



*Responding to change
and managing transition...*

2018/19 ANNUAL REPORT



EARLY
LEARNING
ASSOCIATION
AUSTRALIA



Contents

1 President and CEO's Message	10 Treasurer's Report
3 2018/19 Strategic Plan	12 Auditor's Report
4 2018/19 Our Impact	14 Financial Statements
8 Looking Ahead to 2019/20	16 Our Board
9 Partner Acknowledgement	17 Our Staff

President and CEO's Message

2018/19 represented a period of significant change, opportunity and challenge for both the early childhood education and care sector and ELAA. It has been a year that has seen ELAA make significant changes to its operating model to improve our members' experience. We have also sought opportunities to partner with other key peak associations, including Early Childhood Australia, and numerous large-scale approved providers to continue to promote our core messages around the evidence base supporting investment in quality early childhood education and care. It has been a busy and formative year in which foundations have been laid for an exciting future for ELAA.

2019 FEDERAL ELECTION

The Federal election campaign leading into May 2019 saw significant advocacy, communication and media engagement across the entire early childhood education and care sector and ELAA actively supported the sector-wide Early Learning Everyone Benefits Campaign across multiple communication channels. Key advocacy messages delivered during the year included:

- permanent funding for 15 hours of preschool services for the two years prior to school commencement
- development of a workforce strategy, including improved wages and conditions for teachers and educators
- the need to embed a quality system through permanent funding for the National Quality Partnership and ACECQA as the national regulator.

The re-election of the Liberal / National Party poses both opportunities and challenges to the sector. Although record levels of funding attached to the Child Care Subsidy have benefited most children and families, the work activity test continues to disadvantage the most vulnerable families and children and remains an area of ongoing advocacy for ELAA. We will continue our advocacy work federally, focussing on the three key areas noted above.

VICTORIAN ELECTION

At a state level, the re-election of the Andrews Labor Government in November 2018 saw early childhood education and care formally acknowledged as the important first pillar of our state's education system. On the back of a strong evidence base and a long history of advocacy from ELAA and other peak groups, the Andrews Government committed to funding two years of preschool while maintaining record levels of funding for initiatives such as Early ABLES and School Readiness. It is gratifying that ELAA's reputation for delivering practical resources and advice to service providers, coupled with years of advocacy campaigns, has led to ELAA becoming a key influencer in establishing Victoria as Australia's leading state for child-centred education policy and funding.

MEMBER EXPERIENCE

While 2018/19 required a strong advocacy focus (with two major elections) ELAA did not lose sight of the need to keep refining and improving the experience of our members. We did this through a number of innovations including:

- the introduction of a call routing and voice on hold telephone system that directs calls to the most appropriate staff member
- the introduction of an online membership payment process
- updates to numerous member focused resources
- the establishment of several new member focused partnerships (e.g. Bunnings)
- a targeted strategy to improve engagement and support to Early Years Manager members.



It has been a busy and formative year in which foundations have been laid for an exciting future for ELAA.

President and CEO's Message

We see an even bigger future for the organisation as an agent for change in our sector and an enabler of excellence in early learning.

NEW OPERATING MODEL

We also sought new ways to make ELAA more efficient and an even better place to work. We implemented a new operating model which introduced clear single points of accountability for staff. Together with a newly created employee consultative committee, staff morale and engagement pleasingly improved from 6.95 to 7.39 / 10 during a year of significant change. A new seating plan and refreshed technology infrastructure were also introduced in 2018/19, featuring new desktop PCs, a new server, and upgraded Microsoft Office software.

GOVERNANCE

ELAA said goodbye to several Board members during 2018/19, including Jacinta Barnes, Kate Fischer, Carlene Wilson and Tim Winkler. On behalf of our members, we would like to acknowledge and thank our retiring Board members for their contributions over time. We also welcomed the following highly talented and qualified new Board members in 2018/19:

- Ian Sanders – Executive Manager, Corporate Financial Services, Commonwealth Bank
- Grant Boyd – CEO, Bethany Community Support
- Tracey McKay – General Manager, bestchance
- Rosalyn Casey – Director of Advancement, St Michael's Grammar School & Principal Consultant, Alicorn Associates
- Paul O'Halloran – Partner, Collin Biggers & Paisley.

