



ANNUAL REPORT 2023





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.

[View our Reconciliation Action Plan >](#)



Dixon Patten – Yorta Yorta and Gunnai artist

The artwork presented on the previous page is by Yorta Yorta and Gunnai artist Dixon Patten. It depicts the cultural learning journey Community Child Care Association (CCC) is on. This artwork represents how culture, community and connection are vital to Aboriginal people.

'The central circle represents CCC implementing change through their Reconciliation Action Plan (RAP) and the positive impacts it will have on the community. The pathways represent everyone's individual journey, but especially their education journey. The different colours represent different people coming together to share and learn from one another. The two other large circles represent programs and the RAP actions being implemented that will influence individuals, families and communities. The smaller circles represent diverse mobs and communities within our larger community. The boomerangs signify returning to culture and adopting values that connect, nurture and sustain families. Kangaroo and emus can't walk backwards so their footprints represent walking forward, together.'





A MESSAGE FROM OUR EXECUTIVE DIRECTOR AND OUR CHAIRPERSON

What a year it has been!

After the launch of our Advocacy Roadmap in 2022, we've spent the past 12 months forging ahead toward our vision of free, high-quality education and care for all Australian children.



Although our Advocacy Roadmap felt 'pie in the sky' when we created it, mapping out our three- and ten-year strategic priorities has really consolidated our focus and identity as an organisation.

In the 2022-2023 financial year, cost of living pressures saw education and care become a topic of increased political interest. Never before had there been such a strong desire in the community for education and care policies that reflect the shared Australian values of fairness, opportunity and equality.

For this reason, we've seen much more openness from federal and state governments to prioritise and invest in our sector. Our advocacy has gained traction and there have already been some

exciting wins – such as the \$72 million in funding allocated in the federal budget to support the skills and training of educators and teachers.

That being said, lasting COVID impacts – like staff shortages, illness and burnout – have continued to put strain on our sector. **Educators and teachers deserve better**, which is why we're campaigning for a much-needed multi-employer bargaining agreement for our sector. As one of only four employer representatives in Australia, we've been busy at the national table doing everything we can **to make sure that educators and teachers are fairly remunerated** for their important work. We've still got a lot of work to do to get there, but we're feeling optimistic and excited about what's to come.

On that note, we would like to extend a big thank you to our passionate and dedicated CCC team, who have worked hard to support our members, our education and care workforce and each other, to aim high and dream big for our sector.

Julie Price
Executive Director

Linda Davison
Chairperson

CONTENTS

05 A message from our Executive Director and our Chairperson

06 Our year at a glance

07 An update on our Reconciliation Action Plan

08 Our strategy in action

09 Signpost 1: Access for all

10 Signpost 2: Quality education and care

11 Signpost 3: An empowered workforce

12 Signpost 4: Sector sustainability

13 Signpost 5: A thriving peak

14 Treasurer's Report and Financial summary

20 Our board

21 What our community is saying about us



OUR YEAR AT A GLANCE

386,245

people received vital sector updates via our Facebook page – a 201% increase from the previous 12 months. Our LinkedIn followers also increased by 41% over the past year

2779

people registered for our webinars and conferences, learning together about topics such as professional practice, new grants and funding, nutrition and wellbeing – a 22% increase from the previous 12 months

13,177

online or virtual visits from Inclusion Professionals were made to Victorian services to ensure every child has the chance to experience the proven benefits of education and care

84%

of all professional development leads resulted in sales – a 15% increase from last financial year

97.8%

of those who participated in our professional development reported they were likely to share their learning after undertaking the training, indicating that our programs are valued by participants and fill a gap in professional learning across the sector

93%

of our OSHC Conference attendees reported they were likely to change their practice after attending the event, mobilising educators in transforming their learning into improved practice

80%

of approved providers of education and care services are standalone or small providers who are represented by CCC

16

meetings and discussions were held with ministers to raise the voices of our sector to a national level



Photo of a joint artwork by the Victorian Aboriginal Education Association and the Victorian Inclusion Agency. Used with permission.



