



Annual Report

2024





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. We support Treaty.

[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 its 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.'



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'Community Child Care Association has truly transformed our OSHC service with their exceptional support. The Community of Practice sessions and the annual OSHC Conference have been game-changers, and being part of the OSHC Vic Sub Committee has allowed me to contribute to shaping better practices firsthand. CCC's tailored resources and networking opportunities have given me fresh, innovative strategies to enhance our programs. Thanks to their ongoing support and professional development, we stay informed and motivated, which ultimately enriches our program and helps the children we care for truly thrive.' - OSHC service



A message from our Executive Director and our Chairperson

It's been an exciting year for our advocacy work.

When laws passed that made multi-employer bargaining possible, we seized the opportunity to finally win fairer wages for educators. Our sector was the first to apply to the Fair Work Commission to begin the government-supported bargaining process. For the past year, we have been one of four sector representatives, alongside unions, in negotiation with the Australian Government to fund professional wages, starting with long day care, with the view to expand to family day care and outside school hours care.

In May 2024, we were thrilled to see the government make a multi-billion dollar commitment to funding a pay rise – since then, the government has confirmed this commitment will include educators across the sector.

This is a historic moment and a game-changer for our sector – for the first time, services can make long overdue increases to educator wages without passing the cost on to families.



Our Executive Director, Julie Price (right), with the Minister for Early Childhood Education, Anne Aly (centre), and the CEO of Community Early Learning Australia, Michele Carnegie (left).

It's a big step towards easing chronic workforce shortages and ensuring children and families have access to affordable and quality education and care across Australia.

Alongside our work to win professional pay, we've been advocating for policies that support high-quality education and care for all children. We made submissions to the Australian Competition and Consumer Commission and Productivity Commission reports on the availability and affordability of early childhood education and outside school hours care and the path to universal access, and met multiple times with commissioners.

We've noticed a shift over the last year, with the Victorian and Australian Governments more receptive to CCC as the voice of small, standalone providers – which make up the majority of our sector – and community and not-for-profit services, which are leading the country in affordability and quality standards.

Throughout this time, our Advocacy Roadmap has been a guiding light. All our advocacy in this space is clearly linked to our Roadmap, and we are encouraged to see such progress over the past twelve months.

Looking to the future, there's likely to be significant change to the sector following the Productivity Commission's final report. CCC will need to grow to meet this need, but we must ensure sustainability in continuing to provide high-quality support to our members. We're proud to be one of the few voices in our sector with dedicated resourcing for research and evaluation. Now that our voice is gaining greater influence, we must ensure our advocacy continues to be guided by the evidence.

We're excited to be in a stronger position to shape the future of our sector – for the first time since the 1970s, there is a strong chance we will see the growth of community and not-for-profit education and care services.

As always, we would like to thank the CCC team for their work during what has been a busy year across the board. Thank you for your tireless support for our sector and for championing our members. The progress made would not be possible without you.

Julie Price
Executive Director

Linda Davison
Chairperson

Our year at a glance

782

early education and care services, individuals and other stakeholders are CCC members, and we represent 35% of community-owned and not-for-profit services in Victoria



93%

of professional development attendees who responded to our survey reported they were likely to change their practice as a result of our training



640

calls for inclusion support were answered by the Victorian Inclusion Agency helpdesk – a 10% increase on the previous year

10,000

educators, teachers and leaders receive crucial sector updates as followers of our Facebook page, and visits to our page increased by 136.7% compared to the previous year

13,881

visits to services were made by Inclusion Professionals across the state

Our advocacy impact



10

face-to-face meetings held with government departments and politicians



6

advocacy submissions to government



39

roundtables, policy events and advocacy meetings held with peak bodies, unions, academics and other key stakeholders



18

mentions of CCC in the media



403%

increase in subscribers to the open access edition of *The Agenda*, our monthly sector e-newsletter, since 2021



One of only 4 sector representatives negotiating alongside unions for a government-funded pay rise for educators



CCC staff with Uncle Trevor Gallagher and a family member at a NAIDOC Week event

Our Reconciliation Action Plan

Our 'Innovate' Reconciliation Action Plan (RAP) is centred on our belief that all Aboriginal and Torres Strait Islander children and families should feel welcome and experience belonging in every service, and that all children should learn about First Nations histories and cultures. 'Innovate' is the second RAP stage and aims to deepen our understanding of our sphere of influence and establish the best ways we can advance reconciliation.

