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President Report for AGM 22nd June 22 -Margaret-Anne

Coogee Care Centre (CCC) continues to be one of the largest services providing Out of School Hours (OOSH) care in Sydney’s East. It is a not-for-profit education and care service, operated by a parent led management committee who volunteer their time and expertise to provide leadership. This gives families a voice in the running of the service as well as ensuring 100% of all profits go back into Coogee Care to provide high quality care and to improve facilities at the school.  The committee employs the Director and the service management team to run the day-to-day operations. However, it is the Committee at Coogee Care Centre who is the approved provider and persons with management or control that remain legally responsible for the proper operation and safety of the service.  Tonight, we will elect a new committee and I encourage you to consider getting involved. It is very rewarding and a wonderful way to meet other parents and to contribute to the school community. Without a volunteer committee and a new Executive, the Centre will be unable to continue as a community not-for-profit/registered Charity.

This is my 2nd AGM in the role as President of Coogee Care Centre.  Our last AGM was on 16 June 2021, just before another Covid lockdown on 25 June 2021.  With the impact of further lockdowns from Covid, more families worked from home and did not send their children to CCC during that lockdown period.  The Committee decided that due to our overall favourable bank balance, that we would not charge families who kept their children at home during lockdown, but the Centre was able to still claim the childcare subsidy as part of Government support for the sector.  The Committee also agreed to pay staff whilst they were off sick with covid or isolating due to covid so that our casual educators in particular were not losing out due to doing the right thing by staying at home whilst unwell or potentially becoming unwell.  As a result of this, our overall revenue was down and in 2021, the Centre suffered a deficit of $11,219 but our overall bank balance remains healthy.  The Committee Treasurer, Matt Simpson will discuss the financial results when he presents the financial reports a bit later.

Currently we have Jenny Collins and Kate Wilson acting in the roles of Director and Assistant Director.  Jenny is the nominated supervisor which means she is legally responsible for the day-to-day management of the Centre to ensure that the service policies, practices, and procedures are implemented. Although it was anticipated that recruitment for the Director and Assistant Director roles would take place in last 12 months, this did not occur due to factors including Covid lockdowns, challenges with recruiting casual staff and an impending Assessment and Rating (A&R) inspection.  It was agreed with Jenny and Kate in December 2021 that they would continue to act in their respective roles until A&R was competed.  Fortunately, A&R took place just a few weeks ago on the 14th and 15th of June so recruitment will commence for management roles as soon as is possible.  In addition to the 2 full time permanent roles of Director and Assistant Director, the Centre employs 12 permanent part time and 31 casual educators.  We are very proud that despite the challenges of Covid lockdowns and impacts on staff and families, the Centre remained operational the entire time and was able to provide care for the children of essential workers in our community as well as continued employment for staff which in turn provided continuity for the children when they returned to the Centre.

The later part of last year was spent mapping out and planning a new cohort structure for Coogee Care Centre and this was implemented by Jenny and Kate at the beginning of Term1 and it has been hugely successful.  Jenny will speak more on this when she delivers the Director's report.  Despite having increased our maximum capacity to 270 children, the Centre has not yet reached that capacity in the last 12 months. This is partly due to the impact of Covid which has meant more parents have been working from home and therefore require less OOSH care. There are currently no waitlists for before or after school care.

In May this year, the Committee sent a survey to our parent community.  The feedback from the survey was overwhelmingly positive which is a massive turnaround from the previous survey.  It is very impressive to see that many of the issues of concern that dominated the November 2020 survey no longer exist or have greatly improved.  Parents told us that they see the biggest improvements in communication, ease of booking and in using the Xplor app which was a major issue in the previous survey.  The team have done a wonderful job sorting out complex Xplor account issues and assisting families with the set up and use of the Xplor app.  Child and parent experience continues to be a standout with lots of positive comments about the educators and how much they care about the children and how they provide a safe and fun environment.  Handling of the pandemic was also called out as a huge positive along with the commitment and professionalism of both Jenny and Kate.  The staff should be hugely proud of this feedback.

