



Annual Report 2021



Acknowledgement of Country

Community Child Care Association acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation and the Traditional Owners of the Land on which we work. We recognise their continuing connection to culture, land, water and community. We pay our respects to Elders past, present and emerging.

Our head office in Preston is located on the Lands of the Wurundjeri people, our Bendigo office on the Lands of the Dja Dja Wurrung and the Taungurung peoples, and our Ballarat office on the Lands of Wadawurrung and the Dja Dja Wurrung peoples. Our Mildura staff work on the Lands of the First Peoples of the Millewa-Mallee, being Latji Latji and Ngintait Traditional Owners. Sovereignty of these Lands was never ceded.

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Read about Lightning Reef YMCA Early Learning Centre's journey on Page 9.

A message from Julie and Linda



At Community Child Care Association (CCC), we've always championed the importance and value of education and care. For 50 years, we have seen how tirelessly educators, teachers and leaders work to support families and equip our youngest Australians with essential skills for life. Unfortunately, it took a global pandemic, a national workforce shortage and mass centre closures for the rest of Australia to wake up to our sector's value.

We have fought to ensure our voice is always at the table to advocate for our members in times like these, where educators are doing essential work with little recognition or remuneration. We sit on both Commonwealth and state advisory bodies to bring our members' concerns to government. We have called for priority vaccines for educators, clarity on the ever-changing COVID rules and restrictions, and for the government to take responsibility for the education and care crisis by providing appropriate financial support.

We believe in the power of collaboration. We have partnered with Early Learning Association Australia and Community Early Learning Australia on joint advocacy initiatives, meeting with ministers and making a submission to ACECQA to highlight the need for a long-term National Workforce Strategy to ensure a full, quality workforce of educators in the future.

We have been providing up-to-date information on COVID-19 policy and compliance for our sector from the very beginning of the pandemic. Amid shifting rules for services across Victoria, our online

communication has been a hub of guidance and encouragement to keep going.

While services deal with the impacts of the pandemic, best outcomes for children and families have remained top of mind. To that end, we've developed targeted offerings for School Readiness Funding and Innovative Solutions to help meet the sector's needs.

We wouldn't have been able to achieve all of this without an engaged, dedicated team. CCC won a Best Workplaces Award in May 2021 – a prestigious award recognising workplaces with excellent management practices and a highly engaged workforce.

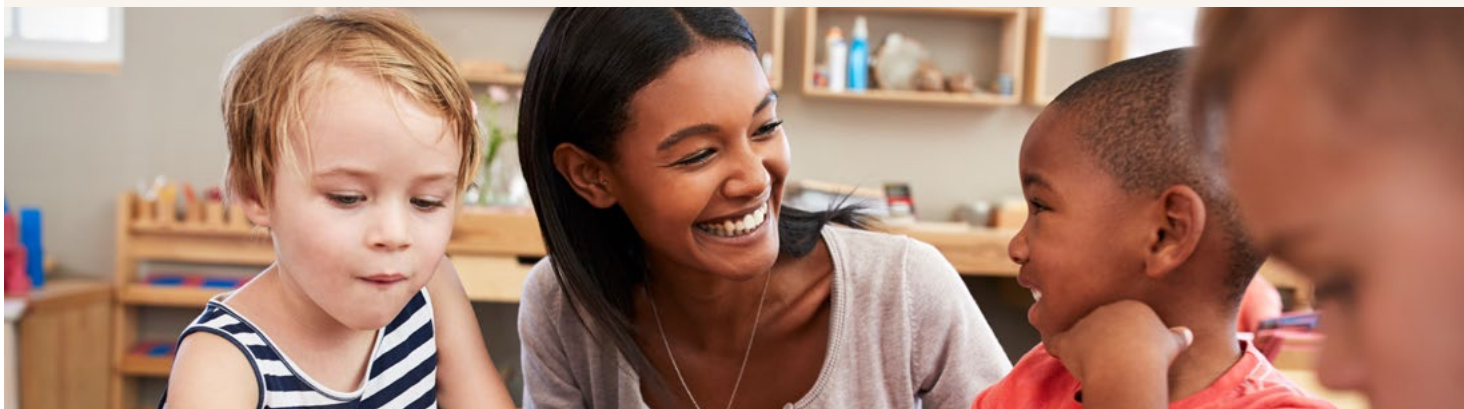
Our survey for the awards revealed an exceptional overall employee engagement score of 87 per cent. But we achieved award-winning scores across the board. From high results in wellbeing, teamwork and health and safety, to industry-leading scores in values, respect and leadership, we have so much to be proud of.

