

Annual report 2025









Acknowledgement of Country

It Takes A Village acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation and the Traditional Custodians of the land on which we work. We recognise their continuing connection to culture, land, water and community. We pay our respects to Elders past and present. We acknowledge the strength of family connection and kinship within Aboriginal and Torres Strait Islander communities and their ongoing dedication to educating and caring for children. Sovereignty of these lands was never ceded. We support Treaty.

View our Reconciliation Action Plan



Dixon Patten - Yorta Yorta and Gunnai artist

The artwork presented on the previous page is by Yorta Yorta and Gunnai artist Dixon Patten. It depicts the cultural learning journey our organisation is on. This artwork represents how culture, community and connection are vital to Aboriginal people.

'The central circle represents CCC [now It Takes A Village] implementing change through their Reconciliation Action Plan (RAP) and the positive impacts it will have on the community. The pathways represent everyone's individual journey, but especially their education journey. The different colours represent different people coming together to share and learn from one another. The two other large circles represent programs and the RAP actions being implemented that will influence individuals, families and communities. The smaller circles represent diverse mobs and communities within our larger community. The boomerangs signify returning to culture and adopting values that connect, nurture and sustain families. Kangaroo and emus can't walk backwards so their footprints represent walking forward, together.'

Dixon Patten





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From Community Child Care Association to It Takes A Village

A new name has been a long time coming. We heard from our members that we needed a name that better reflects our purpose and the professionalism of what educators and teachers do.

In May 2025, members voted in favour of several changes to keep our organisation sustainable and relevant into the future. The most exciting of these changes was our new name – It Takes A Village.

The name It Takes A Village is modern, vibrant and aligned with our core work and advocacy, while also honouring our proud history. We're confident it will help us stand out in a complex sector, and our closest friends and advocates agree.

'It's so great to see progression and an inspiring new name for such a wonderful organisation. Absolutely love the name It Takes A Village, and the logo.'

Leanne Giardina, former CCC Executive Director

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'The village concept is a powerful one – we honour children and their families when we collaborate, drawing on the past, understanding the present and looking to a hopeful future – I am sure it will help the organisation stand out and open up new opportunities for cooperative partnerships.'

Catharine Hydon, Director of Hydon Consulting

Message from the Chair

It's been another extraordinary year for advocacy.

When we first developed our advocacy roadmap, it felt a bit like a 'pie in the sky' dream. Today we've achieved far more of it than we ever imagined.

In 2024, we secured a historic fifteen per cent government-funded pay rise for educators across the sector – the culmination of decades of advocacy and months of negotiation alongside other representatives. Building on this, we successfully campaigned for funding to provide the support services need to access the increase. Together with CELA, we set up the national Workplace Relations Service, which has supported hundreds of providers to access the pay rise since mid-2024.

The pay rise has the potential to be lifechanging for the 200,000 educators who are now receiving it. For early childhood providers, fairer pay has meant a twentyfive per cent decrease in staff vacancies.

We were thrilled to see many of our key advocacy asks reflected in national reforms this financial year. The Productivity Commission's report aligned with many of our key recommendations and some have since been adopted by government, including the introduction of Three Day Guarantee legislation. This legislation will provide access to seventytwo hours' subsidised early childhood education and care for eligible families, regardless of time spent in work or study. When this legislation takes effect in 2026, it will improve the lives of over 120,000 Australian children and families. As part of the \$1 billion Building Early Education Fund, the Government also committed to growing community-managed notfor-profit services, particularly in areas of undersupply.

We are hopeful the re-election of the Australian Government brings the stability needed to embed these and other reforms and keep early childhood education and care on the national agenda.

Incoming CEO Daniela Kavoukas speaking at a multi-employer bargaining roundtable in her role as Services Manager



Looking to the year ahead

Achieving all of this came with a significant financial cost, bringing our organisation into debt. This next period will be one of consolidation to ensure we can continue to support and advocate for the sector and children and families for many years to come.

This year also marked a period of change to ensure our sustainability and relevance into the future. We updated our Vision and Purpose to reflect our national reach, refreshed our constitution to ensure it is fit-for-purpose, and changed our entity type to one that's better suited to our size.

With the backing of our members, we have also changed our name to It Takes A Village Australia (effective from 1 October 2025), inspired by our proud history and the African proverb 'it takes a village to raise a child'.

After a decade of strong leadership, Julie Price decided to step down as Executive Director. Under her leadership we secured the tender to deliver the Victorian Inclusion Agency and grew our membership by sixty per cent. Most notably, her vision has been the driving force behind many of the gains made in the advocacy space.