AN UPDATE ON OUR RECONCILIATION ACTION PLAN

Our 'Innovate' Reconciliation Action Plan (RAP) is centred on our belief that all First Nations children and families should feel welcome and included in children's services, and that every child – no matter their background – should learn about Aboriginal and Torres Strait Islander histories and cultures.

'Innovate' is the second RAP stage after 'Reflect', and before 'Stretch' and 'Elevate'. Innovate commitments are designed to gain a deeper understanding of an organisation's sphere of influence, and establish the best approach to advance reconciliation. Some of the key areas of focus for our Innovate deliverables have been learning together, growing our relationships and championing First Nations voices.

Learning together

This financial year, elder Uncle Trevor Gallagher guided our RAP working party group to deepen their thinking about reconciliation and critically reflect on our deliverables. We have focused on broadening and strengthening our sphere of influence with RAP deliverables engaging our 700+ members, 9,700+ Facebook followers and our stakeholders.

Learning together was also a priority for the broader staff team who took part in a wide range of events – from attending the ECA Reconciliation Symposium in Hobart to hosting a traditional smoking ceremony for National Reconciliation Week and extending an invitation to other staff at our office building.

Growing our relationships

Encouraging staff to grow respectful relationships with First Nations organisations has been top of mind. In this financial year, we have been accepted as an associate member of SNAICC, held a staff fundraiser to support the Victorian Aboriginal Child Care Agency's Child in Care

fundraising program, and created a collaborative artwork with the Victorian Aboriginal Education Association Incorporated (VAEAI) at the Aborigines Advancement League.

Championing First Nations voices

This May, Meena Singh, Commissioner for Aboriginal Children and Young People, was a keynote speaker at our OSHC Conference. Following her session, a panel of Aboriginal women brought their perspectives on how we can provide education and care that nurtures, supports and creates a true sense of belonging for the next generation of children and families.

We have also been active in our allyship during the Voice Referendum, amplifying First Nations voices and sharing resources to help education and care services understand the Voice to Parliament, and how they can support First Nations wellbeing during this time.

Next steps

While we are a small non-for-profit organisation, we have big ambitions in the reconciliation space. However, resourcing challenges have impacted a number of our deliverables. For example, we are yet to improve our First Nations employment outcomes, and we have identified the need for a more rigorous approach in scheduling reviews of our policies and procedures to ensure First Nations knowledge and cultural safety is embedded across our operations.

Going forward, we look to prioritise some deliverables with our available resources, and to work with others who could potentially help us to progress. Excitingly, we have already registered for our second 'Innovate' RAP so we can strengthen the deliverables we have been working towards. Watch this space!

OUR STRATEGY IN ACTION

We believe that every child deserves to enjoy the proven benefits of education and care.

Our ten-year roadmap articulates our vision for Australia's education and care system, and how we intend to bring this to fruition. It forms the basis of a collaborative effort, led by CCC, to pursue common sector goals.

Our roadmap includes five signposts that guide us as we transform our vision for children's education and care into reality:



Signpost 1: Access for all

Free, universal early education and outside school hours care for all



Signpost 2: Quality education and care

A high-quality sector that prioritises the voices of children



Signpost 3: An empowered workforce

Our workforce is valued and supported



Signpost 4: Sector sustainability

Not-for-profit and community-owned and managed services are appropriately resourced and valued by government and community



Signpost 5: A thriving peak

The not-for-profit education and care sector is well represented and supported

As we head into FY23-24 and the second year of our Advocacy Roadmap, it's clear that change is on the horizon. In this report, we share just some of the many successes we've had under each signpost over the past financial year.



