



EARLY
LEARNING
ASSOCIATION
AUSTRALIA

MOVING FORWARD TOGETHER

2023 ANNUAL REPORT

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CHAIRPERSON AND CEO REPORT

Sue West (L) and Terri Smith (R).



This year, we present ELAA's Annual Report under the theme *Moving Forward Together*. As a peak organisation, ELAA (Early Learning Association Australia) exists to support our members and the crucial work they do each day to support excellence and equity in early childhood education and care. In doing this, we work collaboratively with the Department of Education in Victoria as well as state and federal peak bodies and the federal government.

In June 2022, the Victorian Government announced the most significant reform the Early Childhood Education and Care (ECEC) sector has experienced, the *Best Start, Best Life* reform. This ambitious and exciting reform agenda impacts all our members and other ECEC services – as well as families across the state. ELAA's advocacy in shaping the rollout of the reform on behalf of our members is, and will continue to be, a key focus for our work.

This initiative includes:

- free kindergarten for all three- and four-year-old children at participating services
- the transition of four-year-old kindergarten to Pre-Prep, a universal 30-hour a week program of play-based learning, by 2032
- the establishment of 50 new government-owned and affordable ECEC centres.

Over the past year we have consulted with our members to understand how we can best help them move forward to successfully rollout this significant increase in education and care. We have worked collaboratively with the Victorian Department of Education to ensure they understand ECEC sector needs and how we can best work together on this important reform.

STATE AND FEDERAL ADVOCACY

Through our Member Solutions and Advocacy teams, ELAA's working and reference groups, and our feedback processes, we hear each day from our members about the rewards and challenges faced in providing high quality ECEC services. In turn, we ensure these stories drive our state and federal advocacy agenda. Over the past year ELAA has taken every opportunity to speak for our members. You will find an overview of our advocacy in this Annual Report.

WORKING TOGETHER TO SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER FAMILIES

ELAA recognises the rich and deep history of Aboriginal and Torres Strait Islander people, their strength and capability informed by their ongoing connection to land, and their ways of raising, nurturing, and educating children, enduring throughout time.

ELAA is committed to equity and quality. We advocate for all children to have a voice in their education and believe everyone should have a say on issues that impact them. In line with this commitment, ELAA was proud to publicly support the enshrining of an Indigenous Voice to Parliament, to further reconciliation with Aboriginal and Torres Strait Islander peoples. ELAA has also commenced work on our Reconciliation Action Plan.

We would like to thank the ELAA Board, a dedicated and skilled team, who give their time to support ELAA's effective governance. We extend a special thank you to Krishnan Rangaswamy who will leave the ELAA Board at this year's Annual General Meeting after nine years as ELAA's Treasurer. We also note that David Worland finished up this year after five years in his role as ELAA's CEO. We are grateful to him for his strategic approach, ensuring ELAA's success, and for his leadership through the pandemic, a challenging time for the sector.

Lastly, we extend our thanks to ELAA's members, staff, and stakeholders. Working together we have continued to magnify our impact this year.

Whether it is small steps, large steps, or leaps – we will continue moving forward together with our members, Victorian and Federal Departments of Education and other services and peak groups committed to improving Early Childhood Education and Care in Victoria and beyond. We look forward to supporting our members as we work together to roll out the *Best Start, Best Life* reforms over the coming years.

Sue West (Board Chair)
Terri Smith (Interim CEO)

STRATEGY 2022/23

ELAA 2025 STRATEGY BUILDING BLOCKS



2022/23 IN REVIEW

The third year of the Early Learning Association Australia (ELAA) 2025 Strategy centred on business transformation ahead of the final two years of growth execution.

The new service model initiative saw us collaboratively design a tailorable service model that will improve member value and leverage technology. Continued implementation of ELAA's advocacy strategy has resulted in several advocacy wins detailed in this report. We bid farewell to our office in Fitzroy and said hello to a new office in Melbourne's CBD, and have continued the work with our team on growing our highly collaborative, respectful and values-aligned culture.

ADVOCACY STRATEGY

Our advocacy strategy utilises evidence and a focus on solutions across our four key strategic pillars:

- Access and Equity
- Workforce
- Quality
- Sector Sustainability.

The priorities during this period of the strategy were aimed at ensuring free kindergarten was funded at an appropriate rate, commencing action on the next Victorian Early Childhood Teachers and Educators Agreement (VECTEA), engaging the Commonwealth Government on wages, transforming early childhood service delivery, and ensuring the costs of service delivery are aligned to funding. Across each of these priorities, we drew on knowledge, expertise and data from our members to assist us in our conversations with government, submissions and interactions, and we are grateful to our members for supporting our advocacy strategy.

NEW SERVICE MODEL

Our new service model aims to deliver clear, quality solutions that are tailored to members' varied needs. In 2022/23 we commenced the detailed design and implementation of the new service model, working with The Growth Activists and a cohort of our members, to ensure our member value proposition and additional commercial offering took account of member, stakeholder and business needs. We've developed personas and journeys to increase our understanding of member motivations, touchpoints and service needs. We also amended our constitution to include clearer member categories, introduced a new equitable fee model, and started initial consultation on a brand refresh.

