



Community
Child Care

Vision into Practice

Annual Report 2016/17

Professional learning delivered in 49 suburbs and towns across Victoria

3100+ attendances at professional learning sessions

45+ topics delivered

Top 5 most popular topics:

Innovative pedagogies for under threes

Meaningful programming and documentation

Guiding children's behaviour

The art of keeping your policies alive

Children's rights: What do they mean in everyday practice?

Chairperson's report



In 2016/17, Community Child Care Association (CCC) has been active right across the state, providing leadership, working with governments and supporting the sector. As the peak body for community owned, not-for-profit education and care services, advocacy has been one of our critical tasks. Over the past four years, CCC has made a concerted effort to raise our membership base so that we can strengthen our peak body status and continue to fight the good fight. Now 660+ members strong, CCC is well placed to lobby key decision makers and is proud to be proactive in the evolution of the Victorian education and care sector.

A key feature of CCC's advocacy role is its strong national focus and presence. CCC is the Victorian and Tasmanian sub-branch of Australian Community Children's Services (ACCS), the national peak body for not-for-profit children's services. CCC is also the Victorian branch of the National Outside School Hours Care Alliance (NOSHSA). CCC often represents these national peak bodies in reference groups and in meetings with government, helping to build a strong and responsive sector. CCC's Board of Management supports this important work at the national level, particularly in the climate of an increasing number of large consortia that sometimes claim to represent the sector's views and needs but, in reality, often put business interests ahead of children and families.

Of increasing concern to CCC is the need for continued and improved investment to ensure every child has access to quality education and care. The federal government's *Jobs for Families* Child Care Package, which was enacted earlier this year, is a failure to recognise this need. The package cuts in half access to education and care services for low-income families and removes access altogether for others. What kind of nation allows a government to make this type of expenditure cut despite all the evidence of the positive impact and protective nature of participation in quality early learning settings, especially for children living with complex vulnerabilities? As Chairperson, I am proud that CCC was a minority voice advocating for continued funding during the time when this package was being debated.

Unlike some advocates, CCC was not prepared to compromise on something that was clearly not in the best interests of children, families and communities.

In analysing the issues facing the education and care sector, and the not-for-profit sector in particular, one of the critical factors we are facing is increasing corporatisation. Statistics show that the outside school hours care (OSHC) sector

in Victoria has 59% of services managed by private, third-party providers. Bain Capital, who owns Camp Australia, has proposed to combine Camp Australia and Junior Adventures Group (JAG), who operate OSHClub and Helping Hands Network. The Australian Competition and Consumer Commission (ACCC) is looking into the proposed merger. CCC does not support this merger. CCC believes that services profits and Australian taxpayer dollars should be reinvested into the communities in which services are being utilised, not into the share portfolios of foreign investors.

We should never forget the \$56 million paid by the Commonwealth Government to keep ABC Learning open after their corporate child care model collapsed in 2008, money that the wider sector missed out on.

CCC is concerned that the OSHC sector could face a similar crisis if corporate ownership is concentrated in one large entity. Corporatisation of the long day care sector is also increasing with at least three companies listed on the stock exchange and the strong likelihood of mergers in this sector.

On a positive note, I would like to thank our Executive Director Leanne Giardina and Deputy Executive Director Lynn Turner for providing outstanding leadership over the past year. Ongoing staff stability and continuity are evidence of the loyalty Leanne generates. As Executive Director, Leanne has continued to consolidate CCC's financial position and to forge exciting new partnerships and collaborations with other organisations in order to ensure that we can offer the best possible professional learning opportunities for the sector as well as being able to respond well to tendered projects.

I would also like to thank all members of the Board of Management for their expertise and the strong commitment they bring to the role of governance. As Chairperson, I would like to extend special thanks to the Executive, Linda Davison (Deputy Chair), Brian Newman and Sharryn Veale, and to the Finance Subcommittee, Linda Davison, Brian Newman and Anne Collins.

To Community Child Care Association members, thank you for your ongoing support for our work. Membership renewals and an increasing number of new members from across the sector is an indicator that our work as a peak body is recognised and appreciated.

