



ANNUAL REPORT 2022



Community
Child Care

Vision into Practice



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Acknowledgement of Country

Community Child Care Association (CCC) acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation and the Traditional Custodians 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 and present. We acknowledge the strength of family connection and kinship within Aboriginal and Torres Strait Islander communities and their ongoing dedication to educating and caring for children. Sovereignty of these lands was never ceded.



Artwork by Yorta Yorta and Gunnai artist Dixon Patten.



Our visions, mission and priorities

Visions (why we exist)

For the sector

Excellent early childhood and outside school hours education and care for all

For CCC

Thriving and valued community and not-for-profit services delivering the best outcomes for children and families

Mission (what we do)

To lead, support and advocate for accessible high-quality opportunities for children and families

Strategic priorities (how we do it)

1. Deliver for our members

Reimagine membership so that it's relevant and accessible

2. Shape the sector

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

3. Build community

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

4. A thriving organisation

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



A message from Julie and Linda

The last 12 months have certainly been eventful for CCC and our sector.

In May, we were finally able to come together face-to-face to celebrate our 50th birthday. We were joined by some of our founding mothers and so many others who have shared their time and talents with our organisation – it was a truly heart-warming evening.

Launching our advocacy roadmap, we shared the signposts we envision can shape the future of education and care for all Australian children and families over the next 10 years. We thank our Policy and Advocacy Sub-Committee for bringing this to fruition.

Our advocacy work has seen us in the national spotlight to discuss the 2022 federal election, the pressures faced by our sector and children's wellbeing. We're delighted the new government has expressed clear intentions to expand and strengthen education and care, but we know our work is far from over.

Post-pandemic, we have seen staff shortages, sickness and pressures on our workforce unlike any before. Our advocacy has led to increased access to vital supports like rapid antigen testing and air purifiers, funding and initiatives to train and upskill educators and a state government commitment to expand funded Kindergarten programs, alongside the establishment of 50 not-for-profit services.

We worked closely with Early Learning Association Australia (ELAA) to assess the potential for our two organisations to amalgamate, but after careful consideration, the decision was made not to

proceed. Our collaboration with ELAA across a range of projects continues and we look forward to nurturing CCC for many years to come.

The strain on the education and care workforce has meant the Victorian Inclusion Agency (VIA) has seen unparalleled demand. We thank our Inclusion Professionals, who continue to deliver outstanding services and improved outcomes for children.

Our training and consultancy services have been highly sought after, with overwhelming requests for professional development and coaching. Our service delivery consistently receives positive feedback and empowers educators to develop their skills throughout trying conditions.

Our digital event, The OSHC Conference 2022, saw educators from across Victoria join us to network, share insights and learn. We also debuted The Educational Leaders Conference, a one-day virtual event free for all, made possible thanks to Warawong Professional Learning Grants. This event saw over 900 registrations and outstanding reviews from attendees.

We would like to thank our CCC team, who work tirelessly to provide much-needed support to our sector, maintain day-to-day operations, facilitate and host events, communicate important messages and empower CCC to be the very best it can be.

We couldn't have done it without you.

Julie Price
Executive Director

Linda Davison
Chairperson

Our impact

10,429

SOCIAL MEDIA FOLLOWERS RECEIVE VITAL SECTOR UPDATES AND VALUABLE RESOURCES DAILY

2,282

PEOPLE REGISTERED FOR OUR TRUSTED MONTHLY WEBINARS

91%

OF PARTICIPANTS WERE READY TO CHANGE THEIR PRACTICE AFTER UNDERTAKING PROFESSIONAL DEVELOPMENT WITH OUR EXPERIENCED EDUCATION AND CARE CONSULTANTS

99%

OF OUR OSHC CONFERENCE 2022 ATTENDEES PREDICTED THEIR PRACTICE WOULD BE STRENGTHENED BY THE EVENT

40%

OF CCC MEMBERS HAVE A RATING OF EXCELLENT OR EXCEEDING THE NATIONAL QUALITY STANDARD, COMPARED TO 24% OF ALL VICTORIAN CHILDREN'S SERVICES

12,997

VISITS WERE CONDUCTED TO SUPPORT INCLUSION AT CHILDREN'S SERVICES BY THE VIA

98%

OF ALL VICTORIAN SERVICES MET WITH THEIR LOCAL INCLUSION PROFESSIONAL, RISING FROM 96% IN THE PREVIOUS 12 MONTHS

1,336

SERVICES RECEIVED INCLUSION SUPPORT FUNDING TO ASSIST IN OVERCOMING BARRIERS TO INCLUSION

Strategic priority 1: Delivering for our members



Centre Director Carolyn, Educational Leaders Brooke and Sam and Centre Manager Sarah from CCC member service, Hawthorn Early Years, share how our consultant Narelle helped them put their best foot forward for A&R.