ADOPTING A HYBRID WORKING MODEL IN A NEW OFFICE

We wanted to commit to a hybrid working model and reduce our operating overheads by moving to a smaller and centrally located office. The move was months in the making and was completed in May 2023 with no interruption to service delivery. The move was positively received by staff and we enjoyed welcoming funders, partners and other stakeholders to our shared and dedicated offices.

LOOKING FORWARD

PROGRESSING INTO THE THRIVE PHASE

2023/24 will represent Year Four of the ELAA 2025 strategy and will see us thrive in our growth execution. A key area of growth that members can look forward to is the delivery of new services and offerings as part of the new service model. This includes the launch of the VECTEA Signatories Benefit Package, new Employment and Onboarding resource subscription, and a networking event. These new offerings aim to provide more useful tools and templates, an opportunity to bring members together to learn from each other, and a package for resources, advice and more for the VECTEA single-interest benchmark enterprise agreement.

We are moving forward on our reconciliation journey with the development of a Reflect Reconciliation Action Plan (RAP) in 2023/24. RAPs enable organisations to sustainably and strategically take meaningful action to advance reconciliation. The team feel passionately about this journey which will centre on strengthening our existing and new relationships with Aboriginal and Torres Strait Islander organisations and peoples, cementing our vision for reconciliation in an endorsed RAP, and moving forward on its implementation in 2024/25.

Members can also look forward to improved digital access to resources, advice, and our other services through a new website and member portal that we will begin work on in 2023/24. We look forward to collaboratively designing the website with our members to ensure it's developed with their needs and user experience in mind.

We look forward to continuing to move forward with our members, stakeholders and governments as we execute the final years of the ELAA 2025 Strategy and begin to consider what the future beyond 2025 looks like.



OUR BOARD

SUE WEST – CHAIRPERSON

(from July 2022)

Appointed: 2015

Expertise: government relations/ advocacy, early childhood development/education, and policy and research

Committees: Nomination and Remuneration Committee



ROSALYN CASEY – SECRETARY

Appointed: 2018

Expertise: marketing/PR, management, and governance

Committee: Quality and Risk Committee



SAMANTHA KOLASA

Re-appointed:

November 2020

Expertise: early childhood development/education, organisation strategy and change management, human resources/culture and capability, management, and governance

Committees: Nomination and Remuneration Committee



AILEEN ASHFORD – DEPUTY CHAIRPERSON

(from July 2022)

Appointed: November 2020

Expertise: government relations/advocacy, early childhood development/education, organisation strategy and change management, human resources/culture and capability, management, governance, policy and research, fundraising/ philanthropy

Committees: Nomination and Remuneration Committee



GRANT BOYD

Appointed: 2018

Expertise: government relations/advocacy, early childhood development/education, organisation strategy and change management, management, and governance

Committee: Finance and Investment Committee



TRACEY MCKAY

Appointed: 2018

Expertise: government relations/advocacy, early childhood development/education, organisation strategy and change management, management and governance

Committees: Nomination and Remuneration Committee



GEORGIE CHAPMAN

Appointed: June 2020 – resigned December 2022

Expertise: Legal/Industrial Relations



STACEY FOX

Appointed: 2017

Expertise: early childhood development/education, governance, and policy and research

Committees: Quality and Risk Committee



IAN SANDERS

Appointed: 2018

Expertise: organisation strategy and change management, management, and governance

Committees: Finance and Investment Committee and Quality and Risk Committee



KRISHNAN RANGASWAMY – TREASURER

Appointed: 2013

Expertise: finance, management, governance, and risk management

Committees: Finance and Investment Committee



Back row (L-R) Georgia Arrowsmith, Erin Taylor, James Gardener, Guillermina Rollero, Noah Hurst, Corinne Leita, Shaun Kenley, Emma Incerti-Zapedowski. Middle (L-R) Kine Asgautsen, Anita Valenzisi, Zora Marko, Christina Martono, Lynsey Leong, Loredana Dowdle, Terri Smith. Front (L-R) Johanna Morcom, Nancy Saliba and Sage Michaels. Not pictured: Greg Box and Katrina Nightingale.

OUR STAFF

CEO

Interim Chief Executive Officer:
Terri Smith

ADVOCACY SOLUTIONS

Specialist – Policy and Stakeholder:
Noah Hurst

ENGAGEMENT AND MARKETING

Manager – Engagement and Marketing: Kine Asgautsen

Specialist – Communications and Marketing: James Gardener

GOVERNANCE AND OPERATIONS

Business Unit Manger – Governance and Operations: Nancy Saliba

Specialist – Operations:
Johanna Morcom

MEMBER SOLUTIONS

Advisor – Member Solutions:
Corinne Leita

Advisor – Member Solutions:
Guillermina Rollero

Advisor – Member Solutions:
Erin Taylor

Advisor – Member Solutions/ Consultancy: Lynsey Leong

Business Unit Manager – Member Solutions: Katrina Nightingale

Senior Advisor – Workplace Relations:
Emma Incerti-Zapedowski

PROJECT DELIVERY

Administration Specialist – Project Support: Georgia Arrowsmith

Administration Specialist – Road Safety Education Project Support:
Christina Martono

