

Annual Report 2004



Country Children's Services
Association of NSW Inc

Country Children's Services Association of NSW Inc

Vision

Your partner in management

Mission

Supporting the management of high quality early childhood education and care through information provision, training and advocacy

Values

Country Children's Services Association of NSW:

- offers a high standard of accurate, up-to-date knowledge and information to members
- respects and maintains confidentiality and privacy of all members
- respects and acknowledges the needs of communities in relation to the provision of support to children's services
- recognises the particular needs, skills and responsibilities of volunteer management committees
- provides leadership by being progressive and innovative
- maintains professional excellence and accountability at all times
- values and draws strength from the diversity of its members
- works with all tiers of government to advocate for the provision of high quality early childhood services for all children

Underpinning the work and activities of CCSA is the recognition of the rights of the child.

Services to members

CCSA's services to members include:

- Management Infoline
- Plain English guides to awards
- Award updates
- Handbook: *Managing Children's Services*
- Newsletter: *Early Childhood News*
- Representation and advocacy for children's services
- Free 'positions vacant' advertising

Supplementary services

- Discounted rates for training and consultancy visits
- Discounted rates to CCSA's Annual Conference
- Discounted rates for merchant banking facilities
- Access to CCSA's new management services - Business Solutions.

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36th Annual Report 2004

Country Children's Services Association of NSW Inc

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A message from CCSA's Patron

It has been another busy year for CCSA and I am constantly amazed at the resilience of so many who keep battling away on behalf of children's services in New South Wales while continuing to improve and expand support services for all CCSA members.

Funding levels for community-based preschools remained on the list of issues needing urgent political solution.

This is just one of the areas being tackled by the CCSA management team and together with the secretariat they deserve highest praise for their continued commitment and unstinting efforts on behalf of children's services in NSW.

Since my message last year the National Agenda for Early Childhood has been progressed with a framework endorsed by the Australian Government. While progress seems slow it is heartening to see that issues affecting children and their families have been included in the Government's priorities.

My best wishes to all at CCSA and warm congratulations for your greatly valued work in helping to build child-friendly communities in NSW.

Rosemary Sinclair AO



Acknowledgments

CCSA would like to thank the following government departments for their financial support for projects during 2004. (Details of these projects are included in the report against the strategic plan and financial statements.)



CCSA also gratefully acknowledges the ongoing financial support offered by our sponsor Aradlay Insurance Brokers Pty Ltd



About CCSA

Country Children's Services Association of NSW Inc (CCSA) was formed in 1969 in the central west of New South Wales when a small group of preschools joined together to speak for the interests of children in country areas. The Association's aim was to support community-based children's services in rural areas where isolation and limited resources presented unique challenges in meeting the needs of children and families in their local communities.

The Country Preschools Association, as it was then called, was very active in lobbying governments of all political persuasions to provide improved funding for services outside the major cities.

The Association also recognised that in order for services to achieve high quality outcomes for children, it was essential for the management of children's services to be effectively resourced. This meant that the organisation's core activities focused on providing information and support to the management of children's services and, in particular, the volunteer management committees of community-based children's services.

In the early 1980s, the Association changed its name to Country Children's Services Association of NSW Inc to reflect the growing diversity of children's services. In 2002, CCSA further reviewed its objectives when the organisation voted to offer full membership rights to all children's services throughout New South Wales. The aim of this change was

to ensure that stand-alone, independently-operated children's services, whether community-based or private, can have access to the information and support that they need to manage high quality services for children in NSW.

Today, CCSA is the largest peak organisation for children's services in NSW. It has a membership of nearly 600 children's services. Members represent the full range of service types including preschools, long day care, occasional care, multipurpose centres, mobiles, family day care, out of school hours care, early intervention and outreach services. And while CCSA's primary constituency continues to be community-based services in rural and regional NSW, the Association also has a number of metropolitan and private services that belong to the organisation because of the specialised management support that CCSA provides.

CCSA is governed by a seven member volunteer Council which is made up of representatives from around the state who have an interest and expertise in management and the children's services sector. The day-to-day work of the Association, providing information, training and support to members, is carried out by the Secretariat which, for most of 2004, was made up of three permanent full-time staff members, one temporary part-time staff member and two permanent part-time staff members.



Left to right: Project Officer, Kathy Whalan takes a call from CCSA's Management Infoline; participants at a CCSA management training session; Project Officer, Romola Hollywood delivers training.



CCSA Council 2004



President: Neville Dwyer

Neville Dwyer has served for a number of years on CCSA's Council. After being a regional representative, he held the position of the President from 1997-2000, after which he took on the role of Vice-President. Neville returned to President's position in 2003. He is director of the Dorothy Waide

Centre for Early Learning in Griffith and has been involved in a range of children's services from mobiles and family day care to early intervention and centre-based care. Neville's main areas of interest for children's services are management, curriculum and high quality care and education. He sees his role on Council as striving to achieve better outcomes for members and he hopes to see children's services as being able to be the best that they can for ALL children.



Secretary: Liz Romalis

Liz Romalis joined CCSA's council in 2002. However, she first became involved with CCSA through her service's membership over ten years ago. She is currently the director of a 4 unit preschool in Mudgee. Her primary areas of interest in children's services are equity and affordability and the inclusion

of children with additional needs. The major issues she sees confronting children's services are the need for a National Agenda for children and a commitment to appropriate funding by the State Government to community-based preschools. She strongly believes that all families should have access to free preschool education for children three to five years and that all children's services should be appropriately funded to provide high quality services for children.



Councillor: Gwen Smith

Gwen Smith stepped down from the role of treasurer at the 2004 AGM after serving in this role since 2001. In 2000 she also held the role of secretary. Gwen is the administration officer for Kempsey Children's Services and holds a Certificate III in Business Administration. She has been keen to find

ways to strengthen the ties between administration staff in children's services. Gwen sees that the major issue for children's services is the inequities in funding between different service types. She hopes for a day where there is equity of access and affordability across all services.

Vice President: Melisa Mehan



Melisa Mehan became a councillor for CCSA in 2003 and took on the role of Vice President at the AGM in 2004. Her involvement with children's services stemmed from being a member of the committee for her son's preschool. In 2002, she became the spokesperson for the Central Coast Coalition of Community-based Preschools and began to liaise with CCSA on the state-wide preschool campaign. She is currently studying for a Bachelor of Social Science (Politics and Welfare) and has worked for seven years in the public sector. Her interests include strengthening links between services and the community and developing ways for services to work in partnership with families. She is keen to lobby for adequate recurrent funding to enable a level playing field between all service providers in NSW.

Treasurer: Tracey Simpson



Tracey Simpson has over 25 years experience in the early childhood field as a teacher, director, co-ordinator, advocate, leader, manager and researcher in a range of settings including a number of rural services. She first became involved with CCSA in the early 1980s as a staff member and joined CCSA's Council at the 2004 AGM in the position of Treasurer. By giving of her experience and expertise to CCSA, she hopes to be able to give something back to an organisation that has provided great support to her over many years. Her wide-ranging interests in children's services include effective management, leadership and professionalism, connections with families and communities and high quality responsiveness in early childhood education experiences.

Councillor: Gladys Reed



Gladys Reed joined CCSA at the end of 2003 to fill a casual vacancy on Council. Originally a teacher, her experience includes being the CEO of Penrith Valley Chamber of Commerce as well as 10 years as a manager of a large family day care scheme and 11 years as the state resource worker for the NSW Family Day Care Association. As a Councillor, her primary area of interest is in the management of CCSA as an organisation and she hopes to be able to use her management skills and expertise to ensure that CCSA remains a strong, viable organisation to serve its members. She believes the major issues for children's services today include quality of care, availability and accessibility of places as well as management issues relating to the hiring and effective management of staff and complying with legislative requirements.

Other Councillors serving during 2004

Anthony Body, Vice-President to June 2004

There was a casual vacancy on Council from June-December 2004.