Hawthorn Early Years, known by our community as 'HEY', is about 10 years old. We're a 150-place not-for-profit service, with nine classrooms all the way from four months old to kindergarten. We have early childhood teachers leading all of our classrooms. We're lucky enough to have two full-time educational leaders, a centre director, a centre manager and a great management team.

We did some work with CCC consultants Narelle and Bryony in 2021 around understanding the National Quality Standard Exceeding themes. As we hadn't been assessed since 2015, we knew assessment and rating (A&R) was coming and wanted to get prepared.

This year, Narelle assisted our board to hire our new director Carolyn. Then, after a lot of changeover in the leadership team, we got notification of A&R. After not having any recognition since 2015, and going through some really challenging times, the doubt started to creep in. Our first point of call was to reach out to CCC for support.

As our educators were already familiar with Narelle, it was comforting and encouraging to have her visit each week. It felt like a safe space for robust conversations. Narelle helped consolidate our vision for HEY and instil confidence back into the team that we were on the right path.

Instead of giving us all the answers, Narelle gave our team respect and agency by provoking critical reflection on why we do what we do.

For example, Narelle asked why we had displays of children's work up in each of our rooms. It was our way of making our learning visible. After reflecting on this, we were able to make our displays more purposeful and link them to the National Quality Framework.

Narelle also offered suggestions around actually writing up our Quality Improvement Plan – how to articulate and showcase the great things we were already doing and tell the story of our Exceeding themes.

Our consultation with Narelle has highlighted the great support we provide to our team, the communications we have with families and our respectful relationships with children. We put children at the heart of all decision-making.

We've been able to measure ourselves against other services and discover that although we've experienced challenges, we're in a great position. It's not just an accident – our dedicated, passionate team has worked hard to build our service culture. It's lovely to know the practices we're proud of are authentic and visible in our classrooms.

We're so proud to share that we received Exceeding in all 7 Quality Areas!

"When I first came on board our staff were under a lot of pressure filling the gaps that came with COVID and challenges in the sector. Everyone was tired.

It was so great to know Narelle was there for us. I could take the time to get to know the team, while Narelle was looking after the A&R side of things.

Now, we have a fully-fledged leadership team again and everything feels positive, light and upbeat in terms of where we're headed."

Carolyn Smart
Centre Director,
Hawthorn Early Years



Strategic priority 2: Shaping the sector

CCC has established roots as an advocate for community-owned, not-for-profit children's services. Whilst we have helped to shape high-quality education and care for millions of children, our mission to ensure all Australian children and families can access and benefit from education and care continues.

After consultation with a dedicated working party group led by CCC consultants, we devised our 2022–2032 advocacy roadmap. Our roadmap, launched in May 2022, articulates a clear vision for Australia's education and care system over the next 10 years and outlines the steps necessary to bring this to fruition.

We established four key signposts to guide our journey and maintain accountability by ensuring all work undertaken aligns with our vision.

Signpost 1: Access for all

It's clear that many children aren't getting the support they need. By addressing the participation barriers to early education and outside school hours care, all Australian children can reach their potential.

By 2032, the key components of equitable access are:

- Free education and care services
- An effective funding model
- First Nations-specific services where Aboriginal and Torres Strait Islander children can learn and develop in culturally safe settings
- Each child and every family feels they belong
- Children's rights and First Nations perspectives are embedded in all components.

Signpost 2: Quality education and care

More than just ensuring young learners are developmentally ready for school, research shows the early years are critical for establishing life-long health and wellbeing.