Director – Strategy: Sage Michaels

Manager – Road Safety Education:
Zora Marco

Manager – SAEW Project Delivery:
Greg Box

Specialist – Member Resources Project:
Loredana Dowdle

Specialist – Project Communication and Marketing: Shaun Kenley

Specialist – Road Safety Education Project Administrator: Anita Valenzisi



LIFE MEMBERS

ELAA recognises the contribution of the following people to furthering its goals (and those of its predecessor, Kindergarten Parents Victoria) and for their service to the Early Childhood Education and Care sector through life membership:

ANNETTE MUTIMER
CARLENE WILSON
CAROL ALLEN
CHARLES POWER
DANNY PEARSON
DAVID HAESLER
DAVID LAYTON
GERARD MANSOUR
KARALYNN MCDONNELL

KAREN WESTON
KATHY TOWNLEY
JO GEURTS
LEE CATH
MARG STEPHENS
NICOLE PILSWORTH
PAT BROWN
PATRICK MORIARTY
PAULINE OGDEN



OUR PARTNERS

ELAA would like to acknowledge the expertise and support received from our preferred partners, many of whom make exclusive offers to ELAA members.



AB PHILLIPS –
insurance specialists



ANZUK EDUCATION –
Early Childhood Education and Care
sector workforce recruitment
services



BUNNINGS TRADE –
hardware, landscaping, and
infrastructure improvement supplies



ENROL NOW –
digital enrolment management
platform providers



HESTA –
superannuation fund and advice



OFFICEWORKS –
business equipment, technology,
office, and art supplies



RENTOKIL INITIAL –
hygiene solutions experts



MEMBERS

KEY ACHIEVEMENTS

- 1

Supported ELAA members to implement Victorian Government *Best Start, Best Life* reforms
- 2

Successful delivery of governance and HR responsibilities training sessions
- 3

Development of new resources for members
- 4

Member forums held on key legislative changes

2022/23 IN REVIEW

During 2022/23, ELAA actively supported its members with the implementation of sector changes and key state government reforms, including the Victorian Government’s *Best Start, Best Life* reforms to three and four-year-old kindergarten. We will continue to support our members with implementing and adapting to these reforms and continuous improvement in operations and staff management.

Embracing new government reform for Early Childhood Education and Care (ECEC) was a key priority for ELAA during 2022 and 2023. *Best Start, Best Life* includes Free Kinder, enabling children to access two years of high-quality kindergarten programs. In conjunction with the Victorian Department of Education, ELAA held a member forum in late 2022 to guide services with their understanding of the Free Kinder guidelines.

In September 2022, ELAA released its comprehensive staff management/HR resource, *Managing Performance Related Concerns Guide*. This resource guides employers through staff management concerns, including best practice guides to support employers with underperformance and disciplinary procedures in the workplace. With eight best practice tools and templates, this free and comprehensive resource provides valuable support for our members.

December 2022 brought significant industrial relations (IR) reforms for employers with the *Secure Jobs Better Pay* amendments to the Fair Work Act. ELAA supported members in understanding these workplace changes with our forum *What’s New in Industrial Relations in 2023?* attended by more than 175 members. The forum informed members of workplace legislative changes and increases to award wages. Moving forward with our members, ELAA’s workplace relations team will continue to ensure members remain updated with legislation changes and their employment and staffing obligations.

During 2023, ELAA introduced a suite of governance-focused videos to extend our existing governance training and resources. These videos aimed to enhance employer/Committees of Management understanding of their roles and responsibilities, including committee recruitment, succession planning, and financial and reporting requirements. Moving ahead, ELAA will be developing a further six videos for members.

“The service and assistance from ELAA with the Capability Assessment Process was very valuable as it assisted the Committee of Management in areas they were not familiar with.”
ELAA member service

“A beautifully presented, easy to use guide!”
CISS Practice Guide user

“I will be making suggestions to the Committee based on what I have learnt, so we can start planning for our AGM and role handover.”
Committee and handover governance training attendee



ELAA continued to support services to assess and develop their teacher capability as teachers progress through the VECTEA salary increment levels. The Teacher Capability Assessment Support Service provides certainty and support to first-time committees and employers with conducting an assessment that celebrates teachers’ journeys in their early childhood education teaching career.

During the year, we continued to actively upskill our members with various opportunities for professional development and collaboration, including online sessions enabling our members to learn from Member Solutions Advisors and experienced consultants.

We delivered seven free online governance sessions and six interactive drop-in sessions to support service providers with managing and providing high-quality kindergarten services.

Our Member Solutions advisory service continues to provide comprehensive and tailored phone and email advice to our employer members. Advisory topics include governance and financial responsibilities for employers and committees, award and agreement interpretation, HR and workplace relations, and regulation and legislative requirements. Our Member Solutions Advisors supported ELAA members with 5,450 case management enquiries.