CCC values the work of members in a wide range of roles within the education and care sector - members whose skills and knowledge are in most instances undervalued as evident by their lack of pay parity with other sectors of education.

CCC works collaboratively with local, state and federal governments in a range of projects and consultancies. CCC recognises that the State Government, through

the Department of Education and Training (DET) and the Victorian Curriculum and Assessment Authority (VCAA), continues to provide support for the education and care sector through policy initiatives, capital funding, scholarship funding, professional development programs, resource development and other projects.

CCC values working in partnership with other peak bodies, organisations and stakeholders. CCC believes that forging partnerships reflects an ethical and effective approach to our work in a complex and often highly competitive market.

Thank you,

Dr Anne Kennedy

Chairperson, CCC Board of Management

Executive Director's report



What a year it has been!

We have developed our first Reconciliation Action Plan (RAP) and it has been a journey of listening, collaborating and learning. It was wonderful to see members join our reference group along with representatives from our board and staff team, plus Auntie Rose Bamblett from the Victorian Aboriginal Education Association Incorporated (VAEAI). I want to thank everyone on the reference group for their time, support and willingness to learn and share with us during this process. A big thank you to Marli Traill, who has led our journey towards reconciliation over the past four years.

This was our first year delivering the Inclusion Support Program, which is funded by the Australian Government Department of Education and Training. Led by CCC, the Victorian Inclusion Agency (VIA) is delivered in partnership with Yooralla and KU Children's Services.

We had six weeks to have the program operational from the announcement that we had been successful. The three organisations worked closely and collaboratively to ensure we had staff employed and inducted, a live website, a 1800 number, offices opened across the state, the Specialist Equipment Library up and running, and that we were ready to deliver the program from 1st July 2016.

I am extremely proud of what we achieved as consortium partners in the lead-up to the tender writing which set the foundation for our work.

I want to thank Yooralla and KU Children Services for working alongside CCC in this extremely important program. It has been a pleasure working with you and we look forward to the next two years of delivery. VAEAI has also supported the VIA, building the capacity of our teams across the state. We thank the leadership team at VAEAI for their wisdom, support and ongoing commitment.

For CCC, the VIA has resulted in the growth of our staff team, now with 32 employees across offices in Preston, Ballarat, Bendigo, Mildura, Swan Hill and Whittlesea. It is the first time CCC has had physical offices in regional Victoria and we have enjoyed building relationships with local communities. A special thank you to the City of Whittlesea who has generously allowed two of our Inclusion Professionals to be co-located at their council offices.

I would like to thank the Department of Education and Training (Federal Government), Department of Education and Training (State Government), Victorian Curriculum and Assessment Authority, the Bastow Institute of Educational Leadership and HIPPPY Australia for contracting CCC to deliver some fantastic projects over the past twelve months, which you can read about in the following pages.

All this does not happen without strong leadership and governance which our board continued to provide this year under our Chairperson Dr Anne Kennedy. Thank you to our board members for their support, guidance, knowledge, expertise and overall strategic overview of CCC.

I would like to thank the committed, hard-working, ethical and loyal staff team at CCC. You are the reason CCC continues to succeed.

To our contractors who work with us, either to deliver projects or assist us in our internal operations, it has been a pleasure working with you.

Last but not least, thank you to our members – without you, we don't exist as a peak body. We appreciate your ongoing support and willingness to share your experiences with us. We also acknowledge your huge contribution to the education and care of Victorian children and families – the work you do is so important and we are very proud to support it.



Leanne Giardina
Executive Director

CCC's Reflect RAP



What does the RAP mean for me?

The development of a Reconciliation Action Plan (RAP) demonstrates to me Community Child Care Association's commitment to social justice and change; it represents the willingness to look beyond stereotypes and supports the development of relationships and opportunities for Aboriginal and Torres Strait Islander peoples. Mahatma Gandhi said 'You must be the change you wish to see in the world' - CCC certainly stands true to this concept.

I came on to the working group late last year and have been fortunate to observe and contribute to the progress that has taken place since then. Marli has proven to be a steady hand at the helm of this working group and has been a pleasure to work with. She ensures everyone's opinion and contributions are valued and respected. I am in Swan Hill so linking into meetings, email and phone contact has been the only way I could contribute to the development of the RAP; this has worked well.