By 2032, the key components of quality are:

- Contextual: Education and care is localised to meet the specific needs of each community
- Ethical: Children's voices are heard and children's best interests come first



- Political: Outcomes are measurable justifying the investment in education and care and highlight how quality is continuing to improve
- Relational: Respect between educators, families, children and communities
- Meaningful: The sector is easily understood and valued by the community
- Aesthetical: Beauty, creativity and the natural environment are valued in education and care settings
- Accountable: Individuals/providers are responsible for outcomes.

Signpost 3: An empowered workforce

It is impossible to build a high-quality education and care system if the recruitment, retention and compensation of early childhood teachers and educators is not addressed.

By 2032, the key components of an empowered workforce are:

- Highly qualified: Clear career pathways, more degree qualifications available and support for additional skills training
- Well remunerated: There is a national industrial instrument with pay and conditions that reflect the skills and responsibilities required, and is comparable with other sectors requiring equal or comparable skills and responsibilities
- Well resourced, appropriately supported: There is a funded employee assistance program, subsidised professional learning, diversity support and appropriate ratios

- Valued and respected: Stakeholders acknowledge and respect the value education and care adds to society.

Signpost 4: Sector sustainability

Not-for-profit and community-owned and managed services that are valued by government and community, and are appropriately resourced, are the future of our sector.

By 2032, the key components of sector sustainability are:

- Government investment in not-for-profit and community-owned and managed services
- Community-owned and managed services in every community
- A robust planning system that ensures services meet the specific needs of their communities.

Our advocacy roadmap guides our day-to-day activities and shapes CCC's strategic way forward. The task ahead is great and not possible without the collaboration of key stakeholders, including all levels of government and the broader community.

As each action is completed, we edge closer to a brighter future for our workforce, children and families across the country.



Discover the full roadmap and its theoretical underpinnings:
bit.ly/3CpqRA



Strategic priority 3: Building community

Su Ann, Coordinator and Educational Leader at Deutsche Schule Melbourne OSHC, shares how her Inclusion Professional Sonia helped her connect to her local community to improve outcomes for children and families.

Deutsche Schule Melbourne is a German-English bilingual primary school with an intimate community of about 140 students. I'm both the coordinator and educational leader of our OSHC program.

When I first started, it was an entirely single-model service. We had less than five children attending before-school care and only 10 at after-school care. After slowly growing beyond full capacity, we recently hired a part-time educator to work with me in the afternoons. We now cater to 15 children before school and 30 after school – we're even considering expanding our after-school care intake to 45 or 60 children.

For a long time, I was the only staff member at the school from an early childhood background. This

made getting feedback on my work very difficult. There were no resources available to formally evaluate my programming and planning. All the responsibility was on me and I had no idea if I was doing things right or wrong.

Everything changed when I reached out to my Inclusion Professional, Sonia.

While none of my children have high support needs, there are many barriers to inclusion that come with being a single educator. Sonia assisted me to develop a Strategic Inclusion Plan and implement strategies to ease the load. For example, she suggested delegating some responsibilities to the children! They put on lanyards and led activities. They found this really empowering.

In a mentoring session with Sonia, I shared concerns about my service's upcoming assessment and rating. I wanted a fresh pair of eyes on my practices to offer feedback. Sonia connected me to Jude, an educator at another local single-model OSHC service.

Jude and I haven't stopped exchanging ideas since. Through speaking on the phone and visiting each



other's services, we shared so much knowledge about policies, procedures and programming. We felt this strong sense of mutual purpose, which reignited my passion for working with children.

Connecting to your community is so important for gaining respect and acknowledgement for the work you're doing. I finally found some affirmation I was on the right track and didn't feel so alone.

My connection with Jude sparked creative change in both of our services. The teachers started asking me, 'Su Ann, what are you doing at OSHC that's getting the students so excited?'. When the children moved from OSHC to class in the morning, they were buzzing. At the end of the school day, they would chat amongst themselves saying 'I'm going to OSHC – are you?'

I think the children love OSHC because it's a platform to build relationships with people from different age groups and learn life skills. When families come at pick-up time, they don't mind waiting to let the



"If you're a single-model service or any service that needs support, your first step should be to reach out to the VIA. The VIA gives all-rounded advice in quality and inclusion, and can facilitate connections with your local community."

