

ANNUAL REPORT 2016-17

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Supporting best practice management within early childhood education services to achieve quality outcomes for children.

Our vision...

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

Our purpose...

CCSA will partner with and advocate for early childhood education and care services to ensure positive outcomes for children and communities. CCSA will achieve this through providing leadership and using our expertise in meeting the governance, management, human resource, business and industrial needs of early childhood education and care settings. CCSA will behave in an ethical, sustainable, flexible and innovative way.

Our values...

Excellence – Best practice in governance and service delivery

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

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

Leadership – Being progressive and innovative

Collaboration – Positive internal and external engagement and working relationships

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

Recognition – Together we acknowledge the contributions of the traditional custodians of this land. We acknowledge the contribution of Aboriginal Australians, Torres Strait Islander peoples and non-Aboriginal Australians to the education and care of all children and people in this country in which we live and share.

Our President's message

The Board congratulates Meg and the team on a highly successful year for CCSA. It has been a year crammed full of work and achievement. We are in a strong position financially and continue to deliver excellent support to members, as well as designing and delivering quality projects for the benefit of the broader sector. Our achievements over the past year position us well for future growth and development. Most importantly, throughout the past year we have stayed true to our vision of best practice in management within early childhood education and care (ECEC).

Resourcing and Supporting the ECEC Sector

As in previous years, for many members the support provided by the Member Support team has been the key expression of the value of their membership; whether through over 5,500 calls to the 1800 Member Infoline, responses to written requests for assistance, or face-to-face support through our consultancies and training program. In seeking feedback from our members, it is rewarding to receive typical responses such as "Just being on the end of the phone for ANY question... is invaluable" and "I feel they really work in partnership with us".

The continued refinement of resources such as the ever-popular Christmas Pay Guide and Committee Members Guide, the introduction of webinars to support and expand on on-site training, and the commissioning of a new website to broaden the range of resources available to members have also been well received. We are also encouraged by the benefits to the sector of our involvement in the design and development of the Early Years Expo, aiming to ensure its relevance to the entire sector.

Consultancy and Training Support to our members over the year included staples such as Governance and Management training for management committees.

Additionally, the sector's impressive commitment to improvement has been reflected in an increase in the number of ECEC services seeking CCSA's support through organisational health checks, mentoring of committees and key staff, and constitutional reviews.

It has also been pleasing to bring our team's range of knowledge and skills together for the benefit of the entire sector in the design and implementation of programs funded under the Sector Development Program of the NSW Department of Education. In that regard, a highlight of the past year has seen CCSA's support of community preschools adapting to the Start Strong funding model through the Start Strong Sector Support Program.

Our Business Solutions (BSol) team has also seen an increase in both the number of clients and the complexity of the work they perform. BSol continues to perform an invaluable role for our members by improving the quality of services' financial management while also providing a sustainable income stream to ensure the ongoing viability of our other support activities.

Advocacy

CCSA continues to be a very strong advocate for quality outcomes for children and families through high quality children's services. You are represented at many and varied forums and meetings throughout the year at national and state levels. For example, we meet regularly with the NSW Minister for Early Childhood Education and senior staff in the Federal and State Departments of Education. We also participate in departmental advisory groups and roundtables as well as working with related bodies such as the NSW Education Standards Authority (NESA) and ACECQA.

Advocacy is also supported through our linkages with other early childhood education and care bodies such as the NSW Children's Services Forum, Family Day Care Australia, Early Childhood Australia (ECA), the Secretariat of National Aboriginal and Islander Child Care (SNAICC), Australian Community Children's Services (ACCS), Mobile Children's Services Association (MCSA), the National Association of Mobile Services (NAMS), NSW Council of Social Service (NCOSS), and the Isolated Children's Parents' Association (ICPA).

