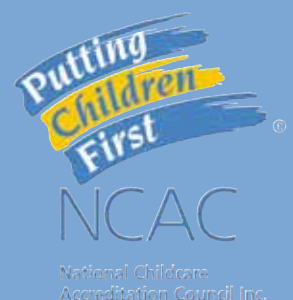




Annual Report 2008/2009



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About NCAC

Since its inception in 1993, the National Childcare Accreditation Council (NCAC) has worked in partnership with governments, families, services and other key stakeholders to facilitate and support continuous improvement to the quality of child care provided for children in Australia.

NCAC's role is to support Australian child care services to provide quality care, to accredit those that meet the Quality Assurance standards and to assist families to make informed decisions when choosing child care. NCAC supports children's services to provide quality child care by providing advice, support and resources.

NCAC is responsible for the administration of the following Child Care Quality Assurance (CCQA) systems for children's services throughout Australia:

- Family Day Care Quality Assurance (FDCQA) for family day care schemes;
- Outside School Hours Care Quality Assurance (OSHCQA) for outside school hours care services; and
- Quality Improvement and Accreditation System (QIAS) for long day care centres.

The broad objective of the CCQA systems is to ensure that children in child care have stimulating, positive experiences and interactions that nurture all aspects of their development.

We aim to achieve our vision and mission through the administration of Child Care Quality Assurance systems for children's services and through advocacy for children.



Guiding Principle

Putting Children First

Vision

Quality experiences and positive outcomes for all children

Mission

To set standards to improve the quality of child care and accredit services that meet the standards

Values

Integrity

We conduct ourselves and our business honestly and consistently

Probity

We operate ethically

Accountability

We are accountable for our actions and the responsible use of resources

Respect

We work professionally, respectfully and collaboratively

Professionalism

We continuously improve our quality management practice

Commitment

We strive to achieve our guiding principle, vision and mission and we value the commitment, knowledge and achievements of our staff

Strategic Plan

The NCAC Strategic Plan 2009 - 2010 focuses on the following Outcomes:

Outcome 1:

Successful administration of Child Care Quality Assurance Systems

Outcome 2:

NCAC is the recognised leader in quality assurance in child care in Australia

Outcome 3:

Our business structure and systems are responsive and sustainable



The Year in Review

The 2008/2009 financial year has been an interesting period for many organisations working in the early and middle childhood education and care sector. The global financial crisis has caused strain and uncertainty for some service providers and parents using child care.

The continuing development of the Rudd Government's Quality Reform Agenda has required all of us working within children's services to remain alert to and engaged in opportunities to provide feedback and suggestions when consultation opportunities arise.

We continue to remain optimistic about the future and opportunities presented by the Quality Reform Agenda to bring about substantial change and quality outcomes for children.

As work progresses on the new Quality Standard and system, we have also continued to seek out opportunities to refine and improve the current Child Care Quality Assurance systems by making our business processes more efficient and responsive to customer needs.

An example of this is our use of technology to reduce timeframes from submission of *Self-study Report* to Validation Visit to Accreditation Decision. To shorten the time taken to progress through the steps of the system, we commenced using scanners to enter the data and store reports in our electronic document management system. This has resulted in shortening timeframes dramatically.

Validators are the public face of NCAC and we are extremely proud of our staff who perform this role to a consistently high standard. This year we embarked on a project to improve our support and training of Validators. There was a renewed emphasis on the support of Validators within NCAC, which has enhanced consistency and communication between Validators.

For the third consecutive year, we received the Equal Opportunity for Women in the Workplace Agency Award as an Employer of Choice for Women. We are proud of our efforts to promote a diverse and energetic workforce of people with a passion for making a difference for children.

NCAC also maintained certification in AS/NZS 9001 after successfully passing the external surveillance audit conducted by SAI Global.

This Annual Report summarises our achievements in the 2008/2009 financial year and we look forward to our continuing work with all stakeholders in the further development and implementation of the Quality Reform Agenda.



June McLoughlin
Chairperson



Denise Taylor
Chief Executive Officer

The Five Steps of Quality Assurance

Step One: Registration

Family day care schemes, outside school hours care services and long day care centres eligible to receive Child Care Benefit funding from the Australian Government on behalf of parents and families must register with NCAC to participate in the Child Care Quality Assurance (CCQA) systems. An Annual Registration Fee is payable for continued participation in the CCQA systems. On registration, each service receives a *Certificate of Registration* and a Registration Kit which includes an initial supply of the publications required for participation in the relevant CCQA system.

Services Registered to Participate in the CCQA Systems as at 30 June 2009	
Family Day Care Quality Assurance (FDCQA)	327
Outside School Hours Care Quality Assurance (OSHCQA)	3,473
Quality Improvement and Accreditation System (QIAS)	5,720
Total	9,520

Previously, when a service was purchased by another operator, the new management would inherit the prior history of the service, including the Accreditation status and any documentation scheduled to be submitted to NCAC.

From February 2009, an existing service which is purchased by another operator is officially closed and treated as a new service by NCAC.

Between 1 July 2008 and 30 June 2009, 986 new services registered with NCAC, comprising of 22 family day care schemes, 316 outside school hours care services and 648 long day care centres. NCAC recorded 267 changes of registration, which represents a change of ownership/sponsorship or change of business structure/legal entity. During this time changes of registration were completed for 6 family day care schemes, 84 outside school hours care services and 177 long day care centres.