Discover the full roadmap and its theoretical underpinnings:
www.cccinc.org.au/advocacy-roadmap



SIGNPOST 1: ACCESS FOR ALL

Supporting all children means supporting all educators

Over the past year, the Victorian Inclusion Agency (VIA) received 8658 requests for inclusion support (a 9% increase from the previous 12 months). Inclusion Professionals contacted 98% of services across Victoria either in person or virtually, with 93% of services making inclusive changes in their service as a direct result of this support. One such service is Nido Early School Kingsbury – a brand new service that sought help from their Inclusion Professional (IP), Letishia. Nido Early School Kingsbury's Curriculum Leader, Jessica, shares how the team came together to strengthen their inclusive practice and empower children and educators to regulate big emotions:

'Nido Early School Kingsbury opened in mid-2022. As a new service, our educators had varying levels of experience. One of our kinder rooms was a busy space, with many children presenting with behaviours that resulted in a complex group dynamic. Our kinder team was feeling overwhelmed. We had never experienced such complicated or escalated incidents before. So, we reached out to our IP Letishia to access immediate support and collaborated to create a Strategic Inclusion Plan.



With Letishia's help, we were able to access funding for additional educators to increase the overall level of support our educators could provide the children

This allowed our team to focus on co-regulating alongside children during moments of distress and emotional outbursts.

'Our educators had the opportunity to workshop approaches to children's escalated behaviours with Letishia. We focused on understanding how trauma, neurodivergence and sensory processing can impact children's ability to self-regulate. On reflection, we found our room routine wasn't always consistent. This meant some children were unable to understand what was happening throughout the day, making transition times difficult for them. So, our team established a consistent daily routine. We strengthened our new routine with visuals depicting times and images of what would occur throughout the day.



'I wanted my team to feel supported, so I focused on celebrating the amazing work they were doing to include all children.

I noted small wins, like "All children joined group time today" or "We only had two emotional outbursts". We focused on changing our mindset from "This is too hard" to "How can I support myself, the child and the room during this time?". We had a challenging year, but my team grew stronger together and learnt the importance of reflecting on our practice when facing challenging behaviours. We discovered that colleagues are our greatest asset – leaning on each other when we feel overwhelmed or exhausted is essential to maintaining wellbeing in the workplace. Further, reaching out to allied health professionals, inclusion support and Preschool Field Officers is so important. Without the support of our IP, our year would have been very different!



SIGNPOST 2: QUALITY EDUCATION AND CARE

A voice for our members

One of the key aspirations under the 'Quality education and care' pillar of our Advocacy Roadmap is to have all local governments investing in education and care services that meet the specific needs of their communities. This year, we continued to push for local governments to prioritise children's education and care as a vital community function.

Our Executive Director, Julie, has worked hard to ensure our members' voices are heard and respected. She attended 16 meetings and discussions with ministers, including Dr Anne Aly, Australian Minister for Early Childhood Education and Ingrid Stitt, Minister for Early Childhood. We have brought sector messages to government on 39 occasions and have made 10 formal submissions to government agencies.

On board, across the board: getting all educators up to speed with the CISS

All children deserve to be safe in education and care, and information sharing is a key way of identifying children's wellbeing or safety needs early. To help educators, teachers and providers get to grips with the Child Information Sharing Scheme (CISS) and their legal obligations, we ran a very successful communication campaign to increase awareness in our sector, and to support educators to better understand their obligations and the ways they can implement the CISS at their service. We developed a CISS training video, dedicated webpage and stakeholder toolkit, hosted two webinars and ran a social media campaign. This grew awareness of the CISS across the sector by 18%, which means more educators, teachers and providers are helping to detect vulnerable children at risk of abuse.

Quality consultants are the key to confidence!

Educators and teachers face new and demanding challenges day-to-day, which can make providing consistent quality education and care difficult without relevant training and support. Jenny's Early Learning Strathfieldsay, located on Dja Dja Wurrung Country, is one of the many services that has sought professional development and mentoring from our team of qualified consultants over the past 12 months. The service worked with CCC to develop a project plan which included professional learning, coaching and leadership, and was delivered over a 10-month period. Here, Assistant Director at Jenny's Early Learning Strathfieldsay, Bree McCarroll, shares why the service engaged with CCC, and the impact this project has had for staff.

'We took on this project to benefit the centre as a whole, and to help the educators within the centre to build on their current knowledge in an early childhood setting and beyond, plus thinking of new ways to be inclusive within the centre with the broad range of families within our service. There were a range of different skill sets within the centre that have really benefitted from the professional development program, from learning about different schemas to what might be happening below the surface of a child and their emotions... We are still utilising our work that we learnt through the project and it was something that we were proud to promote to the Department through our Assessment and Rating...'