It is inspiring to listen to the conversations at the working group meetings and hear the commitment that the group has to the development and implementation of the RAP. It is really interesting for me to hear what is happening in the metropolitan areas- experiences can be quite different in rural areas where 'everyone knows everyone' and there may be already well-established relationships.

The deliverables of the RAP are realistic and achievable which ensures it is a working, meaningful document that reflects the values and integrity of CCC and its workforce.

When it came time to discuss the layout and publishing of the document it was suggested perhaps some children's artwork would be appropriate. I have very good relationships with the educators at the Berrimba Multifunctional Aboriginal Children's Centre in Echuca; they were approached about the possibility of CCC using children's artwork in the document to which they agreed. The services who contributed have been acknowledged in the RAP, this has further strengthened the relationships between CCC and Berrimba and was an unintended but valuable outcome.

This has been a wonderful opportunity for me and I feel very fortunate to have been involved in the process and look forward to the next step of implementing the Reflect RAP then moving on to developing the Innovative RAP.

Nettie Adams
Senior Inclusion Professional

**100+ free
resources**



**More than 50
Inclusion
Professionals**



One For All

**Meaningful participation for all
children in education and care**

**1800 177 017
www.viac.com.au**

Victorian Inclusion Agency

From the excitement of new beginnings in July 2016 to the day-to-day running of busy offices in Melbourne, Mildura and many other places in-between, the Victorian Inclusion Agency has hit the ground running. Led by Community Child Care Association, the VIA is delivered in partnership with Yooralla and KU Children's Services.

In our first twelve months, the VIA has welcomed the equivalent of 60 full-time employees, created a brand new website, a 1800 number and a state-wide Specialist Equipment Library, published the first edition of our bi-annual magazine Embrace, delivered six Inclusion Expos with ACECQA and the Department of Education and Training (DET), collaborated with 11 major employers to scope out how we can best support services, plus much, much more!



Specialist Equipment Library

**800+ items
available for loan**

'We will continue building our knowledge and resources, and this includes our partnership with Faye, our Inclusion Professional. She brings us so much more than just support for accessing funding – she is an excellent sounding board and helps us build our capacity in the work we do every day for our children and their families.' – Nadia, Leapkids

Our inclusion support, practical strategies, mentoring and resources have seen us become a valuable go-to for 2900+ Victorian education and care services. From engaging with 37 local education and care networks to attending team meetings at services that are looking to build their capacity, our 50+ Inclusion Professionals are making a real difference to the lives of children across the state.

'We are excited about the prospect of as many mainstream Victorian ECEC services as possible becoming places where Koorie children, their families and the community feel acknowledged, welcome and included.'
– Matilda Darvall, VAEAI – VIA Partner

6 Inclusion Expos held across Victoria

'I have been able to network well
with a local Indigenous group
which was very insightful.'

'Wonderful events and lots of
takeaways from the session.'

'The presenters were so
knowledgeable and explained
with detail.'

'Recommend for all staff to attend
the next expo.'



Committed to excellence in service delivery, we are collaborating with specialist support providers, including FKA Children's Services (*fkaCS*) and the Victorian Aboriginal Education Association Incorporated (VAEAI). This has enabled us to share up-to-date information about the issues children and families may be facing, as well innovative strategies that can be used to minimise or eliminate any barriers to inclusion.

Working towards the inclusion of all children in education and care, we are proud to be leading such a strong consortium and couldn't be more excited for the next two years of delivery!

Julie Price

Program Manager



Policy and advocacy

The reform of how education and care is funded has been a major focus of CCC's policy and advocacy work this year. While we welcome the increased investment that will come with the *Jobs for Families* package we continued throughout 2016/17 to advocate for a more equitable funding package. This included lodging comprehensive submissions to the second and third Senate Inquiries that were held about the *Jobs for Families*, and appearing as witnesses at one of the Senate Inquiry hearings. It was beginning to feel like groundhog day!