Connecting our communities

This year we continued our learning with Uncle Trevor Gallagher, who we've collaborated closely with for a number of years. We held a film screening in NAIDOC Week and a morning tea for National Reconciliation Week, and invited Uncle Trevor and staff to bring their families. We have continued to open these events to families since.

'I wanted to say a huge thank you to Uncle Trev, his family and our CCC family, for making yesterday so meaningful ... In the afternoon, [my son] jumped out of the car and ran to his basketball team to share with them the story of his incredible day, saying I got to sit and chat to Uncle Trev and he told me heaps of things.' – CCC staff member.



CCC staff and Uncle Trevor Gallagher mark National Reconciliation Week

Several staff members attended the Early Childhood Australia Reconciliation Symposium and the Victorian Aboriginal Early Years Development Summit. We continued our engagement with Nurragunnawali and Reconciliation Victoria, and we were pleased to take up an associate membership with the latter.

Amplifying First Nations voices

We hosted our annual OSHC Conference during National Reconciliation Week, to bring a First Nations focus, and arranged for First Nations advocate Eddie Betts to deliver the opening keynote. In the same week, staff joined over 400 singing groups to perform the iconic reconciliation anthem 'Blackfella/Whitefella' and wrote letters to their local Member of Parliament in support of First Nations justice issues.

'[I learned] that now, more than ever, our children must be immersed in First Nations cultural perspectives.'
– OSHC Conference attendee.

CCC was an advocate for the First Nations Voice to Parliament, publishing a statement of support, sharing information in our monthly e-newsletter, *The Agenda*, and arranging to have CEO of the Aboriginal Advancement League, Dr Esme Bamblett, present a webinar on how to talk to children about the Voice. After the loss of the referendum, we affirmed our commitment to standing alongside First Nations people in the pursuit of self-determination.

Next steps




Our limited resourcing as a small not-for-profit organisation has slowed our ability to achieve some deliverables. While we have begun the development of a second 'Innovate' RAP we were unable to launch it within the year. Human resource constraints also limited our ability to achieve some deliverables, including consulting with stakeholders to develop a First Nations employment strategy. However, we made a number of promising changes to our job advertisements, including changing the language to be more appealing to First Nations people.



We remain passionate about meaningfully progressing CCC's RAP and look forward to launching our second 'Innovate' RAP as soon as possible!



Our strategy in action

We believe that every child deserves to enjoy the proven benefits of education and care. Our ten-year Advocacy Roadmap articulates our vision for Australia's education and care system, and how we intend to bring it 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



Young explorers at The Loop OSHC immersed in the messy joy of outdoor adventures

Access for all

Prioritising inclusion brings unexpected benefits for all children

Over the past year, the Victorian Inclusion Agency (VIA) received 8,922 requests for inclusion support – a three per cent increase on the previous twelve months. Inclusion Professionals contacted ninety-nine per cent of services across Victoria either in person or virtually, and provided support to 3,766 services. One of those services is The Loop, a sixty-place outside school hours care (OSHC) service based in Kyabram, Victoria.

The Loop's inclusion journey began when its Director, Claire, attended our OSHC Conference in 2019 and met Inclusion Professionals (IPs) from the Victorian Inclusion Agency. With support from their Community Child Care Association IP, Lara, The Loop team has grown their understanding of inclusion significantly.

'Back in 2018, I knew we needed help with inclusion at The Loop – but being in our first year of operation, we had little knowledge of how to source it. Five years later and our inclusion needs have moved from children to families to cultures and everything in between.' – Claire, Director of The Loop.