The challenges facing Victorian education and care throughout 2020 and 2021 have been immense, yet they have proven the dedication and resilience of our sector. We know our members, communities and organisation will remain strong no matter what comes of the year ahead.

Linda Davison
Chairperson

Julie Price
Executive Director

50 years of Community Child Care Association



In 1971, a small group of women set up the country's first community-owned child care service over their kitchen tables. These women founded Community Child Care Association, kick-starting the community child care movement in Australia.

There have been many changes over the years – like the introduction of universal access to kindergarten and the launch of the National Quality Framework. But thriving, community-based education and care services are still at the heart of everything we do.

Today, we make a difference by supporting members with must-know policy and compliance updates, plus expert advice on issues such as HR, governance and regulations. We lobby government and key decision-makers for policy change – like continued funding for the National Quality Framework. We help early childhood and OSHC services to reach their potential through high-quality PD and consultancies. We provide inclusion support that gives every child a fair chance to thrive.

Our practice, reach and influence has grown so much in 50 years. In 2021...

750+ 

EDUCATION AND CARE SERVICES AND STAKEHOLDERS ARE MEMBERS WITH US

THIS REPRESENTS

30%



OF THE VICTORIAN NOT-FOR-PROFIT EARLY CHILDHOOD SECTOR AND **45%** OF THE NOT-FOR-PROFIT OSHC SECTOR

1000+ 

EDUCATORS, TEACHERS AND LEADERS GAINED EXPERT ADVICE FROM OUR MONTHLY WEBINARS

9000+ 

EDUCATORS, TEACHERS AND LEADERS GET OUR TIMELY UPDATES THROUGH OUR SOCIAL MEDIA

WE'VE BROUGHT MEMBERS VOICES TO THE RIGHT PEOPLE IN

30 

MEETINGS WITH GOVERNMENT DEPARTMENTS


96.3% 

OF ELIGIBLE SERVICES WERE VISITED BY VICTORIAN INCLUSION AGENCY INCLUSION PROFESSIONALS ACROSS THE STATE, WHILE THE OTHER **3.7%** RECEIVED PHONE OR EMAIL SUPPORT

Strategic priority 1: Deliver for our members

Reimagine membership so that it's
relevant and accessible





Guiding a centre's management from uncertain to strong and stable

Warrandyte Child Care Centre was struggling with high turnover. Next, their much-loved director of 35 years announced her retirement. So how did CCC help the centre establish a new order?

In 2020, our long-time member Warrandyte Child Care Centre reached out because they were experiencing a high turnover of volunteer parents on their committee of management.

We provided a tailored session and roundtable discussion on efficient management and planning for committees to figure out why committee members were leaving. In the process, we discovered some overarching issues with the centre's operations that needed to be addressed. So, we supported staff to regroup, refine the service philosophy and begin the process of strategic planning to ensure the stability of the committee in the future.

The centre's leadership team then attended a series of quality improvement plan and strategic planning sessions, which we tailored to the centre. We also helped the centre set up an employee assistance program through Access EAP to support staff wellbeing. As members, the centre was able to access this program at a discounted rate.

All the while, our expert consultants provided high-level management advice to both the centre committee and director through our helpline and Committee Member Support Facebook page.

Just when things were looking stable at the centre, April 2021 saw the director of 35 years announce her retirement, promising enormous change ahead. Staff and committee members were anxious about the centre's next steps, uncertain who could possibly fill their much-loved director's shoes.

Our team worked closely with the committee through intensive succession planning, which resulted in the successful recruitment of a new director. We then supported the new director to establish a fresh model of operating – a model which truly supports the committee in their duties as Approved Providers and empowers the director to make continuous improvements to the service with ease.

This large body of work has had positive impacts on every aspect of the centre. The committee of management is effective, the new director feels supported and educators can seamlessly achieve goals and plan for higher quality programs for children in the Warrandyte community.

We are truly grateful for the work you have done with us! We now have a really clear model to work to, and a reference point for how we should be operating moving forward.

Gaynor Stanicic
Chairperson,
Warrandyte Child
Care Centre

Strategic priority 2: Shape the sector

Take the lead on public policy, be the voice
and influence practice





A lot of attention has gone, rightly so, to our frontline workers, but I would really like to thank CCC. You have been a great support for us and it is truly appreciated and noticed. We have been a member for many years and CCC has always shown brilliant leadership, advocacy and support.