STAFF

On behalf of ELAA's Board of Management and Leadership Team, we would like to acknowledge the tremendous efforts of ELAA staff throughout a year characterised by rapid change both internal and external to the organisation. Your commitment to ELAA, our members, the early childhood education and care sector and our stakeholders is to be applauded. A special thankyou to Mr David Haesler, a 23-year employee of ELAA who retired during 2018/19. At our October 2018 Board meeting, David was made a life member of ELAA. Together with his wife Debbie, we wish David all the best in his retirement.

LOOKING AHEAD TO 2019/20

ELAA has a well-established reputation for expertise in assisting providers of early childhood education and care but we see an even bigger future for the organisation as an agent for change in our sector and an enabler of excellence in early learning. To get there, three key organisational priorities have been identified, including:

1. effectively deliver ELAA's business as usual outcomes
2. reinforce ELAA's financial foundation by growing revenue
3. assess sector trends and develop a future strategy that forecasts member needs and ensures organisational sustainability.

In delivering against these priorities, ELAA will continue to provide exceptional service and advice to members, through new resources and

support during Phase 1 of Victoria's preschool expansion program. We will advocate for members' interests, including the implementation of the new Portable Long Service Leave scheme and the long-term viability of approved providers in the not-for-profit sector. We will also negotiate the next iteration of the Victorian Early Childhood Teachers and Educators Agreement, ensuring a robust and contemporary industrial instrument to attract and retain teachers and educators across the not-for-profit sector.

We will focus on reinforcing ELAA's financial foundation by growing revenue in four key areas, including:

- new grant revenue linked to sector priorities
- growth in our membership base
- enhanced consultancy support to members
- expanded member-focused commercial partnerships.

Importantly, ELAA will engage its membership and key sector stakeholders to develop a 10-year future strategy. ELAA 2030 will define the building blocks for ELAA's long term relevance, member value proposition, and financial sustainability.

