



Strategic Action Plan 2017-2027

Excellence for Every Child

(Incorporating the 2016-2017
ELAA Annual Report)



EARLY
LEARNING
ASSOCIATION
AUSTRALIA

The voice for parents and service providers

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Thank you to our supporters

ELAA is proud to receive the support of its Preferred Partners and Preferred Providers. These supporters understand the needs of early childhood education and care providers, provide significant benefits to ELAA members, and share ELAA's values and vision of *excellence in early learning for every child*.

ELAA Preferred Partners

AustralianSuper

InsuranceHouse
CONFIDENCE INSURED

McArthur

Officeworks

Storypark

ELAA Preferred Providers





Early Learning Association Australia

our vision

Excellence in early learning
for every child

our purpose

As an independent organisation
supporting parents and service
providers, we are an influential
voice for excellence in
early learning for all
Australian children

our values

Excellence, Integrity,
Inclusivity, Learning,
Enabling, Respect

Our Story, Our Invitation

More than 25 years since its creation, ELAA is a relevant, collaborative and authoritative peak body in the early learning sector in Victoria and at the national level.



Shane Lucas

With our experience – and due to the expertise and support of our members – ELAA has established itself as a strong, trusted voice among early childhood education and care service providers, and volunteer parents involved in kindergarten committees of management.

We are valued for our advocacy in championing excellence in early learning and for the practical support we give to service providers and volunteer parents in areas of governance, human resources/industrial relations, enterprise bargaining, OHS, Road Safety Education and other professional support services.

We also contribute to the professionalisation and identity of the early learning workforce through our professional learning and development program, and the annual Early Childhood Education Conference, a space where educators come together to share information and experiences.

We are well-networked, influential and work closely with Federal, State and Local Governments. We are always independent and always member-focussed; we are a dependable conduit for information about policy, legislation and research; and we work hard to provide members with a deeper understanding of the practical challenges of running early learning services.

But as the early learning sector evolves, so must we. So every three years, we revise and refresh our strategic plan – *Excellence for Every Child* – to reflect the next step on our journey.

This is our story – and it is also an invitation. Join us, work with us, as we strive to better serve our members and to champion excellence in early learning for every child.



Lee Cath

Shane Lucas
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Shane Lucas', written over a dotted line.

Lee Cath
President

A handwritten signature in black ink, appearing to read 'Lee Cath', written over a dotted line.



To view this document and the 2016–17 ELAA Organisational Report on-line go to ela.org.au/annual-reports

How does ELAA support a changing Early Childhood Education and Care Sector?



Drive excellence in early learning

Children who are most ‘at risk’ due to socio/economic factors stand to gain the most from high quality early childhood education and care. (Mitchell Report No. 01/2016 *Quality Education for All*, p.6)

ELAA assists families to access quality early learning programs through the Early Childhood Education Fund. In the past 20 years, the ECEF has assisted 205 families.

The National Quality Framework sets specific objectives and standards for educator qualifications (*State of Early Learning in Australia 2017*, p.25)

ELAA delivers a high quality professional learning and development program mapped to the National Quality Standard (NQS) and Australian Professional Standards for Teachers (APST).



Delivering strong, responsive member services

Nearly 60% of Early Years Managers offer kindergarten services to the most disadvantaged. (*Early Years Management Policy Framework*, Part 1, p.6)

Through its EYM reference group and broader advocacy activities, ELAA works to support EYMs in the implementation of the EYM Framework and to support vulnerable children.

88% of approved services have attained a quality rating of ‘meeting’ and ‘exceeding’ Quality Area 7 – Leadership and Service Management. (*ACECQA National Quality Framework Snapshot Q2, 2017*, p.25)

ELAA supports effective early learning service management through its Member Enquiry Service, Professional Learning and Development Program and management resources such as *PolicyWorks* and the *ELAA Employee Management Manual*.

Advocate and Influence

Australia ranks below the OECD average for the participation of 3 and 4 year-olds in early childhood education and care. (*State of Early Learning in Australia 2017*, p.5)

As part of addressing this gap ELAA’s advocacy has supported the fastest growth in participation of four-year-olds in early childhood education and care of any OECD country over the past decade.

Modelling demonstrates that the cumulative economic value of early childhood education to Australia’s GDP is \$10.3 billion to 2050. (*Putting a Value on Early Childhood Education and Care in Australia*, 2014, Price Waterhouse Coopers, p.4)

ELAA is a leading partner in the *Early Learning Everyone Benefits* campaign to raise awareness of the benefits of early childhood education.