Lara supported The Loop to identify funding opportunities, facilitated online and face-to-face network meetings that The Loop attended, visited the service to provide recommendations and resources, and completed Strategic Inclusion Plan reviews to both improve inclusive practice and quality service delivery.

Recently, support from Lara enabled The Loop to build a strong connection between their Strategic Inclusion Plan and their Quality Improvement Plan in preparation for Assessment and Rating. We know prioritising inclusion has natural flow-on effects for Exceeding practice because many of the Exceeding themes are linked to flexible and holistic approaches that foster an environment where all children and families can thrive.

'Our understanding of the connection between Assessment and Rating, inclusive practice and inclusion support before working with Lara was very two-dimensional and lacked flow. We had limited knowledge of the depth of support there was out there for services, families and children.'

In their recent Assessment and Rating review, The Loop scored an impressive Exceeding rating in six out of seven quality areas, with an overall rating of Exceeding – a significant improvement since their first review in 2019!

'Working with Lara has enabled our educators to have a stronger voice troubleshooting new ways to ensure inclusivity in all facets of life. Our confidence supporting families with the right information has grown exponentially, allowing staff to tailor-make information to suit each family's path.'

The Loop's journey shows inclusive practice doesn't exist in a vacuum and can benefit services in ways they might not expect.

Quality education and care

Eleven webinars support members' ongoing learning

We know that access to ongoing professional learning is key to quality education and care. Across the year we offered eleven webinars for CCC member services, attended by more than 550 people. Among our most well-attended webinars, we ran a session on how to talk to children about a First Nations Voice to Parliament and Treaty, led by Dr Esme Bamblett, which we made free to access for non-member services in the lead-up to the Voice referendum.

'Very informative [webinar] and the best people in the field.'
– CCC member.

Peer-to-peer learning puts OSHC services on the path to thriving

We are proud to partner with the Department of Education to support new OSHC services. This year our in-house OSHC expert, Lucy Harberts,

developed and facilitated twelve online peer-to-peer network sessions for newly established OSHC services and those needing additional support – including Victorian Government primary schools accessing the Victorian Government's OSHC Establishment Grant. Lucy brings over twenty-seven years' experience coordinating school-managed services, teaching at university and managing local government-operated services. The OSHC network sessions were guided by the National Quality Framework and school age care framework *My Time, Our Place*, and focussed on areas such as governance and financial management, educator wellbeing, reconciliation and more – with speakers such as OSHC researchers Associate Professor Dr Jennifer Cartmel and Dr Bruce Hurst, education and care expert Catharine Hydon, and organisations such as Reconciliation Australia and Be You. Throughout our time supporting them, we have witnessed these OSHC teams build confidence, knowledge and capacity – all services that have been through the Assessment and Rating process since have achieved a rating of Meeting the National Quality Standards!



An empowered workforce

Crucial workforce planning support for members

In response to the sector workforce crisis – and in recognition that many community-managed services often lack the resources and expertise to dedicate to comprehensive workforce planning – we successfully advocated to the Victorian Government Department of Education for funding to support sixteen of our member services to create workforce plans. Included in support to members was a guide previously developed by our Executive Director, Julie Price – one of Australia's only workforce planning experts in the early education and care and community services sector. Alongside the workforce planning guide, project participants received video resources, individual and group support from CCC Professional Support Consultants, and a workforce planning program evaluation.

'We have put so many new things in place from [the] mentorship, support, reflection. It has changed the way we see and do things.'
– Project participant.