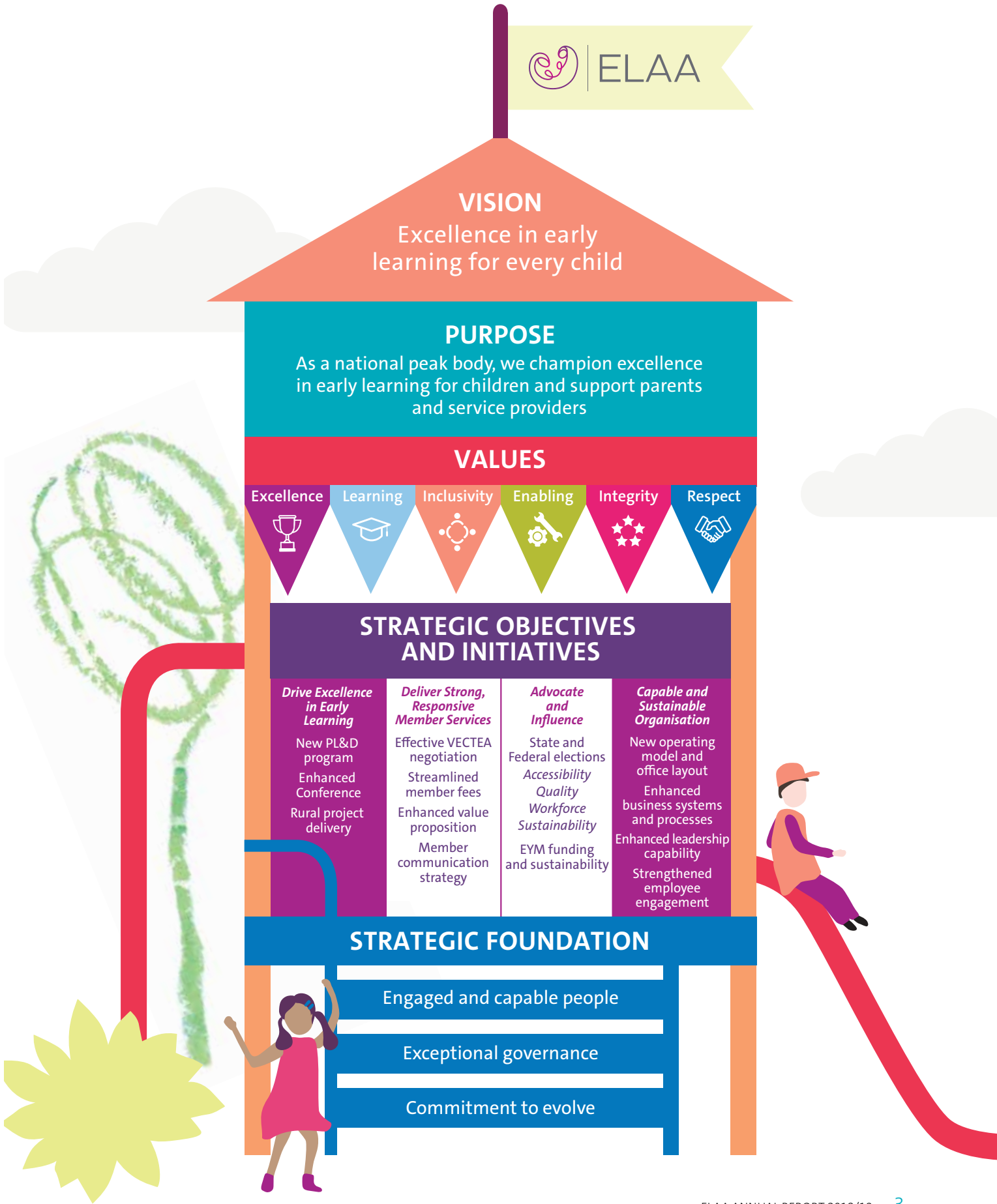
We look forward to an even bigger and better future for ELAA from 2019/20 and beyond as we develop and implement our ELAA 2030 strategy in pursuit of our vision of excellence in early learning for every child.

Lee Cath

Lee Cath
ELAA President

David Worland

David Worland
ELAA CEO



2018/19 Our Impact

Drive Excellence in Early Learning



A NEW-LOOK EARLY CHILDHOOD EDUCATION CONFERENCE

The 2019 Conference relocated to a modern conference venue – Crown Conference Centre Melbourne – while the program was completely reshaped with fewer but longer breakout sessions, four keynotes bookending each of the two days, and an inaugural poster exhibition featuring 20 posters.

53 researchers, academics, teachers and educators, and professionals from a variety of sectors presented a high quality, engaging, and thought-provoking program.

All trade exhibition spaces were sold with 60 trade exhibitors including 22 new businesses.

Over 95% of delegates indicated that they would consider attending the 2020 conference.



2019 ELAA PROFESSIONAL DEVELOPMENT PROGRAM

Six professional learning and development sessions delivered with a new and innovative approach including 'Stories from the field'.

Sessions included expert panels drawn from the Victorian Department of Education and Training, WorkSafe Victoria, Our Community, as well as kindergarten representatives.

23 Governance training sessions, including rural sites and two video sessions, delivered to 377 committee of management members.



EARLY CHILDHOOD EDUCATION FOUNDATION

Generous donation to the fund received from VIC DET to assist children in need as funded 3-year-old kindergarten is rolled out.



ROAD SAFETY EDUCATION

1500 professionals from the early childhood and supporting sectors attended professional development sessions associated with the Starting Out Safely program.

Road Safety Education Inquiry Project commenced. The project outcomes will assist the ELAA Starting Out Safely team to explore and refine approaches to supporting educators.

2018/19 Our Impact

Deliver Strong, Responsive Member Services



EARLY YEARS MANAGEMENT RESOURCES

Major update completed of both ELAA's PolicyWorks resource and the Early Childhood Management Manual.

New free FAQ and information sheets to assist service providers published on the ELAA Website.