5 Big Things in 10 Years For Our Children

our Vision For Excellence (2017–2027)

In 10 years' time we want to see children being given the best start in life by helping to achieve these 5 big things...

1

Ongoing funding from all Australian Governments that supports a minimum of 15 hours of high quality, accessible and affordable early learning for every Australian child in the two years before school.

2

A wealth of accessible, compelling, Australian-based research driving practice and demonstrating the value of quality early learning to children's development.

3

A qualified, highly skilled early learning workforce that is acknowledged and rewarded for its professionalism.

4

New integrated service models supported by research that meet the needs of children from communities of social and economic disadvantage, and children with additional needs.

5

A united, collaborative early learning sector that speaks with an influential voice in the public domain.



Quality Matters

The quality of early childhood education matters. The foundations for children’s lifelong educational and social development are enhanced and strengthened by access to quality early learning, and the evidence for this in the Australian context is now well-established.



High quality services with qualified, skilled and supported educators

have a long-term positive impact on the trajectory of children’s lives. Services that provide high quality foundational learning in areas such as literacy and numeracy directly impact children’s earnings as adults, with higher quality services leading to higher earnings.^{1,3}



High quality educator-child interactions are vital

to encouraging and promoting learning during play which is closely associated with children’s cognitive and academic growth.



Participation in a quality service is critical for vulnerable children

to protect against poor social and emotional development. Early childhood experiences shape brain development and behaviour, giving vulnerable children the skills to form positive relationships and develop patterns of learning. These abilities are essential to becoming contributing participants in the community and workforce.²



The case for quality early learning is beyond dispute

but it remains the task of the early childhood education and care sector, and governments, to build that case into a sustainable, high quality service platform that benefits all Australians.

- 1 Fox, S and Geddes, M (2016) *Preschool – Two Years are Better than One: Developing a Preschool Program for Australian 3 Year Olds – Evidence, Policy and Implementation* Mitchell Institute Policy Paper No. 03/2016. Mitchell Institute Melbourne www.mitchellinstitute.org.au
- 2 Organisation for Economic Co-operation and Development (2012), *Starting Strong III: A Quality Toolbox for Early Childhood Education and Care*
- 3 PwC (2014) *Putting a value on early childhood education and care in Australia*, PWC, Sydney

What We Will Do and How We Will Do It...



Deliver strong, responsive member services

ELAA exists for and because of its collaboration with members, educators and stakeholders, and the services and resources we provide must be high quality, relevant and responsive to their changing needs.

To be responsive and relevant, we must also increase our engagement with members, educators and stakeholders; we need to better understand their needs and to improve communication; and we must take advantage of new technologies that enable the exchange of information, learning and support.

In the next 12 months we will...

- continue to invest in our staff through professional development, active succession planning and enhancement of organisational skill sets (i.e. OHS, Industrial Relations, Communications, Road Safety Education)
- build on our existing platforms (member reference groups, surveys, publications, online) to improve and enhance communication and engagement with members
- refine our membership offerings and categories to ensure members receive – and perceive – value for money
- conduct targeted market research to enhance our service offerings.

In the next three years we will...

- develop and deliver improved services to members in Professional Learning and Development, Governance, OHS and Industrial Relations
- ensure long-term sustainability by seeking new sources of project and service income, and by prudently managing our finances and investments
- develop comprehensive internal and external strategic communications strategies.

Drive excellence in early learning

ELAA members – and the educators that work with children and families – are the drivers of excellence in early learning.

Our role as the independent peak body is to work in collaboration with members, educators and governments to provide the resources, support and advocacy they need to deliver quality early learning programs.

In the next 12 months we will ...

- continue to work with tertiary institutions and other organisations to translate research into practice through effective communications
- review our Professional Learning and Development program to ensure it provides relevant, high quality adult learning opportunities for members and educators
- explore webinars and other forms of online training with a particular view to supporting members in rural and regional areas
- deliver the annual Early Childhood Education Conference in partnership with Gowrie Victoria and partners on the Conference Reference Committee.

In the next three years we will ...

- work in collaboration with State Government, the Municipal Association of Victoria and trade unions to strike a new industrial agreement that responds to the needs of employers and the workforce
- revise and modernise our governance training program to reflect the needs of volunteer parents on committees and on Parent Advisory Groups under Early Years Management
- work with Gowrie Victoria and our Conference partners on a review of the scope and purpose of the Early Childhood Education Conference.