In the end, the legislation was separated from the proposed cuts to welfare and income support for low-income families and we saw a commitment to ongoing funding secured for BBF services. Concerns still remain about the removal of some levels of priority of access, reduced access for some families in vulnerable situations and the demise of universal access to subsidised early childhood education for children under 4 years. We now are taking every opportunity to contribute to the development of the package and to lobby for tracking of the outcomes of the package including participation rates of families in disadvantaged groups and viability of services that provide significant support to them. Lobbying for universal access to early childhood education will continue to be part of our long game.

This year, changes to the NQF finally popped out of the NQF 2014 Review. CCC was pleased to see that many of the changes were in line with our recommendations and those proposals that we advocated against did not progress. Overall we can celebrate that we have still have a robust framework and that our advocacy along with the work from sector allies and members has made a difference here.

CCC has continued this year to take up lots of other opportunities to be the voice of community owned and not-for-profit services. This has included highlighting problems with private RTOs and their shortcutting practices, liaising with WorkSafe Victoria about their review of hazards in children's services, participating in state government consultations about the early years, lobbying for increased resourcing for the outside school hours care sector and supporting member services engaged in local issues.

Lynn Turner

Deputy Executive Director



Consultancies

We continue to deliver consultancy services on a fee for service arrangement – this year has seen us work with the following services/organisations:



Raleigh Street Child Care Centre

Hesse Rural Health Service



Windermere Family and Children Centre

Staff team

Amanda Chong
Annette J Adams
Cathrine S Kimber
Cathy M Darvill
Chloe J Sims
Chiarina Holmes
Dallas L ScottPitcock
Efthimia Bololias
Elizabeth A Hudson
Emma Keft
Faye Sakaris
Glenda J Nuridin
Helen Glouftsis
Jacinta C Butterworth
Jane R McCahon
Joanne Thorne

Julie V Price
Kathryn Kent
Kerry L Errington
Lauren M Milton
Leanne Giardina
Lyndall Rye
Lynn M Turner
Marli Traill
Melalie J Collie
Mikhala M Porter
Narelle J McNaughton
Nicole L Findlay
Pina Cannata
Reza J Tjoeka
Tarryn J Holland
Wilhelmina C Coles

Contractors

Angela Ditchmen	FKA Children's Services	Nutrition Australia
Anne Kennedy	Heather Barnes	Prisma
Bess Sajfar	Hello Creative	RFP Business Services
Bow & Arrow	Hydon Consulting	Ripplelogic
Bruce Hurst	J Sewell Consulting	Shift Consulting Group
Castlemaine Computers	Jo-Anne Shiani Adriansz-Morel	Stephen Gallen
Complex Care	Jobs Australia	Susanne Provis
Debbie Cole	Karen Glancy	Urban Discovery by Jenn Reed
Domestic Violence Resource	Kevcom	VAEI
Centre Vic	Lisa Bryant	Wunderkind Photography
ECMS	Louise Dorrat	Wurundjeri Tribe
Efront	Nelly Thomas Productions	
Elizabeth Roy	Nicola Susan Sutherland	

Projects

Courses, Resources, Networking, Partnerships and Collaborations: all in a year's work for CCC.

CCC delivered the final intake of the Bastow Institute of Educational Leadership course – *Collaborative Partnerships with Families and Communities*. This marks the end of a four-year project, eight intakes, over 250 participants from sectors including, primary schools, outside school hours care, long day care, Maternal Child Health, family day care, early intervention services, and kindergarten. While the project has ended, partnerships have been forged and we continue to engage with both the Bastow Institute and with course participants as they continue to build and foster effective and collaborative partnerships with their families and communities.

'I was hoping to be challenged and engaged and this has happened'

'Thoughtful, thought-provoking speakers and facilitators'

'The experience is very valuable and has not only helped me to reflect on my practice but also take action to improve.'

CCC facilitators continued work in eight (out of nine) regions across Victoria delivering the multidisciplinary *Assessment for Learning – Supporting Early Years Networks*, on behalf of the Victorian Curriculum and Assessment Authority (VCAA). From plans to seek access to a mobile bus for Maternal and Child Health nurses to shared research projects between a school and early years' service on the effectiveness of a range of assessment tools, participants and facilitators have seen some transformative thinking and practices with a lens on multidisciplinary approaches. Although this project has also come to an end, CCC has forged a strong collaborative partnership with the VCAA and is often approached for feedback and advice.