WHOLE OF SECTOR AND TARGETED SUPPORT

ELAA funded by DET to deliver a project that supports the role out of funded 3-year-old kindergarten across Victoria through the provision of supporting resources to services and access to a Kindergarten Expansion Project Officer.

ELAA and DET partnered on a project to support Employee Management and Development in kindergartens across Victoria.

With funding from DET, ELAA has provided Intensive Support to a number of kindergartens who are experiencing serious governance and viability issues.



ENHANCED MEMBER EXPERIENCE

Increased education provided to ELAA Service and Delivery Phone Consultants to provide more comprehensive information to services.

Introduction of incoming call triage technology has helped to reduce member wait times and multiple handling/transferring of calls.



PREFERRED PARTNERS

New partnership arrangement with Bunnings launched at the 2019 Early Childhood Education Conference. Provides ELAA members with access to a huge range of discounted Bunnings products via the Bunnings Powerpass program. The response has been so successful that Bunnings are now increasing the offering to members.

Generous donation received from Bank First to ELAA's Early Childhood Education Fund (ECEEF) to assist families in financial stress meet out-of-pocket kindergarten fees.

Right: The Early Childhood Education Conference was given a whole new look in 2019.

2018/19 Our Impact

Advocate and Influence



VECTEA RENEGOTIATION

ELAA commenced and is leading the renegotiation process for the Victorian Early Childhood Teachers and Educators Agreement on behalf of approximately 420 employers.



ROAD SAFETY EDUCATION

Participated in 14 conferences and community events throughout Victoria.

Key lead in the delivery of the Victoria Police child road safety forum and child car seat checking days.

Organised child vehicle restraint checking days on behalf of the Victorian Premier, Daniel Andrews and Parliamentary Secretary of Early Childhood Education, Sonya Kilkenny in their respective electorates.

Delivered 500 Thingle Toodle Education Sessions for children in services.

Right: Member for Corio and Deputy Opposition Leader, Richard Marles MP, visited ELAA Member, Bond St Kindergarten, during Early Learning Matters Week.



CAMPAIGNS

Partner/co-organiser of the Victorian pre-election Early Years Policy Debate featuring early childhood spokespeople from the three major parties.

Established an *ELAA Early Learning – We Are Counting on You* campaign microsite to provide early years services with lobbying resources during the 2018 Victorian and 2019 Federal elections.

Continued as a major partner and sponsor of the national *Early Learning Everyone Benefits* campaign including sponsorship of the National Early Childhood (Federal) Election forum; active support of Early Learning Matters Week; and communications support for the overall campaign.



SUBMISSIONS TO THE VICTORIAN GOVERNMENT

Creating children's future today – pre-election position statement on required policy reform.

Early Years Management: achieving a sustainable service system – articulated the case for urgent additional EYM funding.



LOBBYING

ELAA advocacy re the sustainability of Early Years Managers led to the Victorian Department of Education and Training announcing a one-off grant and commissioning Deloitte to examine the cost drivers.

Advocated for changes to the proposed portable long services leave scheme to enhance outcomes for educators and reduce the burden on employers.



2018/19 Our Impact

Capable and Sustainable Organisation



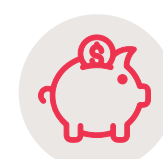
MEMBERSHIP

Growth in Membership – now have over 1200 member sites.

Membership renewals available on line for the first time.

97% member retention rate for 2019/20.

ACT member database upgraded for better reporting capability plus member data significantly updated for more targeted contact options.



NEW GRANTS

ELAA was awarded an additional \$1.8 million in new Grant funding by the Victorian Government to deliver three key projects: supporting the rollout of three-year-old kindergarten; resources and training to support Employee Management and Development in kindergartens across Victoria; and to partner with Deloitte to analyse cost drivers affecting Early Years Manager organisations.



EXPERTISE WHERE IT COUNTS

Specialist staff with expertise in industrial relations, strategic partnerships, member engagement and growth recruited.



EFFICIENCY THROUGH TECHNOLOGY

New phone and video conferencing technology introduced to streamline the member support process and enable cost-effective collaboration with members and sector stakeholders.



