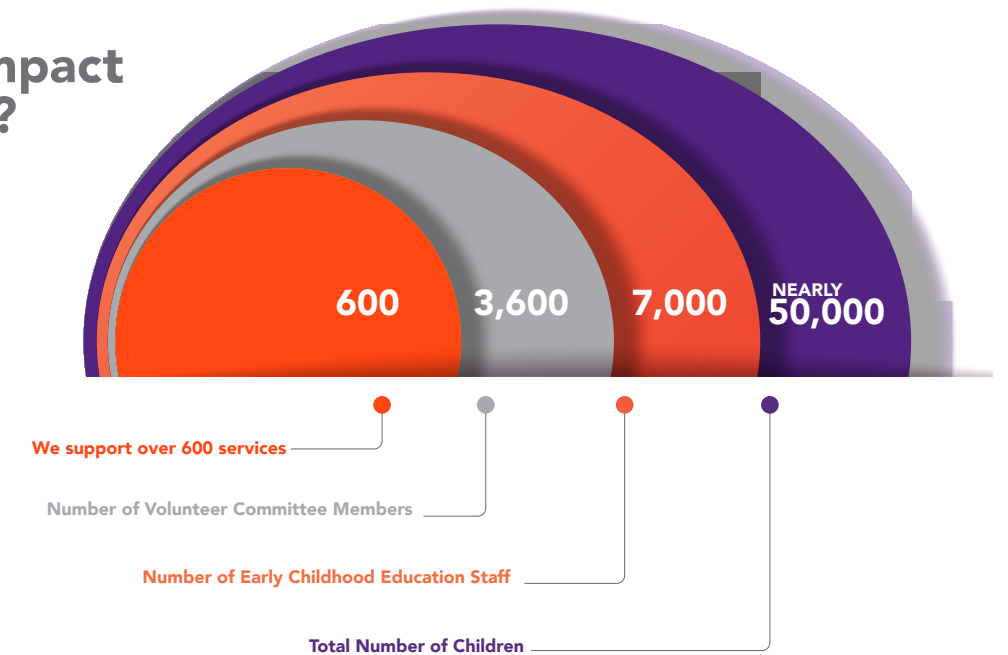
We find CCSA very responsive - value membership for payroll, HR and the legality side of things. Great to have a sounding board on whether we are doing this in the best or most appropriate way and this is particularly important as a stand alone centre.

We would be lost without CCSA.

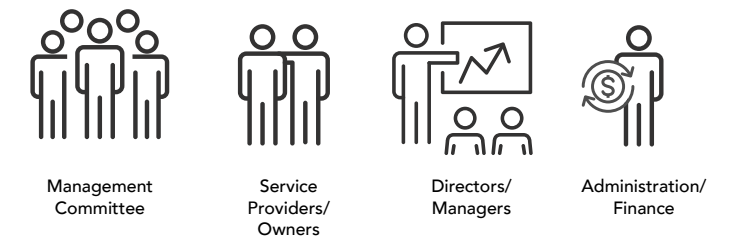
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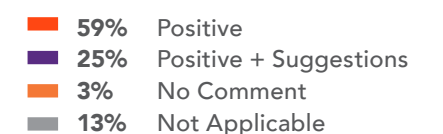
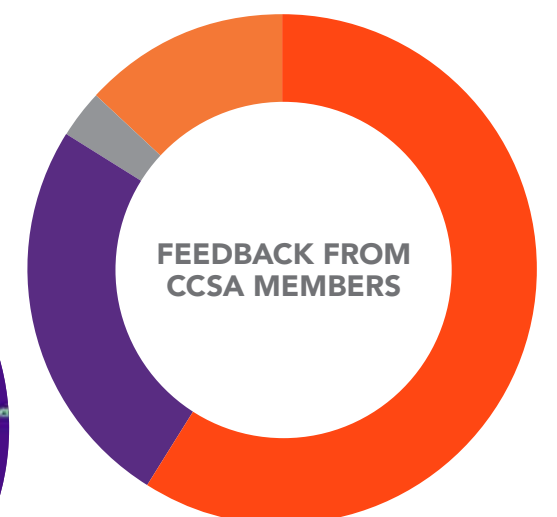
What is our impact on the sector?



Who we connect with.



