



Country Children's Services Association of NSW Inc

39th Annual Report 2007

About CCSA

Vision

Your partner in management

Mission

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

Our values

- to offer a high standard of accurate, up-to-date knowledge and information to members
- respect and maintain confidentiality and privacy of all members
- respect and acknowledge the needs of communities in relation to the provision of support to children's services
- recognise the particular needs, skills and responsibilities of volunteer management committees
- provide leadership by being progressive and innovative
- maintain professional excellence and accountability at all times
- value and draw strength from the diversity of our members
- work with all tiers of government to ensure 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

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President's message

2007 could easily be seen as the year when Australians heard more about the importance of early childhood development and education than at any other time. As we revel in this high profile inclusion in the political agenda, the focus on the provision of high-quality early childhood education and care reminds us of the mission of CCSA. Any development in this field must include 'support of management of high-quality early childhood education and care through information, training and advocacy'. Excellence in management leads to sustainable futures for services and successful outcomes for the children who enjoy part of their childhood in these services.

Our focus in 2007 has been reviewing CCSA activities and strategic planning so that we are in the best position to support our member needs well into the future. Planning for different ways of providing information and training opportunities will be reflected in our activities in 2008.

The Board and staff have overseen the strong development of CCSA Business Solutions during 2007. The take-up of the services offered reflects the changing support needs of community services as accountability and sustainability are increasingly acknowledged in the work of managing and leading services. Controlled expansion of this aspect of the organisation is important to leading CCSA into the future successfully. We continue to investigate the potential of new initiatives.

The expansion of Business Solutions and other activities has led to increases in staffing. In response to these changes and the need for new office practices we have carried out an extensive refurbishment of our office and updated our facilities. Detailed planning for the refurbishment has resulted in a very effective office space and a positive work environment.

Judy Kynaston, CCSA's Executive Director, Operations Manager Jane Hamilton, and the team within the Secretariat have continued to support the vision of CCSA with commitment to their individual duties and to the ongoing development of the organisation. In particular, Judy's ability to represent the views of CCSA and advocate for the values that underpin the organisation in a variety of forums, from the Preschool Investment Reform Plan Working Group to participation in planning sessions for other organisations, maintains our presence in the early childhood and community sector in NSW and nationally. Advocacy is important and complex, and a key part of our work.

I, once again, must acknowledge the members of the board for their vision for day-to-day business excellence while also leading and managing change. The range of perspectives and experiences the Board brings to discussions and decision making processes is a real strength of the organisation. I thank them on behalf of all at CCSA for their involvement and commitment to the organisation.

Tracey M. Simpson



Membership support

Information provision

Changes to industrial legislation and award increases were again the major focus of information provision for 2007. With the change of government on 24 November 2007, there is even less clarity about legislative changes in the workplace.

CCSA took over 4000 calls on the Management Infoline in 2007. The majority were about the increases in the Miscellaneous Workers Kindergarten and Child Care Centres (State) Award/NAPSA, along with WorkChoices and work performance issues and disputes. In addition, staff answered 223 pieces of written correspondence.

There were eight issues of the Early Childhood News, including a special issue on the WorkChoices, plus special editions on New Committees/Boards and Christmas Pays.

CCSA also sent out seven Handbook Updates to cover state award and NAPSA changes for the Teachers, Miscellaneous Workers, Nurses Other Than in Hospitals, Social and Community Services, Clerical and Administrative Employees and Family Day Care Services Award.

CCSA undertook a comprehensive review of how we provide information to members. As a result CCSA began the process of moving all information into electronic format and introducing members only access to our Website. This has involved redevelopment of the website and ensuring our data base has capacity to effectively manage this online support.

Annual Conference

CCSA's Annual Conference for 2007, *Transitions: a strategic way forward*, was held at the Rydges Lakeside Canberra. This was the last of our conferences in the three day format. Around 260 delegates attended from across the state to hear interesting and motivating keynote speakers and workshop presenters.

These included Robyn Pulman of Creating Winning Habits who provided an uplifting keynote on the first day, giving delegates inspiration to shape their destinies in small and large ways. On the second day, CCSA embraced new technology (for us) with Jim Greenman from Bright Horizons in the USA presenting live via videolink from Minnesota. This technology enabled our delegates to hear from a highly respected early childhood speaker who would otherwise have been unable to contribute to our conference.

Several workshops continued the technology theme, whilst others addressed management issues, partnerships, industrial information and business planning.

A visit to Questacon to experience how science and technology can be included in the provision of early childhood education through their Mini-Q program was a fun and interesting way to finish the conference.

Delegates reported the conference to be a valuable networking opportunity and a great way experience a variety of ideas beyond their individual services.

Thanks to the exhibitors that supported the conference.

We are also grateful to the Department of Families and Community Services and Indigenous Affairs for their assistance with presenter costs, and the NSW Department of Community Services for their travel subsidy funding, enabling 53 services to attend.