250+ attend our biggest-ever OSHC Conference

We know OSHC educators have needs and challenges that early childhood professional development doesn't always meet, so every year we run an OSHC-only conference. In 2024, we welcomed a record 250+ attendees to connect, learn and celebrate our OSHC community. We were thrilled to have AFL legend, children's author and founder and director of the Eddie Betts Foundation, Eddie Betts, deliver the first keynote, sharing stories of resilience and determination. Globally acclaimed author and school principal at Alice Miller School, John Marsden, was our second keynote speaker. Other highlights included child psychologist and trauma specialist Trent Savill, award-winning OSHC researcher Dr Bruce Hurst, creator of the *My Time, Our Place* framework Dr Jennifer Cartmel, founder of DeadlyScience and Associate Professor Corey Tutt OAM, and many more. The event also included a special tour of John Marsden's Candlebark School and a twilight evening showcase of Exceeding-rated North Melbourne Primary School OSHC. Ninety-eight per cent of OSHC Conference attendees who responded to our survey said they were likely to share their learning with colleagues after the event.

'I feel every OSHC educator should attend the conference as it's opened my eyes and made me so inspired within my service.' – OSHC Conference attendee.

Sector sustainability

Negotiating a historic government-funded pay rise for educators

Part of our Advocacy Roadmap is advocating to ensure not-for-profit and community-owned and managed services are well-resourced and valued at every level of our society – from community to government. After new laws were passed that made multi-employer bargaining easier for our sector, CCC and other peaks and unions applied to the Fair Work Commission to negotiate under the new federal industrial relations laws. Together with Community Early Learning Australia (CELA), in September 2023 we organised and facilitated a roundtable successfully presenting the case for multi-employer bargaining and the need for improvements to sector pay and conditions to the Australian Government.

We are proud to be representing small and community education and care employers in the bargaining process, negotiating a first-of-its-kind deal for educators who for too long have been receiving pay that doesn't reflect the importance of their work.

In May 2024, we celebrated the Australian Government's commitment of 3.6 billion dollars to a pay increase for educators and teachers in our sector – a culmination of many years of advocacy. We hosted a breakfast in Canberra the morning after the announcement, bringing together members, politicians and government employees to highlight the impacts a pay rise would bring to our members.

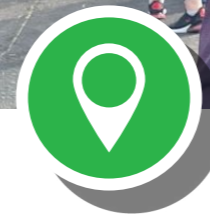
'[CCC] has secured us a historic win to have wages reflect the skills and value of our work – they strive for professional recognition of our sector. The people at CCC come from the sector, understand our issues and they have our backs.'
– CCC member.

A voice for OSHC

As the peak for OSHC in Victoria – with 175 OSHC members in 2024 – and the Victorian branch of the National Outside School Hours Services Alliance, we continue to work alongside other state branches to support, represent and advocate for a thriving OSHC sector. This year we have worked extensively with the Australian Government Department of Education to clarify Family Assistance Law obligations, reducing confusion for OSHC services. We continue to liaise with government departments to provide support and guidance to OSHC services and draw on our members' experiences to advocate to government to improve policy. Alongside our work to secure a pay rise for long day care educators, we successfully advocated to the Australian Government to extend any wage increases to the OSHC sector.



CCC staff at a NAIDOC Week event



A thriving peak

Thirty-one per cent rise in our outreach to members

Being a thriving peak means ensuring the not-for-profit education and care sector is well represented and supported. Our member support ensures services are kept in the loop with new changes, opportunities and challenges. Across the year, our Professional Support Consultants answered 158 requests for support and advice through our helpline and proactively reached out to support member services a total of 238 times – an increase of thirty-one per cent on the previous year.

'We're loyal members that support and appreciate CCC's peak body advocacy [and] we rely on the information shared about what is happening in our industry.' – CCC member.

Thirty-six per cent rise in our delivery of professional development

Our Professional Support Consultants delivered seventy-five professional development packages this year – a thirty-six per cent increase on the previous year! Eighty-three per cent of our professional development proposals were accepted by services and Circle of Security Classroom, responding to children's challenging behaviours and efficient management for committees were among our most popular professional development offerings.

'CCC is always our first point of contact for professional advice and assistance for the operation of our OSHC service. Access to their array of professional development opportunities, consultancy facilities and governance and regulation support has been fundamental in achieving and maintaining our Exceeding rating.' – CCC member.