We were excited to appoint Daniela Kavoukas as our new CEO in July 2025. Daniela has been with our organisation since 2018 and brings a wealth of experience from her career working in and leading community-based education and care services. We're confident her leadership will guide us well into this new chapter.

Finally, I want to thank our staff for their unwavering dedication to Community Child Care Association, and now It Takes A Village, and to our members – thank you for all that you do.

Sude Parison

Linda Davison Board Chair

This report covers the events of the 24/25 financial year. During this time we were operating under the name Community Child Care Association. Since then, we have formally changed our name to It Takes A Village and refreshed our brand to match our new name and logo.



Our year at a glance



729
education and care services, individuals and other stakeholders are ITAV members



95.4% of Victoria's 3,978 eligible services were visited by an Inclusion Professional



606
calls were
answered by
the inclusion

help desk



94%
of professional
development
participants who
responded to our
survey said they
were likely to share
their learning
with others



1,845
educators, teachers
and service
leaders attended
25 member
and Workplace
Relations Service
webinars



59.8% increase in our reach on Facebook



advocacy

impact

Our

education and care providers were supported by ITAV and CELA's Workplace Relations Service to meet eligibility criteria for the government-funded pay rise



179
services signed
on to the
multi-employer
agreement



advocacy submissions to government



4200+
subscribers to
The Agenda, our
monthly sector
e-newsletter





appearances or mentions in the media



86
advocacy
meetings,
roundtables
or other policy
events attended

Our Reconciliation Action Plan

It Takes A Village (ITAV) is preparing to deliver our second Innovate Reconciliation Action Plan (RAP), which we hope will deepen our ongoing reconciliation efforts.

Learning and reflection

These past twelve months have presented many opportunities for staff to learn and reflect on both the organisation's journey and their own relationship to reconciliation. We continued to welcome the children and families of staff and presenters to our internal events. Staff and families marked NAIDOC Week with a screening of The Law of the Land, and on National Reconciliation Week 2025, Aboriginal Elder Uncle Trevor Gallagher led a yarning circle on reconciliation and shared the practice of cultural painting at our Preston office on Wurundjeri Country. Several staff also attended local events to mark the seventeenth Anniversary of the Apology to the Stolen Generations and National Sorry Day 2025. Some staff participated in a cultural workshop with Tiwi Elders Teddy and Teresia Portaminni, and our RAP Coordinator, Marli, was privileged to join the Early Childhood Australia (ECA) Reconciliation Symposium 2025, in Cairns, Tjapukai, to learn on Country from Yirrqanydji Traditional Owners.

Using our influence as a peak

As a sector leader, ITAV has a responsibility to encourage and support early childhood and OSHC services on their reconciliation journeys. We continued to embed First Nations presenters in our public-facing events, including our OSHC Conference and Leadership Masterclass. All OSHC Conference participants were invited to a Spiritual Healing Trail event led by Uncle Trevor Gallagher, which included a guided walk through Darebin Parklands (Wurundjeri Country) and traditional weaving workshop. We delivered two webinars for members in collaboration with First Nations presenters, on the topics of 'Supporting Aboriginal and Torres Strait Islander children in your service' and 'Rise as allies with First Nations people'. We also improved our social media presence on First Nations issues, honing our advocacy messages and ensuring we direct education and care services to the best available resources. We now include our support for Treaty in Victoria in every Acknowledgement of Country our organisation makes, and promote resources on Treaty to members and supporters through our publications.



Uncle Trevor Gallagher, staff and family members at National Reconciliation Week event Staff and family members at NAIDOC Week film screening



Our progress and achievements

Engagement with First Nations issues continues to grow and deepen in our staff team. ITAV's internal reconciliation chat is one of our organisation's most active message threads, and we have noticed an increase in staff participating in First Nations cultural and justice events in their personal time these past twelve months, demonstrating the ripple effect of an organisational commitment to reconciliation. Several staff joined a leg of the Yoorrook Walk for Truth, raising awareness of Victoria's Justice Commission.

'We were proud to walk as allies alongside First Peoples and participate in such a culturally significant event.' – ITAV staff member and Yoorrook Walk for Truth participant.

We have continued to build and strengthen our relationships with local Traditional Owners and First Nations organisations and networks, understanding that this work takes patience and a long-term commitment.

Challenges and next steps

We remain hopeful about increasing First Nations employment at ITAV. We've paid careful attention to the wording of our job advertisements and where they are shared, but understand that building visibility and trust as a safe choice for First Nations employment takes time.