In May the Committee also surveyed staff at the Centre, and there has been a big improvement from the previous staff survey in November 2020.  Staff say they love working with the children, the team environment, and the support from their colleagues.  The staff rated their well-being reasonably high which is a fantastic improvement from the previous survey. Staff have asked for more training for dealing with children with challenging behaviours.  Staff have also asked for a more formal way to ask for and capture feedback from them to Management and to the Committee and we will be looking to address this in the coming months.  Jenny and Kate are to be commended for building a supportive culture and a fun workplace.  The committee believes strongly in investing in training for staff. In the last 12 months, as well as funding compulsory training such as CPR, first aid, and accredited Child Protection course (for our Responsible person roles), staff have been provided with the opportunity to attend training such as Dealing with Children with Challenging Behaviours, Understanding Play Theory, Child Development - Ages & Stages, and Kate continues to study for her Diploma in School Age Education and Care. The Committee allocates funding each year for staff to attend social events to provide further opportunity for them to connect as a team outside of the work environment.

The Committee has funded a refresh in the Centre office space to make it more ergonomically safe for staff.  There has also been a refresh in the main Centre area with new furniture, storage, and a designated quiet area / sick bay.  Staff have also set up a regulation zone area for children where they can access a range of sensory toys and materials.

The Committee recognises the importance of our Indigenous culture and the Centre's educators are aware of the importance of embedding the Reconciliation Action Plan in the learning and programs at Coogee Care Centre. During summer vacation care the children loved incursions with Koori Connections who educated and shared stories about our first nations culture, history and the children had opportunities to explore artifacts. The Centre's cultural calendar ensures that the program offers educational experiences around days such as National Sorry Day, Reconciliation Week and Naidoc. The Centre is currently working alongside Wandanna (the team that worked on the school mural) to explore opportunities for more collaboration in the coming year.

The Centre signed a 5-year agreement with the Department of Education for lease of the school facilities required for Coogee Care Centre at the beginning of the 2022. The staff regularly meet and consult with the Principal Matt Townsend, Deputy Principal Cari O'Neill, and other Coogee Public School (CPS) staff to ensure the smooth transition of children between school and the centre. We appreciate and thank Matt and Cari for their continued support.  The Committee is currently looking at a proposal to provide funding for the replacement of the Audio-Visual equipment in the school hall and sees the role of giving back to the school community as one of the main advantages of being a not for profit where all funds go back into the school and the centre for the benefit of the children and the school community.

Centre staff communicate regularly with the P&C and have assisted with the recent P&C welcome BBQ event, and they plan to do more activities with the P&C in the future.  They have also consulted and provided feedback on the new Active Playground Project that the Centre donated $50,000 to at the end of 2020.

Unfortunately, again in 2021 due to Covid, we have not been able to have our parent community on site for family social events, but we hope to welcome them back again for annual events such as Kindy Orientation Day, Christmas Party and Start of Year celebrations.  In 2021, in lieu of parents coming on site to do an orientation, staff made a video for new incoming families to the Centre showcasing what to expect at before and after school care and at vacation care.  There was a lot of positive feedback on the video from our new families.  Just last month in May, the Centre had an information table set up at the P&C Welcome BBQ and members of the Committee were available to talk to families about the Centre.

There will be a minor increase in fees for families from 1 July 2022 of 5% on the previous year's fees but even with this fee increase, Coogee Care Centre continues to have some of the lowest fees for OOSH care in the East.

The focus areas for the year ahead will be:

1. Leadership - recruitment to commence in Term 3 for the Director and Assistant Director roles and a new part time role of Administration/Business Manager.

2. Community - we look forward to welcoming families back onsite for kindy orientation for 2023 and to holding some family celebrations.

3. Partnerships - to work more closely with the school's P&C and support each other for school events such as Kindy orientation days and special events throughout the year. To keep consulting on the Active Playground project to ensure Coogee Care Centre gets the best outcome for Centre.

4. Governance & Succession- to ensure our roles and responsibilities as a committee are clear and adhered to and that training for new Committee members is clear and targeted to provide succession planning for the future years.

5. Assessment and Rating - the Centre has just recently undergone assessment and rating on 14 & 15 June. We look forward to receiving the rating and to implementing any recommendations.

6. Surveys - to address the main parent and staff concerns with committed resolutions/actionable outcomes.

I would like to acknowledge and thank Jenny and Kate for the outstanding job they are doing managing Coogee Care Centre. I would also like to thank other senior staff Irene, Sam, Eva, Lauren and Lily and all the amazing educators and support staff who have provided stability and certainty for the children during what has been another very difficult and challenging year whilst also implementing an impressive cohort structure and program to directly benefit child experiences at the Centre.  I would like to thank and acknowledge the amazing staff who have left Coogee Care Centre in 2021/22 to pursue their careers and wish them well.