GREATER ENGAGEMENT OF STAFF

Staff development and engagement supported through new professional development and performance processes; and the establishment of a staff-led Employee Consultative Committee.

The 2019 staff morale and engagement survey had an overall result of 7.39/10 – 0.44 up on 2018. This is very positive outcome in the context of a year of significant change.

- 100% of staff feel respected by their co-workers
- 100% of staff believe they can do their best work at ELAA
- 90% of staff believe that effective teamwork is occurring at ELAA
- 83% are positive about their motivation and engagement at work



REFRESHED BUSINESS STRATEGY

'Capability' and 'sustainability' added as a fourth pillar to ELAA's stated strategic objectives and staff provided with greater visibility of the organisational strategic business plan.



Looking Ahead to 2019/20

ADVOCACY

Looking ahead to 2019/20, ELAA will continue its focus on strong sector advocacy linked to excellence in early learning for every child. Our four key advocacy messages will be focused on:

1. ongoing funding from all Australian Governments that supports a minimum of 15 hours of high quality, early learning for every Australian child in the two years before school
2. equitable and affordable access for all children, including removal of the work activity test attached to the Federal Government's Child Care Subsidy
3. a qualified, highly skilled early learning workforce that is acknowledged and rewarded for its professionalism
4. adequate funding to ensure the long-term sustainability of not-for-profit approved providers.

A special area of focus for ELAA during 2019/20 will be targeted support of the kindergarten expansion program in Victoria.

VICTORIAN THREE-YEAR-OLD KINDERGARTEN ROLLOUT

A special area of focus for ELAA during 2019/20 will be targeted support of the kindergarten expansion program in Victoria. ELAA will be developing new resources and support for members to assist them with adjusting their service delivery models and ensuring financial sustainability through this period of significant change.

VECTEA

Negotiations toward the next iteration of the Victorian Early Childhood Teachers and Educators Agreement (VECTEA) will also be a significant focus for 2019/20, with the goal of delivering a contemporary, flexible and funded industrial agreement for employers and their staff.

ELAA 2030

2019/20 will also see ELAA articulate a clear vision for its future through the development of a long-term strategy – ELAA 2030. ELAA 2030 will seek to articulate a range of strategic responses to a rapidly changing early childhood education and care sector, including:

- a gradual shift in parental demand away from sessional kindergarten to long day care
- the increasing prevalence of privately-operated long day care services
- increasing financial strain on not-for-profit early childhood education and care providers (ELAA members)
- increasing inadequacy of Government funding to support Early Years Managers
- fragmented sector advocacy due to the high number of sector peak associations.

On behalf of ELAA's Board of Management and staff, I look forward to leading ELAA's journey into the future and continuing to improve outcomes for our members and the children and families in their care.



David Worland
CEO ELAA



ELAA Preferred Partners and Providers

During 2018/19 ELAA partnered with the following organisations that are committed to supporting ELAA members to manage their early years services.



AUSTRALIAN SUPER

- Superannuation services
- One of Australia's largest funds
- Low fees, all profits to members (no shareholder dividends or agent commissions)

Contact: 1300 300 273
www.australiansuper.com



OFFICEWORKS

- Office and art supplies
- Over 20,000 products
- Preferential pricing, dedicated online order page, Account Manager, and same day delivery (if ordered before 11:30am) for ELAA members who sign up to an Officeworks business account

Contact: www.officeworks.com.au/campaigns/elaa



BANK FIRST

- Banking
- Loans
- Superannuation
- Insurance
- Financial planning

Contact: www.bankfirst.com.au



McARTHUR

- Temporary and permanent staff recruitment
- Experienced in early years recruitment including childcare workers, teachers and assistants, and cooks
- Staff retention strategies
- Sponsor of the Jobs in Early Childhood online Job Board (free to ELAA members)

Contact (03) 9828 6565
www.mcarthur.com.au



BUNNINGS

- Hardware
- Building and garden supplies
- Homeware
- Exclusive commercial pricing on hundreds of specially selected items for ELAA members
- Bunnings Powerpass discount program and App at <https://bit.ly/2lg4TIV>
- Fundraising opportunities

Contact: www.bunnings.com.au

Treasurer's Report

ELAA's net income result for 2018/19 is a loss of \$310,880, a result \$10,000 worse than budget and \$28,000 lower than 2017/18. Excluding restructure and operating model changes expenses totalling \$167,000, the core business performance for 2018/19 reflects a loss outcome of \$143,000 compared to \$339,000 for the previous financial year. Chart 1 below highlights recent net income performance results for ELAA by financial year.