Paula Holt
Director, Leongatha Children's Centre

Bringing our members' voice to government

Twenty-twenty was a whirlwind year for education and care, as 2021 continues to be. In the face of upheaval, this is what we achieved:

Emergency support package for education and care

After tirelessly lobbying government, and at the peak of the COVID-19 outbreak in Victoria, the Education Minister announced an emergency support package for education and care. The package allowed families to keep their children's places even if they could not attend, guaranteed educators' and teachers' jobs and provided services with the funding needed to keep their doors open.

A big win for council-run education and care

In August 2020, the City of Port Phillip decided to continue operating its council-run education and care services after a public interest test review. According to then-Mayor Bernadene Voss, messages from Community Child Care Association and the local community about the importance of accessible, high-quality services were heard 'loud and clear'.

'We now have the data to show that transitioning out of these centres would not be in the public interest as it would risk Council achieving its long-standing goal of ensuring that all vulnerable children have access to quality early education and care services,' Voss said.

Not-for-profit services provide higher quality education and care in Victoria

The sixth *Trends in Community Children's Services Survey* (TICCSS) report was launched in November 2020 by Australian Community Children's Services. The report, which we collated, found that 47% of Victorian not-for-profit services exceeded the National Quality Standard for education and care services, whereas only 12% of for-profit services did.

Here at CCC, we want to shift the government's focus from workforce participation to children's learning and development. The results of this survey give us the evidence we need to prove to government that every Australian child – no matter their postcode – deserves access to brilliant, not-for-profit education and care.

Strategic priority 3: Build community

Strengthen the community by evolving clear, meaningful support and advice that meets the sector's needs





Sparking an idea that transformed an entire service

How our outside of school hours care (OSHC) conference inspired a regional service to put children's voices at the heart of their program

The educational leader and director of The Loop OOSH Kyabram wanted to make sure they were doing things right at their new service, so they decided to attend our OSHC Conference. They didn't stop jotting down notes the whole time. Their notes soon sparked the idea to implement a 'children's voice book' – where the children could write, draw or scrapbook anything they'd like, forming ideas for the service's program.

In the early stages, educators would encourage the children to put their ideas in the book. At afternoon snack time, the children and educators would have informal chats about what was going on in the school and community and their emerging ideas. Staff would help to write or draw these ideas.

Nothing was off-limits. The ideas in the book were over the top at first, like having KFC for afternoon snack. But in no time, the children gained confidence in their ideas and the ideas gained meaning and momentum. It wasn't long before the voice book was filled with thoughtful comments and questions. For weeks, afternoon snack was made into a scavenger hunt where clever clues led to food, following an idea from a child.

The ideas from the book grew and evolved – the children now regularly prepare food for each other and help to set up beautiful tables and clean up afterwards. There is a great sense of pride, especially amongst the older children. The voice book content is now 'children only', yet remains the engine of The Loop's entire program.

For us, the OSHC conference highlighted a child's desire to experience real things. We as educators must respect children for the competent learners they are, hand over the keys and let them drive.

CCC has shared with The Loop so much information and given a lot of time to ensure our service can function in ways we didn't even know we could. Our team really looks forward to going to the next OSHC conference.

Claire Bassett
Director, The Loop OOSH Kyabram

Making services welcoming for all families

Community Child Care Association has led the Victorian Inclusion Agency since 2016, delivering the program in consortium with KU Children's Services and Yooralla. This brilliant program gives every child a fair chance by ensuring they have the support they need to thrive in education and care settings.

How our Inclusion Professional Kerry helped an entire service shift their inclusive practice

Lightning Reef YMCA Early Learning Centre prides itself on being a safe space for every family that walks through their door. So when a family from the local deaf community experienced communication barriers and withdrew their child, the Lightning Reef team reached out to their local Inclusion Professional Kerry for guidance.

Kerry and the team reflected on their Strategic Inclusion Plan (SIP) and decided it was time to take action. Their goals: to strengthen educators' understanding of the deaf community and learn how to communicate using Auslan.

The centre developed a project brief so they could access Innovative Solutions Funding. This funding supported 25 educators to undertake deaf awareness training and saw a local provider deliver a 10-week Auslan communication module to each room. Simple inclusions, such as providing signage in Auslan and signing greetings every day, built educators' confidence over time.

Now, Auslan has been implemented across the entire service – many families sign greetings when they drop off and pick up their children. Happily, the family who initially withdrew from the service has re-enrolled and is even helping educators to brush up on their new Auslan skills!

