

ANNUAL REPORT

2021-

Belonging For Everyone

MANAGEMENT COMMITTEE

Directors in office at any time during, or since the end of the year:

Manual	Desiries
Name	Position
Alister Hawksford *	President (elected November 2021)
Kenneth Gilchrist	President (resigned Novemb <mark>er 2021)</mark>
Jess Tarbuck	Vice Pr <mark>e</mark> sident (resigned May 2022)
Jocelyn Cronin *	Vice President (from May 2022)
C <mark>ore</mark> y Ryan *	Treasurer (elected November 2021)
Tim Hart	Treasurer (resigned November 2021)
Kristy Piccolo *	Secretary (fr <mark>om N</mark> ovember 2021)
Siobhan Gibbons	Secretary (re <mark>signe</mark> d November 2021)
Alex Wrigley	General Member (resigned November 2021)
Ashleigh McCarthy	General Member (resigned November 2021)
Au <mark>r</mark> ora Lukass	General Member (resigned November 2021)
Bindi Kelly *	Administration Staff Member (elected September 2022)
Chiara Del Gigante *	General Member
Cristine Wright *	General Member
Erin Wanganeen *	General Member (elected April 2022)
Jocelyn Cronin *	General Member (to May 2022 when elected Vice President)
Julia Knight	General Member (resigned November 2021)
Melissa Mula *	General Member (elected April 2022)
Michelle Mant	General Member (resigned November 2021)
Molly Rhodin *	Centre Director (Cooinda)
Natasha Bunter *	Centre Director (Flynn)
Rebecca Stones *	General Member
Sally Ruecroft	Administration Staff Member (resigned April 2022)
Samantha Bartlett	Administration Staff Member (resigned June 2022)
Sheena Wijnberg	General Member (resigned June 2022)
Tenille Hands *	General Member
Tim Kapustin *	CEO
Tory Christensen *	General Member (elected November 2021)
Trish Evans	General Member (resigned August 2022)
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*Current Member

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

PRESIDENT'S REPORT

Hello NBCA families, staff and community,

To those who don't know me, my name is Alister but I've always gone by Al, I have two boys ages 3.5 and 1.5, and I've been in the role of NBCA President for the last year.

In addition to showing off some of the fruit of the NBCA's labour, I'd like to take this opportunity to share with you some of the things I've learned over the last twelve months. Firstly, did you know that the NBCA isn't a standalone early childhood education centre that your child attends? In fact, it has a much broader remit that, as the name suggests, support the north Belconnen community. At present, this includes:

- The Flynn Early Childhood Education Centre;
- The Cooinda Cottage Early Childhood Education Centre;
- Administration for the Nicholls Early Childhood Centre;
- Administration for the Totom House Early Childhood Centre; and
- Regular managed donations to local charities (Karinya House and Roundabout Canberra).

Framing the organisation in this light brings with it a sense of pride to be a customer of the NBCA services, and also a direct contributor to the betterment of our community. Something worth reflecting on next time you walk in the doors of your centre.

Secondly, I'd like to recognise the amount of work that happens behind the scenes to keep the centres open. Understanding and maintaining organisational performance to regulatory standards is no small feat.

It is amazing to know that the two core elements of the business, the Cooinda and Flynn centres, have not only maintained competency, but have gained a rating of Exceeding the National Quality Stadards! Cooinda have also been recognised at industry level this year, receiving an Early Childhood Australia award for Innovation in Pedagogy and Practice, specifically for their focus on embracing and embedding Aboriginal and Torres Strait Islander perspectives. A huge congratulations to all involved.

A final thing I've learned is that at the very core of the NBCA sits a strong connection with the local community and its young families. You can see this in the way that the community gives back to the organisation, from volunteers clearing storm debris, to guest appearances in classrooms, and anonymous nappy donations dropped on doorsteps. Something must be going right when a community support organisation starts getting support from the community.