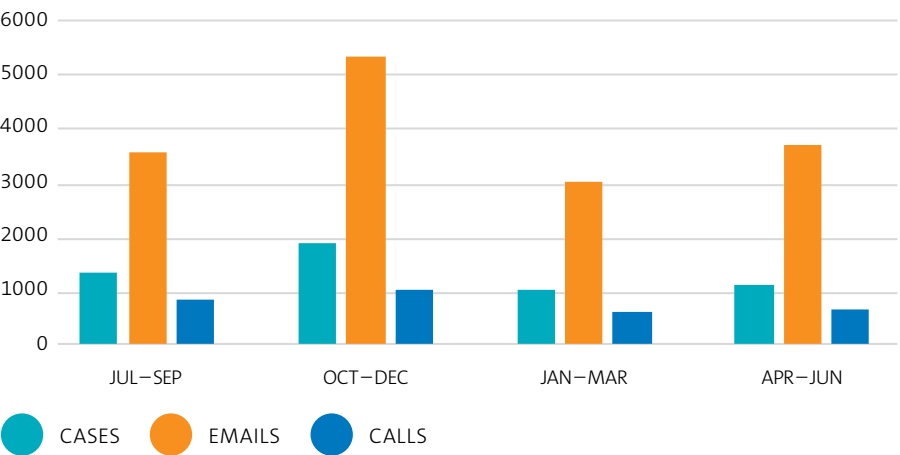
MOVING FORWARD

2023/24 will see the continued implementation of the Victorian Government’s *Best Start, Best Life* reforms, including the roll-out of three-year-old kindergarten, Free Kinder and workforce planning for 30 hours of Pre-Prep. ELAA will continue to work with our members to ensure we provide support that reflects their needs.

The commencement of the Victorian Early Childhood Teachers and Educators Agreement (VECTEA) re-negotiations in early 2024 is an essential priority for ELAA, enabling our members to be equipped to address the workforce challenges within the ECEC sector. Ensuring member engagement in our industrial relations advocacy is paramount for workforce attraction and retention.

Providing high-quality advice, support, and opportunities for engagement continues to be our priority for 2023/24 as ELAA actively works with its members.

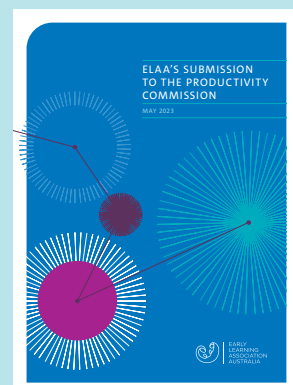
MEMBER ENGAGEMENT VOLUMES 2022/23



POLICY, ADVOCACY AND REPRESENTATION

“Keep up the good work with the advocacy as I think you have covered current issues really well.”

Member Pulse Check Survey respondent



KEY ACHIEVEMENTS

- 1 ELAA published a comprehensive submission to the Australian Productivity Commission Inquiry into Early Childhood Education and Care, proudly showcasing work from our membership to support our recommendations.
- 2 ELAA hosted the *Best Start, Best Life* forum and consultations, providing the Victorian Department of Education with key insights into our members' needs.
- 3 In collaboration with Early Childhood Australia – Victorian Branch, and Community Child Care Association, ELAA co-hosted the state election forum, allowing Victorian services the opportunity to hear from their candidates and ask questions of the politician's representing them.

2022/23 IN REVIEW

Over the past year, the Early Childhood Education and Care (ECEC) sector has seen unprecedented levels of attention and reform from both the Commonwealth Government and governments across the states and territories.

As members move forward with embedding funded three-year-old programs into their services, ELAA has been advocating to ensure that the reforms include appropriate measures to facilitate the implementation of 30 hours of Pre-Prep.

One of the key commitments in ELAA's advocacy strategy is "Promoting solutions to government" and this year we put our members' voices at the forefront of our solutions. Conducting five consultations, ranging in topics from workforce to infrastructure, ELAA members engaged with various divisions from the Victorian Department of Education. During these consultations, the Department offered valuable insights and addressed inquiries about the Victorian Government's *Best Start, Best Life* reforms.

In early 2023, ELAA travelled to Canberra to engage in advocacy discussions with multiple stakeholders including the Hon. Tony Burke (MP), Federal Minister for Employment and Workplace Relations, along with peak bodies, unions, and major sector employers. The focus was on

crucial changes to enterprise bargaining following the passage of the *Secure Jobs Better Pay* amendments to the Fair Work Act. ELAA advocated for new agreements to include mechanisms similar to existing superior wage agreements, such as the Victorian Early Childhood Teachers and Educators Agreement (VECTEA), to ensure benefits to the ECEC sector.

Across 2022/23, ELAA published a record number of 12 submissions. These included submissions to both federal and Victorian governments. To address the affordability and accessibility barriers in the ECEC sector, ELAA worked in collaboration with our members to produce our submission to the Productivity Commission. In the submission we called for the government to prioritise access and participation by simplifying systems and supporting families to enrol in ECEC for Australian children to thrive.