Business Solutions

The number of members taking advantage of our payroll and bookkeeping services has more than doubled with a total of 37 members signing up for this option. To meet the increased demand CCSA has employed a new part time staff member.

The clients using Business Solutions reflect the diversity in our membership, ranging from small one day per week services to large four unit centres, and encompasses the range of service types - preschools, long day care, occasional care and multi site services.

CCSA now pays over 300 employees throughout the state from Wanaaring to Baradine, Menindee to Sydney, Moama to Rocky Hall and many other locations in between. The complexity of employment in children's services is reflected by the number of awards that apply with employees being paid under six early childhood services awards/NAPSA's as well as an Enterprise Bargaining Agreement.

CCSA's Business Solutions allows members to be confident they are meeting all industrial requirements, paying wage increases as they occur and managing payrolls during closedown periods. By providing outsourced bookkeeping CCSA takes the uncertainty out of BAS preparation and lodgement whilst offering accurate regular reports to enable services to facilitate effective financial management.

CCSA Board 2007

CCSA is governed by a seven-member, volunteer board which is made up of representatives who have interest and expertise in children's services management. Board members during 2007 are pictured below, arranged clockwise from bottom left. They were;

- Tracey Simpson, President (pictured front cover)
- Melissa Mehan, Vice-President (resigned Dec 2007)
- Elizabeth Romalis, Secretary
- Neville Dwyer, Treasurer
- Jan Langtry, Board member
- Tracy Brindley, Board member (resigned June 2007) (not pictured)
- Anthony Body, Board member (from June 07-)
- Judy Radich, Board member

Thank you to Tracy Bindley and Melisa Mehan, who resigned during 2007, for their



Training & Consultancies

In 2007 CCSA delivered 28 training sessions across NSW. This training was all delivered on a fee for service basis and customised to meet individual service needs. A number of services took the initiative to invite neighbouring services and thus were able to reduce the cost and provide networking opportunities for those who attended. Topics included management responsibilities and governance, business planning and financial management.

Training was also offered at the June Conference. Two workshops were held; 'The complexities of the new simpler, fairer, national Workplace Relations System (WorkChoices)' by Romola Hollywood and Carly Fielding and 'What should our service look like and how should it be managed' by Judy Kynaston and Jan Langtry. At the September Mobile Meet in Orange Romola delivered a conference session on the new workplace relations system.

A new initiative in our consultancies was introduced which involves a payroll check to ensure services are paying correctly and using their computer system to maximum benefit for the payment of wages and accrual of employee entitlements. Three services took advantage of this initiative. A number of consultancies were also undertaken that assisted management committees to negotiate the resolution of conflict and disputes.

A major consultancy undertaken in 2007 for a member service was the review and development of governance and management policies.

Organisation assessment and restructure continues to be a focus for some members and CCSA has been able to assist by providing reports and recommendations to assist management in their deliberations and decisions.

Business Governance

CCSA undertook a review of the strategic directions of the organisation with a particular focus on how best to improve our services to members and ensure that CCSA remains a progressive and dynamic organisation. New business initiatives are going to be essential for CCSA to guarantee viability and sustainability.

The Board and staff participated in Business Excellence Framework Training organised by SAI Global. The aim of this training was for CCSA to embark on a continuous improvement process based on eight principles of excellence.

CCSA Secretariat 2007

CCSA's day-to-day work is carried out by the Secretariat. Staff employed during 2007 are pictured below, arranged clockwise from bottom left;

- Judy Kynaston, Executive Director (full-time)
- Jane Hamilton, Operations Manager (full time)
- Romola Hollywood, Project Officer (full-time – resigned Nov 2007)
- Helena Hyssett, Project Officer (full-time)
- Kathy Whalan, Project Officer (part-time)
- Shauna Fayers, Project Officer (part-time)
- Gill Hennessy, Administration Officer (part-time)
- Jacqueline Forster, Payroll Officer (casual from Sept 2007)



Advocacy and representation

Advocacy in 2007 was focussed on preschool funding and the push to reduce child:staff ratios for children under two years to 1:4. CCSA is still concerned that despite the additional \$28 million allocated to preschool funding by the state government affordability will not be improved in all communities in NSW. Many services will continue to struggle to deal with the competing pressures of rising costs and keeping fees at a level that their community can sustain. CCSA also expressed concern over the delay in determining the allocation of this funding, leaving services very unsure of funding levels for 2008 and thus making the already difficult task of budgeting even harder.

It is also concerning that we are moving into Children's Services Regulation review and we have made no further progress for the implementation of better child:staff ratios for babies.