Now onto the fruit... The major highlight for this year has been the development of the NBCA's Strategy. I'm very proud of the work our senior leaders and committee have done over the last 12 months to make sure that the entire organisation understands its "true north", and that every action taken and decision made is a step forward on that shared journey. Don't dismiss the simplicity of the document, which hides the hours and hours of effort both within and outside of work hours to make sure that the content captures the essence of what it means to be a part of the NBCA. The Strategy will inform every element of future decision making and should be the measure on which anyone in the community can hold us to account. A heartfelt thank you to everyone who contributed, either directly or via surveys – every little bit was considered at length.

As an example of the power of an agreed Strategy, the Committee was enabled to confidently make decisions to support our community over what has been a trying year. Not only has the NBCA been able to freeze fees (under the context of rising fees across most of the ACT), but also support staff with pay rises well above the industry standard. Many thanks to the leadership of our Treasurer, who has led new financial initiatives which further enabled this to happen.

Finally, a huge shout out to the lifeblood of the organisation, the staff. You can't hear the inspiringly reflective music playing while I write this, but it's fitting. The extra hours you put in to support each other, which in turn supports the young families across our community is no small thing. You should be incredibly proud of what you do and know that the organisation will continue to support you to achieve your goals.

It saddens me to let you know that for family reasons I won't be able to continue in the role, but I'm confident that the incoming President, the Committee and the NBCA's leadership are in lockstep, and there are many great things ahead for us all.

All the best in the new year,

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Alister Hawksford

NBCA PRESIDENT

TREASURER'S REPORT

The NBCA has finished the reporting period ending 30 June 2022 with an operating surplus of \$438,884 and a surplus of \$194,764 aftermovements in our investment portfolio. Although this performance was down compared to the 2020/2021 financial year, it is still a fantastic achievement considering the continued challenges facing the Association due to the COVID-19 Pandemic and other external factors.

In a very tough economic environment, the Association has maintained its strong financial position by increasing overall net assets by \$350,000 over the past 12 months. Due to increasing levels of cash reserves, early in 2022, the committee made the decision to develop and implement an organisational investment strategy. This strategy aimed to utilise savings to earn higher margins compared to that of term deposits which had minimal appeal due to low interest rates.

This strategy saw the Association invest \$3 million of reserves into a carefully strategised portfolio in line with the organisations risk appetite, and under the guidance of our portfolio managers at Canaccord. The tough global environment has seen the portfolio take an initial hit, however compared to benchmarked performers, our strategy is holding up well and we have no doubt it will benefit the organisation in the long term.

Although it is good governance to get our reserves earning as high a margin as possible within our risk framework, it is important to remember NBCA's core purpose and mission. Through the development of our strategic plan for 2022 to 2027, the committee will be looking at ways to ensure we are reinvesting these reserves back into the community and our centres, to ensure we continue to provide high quality support for NBCA families.

With the pandemic side effects starting to slow down, and a local and global economy aiming to bounce back, we are hopeful of another strong 12 months from a financial point of view. We would like to thank Tim, Molly, Natasha and their amazing teams for their continued dedication, commitment, and simply outstanding work

Caray Byan

Corey Ryan

NBCA TREASURER



CEO REPORT

When I started at the NBCA, it also coincided with Covid-19 starting in the Canberra region. This is now my third Annual report and Covid-19 once again features. Whilst the 2022 year did not include a lockdown, we experienced higher levels of Covid-19 among staff and families causing a major impact to centres and operations. This combined with a sector employment crisis, provided an even greater strain on our staff and centres not being able to recruit additional experienced staff to add to our team.

During 2022 we have seen a crisis in our sector with centres closing, permanently reducing hours and high amounts of centres operating at very low capacities. Whilst we have definitely had some close calls and challenging moments, both Flynn and Cooinda Cottage centres have been unchanged in regular hours and their capacity during the 2022 year has averaged over 90% with waiting lists for both centres. This is unheard of for most other centres in the Canberra region.