Step Two: Self-study and Continuing Improvement

The provision of quality care for children requires continuous attention to self-study and quality improvement. Services participating in the CCQA systems are required to undertake a self-assessment of the quality of care that they provide by consulting with all staff and families of children in the service. From this self-assessment, the service develops and implements a continuing cycle of quality improvement plans.

Every two and a half years, the results of the service's self-assessment are summarised in a *Self-study Report* and submitted to NCAC. The *Self-study Report* documents the service's ratings of its own practices against the Quality Areas and Principles in the relevant *Quality Practices Guide*.

Self-study Reports Received 1 July 2008 - 30 June 2009	
Family Day Care Quality Assurance (FDCQA)	157
Outside School Hours Care Quality Assurance (OSHCQA)	1,501
Quality Improvement and Accreditation System (QIAS)	2,605
Total	4,263

From January 2009, child care services were provided with a specific date within the month by which they were required to submit their *Self-study Report* to NCAC. Previously, services were required to submit their reports at any time within the month. Having a specified date has assisted in streamlining the CCQA process, enabling NCAC to schedule Validation Visits more efficiently and reduce timeframes for services awaiting an Accreditation Decision.

Step Three: Validation

Once a service's *Self-study Report* is received, NCAC selects a Validator to conduct the Validation Visit. A letter is sent to the service advising the Validator's name, the Visit duration (depending on size of the service) and a timeframe of six weeks within which the Visit will occur. NCAC does not provide the service with the specific Visit date. When a Validator is selected, *Validation Surveys* are sent to the service for completion by the service director, child care professionals, families and school age children.

In March 2009, NCAC's *Conflict of Interest Policy for Validation Visits and Spot Checks* was revised to allow Validators to return to the same service more than once. Services can telephone a Child Care Adviser if they are aware of a potential conflict of interest when advised of the Validator's name.

Validation Visits Completed 1 July 2008 - 30 June 2009	
Family Day Care Quality Assurance (FDCQA)	200
Outside School Hours Care Quality Assurance (OSHCQA)	1,563
Quality Improvement and Accreditation System (QIAS)	2,880
Total	4,643

As at 30 June 2009, there were 14 part-time, 32 casual and 46 full-time Validators employed by NCAC.

Validators are trained by NCAC to validate the quality practices of the service, based on the indicators specified in the relevant *Quality Practices Guide*. Ratings are determined through observation and discussion with child care professionals. Services are given the opportunity to comment on any indicators marked as 'Not Occurring' in the *Validation Report*. Services are encouraged to provide feedback about their Validation Visit by submitting a *Validation Evaluation Form* to NCAC.

All NCAC Validators need to meet selection criteria including qualifications and experience in the service type in which they will be conducting Visits. Validators complete five days of competency-based training in the NCAC office in Sydney.

Validator Training Sessions Completed 1 July 2008 - 30 June 2009	
Family Day Care Quality Assurance (FDCQA)	10
Outside School Hours Care Quality Assurance (OSHCQA)	9
Quality Improvement and Accreditation System (QIAS)	22
Total	41

Step Four: Moderation

To ensure all services participating in the CCQA systems are treated fairly and consistently, Moderators identify patterns of quality care based on information in the service's *Self-study Report*, *Validation Surveys*, the *Validation Report* and *Validation Evaluation Form*. Moderators look at each service as a whole.

A composite Quality Profile is compiled by NCAC from information in the *Self-study Report*, the *Validation Surveys*, the *Validation Report* and the Moderation ratings. Moderators write a *Continuing Improvement Guide* for the service, which focuses on quality improvement and is based on trends in the Quality Areas, evident in the composite *Quality Profile*.

Validation Visits Moderated 1 July 2008 - 30 June 2009	
Family Day Care Quality Assurance (FDCQA)	209
Outside School Hours Care Quality Assurance (OSHCQA)	1,629
Quality Improvement and Accreditation System (QIAS)	3,088
Total	4,926

Moderators must attend training and complete set assessments. During 2008/2009, two three-day training sessions ran for all three schemes and one five-day training session ran for both the FDCQA and QIAS schemes.



Moderators are degree qualified in early or middle childhood and have at least eight years experience in children's services as a service provider, adviser, academic or administrator.

Step Five: Accreditation Decision

NCAC makes Accreditation Decisions for services based on a composite of ratings from the service's *Self-study Report*, the *Validation Report*, *Validation Surveys* and *Moderation* ratings. Accredited services receive a *Certificate of Accreditation*, which must be displayed at the service. Services that are 'Not Accredited' must submit another *Self-study Report* within a timeframe determined by NCAC.

Family Day Care Quality Assurance		
Progress of Schemes as at 30 June 2009		
Accredited	253	85.2%
Not Accredited	44	14.8%
Total Through 5 Steps	297	
New Services	30	
Total Registered Services	327	

Outside School Hours Care Quality Assurance		
Progress of Services as at 30 June 2009		
Accredited	2,801	94.6%
Not Accredited	161	5.4%
Total Through 5 Steps	2,962	
New Services	516	
Total Registered Services	3,478	

Quality Improvement and Accreditation System		
Progress of Centres as at 30 June 2009		
Accredited	4,485	92.9%
Not Accredited	343	7.1%
Total Through 5 Steps	4,828	
New Services	907	
Total Registered Services	5,735	

A service may apply to the Accreditation Decisions Review Committee (ADRC) for a review of its Accreditation Decision. Between 1 July 2008 and 30 June 2009, there were 72 ADRC recommendations received. Of these, ADRC recommended the NCAC decision remain unchanged for 55 services. These services remained Not Accredited. ADRC recommended changes to the NCAC decision for the remaining 17 services, which resulted in these services becoming Accredited.