We also have partnerships with other representative bodies in the sector to achieve better outcomes for children. During 2016-17, we worked with other organisations to deliver the NSW Department of Education's Start Strong Sector Support Program, assisting community preschools to adapt to new NSW preschool funding arrangements. During this time we also had highly productive partnerships with:

- Aboriginal Early Childhood Support and Learning (AECSL), focussed on ways to improve the access of our indigenous children to quality early childhood education and care, and
- Early Childhood Intervention Australia (ECIA) NSW/ACT through a Memorandum of Understanding to advocate for children with additional needs and directly supported the development of the Working Together Agreement resource.

CCSA is also the only early childhood association, at either state or federal level, that actively participates in the deliberations of the Fair Work Commission. During the past year, this has included involvement in the four yearly reviews of each Modern Award covering the sector as well as the Equal Remuneration Case. As a result, we are able to provide our members' input into major workplace relations changes, while also gaining the necessary first-hand knowledge to effectively support our members.

Throughout all our advocacy work, we aim to provide a coherent voice focussed on improving ECEC as a whole, and especially outcomes for children, rather than the conflicting and partisan opinions that are often proffered in such a diversified sector.

Quality Improvement

As a Board, we regularly review our own practice in management and governance to ensure high quality outcomes for CCSA and our members. During the

past year we have completed the move to become a Company Limited by Guarantee and continue to bed this down into policies and procedures. We have undertaken audits and testing of the organisation's financial systems and BSol systems to support streamlining of procedures and ensure transparent and accurate practice.

Looking to the future, we have also commissioned marketing work and improved technology across the organisation. Finally, we have taken advantage of the opportunity to move to a new office location that can adequately support a growing organisation. Ultimately, this all works to allow us to deliver a better service to you, our members.

As President, I see that CCSA has the necessary skills in being able to be dynamic in both the present – delivering outstanding service; and the future – being creative and innovative to ensure our relevance to members. Your feedback indicates that we do meet your needs and your expectations.

At this AGM, Allen Blewitt will not be standing for re-election. Allen has brought a wealth of skill and experience in governance to his position on the Board, and we thank him, and wish him well for the future.

My sincere thanks to all Board directors for their time, commitment and expertise; and to Meg and the staff team for all that they do to make CCSA work for our members.

Best Regards,



Ruth Newman
President



Our Board

LEFT TO RIGHT: Ruth Newman (President), Anne Bowler (Vice President), Neville Dwyer (Treasurer), Cathryn Albert, Allen Blewitt, Miriam Dayhew, Swee Goh, Jan Langtry