Association Patrons

Joan Fry OBE

Rosemary Sinclair AO

Life Members

Bill Baker (Queanbeyan), Kevin Craven (Mount Riverview), Hilary Fuller (Inverell), Carmel Herald (Cootamundra), Noelle Martin (Katoomba), Jenny Nott (Albion Park), Steve O'Connor (Raymond Terrace), Pat Weekes (Muswellbrook), Ross Whalan (Gilgandra), Kay Wood (Port Macquarie)

CCSA Secretariat 2004



Executive Director: Judy Kynaston

Judy Kynaston, DipSKTC, Dip Teach (EC), Grad Dip Educational Studies EC, has over twenty-five years experience in the children's services sector. She represents the Association in consultations with government departments, politicians, industrial organisations and the media as well as conducting management training workshops. She is available for support on a range of service management issues. Judy is also NSW National Vice-President of the Early Childhood Australia; Chair of NSW Children's Services Qualifications Committee; Board Member of the NSW Community Services and Health Industry Training Advisory Body and member of the National Childcare Accreditation Council.

Project Officer: Romola Hollywood



Romola Hollywood, BA (Hons), M.Phil works as a full-time project officer with CCSA, a position she has held for nearly eight years. Her main responsibilities include production of the Association's newsletter, *Early Childhood News*, development of the website, submission writing and preparation of other CCSA publications such as the Management Handbook. Romola also delivers management training seminars and provides support to members on the management infoline. She holds a Master of Philosophy in social and cultural studies and has held a number of positions on community organisations over the last fifteen years.



Project Officer: Jane Hamilton

Jane Hamilton, BA, Grad Dip Lib, Grad Dip Ed, MEd Pol Admin, started work as a full-time project officer with CCSA in March 2001, after many years as a teacher and manager at a TAFE Institute in Melbourne. Jane spent several years on the management committee of a child care centre for migrants including two years as chair of the committee. In addition to providing support to members on the management infoline, Jane is responsible for the day-to-day financial management of CCSA. Jane also conducts management training workshops. She recently completed her Certificate IV in Financial Services (Accounting).

Project Officer: Kathy Whalan



Kathy Whalan joined CCSA in March 2001 as administration officer and in July of that year accepted a position as project officer. Kathy works three days per week and her responsibilities include telephone support for members and co-ordinating the annual conference. Kathy's background includes a BA (Hons), Grad Dip in Tourism Management, and many years experience in the inbound tourism industry. With her youngest son in long day care and a childhood living in the country, she has a personal interest in supporting early childhood services throughout the state.



Project Officer: Helen Edmonds

Helen Edmonds commenced work with CCSA in May 2004 as a Project Officer in a 12 month temporary position to develop additional support services for members. Helen has also been involved with providing support to members through the management infoline. Helen has more than 15 years experience in community-based service management, both as a service manager and on various management committees. Her strengths lie in the development of community-based services from inception to accreditation.

Admin Officer: Rachel Murray



Rachel Murray began work with CCSA in November 2002 as a part-time administration officer and left in September 2004 to pursue her business interests. Her role includes a range of clerical and administrative duties in CCSA's office. She has had an active community life and has been involved in the local Safety House, School P&C and canteen committees.

Other staff employed during 2004

Julia Baratta, Administration Officer, September to December 2004



President's Report

It has been a great pleasure to chair CCSA's Council in 2004 which has been another year of consolidation, progress and innovative thinking. It is a privilege to be part of a team comprised of broad-thinking individuals – both staff and councillors – who give their all to ensure that your Association stays ahead of the pack and is always looking for new ways to serve our members in better management solutions.

The Association received a bonus during the year with recognition of CCSA's commitment to evaluation and the restructure of its board of management, with the presentation of an encouragement award under the Blake Dawson Waldron Excellence in Nonprofit Board Governance Award presented by the Nonprofit Governance and Management Centre. It was a great boost and provided tangible evidence that what we have done over the past few years has been on the right track.

It has been a busy year for CCSA Council. Our three face-to-face meetings at Katoomba and numerous tele-conferences have been taken up with a number of key tasks. The Council's principal role is to ensure that the strategic plan we have in place is working and well supported, so we spend a lot of time discussing, evaluating, fine-tuning and resourcing this. Knowing what you are about, your core business, is important if you are to achieve your goals. CCSA's strategic plan is a critical component in identifying what we do, how we do it and what we need to do next.

One of the key strategies that has come from our strategic plan in the last year has been our investigation and establishment of CCSA's Business Solutions. Last year at our conference in Mudgee we spoke of our desire to think of new solutions to support services that were struggling with the financial management of their organisation. As a result we set aside accumulated funds to investigate what some of the options were to support members. We employed a project officer, Helen Edmonds, to investigate the possibilities. The result after a detailed study has been the implementation of the Business Solutions package. A number of smaller services have come on board and many more are currently considering their options. CCSA Business Solutions is about providing a financial management tool that supports services and their committees. It also enables local committees to continue in their role without having to consider the option of handing over full control to another agency that may be located in the big city.

Improved recruitment of councillors has also come under close scrutiny. Like any organisation or business, it is important to have a board which comprises individuals who have the ability to make good decisions, can think outside the square and who have a commitment to good business practice. We have a responsibility to our members and our staff to ensure that they are well supported. In the old days, a board saw their responsibility covering the day-to-day operation of the organisation with a considerable amount of time lobbying and policy development. While it may have been right for the time, today's management requires a better use of resources – both human and financial. Over the past year your Councillors have been considering how we recruit the right people to the Council, identifying key elements that are necessary to support a forward-thinking organisation. We have developed a procedure and selection process which we hope is not too daunting. One of the key elements is that while we acknowledge that an understanding of early childhood is important, lack of knowledge

in this field will not necessarily preclude anyone from applying to come on Council.

Councillor training was also undertaken in financial literacy – critical for any organisation's board or committee if they are to understand the organisation's financial structure and reporting system.

The Council took the opportunity in 2004 to evaluate the Executive Director's position and role. This followed on from the 2003 evaluation of the Council. The evaluation highlighted the critical role that our Executive Director, Judy Kynaston, plays in our organisation, her strengths in leadership, knowledge and practice being crucial to CCSA's continued leadership amongst early childhood peak agencies.

The Council also undertook a review of CCSA's Project Staff Employment Agreement and staff salaries. This led to a renewed agreement with our project staff, including salary increases across all positions over the next three years and some reclassification and clarification of staff positions and roles.

In addition, the Council has spent a considerable amount of time discussing and working on responses to the various issues which impact on the provision of early childhood services across the state. The continued lack of funding for state-funded, community-based preschools is cause for concern and it appears it could be some time before it is resolved.

As you can see from this comprehensive annual report, we are not standing still, CCSA is constantly on the move, thinking and adjusting to the ever-changing needs of our members. I would like to thank my colleagues who sit with me around CCSA's boardroom table – Melisa Mehan, Tracey Simpson, Liz Romalis, Gladys Reed and Gwen Smith – all busy people, who bring a wealth of knowledge and skill to each meeting ensuring you, the membership, are well served. I would like to acknowledge the team at Katoomba – Romola, Jane, Kathy, Helen and Rachel. What a tremendous team we have supporting our members, they are extraordinary in what they are able to achieve each day. They have a wealth of talent, skill and knowledge to share with our members and continually excel themselves in what they do and achieve. I would also like to acknowledge my centre – The Dorothy Waide Centre for Early Learning – its staff, committee and parents – for continuing to support my involvement with CCSA.

Finally, I would like to recognise Judy Kynaston, our Executive Director, who each year has guided the Association into new and exciting territory. I attended my first CCSA State council meeting in August 1992. Judy joined CCSA in October of that year, and in that time I have seen the Association take an amazing journey. I have watched it grow and reshape itself to become "the leader in management support". This is largely due to the exceptional qualities that Judy has and is willing to share and inspire in her team. Thank you Judy.

CCSA is a leader in management support in early childhood services whether community-based or commercial. We are here to serve our members with the best information so that your business can operate effectively and efficiently, ensuring that your service's primary goal of supporting families with young children continues to grow and adapt to changing community needs.

Neville Dwyer, President

Executive Director's Report

CCSA has continued to provide a high level of support, information and training to member services. I encourage you all to take some time to read in detail the depth and breadth of the work undertaken on your behalf by CCSA.