Su Ann Soon
Coordinator and Educational Leader,
Deutsche Schule Melbourne OSHC

children play a little longer. Families have told me how grateful they are to have that chance to swap contacts. Just as Sonia and Jude have been a support system for me, my OSHC families are connecting and supporting each other.



Strategic priority 4: A thriving organisation

Over the last 12 months, CCC has continued to commit to acknowledging, learning from and embedding Aboriginal and Torres Strait Islander perspectives throughout our organisation. We thank the Victorian Aboriginal Education Association Inc (VAEAI) for our collaborations through both CCC and the VIA.

With sadness, we acknowledge the passing of Yorta Yorta/Wiradjuri woman Aunty Rose Bamblett. Aunty Rose was a founding member of our Reconciliation Action Plan (RAP) working group, guiding us through two RAPs with her vast knowledge of the early childhood sector and dedication to supporting Koorie families. We're deeply grateful for the opportunity to have learnt from Aunty Rose, who inspired our organisation in many ways that will live on in future RAPs.

As Victoria and Australia re-opened, the CCC team had the privilege of attending the Australian Reconciliation Convention, the National NAIDOC Week Awards Ceremony and Early Childhood Australia's Reconciliation Symposium. Through each unique learning opportunity, our awareness of Aboriginal and Torres Strait Islander experiences grew.

As a team, we took time out to reflect during National Reconciliation Week. We marked National Sorry Day as a chance to acknowledge the strength of Aboriginal and Torres Strait Islander communities and reflect on our individual responsibilities in the ongoing healing process for the Stolen Generations. On Remembrance Day, we honoured First Nations veterans and the sacrifices made for our communities.

Our team came together from across the state to join Wurundjeri Elder Uncle Bill Nicholson Jnr on Country to share stories, explore local vegetation and learn of its significance to the Traditional Owners of the land on which we met, the Wurundjeri people of the Kulin Nation.

Aboriginal perspectives were at the forefront of CCC's 2022 OSHC Conference. The conference opened with a video from Multifunctional Aboriginal Childcare Service, Berrimba Childcare Centre, whom we thank dearly for their support. We also had the honour of hearing from Gunditjmara Elder Uncle Trevor Gallagher – First Peoples' Assembly member, GunaiKurnai man and co-founder of Wayapa Wuurrk Jamie Thomas, and representatives from VAEAI, Gunditjmara woman April Clarke and Gunditjmara man Professor Mark Rose.

Over two days, the conference explored connecting to Country, supporting reconciliation and cultural safety in education and care and ways services can optimise funding to engage their local First Nations leaders to foster inclusion.

Our journey ahead is exciting, with our team ready to incorporate feedback from VAEAI to renew our RAP in the new year. In 2023 and beyond, we look forward to broadening our work to honour and amplify Aboriginal and Torres Strait Islander voices and help to improve outcomes for Aboriginal and Torres Strait Islander children and families.

Treasurer's report

This financial year marks CCC's sixth consecutive year of service delivery under the Inclusion Support Program (ISP) contract, funded by the now Commonwealth Department of Education (DoE). The VIA, the Victorian agency under the ISP, is led by CCC and delivered in partnership with KU Children's Services and Yooralla. Our initial three-year contract has been extended once again, now due to end on 30 June 2023. CCC's operations and financial activity will continue to reflect expanded levels of activity as we continue to deliver this vital project.

In 2021–2022, CCC was funded by the DoE to deliver the Child Information Sharing Capacity Building Grants Program, which aims to build workforce awareness of and confidence in using the Child Information Sharing Scheme (CISS) to promote child safety.

Following Government advice to minimise COVID-19 transmission within the workplace, the OSHC Conference 2022 was delivered virtually. Despite this, the conference attracted over 140 participants and led to a 15 per cent increase in OSHC service membership. The DoE contributed \$10,000 towards the cost of the conference.

COVID-19 restrictions, are still disrupting our sector and community at large. Due to this, CCC's overall financial activity returned a deficit of \$132,584.

Although the net result was a deficit, CCC's financial ratios are well above the threshold. Our organisation has sufficient assets to meet its obligations,

including the provisions of employee entitlements. Our organisation continues to provide an exceptional workplace, with 79 per cent of staff reporting feeling positive about their work in a recent survey.