We also influenced key sector reforms by ensuring the voice of ELAA and our members was heard during sector wide inquiries. Using our evidence-based, solution focused approach, we participated in several sector consultations. Our team met with the Australian Competition and Consumer Commission (ACCC) and the Productivity Commission to inform their thinking as they commenced their inquiries into

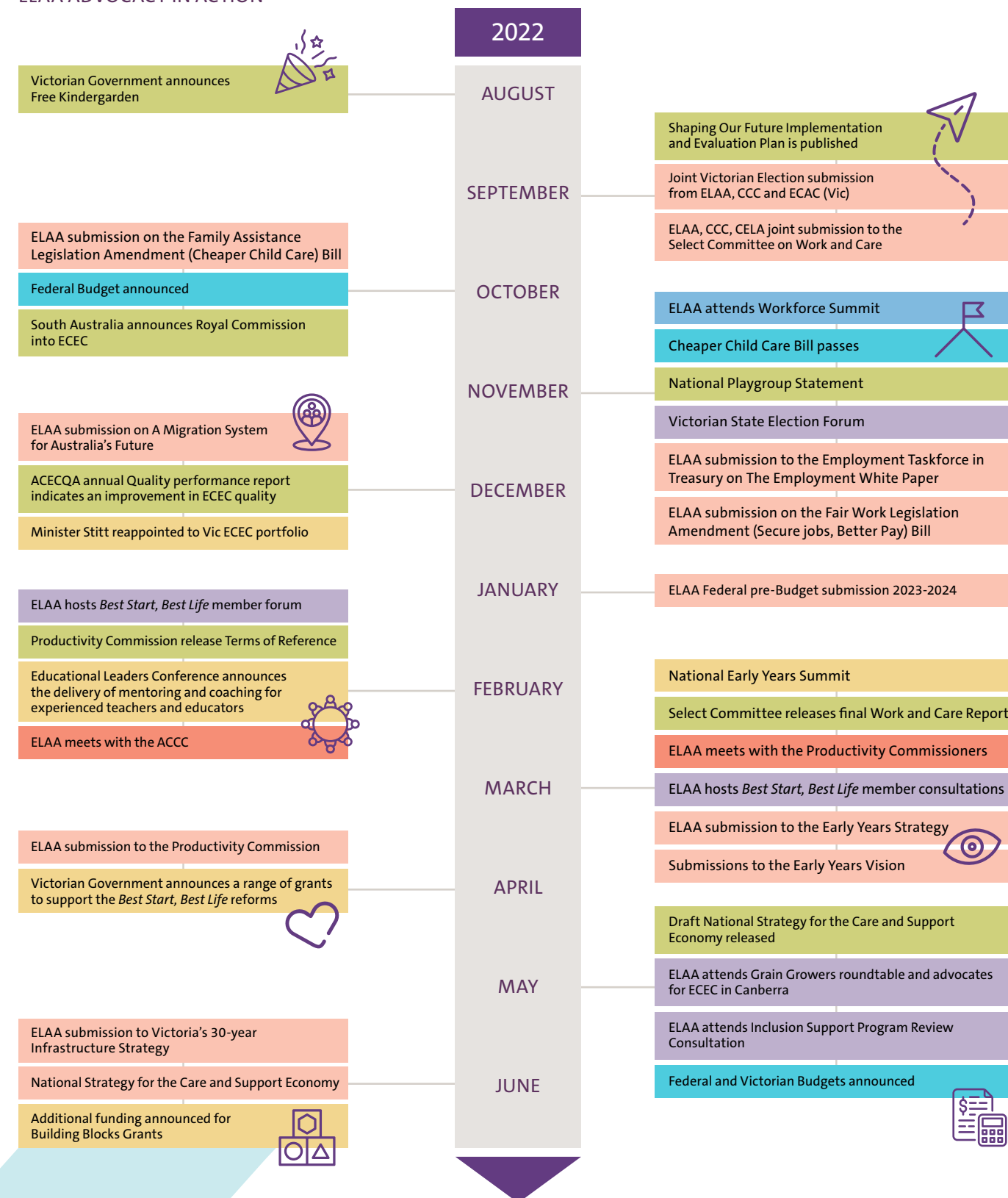
ECEC. This provided ELAA with the opportunity to highlight the unique role played by sessional kindergartens and Early Years Manager (EYM) organisations in Victoria, including the key strengths of the community sector in delivering ECEC in rural and regional areas and engaging children who are vulnerable or experience disadvantage.

As we look to the future, ELAA is excited to continue advocating for our members, utilising the policy priorities drawn from the work completed in 2022/23. While the Victorian *Best Start Best Life* reforms begin to roll out in stages, we will continue to keep our finger on the pulse and work with the Victorian Department of Education and our membership to find innovative ways to address sector issues. Moving forward, a lot of our focus will be on supporting strategies for workforce recruitment and retention, improving access to ECEC for all children and families, and building Victoria's ECEC infrastructure capacity.

“ELAA created accessible ways for the voice of regional service providers to be heard and they advocated on our behalf to all levels of government.”

Wil Pruyn, Prom Coast Centres for Children

ELAA ADVOCACY IN ACTION



PROJECTS

2022/23 IN REVIEW

Funded projects remain integral to ELAA's work on achieving excellence and equity in Early Childhood Education and Care (ECEC). Project activities extend the work of our core business, enabling us to undertake work that complements it and delivers quality solutions for a wider scope of stakeholders. This year was another big year for ELAA's project delivery team, who worked closely with our members, the broader ECEC sector, project partners and funders to deliver several projects aimed at providing quality solutions for committees, leaders, managers, educators, Early Childhood Teachers, parents, and children.

2023/24 will be another big year for the project team with continuing projects and several new projects in the pipeline focused on workforce planning, pre-Prep reforms, and member resource renewal. We look forward to collaborating with our members and the ECEC sector to ensure project outcomes benefit our members and the sector.