Challenges for 2004 continued to be:

- financial viability and sustainability
- forward planning and development
- understanding and complying with employment obligations

New regulations have finally been passed but it was disappointing to see ratios for birth to 2 places remaining at 1:5. I was appointed to the Cross Sectoral Task Force looking at this issue. The work of this taskforce continues although original timelines indicated a report for the Minister by the end of 2004. The main role of this taskforce is to recommend strategies to implement ratios of 1:4 for birth to 2 year olds that will minimise loss of places and increases to fees.

The Preschool Funding Review Committee completed its work at the end of 2004. However, a change in Minister has meant that there has been no progress beyond the completion of the report. CCSA continues to work with NSW Children's Services Forum on lobbying strategies to address the funding crisis in this sector.

Progress on the Major Wage Case Application by the Australian Liquor Trades, Hospitality and Miscellaneous Workers Union has been slow. The progress of the application is dictated by processes set down by the NSW Industrial Relations Commission. While everyone agrees there should be wage increases, the nature of these increases and other award changes will be argued before the full bench of the Industrial Relations Commission. As an employer organisation CCSA has a responsibility to represent the interests of our member services at the management level.

I feel very privileged to work with a very dedicated and committed team of professionals as staff and as members of Council. Together staff and council have ensured that CCSA continues to meet its obligations and responsibilities to members in a professional, progressive and highly competent manner. Thank you to all of you for your valued work.

I would like to specifically acknowledge the work of our President Neville Dwyer. His drive, enthusiasm and leadership is an inspiration to us all. I would also like to acknowledge the support of our patron, Rosemary Sinclair. Rosemary provides very hands on support at our conference each year as well as ensuring our voice is heard at a political level throughout the year. Thank you to Neville and Rosemary.

Judy Kynaston, Executive Director



Council meeting at CCSA's office in Katoomba, pictured from left, Gwen Smith, Judy Kynaston, Neville Dwyer, Liz Romalis, Tracy Simpson.



CCSA's Strategic Plan 2003-2005

Vision

Your partner in management

Mission

Supporting the management of high quality early childhood education and care through information provision, training and advocacy

Values

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- offers a high standard of accurate, up-to-date knowledge and information to members
- respects and maintains confidentiality and privacy of all members
- respects and acknowledges the needs of communities in relation to the provision of support to children's services
- recognises the particular needs, skills and responsibilities of volunteer management committees
- provides leadership by being progressive and innovative
- maintains professional excellence and accountability at all times
- values and draws strength from the diversity of its members
- works with all tiers of government to advocate for the provision of high quality early childhood services for all children

Underpinning the work and activities of CCSA is the recognition of the rights of the child.

Business imperatives

Country Children's Services Association of NSW has a number of business imperatives which give direction and focus to its work towards achieving its mission. These are:

- Information Provision
- Training
- Advocacy
- Governance
- Management
- Progressive Organisation
- Technology and Facilities



Business imperative 1: Information Provision

Objective

To ensure that members are provided with accurate, current and accessible information to enable effective management of their service

Desired Outcomes

- Better management decisions
- Stronger focus on forward planning
- Increased efficiency of services
- Continuity and consistency in decision-making
- Improved knowledge and understanding of roles and responsibilities of management
- Improved compliance with legal responsibilities

Strategies

Comprehensive management handbook

CCSA's handbook *Managing Children's Services* was updated to reflect changes to awards and other legislative/policy changes. Section 4 on *Financial Management* was fully revised and now features more detailed information on budgeting, financial reporting and risk management. A new chapter entitled *Policies, Planning and Evaluation* (Section 8) was completed giving members a guide to policy development and strategic planning processes in children's services. Incorporating this new information into the handbook supports the focus on creating a stronger emphasis on forward planning and more effective management decision-making.

Management infoline

Between 1/12/03 and 1/12/04 CCSA logged 4782 calls from 538 member services on our database. Over 90% of our member services used the Management Infoline. The average length of the calls was 12 minutes. This is a significant increase from 2003 both in the amount of time spent on each call and the number of services calling the Management Infoline. Information was requested on a variety of topics including award information, grievance procedures and disputes, annual leave, termination payments, employment agreements and employees employed under the Department of Community Services SCAN funding to support children with additional needs. The increase in the number of calls to the Management Infoline demonstrates the key role that it continues to play in providing support to members who value the customised, confidential and user-friendly support they receive from CCSA staff.

Written Clarification

Between 1/12/03 and 1/12/04, CCSA responded to 197 written requests for information. This equates to an average of four requests per week. Requests for information in writing generally deal with more complex issues and often take considerable time to answer. However, our average turn around was less than three days, more than adequately meeting our policy of a turn-around in five working days.

Early Childhood News

Ten editions of the *Early Childhood News* (ECN) were distributed to 577 member services and 52 interested groups or individuals, providing information on issues and innovations in the early childhood field for committees, service owners, staff and parents. Through year, articles were written on more than 100 different topics relating to the management of children's services. One article "Allowing flexible hours for cleaners puts services on slippery ground" prompted a significant response from members who found that they needed to review their employment practices so they complied with award conditions. Cover stories included how to recruit new committee members, grants for capital upgrades of community-based child care services, progress on the children's services regulations, the new Commonwealth Child Care Support Program, lobbying in the lead-up to the federal election, analysis of the major parties' election policies and the loss of the Ministerial portfolio for Children and Youth Affairs.

There are now 104 subscribers to the ECN Online, a slight increase from 2003. Members were encouraged to subscribe to the ECN Online through advertisements in the ECN.

Website

Regular updates to CCSA's website took place throughout 2004 including publication of CCSA's conference papers on the website. In addition, a website designer was engaged to work with CCSA to develop a new website with improved features and greater capacity for information provision. It is anticipated that the new website will be launched in mid-2005.

Establish and maintain links with services which exhibit exemplary and innovative management practices

CCSA has a key role to play in promoting the work of services that are leading the field. By sharing the stories, members are able to incorporate new thinking and practices into their own planning and development. CCSA's commitment to building links with children's services that exhibit exemplary and innovative programs and practices continued in 2004. Articles in our newsletter *Early Childhood News* were published on:

- Dorothy Waide Centre for Early Learning in Griffith and its new program to improve connections with families by visiting them in their own home prior to enrolment (Article "Making Connections with Families" by Neville Dwyer, Director)
- Cooloon Children's Centre in Tweed Heads and its new Parenting Program funded under the Family and Community Services (FaCS) Stronger Families and Communities Strategy (Article "Hubs in the Community: children's services supporting parents" by Carol Perry, Project Co-ordinator)
- Wyong Preschool and its Have-a-Chat playgroup which gives an opportunity for local parents and children to meet socially and become familiar with the preschool service. (Article "Wyong Preschool's 'Have a Chat' playgroup helps to build community awareness" by Melisa Mehan, parent of the service and CCSA Vice-President)

Business imperative 1: Information Provision (cont.)

- Hobbit Preschool in Armidale and its approach to change management (Article "The value of collaboration and change" by Andrew Swan, former committee member of Hobbit Preschool and recipient of CCSA's Children's Services Colleen Gale Award 2004).

Early childhood teachers who received awards for excellence in teaching were also profiled in the ECN. They were Neville Dwyer from Dorothy Waide Centre for Early Learning who received a National Excellence in Teaching Award (NeiTA) for excellence, innovation, leadership and career contribution to early childhood education; Marie Jacobson from Coolah Preschool Kindergarten and Annette Shea from Bunyip Preschool in Harden who each received ASG Community Merit awards.

Annual Conference

256 delegates from across NSW attended CCSA's annual conference *Navigating the Maze: Connecting Policy and Practice* held at the Country Comfort Mudgee. The objectives for 2004 were to:

- explore ways to influence policy development
- assess the implications of government initiatives for the delivery of children's services
- examine ways of improving support to the management of stand-alone children's services
- explore ways to translate the Curriculum Framework into practice
- examine the impact of changes to the regulations
- promote safe workplace practices through OHS risk assessment and management.

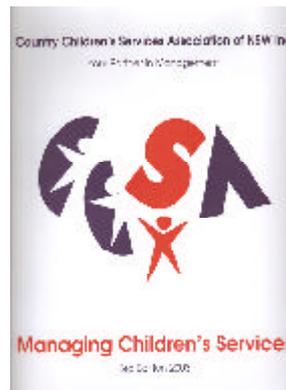
Workshops and seminars covered a diverse range of topics including behavioural guidance principles and practices, health care support in children's services, curriculum development, enhancing professionalism, playground design, employment responsibilities, child protection, advocacy and policy development, the new children's services regulations, occupational health and safety, improving management support to children's services. Keynote addresses were provided by Dr Anne Summers who analysed the impact of family policy on the lives of women with or planning to have children, Dr Louise Porter who offered insights into how services can effectively collaborate with families who have children with disabilities and Wendy Baldwin who explored ways to draw strength from the everyday experiences of working with children.