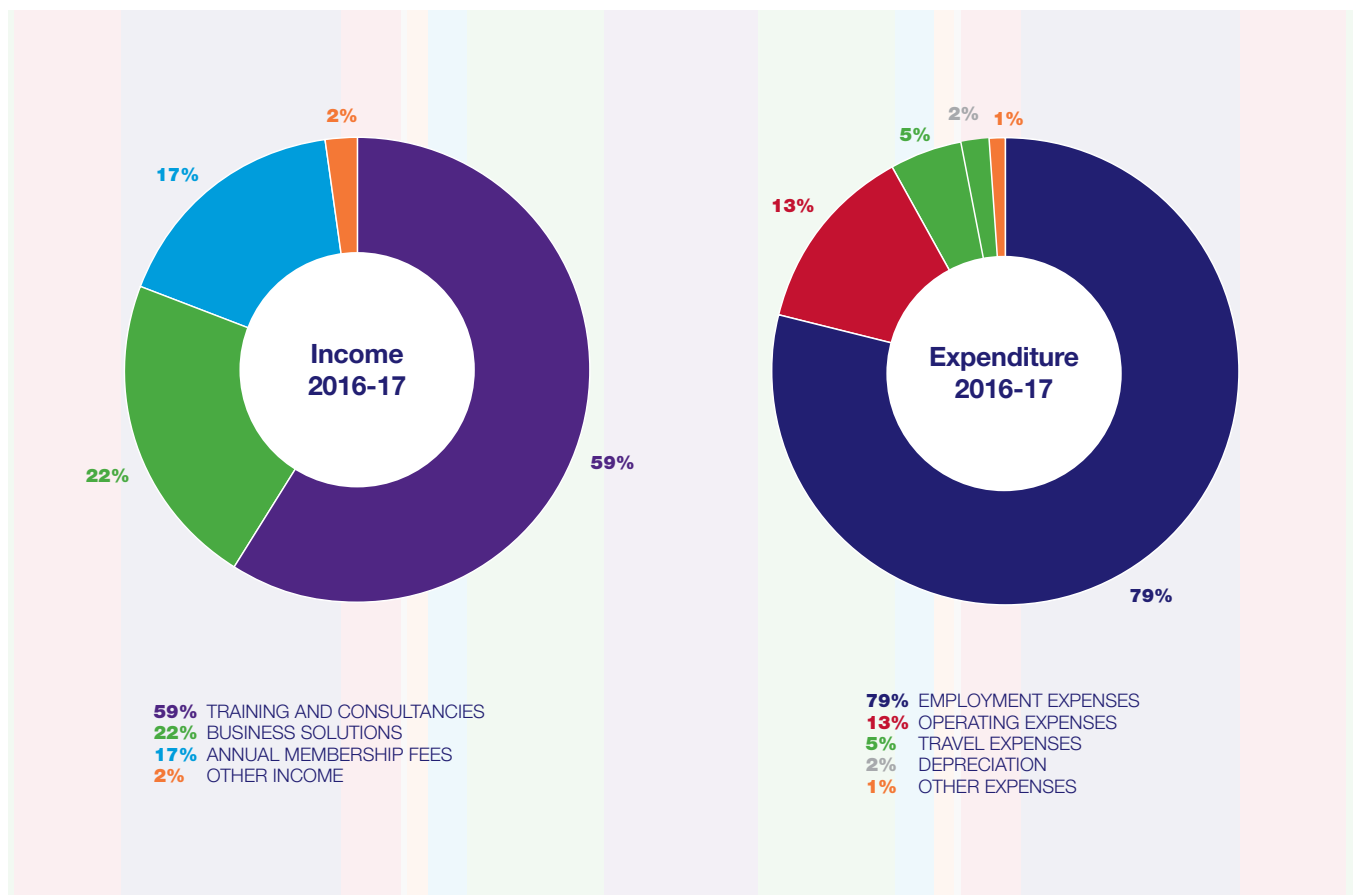
Our financial performance

CCSA reported an operating surplus of \$513,198 for the 2016-17 financial year. The accumulated surplus as at 30 June 2017 represents 39% of annual operating expenses, putting CCSA on a healthy financial footing but one which recognises the uncertainty of revenue streams in our sector. This healthy financial situation has allowed the organisation to keep membership and Business Solutions fee increases for 2017-18 to less than CPI.

CCSA's Business Solutions arm, which provides professional bookkeeping, payroll and BAS Agent support to the

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

Training and consultancies conducted during 2016-17 included training on Governance and Management topics for members across NSW, organisational health checks, and delivery of the Start Strong Sector Support Program to eligible community preschools, funded by the NSW Department of Education.



NOTE: A full financial report is available for members on our website.

Supporting our members

ADVOCACY
eConnect
eAlert
Submissions & Responses
Representation at Meetings & Forums

MEMBER SUPPORT
Website
Resources & Information
Phone Support
Review of Service Documents

PROFESSIONAL DEVELOPMENT
Webinars
Regional Training
Mentoring
Consultancies

BUSINESS SOLUTIONS
Payroll
Bookkeeping/Bills
BAS/IAS
Financial Systems & Processes