"Using the Policy Works suite gives us the peace of mind that we are meeting all our state and federal legislative laws and regulations. Well done ELAA team and thank you for supporting services with the massive task of ensuring that policies are up-to-date."

Merri Community Childcare Centre and Kindergarten Inc.

"It is great to have such amazing resources and knowledge right at our fingertips via both the ELAA website and contact with their staff."

Doncaster Kindergarten

CISS PROJECT

The Child Information Sharing Scheme (CISS) project made significant strides in empowering Early Childhood Teachers, educators, and leaders in 2022/23. This initiative has been instrumental in addressing critical questions and concerns related to CISS in the ECEC sector.

One of the key achievements of the project is the remarkable success of *The ABC of CISS Practice Guide*, which has generated over 560 downloads since its release. This guide plays a pivotal role in equipping early childhood practitioners with the knowledge and confidence needed to participate in CISS effectively. It has served as a valuable resource by offering cases studies and practical guidance.

In addition to the Practice Guide, the CISS and Family Violence Information Sharing Scheme (FVISS) online learning tool, launched in January 2023 has been downloaded over 170 times. This online resource has provided supplementary support to the ECEC sector, helping ECEC professionals feel more self-assured in fulfilling their roles and responsibilities regarding CISS and FVISS.

To foster a supportive community, the project team organised two CISS Practice Guide Forums in collaboration with the Victorian Department of Education. These forums proved to be a valuable platform for members to seek clarification, share experiences, and get answers to their questions regarding the requirements of these schemes.

RESOURCE PROJECTS

The PolicyWorks Catalogue has witnessed substantial growth, with over 440 members subscribing in the 2022/23 period. The project's commitment to a three-year review schedule ensures that policy templates remain current and compliant with the ever-evolving web of laws and regulations, particularly those associated with the National Quality Framework Review.

As we look forward to the 2023/24 period, we eagerly await the launch of the *Early Years Management Transition Guide*. Developed in partnership with the Victorian Department of Education, this guide aims to support Committees of Management from stand-alone kindergartens considering or undergoing a transition to an Early Years Management (EYM) organisation. This comprehensive guide covers the benefits of EYM, the right time to consider joining such an organisation, factors to weigh when choosing one, strategies for a successful transfer of responsibilities, and sources of further information and support.

ELAA's Member Resources projects are paving the way for a brighter future by offering valuable resources, guidance, and support to ECEC professionals. These resources highlight ELAA's dedication to propelling the ECEC sector forward, ensuring it becomes more informed and empowered as we move ahead.

"Knowing that all the policies contain what is needed for regulations gives a great sense of confidence."

Dame Nellie Melba Kindergarten

ROAD SAFETY EDUCATION PROJECT

ELAA continued delivering the Starting out Safely early childhood Road Safety Education (RSE) program with our new funders the Transport Accident Commission (TAC). Our team has been delivering Starting out Safely since 2011 and continues to adapt and improve with new resources and supports for families, educators, and other professionals.

The professional development sessions, delivered by Catharine Hydon, Louise Dorrat, Karen Glancy and Gilda Howard, continue to attract many early childhood professionals. ThingleToodle RSE visits to children in ECEC services are extremely popular and continue to receive exceptional feedback from both children and educators.

During the year, the ELAA RSE team were approached by the TAC and Victorian Department of Transport to conduct an 'Inquiry Project' to provide insights into our program and how some of the methodologies can be incorporated into other road safety programs.

RSE HIGHLIGHTS FROM THE PAST 12 MONTHS INCLUDE:

- another highly successful Inquiry Project
- meeting all deliverables: including professional development, child car seat and ThingleToodle sessions
- the RSE Team attending expos, conferences, Moomba and the Melbourne Royal Show.

"This is an amazing story of children as very competent and capable participants in exploration, and risky play. And I can tell that the educators are thoughtful, reflective, and seeking high expectations of themselves and the children, and I think the community too."

Palmira Sweeney, Senior Manager Quality and Regulatory Support Leadership, Quality and Regulatory Support Group, ACECQA re participation of the children from Nathalia and District Kindergarten in our RSE Inquiry Project during Elmore Field Days.



Professor E. Speriment and Thingle Toodle

PROJECTS

SAEW PROJECT

In November 2022, the Victorian Government approved funding of \$1.7 million over two years for the delivery of the Skilling an Adaptable Early Childhood Education and Care Workforce (SAEW) project.

With this funding ELAA, in partnership with Gowrie Victoria and The Y Ballart, will develop a series of specialised e-learning training modules to support new Certificate III qualified early childhood educators to apply their skills and training in the workplace. The modules are designed to meet the learning and developmental needs of children and the workforce requirements of employers across the Early Childhood Education and Care sector. In addition, a Community of Practice will be established in early 2024 to support new early childhood educators to complete the e-learning training modules, develop peer networks, and access best practice tools, templates, and other training resource materials.

Early childhood educators will be able to access the modules and activities facilitated through the Community of Practice via a self-paced, interactive web-based Learning Management System.

To oversee the implementation of the SAEW project a governance framework has been established to ensure the highest level of project accountability and strong engagement with key stakeholders across the ECEC sector. This includes the establishment of a Steering Group, an Advisory Group and a Project Delivery Group.