Treasurer's report

FY23–24 showed a solid financial performance at Community Child Care Association (CCC). The year ended with a reported deficit of \$195,378 – a reasonable result with a total income from all income sources of \$11,058,650.

CCC continues to lead the Inclusion Support Program through the Victorian Inclusion Agency, now in its eighth consecutive year. We are proud to be delivering this vital project until June 2025.

Income

This financial year, the consultancy and professional learning income was \$499,606 – 77% higher than last year. Membership profits and interest earned also increased. Our teams worked hard to deliver consultancies, professional learning and conferences, attract new members and successfully implement our investment strategy.

Consultancy and professional learning remain our core businesses. The effective promotion and delivery of these services are the focus of our staff, who are dedicated and professional in their efforts.

Expenditure

All expenditures grew in line with the increase in revenue and service delivery. Staff salaries for the year totalled \$3,668,550 (up from \$2,927,092 in FY22–23), driven by minimum wage increases, employer superannuation contributions, and staff entitlements and provisions. As a professional service organisation, staff costs are the biggest expense.

Outside of grants distributed to our partners, the sum of all other expenses was \$744,948, 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 reduction in net equity of \$195,378 due to a decrease in retained surplus. The organisation maintains a strong cash balance to support current service provisions and obligations. As of June 2024, CCC's financial ratios were above the threshold.

CCC's net assets on 30 June 2024 stood at \$886,160 – the net of gross assets totalling \$4.276 million, less liabilities of \$3.348 million. This level of net assets affords CCC an accountable financial buffer to continue to deliver our large body of work.

Future challenges and opportunities

A budget for FY24–25 has been approved by the board which will deliver a small surplus from increased income level. The board is confident that its growth strategies will deliver this surplus in the latter part of the year.

While broader economic challenges are expected to persist, CCC is well-positioned to expand its presence across Australia, secure additional income sources and continue delivering excellent services in its core areas of expertise.

On behalf of the board, I thank our staff for their dedication to advocating for Australian children and families, and our partners and members for their ongoing support.



Brian Newman
Treasurer

Summary financial statements for the year ended 30 June 2024

Important notice

Information used in the summary financial statements is extracted from the full financial report of CCC for the year ended 30 June 2024. 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 profit or loss and other comprehensive income for the year ended 30 June 2024

	2024 \$	2023 \$
Income		
Grants and service agreements	10,294,887	9,122,362
Trainings and conferences	499,606	281,726
Membership fees	85,573	82,643
Interest	165,948	59,664
All other income	12,636	55,404
Total income	11,058,650	9,601,799
Expenditure		
Employee benefits expense	3,668,550	2,927,092
Service delivery costs	386,861	599,344
Grants distributed	6,840,530	5,662,636
Occupancy expenses	19,890	107,840
Administrative expenses	53,644	38,781
Communications	52,898	67,296
Depreciation	116,167	13,978
Finance costs	10,231	954
Other expenses	105,257	152,421
Total expenditure	11,254,029	9,570,342
Net result for the period	(195,378)	31,457
Other comprehensive income (expense)	-	-
Total comprehensive result for the period	(195,378)	31,457

Summary statement of financial position as at 30 June 2024

	2024 \$	2023 \$
Assets		
Current assets		
Cash and cash equivalents	4,025,265	5,974,045
Receivables	81,609	87,908
Prepayments	32,682	31,988
Total current assets	4,139,555	6,093,941
Non-current assets		
Equipment assets	23,296	824
Right-of-use assets	113,429	227,527
Total non-current assets	136,725	228,351
Total assets	4,276,280	6,322,292
Liabilities		
Current liabilities		
Payables	513,260	1,045,474
Lease liabilities	120,380	226,898
Provisions	841,005	623,131
Income received in advance	1,874,146	3,305,423
Total current liabilities	3,348,791	5,200,926
Non-current liabilities		
Provisions	41,329	38,828
Total non-current liabilities	41,329	38,828
Total liabilities	3,390,120	5,239,754
Net assets	886,160	1,082,538
Equity		
Reserves	200,000	200,608
Retained surplus	686,160	881,930
Total equity	886,160	1,082,538