Finally, I would like to thank the current Executive members Vice President Evelyn Rodrigues, Treasurer Matt Simpson, and Secretary Danyane Bowring as well as the ordinary committee members Jacqui Nissim, Alex Wastnage, Rebecca Wilkinson, Rosie Hodson and Sam Alison for their contribution. I would like acknowledge Eve Rodrigues who is stepping down from the Committee at this AGM and to thank Eve for her contribution to Coogee Care Centre.  Eve has run the parent and staff surveys as well as being the staff liaison person on the Commitee.

I look forward to another wonderful year at Coogee Care Centre.

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Directors Report for AGM 22nd June 22 -Jenny and Kate

Reflection, Progression and Creativity

Come with us on a Coogee Care Journey while we go back to 2021 and the beginning of 2022!

For those who were here last year, you may remember our Assistant Directors report constantly mentioned the word “challenge”. Well, this year you are going to hear the words “reflection, progression and creativity”.

Reflection, yes there were bumps along the way, but what helped us get through as a team was thinking about where we have come and where we wanted to go. We continued to have huge tasks thrown our way, but we stopped, took a breath, and came together to get it done.

In August 2021 our world was once again turned upside down, as harder lockdowns and restrictions affected our service. Both Jenny and I lived in a council area which required permissions to leave. After reflecting on the service’s needs, the number of children attending and staff on site, our committee decided that both Kate and would I work from home and would get permissions to head to Coogee as needed.

This worked in our favour, as it gave us time to start preparing for the up-and-coming Assessment and Rating and allowed us to start implementing ideas that would progress the service when our attendance rates once again grew.

We continued to lose staff (long term staff) and lost quite a bit of experience in our team. Jenny knew our numbers would increase when the lockdown was over, so we took the time to start building the team back up. We interviewed staff over zoom and were successful in hiring several new educators.

Coogee Care Centre proudly stayed operational throughout the whole pandemic and continued to offer high quality care for essential workers. Our team stood by us and helped as they could. Sadly, we did not have much work to offer all our staff members, but we ensured we could try to support them in other ways.

We offered a few hours of work for staff to come in and help clean and organise the centre, assist in gathering evidence and documentation for our Assessment and Rating, continued to pay staff who were rostered but could not attend due to having covid or being a close contact, hosted trivia nights online (providing each staff member Uber vouchers to order food) and prizes were awarded to the winners. The Committee, Jenny and I knew we needed to be creative to ensure our team felt recognised and bonded during a challenging time.

For our community:

1. We applied for grants that would support the service to ensure we would still financially be operatable on the other side of the pandemic.
2. The Government announced waiving gap fees. This allowed us to not charge families who were isolating or keeping their children home, and to still receive the CCS (childcare subsidy) payments to financially support the service.
3. We put together a video montage to share with our families. The team sent in well wishes, talked about their lockdown experience and shared ways for the children to keep busy. The feedback from our community was a hit and it was greatly appreciated.
4. In 2022 the government introduced an initiative for families, which offered $500 Before and After Care vouchers. This initiative was opted in by services who chose to accept the vouchers. Coogee Care Centre was lucky enough to have a full-time administrator to take on this extra workload (approx. 10hrs of work a week) and allowed us to offer this program to our community.

We became creative in ways we have never had to. We needed to consider, while being in such tight restrictions and not having families on site, how we would still meet our community’s needs. How could we still celebrate our end of year festivities without people on site? How could we welcome and bond with new families that will be heading into our service in the new year?

This is how we did it:

Our usual end of year festivities was run over two days, to ensure the children in our service could still have their BBQ and a visit from the man in red. There were gifts for each child and the last few days were amped up and in party mode.

For new families, we offered two forms of orientation:

1. Eva (our team member who is head of Community and Communication) put together two informative clips for our website. Both these clips show cased our routines for before and afterschool care and were developed to also reach the attention of children, so they could see what our service offers.
2. Families could book into small group sessions for onsite information tours.

We headed into 2022 with the Assessment and Rating being once again postponed.