Advocate and Influence

ELAA has a long and successful history of advocacy on behalf of members and the sector. That proud history also demonstrates that we are at our most influential when we work in partnership with members, other peak bodies and “like-minded” organisations.

As the sector evolves, we want to enhance our role as a respected and valued source of thought leadership, and as an exemplar for sectoral partnership and collaboration.

In the next 12 months we will...

- work with other sector organisations through the *Early Learning Everyone Benefits* campaign to advocate for the importance of early learning and to enhance sector collaboration
- work with members, partners and all levels of government to secure ongoing, sustainable funding that supports a minimum of 15 hours of high quality early learning for every Australian child in the two years before school
- build the profile of our advocacy through engagement and promotion of members’ views through our high-level reference groups and other consultation forums
- deliver our message to members and stakeholders across many platforms by continuing to invest in our infrastructure (website, member database, financial systems).

In the next 3 years we will...

- campaign for greater community awareness of the critical importance of quality early learning for children and the community
- work with First Nations organisations to develop a Reconciliation Action Plan
- actively seek opportunities to improve the governance of the early learning sector through partnerships.

Our Stakeholders

ELAA works with and assists a diverse range of early childhood education and care professionals...



So Many Things!!! I feel I now have OHS eyes to review and inspect my service.”

Attendee at ELAA's Safety – Not Just Child's Play professional development seminar



ELAA is particularly skilled at bringing together a diverse range of stakeholders to further their collective aims.”

Kevin Feeney,
Chief Executive Officer,
bestchance Child
Family Care (Early Years
Management Organisation)



The ELAA professional development session with Annette was invaluable. Through learning about local indigenous culture and language, my colleagues and I are working on bringing important history into our everyday practices.”

Claire Thomas, Early
Childhood Teacher –
Melbourne City Mission



We are committed to inspiring educators to be reflective practitioners and are always proud and excited to present the Early Childhood Education Conference in partnership with Early Learning Association Australia.”

Andrew Hume, CEO, Gowrie Victoria

“ *McArthur is proud to support ELAA in acknowledging the significant contribution that volunteers provide to early learning services – a contribution that benefits children, parents, early learning professionals and our communities.”*

Colin Britten,
National Marketing
and Communications
Manager, McArthur
(ELAA Preferred Partner)

“ *It’s gratifying to know that preschool children all over Australia are learning and discovering with the help of early learning and development products supplied through Officeworks.”*

Karren Saddleton,
Business Specialist,
Officeworks
(ELAA Preferred Partner)



“ *Our educators have attended the Starting Out Safely professional development training and this has allowed us to confidently embed road safety into the preschool programs.”*

Emily Malone, Director, Bonbeach Preschool



“ *David (ELAA Member Services Officer) you are a superstar, thanks for clearing that all up. You clearly are amazing at what you do. I have had to learn quickly this year and without your help it would have been a lot harder.”*

Katie Vallance, Finance
and Administration, South
Mornington Preschool

“ *I wanted to take some time to highlight the exceptional work of your team, their responsiveness, support and guidance provided.”*

Michael Cockburn, Committee President, Minifie Park Early Education Centre
(regarding the work of the ELAA Member Services Team)

“ *Thank you for a well-organised, wonderful professional development experience!”*

2017 Early Childhood
Education Conference
delegate

A photograph of a woman and a young girl smiling. The woman is on the left, wearing a maroon sweater, and the girl is on the right, wearing a light blue t-shirt. They are positioned in front of a window decorated with colorful paper cutouts of leaves and abstract shapes. The background is bright and slightly blurred.

2016/17
Annual
Report

Realising Our Vision

ELAA's Strategic Action Plan 2014–2024 defined four key activity areas, each with short-term actions and long-term aspirations.

ELAA has continued to progress the implementation of the plan across these activity areas to realise its long-term vision. Key achievements for 2016–17 included:

1

Build on our strengths

- strengthened the alignment of our Early Years Management groups which inform advocacy, strategic directions, policy development and implementation
- provided members with a suite of online resources to support them to implement the Victorian Early Childhood Teachers and Educators Agreement (VECTEA) 2016
- assisted services unable to be part of the VECTEA process to put in place an agreement that aligned with early learning sector standards
- redeveloped the ELAA website to improve members' and visitors' experiences.