Our Executive Director, Judy Kynaston, represented CCSA on the following:

- Early Childhood Australia (ECA) state and national
- NSW Children's Services Forum
- National Children's Services Forum
- DoCS Preschool and Investment Reform Plan working party
- Ombudsman Forums
- NSW Health and Safety Committee
- NSW Childcare Industry Liaison Forums (FaCSIA)
- Course review committee at Charles Sturt University
- NSW Community Services and Health Industry Training Advisory Body Children's Services Reference Group
- 1:4 Lobby Group
- 1:4 DoCS Reference Group
- National Food Authority

Representing Members in Industrial Negotiations

There were no industrial negotiations in 2007, however CCSA continued to seek clarification of a number of issues that arose out of the WorkChoices legislation.

Financial Position

Country Children's Services Association of NSW Inc. PROFIT & LOSS STATEMENT

	January 2007 to December 2007	January 2006 to December 2006
Income	\$	\$
Membership Fees	311574	277346
Membership Services & Publications	45724	34059
Business Solutions	126496	47360
DCS Admin. Training & Support	47851	46322
Management Training Grant	0	6338
Sitting Fees	0	4414
Conference Income	103658	85468
Sponsorship	25000	25000
Other Income		
Interest Received	17260	12191
Sundry	438	0
Total Income	678001	538498
Expenses		
Accountancy Fees	1000	1100
Advertising & Media Releases	317	704
Audit & Filing Fees	243	228
Awards	420	416
Bad Debts	0	350
Bank Charges	3212	1929
Cleaning	2135	1744
Computer Expenses	12541	12853
Depreciation	12592	12140
Disposal of MV Loss	2718	0
Education - staff & councillor	6007	3192
Electricity & Gas	2242	1892
Employment Expenses	375385	290730
Equipment Hire	11430	2940
Gifts & Donations	681	246
Insurance	5204	4353
Maintenance - Equipment	445	1338
Meals & Accommodation	14577	15140
Motor Vehicle Expenses	6027	5041
Office Supplies	123	672
Parking & Tolls	1704	1522
Photocopier Rental & Maintenance	27817	23105
Postage	6920	7795
Presenter Fees	5468	3568
Printing & Stationary	8771	10489
Promotional Materials	3645	2925
Provisions	30000	7500
Rent & Outgoings	30874	24559
Resource Material	2986	929
Staff Amenities	1141	1200
Subscriptions & Memberships	8374	8421
Telephone	8345	9819
Travel Expenses & Subsidies	30445	33934
Venue Hire & Catering - Conference	41190	30689
Total Expenses	664979	523463
Net Profit / (Loss)	13022	15035

These Financial Statements should be read in conjunction with the Audit Report.

Country Children's Services Association of NSW Inc. BALANCE SHEET

	As at 31 December 2007	As at 31 December 2006
Assets	\$	\$
Current Assets		
Cash on Hand	94,226	43,761
Investments	238,704	271,448
Accounts Receivable	88,089	38,937
Total Current Assets	421,019	354,146
Property & Equipment		
Furniture and Fittings	26,263	11,770
Plant and Equipment	16,973	19,164
Motor Vehicles	24,753	16,746
Total Property & Equipment	67,989	47,680
Total Assets	489,008	401,826
Liabilities		
Current Liabilities		
Credit Cards	859	2,335
DCS Admin. & Support Advance	12,157	11,769
Pre-Paid Subscriptions	220,338	181,453
Donations Held	9,967	12,812
Payroll Liabilities	15,235	7,657
Total Current Liabilities	258,556	216,026
Provisions		
Provision for Computers	6,000	2,000
Provision for Conference/AGM	5,000	6,000
Provision for Equipment	2,000	8,000
Provision for Fringe Benefits Tax	1,111	890
Provision for Long Service Leave	12,634	18,151
Provision for Office Refurbishment	33,000	0
Total Provisions	59,745	35,041
Goods and Services Tax Liabilities		
GST Collected on Sales	17,521	8,940
GST Paid on Purchases	-6,192	-4,537
Total GST Liabilities	11,329	4,403
Total Liabilities	329,630	255,470
Net Assets	159,378	146,356
Equity		
Retained Earnings	146,356	131,321
Current Year Earnings	13,022	15,035
Total Equity	159,378	146,356

The Committee of the Association hereby declares that:

The accompanying financial statements and notes of the Association for the Twelve (12) months ended 31st December 2007;

- present a true and fair view of the Association's financial position for the Twelve (12) months to 31st December 2007 and its performance for the Twelve (12) months ended on that date in accordance with the accounting policies as described in Note 1 of the financial statements
- comply with Australian Accounting Standards as detailed in Note 1 of the financial statements
- there are reasonable grounds to believe that the Association will be able to meet its debts as and when they become payable.

SIGNED

Tracey M. Simpson

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Tracey Simpson, President Neville Dwyer, Treasurer

Acknowledgements

CCSA would like to thank the NSW Department of Community Services (DoCS) and the Commonwealth Department of Families, Community Services and Indigenous Affairs (FaCSIA) for their financial support for projects during 2007.

CCSA gratefully acknowledges the ongoing financial support offered by our sponsor, Altiora Insurance Solutions, and that of our members.