REVENUE TRENDS

Total revenue in 2018/19 at \$2.35M was marginally lower by \$7,000 compared to 2017/18. Key revenue component changes in the financial year were:

- \$83,000 increase in Government funding
- \$18,000 increase in consultancy revenue
- \$10,000 increase in preferred partner revenue
- \$20,000 decrease in Conference income.

EXPENSE TRENDS

Total expenses in 2018/19 at \$2.66M reduced by \$34,000 from 2017/18. Key components of the expenditure were:

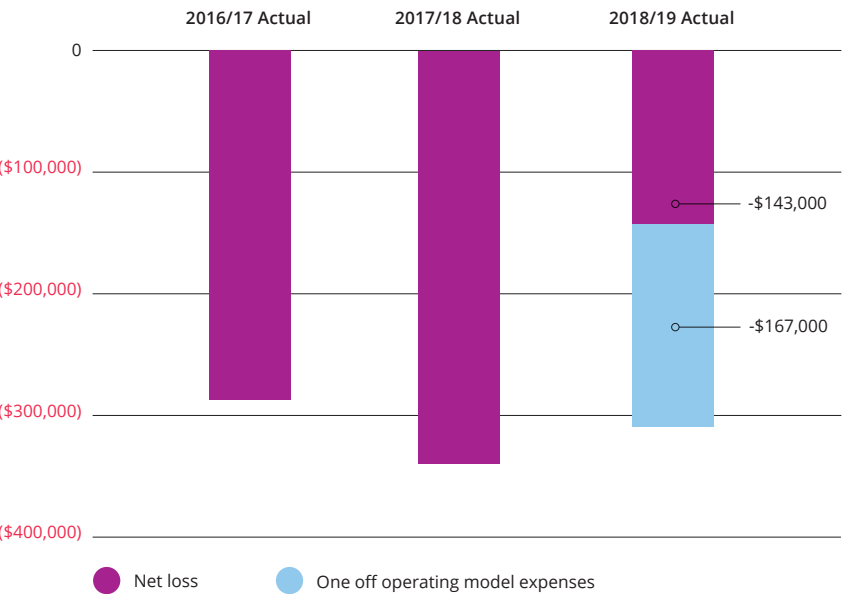
- \$42,000 reduction in conference & training expenses (linked to a smaller scale conference)
- \$25,418 reduction in print and post expenses
- \$16,200 reduction in information technology expenses
- \$10,000 increase in professional expenses.

NET ASSET POSITION

ELAA's net asset position as at 30 June 2019 reduced to \$707,543 compared to \$1.02M on 30 June 2018 as a result of the operating loss of \$310,880. Looking ahead to 2019/20, ELAA will continue the journey of organisational transformation, with a significant focus on growth in organisational revenue against a stable expenditure base. Four key revenue generation priorities have been identified, including new grant revenue linked to sector priorities, growth in our membership base, enhanced consultancy support to members, and expanded member focused commercial partnerships. The forecast result for 2019/20 is a loss of \$192K which will result in the net asset position reducing further to \$515,000. ELAA is targeting a break even result by no later than 2021/22.