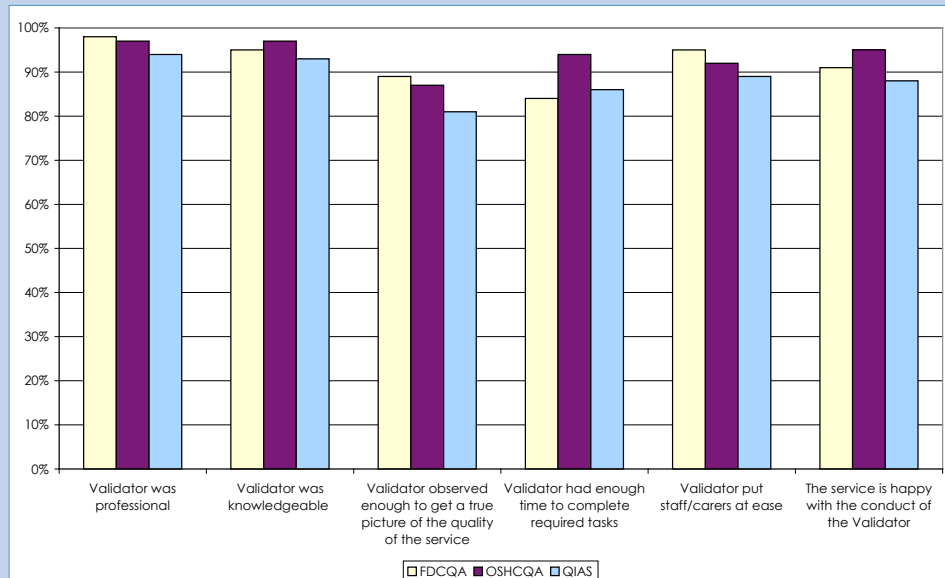
The ADRC is comprised of members appointed by the Australian Government Minister responsible for children's services, and acts independently from and makes recommendations to NCAC.

Validator Performance Feedback

NCAC conducts an annual analysis of *Validation Evaluation Forms* received from services that have had a Validation Visit. The *Validation Evaluation Forms* demonstrate the satisfaction of services participating in the Child Care Quality Assurance systems with Step 3: Validation.

During October and November 2008, 1004 Validation Visits were completed and NCAC received *Validation Evaluation Forms* from 85% of those services.

- Most services identified Validation as an opportunity for self-reflection, evaluation and continuing improvement.
- A significant proportion of services requested that the six week timeframe in which the Validation Visit can occur be shortened, or that the exact date be known.
- A significant proportion indicated concern regarding *Validation Surveys for Families*.
- More than 90% of child care services indicated that they were satisfied with the completion of their Validation Visit as in the following chart:



Spot Checks

NCAC conducts unannounced Spot Checks to ensure the quality of care provided by child care centres is maintained between Validation Visits.

During July and August 2008, 505 Spot Checks were completed and NCAC received Spot Check Evaluation Forms from 60% of those services. More than 99% of these child care services indicated they were satisfied with the performance of the Validator and most services reported feeling at ease with the Validator.

“We believe the validation process has been a very good learning tool, and we feel from this point our scheme can only improve.” *Family Day Care scheme*

Collaboration with Key Stakeholders

Department of Education, Employment and Workplace Relations (DEEWR)

NCAC regularly liaises with state DEEWR offices regarding services registered with NCAC. NCAC provides DEEWR with monthly *Spot Check Reports*, *Complaints Handling Reports*, *Statistics Reports* and *ADRC Summary of Outcomes*. Six-monthly *Quality Trends Reports* are also provided to DEEWR. NCAC staff also attended meetings hosted by DEEWR during 2008/2009.

Accreditation Decision Review Committee (ADRC)

NCAC holds regular meetings with the ADRC to maintain open communication about progress of services through the CCQA systems. Information about ADRC is forwarded to all services with their Accreditation Decision. Following notification that a service has requested a review, ADRC requests copies of all Accreditation Decision related documents. These are provided within five days.

Professional Support Coordinators (PSC)

NCAC advises PSCs weekly of Not Accredited services in their state/territory and provides them with six-monthly reports regarding the progress of services through the CCQA systems. PSCs are given regular updates about publications, documents, policies and procedures as they become available. NCAC liaises with PSCs regarding complaints/licensing issues.

State and Territory Licensing

Communication with Australian state and territory licensing authorities is an important part of the administration of the CCQA systems, facilitating coordination of licensing and CCQA processes. Six-monthly reports are provided to state and territory licensing departments to advise them of quality trends in the CCQA systems. NCAC regularly liaises with relevant licensing departments regarding written complaints/licensing issues.

Peak child care bodies

During 2008/2009, NCAC maintained a strong presence at national child care related meetings, presentations and conferences. NCAC also distributed information at conferences hosted by peak child care bodies.

Educational institutions

NCAC publications and resources are available for purchase by TAFE and University students at the NCAC Online Store. NCAC also responded to 40 e-mails received from students and researchers between 1 January 2009 and 30 June 2009.