The team at Lightning Reef are proud of everything they have achieved and are in discussion with YMCA Victoria about how Auslan symbols can be incorporated across all sites, to create respectful, meaningful environments for deaf children and their families.



Strategic priority 4: A thriving organisation

**Harness the skills and capabilities of our people
and resources to ensure the future sustainability
of our organisation**



From left to right: Marli Traill, Lionel Bamblett, Julie Price, Mark Rose and Uncle Trevor Gallagher at our Innovate RAP launch.

Walking the road of reconciliation

Launching our second Reconciliation Action Plan

In March 2021, we proudly launched our Innovate Reconciliation Action Plan (RAP). Our RAP strengthens our commitment to an Australia where every Aboriginal and Torres Strait Islander child and family feels welcomed in all education and care settings, and where all children learn about the true history and cultures of Indigenous Australians.

Uncle Trevor Gallagher launched our RAP with a very special yarning circle and smoking ceremony at the foot of the Spiritual Healing Trail in the Darebin Parklands. We were humbled to be joined by Elders Mark Rose and Lionel Bamblett, who attended on behalf of Auntie Rose Bamblett, our RAP champion and the Early Years Specialist Representative from the Victorian Aboriginal Education Association Inc.

Our 2020–2022 RAP features an ambitious commitment to drive reconciliation outcomes for the education and care sector through our mentoring and coaching with early childhood educators and service leaders.

Congratulations CCC ... Every public commitment to reconciliation matched by ambitious action builds a more just future for all Australians, especially our First Peoples.

Catharine Hydon
Early Childhood Consultant

RAP achievements, challenges and learnings

Since the launch of our second RAP, we have been working across all aspects of our organisation to meet our deliverables. A recent survey of our Inclusion Professionals revealed that their confidence in supporting services to include Aboriginal and Torres Strait Islander children has skyrocketed since the launch of our first RAP in 2017.

We have learnt so much along the way. Through collaborating with First Nations organisations on several projects, we have realised that we should not impose our way of working on others. Working together is about patience, respect and collaboration – and reflecting on how much time and labour we're asking of First Nations people.

Going forward, we will strive to build meaningful relationships with many more First Nations organisations and businesses, based on understanding and flexibility.



Treasurer's report



	FY2021 \$	FY2020 \$	FY2019 \$	FY2018 \$
Summary results				
Income and expenditure				
Income	10,804,060	8,162,261	9,445,467	9,359,529
Expenditure	10,316,926	(7,966,013)	(9,417,529)	(9,267,028)
Net income (expense)	487,134	196,248	27,938	92,501
Assets and liabilities				
Cash	5,131,532	2,317,105	2,330,138	1,092,103
Other assets	--	153,407	284,160	349,213
Liabilities	4,034,938	(1,773,981)	(2,114,015)	(968,971)
Net assets	1,183,665	696,531	500,283	472,345



The 2020–21 financial year was CCC's fifth straight year of service delivery under the Inclusion Support Programme (ISP) contract with the now Commonwealth Department of Education, Skills and Employment. The ISP contract is delivered by the Victorian Inclusion Agency (VIA), comprising CCC as lead agent in partnership with KU Children's Services and Yooralla. The initial three-year contract has been extended twice and will end on 30 June 2022. CCC's operations and overall financial activity will continue to reflect expanded levels of activity in line with the service requirements under the contract.

The 2020–21 year was characterised by the COVID-19 outbreak which continues to disrupt the community and the operating environment at large.

CCC's overall financial activity was generally consistent with the previous year's results, and the receipt of Australian government economic stimulus has helped to protect the association's operating capacity.

CCC recorded an income of \$10.8 million for the year and incurred an expenditure of \$10.3 million (of which \$7.1 million related to amounts for our VIA partners), posting a net surplus of \$487,134.

The association's net assets/total equity at 30 June 2021 stood at \$1,183,665 – the net of gross assets totalling \$5.2 million, less liabilities of \$4 million. The level of net assets continues to afford the association a responsible financial buffer to underwrite its operations.

The Board expects the current uncertainty surrounding COVID-19 to remain in effect in the next financial year. Operations will continue to be monitored and adjusted as necessary and the Board fully expects that the association will continue to meet its ongoing obligations.

On behalf of the Board, I am grateful to the CCC team for their incredible efforts during these challenging times. We are extremely thankful for their commitment to managing change as they continue to advance the delivery of quality children's education and care services. We also express our gratitude to our partners and members for their support and engagement in helping us work towards achieving the best outcomes for children and families.