CCC recorded an income of \$8.90 million for the year and incurred an expenditure of \$9.03 million, \$5.4 million of which related to amounts for our VIA partners.

The organisation's net assets at 30 June 2022 stood at \$1,051,081 – the net of gross assets totalling \$3.8 million, less liabilities of \$2.73 million. This level of net assets continues to afford CCC an accountable financial buffer to continue to deliver our large body of work.

The CCC board expects that while restrictions surrounding COVID-19 may phase out in the next financial year, the wider operating environment will continue to experience significant changes. CCC's operations will continue to be monitored and adjusted as necessary, but the board trusts the organisation will continue to meet its ongoing obligations.

On behalf of the board, I thank CCC staff for working tirelessly in advocating for Australian children, families and children's services. We also thank CCC's partners and members for their support and commitment to our community.



Brian Newman
Treasurer

Summary statement of income and expenditure for the year ended 30 June 2022

	2022 \$	2021 \$
Income		
Grants and service agreements	8,579,579	9,822,394
Trainings, conferences and consultancies	228,336	194,844
Membership fees	80,345	75,254
All other income	8,484	706,039
Total income	8,896,744	10,804,060
Expenditure		
Employee benefits expense	2,678,236	2,351,018
Service delivery costs	551,040	528,465
Grants distributed*	5,436,370	7,111,932
All other expenses	363,682	325,511
Total expenditure	9,029,328	10,316,926
Net result for the period	(132,584)	487,134

* Amounts for Victorian Inclusion Agency partners under the Inclusion Support Program.

Summary statement of financial position as at 30 June 2022

	2022 \$	2021 \$
Assets		
Current assets		
Cash and cash equivalents	1,863,595	5,131,532
Receivables	1,934,574	64,627
Prepayments	83	7,334
Non-current assets		
Equipment assets	1,000	1,178
Right-of-use assets	13,671	13,932
Total assets	3,812,923	5,218,603
Liabilities		
Current liabilities		
Payables	1,415,853	2,740,018
Lease liabilities	14,203	14,324
Income received in advance	859,857	734,937
Provisions	558,601	489,816
Non-current liabilities		
Provisions	28,277	55,843
Total liabilities	2,761,842	4,034,938
Net assets	1,051,081	1,183,665
Equity		
Reserves	200,608	200,786
Retained surplus	850,473	982,879
Total equity	1,051,081	1,183,665

Summary statement of changes in equity for the year ended 30 June 2022

	Retained surplus \$	Reserves \$	TOTAL \$
Balance at 1 July 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
Net result for the period	(132,584)		(132,584)
Reserve transfers	178	(178)	
Balance at 30 June 2022	850,473	200,608	1,051,081

Summary statement of cash flows for the year ended 30 June 2022

	2022 \$	2021 \$
Receipts from grants and service agreements (inclusive of GST)	7,515,839	10,375,324
Receipts from customers/other (inclusive of GST)	381,013	1,113,798
Grants distributed (inclusive of GST)	7,038,788	(5,528,348)
Payments to employees and suppliers (inclusive of GST)	3,694,048	(2,855,230)
Interest received	2,387	4,695
Net GST paid to ATO	(388,096)	(295,812)
Net change in cash held	(3,267,937)	2,814,427
Cash at beginning of year	5,131,532	2,317,105
Cash at end of year	1,863,595	5,131,532

Our board



Linda Davison – Chairperson
Coordinator,
Clarendon Children's Centre
15 years' service



Dr Bruce Hurst – Deputy Chairperson
Academic and Education Consultant
8 years' service



Barry Hahn
Manager,
Moreland City Council
12 years' service



Christine Straubinger
Principal Director and Early Childhood Consultant,
Ripple Logic
3 years' service



Ben Mason – Secretary
Coordinator,
Outside School Hours Care Westgarth Primary School
2 years' service



Brian Newman – Treasurer
Former Manager of Children's Services,
University of Melbourne
13 years' service



Dr Kylie Smith
Associate Professor of Early Childhood Studies,
Melbourne Graduate School of Education
5 years' service



Sigi Hyett
CEO,
Northern Schools Early Years Cluster Inc.
5 years' service



Community Child Care Association

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