Krishnan Rangaswamy
Treasurer

CHART 1 - ELAA NET LOSS INCOME PERFORMANCE RESULTS

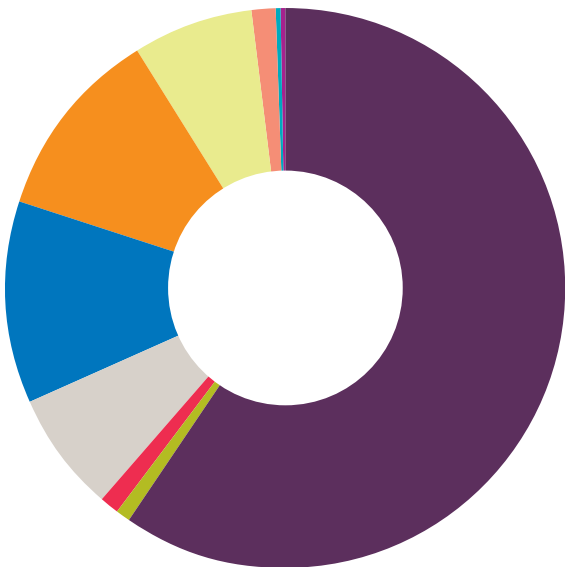


TOTAL INCOME



- Conference (\$232,598)
- Membership (\$584,507)
- Interest (\$33,388)
- Advertising (\$13,095)
- Projects (\$679,870)
- Advisory Service (DET) (\$349,596)
- Resource/publications (\$14,532)
- Other (\$3,290)
- Training & consultancies (\$123,426)
- Sponsorships (\$65,302)
- Payroll support (ADP) (\$248,944)

TOTAL EXPENDITURE



- Employee benefits (\$1,588,252)
- Depreciation (\$17,705)
- Professional fees (\$28,778)
- Occupancy costs (\$189,641)
- Program consulting costs (\$307,850)
- Conference & training costs (\$295,469)
- Office costs (\$183,027)
- Marketing & advertising costs (\$40,824)
- Finance costs (\$5,244)
- Other costs (\$2,636)

Auditor's Report

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARISED FINANCIAL STATEMENTS TO THE MEMBERS OF EARLY LEARNING ASSOCIATION AUSTRALIA INC.

OPINION

The summary financial statements, which comprise the summary statement of financial position as at 30 June 2019 and the summary income and expenditure statement for the year then ended are derived from the audited financial report of Early Learning Association Australia Inc for the year ended 30 June 2019.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with (or a fair summary of) the audited financial report, on the basis described in Note 1 to the audited financial report of Early Learning Association Australia Inc for the year ended 30 June 2019.

SUMMARY FINANCIAL STATEMENTS

The summary financial statements do not contain all the disclosures required by the Australian Accounting Standards. 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 summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

THE AUDITED FINANCIAL REPORT AND OUR REPORT THEREON

We expressed an unmodified audit opinion on the audited financial report in our report dated 29 August 2019.

That report also includes an emphasis of matter regarding the basis of accounting.



BOARD OF MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the summary financial statements.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with (or are a fair summary of) 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.

Nexia Melbourne Audit Pty Ltd
Melbourne

Geoff S. Parker
Director

Dated at Melbourne Victoria this
19th day of September 2019

Nexia Melbourne Audit Pty Ltd
Registered Audit Company 291969
Level 12, 31 Queen Street
Melbourne VIC 3000

p +61 3 8613 8888
f +61 3 8613 8800
e info@nexiamelbourne.com.au
w nexia.com.au

Liability limited by a scheme approved under Professional Standards Legislation.

Nexia Melbourne Audit Pty Ltd (ABN 86 005 105 975) is an independent firm of Chartered Accountants. It is affiliated with, but independent from Nexia Australia Pty Ltd, which is a member of Nexia International, a worldwide network of independent accounting and consulting firms. Neither Nexia International nor Nexia Australia Pty Ltd, deliver services in its own name or otherwise. Nexia International Limited and the member firms of the Nexia International network (including those members which trade under a name which includes NEXIA) are not part of a worldwide partnership. The trademarks NEXIA INTERNATIONAL, NEXIA and the NEXIA logo are owned by Nexia International Limited and used under licence.



Financial Statements

INCOME AND EXPENDITURE STATEMENT for the year ended 30 June 2019

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.