NCAC continues to provide data to support Growing Up in Australia - The Longitudinal Study of Australian Children being conducted through the Australian Institute of Family Studies. NCAC has also been involved in Investigating Quality, the study being conducted by Dr Linda Harrison, Ms Fran Press, Professor Jennifer Sumsion, Dr Marianne Fenech (Charles Sturt University) and Professor Jennifer Bowes (Macquarie University).

Communication Initiatives

NCAC aims to provide children's service providers and families with child care information that is current, accurate and comprehensive. NCAC currently produces a quarterly magazine, *Putting Children First*, which is distributed to child care centres nationally. Family Factsheets provide information for families on a wide range of child related topics.

Electronic copies of publications and reports on CCQA requirements are easily accessible for services and families to access on the NCAC website.

NCAC has commenced development of a marketing plan for supporting and empowering vulnerable families to access quality child care.

Putting Children First magazine



NCAC has continued to provide a range of articles from internal and external authors in *Putting Children First* and publishes a NCAC Factsheet for Families on the back page to support services' communication with families. The distribution rate has steadily increased during 2008/2009 and the magazine has been printed on Australian made recycled paper since March 2009.

During 2008/2009, *Putting Children First* featured articles on current topical interests such as environmental education, bullying and the inclusion of Indigenous perspectives in the program. NCAC has received particularly positive feedback to the articles 'Going 'green' in child care services' (March 2009) and 'Including Aboriginal Australia in your service' (June 2009), which was produced by Gangari Bamford Maguire & Associates.

Family Factsheets

Responses to the 2009 *Putting Children First* Reader Survey indicated the majority of the readership found the Factsheets for Families feature to be useful.

During 2008/2009, NCAC produced ten Family Factsheets that are available to download from the NCAC website:

- Managing bullying in child care
- Guiding children's behaviour in child care
- Hygiene in child care
- Managing children's special health needs in child care
- Programs for children in child care
- The value of play
- Including children with additional needs in child care
- Bridging the gap between home and child care
- Settling your child into care
- Dressing your child for care

Family Factsheets are double-sided and available in various community languages including Arabic, Chinese, Croatian, Farsi, Filipino, Greek, Hindi, Indonesian, Japanese, Korean, Russian, Serbian, Spanish, Turkish and Vietnamese.



Quality Companions

In response to feedback from NCAC Child Care Advisers and services, NCAC developed a series of resources for Step 2: Self-study and Continuing Improvement called the *Quality Companions*. These resources use open ended questions and bullet point statements to convey key messages about how to work through the self-study process.

The *Quality Companions* include:

- Step 2 - Understanding Child Care Quality Assurance
- Step 2 - Undertaking Self-study
- Step 2 - Seeking Support
- Step 2 - Developing and Reviewing Policies
- Step 2 - Encouraging Family Participation
- Step 2 - Reflecting on and Evaluating Practice
- Step 2 - Completing the *Self-study Report*

Quality Companions have now been developed to provide services with support as they progress through each step of the CCQA system.

Additional *Quality Companions* include:

- Step 1 - Registration
- Step 3 - The Validation Process
- Step 3 - Preparing for the Validation Visit
- Step 3 - The *Validation Report*
- Step 4 - The Moderation Process
- Step 5 - Accreditation Decision
- Step 5 - Moving Forward after a Not Accredited Decision
- Step 5 - Maintaining Momentum

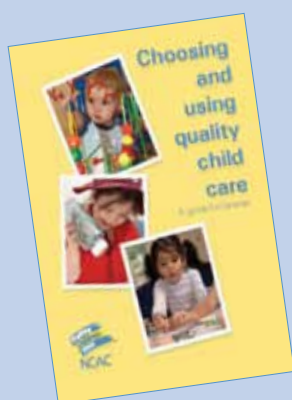
External Publications

During 2008/2009, NCAC continued to expand its communications channel by submitting articles to external publications. These publications include those published by:

- Peak early and middle childhood education and care bodies such as Family Day Care Australia (JiGSAW magazine); Childcare Associations Australia (InChildcare magazine); and Network of Community Activities (Network News newsletter)
- Professional Support Coordinators in New South Wales (Central newsletter); Queensland (In the LOOP magazine); Tasmania (PsCTas factsheets); Victoria (Early Years Edition, Home Based Connection and OSCAR magazines); and Western Australia (Childcare Times magazine)
- Others including websites (Web Child) and family orientated publications (CoastKids Illawarra magazine).

Some of the topics discussed included:

- Explaining the CCQA process
- Preparing for a Validation Visit
- Accessing publications, resources or services such as telephoning a NCAC Child Care Adviser
- Accessing information from the NCAC website
- Accessing statistics from the NCAC *Quality Trends Reports* to identify areas of practice which need improvement
- Discussing specific areas of practice to ensure service meets CCQA standards
- Maintaining effective hygiene and handwashing practices
- Supporting children's individual needs and building effective partnerships with families
- Explaining to families what quality child care looks like and how to access information about Accredited Services.



Support for Families

A new booklet for families entitled *Choosing and using quality child care: A guide for families* was produced in April 2009 and distributed at Pregnancy, Babies & Children's Expos and through NCAC Family Information Kits. The Marketing team plans to implement a more widespread distribution of the booklet, which is also available in Arabic, Chinese and Vietnamese translations.