In addition to the already high quality of care and education from both Cooinda Cottage and Flynn ECEC, it was inspiring to see Cooinda Cottage receive their Early Childhood Australian Award and then finish off the year with an Exceeding rating of the National Quality Standard. A truly amazing achievement by Molly and her team which now sees both Flynn and Cooinda with Exceeding ratings and a benchmark for the sector in the Canberra region.

One of the key elements in this achievement has been the leadership of Molly and Natasha together with their staff's professionalism, resilience and support for one another. Without our dedicated staff, the Flynn and Cooinda Cottage centres wouldn't be of such high quality and in such demand from the Community. I am immensely grateful to all the Educators and staff for everything they have done to go above and beyond in their roles.

As a result, valuing and rewarding our staff remains a consistent approach in 2022 where we have focussed on making decisions and providing more for our staff. In addition, this is a clear plan for our future and has been included in our new Mission Statement and Strategy for 2022 to 2027

It's also very important to mention and reflect on the Administration Team supporting the NBCA. In 2022 Sally Ruecroft retired after 35 years' service for the NBCA. Sally was a key part of the NBCA, and we wouldn't be where we are today without her involvement. Sally, thank you for your dedication to the Community and NBCA. During 2022, we have had some new additions to the Administration team with Karen Frost, Bindi Kelly, and Skye Rutherford joining at different stages. The team is now settled in and is providing stability and a great set of skills to the Administration team.

With what hopefully seems like light at the end of the tunnel with Covid-19, we have been able to begin some regular activities in December including a joint NBCA Professional Development day as well as an exciting joint end-of-year party. This will hopefully open up doors and more Professional Development opportunities in 2023 for staff and their individual and team goals.

Toward the end of 2021, we voted in a number of new Management Committee Members including a new Executive Team. The new Executive team along with the new Committee Members in 2022 have provided fresh insight and approach for the NBCA.

With our new Strategy, we will drive the NBCA forward as an Association that strives for 'Belonging for Everyone' and 'Building a Stronger community through happy and supported children, staff and families'.

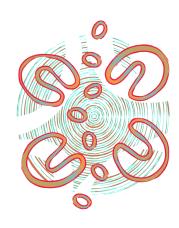
We will continue supporting families in the community through a number of programs as well as our support of Roundabout Canberra and Karinya House who do amazing work for the community. Some of the plans for 2023 and beyond include possible expansion of the NBCA and providing training and support for other Centres in the Early Childhood Education sector. Whilst we have some future goals for 2023, these will not diminish our current focus of providing a very high level of Education and care for children through our Flynn and Cooinda Cottage Centres.

As I did last year, I would like to take this opportunity to thank the support of families, staff, and the Management Committee.

The positive collaboration and involvement have helped improve our Association now and into the future. I look forward to the NBCA growing into an even greater Association in 2023.

Tim Kapustin

CHIEF EXECTUIVE OFFICER



FLYNN EARLY CHILDHOOD EDUCATION CENTRE REPORT

Anticipation and enthusiasm was what we had envisaged for 2022, as we exited 2021, thinking the worst of Covid was behind us.

We greeted the beginning of 2022 with multiple challenges. Storm damage saw the service having to close on the planned first day back in for staff, children and families.

Covid hit us at highspeed from the third week in January and didn't really settle down until mid-way through the year. By mid-year we looked forward to settling of day-to-day routines and rituals after a somewhat unsteady start to the first six months of the year.

Critical reflections provoked discussions around exceeding themes and practices, collaboration, community connections, sustainability and leadership. Educators continue to demonstrate their thirst for knowledge which is evident in everyday documentation and discussions. Enrolments continue to be high, with numbers increasing as families take on extra days and utilise the additional second child, Child Care Subsidy (CCS) to increase days. We anticipate that enrolments will continue to be high in 2023. Throughout this year as we began to emerge from Covid it was evident that a change in staff values and priorities has occurred. A number of staff started to reassess what is important to them. This has seen a few staff resign to take on career change, relocate, and visit family for extended periods of time. Despite recruitment of new staff, staffing has been and continues to be challenging. Dedicated staff have been the rockstars of the service as many change shifts to accommodate the large number of staffing absences, cover programming and study in other rooms and support in other ways across the service to meet the services operational needs.