In 2004 CCSA again offered 15 discounted conference registrations for a cost of \$3375.00. The aim of this subsidy is to create opportunities for services experiencing difficulty to attend the conference. Applicants for the conference registration subsidy are assessed on whether they have previously attended a CCSA conference, their geographical isolation, the experience of their management team, their professional isolation and factors impacting on their financial viability.

In addition, CCSA received funding of \$12,700 from the NSW Department of Community Services (DoCS) to provide a travel subsidy for services located more than 300km from the conference venue. The travel subsidy is offered in three levels with services located more than 650km receiving the greatest amount of financial support. CCSA

contributed a further \$2168 dollars enabling almost all eligible applicants (a total of 63 services) to benefit from the travel subsidy.

Federal politicians, Larry Anthony MP, Minister for Children and Youth Affairs, and Senator Jacinta Collins, Shadow Minister for Children and Youth Affairs spoke about their respective party's vision for children's services in the lead-up to the federal election.



Clockwise from top: Dr Louise Porter presenting her keynote address at CCSA's Conference in Mudgee, CCSA's 2004 conference brochure, CCSA's newsletter, Early Childhood News, CCSA's handbook, Managing Children's Services.



Business imperative 2: Training

Objective

To provide effective and appropriate training that meets the needs of management teams in children's services

Desired Outcomes

- Increase the skills of individuals and management teams
- Empower management teams with increased knowledge and confidence
- Provide networking opportunities
- Support advocacy

Strategies

Workshops & consultancies – customised & regional/group training sessions

CCSA undertook five management training and consultancy visits on a fee-for-service basis. Of these five training sessions, four were provided to groups of approximately three to four services. Only one session was provided to an individual service. Topics for training included staff recruitment, staff appraisals, management roles and responsibilities, financial management, strategic planning, staff motivation. Fees for this training are set at flat rates for a half day visit (which does not involve an overnight stay) or a full day visit. The rates include travel and accommodation costs. This fee structure aims to support services in more remote parts of NSW that would otherwise be disadvantaged by charging the actual costs of travel and accommodation.

Conference workshops

Jane Hamilton presented the workshop "Managing the minefield of industrial awards and legislation" at CCSA's conference in Mudgee. She also presented a workshop on staff appraisals at the Mobile Meet held in Salmander Bay in August 2004.

Commonwealth Department of Family and Community Services: In-service management training for rural and remote services

CCSA received funding from the Department of Family and Community Services (FaCS) to deliver in-service training under the Commonwealth Children's Services Program for the period: 1 January to 30 June 2004. In this time CCSA delivered 63.5 hours of face-to-face training to a total of 13 services. This training is only available to Commonwealth Approved Child Care Providers that meet some or all of the following criteria: geographic isolation, limited access to training and support, experiencing financial or viability problems, identified need to alter service provision, inexperienced management team and/or experiencing conflict in the service.

In 2004, CCSA received further funding from Family and Community Services under the new Child Care Support (CCS) Program. This

funding is to deliver management training from 1 July 2004 to 31 December 2005. In the first six months of the project from July to December 2004, CCSA visited eight approved child care providers in the identified priority target areas delivering a total of 34.5 hours of training. Feedback from the exit surveys was very positive. Topics for training included staff appraisals, financial management, motivating staff, conflict resolution, business planning, leadership and policy development.

Encouraging services to organise training opportunities

To promote our training services, CCSA published three advertisements and one article on training options for member services in our newsletter, *Early Childhood News*. The article "Organising group training with CCSA is easy, cost-effective and highly beneficial" included an interview with the Director of Branxton Preschool who had recently organised training for a group of services in her local area. CCSA did receive increased inquiries about training as a result of this article. However, most services that expressed an interest in training were not able to take-up this offer due to the financial constraints of their budget.



CCSA delivering management training for volunteer committee members from Carcoola Children's Centre, Tumburumba.



Business imperative 3: Advocacy

Objective

For better management of children's services which enables access to high quality and affordable services

Desired Outcomes

- High quality care and education
- Every child to have access to early childhood services
- Increased level of usage of early childhood services
- Increased community understanding and valuing of the role that early childhood experiences play in child development
- Increased recognition by government of the importance of early childhood services
- Increased resources for management

Strategies

Lobby governments

NSW Preschool Campaign

Throughout 2004 CCSA was an active participant in the NSW Children's Services Forum's Preschool Working Party. Members of the Preschool Working Party include CCSA, KU Children's Services, Community Child Care Co-op, Mobile Children's Services Association, Council of Social Services of NSW (NCOSS). In the first half of 2004, the Working Party made a submission on behalf of the NSW Children's Services Forum to the Australian Education Union's National Preschool Education Inquiry. This submission highlighted the widespread problems of access and affordability of preschool education in NSW. In the second half of 2004, the Working Party developed an election campaign kit for use by community-based preschools in the lead-up to the federal election in October 2004. The kit *A case for federal funding for preschool education* was distributed to all community-based preschools in early September. It was printed by CCSA and mailed out by the Independent Education Union. Representatives of the Preschool Working Party also requested meetings with the Minister for Children and Youth Affairs, Larry Anthony and the Shadow Minister for Children and Youth Affairs, Jacinta Collins to discuss the proposals for federal funding of preschool education. Preschool Working Party representatives, Linda Frow, Chris Legg and Romola Hollywood met with Jacinta Collins to outline the four funding options and the rationale for Commonwealth involvement in preschool education.

CCSA also conducted its own work in relation to the NSW Preschool Campaign. This included an interest group on the future of community-based preschools which was chaired by Romola Hollywood at CCSA's conference in June. This interest group sought the views of members on a range of topics related to the campaign. As a result of feedback from members, CCSA agreed to establish an email group to share information on advocating for better funding arrangements for community-based preschools in NSW. The egroup was established on August 30. Despite regular promotion in the newsletters of CCSA and the NSW branch Early Childhood Australia and a high degree of

enthusiasm at the conference, its membership has been slow to build. Nevertheless CCSA believes this group is worthwhile and there have been some interesting discussions amongst members across a range of issues related to preschool policy.

CCSA also participated in the consultation process for the Australian Education Union's National Preschool Education Inquiry and provided its own submission to the inquiry which was quoted widely by Kathy Walker in her final report *For all our children: National preschool education inquiry report*.

Development of the new children's services regulations

In April 2004, the Minister for Community Services, Carmel Tebbutt announced the Children's Services Regulation 2004 would be tabled in Parliament and take effect from 30 September 2004 with transition arrangements for existing service providers in place until 31 December 2005. However, the Minister decided not to include the 1:4 staff:child ratios for children under 2 years in the regulation as was originally proposed. CCSA attended a meeting with other peak organisations where the Minister explained her decision which was viewed by the sector as a significant back-down. To show her commitment to the principle of the 1:4 ratio, the Minister agreed to establish a taskforce to explore ways that services can be assisted to move to 1:4 ratios for children under two years of age. Executive Director, Judy Kynaston, was appointed to this taskforce which has met bimonthly since mid-2004 with work continuing into 2005.

Broadband Redevelopment

As a result of the Broadband Redevelopment, the Commonwealth Department of Family and Community Services announced its new Child Care Support Program which provides funding to support access and quality issues for child care services. CCSA provided written feedback on the implementation of the new Child Care Inclusion and Professional Support Program. CCSA also attended the Child Care Industry meetings convened by the Department of Family and Community Services which provided details of the new program.

Maintain contact with state and federal politicians

In early 2004, CCSA's Patron, Rosemary Sinclair, met with the Federal Minister for Children and Youth Affairs, Larry Anthony to raise CCSA's concerns about the lack of planning for child care places in NSW and the importance of access to management training for children's services in rural and remote areas of NSW.