Complaints

The CCQA systems encourage positive, open communication between child care services and families regarding issues such as the service's program and management practices. Families are increasingly aware of the quality of care they should expect from a service. Consequently there has been a significant increase in the number of enquiries and complaints from families, staff and members of the public about child care services. Complainants are provided with advice to assist them to resolve the issue directly with the service where possible. If this is not possible and the complainant outlines their complaint in writing, NCAC will follow this up with the service as per the NCAC Complaints Handling Procedure. A total of 453 telephone complaints and 119 written complaints about registered services were received by NCAC in 2008/2009.

NCAC responded to 22,690 telephone calls during 2008/2009.

Complaints received about quality practices of services 1 July 2008 - 30 June 2009		
	Written Complaints	Telephone Complaints
FDCQA	7	32
OSHCQA	18	67
QIAS	94	354
Total	119	453

NCAC Child Care Advisers are qualified and experienced child care professionals who provide telephone and email support for services participating in the CCQA systems, families seeking quality child care for their children, students and educators, resource and advisory agencies and other interested parties. Child Care Advisers can be contacted on 1300 136 554 or email qualitycare@ncac.gov.au.



NCAC Online

During 2008/2009, the NCAC website (www.ncac.gov.au) had 291,064 visitors from 163 countries, the majority being from Australia. The 'Search for Child Care' facility, which enables families to locate child care services registered with NCAC in their local area, accounted for approximately 40% of all traffic on the NCAC website.

During 2008/2009 NCAC undertook a number of initiatives to extend online services:

- A facility for payment of Annual Registration Fees was added to the Online Store to enable services to pay fees online
- The *Putting Children First Reader Survey* was conducted via a new online survey facility on the website
- Extranet facilities for Validators and QA Trainers were redeveloped to provide increased functionality and improved communications
- Work began on a project to allow services to submit *Self-study Reports*, Validation Evaluation Reports and Spot Check Evaluation Reports online. This facility will also allow services to update postal details and contact information.

Accessibility

NCAC works to ensure a high level of accessibility to information about the CCQA systems. Many NCAC publications have been translated into community languages, including Handbooks and *Validation Surveys for Families* for each of the CCQA systems, and Family Factsheets. Extracts of the FDCQA *Quality Practices Guide* are also available in translation on the NCAC website.

All translated resources are available as a free download from the NCAC website or a copy may be requested from NCAC. Additional support is available for people from culturally and linguistically diverse backgrounds in the form of interpreting assistance. Telephone callers to NCAC who require interpreting support are able to contact the Translating and Interpreting Service on 131 450.

NCAC is committed to maintaining and continually improving the website to ensure usability and access to current and accurate information for all users. The NCAC website has Level A conformance with the World Wide Web Consortium's (WC3) Web Accessibility Initiative.

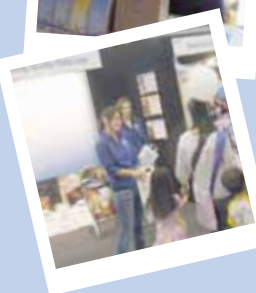
NCAC Out and About Expos

NCAC maintained a strong presence at major expos across Australia, including the Pregnancy, Babies & Children's Expos in Perth (15 to 17 August 2008); Melbourne (17 to 19 October 2008), Adelaide (13 to 15 March 2009), Sydney (15 to 17 May 2009) and Brisbane (19 to 21 June 2009).

Presentations

NCAC presentations to child care services, new family day care schemes and TAFE departments during 2008/2009 included:

- 'NSW Family Day Care Carers Association Conference' (Nelson Bay, 22 to 24 August 2008)
- 'Child Care Quality Assurance Update' (Family Day Care Australia Meeting, Hobart, 13 September 2008)
- 'Family Day Care Quality Assurance Update' (NSW FDC Annual Conference, Sydney, 22 to 23 September 2008)
- 'Child Care Quality Assurance: Working towards quality experiences and outcomes for children' (ECA Conference, Canberra, 3 October 2008)
- 'QLD Family Day Care Annual Conference: Today, Tomorrow and Beyond' (QCAN Conference, Townsville, 1 November 2008)
- 'Quality Assurance in Family Day Care' presented at:
 - QLD FDC Conference, Bardon, 2 to 5 October 2008
 - Dubbo Family Day Care Scheme, (Dubbo, 15 to 16 October 2008)
 - Port Macquarie Family Day Care Scheme, (Port Macquarie, 29 to 30 October 2008)
 - Coffs Harbour Family Day Care Scheme, (Coffs Harbour, 19 to 20 November 2008)
 - Taree Family Day Care Scheme, (Taree, 8 to 9 December 2008)
 - Blacktown Family Day Care Scheme, (Sydney, 28 January 2009)
 - Baulkham Hills Family Day Care Scheme, (Sydney, 3 February 2009)
 - Samaritans Family Day Care Scheme, (Singleton and Cessnock, 9 to 11 February 2009)
 - Ballina/Byron Family Day Care Scheme, (Ballina, 12 to 13 February 2009)
 - Bathurst and Hawkesbury Family Day Care Scheme, (Bathurst and Hawkesbury, 16 to 18 February 2009)
 - Molong Family Day Care Scheme, (Molong, 3 to 5 April 2009)
 - Newcastle and Port Stephens Family Day Care Scheme, (Sydney, 22 to 25 June 2009)
- 'Challenges of moving towards an integrated child care quality system' (WA 2009 Childcare and Early Childhood Education Conference, Perth, 3 to 5 April 2009)
- 'Quality Assurance Systems in Australian Children's Services – Information regarding Five Steps' (Petersham TAFE, Sydney, 30 April 2009)
- 'Working with PSCs', Melbourne, 4 to 8 May 2009
- 'Knock, Knock! Who's There?' (Family Day Care National Conference, Tasmania 20 to 23 May 2009)