Brian Newman
Treasurer

Financial summary

Summary statement of income and expenditure

for the year ended 30 June 2021

	2021 \$	2020 \$
Income		
Grants and service agreements	9,822,394	7,561,385
Trainings, conferences and consultancies	194,844	179,598
Membership fees	75,254	71,927
Interest	5,529	17,739
All other income	706,039	331,612
Total income	10,804,060	8,162,261
Expenditure		
Employee benefits expense	2,351,018	2,396,655
Service delivery costs	528,465	511,876
Grants distributed	7,111,932	4,717,405
Accommodation expenses	112,710	126,647
Administrative expenses	32,139	53,320
Communications	74,355	59,592
Depreciation	17,423	3,579
Finance costs	1,020	-
Other expenses	87,864	96,939
Total expenditure	10,316,926	7,966,013
Net result for the period	487,134	196,248

Summary statement of financial position

as at 30 June 2021

	2021 \$	2020 \$
Assets		
Current assets		
Cash	5,131,532	2,317,105
Receivables	64,627	145,358
Prepayments	7,334	3,380
Total current assets	5,203,493	2,465,843
Non-current assets		
Equipment	1,178	4,669
Right-of-use assets	13,932	-
Total non-current assets	15,110	4,669
Total assets	5,218,603	2,470,512
Liabilities		
Current liabilities		
Payables	2,740,018	159,178
Lease Liabilities	14,324	-
Income received in advance	734,937	1,109,040
Provisions	489,816	421,404
Total current liabilities	3,979,095	1,689,622
Non-current liabilities		
Provisions	55,843	84,359
Total non-current liabilities	55,843	84,359
Total liabilities	4,034,938	1,773,981
Net assets	1,183,665	696,531
Equity		
Reserves	200,786	204,669
Retained surplus	982,879	491,862
Total equity	1,183,665	696,531

Summary statement of changes in equity

for the year ended 30 June 2021

	Retained surplus \$	Reserves \$	TOTAL \$
Balance at 1 July 2019	292,035	208,248	500,283
Net result for the period	196,248		196,248
Reserve transfers	3,579	(3,579)	-
Balance at 30 June 2020	491,862	204,669	696,531
Net result for the period	487,134		487,134
Reserve transfers	3,883	(3,883)	-
Balance at 30 June 2021	982,879	200,786	1,183,665

Summary statement of cash flows

for the year ended 30 June 2021

	2021 \$	2020 \$
Grants and service agreements (inclusive of GST)	10,375,324	9,436,964
Other receipts (inclusive of GST)	1,113,798	548,815
Employee benefits paid	(2,311,910)	(2,247,708)
Grants distributed (inclusive of GST)	(5,528,348)	(6,373,410)
Payments to suppliers (inclusive of GST)	(529,780)	(1,057,657)
Interest received	5,715	18,096
Interest paid	(1,020)	-
Net GST paid to ATO	(295,812)	(338,133)
Net cash provided by (used in) operating activities	2,827,967	(13,033)
Cash flow from financing activities		
Principal portion of lease payments	(13,540)	-
Net cash used in financing activities	(13,540)	-
Net change in cash held	2,814,427	(13,033)
Cash and cash equivalents at beginning of year	2,317,105	2,330,138
Cash and cash equivalents at end of year	5,131,532	2,317,105

This financial summary provides an overview of Community Child Care Association's financial performance and position. The full report provides more details and is available at www.cccinc.org.au

Our Board



14 years' service

Linda Davison – Chairperson

Coordinator, Clarendon
Children's Centre



7 years' service

**Dr Bruce Hurst – Deputy
Chairperson**

Academic and Education Consultant



1 years' service

Ben Mason – Secretary

Coordinator, Outside School Hours
Care Westgarth Primary School



12 years' service

Brian Newman – Treasurer

Former Manager of Children's
Services, University of Melbourne



11 years' service

Barry Hahn

Manager, Moreland City Council



2 years' service

Christine Straubinger

Principal Director and Early
Childhood Consultant, Ripple Logic



4 years' service

Dr Kylie Smith

Associate Professor of Early
Childhood Studies, Melbourne
Graduate School of Education



4 years' service

Sigi Hyett

CEO, Northern Schools Early
Years Cluster Inc.



It's certainly a rollercoaster of a ride at the moment but it makes life easier when we have organisations and people like CCC there to ensure information is shared and clarified in the best way possible.

Alison Bradshaw
Director, North Fitzroy Child Care Co-operative

Community Child Care Association

www.cccinc.org.au

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