As part of the initial project implementation phase, a training needs analysis survey was commissioned in March 2023 to help identify key needs for the ECEC sector. As a result of the survey, and after further sector consultation through the Advisory Group, 13 topics were selected for development into e-learning training modules including:

- Embedding the Child Safe Standards
- Working in a Team
- Educator Wellbeing
- Relationships with Families
- Supporting Children with Additional Needs
- Educator Role within Aboriginal and Torres Strait Islander Perspectives
- Trauma Informed Practice
- Professional Identity, Ethics and Teaching Philosophy
- Intentionality in Learning Environments
- Foundational Practice:
 - The Arts in Practice
 - Routines and Rhythms
 - Using Digital Technologies with Children
 - Running a Group Time.

The full range of modules and the Community of Practice will be available from February 2024 via an online Learning Management System.

“Early Childhood Educators will be able to access the modules and activities facilitated through the Community of Practice via a self-paced, interactive web-based Learning Management System.”



TREASURER'S REPORT

Early Learning Association Australia (ELAA) is committed to active and astute financial management and continues to implement its long-term financial sustainability strategy. This is critical in ensuring ELAA is well placed as a going concern in future years and provides quality support to our members.

ELAA's long term financial sustainability strategy is underpinned by the following drivers:

- securing grant revenue aligned to strategic priorities shared by ELAA, government and our partners
- a new service model better aligned to the changing needs of members
- continuously leveraging operating efficiencies and managing costs.

Following a loss of \$36K in 2021/2022 ELAA recorded a deficit of \$112K in 2022/23.

Significant efforts have been made by the Board and management over this period to uplift revenue streams, particularly grant revenue and membership subscriptions. Results include \$159K in strategic project expenditure over 2022/23 to support implementation of the third year of the ELAA 2025 strategy which is starting to show good results. This included development of a new member service model to provide an increased choice of membership packages and improved value, with the goal of improving member retention and satisfaction. Also, in line with our commitment to operating efficiencies, ELAA moved to smaller office premises and maximised the benefits of the hybrid working environment.

These projects support ELAA's progress to our 2025 Strategy and will ensure that ELAA remains highly valuable to members and stakeholders, whilst also being financially viable to continue our valuable work over the long term.

Revenue in 2022/23 totaled \$3.172M, representing a 16% increase on 2021/22 (\$2.724M). ELAA experienced growth across most of our core revenue streams in 2022/23, as noted below:

- an 18% increase in grant revenue to \$2.008M
- an 8% increase in membership revenue to \$802K
- a 16% increase in partnership revenue to \$147K.

Expenses in 2022/23 totaled \$3.284M, compared to 2021/22 (\$2.760M). Strategic project spend continues to be a material spend which is required to deliver sustainable revenue in future years. Other notable expense items include staff expenses of \$2M (Previous Year \$1.87M), Conference and Training expenses \$0.35M (Previous Year \$0.19M). Overall expenses have been managed tightly to budgets.

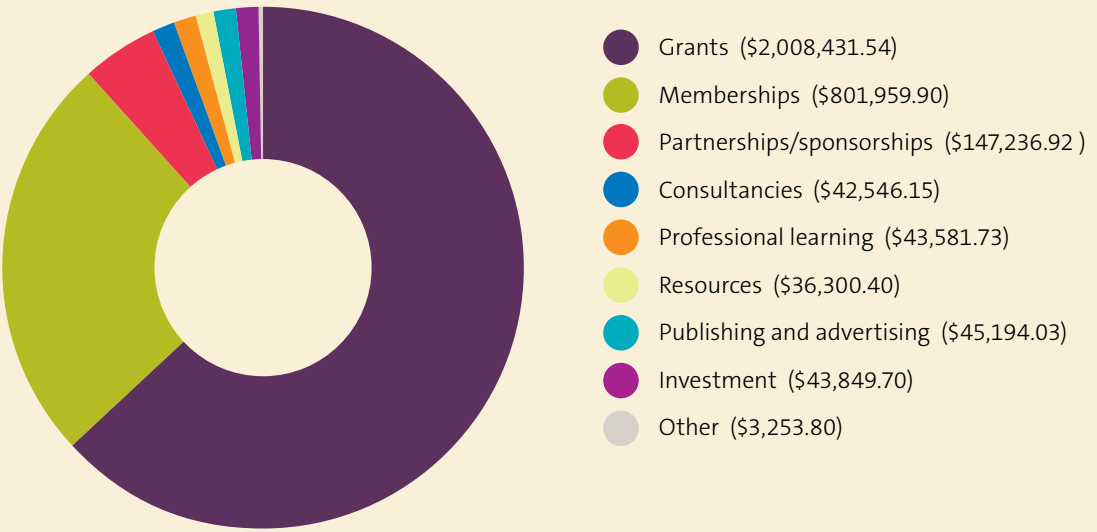
Over 2023/24 we will continue to invest in achieving ELAA's 2025 Strategy. This will include the implementation of the new service model with associated systems implementation. In line with ELAA's commitment to equity we have also committed funds to develop a Reconciliation Action Plan.

ELAA is well placed financially to meet the opportunities outlined in the ELAA 2025 strategy, with a net asset base position as of 30 June 2023 of \$0.904M.