Summary statement of changes in equity for the year ended 30 June 2024

	Retained surplus \$	Reserves \$	TOTAL \$
Balance at 1 July 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
Net result for the period	(195,770)	-	(195,770)
Reserve transfers	-	(608)	(608)
Balance at 30 June 2024	686,160	200,000	886,160

Summary statement of cash flows for the year ended 30 June 2024

	2024 \$	2023 \$
Cash flows from operating activities		
Grants and service agreements (inclusive of GST)	9,178,714	14,696,931
Other receipts (inclusive of GST)	785,007	436,702
Employee benefits paid	(3,425,640)	(2,795,255)
Grants distributed (inclusive of GST)	(7,524,583)	(6,874,400)
Payments to suppliers (inclusive of GST)	(709,044)	(389,835)
Interest received	188,008	32,164
Interest paid	(10,231)	(954)
Net GST paid to ATO	(319,747)	(979,940)
Net cash provided by (used in) operating activities	(1,817,053)	4,125,413
Cash flow from investing activities		
Investment in plant and equipment	(25,210)	-
Net cash used in financing activities	(25,210)	-
Cash flow from financing activities		
Principal portion of lease payments	(106,478)	(14,963)
Net cash used in financing activities	(106,478)	(14,963)
Net change in cash held	(1,948,780)	4,110,450
Cash and cash equivalents at beginning of year	5,974,045	1,863,595
Cash at end of year	4,025,265	5,974,045

Our board



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



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



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



Ben Mason – Secretary
 Coordinator, Outside School Hours Care Westgarth Primary School
 4 years' service (left the board in 2024)



Barry Hahn
 Manager, Moreland City Council
 14 years' service



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



Janine Voigt-Brown
 Early Years Leadership and Systems Consultant
 2 years' service



Mardi Luff
 Director, Poet's Grove Family and Children's Centre
 2 years' service



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

What our community is saying about us

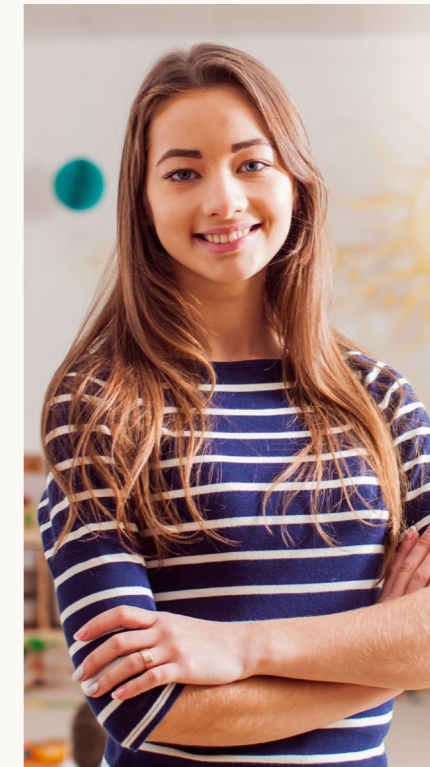
'I liked how the presenters shared personal and honest accounts of their experiences in child care spaces – it encouraged vulnerability and honesty from participants.'
 – Professional development attendee.

'I found the presenter really engaging and knowledgeable. It felt like a safe space to ask questions.'
 – Professional development attendee.

'The conference is always reinvigorating!' – OSHC Conference attendee.



'I learnt that I am 100% not alone in some of the challenges I have gone through.'
 – OSHC Conference attendee.



'It's the best professional development I've ever done! So unbelievably rich in knowledge and passion.'
 – OSHC Conference attendee.



'[Our Inclusion Professional (IP)] has been absolutely incredible supporting my service as we have a high number of children with ADHD and children with trauma. [Our IP] has been the driving force of support with receiving funding for additional educators in our service.'



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