SIGNPOST 3: AN EMPOWERED WORKFORCE

Leading the way for an empowered workforce

An empowered workforce is one that is valued and supported with opportunities to learn new skills and improve practice. This financial year, our Educational Leaders Conference theme was 'upskilling the education and care sector'. It explored the challenges facing educational leaders and how to utilise the digital landscape to unlock opportunities that bring positive outcomes for children and their families. The event was a huge success, with a whopping 986 registrations and 85% of participants rating the conference 'excellent/very good'. The conference had a positive impact on attendees' practice, with 91% of participants reporting they were likely to try something new, and 95% reporting they were likely to disseminate their learning after attending. By equipping educational leaders with new tools and strategies to upskill their team, we support the growth of a valued and highly qualified workforce.

Learning together to improve practice

An important part of empowering our workforce is keeping educators in the loop with new changes, opportunities and challenges that arise in our sector. One of the ways we do this at CCC is through our monthly webinars, which have seen much success over the past 12 months. Topics have ranged from *Early Years Learning Framework* updates to navigating Covid trauma, establishing a unique service philosophy to advocating for better pay. We have been joined by a range of fantastic, passionate speakers to answer many of the big questions surrounding the significant changes we've experienced in our sector this financial year.

We have had a staggering 1362 registrations from a broad variety of service types including OSHC, family day care, kindergarten/preschool, long day care, OCC and others. We are proud to have the privilege of bringing together rich and diverse voices in our sector to empower our workforce by sharing knowledge and learning together each month.



SIGNPOST 4: SECTOR SUSTAINABILITY

Now is the time to create a healthier society by supporting not-for-profit and community-owned and managed services that support the specific needs of each child and each community. That's why, over the past financial year, our education and care consultants have supported many services with practical advice, tools, training and professional development.

Supporting all children to access high quality education and care both now and in the future means looking ahead to meet needs and priorities of children, services and communities long-term.

During this financial year, we were proud to work with Murrindindi Shire Council, who engaged us to review the state of early education and care in the Shire of Murrindindi and to plan for sustainable development. Consultants made recommendations about the course of action and direction required to provide accessible, high-quality education and care that meets the Shire's needs over the next 30 years, meaning that the time, effort and money invested to improve access to quality service is sustainable and will go the distance!



SIGNPOST 5: A THRIVING PEAK

A pay rise for all

We want to see fair pay and conditions for Victoria's education and care workforce – and we're leading by example. This year, our Board approved an 8% salary increase for our entire staff team.

In addition, this financial year, we spent 20% more on professional learning opportunities compared to last financial year, ensuring that staff are well-resourced in the important work we do as a peak body organisation.

A thriving peak means staff thrive too

CCC is proud to be an employer of choice, and we are thrilled to have a body of staff who love their work and care deeply about our education and care sector. Our annual staff satisfaction survey illustrated this, with high levels of staff engagement and satisfaction. The highest rated five areas reported in the survey were:

- Engagement: I like the kind of work I do. 100%
- Teamwork: My co-workers give me help and support. 96%
- Teamwork: I have confidence in the ability of my co-workers. 96%
- Supervision: My manager gives me help and support. 96%
- Supervision: I have confidence in the ability of my manager. 96%



TREASURER'S REPORT

Financial year 2022–2023 showed improved financial performance at Community Child Care Association. The year ended with a reported surplus of \$31,457 (compared to 2022 which had a \$132,584 loss) – an excellent result with a total income from all income sources of \$9,601,799.

CCC continues to lead the Inclusion Support Program (ISP) through the Victorian Inclusion Agency into its seventh consecutive year. With a 2-year extension confirmed, CCC is proud to continue delivering this vital project until June 2025.

Income

This financial year, the professional training and consultancy income was \$281,726; 20% higher than last year. Membership profits, interest earned and other income have also increased compared to the prior year. We attracted new members, successfully implemented our investment strategy and were able to establish new partnerships with other organisations – for example, Bunnings and Personhood 360. The total number of members (individuals or services) at the end of June 2023 was 747.