Conferences and Seminars

NCAC attendance at early childhood education and care conferences and seminars during 2008/2009 included:

- Association of Children's Welfare Agencies Conference (Sydney, 19 to 20 August 2008)
- NSW FDC Carer's Conference (Nelson Bay, 22 to 24 August 2008)
- IPSU 'Heart of Our Children and Our People' Conference (Townsville, 10 to 12 September 2008)
- Family Day Care Australia Meeting (Hobart, 13 September 2008)
- NSW FDC Annual Conference (Sydney, 22 to 23 September 2008)
- Early Childhood Australia Conference (Canberra, 3 October 2008)
- QLD FDC Conference (Bardon, 2 to 5 October 2008)
- WOCS Forum for Community Managed Wheatbelt Child Care Services (Wickepin, 29 to 31 October 2008)
- QCAN Conference (Townsville, 1 November 2008)
- National Investment for the Early years (NIFTEY)/Child Care and Children's Health 2009 Conference (16 to 17 February 2009)
- Birth to Five Briefing NSW Teachers Federation Conference (Sydney, 30 March 2009)
- WA Childcare & Early Childhood Education Conference (Perth, 3 to 6 April 2009)
- Response Ability: Children's Services Advisory Group Meeting (Sydney, 23 April 2009)
- Annual NSW Aboriginal Early Childhood Education Conference (Terrigal, 28 to 30 April 2009)
- ACCYO NSW Safeguarding Children Seminar - Protective Behaviours (Sydney, 30 April 2009)
- Early Childhood Education Congress (Sydney, 6 May 2009)
- Reclaiming Childhood in the 21st Century Network Conference 2009 (16 to 17 May 2009)
- FDC Australia Conference (Hobart, 20 to 23 May 2009)
- Working together: Advancing child protection in the workplace (Sydney, 25 to 26 May 2009)
- Early Childhood Education Conference (Melbourne, 29 to 30 May 2009)

Where NCAC staff were unable to attend, satchel inserts were also provided to conferences, including Birth to Three Matters: Research, Policy and Practice, (Meadowbrook, 28 to 29 May 2009), Together We Grow: 2009 Early Childhood Education Conference (Melbourne, 28 to 29 May 2009), Resilient Families Need Resilient Workers (Melbourne, 22 to 24 June 2009), and the ECTA State Conference (Brisbane, 27 June 2009).