CCSA also invited both the State and Federal Ministers to our annual conference in Mudgee. While the State Minister, Carmel Tebbutt declined the invitation, the Federal Minister for Children and Youth Affairs, Larry Anthony gave a political address to conference delegates outlining the Coalition's policies for child care. As it was a federal election year, CCSA also invited Jacinta Collins, Shadow Minister for Children and Youth Affairs who gave details of Labor's policies in the lead-up to the federal election.

As outlined above, CCSA also met with Jacinta Collins to discuss the need for the Federal government to take greater responsibility for ensuring all children have access to preschool education.

Business imperative 3: Advocacy (cont.)

Articles in Early Childhood News

CCSA's advocacy activities were reported throughout 2004 in the *Early Childhood News*. In addition, CCSA provided an article in Issue 4/5 of the ECN to assist services with their own lobbying in the lead-up to the federal election. This article included details of the election issues that CCSA had identified for children's services. It also listed the marginal seats in NSW, how state-funded, community-based preschool could get involved in federal issues and steps services could take to meet with their local candidates. CCSA produced articles on the New Child Care Support Program, the new Children's Services regulations and its transition arrangements and a summary of the progress of reviews that the NSW Department of Community Services (DoCS) is undertaking in 2004. Two articles encouraging services to participate in the NSW Department of Education and Training (DET) consultations on The Futures Project Excellence and Innovation were also published.

Provide opportunities for debate

CCSA's conference provided the major opportunity for debate on current issues in the early childhood field. A panel session was held on health and safety in children's services with speakers, Deb Kay, Manager, Interagency Health Care, South Australian Department of Education and Children's Services; Andrew Gartrell, a parent and user of children's services in Orange; and Anthony Body, a Director of a two-unit service in Orange.

CCSA's Sunday session for interest groups also continued to provide opportunities for members to network, share ideas and develop solutions to issues. Interest groups in 2004 were:

- networking for clerical and administration staff
- the role of Early Childhood Australia
- moving the issues forward in the campaign to address under-funding and the future of community-based preschools.

In addition CCSA has established the NSW Preschool Campaign egroup. This group aims to share information to support the preschool campaign in NSW. This group aims to allow children's services and parents to find out the latest on the campaign and to share their experiences in advocating for increased funding for community-based preschools in NSW.

Representation on advisory boards / bodies

A key component of CCSA's advocacy role is representation on behalf of members on the following committees and advisory bodies. These include:

- NSW Children's Services Forum (CSF) chaired by Council of Social Services NSW (NCOSS)
- Early Childhood Reference Group (convened by the Department of Education and Training)
- NSW Health and Safety Committee (convened by Early Childhood Australia)
- NSW Ombudsman Child Protection Forum (convened by Office of NSW Ombudsman)
- Professional Experience Council (convened by Early Childhood Australia)

- NSW Child Care Industry Liaison Forum (convened by Commonwealth Department of Family and Community Services)

In addition, CCSA's Executive Director, Judy Kynaston, also holds positions on the following bodies:

- National Vice President, Early Childhood Australia (ECA)
- Chair, NSW Children's Services Qualifications Committee (NSW CSQC)
- Board Member, National Child Care Accreditation Council (NCAC)
- NSW Community Services & Health Industry Training Advisory Body (ITAB)

In 2004, CCSA also participated on the following review committees convened by the Department of Community Services (DoCS):

- DoCS Affordability Policy Advisory Committee / Preschool Funding Review Stage 2
- DoCS Early Childhood Teacher Interim Approvals Review
- Cross Sectoral Task Force on 1:4 ratios

At the end of 2004, no announcements from the Department of Community Services regarding the outcomes of these reviews had been made.

Represent members in industrial negotiations

In 2004, preliminary meetings were held with the Liquor Trade, Hospitality and Miscellaneous Workers Union and employer groups in the NSW Industrial Relations Commission. In early 2004, the union provided an outline of what their claim would include but it was not until the second half of 2004, that the union lodged its application to vary the Miscellaneous Workers Kindergarten and Child Care Centres (State) Award. Employer groups also lodged a counter application. Hearing dates were set down in the NSW Industrial Relations Commission for August 2005, giving time for the union to present its evidence and employer groups to provide their response.

Foster mutually beneficial relationships with like-minded organisations

Executive Director, Judy Kynaston, addressed fourth year students enrolled in Bachelor of Early Childhood Education at Charles Sturt University in Bathurst on the roles of Country Children's Services Association of NSW (CCSA) and Early Childhood Australia (ECA) in professional development. She also began work with a group in far western NSW interested in creating a two-day policy and planning event for children and families throughout Murdi Paaki. The event was initially planned for October 2004 but was postponed until 2005.

Executive Director, Judy Kynaston and Project Officer, Romola Hollywood, met with representatives from NSW Farmers Association to follow up on policy work that NSW Farmers had undertaken on social issues in rural communities. CCSA provided feedback on the draft recommendations regarding access and affordability of children's services and, particularly, community-based preschools in rural and regional NSW.

Business imperative 3: Advocacy (continued)

CCSA also agreed to participate in two forums, the first to be convened by Kindergarten Parents Victoria and the second to be convened by Child Care NSW. However, no further action was taken by each of the convenors after initial expressions of interest had been sought.

CCSA continued to work with the NSW Children's Services Forum and, in particular, the Preschool Working Party to try to address funding issues for community-based preschools.

Submission writing

The major submissions prepared in 2004 were to the Australian Education Union's National Preschool Education Inquiry and the Department of Family and Community Services (FaCS) consultations on the Child Care Inclusion and Professional Support Program under the new Child Care Support Program.

Develop resources to aid in advocacy at the service level

CCSA provided an article in the newsletter, *Early Childhood News*, to assist services in their lobbying in the lead-up to the Federal election. In addition, CCSA participated in the development of the election Campaign Kit *A Case for Federal Funding of Preschool Education*. CCSA covered the costs of printing this document and it was distributed to all community-based preschools in NSW by the Independent Education Union.

With the major parties not releasing their election policies on early childhood education/child care until a week prior to election day, CCSA was only able to provide links to the parties policies via an email to all members who had given CCSA an email address. CCSA also included links to the major parties' websites and their election campaign documents on our website.

Recognise the outstanding achievements of people working in or advocating for children's services

CCSA's Children's Services Colleen Gale Award

Andrew Swan from Hobbit New England Preschool and Child Care Centre received CCSA's Children's Services Colleen Gale Award in 2004. This award recognises the outstanding achievements of volunteer board/committee members in early childhood services and recipients receive a certificate as well as a \$200.00 prize. A total of 11 nominations were received for the award. Andrew Swan had been a parent and member of Hobbit's management committee for ten years and held a number of key roles including secretary, treasurer and president. While he was the driving force behind many successful government grants and gaining high ratings in accreditation, Andrew's greatest achievements were when the service went through a difficult period and he, along with other committee members, initiated and developed a very detailed business and management plan which ensured the continued viability of the service. To quote from the nomination, "Without Andrew's commitment, Hobbit would have closed between 1997 and 1998. However, the preschool is now thriving and meets the needs of 48 families and 58 children." Andrew is described as "always pragmatic with a great sense of prioritising tasks in relation to the budget and overall service provision needs."

Sponsor the Country Children Services Association Award through Charles Sturt University, Bathurst

This award is provided to a graduating student of the Bachelor of Teaching (Birth to Five years) who is resident in NSW and who undertook the most outstanding practicum in an early childhood service. The prize is a cheque for \$200.00 and an inscribed certificate issued by the University. In 2004 the award was given to Sara Janice Langtry.

Nominate individuals for the Children's Week awards

In 2004 CCSA nominated Andrew Swan and former CCSA President, Sue Gordon for the Community for Children Award within the NSW Children's Week Awards. CCSA was also nominated for the Child Development Award in recognition for making an extraordinary contribution to increase children's opportunities to learn and grow. CCSA's Executive Director, Judy Kynaston, was nominated in the Community for Children Award, for her volunteer work with Early Childhood Australia (ECA). All nominees received a Special Achievement Certificate for their nomination endorsed by the Minister for Community Services, Carmel Tebbutt.



Andrew Swan (second right) receives the Children's Services Colleen Gale Award at Hobbit New England Preschool and Child Care Centre in Armidale.