This year, CCC also recorded a government grant income from the Department of Education and Training (Victoria) of \$89,837, to continue delivering the Child Information Sharing Scheme (CISS) Program. The Program aims to build workforce awareness of the CISS, and confidence in using it to promote child wellbeing and safety.

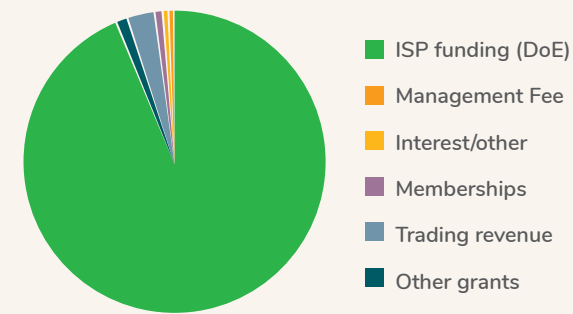
Consultancy and professional development and training remain our core businesses. The effective promotion and provision of these services are the key focus of CCC's dedicated staff and we continue to be well served by their commitment and professionalism.

Expenditure

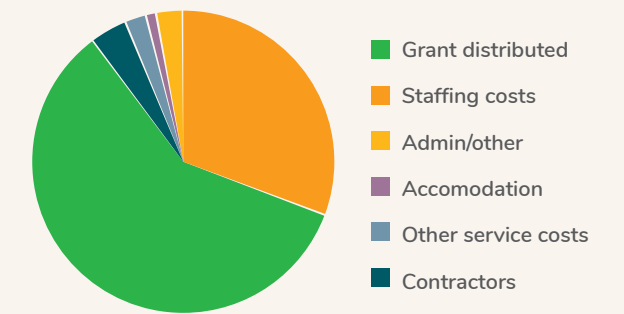
All expenditure increased in line with the increase of revenue and service delivery. Staff salary paid for the year was \$2,927,092 (compared to \$2,678,236 in FY21-22). This was due to increments of the minimum wages, employer superannuation contribution, staff entitlements and provisions. As a professional service organisation, staff costs are the biggest expense.

In order to attract and retain skilled staff, the organisation consistently provides above award wages and conditions to its employees.

Income Distribution actual 2022/23



Expenditure Distribution actual 2022/23



Effective from the July 2023, the Board has approved an additional 8% increment above the SCHADS award.

The sum of all other expenses was \$980,614 which was lower than the budget. This was primarily due to strong control over general operating expenses.

Balance Sheet

The change for the year was a small increase in net equity of \$31,457 as the result of outstanding performance. Importantly, the organisation maintains a strong cash balance to support current service provisions and obligations when they fall due. As of June 2023, CCC's financial ratios were well above the threshold.

The organisation's net assets at 30 June 2023 stood at \$1,082,538 – the net of gross assets totalling \$6.3 million, less liabilities of \$5.2 million. This level of net assets continues to afford CCC an accountable financial buffer to continue to deliver our large body of work.

Future challenges and opportunities

A budget for 2023-24 financial year has been approved by the Board which will deliver a small surplus from the increased income level. The organisation discussed with the Department of Education to review its ISP funding due to expected inflation in the coming year. The Board is hopeful that its growth strategies will start to deliver a consistent surplus in the latter part of the year.

Whilst it is anticipated that economic factors will continue to make for challenging times, CCC is in a strong financial position to move forward with plans to grow its presence in Local Government Areas (LGAs), and to continue pursuing additional sources of income whilst providing excellent services in its traditional core areas of expertise.

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 FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023

Important notice

Information used in the summary financial statements is extracted from the full financial report of Community Child Care Association (CCC) for the year ended 30 June 2023. 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.