3

Support excellence

- in partnership with VicRoads and the Victorian Transport Accident Commission, developed *Car Seats Save Lives*, an online resource created to help parents and carers keep children safe in cars
- delivered an expanded professional learning and development program plus facilitated the largest presenter program in the history of the Early Childhood Education Conference which was attended by nearly 900 delegates
- provided online training modules to support committees of management to meet their responsibilities
- promoted the adoption of the *Ten Principles for an Early Childhood Education State* developed by ELAA and the early childhood sector to guide the Victorian Government's reform agenda.

2

Advocate and influence

- advocated to the Federal Government to renew its commitment to the National Partnership Agreement and continued our campaign to *Keep Funding 15 Hours*
- worked with sector partners to advocate for improvement to the *Jobs for Families* childcare package
- as a leading partner in the *Early Learning Everyone Benefits* campaign, helped shape the campaign to inform the public of the benefits of early childhood education
- represented the interests of members in well-established and constructive relationships with the Municipal Association of Victoria, State and Federal Governments.

4

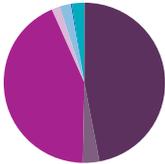
Building strategic partnerships

- successfully bid to continue delivering the *Starting Out Safely* Road Safety Education Program on behalf of VicRoads
- ensured engagement of services in the implementation of early childhood education reforms, including in the implementation of the Early Years Management Framework
- worked with institutions e.g. Mitchell Institute to strengthen the communication of research findings to educators via the Early Childhood Education Conference, *Preschool Matters*, *eNews* and social media.

2016/17 Highlights

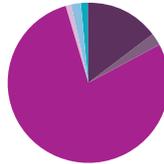
our Members

ELAA Membership by Service Type



- Stand-alone Kindergartens and Long Day Care Services (553)
- Early Years Managers (EYM) (40)
- EYM Sites (507)
- Private Early Learning Services (20)
- Early Learning Centres in Independent Schools (26)
- Outside School Hours Care (3)
- Local Government Authorities (28)

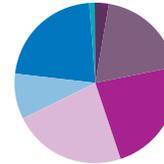
Enquiries by Member Type



- Early Years Managers (EYM) (15%)
- EYM Sites (2.5%)
- Independent Services (78.2%)
- Long Day Care Services (1%)
- Local Government (2%)
- Other (1.3%)

OVER 1200
services

ELAA Member Services Incoming Enquiries by Topic



- Consultancies (3%)
- Governance (19%)
- Governance/Industrial Relations (23%)
- Industrial Relations (23%)
- Industrial Relations/Payroll (9%)
- Payroll (22%)
- OHS (1%)

OVER 10,200
member contacts

Industrial Relations



Provided advice and resources to assist members with the implementation of the Victorian Early Childhood Teachers and Educators Agreement (VECTEA) 2016.

Eight post-VECTEA 2016 'Mirror Agreements' developed and approved by the Fair Work Commission.

New Agreement – Victorian Early Childhood Agreement 2016 (to match VECTEA 2016) – developed for 41 Services and approved by the Fair Work Commission.

Represented members at the Fair Work Commission on two occasions relating to interpretation of VECTEA clauses.

Professional Learning and Development



19 governance training sessions delivered.

253 committee members attended governance training.

31 professional learning and development sessions delivered to 610 participants.

2183 online training modules downloaded.

524 online webinars accessed

Specialist Resources for Members



Developed implementation kit and back pay calculator to assist services to implement the agreements that mirror VECTEA.

Online modules published to assist committee members to understand their role as service managers of an incorporated association, as an Approved Provider and as an employer.

Consultancy



Assisted 23 services with 26 targeted consultancies across training, mediation, OHS, industrial relations, and workplace investigations.

Caring for Kids Raffle 2017



Presented by ELAA and Playgroup Victoria. \$32,022 given back to service providers and Playgroups who received \$1 for each ticket sold.



To view this document and the 2016–17 ELAA Organisational Report on-line go to ela.org.au/annual-reports

Advocacy

ELAA representation on reference groups 2016–17



- Victorian Government (9)
- Federal Government (3)
- Local Government (3)
- State peak bodies and organisations (12)
- Federal peak bodies and organisations (1)

keep funding 15 hours

Keep funding 15 hours Campaign

- Over 3500 online supporter registrations.
- Federal Government agreed to extend 15 hours funding to the end of 2018 and seek a more permanent arrangement with State governments.



Jobs for families Child Care Assistance Package

Influenced positive changes to the Package including the removing of a link between new investment in quality early learning and proposed cuts to family welfare payments.