Business imperative 4: Governance

Objective

To ensure the organisation has strong focused leadership to enhance its ability to achieve the vision and mission

Desired Outcomes

- Good management decisions
- Progressive and forward thinking
- High staff/council morale
- Decisions that reflect members' needs

Strategies

Improved councillor training

At the February Council meeting, Project Officer Jane Hamilton and Executive Director, Judy Kynaston conducted a workshop on financial planning and reporting procedures used at CCSA.

Two representatives of CCSA's Council, President Neville Dwyer and Councillor, Gladys Reed, attended with Executive Director, Judy Kynaston the conference *Building Better Boards* held in Sydney on 31 July and 1 August 2004.

At the *Building Better Boards* conference dinner, CCSA was presented with an encouragement award for the Blake Dawson Waldron Excellence in Nonprofit Board Governance Award presented by the Nonprofit Governance and Management Centre. The award citation stated "this award recognised the commitment of the board of Country Children's Services Association of NSW Inc to constant evaluation and continuing improvement processes by restructuring the board's work, processes and policies".

Proactive approach to recruitment of councillors

In early 2004, the Council finalised revision of its recruitment package for new Councillors and it was distributed to all member services in the lead-up to the Annual General Meeting. The new recruitment package included enhancement of the selection criteria to reflect the need for skills of business development and marketing that had been identified by Council through a recent skill audit.

To ensure continuity in strategic and succession planning, Council moved to extend the term of office for Councillors from one year to two years and to change the closing date for nominations from four to six weeks prior to the Annual General Meeting. These changes were adopted at the Special General Meeting held prior to the AGM in June 2004.

Ensure resourcing of Council

CCSA continues to provide a number of resources to Council on governance and management. Due to time constraints, revision of the Councillor Handbook has been postponed to 2005.

Ensure appropriate policies are in place

In 2004, CCSA fully documented its financial planning and reporting procedures. CCSA's *Financial Policies and Procedures Manual* is designed for both staff and Council and gives a clear outline of internal systems used for financial management.

Ensure strategies are in place to meet the changing needs of member services

Methods of surveying members, other than a written survey, were identified including conducting a random telephone survey of 20 member services as well as a telephone survey of services that haven't recently used the management infoline. These methods will be adopted in future years to supplement the written survey used to evaluate CCSA's services.



CCSA Councillor, Gladys Reed and President, Neville Dwyer holding the Encouragement Award for Blake Dawson Waldron Excellence in Nonprofit Board Governance Award presented in July 2004.



Business imperative 5: Management

Objective

To ensure the organisation's structure, policies and procedures support the organisation to conduct all aspects of its operations in an effective, efficient accountable manner

Desired Outcomes

- Financial viability
- Accountability to members, funding bodies and other government departments

Strategies

Ensure resourcing of staff

CCSA provides a range of resources to enable staff to undertake their duties and responsibilities effectively. These include two staff planning days per year, regular staff meetings and training opportunities and acquisition of new resources.

In 2004, the staff planning days were used to review a number of internal administrative procedures. In addition, a staff appraisal and development process was agreed on with implementation taking place in late 2004.

CCSA's library was updated with new resources on team building, leadership and governance and insurance. Resources in CCSA's library are used by staff in the provision of information to members via the management infoline, CCSA's handbook and in the training sessions.

Effective budgeting and accounting procedures

CCSA has in place a number of planning and reporting processes to monitor the financial health of the organisation. These include monthly reports to the Executive, quarterly reports to the Council, annual reports to the members and annual audit. For full details, please see the Financial Statements. In 2004, CCSA reviewed its merchant banking and term deposit arrangements. It also upgraded its online banking and accounting software for the Business Solutions project.

Maintain effective reporting processes

As part of its reporting obligations, CCSA provided reports to the following government bodies in 2004:

- NSW Department of Community Services (Annual Planning and Reporting Document)
- Commonwealth Department of Family and Community Services (Management Training Outcomes-based Funding Report & Progress Performance Report October 2004 and In-service Training grant July 2004-December 2005)
- Australian Taxation Office (BAS & PAYG)
- Office of Fair Trading (Annual Return)

CCSA continues to develop its database which is used to log details of members' inquiries as well as general information on CCSA members and affiliated organisations.

Recruitment and retention of skilled staff

CCSA's permanent staff comprise an executive director, two full-time project officers, one part-time project officer and a part-time administration officer. In 2004, CCSA appointed Helen Edmonds to a 12 month temporary project officer position. The aim of this position was to develop additional member support services which could be charged on a fee-for-service basis. The only change to permanent staff related to the administration officer's position. Rachel Webb who worked in this position for almost two years resigned in September to embark on a new business venture with her partner. The position was filled by Julie Barratta who resigned in December for personal reasons.

In the second half of 2004, CCSA commenced a review of the Country Children's Services Association Project Staff Employment Agreement. This included a review of the classification structure for project officer positions, clarification of terms and conditions and salary scales. The new agreement was ratified in September to commence 1 February 2005.

Increase the revenue of the Association

Membership

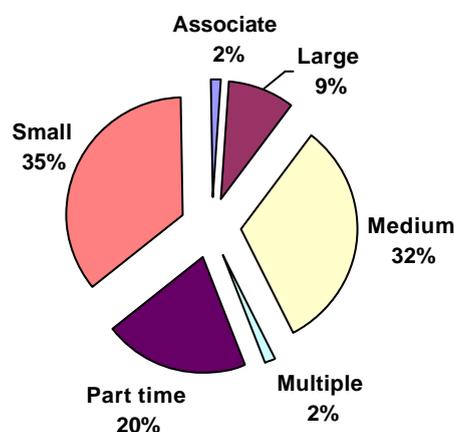
The primary source of income for CCSA is revenue from membership fees.

CCSA's membership remained steady in 2004 with a total of 577 member services. 14 new members joined the Association during the year and 13 members decided not to rejoin, mainly because of financial constraints or a change to the management structure.

The chart below shows a breakdown of the membership categories according to the number of members.

CCSA has developed a system for following-up with membership inquiries and the membership inquiry kit was further refined during the year. A marketing plan has been developed to increase the membership. This will be implemented in 2005.

CCSA Membership 2004



Business imperative 5: Management (cont.)

Identify additional sources of funding

CCSA submitted an expression of interest to Lilliput Child Care Centre in Broken Hill to investigate options to integrate not-for-profit children's services in Broken Hill under the one management structure. CCSA was not selected for this project.

In November 2004, CCSA submitted an application for funding to the NSW Department of Community Services (DoCS) for a \$15,000 grant to provide travel subsidies for CCSA's Annual Conference in 2005. The request has been approved in previous years.

CCSA's sponsorship arrangement with Aradlay Insurance Brokers was renewed with Aradlay providing \$16,980 in return for advertising space in our newsletter, *Early Childhood News*, name and contact details in CCSA's Handbook, *Managing Children's Services*, display space at CCSA's conference, distribution of brochures to members and the opportunity to address CCSA members at the Annual General Meeting. Representatives from Aradlay also met with CCSA Councillors to discuss the future directions of Aradlay and trends within the insurance industry in Australia.

Develop, implement, evaluate and maintain appropriate policies

CCSA continues to regularly monitor occupational health and safety through risk assessment and review of policies and procedures at staff meetings. Staff have continued to document administrative and financial procedures.



CCSA President Neville Dwyer accepts sponsorship cheque from Aradlay Insurance Brokers presented by Account Manager, Helen Watson.



Business imperative 6: Progressive Organisation

Objective

To ensure CCSA continues to be a leader in management support to children's services

Desired Outcomes

- To be at the forefront of current thinking
- Demonstrate and promote innovation
- Awareness and adoption of better management practice both within the organisation and member services

Strategy

Researching and incorporating current management theory into our information provision to members

CCSA received training from WorkCover on Workers Compensation, Injury Management and Return-to-Work plans. This is an area that creates challenges for the children's services sector as it is often difficult for injured staff to be provided with alternative suitable duties within a service. While this session clarified the principles of the workers compensation system, many of the issues that CCSA staff raised were unable to be dealt with because of the specifics of individual circumstances. CCSA will continue to provide support to members with workers compensation queries on a case-by-case basis. Jane Hamilton attended a seminar on MYOB which provided information on trends with online/automated accounts payable and bank reconciliations and effective bookkeeping practices. Romola Hollywood attended a seminar on team building and leadership which provided information to be incorporated into this popular management training topic. Jane Hamilton and Kathy Whalan attended a seminar on insurance with NCOSS (Council of Social Services of NSW) which provided insight into the changes that are taking place in the insurance industry in Australia.