Summary statement of income and expenditure for the year ended 30 June 2023

	2023 \$	2022 \$
Income		
Grants and service agreements	9,122,362	8,579,579
Trainings, conferences and consultancies	281,726	228,336
Membership fees	82,643	80,345
All other income	115,068	8,484
Total income	9,601,799	8,896,744
Expenditure		
Employee benefits expense	2,927,092	2,678,236
Service delivery costs	599,344	551,040
Grants distributed*	5,662,636	5,436,370
All other expenses	381,270	363,682
Total expenditure	9,570,342	9,029,328
Net result for the period	31,457	(132,584)

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

Summary statement of financial position as at 30 June 2023

	2023 \$	2022 \$
Assets		
Current assets		
Cash and cash equivalents	5,974,045	1,863,595
Receivables	87,908	1,934,574
Prepayments	31,988	83
Non-current assets		
Equipment assets	824	1,000
Right-of-use assets	227,527	13,671
Total assets	6,322,292	3,812,923
Liabilities		
Current liabilities		
Payables	1,045,474	1,415,853
Lease liabilities	3,305,423	14,203
Income received in advance	226,898	859,857
Provisions	623,131	558,601
Non-current liabilities		
Provisions	38,828	28,277
Total liabilities	5,239,754	2,761,842
Net assets	1,082,538	1,051,081
Equity		
Reserves	200,608	200,608
Retained surplus	881,930	850,473
Total equity	1,082,538	1,051,081

Summary statement of changes in equity for the year ended 30 June 2023

	Retained surplus \$	Reserves \$	TOTAL \$
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
Net result for the period	31,457	-	31,457
Reserve transfers	-	-	-
Balance at 30 June 2023	881,930	200,608	1,082,538

Summary statement of cash flows for the year ended 30 June 2023

	2023 \$	2022 \$
Receipts from grants and service agreements (inclusive of GST)	14,696,931	7,515,839
Receipts from customers/other (inclusive of GST)	436,702	381,013
Grants distributed (inclusive of GST)	(6,874,400)	7,038,788
Payments to employees and suppliers (inclusive of GST)	(3,201,007)	3,694,048
Interest received	32,164	2,387
Net GST paid to ATO	(979,940)	(388,096)
Net change in cash held	4,110,450	(3,267,937)
Cash at beginning of year	1,863,595	5,131,532
Cash at end of year	5,974,045	1,863,595



OUR BOARD



Linda Davison – Chairperson
Coordinator, Clarendon Children's Centre
16 years as Board member



Brian Newman – Treasurer
Former Manager of Children's Services, University of Melbourne
14 years as Board member



Barry Hahn
Manager, Moreland City Council
13 years as Board member



Dr Bruce Hurst – Deputy Chairperson
Academic and Education Consultant
9 years as Board member



Sigi Hyett
CEO, Northern Schools Early Years Cluster Inc.
6 years as Board member



Christine Straubinger
Principal Director and Early Childhood Consultant, Ripple Logic
4 years as Board member



Ben Mason – Secretary
Coordinator, Outside School Hours Care Westgarth Primary School
3 years as Board member



Mardi Luff
Director, Poet's Grove Family and Children's Centre
1 year as Board member



Janine Voigt-Brown
Early years leadership and systems consultant
1 year as Board member



WHAT OUR COMMUNITY IS SAYING ABOUT US

Professional development feedback:

'The presenters kept audience engaged. Workshopping ideas in small groups was also a good way to keep people involved. I like the personal examples the presenters offered.'

'The facilitator was amazing, full of experience and anecdotes to share, [which] added enormously to the content of the session.'

'[The information] was broken down and easy to relate to and understand'

'It made me think about what I was doing and where I needed to maybe make some improvements.'

'Was [a] thought-provoking, safe place to discuss and grow.'

Inclusion support feedback:

'The Strategic Inclusion Plan can be a heavy load at times, but the ideas shared by my Inclusion Professional along the way are nuggets of gold!'

'Develop a good relationship with your Inclusion Professional as they are your strongest support through this process.'

'Our local Inclusion Professional has been a fantastic support for our centre and educator team by visiting, observing and providing advice to the team about room environments and resources, routines and activities to support children's needs and to engage them more actively in the curriculums and learning.'

OSHC Conference feedback

'The conference gives services inspiration and clarification of what we can achieve and work towards. [I] always passionately recommend the conference, we will be there next year... encouraging, engaging and supportive, [it helped me to] develop knowledge.'



Community Child Care Association

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