SECTOR ENGAGEMENT
Business Planning
Resourcing
Tool Development
On-site Support

Our staff

CEO



Meg Mendham
CEO

Senior Management Team



John Gunn
Operations Manager



Ian Alchin
Services Development
Manager



Romola Hollywood
Stakeholder
Engagement
Manager

Administration Team



Amanda Marco
Office Coordinator



Debbie Lord
Administration Officer

Business Solutions Team



Devina Fraser
Business Solutions
Manager



Scott Boladeras
BAS Agent/
Bookkeeper



Wendy Cook
Administration Officer



Candie Field
Bookkeeper/
Accounts Clerk



Samantha Jones
BAS Agent/
Bookkeeper



Theresa Macleay
BAS Agent/
Bookkeeper



Lorraine
McCormick
BAS Agent/
Bookkeeper



Candace Rozema
BAS Agent/
Bookkeeper



Karen Taylor
BAS Agent/
Bookkeeper



Joanne Tomkins
Accounts Clerk

Member Support Team



Shauna Fayers
Policy Officer



Helena Hyssett
Member Support Officer



Mark Kellett
Member Support Officer



Kathy Whalan
Member Support Officer

Sector Engagement Team



Nicola Weddin
Project Manager



Tim Keegan
Senior Project Officer



Di Roberts
Senior Project Officer



Ross Hughes
Project Officer



Rod Leane
Project Officer



Gloria Lindsay
Project Officer



Lorraine Corrigan-Tasker
Project Officer



Kate Wansey
Project Officer

From humble beginnings...

...nearly 50 years ago, CCSA has grown into one of the pre-eminent representative bodies of the early childhood education and care sector in NSW. March 2017 saw a significant moment in CCSA's history, with the move from its long-standing premises in Parke Street to a larger and more central Katoomba location. We invited our longest serving Board member, Neville Dwyer, to reminisce on our previous home.

Sue Gordon and I commenced our association with CCSA in 1992. In those days the Board, as we now know it, had two representatives from each of the 14 regions the state had been divided up into. One was the regional representative and the other the alternative representative in case the first couldn't attend. Additionally, there was the executive committee, which included those who were no longer regional representatives.

By contrast, at that time CCSA only had three staff; Noelle Martin who was the CEO, and two administrative supports. Noelle had nurtured the organisation through the early years, operating mostly from her home, before the move in the late 1980's to Parke St. Noelle effectively was CCSA or, as it was known before CCSA, the NSW Country Preschools Association. Not only was she the "go-to" person for all things management, she also travelled the State attending regional meetings, and was the walking library on Management Support. She wrote and produced the Handbook, newsletters and had to deal with a very "hands on" Committee of close to 20 people.

So, when I arrived at my first meeting, as a tentative regional alternative representative, it was a bit daunting. I had flown up on Hazleton Airlines, then caught the train from Central to Katoomba (2 hours) and on arrival, lugging a suitcase (meetings usually ran across three days, Friday afternoon and evening, Saturday and Sunday morning) I began searching for the CCSA Offices. Head down Katoomba St and then right into Waratah and it was building on the corner behind Coles. Not as easy to locate then as you would think, but it was found with a very discreet sticker on the door at the end of the building announcing it was the State Office of CCSA.

I opened the door, and followed the noise, climbed the now familiar stairs, to one very big open office, in the centre of which was about six big tables pushed together and round this sat the State Council. At one end of the room was a rather huge moveable filing cabinet, a Compactus. I would learn later that it was not that mobile, but it was able to hold the ever-increasing files on every member service. Behind this sat the phone system and alongside it a rather large Gestetner, which did the printing.

There was a desk for the three staff, but to accommodate the Council Meetings the staff lost their seats and desk space. I think there may have been just a single computer, and the rest were just typewriters. There were no air conditioners, nor heaters, and not all windows had blinds. It already seemed crowded and busy.

Sue Gordon, who arrived around the same time as me remembers "Meetings were scary affairs for newcomers and my first meeting was husband and three kids having a weekend in Katoomba with me! First and last time (I think) – remember it is over 30 years ago!"

Noelle retired later that same year, and, as Sue recalls "we wondered how it would survive without her but along came Judy Kynaston, who moved the organisation into the 21st Century. The first fax machine was given to the Association by the President and VP! And that was to make life and communication easier for them!"