New investment in early learning in Victoria

Over \$200 million of substantial new investment in Victorian early childhood education and care and a number of the significant reforms in the Victorian Early Childhood Reform Plan have been influenced by ELAA's advocacy work, budget and policy submissions throughout 2016–17.



Early Learning Everyone Benefits campaign

ELAA is a leading partner in this national coalition of early learning organisations to raise the national conversation and awareness of the benefits of early learning for children and the nation's future prosperity.

ELAA Awards

Starting Out Safely Road Safety Education Award
Bonbeach Preschool

McArthur Early Childhood Volunteer of the Year Award
Elissa Simmons, President – Glenroy West Kindergarten



2017 Early Childhood Education Conference



Starting out Safely Road Safety Education Program



ELAA's continued high standard of delivery since 2011 and strategy for excellence in Road Safety Education (RSE) into the future resulted in our being re-awarded the contract to deliver the *Starting Out Safely* Program on behalf of VicRoads to 2020.

500
preschools attended

12,500
children engaged

1375
educators attended
RSE professional
development sessions

310
educators attended
child car restraint
information sessions

377
Family Day Care educators attended Safe
Transportation of Children professional
development sessions

New video resource entitled
*Child Restraints and Booster Seats –
What You Need to Know* launched.



A contemporary resource for educators, parents and carers providing easy to understand and engaging information on choosing, fitting and using a child car restraint.

2017 Early Childhood Education Conference

Hosted by ELAA and Gowrie Victoria, the 2017 Conference was a fantastic opportunity for nearly 900 educators, service providers, policy makers and parents to learn from leading researchers, experts and fellow professionals from our sector. It was also an opportunity for the early childhood sector to gather as peers and friends, all committed to delivering excellence in early learning for all children.

The theme of this year's Conference – *the child in focus* – was wide-ranging and included children's sense of identity; their connection and engagement with their community; their sense of wellbeing; children as confident and involved learners; effective communicators; children's rights; resilience; disadvantage and vulnerability; supporting transitions; partnerships with families and professionals; and equity and diversity.

Key standouts from this year's conference were:

- the keynote presentation by Professor Edward Melhuish OBE
- the largest presenter program in the Conference's history
- a fully subscribed trade fair.

ELAA and Gowrie Victoria gratefully acknowledge the support of our Conference Gold Sponsor – the Victorian Department of Education and Training – and our major sponsors AustralianSuper (morning tea sponsor), VicRoads (Starting Out Safely Award sponsor), Insurance House (afternoon tea sponsor), the Australian Department of Education and Training (scholarship sponsor), Australian First Aid (water bottle sponsor), and the Fair Go Group (signage and name tag sponsor). Thank you also to the Creswick Foundation for sponsoring our keynote speaker, Prof Melhuish, to travel from the UK to present at the Conference.

Top 5 most popular Conference presentations



261

Fostering parent-child relationships by early childhood educators to support social and emotional learning – Helen Skouteris



259

Educational leadership: making a difference to children's learning and development – Nicole Pilsworth, Dr Jane Page, Gracie Pupillo, Anna Russell & Rebecca Sabo

Reflective practice is not "Today was a lovely day" – it is so much more – Louise Dorrat

and



182

Being the best you can be so the children can be too – Denise Nash & Catherine Daniels

Linking theory and practice to support young children's emerging numeracy skills – Mary Holwell & Dr Caroline Cohrssen

and



180

Literacy is more than ABC – Sue Southey



147

Children's identity growth and sense of belonging – connection and engagement through community – Rhonda Livingstone

Conference Evaluation

94%

rated the 2017 Early Childhood Conference as either "Excellent" or "Good".

95%

rated the venue facilities at Caulfield Racecourse as either "Excellent" or "Good".

94%

rated the diversity of speakers as either "Excellent" or "Good".

91%

rated the Trade Exhibition as either "Excellent" or "Good".

Save the dates for the 2018 Early Childhood Education Conference

The 2018 Early Childhood Education Conference will be held on Friday, 25 May – Saturday, 26 May.

www.togetherwegrow.com.au

Early Childhood Education Fund

In August 1997, the Early Childhood Education Foundation was established by Dr Terry Nienhuys with the sole purpose of providing funding to enable disadvantaged children to attend a kindergarten in their local area.

Over 60,000 children access kindergarten programs across Victoria each year. However, many others miss out on the opportunity to attend a quality kindergarten program in the year before they commence school because their parents are unable to afford the fees.