	2019	2018
INCOME		
Revenue from operating activities	2,348,546	2,355,357
EXPENDITURE		
Employee benefits expense	(1,588,252)	(1,541,185)
Depreciation and amortisation expense	(17,705)	(19,545)
Professional fees	(28,778)	(19,049)
Occupancy costs	(189,641)	(176,526)
Conference and training costs	(295,469)	(337,105)
Office expenses	(183,027)	(191,726)
Marketing and advertising costs	(40,824)	(116,146)
Finance costs	(5,244)	(4,371)
Program consulting costs	(307,850)	(283,506)
Other expenses	(2,636)	(4,875)
Total expenses	(2,659,426)	(2,694,034)
Loss before income tax expense	(310,880)	(338,677)
Income tax expense	-	-
Loss after income tax expense	(310,880)	(338,677)

BALANCE SHEET as at 30 June 2019

	2019	2018
ASSETS		
Current assets		
Cash and cash equivalents	2,977,760	1,461,498
Trade and other receivables	4,940	32,971
Inventories	10,154	10,666
Other assets	28,485	70,241
Total current assets	3,021,339	1,575,376
Non-current assets		
Property, plant and equipment	40,567	35,413
Total non-current assets	40,567	35,413
Total assets	3,061,906	1,610,789
LIABILITIES		
Current liabilities		
Trade and other payables	388,250	190,630
Employee benefits	164,096	193,008
Deferred income	1,782,550	190,249
Total current liabilities	2,334,896	573,887
Non-current liabilities		
Employee benefits	19,467	18,479
Total non-current liabilities	19,467	18,479
Total liabilities	2,354,363	592,366
Net assets	707,543	1,018,423
MEMBERS' FUNDS		
Retained surplus	707,543	1,018,423
Total member's funds	707,543	1,018,423

Our Board

LEE CATH – PRESIDENT

Appointed: 2012
Expertise: Training, program development and volunteer management in community service organisations with a focus on children and families.
Committees: Executive, Governance, and Finance and Risk



JOANNE GEURTS – VICE PRESIDENT

Appointed: 2010
Expertise: kindergarten management, retail and business management
Committees: Executive, Governance, and Finance and Risk



KRISHNAN RANGASWAMY – TREASURER

Appointed: 2013
Expertise: financial risk management
Committees: Finance and Risk, and Executive



SUE WEST

Appointed: 2015
Expertise: early childhood policy, translation of research into practice, workforce development, service improvement and evaluation



STACEY FOX – SECRETARY (From Nov 2018)

Appointed: 2017
Expertise: child, youth, and family research and policy
Committees: Executive, Governance



GRANT BOYD

Appointed: 2018
Expertise: education, disability, health and community leadership
Committees: Finance and Risk, and Executive



ROSALYN CASEY

Appointed: 2018
Expertise: philanthropy, sponsorship and industry and community engagement
Committees: Governance



TRACEY MCKAY

Appointed: 2018
Expertise: early years management, business management



IAN SANDERS

Appointed: 2018
Expertise: finance, business management
Committees: Finance and Risk



PAUL O'HALLORAN

Appointed: 2019
Expertise: employment and workplace law
Committees: IR Reference Group



TIM WINKLER

Appointed: 2016
Expertise: marketing, strategy and communications
Resigned: October 2018



CARLENE WILSON – SECRETARY (until Oct 2018)

Appointed: 2012
Expertise: policy and government relations, education
Committees: Executive, Governance, and Finance
Resigned: October 2018



KARL BLAKE

Appointed: 2017
Expertise: industrial relations and employment law
Committees: IR Reference Group
Resigned: January 2019



JACINTA BARNES

Appointed: 2015
Expertise: early childhood education and service management
Resigned: October 2018



KATE FISCHER

Appointed: 2014
Expertise: Public interest law and governance training
Committees: Governance
Resigned: October 2018



Our Staff



Early years service management advice and resources

Industrial relations

Payroll support

Governance training and advice

OHS advice

Targeted consultancies

Advocacy to governments

Road Safety Education

Professional development

Discounts on products and services

Early years Job Board

Early years news



EARLY
LEARNING
ASSOCIATION
AUSTRALIA

Level 3, 145 Smith Street,
Fitzroy VIC 3065

PO Box 1246, Collingwood VIC 3066

t (03) 9489 3500 | 1300 730 119 (rural)

e elaa@elaa.org.au

w www.elaa.org.au