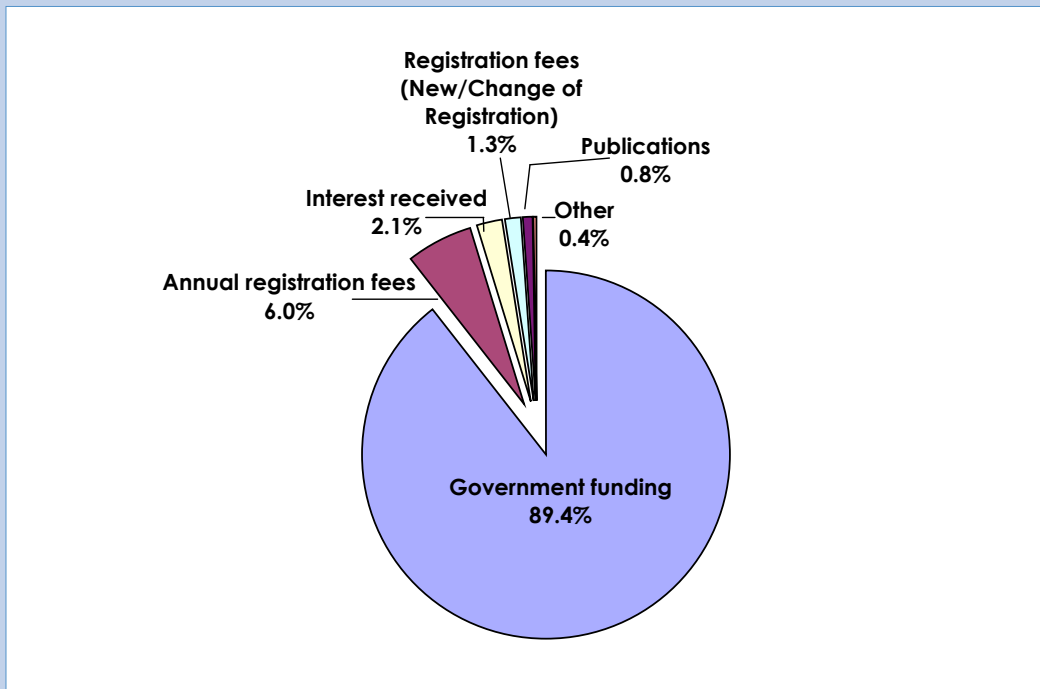


Financial Overview

Budget 2008/2009

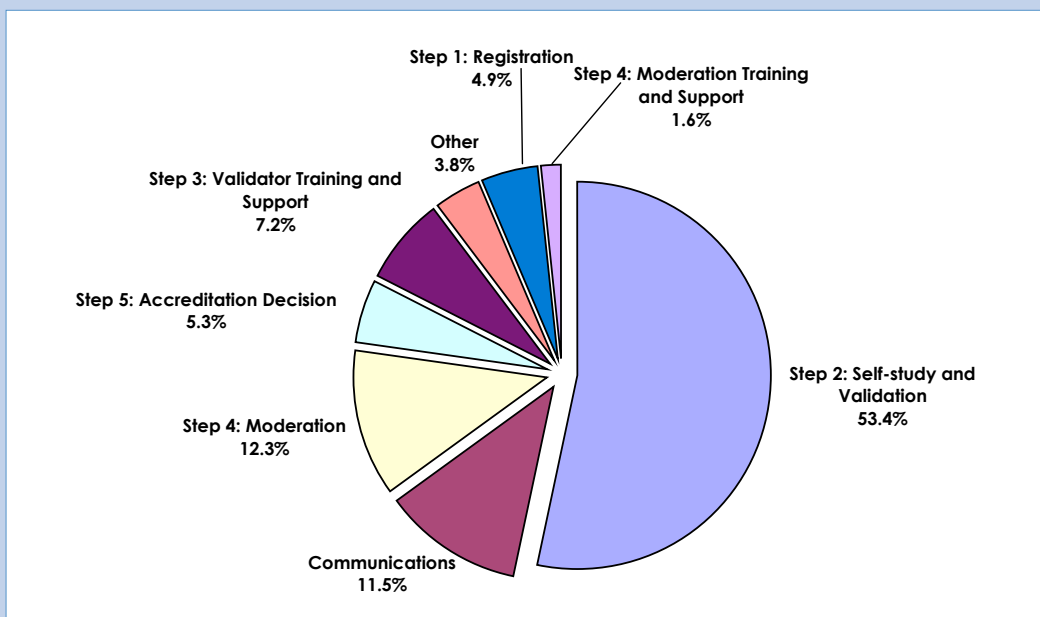
During the past financial year, within a budget of \$19.6 million, 89.4% of NCAC's total income came from Australian Government funding. The majority of the remaining 10.6% was derived from services' annual registration fees.

NCAC Income Sources 2008/2009



Distribution of Resources

The allocation of these funds goes directly towards the administration of the CCQA systems. These funds were distributed across the steps of the CCQA systems in 2008/2009 as follows:



Governance Report

NCAC is committed to implementing a system of corporate governance to guide its operations and practices. Monitoring, evaluating and improving NCAC's system of corporate governance is undertaken continuously. A report of NCAC's compliance with the Australian Stock Exchange (ASX) Corporate Governance Council's Principles of Good Corporate Governance and Best Practice Recommendations is compiled on an annual basis.

Quality Management

In November 2008, NCAC's AS/NZS ISO 9001 certification was continued after successfully passing the external surveillance audit conducted by SAI Global. This ongoing certification as a Quality Endorsed Company ensures:

- our Guiding Principle, Vision and Mission are at the forefront of our decision-making
- the satisfaction of customers and key stakeholders is monitored and met
- our Customer Service Charter is upheld
- our processes are tested against our procedures and ISO 9001 standards
- opportunities to improve our business processes are identified and acted upon
- risk management is undertaken in all areas of the organisation
- policies and procedures are documented, sourced, maintained and reflect current practice

Key to achieving this continued certification is the involvement of all staff members in the process and creating a culture of continual improvement throughout NCAC.

Risk Management

NCAC has implemented, and is committed to, maintaining an integrated risk management process based on the Australian New Zealand standard AS/NZS 4360:2004.

The objective of this process is to minimise the possibility of loss or damage to NCAC operations, staff, property, income, reputation, intellectual property and assets, while recognising and optimising opportunities to meet the stated goals and objectives of the organisation within a good corporate governance model.



Board Directors

The NCAC Chair and Board are appointed by the Australian Government Minister responsible for children's services. The Board is responsible for, and has the authority to determine, all matters relating to the policies, practices, management and operations of NCAC. The Board appoints the Chief Executive Officer who manages NCAC operations and staff, including the services of Validators and Moderators across Australia.



June McLoughlin (Chair)

Diploma Early Childhood Education,
Bachelor of Education,
Master of Education
(Attended 8 Board meetings)



Dr Lindsay Heywood

Doctor of Philosophy,
Master of Business Administration,
Fellow of the Australian Institute of
Company Directors
(Attended 8 Board meetings)



Geraldine Atkinson

Bachelor of Early Childhood
Education
(Attended 7 Board meetings)



John Lawrence

Graduate Diploma of Business
(Management),
Graduate Certificate in Total Quality
Management
(Attended 8 Board meetings)



Dr Andrew Clarke

Master of Law,
Doctor of Juridical Science,
Master of Business Administration,
Master of Professional Education
and Training
(Attended 7 Board meetings)



Marie Lewis

Diploma of Teaching (Early
Childhood),
Graduate Diploma (Early Childhood
Special Needs),
Master of Education,
Master of Business Administration
(Attended 8 Board meetings)



Gayle Ginnane

Bachelor of Arts,
Bachelor of Economics,
Master of Defence Studies
(Attended 7 Board meetings)



Naomi Wilson

Bachelor of Education,
Certificate IV Workplace Training,
Graduate Diploma Counselling,
Graduate Diploma (General
Educational Studies) (Early Childhood)
(Attended 7 Board meetings)

Accreditation Audit Committee Members

The Accreditation Audit Committee Members undertake audits of recently completed samples of Accreditation Decisions and prepare a report for the NCAC Board on the quality of the Accreditation Decisions included in the audit. This report includes identification of issues and suggestions for possible improvement, and commentary on aspects that have improved or are working well.