As we closed in on the 2016/2017 year, CCC in partnership with the State Department of Education and Training (DET), worked toward the completion of two resource development projects. In a commitment to better inform and support Victorian government schools to explore and establish a school-based OSHC service, the *Guide to Outside School Hours Provision* is in its final stages of completion. Completed in May were two resources sheets for both Kindergarten and LDC:

- *Early Start Kindergarten Grants: How they work in long day care centres, and*
- *Children in Out of Home Care: Information for long day care centres.*

In early 2017, a new partnership was formed, as CCC delighted in the success of a tender submitted to the Brotherhood of St Laurence (BSL), to undertake a curriculum review and re-development of the *Home Interaction Program for Parents and Youngsters* (HIPPY) Australia curriculum. HIPPY has a longstanding history and world-wide presence and CCC is working with BSL to bring a contemporary approach to the program activities whilst maintaining the integrity of such a powerful parenting engagement program. This work is set to continue into the following year.

Excerpt from CCC's Reflection Journal



This was created as a part of the Acknowledgement to Country at a professional development session I delivered at a kindergarten in South Melbourne.

The director moulded the clay into the base to represent a foundation and explained that it was reflective of my visit there. Then each educator was asked to place a stem of leaves into the clay foundation, and I was invited to do the same. The director then explained that it would be kept in the staff room as a reminder of the professional development session, and that even when the leaves begin to wilt and brown, we are all still held together through our shared experience and have a solid foundation supporting us.

Cat Kimber

Project Coordinator

Treasurer's report

Brian Newman

Treasurer

As discussed throughout this annual report, 2016/17 represented CCC's first year of service delivery under the new Inclusion Support Programme (ISP) contract with the Commonwealth Department of Education and Training. The contract was entered into in May 2016 and covers the three-year period 1 July 2016 to 30 June 2019.

The ISP is being delivered by the Victorian Inclusion Agency (VIA), which comprises CCC as the lead agent and contracting party, and KU Children's Services and Yooralla. The ISP contract provides for total funding of around \$26 million for the VIA over the three-year period.

Not surprisingly, the scope of services under the contract necessitated a major and rapid expansion in CCC's operations and its resultant financial activity, which is reflected in the financial results for the year, as per table 1.

Table 1

Summary results	FY2017	FY2016	FY2015	FY2014
	\$	\$	\$	\$
Income and expenditure				
Income	9,788,762	1,072,187	850,125	971,031
Expenditure	(9,770,555)	(1,102,093)	(919,044)	(1,098,336)
Net income (expense)	18,207	(29,906)	(68,919)	(127,305)
Assets and liabilities				
Cash	1,095,999	472,738	642,212	596,941
Other assets	136,691	196,906	178,009	108,200
Liabilities	(852,846)	(308,007)	(428,678)	(244,679)
Net assets	379,844	361,637	391,543	460,462

CCC's income for the year grew to \$9.8 million, mainly for the impact of the new contract, a marked increase on the prior year's \$1.1 million. \$6.7 million of this income related to amounts for VIA partners. Excluding this income, CCC's income for the year was \$3.1 million.

As expected, the majority of annual income comprised grant funding, both for the ISP and other smaller projects. Pleasingly, CCC's other non-grant income lines performed at similar levels to the prior year, again generating over \$400,000 in revenue. This reflected the association's ongoing efforts to engage, support and work collaboratively with stakeholders, a solid result given the resources diverted to the implementation and delivery of the ISP contract.

Expenditure was accordingly up, by a commensurate level, including for amounts disbursed to VIA partners. The growth reflected a three-fold increase in operations and service delivery compared to the prior year, including for the required additions to our staff team and our expanded presence in Melbourne and regional Victoria. Expenditure was well managed and remained aligned with budgeted objectives throughout the year.

Overall financial performance for the year continued the trend of an improving 'bottom line' over recent years (during CCC's regeneration period), with CCC posting an operating surplus for 2016/17 of \$18,207. This is a notable achievement and reflects the great efforts of the whole CCC team, particularly in negotiating risk and managing substantial change. Notwithstanding, given the complex and competitive environment we operate in, budgetary challenges remain ongoing.