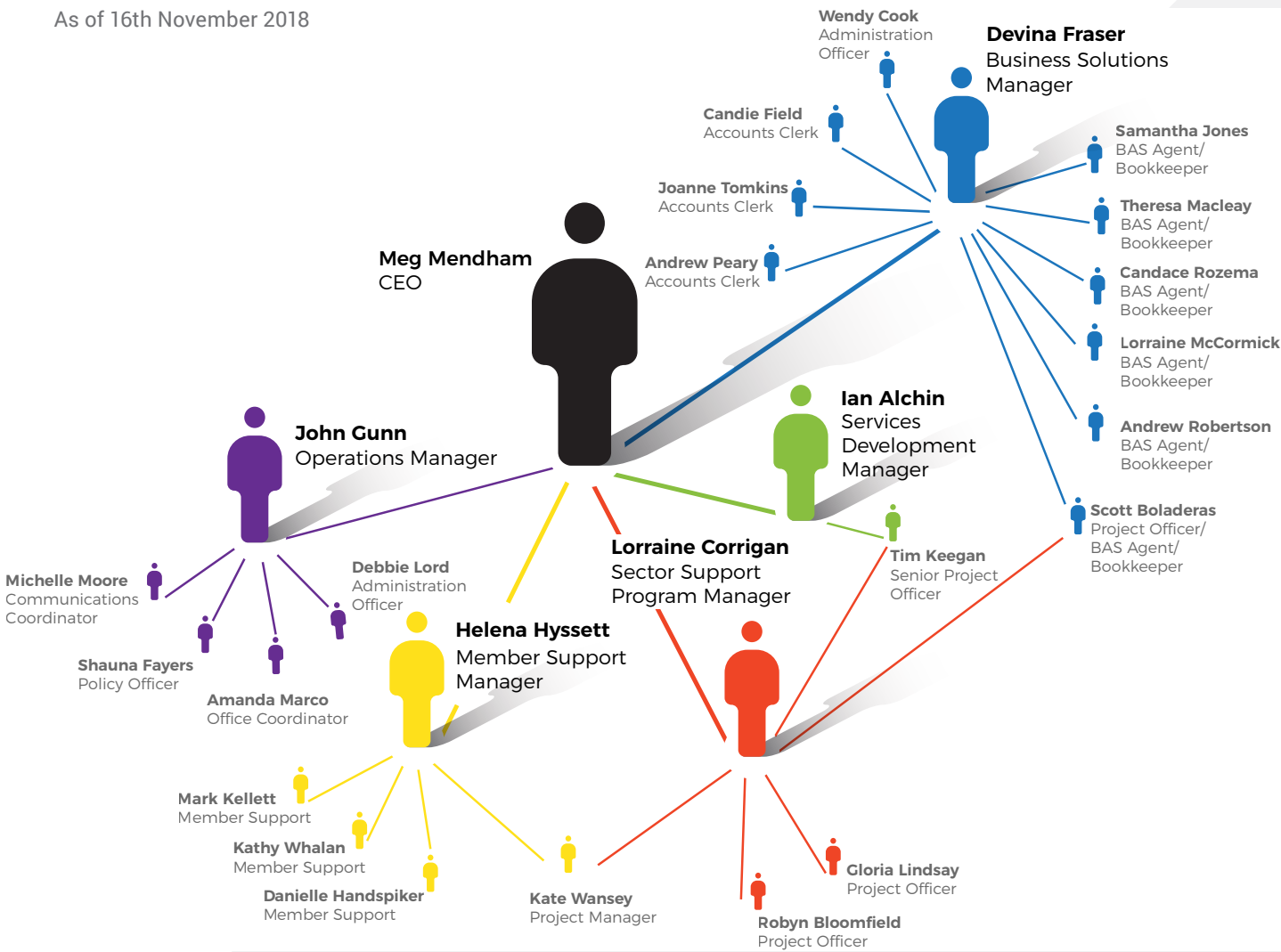
Our Member Feedback.