From July 2009, the Accreditation Audit Committee Members will be collectively known as the Quality Advisory Group and the new Chair will be Dr Rosemary Perry.



Dr Elizabeth Mellor (Chair)
Victoria

Bachelor of Arts,
Diploma of Secondary Education,
Advanced Diploma of Education,
Master of Education (Hons),
Doctor of Philosophy
(Attended 3 meetings)



Dr Rosemary Perry
Queensland

Diploma of Kindergarten Teaching,
Diploma of Advanced Studies in
Education,
Bachelor of Education,
Master of Education,
Doctor of Philosophy,
(Attended 3 meetings)



Dr Valerie Aloa
South Australia

Diploma of Teaching (Infants),
Bachelor of Education (Elementary),
Master of Arts in Teaching (Early Childhood),
Master of Arts in Teaching (Special Education),
Doctor of Philosophy
(Attended 3 meetings)



Mandy Richardson
South Australia

Diploma of Teaching (Primary),
Bachelor of Education,
Bachelor of Arts (Journalism)
(Attended 3 meetings).



Heather Barnes
Victoria

Diploma of Teaching, Early Childhood,
Bachelor of Education, Early Childhood,
Certificate IV in Training and Assessment
(Attended 3 meetings)



Giovanna Sanders
Queensland

Diploma of Teaching,
Bachelor of Education,
Bachelor of Arts,
Master of Education,
Certificate IV Training and
Assessment
(Attended 3 meetings)



Tonia Godhard AM
New South Wales

Diploma of Teaching (Early Childhood),
Bachelor of Arts,
Master of Educational Administration
(Attended 3 meetings)

NCAC Staff

During 2008/2009 NCAC embarked on a number of key projects to improve the working conditions of all NCAC employees, including the formal appointment of a 'Workplace Improvement Committee'.

In November 2008, aspects of the Validators' role such as Learning and Development, Work/Life Balance, Communication and Connection and Performance Management were analysed and a Validator Project team submitted a Report to the CEO in December 2008. This Report comprised key findings about the current situation for Validators and made recommendations for further investigation.

As recommended in this Report, the structure of the Validation team was reviewed. Subsequently a new structure was developed, creating smaller teams to facilitate closer working relationships between office and home based staff. The new structure organises staff by CCQA system, provides additional management positions and enables the new Validation teams to focus on CCQA Step 3: Validation.

Community Outreach

NCAC staff display a strong commitment to social responsibility through their support for the community and through fundraising endeavours for charitable organisations.

During 2008/2009, NCAC staff raised funds for the Cancer Council (Daffodil Day and Pink Ribbon Day), Children's Medical Research Institute (Jeans for Genes Day), RSPCA (Cup Cake Day), Diabetes Association (Buzz Day), Movember Foundation and Starlight Children's Foundation (Melbourne Cup fundraising).

Environmental Sustainability

Some of NCAC's key achievements in the area of environmental sustainability during 2008/2009 have included waste management, sustainable procurement and internal and external communications to encourage sustainable practices. In 2008, NCAC began printing the quarterly *Putting Children First* magazine on recycled paper and reducing the number of copies distributed, and Planet Ark were invited to hold a recycling workshop for NCAC staff.



Staff Service Awards

NCAC acknowledges the following staff for their ongoing commitment to NCAC:

Five years of service

Hwe Hwan Ong, Finance Manager
Kylie Campbell, Registrations Officer
Belinda Macri, Validator Adviser
Janet Burke, OSHCQA Validation Team Leader
Corinne Bochkareff, CEO Executive Assistant

Six years of service

Emma Rean, Validation Coordinator
Angela Owens, Communications Officer
Yvonne Barton-Leach, Validator Adviser
Lisa Wilson, Validator Adviser
Yvette Barton, Moderator

Seven years of service

Lorna Hughes, Child Care Adviser
Carolina Cabrera, Payroll Officer
Debra Finlay, Information and Support Manager
Jan McFarlane, QA Executive Adviser
Melissa Perkins, FDCQA/OSHCQA Validation Manager

Eight years of service

Julianne Ucles, Administration Officer

Nine years of service

Merise Bickley, Learning and Development Manager
Kathy Nguyen, Finance Team Leader

Eleven years of service

Susan Reade, General Manager QA
Eric Randall, Chief Financial Officer

Twelve years of service

Elizabeth Robinson, General Manager Communications and Marketing
Denise Taylor, Chief Executive Officer

Australia Day Awards

Finance Team Leader Kathy Nguyen, QIAS Validation Team Leader Paola Korownikow and Child Care Adviser Rebecca Gewandt were recipients of the 2009 NCAC Australia Day Awards, which recognises staff contribution for Services to Children.



Training and Support

Quality Assurance (QA) Trainers

There are 75 QA Trainers currently endorsed by NCAC in most Australian states and territories. In September 2008, 16 new QA Trainers were trained, however no further training has been offered this year due to the development of a new system and standards as part of the Australian Government's National Quality Framework for Early Childhood Education and Care.

Support for QA Trainers

QA Trainers have been provided with resources such as Family Factsheets, Quality Companions and the *On Track* newsletter, which includes training suggestions, news articles, resource reviews and trainer profiles. The QA Trainer extranet was redesigned for improved text, additional content and easier navigation. QA Trainers are set up with a dedicated email address, are invited to network meetings at conferences attended by NCAC staff and may participate in five teleconferences across Australia to discuss common issues and share training strategies.



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