Identify and develop strategies to meet the changing needs of member services

Implementation of the new business development project commenced in 2004 with recruitment of a temporary project officer, Helen Edmonds, to investigate the feasibility of providing additional management support services to members on a fee-for-service basis. These support services will offer support to volunteer management committees/service owners in the area of financial management and employment responsibilities. Judy Kynaston and Helen Edmonds also conducted workshop at CCSA's conference to identify ways to improve management support for children's services. A survey of members was conducted to assess how members are currently managing their financial and administrative systems and whether they are interested in outsourcing (to CCSA) any of these functions.

As a result of the survey, work began on how to deliver such services, including contractual arrangements, reporting documentation and risk management. By mid December CCSA was involved in discussions with several members who were interested in taking up the offer these

additional support services. Members were offered a 50% discount in 2005 as it was acknowledged that they would be working with us in the development the payroll and financial management systems.

Encourage member services to adopt business planning strategies

Underpinning much of CCSA's training and information provision is a focus on the need to encourage services to develop effective business planning strategies. In 2004, CCSA completed the new section on *Policies, Planning and Evaluation* for the CCSA handbook. Articles on budgeting, risk management, developing recruitment strategies for committee/board members were also provided in CCSA's newsletter *Early Childhood News*.

Human resources planning to ensure specific areas of responsibility assigned to particular positions in the organisation can be performed by other staff

In 2004 this objective was met primarily through documentation of administrative procedures for mailing labels for the newsletter, accounts payable and receivable and generation of reports from CCSA's customised database. The orientation kit for administration staff was also reviewed.



Business imperative 7: Technology and Facilities

Objective

To ensure the facilities and systems are such to support effective and efficient operations of the organisation

Desired Outcomes

- Efficient and effective office operations
- Be progressive with new technologies
- Equipment is used to its maximum capability
- Safe working environment

Provide budget allocation for regular updating of office equipment

In 2004 CCSA installed a new server and network software to improve intra-office communications such as email and diary management. CCSA also upgraded to broadband (ADSL) to provide greater efficiency in internet access.

Provide a physical environment that is comfortable and attractive

The major focus in 2004 was the refurbishment of the kitchen facilities. This was undertaken to improve the hygiene, safety and aesthetics of the kitchen and to provide greater storage space. The refurbishment included installation of new cupboards, benchtops, powerpoints as well as purchase of a new microwave and fridge.

A new lease for CCSA's office premises was also signed during the year.



CCSA's new kitchen equipment and cupboards.



Financial Reports

Country Children's Services Association of NSW Inc.					
BALANCE SHEET					
	Notes	As at 31 December 2004	As at 31 December 2003	Difference	
		\$	\$	\$	
Assets					
Current Assets					
Cash on Hand	4	29,319	101,435	(72,116)	
Investments		215,966	153,768	62,198	
Accounts Receivable		208	-	208	
Total Current Assets		245,493	255,203	(9,710)	
Other Assets					
Holiday Pay in Advance		6,168	5,867	301	
Total Other Assets		6,168	5,867	301	
Property & Equipment					
Furniture and Fittings	5	13,746	14,202	(456)	
Plant and Equipment		16,930	19,901	(2,971)	
Motor Vehicles		16,842	21,732	(4,890)	
Total Property & Equipment		47,518	55,835	(8,317)	
Total Assets		299,179	316,905	(17,726)	
Liabilities					
Current Liabilities					
Credit Cards		2,440	796	1,644	
DCS Admin. & Support Advance	3	12,197	11,464	733	
FACS Mgt Train Advance	3	6,338	-	6,338	
Pre-Paid Member Subscriptions		127,456	124,846	2,610	
Payroll Liabilities		12,160	9,083	3,077	
Total Current Liabilities		160,591	146,189	14,402	
Provisions					
Provision for Computers		2,000	2,000	-	
Provision for Conference Subsidy	8	5,625	5,625	-	
Provision for Curr Fwrk Train Project	6	15,775	25,499	(9,724)	
Provision for Bus Developmt Proj	10	39,819	-	39,819	
Provision for Equipment & Kitchen		1,636	3,000	(1,364)	
Provision for Fringe Benefits Tax	9	699	1,015	(316)	
Provision for Long Service Leave	9	7,606	6,164	1,442	
Provision for Mgt Training	7	3,443	-	3,443	
Total Provisions		76,603	43,303	33,300	
Goods and Services Tax Liabilities					
GST Collected on Sales		2,617	3,597	(980)	
GST Paid on Purchases		(3,082)	(4,419)	1,337	
Total GST Liabilities		(465)	(822)	357	
Total Liabilities		236,729	188,670	48,059	
Net Assets		62,450	128,235	(65,785)	
Equity					
Retained Earnings		128,235	99,143	29,092	
Current Year Earnings		(65,785)	29,092	(94,877)	
Total Equity		62,450	128,235	(65,785)	

Country Children's Services Association of NSW Inc.					
PROFIT & LOSS STATEMENT					
	Notes	January 2004 to December 2004	January 2003 to December 2003	Difference	
		\$	\$	\$	
Income					
Membership Fees		252302	247067	5235	
Membership Services & Publications		9073	7733	1340	
DCS Curric Framework Project	6	0	80000	(80000)	
DCS Admin. Training & Support		44532	42421	2111	
Management Training Grant	7	25276	25200	76	
Sitting Fees		7664	7815	(151)	
Conference Income	8	85221	85429	(208)	
Sponsorship		16980	16830	150	
Other Income					
Interest Received		9587	18370	(8783)	
Profit on Sale of Assets		0	29	(29)	
Regional Group Donations		0	1386	(1386)	
Donations		0	200	(200)	
Total Income		450635	532480	(81845)	
Expenses					
Accountancy Fees		1100	1000	100	
Advertising & Media Releases		938	591	347	
Audit & Filing Fees		74	72	2	
Awards		416	400	16	
Bad Debts		0	90	(90)	
Bank Charges		1211	1263	(52)	
Cleaning		1638	1403	235	
Computer Expenses		8406	4194	4212	
Depreciation		14982	11802	3180	
Education - staff & councillor		2947	5034	(2087)	
Electricity & Gas		1661	1785	(124)	
Employment Expenses	9	265466	250705	14761	
Equipment Hire		2553	7797	(5244)	
Gifts & Donations		282	0	282	
Insurance		4880	5038	(158)	
Maintenance - Equipment		1425	983	442	
Meals & Accomodation		11674	23713	(12039)	
Motor Vehicle Expenses		5165	3473	1692	
Office Supplies		613	960	(347)	
Parking & Tolls		756	0	756	
Photocopier Rental & Maintenance		15069	18165	(3096)	
Postage		6172	11303	(5131)	
Presenter Fees		12066	22745	(10679)	
Printing & Stationary		7638	11647	(4009)	
Project Administration		0	6000	(6000)	
Project Coordination		0	2250	(2250)	
Promotional Materials		1955	4085	(2130)	
Provisions		32174	(39130)	71304	
Rent & Outgoings		25044	25059	(15)	
Resource Material		1123	1548	(425)	
Rounding Adjustments		(1)	0	(1)	
Staff Amenities		732	749	(17)	
Subscriptions & Memberships		7870	10050	(2180)	
Telephone		7157	10385	(3228)	
Travel Expenses		30074	48626	(18552)	
Venue Hire & Catering - Conference		43160	49603	(6443)	
Total Expenses		516420	503388	13032	
Net Profit / (Loss)	2	(65785)	29092	(94877)	

Notes accompanying the financial reports

Note 1 – Summary of Significant Accounting Principles

Basis of Accounting

The accounts of the Association have been prepared in accordance with the provisions of the applicable accounting standards and legislation. The accounts have also been prepared in accordance with the historical cost convention. Such convention has no regard to the changing value of money or the increased costing of replacing operating capacity used in operations.

Depreciation

Depreciation is calculated in order to expense the net cost of each fixed asset during its expected useful life.