The arrival of a new CEO, brought with it change and growth. There was a huge learning curve for both the Board and staff, as we were determined to run the organisation from a business perspective as well as growing the staff's and Board's potential. Parke St

Our big move

We were very excited earlier this year to relocate our office after 45 years in one place. During our move we uncovered pieces of history and information about CCSA that highlight our rich past, how we have evolved over the years, and the growth and expansion that we have recently experienced. See the previous story for the reminiscences of one long-serving member of CCSA's Board on those aspects of our history.

Looking forward, the new premises at 7 Gang Gang Street, Katoomba provide a range of benefits. Previously, we were restricted by having a single, upstairs, open-plan office that needed to be shared by all. The new premises provides our Member Support team with the benefit of a quiet location in which to take your member calls, Business Solutions now has custom-designed work stations and filing systems to better meet the growing demand for their payroll and BAS Agent services, and there is the ability to conduct training of staff and members onsite in a dedicated Training Room.

Add in separate office space to manage the administration of the organisation, disability access for the first time, improved staff rest and kitchen facilities, and the capacity of a growing CCSA to deliver for our members has improved dramatically. For at the core of all this, and contributing to our ongoing success, are our very loyal members. Our new larger premises will allow us to provide you with improved support services and resources, and we look forward to continuing to grow with you in the future.



CCSA staff members Helena Hyssett and Kathy Whalan closing the door of the CCSA Parke St office for the last time.

adapted continually to the growth that began under Judy, and was carried forward under successive General Managers / CEOs including Jane Hamilton, Samantha Edmonds and Meg Mendham.

While we managed, with improved workstations and careful layout, to squeeze additional staff into the same space that was already crowded back in 1992, we were also on the lookout for a location that offered more space. Our location didn't help, as Katoomba is not known for its large office rentals, and we couldn't really move the organisation because nearly all our valuable staff lived in the area.

However, the Board decided in 2016 that it was time to look elsewhere, and our CEO was very keen to find a location that suited. Meg has managed the largest growth in the association, and was increasingly concerned that our effectiveness was being limited by the space we were trying to work in.

Our new location in Gang Gang St, formerly a Community College, is ideal. While it's sad to farewell our Parke St location, this new location will provide CCSA with the facilities and space to continue to meet the ever-increasing support our members require.



The front entrance to our new Gang Gang St premises.

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Our members

are based across NSW, ACT, QLD, VIC, NT and WA. The majority of our members are in rural and remote locations.



Our membership

includes all sector services types:

- Preschools
- Long Day Care
- Out of School Hours Care
- Family Day Care
- Early Intervention Services
- Mobile Children's Services
- Vacation Care
- Toy Libraries
- Multifunctional Aboriginal Children's Services
- Aboriginal Child and Family Centres

What our members say

"I just wanted to say how much we appreciated the training recently conducted for UTSCC by CCSA. We couldn't have been more pleased with the information that was presented and CCSA's specialist sector knowledge added to take the training to the next level – beyond 'just' governance, IR and financial management. We ended up with a far superior training session than what we would have had we paid a bucket load more and gone with another organisation.

I would have no hesitation in recommending CCSA to anyone who was considering Governance Training with their Board/ Management Committee. Thank you for offering the service".

Debra Clarke, CEO, UTS Childcare

"Just wanted to say a HUGE thank you for your support, expertise, professionalism and patience with helping update our staff employment agreements. Your hard work and advice has been greatly appreciated. Thanks!".

Koninderie Preschool

"As usual you went "over the top" to achieve a positive outcome, and I appreciate your efforts, more than I ever expected".

Ron Hammersley, The Kindergarten

"Utilising CCSA Business Solutions for payroll and bookkeeping ensures accuracy and transparency, facilitating simple and smooth audit processes."

Paroo Contact Children's Mobile Inc.

To find out more speak to us today!

1800 991 602 | office@ccsa.org.au