The Foundation strives to:

- ensure that children from families experiencing financial difficulties have access to a funded kindergarten program
- develop a program where contributions from donors such as the community, kindergarten services, other organisations and the corporate sector support its mission.

In 2017 ELAA commenced a review process of the fund's donor strategy and supporting communications.

Thank you to our donors

ELAA thanks all those who have given so generously to the Early Childhood Education Foundation over the past 20 years.

Contributions to the Early Childhood Education Foundation are essential to its continuation and are greatly welcomed.



20 YEARS

of making quality early learning accessible to children who may miss out

215

families assisted

\$134,680

worth of kindergarten fees support provided to families

➤ How to donate

The ECEF contributes approximately \$350 per term to a recipient's kindergarten fees – allowing a child to attend at little or no cost.

All contributions will be issued with a receipt and donations of \$2 or more are tax deductible.

If you would like to donate please:

1. download the donation form from ela.org.au/ecef
2. print out and complete the form
3. return the form via post or email (see form for address details).

Our Board



Lee Cath

*Secretary until November 2016.
President from November 2016.*

Lee has qualifications in Law, Arts and Social Work and a professional background working in the not-for-profit sector.

The focus of much of her work – including her practice as a social worker – has been on children, young people and families. Lee’s most recent experience is in training, program development and volunteer management. Her current voluntary work is primarily in the area of educational governance and strategy. Lee has three young children and enjoyed being actively involved in her local kindergarten committee.



Krishnan Rangaswamy

Treasurer

Krishnan Rangaswamy is a risk management professional with over 25 years of experience. Currently the Executive Director Transformation at the ANZ Banking

Group Limited, Krishnan is passionate about sharing his extensive financial experience with not-for-profit organisations. Krishnan has been an expert member on the ELAA Finance Committee for the past two years, assisting with the review of the financial systems and investments, and developing the investment policy.



Jo Geurts

President until November 2016

Jo is the Chief Executive Officer of the Eureka Community Kindergarten Association Inc. (ECKA). With a background in retail and business management,

Jo has spent the past 21 years directly involved with kindergarten management and is passionate about access to high quality early education and care for all children. She is actively involved in many groups providing advocacy and advice around service provision within the sector.



Carlene Wilson

Secretary from November 2016

Carlene is currently Director, Policy and Government relations at The University of Melbourne. A graduate of the Harvard School of Government, she has expertise

in public policy leadership and government relations. Carlene previously worked as a ministerial adviser in the NSW Government in the areas of health, education, training and youth affairs. She has also held senior policy and government relations roles at BHP Billiton and ANZ.



Nicole Pilsworth

Vice President

Nicole has worked in the early childhood sector for over 25 years including delivery of education and care services in both NSW and Victoria and an educational

leadership position in local government. A strong advocate for the rights of young children, Nicole is a research fellow with the Melbourne Graduate School of Education (University of Melbourne) and is engaged in the Victorian Advancing Early Learning research study.



Jacinta Barnes

Jacinta has worked in the children and family services sector for many years, holding positions including State Manager, Ku Children’s Services, and Senior Co-ordinator Children and Family services, City

of Boroondara. In this latter role Jacinta was responsible for the implementation of Child Safe Standards for the whole organisation during 2016–17. Jacinta is currently working as a Senior Project Manager at the City of Boroondara with a focus on change, communications and training. Jacinta was elected to the ELAA Board in October 2015, is a member of the Finance Committee and serves on the ELAA Industrial Relations Reference Group.



Kate Fischer

Kate is the Director of the Public Interest Law Initiative at Melbourne Law School. She joined the ELAA Board in 2014 bringing both her strong legal background (Master of Laws) and over ten

years of experience developing and delivering training programs for not-for-profit organisations through her long association with Justice Connect.



Ben Willee

Resigned November 2016

Ben works for Spinach Advertising where he helps companies large and small build effective relationships with their customers. His career has been in the

advertising industry in Australia and the UK, helping large corporations navigate through the complex and ever changing world of media planning and buying. Ben is also an officer in Royal Australian Navy Reserve where he holds the rank of Lieutenant.



Charles Power

Charles Power is an employment law partner at the law firm, Holding Redlich. Charles is accredited by the Law Institute of Victoria as a workplace relations specialist.



Tim Winkler

Appointed November 2016

Tim Winkler has worked in marketing, strategy development and communications roles for more than 20 years, with a particular focus on the higher education

sector. Tim founded Twig Marketing in 2010, and became a Director of Australia's first Indigenous executive recruitment firm, Pipeline Recruitment in 2016. He is the proud father of three and is learning to make gelato in his spare time.