As a result of the operating surplus for the year, the association's net assets/equity level at 30 June 2016 increased by 5% from a year ago, to \$379,844 (June 2016: \$361,637). Almost all of the balance comprised cash and other 'liquid' amounts. Our overall cash level at year end was more than double that of the prior year, though the increase mostly reflected ISP grant monies received in advance (and treated as offsetting liabilities) tied to future activities. CCC's financial position continues to provide a reasonable financial buffer for the association and we continue to closely monitor reserves with reference to operating requirements.

In terms of the foreseeable future, overall financial activity should continue at this expanded level, at least for the next two financial years, as we deliver the requirements of the current ISP contract.

The board once again sincerely thank all in the CCC team for their incredible dedication and positivity and for embracing the challenges and opportunities over recent years, with special mention for your tremendous efforts over the last twelve months in implementing and running the ISP. We also extend our gratitude to our partners and members for their ongoing commitment in working with us to support and promote quality education and care services and improve life outcomes for children.

Financial statements

Community Child Care Association Inc.

Summary financial statements for the year ended 30 June 2017

Important notice

Information used in the summary financial statements is extracted from the full financial report of Community Child Care Association Inc. ("CCC") for the year ended 30 June 2017. The full report provides more details on the financial performance and position of CCC, including a description of the accounting policies adopted by CCC, explanatory notes and the independent auditor's report. The full report is available separately on request from CCC or via download at www.cccinc.org.au.

Summary statement of income and expenditure for the year ended 30 June 2017

	2017 \$	2016 \$
Income		
Grants and service agreements	9,368,275	640,438
Trainings, conferences and consultancies	277,072	285,414
Membership fees	90,003	86,770
All other income	53,412	59,565
Total income	9,788,762	1,072,187
Expenditure		
Employee benefits expense	1,814,228	512,778
Service delivery costs	932,064	423,267
Grants distributed *	6,650,827	-
All other expenses	373,436	166,048
Total expenditure	9,770,555	1,102,093
Net result for the period	18,207	(29,906)

* Amounts transferred to Victorian Inclusion Agency partners under the Inclusion Support Programme.

Summary statement of financial position as at 30 June 2017

	2017 \$	2016 \$
Assets		
Cash	1,095,999	472,738
Receivables	114,160	184,690
Prepayments	17,500	4,496
Equipment assets	5,031	7,720
Total assets	1,232,690	669,644
Liabilities		
Payables	131,702	120,181
Provisions	174,518	80,785
Income received in advance	546,626	107,041
Total liabilities	852,846	308,007
Net assets	379,844	361,637
Equity		
Reserves	205,031	207,720
Retained surplus	174,813	153,917
Total equity	379,844	361,637

Community Child Care Association Inc.

Summary financial statements for the year ended 30 June 2017

Summary statement of changes in equity for the year ended 30 June 2017

	Retained surplus \$	Reserves \$	TOTAL \$
Balance at 1 July 2015	156,775	234,768	391,543
Net result for the period	(29,906)		(29,906)
Reserve transfers	27,048	(27,048)	-
Balance at 30 June 2016	153,917	207,720	361,637
Net result for the period	18,207		18,207
Reserve transfers	2,689	(2,689)	-
Balance at 30 June 2017	174,813	205,031	379,844

Summary statement of cash flows for the year ended 30 June 2017

	2017 \$	2016 \$
Receipts from grants and service agreements (inclusive of GST)	10,789,436	618,558
Receipts from customers / other (inclusive of GST)	516,746	435,877
Grants distributed (inclusive of GST)	(7,315,910)	-
Payments to suppliers and employees (inclusive of GST)	(3,146,703)	(1,181,777)
Interest received	29,661	11,703
Net GST recovered from (paid to) ATO	(249,969)	(51,390)
Purchase of equipment	-	(2,445)
Net increase (decrease) in cash held	623,261	(169,474)
Cash at beginning of year	472,738	642,212
Cash at end of year	1,095,999	472,738





Community Child Care Association

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