Face to face training started again. Staff have had the opportunity to participate in training on Sun safety, Workplace Health and Safety, Nutrition and First Aid.

Community connections are ongoing as we continue to support the Ginninderry SPARK program through professional early childhood placements, as well as Karinya house and Roundabout donations regularly coming in from our local community.

A number of successful grants allowed us to further connect with community and meet our vision and goals of our updated Reconciliation Action Plan. A Woolworths grant allowed us to plant an indigenous garden and a reconciliation grant provided us with opportunity to connect with our local community; educators from surrounding services and families from Karinya house being invited to participate in weaving workshops. The 3-Year-Old Initiative and the Children's Services Program continue to be busy, as we have seen an increase of applications for children and families who have ongoing complex needs. Staff have done an incredible job in supporting these children and their families, and their efforts to continue the amazing work they have done has not gone unnoticed.

Plans are well underway for the return of many exciting experiences. These include the annual children's end of year celebration, incursions and excursions. Favourites such as Kenny Koala, indigenous animal making and story time as well as excursions to Questacon and the zoo are poised to be a firm favourite.

2022 was not we had anticipated, and yet again staff, families and children have demonstrated their resilience to the somewhat unexpected.

Porti

Natasha Bunter

DIRECTOR





COOINDA COTTAGE REPORT

Yuma,

An annual report should be a powerful piece of information. A story rich in perspective, and identity. From an Indigenous perspective (in particular), there are reasons why our stories are so powerful. They change the way we think, and scaffold what, and how we action.

Stories have been around forever and bring us together. Stories share our experiences and offer meaning. Here is our 2022 story.

Staffing and recruitment complexities hit hard on Ngunnawal land the first month back from the Christmas break. In a sector experiencing a national employment crisis, it was only a matter of time before Cooinda had to experience the disruption. Having said that, we must always, acknowledge those from our past, as much as educators present and emerging, as all footprints contribute to our collective story.

The 'contagious C word' reached Cooinda's respiratory epicentre in January. Due to highly measured and proactive systems, the infection rate across staff was gradual and manageable. Children's attendance fluctuated spasmodically from January to May, with the latter half of the year high in utilisation, and a service motivated by emerging hope for better times.

Reconnecting with each other and community is a core value of Cooinda and the NBCA. Cooinda Community markets were trialled in March with success and a collective agreement to hold these 3-4 times during the warmer, daylight-saving months.

Building on connection was the May strategic planning day, a first for the NBCA to invite Flynn and Cooinda's senior leadership teams to attend, collaboratively and collectively deconstructing dialogue around our values.

One component of our commitment to Reconciliation, being our Acknowledgement of Country, was critically reflected on mid-year. Through discussions with our Aboriginal families, friends, and community partners, and underpinned by research, a deliberate decision was made (including the children), to remove critical words such as 'thanks and 'share'. Replacing these overused words that imply mutual agreement on history with 'acknowledge and allowing us', instead. The preschool children have shown a greater understanding of rights and fairness in relation to land and one another since. The timing of these reflections, and our strong proponent to instill high-quality learning spaces for social justice issues, saw Cooinda Cottage win an Early Childhood Australia award for Innovation in pedagogy and practice. A wonderful celebration of our ongoing story of learning and commitment to Reconciliation.

A major chapter in 2022 was our assessment and rating process. The four-day process was a wonderful period to showcase our story, past, present, and our vision for 2023. After inheriting two previous ratings in 2014 and 2017 of Working Towards the National Quality Standard, it was such an honour to receive a rating of Exceeding the NQS In November. The Cooinda Community is very proud, a unique and transformative story of community, for community.

Molly Rhodin

DIRECTOR



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