Sue West

Elected to the ELAA Board in October 2015, Sue is an Associate Director of the Centre for Community Child Health and a Group Leader of Murdoch Children's Research Institute. Sue

leads a national program of work including an initiative concerned with early childhood policy, translation of research into practice, workforce development, service improvement and evaluation. Her group includes the award winning Raising Children Network in partnership with the Parenting Research Centre.

Our Staff



Shane Lucas
Chief Executive
Officer



Tina Martin
Deputy CEO &
Manager Business
Development & Growth



Sunitha Raman
(until Jul 2016)
Deputy CEO



Glenda Glover
Manager,
Member Services



David Haesler
Member Services
Officer



Carrie McCluskey
Member Services
Officer & Consultancies
Coordinator



Laura Mondon
Member Services
Officer



Kathy Cross
(until Jun 2017)
Member Services
Officer



Pat Rustad
Member Services
Officer & Governance
Training Coordinator



Louise Hennessy
Member Services
Officer



Sonali Le Brocq
Member Services
Officer & Consultancies
Coordinator



Maryam Zadeh
Member Services
Officer



Shauna Clarke
Member Services
Officer



Lynsey Leong
Member Services
Officer & Prof.
Development
Coordinator



James Gardener
Communications
& Marketing
Officer



Anu Krishnan
Social Media &
Research Officer



Lisa Minchin
Policy Officer



Vanaja Thomas
Membership
Officer



Zora Marko
RSE Project
Manager/OHS
Coordinator



Anita Valenzisi
RSE Administration
Coordinator



Christina Martono
RSE IT &
Administration
Officer



Tania De Carli
Manager
Administration,
Governance and Risk



Janelle VanderWerf
(until Aug 2017)
Administration
Officer



Julie Thompson
Project
Administration
Officer



Angelique Minutoli
Administration
Assistant (Acting)



Sarah McNeil
(until Sep 2017)
Receptionist



Iromi Kodikara
Senior
Accountant

Treasurer's Report

Summary

ELAA is in a strong financial position as it continues to play a leading role as a peak Membership-based organisation supporting early learning service providers and families in the early childhood education and care sector.

The financial statements presented with this report are for the year to 30 June 2017 and disclose an operating deficit of \$287,352 (2016: surplus \$155,989), and equity position of \$1,357,100 (2016: \$1,644,452).

Income and Expenditure Statement

ELAA's income is earned from a wide range of sources including membership fees, project-based income (e.g. *Starting Out Safely*), professional development and learning programs, annual Early Childhood Education Conference, consultancy services and governance training for kindergarten committees of management funded by the Victorian Department of Education and Training.

The board and management have worked hard to diversify ELAA's income base to ensure the organisation is sustainable and is not overly reliant on any one source of income.

Revenue for 2017 at \$2.42M (2016: \$2.74M) was lower due to the rural governance funding deferral to 2017-18.

Operating deficit of \$287,352 for 2017 was principally due to project-based income received from DET in 2015-16 to carry out a specific project aimed at supporting governance practices in the rural and regional Early Years Management sector being deferred to 2017-18. Costs relating to conferences, consulting and administrative expenses whilst above budget have been well managed.

Balance Sheet

The Balance Sheet reflects a net equity position of \$1.357M (2016: \$1.644M) and the reduction in equity is attributed to the operating deficit. ELAA is in a strong financial position and has adequate liquidity to meet all of its liabilities.

Going Forward

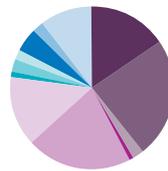
The net equity position of \$1.357M ensures ELAA is well positioned to withstand any unexpected political or policy changes and gives ELAA the capacity to deliver on a refreshed 2017-2027 Strategic Plan. We are well placed to move forward on all the key deliverables outlined in the plan.

In the coming financial year, ELAA will continue to focus on supporting members, identifying strategic growth opportunities and maintaining a culture of prudent management of costs.