Team Structure

As of 16th November 2018



SENIOR MANAGEMENT TEAM



Meg Mendham
CEO



John Gunn
OPERATIONS
MANAGER



Ian Alchin
SERVICES
DEVELOPMENT
MANAGER



Romola Hollywood
STAKEHOLDER
ENGAGEMENT
MANAGER

ADMINISTRATION AND COMMUNICATIONS TEAM



Amanda Marco
OFFICE
COORDINATOR



Debbie Lord
ADMINISTRATION
OFFICER



Shauna Fayers
POLICY OFFICER



Michelle Moore
COMMUNICATIONS
COORDINATOR (2018)

BUSINESS SOLUTIONS TEAM



Devina Fraser
BUSINESS SOLUTIONS
MANAGER



Scott Boladeras
BAS AGENT/
BOOKKEEPER



Wendy Cook
ADMINISTRATION
OFFICER



Candie Field
ACCOUNTS CLERK



Samantha Jones
BAS AGENT/
BOOKKEEPER



Theresa Macleay
BAS AGENT/
BOOKKEEPER



Lorraine McCormick
BAS AGENT/
BOOKKEEPER



Andrew Peary
ACCOUNTS CLERK



Andrew Robertson
BAS AGENT/
BOOKKEEPER (2018)



Candace Rozema
BAS AGENT/
BOOKKEEPER



Joanne Tomkins
ACCOUNTS CLERK

MEMBER SUPPORT TEAM



Helena Hyssett
MEMBER SUPPORT
MANAGER



Danielle Handspiker
MEMBER SUPPORT
OFFICER



Mark Kellett
MEMBER SUPPORT
OFFICER



Kathleen Wansey
PROJECT MANAGER



Kathy Whalan
MEMBER SUPPORT
OFFICER

SECTOR ENGAGEMENT TEAM



Lorraine Corrigan-Tasker
SECTOR SUPPORT
MANAGER



Tim Keegan
SENIOR
PROJECT OFFICER



Gloria Lindsay
PROJECT
OFFICER



Robyn Bloomfield
PROJECT
OFFICER (2018)



Di Roberts
PROJECT
OFFICER



Rod Leane
PROJECT
OFFICER



Ross Hughes
PROJECT
OFFICER



Nicola Weddin
SENIOR PROJECT
OFFICER

CEO REPORT

Looking Forward

CCSA continues to grow from strength to strength right across all of our business units. Our ability and expertise are highlighted in the constant engagement with our members and with the broader early childhood sector.

We are recognised as an organisation that has integrity, ability and a high standard of expertise. We have engaged with our membership on campaigns, policy development, the National Quality Framework, business planning, governance and management, financial management, regulatory compliance, employment responsibilities and constitutional reviews. We have been directly engaged by government in reviewing and supporting the development of new policy and reforms. We have exceeded our expectations in a short period of time, achieving success with the engagement and delivery of additional external contract programs whilst expanding our products and services to membership.

Advocacy stands front and centre of both our vision and our responsibility to our members. Our voice has been heard loud and clear on positions of National Quality Standards, policy, funding and regulatory compliance for Preschools, Mobile Children's Services, Occasional Care Services, Long Day Care and Out of School Hours Centres. Closing the year out was the confirmation that CCSA had been successful in the Department of Education tender to provide face to face training, webinars and mentoring sessions to preschools.

In particular we have made a strong commitment in supporting early childhood services that provide education programs to Aboriginal and Torres Strait Islander children and families.

We continue to work with the Aboriginal Child and Family Centres across NSW as they transition to the new Child Care Subsidy program. Our lead on the Pilot Community Safety Net program in the remote community of Weilmoringle has supported the establishment of a

brand new funding stream resulting in the development of a preschool program operating in this remote community. Our leadership and knowledge on the pilot Community Safety Net program has assured its continued funding, concreting the pathway for more children in remote communities.

CCSA's expertise, knowledge and on the ground engagement reflects our ability to support the development of government policy and work directly with community, whilst upskilling and training an approved provider on governance and operational matters.

**MEG MENDHAM**

Rural and Remote Forum

Our vision is to create a place for all of the voices to come together and

- work collaboratively
- unite to strengthen the vision
- support best practice governance and management, and
- design sustainable funding models that support flexible responsive early childhood education programs to respond to the needs of children in rural and remote communities.

We will work to bring key stakeholders together to engage in conversation and planning with early childhood service providers operating in rural and remote communities.


Journey of Reconciliation

CCSA continues our 'Journey of Reconciliation'. This is evident in the commitment and investment of planning and training, and the genuine engagement of both the staff and the board.

We continue to seek input and learn from Aboriginal and Torres Strait Islander people about how we can work with them to better support programs, influence sound policy and demonstrate a professional journey in "Closing the Gap".

The support and leadership of Aboriginal and Torres Strait Islander people working with CCSA is very much appreciated and valued.





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.



Talk to us

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02 4782 1470



Online

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office@ccsa.org.au



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