We decided to start the year off with our new service Cohorts. The team were a little unsure of this at first, as this had been something we had discussed, but implementing new transitions at the beginning of a new year after a pandemic and with a new team of educators was inevitably going to raise a lot of questions.

As mentioned above, this year was to be about progression, and without taking the leap we would have never known if this would work or not. Great news …. Cohorts are a success. To run this new routine, we introduced Cohort Coordinators. This was a great incentive for staff who deserved recognition and who were wanting to work their way up to “Responsible Person” roles. It further supported the daily responsible person by sharing the workload, responsibility, and accountability.

As for the children, Cohorts have allowed their dignity and rights to be heard and has allowed them to feel autonomy over their environment. Each cohort program has been catered to age specific experiences and guarantees they are not set up for failure but reward. Experiences can be extended on to support skills, whether it be gross motor, cognitive, self-help, or social emotional developmental skills. Cohorts have allowed for educators to build stronger relationships with the children and families, as we aim for continuity when rostering for each cohort.

We have aimed to be inclusive and have reflected on both pros and cons of separating cohorts. One thing we wanted to ensure is that children had the right to still experience social environments and interactions with children in other cohorts if they wished. For this reason, we introduced “play passes” which they can earn throughout the afternoon to move into another space.

Play passes have been great as they have been implemented into our positive behaviour support procedures and have enhanced efficiency with our duty of care. These passes have also allowed the cohort coordinators and teams to know who is always in their area.

We are currently working with the team and the children of our service to name our Cohorts and are hoping to introduce cohort names using our first nations language and opening them with a Welcome to country lead by a local elder.

After many postponements, as mentioned in Margaret-Annes report, in May 2022 we received confirmation our Assessment and Rating would be going ahead! We were given a short time frame to review our self-assessment which had already been submitted in June 2021 and it was time once again for us to REFLECT, show case our PROGRESSION and continue to be CREATIVE. To clarify what this means, Self-Assessment is a document which breaks down the National quality framework into standards and elements, and as a service we use this tool to explain how we meet each element. It is our opportunity to show case our service prior to a compliance officer coming in to assess and rate the service.

As a team, we knew that in the last 12 months we had come so far, so we decided to work extremely hard to review and rewrite our self-assessment. We were so proud to look back and see how much change had been made in such a short period of time. Prior to the compliance officer attending our service we also had the huge task of ensuring all our documentation, policies, signs in the service and regulations were compliant and accessible.

Self-Assessment Day came around and it entailed two jam packed 11 hour days, where the compliance officer asked questions, observed the staff, our routines, transitions the children, our policies, procedures etc. and took a lot of notes.

What happens next:

We wait for a maximum of 60 days for our service rating to come in. Each of the 7 Quality areas will be rated, and from those ratings we will receive an overall rating.

What I can say is this. Assessment and Rating will never come at a good time, it will always make you question yourself and how things are running and there will always be exhaustion and nerves. BUT I believe our Assessment and Rating came at a fantastic time, allowing us as a team to stop, breathe, and reflect. It allowed us to be proud of what we have been through, where we have come and what the future holds for Coogee Care Centre under our management. Yes, we may have been exhausted and lost our voices from talking so much, but I am so glad it happened and SO proud of our team.

This is where my appreciation begins.

CCC Team:

I firstly want to take this time to thank our current Responsible Person team Irene, Sam, Eva, Lauren and Lily (who has sadly now moved on). This role is a compliant role and to have a team of staff that we can trust to leave the services hands in is a huge responsibility, but you have all taken it on board, understand your responsibility and have grown so much as a management team. I am so proud and thankful for each of you.

Our Cohort Coordinators:

Andre, Aimee, Emilee, Paris, Tia, Tom, Nicola and Olivia. You have all taken on new responsibilities and accountability. Working together to ensure your cohorts have amazing experiences and taking extra time weekly with the programs has shown me how passionate and committed you are to your roles.

All our Educators:

Whether permanent part time or casual, I cannot be more grateful for. Like I always say, it doesn’t matter if you are here for 1hr or 40hrs a week you are just as important as each other. The culture, values, energy you bring to the service is priceless and I see it daily with the relationships made between you and the kids.

Irene:

As assistant Educational Leader you have implemented so many amazing processes in the way our service programs and documents, throughout the Assessment and Rating you spoke confidently and proudly of where Quality Area 1 has developed. You should be so proud, and I look forward to watching you grow as you continue to educate and lead the team in this area.