Income Tax

The Association is exempt from paying income tax.

Note 2 – Net Losses

The Association made a decision to utilize some of its surplus accumulated funds in the 2004 year. The main use of these funds was for the Business Development Project.

Note 3 – Grants Received in Advance

Grants received in the current financial period for future expenditure are shown in the Balance Sheet as a current liability and brought to account as income and expenses are identified. As at 31 December 2004, the Association recognized the following grants as current liabilities:

DOCS Admin and Support	12,197
FACS Mgt Train Advance	<u>6,338</u>
	18,535

Note 4 – Cash on Hand

Represented by:

	2004	2003
General Cheque Account	29,299	101,432
Petty Cash	<u>20</u>	<u>3</u>
	29,319	101,435

Note 5 – Property & Equipment

Represented by:

	2004	2003
Furniture & Fittings – at cost	28,641	26,472
Accumulated Depreciation	(14,895)	(12,271)
	<u>13,746</u>	<u>14,201</u>
Plant & Equipment – at cost	72,762	68,266
Accumulated Depreciation	(55,832)	(48,364)
	<u>16,930</u>	<u>19,902</u>
Motor Vehicles – at cost	26,542	26,542
Accumulated Depreciation	(9,700)	(4,810)
	<u>16,842</u>	<u>21,732</u>
	<u>47,518</u>	<u>55,835</u>

Note 6 – Curriculum Framework Training Project

Project funded by the Department of Community Services for the period July 2002-June 2004. CCSA has responsibility for the financial management of the project on behalf of the consortium. The project is in the final stages of completion.

Represented by:

	2004	2003
DOCS Grant	0	80,000
Disbursements		
Accommodation & Meals	818	3,526
Administration	1,599	17,162
Computer Expenses	560	400
Equipment Hire	-	1,690
Postage	-	-
Presenter/Consultant Fees	5,000	25,250
Printing	-	-
Stationery	-	-
Telephone	-	-
Travel	1,747	14,811
Wages	-	250
Venue Hire/Catering	-	20,041
Provision for 2004 Expenses	15,775	25,499
Provision for 2003 Expenses	(25,499)	(28,629)
	<u>0</u>	<u>80,000</u>
	<u>(0)</u>	<u>(0)</u>



Note 7 – Management Training

Project funded by the Commonwealth Department of Family & Community Services.

Represented by:

	<i>Jan–Jun 2004</i>	
<i>2003</i>		
Grant	12,600	25,200
Disbursements		
Accommodation & Meals	1,064	3,542
Administration	214	566
Audit Fees	100	100
Postage & Stationary	107	307
Travel	3,790	9,626
Resources	181	350
Staffing	6,610	11,220
Telephone	447	1,030
	<u>12,513</u>	<u>26,741</u>
	<u>87</u>	<u>(1,541)</u>

Jul–Dec 2004

Grant	12,676	
Disbursements		
Accommodation & Meals	1,714	
Administration	318	
Audit Fees	100	
Postage & Stationary	194	
Travel	1,641	
Resources	70	
Staffing	4,590	
Telephone	606	
Provision for 2005	3,443	
	<u>12,676</u>	
	<u>0</u>	

Note 8 – Conference

Represented by:

	<i>2004</i>	<i>2003</i>
Income		
DOCS Travel Subsidies Grant	12,700	11,220
Conference Income	72,521	74,209
	<u>85,221</u>	<u>85,429</u>
Expenses		
Advertising	140	-
Banners	1,300	-
Equipment Hire	2,552	5,453
Meals & Accommodation	580	7,286
Postage	782	764
Presenter Fees	5,475	3,245
Printing & Stationery	2,560	2,744
Promotional Materials	1,955	4,196
Travel	2,680	3,508
Travel Subsidies	14,868	12,970
Venue Hire/Catering	41,822	28,284
Provision for 2005 Subsidy	5,625	5,625
	<u>80,339</u>	<u>74,075</u>
	<u>4,882</u>	<u>11,354</u>

Note 9 – Employment Expenses

Represented by:

	<i>2004</i>	<i>2003</i>
Superannuation	21,606	20,402
Travel Reimbursement	1,002	878
Wages Permanent	236,338	231,123
Wages Casual	518	2,170
Workers Compensation	2,062	2,198
Long Service Leave	1,442	(7,160)
Fringe Benefits Tax	<u>2,498</u>	<u>1,094</u>
	<u>265,466</u>	<u>250,705</u>

Note 10 – Business Development Project

Project funded from surplus accumulated funds to investigate the feasibility of undertaking payroll and financial management for member services on a fee for service basis.

Represented by:

	<i>2004</i>
Income	
Surplus Funds Allowance	75,000
	<u>75,000</u>
Expenses	
Advertising	798
Computer Software	908
Meals & Accommodation	186
Postage	236
Stationery	280
Travel	347
Wages	32,426
Provision for 2005 Subsidy	39,819
	<u>75,000</u>
	<u>0</u>



Executives' Report

The Executive Members of Country Children's Services Association of NSW Inc herewith submit the Financial Accounts of the Association for the 12 month period ended December 31, 2004.

Executives in office at the date of this report

President – Neville Dwyer, Vice President – Melisa Mehan, Secretary – Liz Romalis, Treasurer – Tracey Simpson

Principal Activities of the Association

The principal activities of the Association during the financial year have been the provision of information, support and training for early childhood services across NSW.

Operating Results

The excess expenditure over income, loss, for the financial period ended December 31, 2004 was \$65,785.

Review of Operations

The Association successfully maintained its basic operations and administered special projects funded by Government departments.

Significant Changes

There were no significant changes during this financial year.

Events subsequent to balance date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Association, the results of those operations or the state of affairs of the Association in financial years subsequent to the financial year ended December 31, 2004.

Likely Developments in the Association's Operations

The Association will continue to provide training, resources and information to children's services in NSW and will administer special projects receiving government funding.

Executive Member Benefits

Since the end of the previous financial year no Executive Member of the Association has received or become entitled to receive a benefit by reason of a contract made by the Association with the Executive Member or with a firm of which s/he is a member, or with an Association in which s/he has a substantial financial interest.

In accordance with a resolution of the Executive Members this May 10, 2005:

Statement by Executives

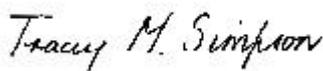
In the opinion of the Executives of the Association:

- a) The Association Profit & Loss Statement is drawn up so as to give a true and fair view of the results of the Association as at December 31, 2004.
- b) The Association Balance Sheet is drawn up so as to give a true and fair view of the state of affairs of the Association as at end December 31, 2004.
- c) At the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.
- d) The accompanying accounts have been made out in accordance with applicable approved accounting Standards.

This statement is made in accordance with a resolution of the Executive Members and is signed for and on behalf of the Executive by:



Neville Dwyer President



Tracey Simpson Treasurer



Auditor's Report



Suzanne J. Usher

CHARTERED ACCOUNTANT

Registered Tax Agent & Business Consultant

Country Children's Services Association of NSW Inc.

Independent Audit Report

for the Year Ended 31st December 2004

Scope

I have audited the "Financial Statements" being the Profit & Loss Statement, Balance Sheet and Notes to and forming part of the financial statements for the above named for the year ended 31st December 2004.

The Association's Committee is responsible for the information contained in the Financial Statements and for the preparation and presentation of the Financial Statements.

I have conducted an independent audit of the Financial Statements in order to express an opinion on them to the members of the Association.

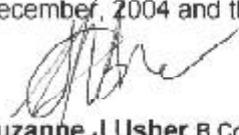
My audit has been conducted in accordance with Applicable Australian Auditing Standards to provide reasonable assurance as to whether the Financial Statements are free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the Financial Statements, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion as to whether, in all material aspects, the Financial Statements are presented fairly in accordance with requirements of the Associations Incorporation Act 1984 so as to present a view of the Association and of the entity consistent with our understanding of their financial position and the results of the operations.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion the Financial Statements present fairly the financial position of the Country Children's Services Association of NSW Inc. as at the 31st December, 2004 and the results of its operations for the year.


Suzanne J Usher B.Com C.A.

Liability limited by the Accountants Scheme, approved under the Professional Standards Act 1994 (NSW)



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Notes

Notes



Notes



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