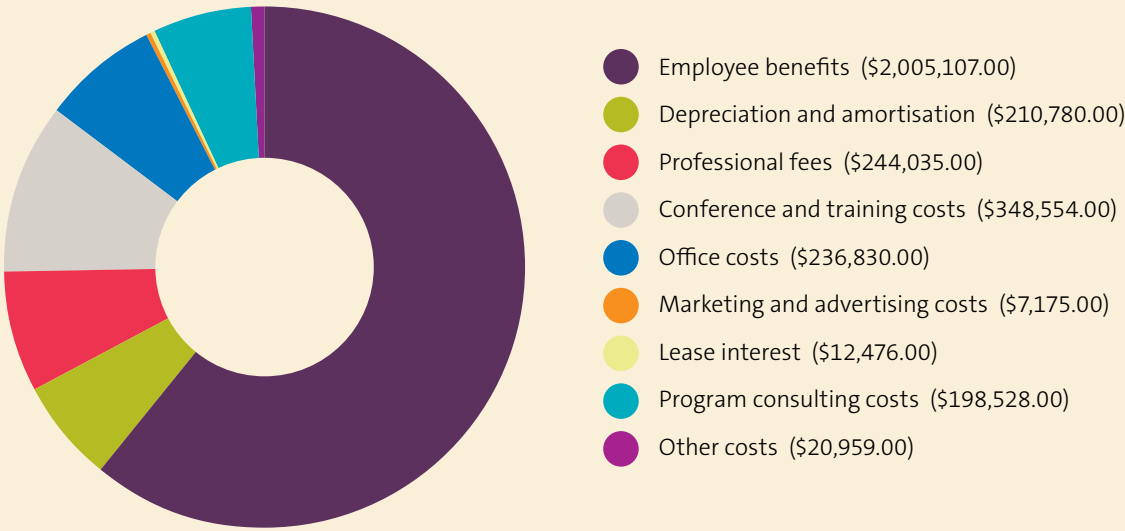


Krishnan Rangaswamy
Treasurer

TOTAL INCOME 2023



TOTAL EXPENDITURE 2023



FINANCIAL STATEMENTS

INCOME AND EXPENDITURE STATEMENT for the year ended 30 June 2023

The Summarised Income and Expenditure Statement and the Statement of Financial Position are summarised from the audited financial statements. Complete copies of the audited financial statements are available on request.

	2023	2022
INCOME	\$	\$
Revenue from operating activities	3,172,355	2,724,566
EXPENDITURE		
Employee benefits expense	(2,005,107)	(1,870,790)
Depreciation and amortisation expense	(210,780)	(186,544)
Professional fees	(244,035)	(283,605)
Conference and training costs	(348,554)	(188,084)
Office expenses	(236,830)	(160,366)
Marketing and advertising costs	(7,175)	(14,757)
Lease interest	(12,476)	(17,272)
Program consulting costs	(198,528)	(27,664)
Other expenses	(20,959)	(11,587)
Total expenses	(3,284,444)	(2,760,669)
Profit/(Loss) before income tax expense	(112,089)	(36,103)
Income tax expense	-	-
Profit/(Loss) after income tax expense	(112,089)	(36,103)

STATEMENT OF FINANCIAL POSITION as at 30 June 2023

	2023	2022
ASSETS	\$	\$
Current assets		
Cash and cash equivalents	1,565,232	785,231
Trade and other receivables	371,221	224,671
Inventories	9,180	9,504
Other financial assets	1,270,265	1,272,995
Other assets	56,966	41,786
Total current assets	3,272,864	2,334,187
Non-current assets		
Other assets	31,660	-
Property, plant and equipment	40,490	13,172
Intangible assets	24,763	38,539
Right of use assets	309,236	134,259
Total non-current assets	406,149	185,970
Total assets	3,679,013	2,520,157
LIABILITIES		
Current liabilities		
Trade and other payables	230,938	199,090
Lease liability	170,807	164,559
Employee benefits	276,736	227,829
Deferred income	1,922,603	851,346
Total current liabilities	2,601,084	1,442,824
Non-current liabilities		
Lease liabilities	141,079	-
Employee benefits	31,971	103,577
Total non-current liabilities	173,050	103,577
Total liabilities	2,774,134	1,546,401
Net assets	904,879	973,756
MEMBERS' FUNDS		
Retained surplus	904,879	973,756
Total members' funds	904,879	973,756

AUDITOR'S REPORT



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

OPINION

The summarised financial statements, which comprise the summarised statement of financial position as at 30 June 2023 and the summarised income and expenditure statement for the year then ended are derived from the audited financial report of Early Learning Association Australia for the year ended 30 June 2023.

In our opinion, the accompanying summarised 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 for the year ended 30 June 2023.

SUMMARY FINANCIAL STATEMENTS

The summarised financial statements do not contain all the disclosures required by the Australian Accounting Standards. Reading the summarised 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 summarised 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 2 October 2023.

BOARD OF MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARISED FINANCIAL STATEMENTS

The Board of 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 summarised 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

Nexia Melbourne Audit Pty Ltd
Melbourne

Champman Wan
Director

Dated this 2nd day of October 2023

Advisory. Tax. Audit.

Registered Audit Company 291969

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