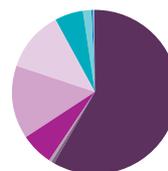
Krishnan Rangaswamy Treasurer

Total Income



- Conference (\$377,353)
- Membership (\$578,963)
- Interest (\$57,001)
- Advertisement (\$18,508)
- Projects (\$506,004)
- Advisory service (DET) (\$334,230)
- Resource/publications (\$24,828)
- Raffle (\$64,533)
- Other (\$43,509)
- Seminars & consultancies (\$115,577)
- Sponsorships (\$54,690)
- Payroll support (\$243,380)

Total Expenditure



- Employee benefits (\$1,578,720)
- Depreciation (\$21,939)
- Professional fees (\$14,500)
- Occupancy costs (\$166,650)
- Program consulting costs (\$393,935)
- Conference & training costs (\$324,907)
- Office costs (\$150,108)
- Marketing & advertising costs (\$45,276)
- Finance costs (\$6,059)
- Other costs (\$3,834)

Auditor Report



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EARLY LEARNING ASSOCIATION AUSTRALIA INC.

Opinion

The accompanying summary financial statements, which comprise the summary statement of financial position as at 30 June 2017 and the summary statement of profit or loss and other comprehensive income for the year then ended, are derived from the audited financial report of Early Learning Association Australia Inc. (the Association) for the year ended 30 June 2017.

In our opinion, the accompanying summarised financial statements are consistent, in all material respects, with the audited financial report, on the basis described in the summarised financial statements.

Summary Financial Statements

The summarised financial statements do not contain all the disclosures required by Australian Accounting Standards and the *Associations Incorporation Reform Act 2012*. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon.

The Audited Financial Report and Our Opinion thereon

We expressed an unmodified audit opinion on the financial report in our report dated 28 September 2017.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the audited financial report and the auditors report, which describes the basis of accounting. The financial report has been prepared to assist the Association to meet the requirements of the *Associations Incorporation Reform Act 2012*. As a result, the financial report may not be suitable for another purpose.

Responsibilities of the Directors for the Summary Financial Statements

The Directors of the Company are responsible for the preparation of a summary of the audited financial report on the basis described in the summarised financial statements.

Auditor's Responsibilities for the Audit of the Financial Report

Our responsibility is to express an opinion on whether the summarised financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

A handwritten signature in cursive script that reads "Crowe Horwath Melbourne".

CROWE HORWATH MELBOURNE

Dated at Melbourne Victoria
this 28th day of September 2017

A handwritten signature in cursive script that reads "David Munday".

DAVID MUNDAY
Partner

Financial Statements

INCOME AND EXPENDITURE STATEMENT

for the year ended
30 JUNE 2017

The Summarised Statement of Profit or Loss or other Comprehensive Income and the Statement of Financial Position are summarised from the audited financial statements. Complete copies of the audited financial statements are available on request.

	2017 \$	2016 \$
INCOME		
Revenue from operating activities	2,418,576	2,744,520
EXPENDITURE		
Employee benefits	(1,578,720)	(1,551,083)
Depreciation	(21,939)	(21,774)
Professional fees	(14,500)	(13,277)
Occupancy costs	(166,650)	(159,016)
Conference and training costs	(324,907)	(285,554)
Program consulting costs	(393,935)	(276,181)
Office expenses	(150,109)	(137,714)
Marketing and advertising costs	(45,276)	(138,610)
Finance costs	(6,059)	-
Other expenses	(3,833)	(5,323)
Loss/Surplus before income tax expense	(287,352)	155,989
Income tax expense	-	-
Loss/Surplus after income tax expense	(287,352)	155,989

BALANCE SHEET

as at
30 JUNE 2017

	2017 \$	2016 \$
Current assets		
Cash and cash equivalents	348,534	537,399
Trade and other receivables	28,493	80,590
Financial assets	1,550,941	1,600,671
Other current assets	48,116	69,421
Total current assets	1,976,084	2,288,081
Non-current assets		
Property, plant and equipment	52,335	50,385
Total non-current assets	52,335	50,385
Total assets	2,028,419	2,338,466
Current liabilities		
Trade and other payables	182,697	200,990
Income in advance	273,797	270,985
Employee benefits	179,741	177,624
Total current liabilities	636,235	649,599
Non-current liabilities		
Employee benefits	35,084	44,415
Total non-current liabilities	35,084	44,415
Total liabilities	671,319	694,014
Net assets	1,357,100	1,644,452
Equity		
Accumulated funds	1,357,100	1,644,452
Total equity	1,357,100	1,644,452



EARLY
LEARNING
ASSOCIATION
AUSTRALIA

The voice for parents and service providers

Level 3, 145 Smith Street, Fitzroy VIC 3065
PO Box 1246, Collingwood VIC 3066
t (03) 9489 3500 | 1300 730 119 (rural)
f (03) 9486 4226
e ela@ela.org.au
w www.ela.org.au