Kate:

Words are not enough. You put your hand up with me to take on a management role, unsure of what it would throw at you and how far you would have to come in such a short period of time. I know this will make you feel awkward because you are not great at taking a compliment and always second guess your achievements, but you should be nothing short of proud. There have been some extremely tough days and I couldn’t make decisions on my own, we held each other up and look where we are now! You are an amazing leader, and the team looks up to you!

Matt Townsend, Cari O’Neill, and the staff of Coogee Public:

I have said It many times, but I will say it again, it is not common to find a school and OOSH service to not only work well together, but to have a relationship like ours. Yes, some days we have to have some tricky conversations, but to work with a team who has the same values and beliefs for its community is a blessing and I thank you for that. I thankyou for always allowing us to feel welcome and being a sounding board when it comes to all things Coogee.

Finally, our committee:

Your ongoing support has been invaluable. We have had to work with daily changes and needing quick decisions made, and not once did I ever feel we were being a burden, even with late night emails or calls. There is no doubt that every decision made was based on the community and not once did it ever feel like anyone had their own agenda. Our community should be so proud and grateful for parents like you. You have not only wanted to ensure our service lived up to its name of being not-for- profit but also showing the services team who you are, why you are there and how you can support them has been something our staff have needed and once again you have risen to the occasion. Thank you for all your expertise, your time and your family’s time.

2022 will be all about bringing back the community! We look forward to having families back on site for community events, supporting our local small business, reaching out to our local pre-schools, high schools, and nursing home to allow our children to feel like members of their community and allowing them opportunity to support these programs where they can.

We look forward to continuing to progress as a service and cannot wait to show case this in the near future.

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Treasurers Report for AGM 22nd June 22 -Jenny and Kate

**Background**

Coogee Care Centre’s Financial Report for the year ending 31 December 2021 was audited by SJ Hutcheon from Stewart Brown Chartered Accountants. Copies of this report have been made available to members to review before this AGM. Coogee Care Centre is a not-for-profit association – providing Before School Care, After School Care and Vacation Care services for the Coogee community. There is a strong demand for these services and Coogee Care Centre is one of the largest out of school hours OOSH care centres in the Eastern Suburbs of Sydney with a capacity of 270 in ASC.

**Financial Result for 2021**

Coogee Care Centre recognised total comprehensive loss for 2021 of $11,219 (compared to income of $440,714 in 2020). The 2021 result reflected the continued impact to financials and operations due to COVID-19. Revenue was $631k lower than the previous year. Changes in government subsidy programs drove this reduction – with $228k received in 2021 (compared to $823k in 2020). Fee income was largely in line with the previous year, noting CCS payments were continued to be made even where children were not in attendance for a period of the year – helping to ensure we were able to support as many of our staff employed as possible. Given the reduction in grants from the previous year – the centre was managed to our break-even target. Costs as a result were reduced from the previous year – particularly employee benefits as we kept staff levels under close control. We did contribute $50k to the P&C sponsored Active Playground program. Pleasingly our program to recover outstanding debts remains on track with trade and other receivables continuing to fall (2021 $54k vs $78k in 2020). Due to the close financial management of the centre during 2021 we remained with a healthy cash balance of $723k at the end of the year.

**Outlook for 2022**

The Budget for 2022 for the Coogee Care Centre reflects the centre returning to capacity and operating in line with our break-even target with a budgeted loss of $7k. This reflects the centre operating at an 80% on average attendance vs capacity, staffing kept at levels which support appropriate ratios and other costs associated with centre operations. In a tight labour market, our ability to find and retain sufficient casual and permanent part time carers continues to be a challenge. While stabilising, there remains uncertainty regarding COVID-19 and the overall macroeconomic environment. The centre will continue to operate with significant cash reserves ensuring stability of service for both the community but also for staff.

Acknowledgements

Thanks goes to the centre’s bookkeeper Viridity – both Rhys, Bella and Nanette for all the work done in managing the finances of the centre. Thanks also goes to Jenny, Kate, Mason and the team for their contribution to day-to-day administration. The centre is a complex operation and closing out the 2021 financials was considerably easier than the previous year thanks to management attention during the year.

We now need to formally accept the Auditors report on the 2021 accounts.