Reconciliation Australia has granted conditional approval for our second Innovate RAP, but the timing of our name change and brand refresh has delayed its delivery in the 24/25 financial year. We are excited to be so close to the launch of our next RAP – it has been a long time in the making and we are as committed as ever to bringing it to life.



Our strategy in action

We believe every child deserves to enjoy the proven benefits of education and care. Our ten-year advocacy roadmap, 2022-2032 Roadmap for education and care: Every child and community, thriving, articulates our vision for Australia's education and care system, and how we intend to bring it to fruition. It forms the basis of a collaborative effort. led by ITAV, to pursue common sector goals.

Our Roadmap includes five signposts that guide us as we transform our vision for children's education and care into reality.



Signpost 1: Access for all

Free, universal early education and outside school hours care for all



Signpost 2: Quality education and care

A high-quality sector that prioritises the voices of children



Signpost 3: An empowered workforce

Our workforce is valued and supported



Signpost 4: Sector sustainability

Not-for-profit and communityowned and managed services are appropriately resourced and valued by government and community



Signpost 5: A thriving peak

The not-for-profit education and care sector is well represented and supported





Our Vision and Purpose

In 2025, we refreshed our Vision and Purpose to reflect the role we now play in support and advocacy across Australia.

Our Vision: World-leading early learning and outside school hours care for every child in Australia.

Our Purpose: Leading a community advancing early learning and outside school hours care in Australia.

Access for all

Breaking down barriers for children with complex needs

When two-year-old James* was prescribed PEG feeding by his paediatrician, the team at his education and care service knew they would need additional support to meet his needs.

PEG feeding is a way of delivering nutrients through a tube in a child's abdomen. None of the educators at the service were PEG trained, so James's parents had to leave work to pick him up, feed him at home, and drop him back at the centre.

James was also set to move from the babies to toddlers room soon. Because of his limited mobility, educators were concerned about his safety amongst the other toddlers and weren't sure how to best support him to fully participate in the program.

Disability should never be a barrier to a child's right to learn, play, and grow. That's where the Victorian Inclusion Agency (VIA) comes in.

With support from their Inclusion Professional, the service was able to access Innovative Solutions Support funding to organise in-person PEG training for the entire team. The team also accessed tailored equipment to help James participate more independently through the VIA's Specialist Equipment Library.

Now. James can be PEG-fed at the service, and specialised seating allows him to join his peers during mealtimes and table-top activities. Without it, he'd need to be held by an educator at all times.

The service's Inclusion Professional also helped the team review their Strategic Inclusion Plan, identifying that accessing Inclusion Development Fund support for an additional educator would further support staff in the care environment. The service now has an additional educator.

As one educator shared. 'With the support of an additional educator, we can now effectively, positively, safely and inclusively care for all children within the learning environment, ensuring each child's care needs are being attended to.'

*The child's identity has been changed to protect their privacy.

Inclusion Professionals made a total of 13.510 service visits across the state in the past 12 months

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Quality education and care

A big year for advocacy: fairer pay, a step towards universal access and funding to grow the not-forprofit sector

In late 2024, the Australian Government answered our calls to action, unveiling an ambitious plan for universal early childhood education and care. The plan adopted many of the key reforms we have long fought for, including:

- Committing to three days of guaranteed early education and care for all children
- Changing the Activity Test to ensure children who will benefit most can access education and care
- Growing community-managed notfor-profit services to ensure all children can access quality early education, particularly in areas of undersupply
- Creating a sustainable early education workforce through a fifteen per cent government-funded pay rise
- Research into the cost of delivering high-quality early education and care.

The Government's \$1 billion Building Early Education Fund will be a huge boost for the community sector, increasing services in areas of undersupply, with a commitment to growing community-managed not-for-profit services.

'For my staff, I feel like the 15% [pay rise] is life changing.' – Fiona Black, Director of Koala Child Care Centre

Community of Practice supports new OSHC services to meet and exceed the NOS

ITAV continues to support new schoolmanaged services and those needing additional support through our online Community of Practice, funded by the Department of Education. The sessions are a rare opportunity to access free high-quality professional development, critically reflect, problem-solve, and foster stronger networks in the OSHC community. Over the past twelve months an average of about twenty-five leaders attended each session. Historically, newlyestablished OSHC services often received a rating of Working Towards the National Quality Standards (NQS) – participants in our Community of Practice who have since undergone assessment and rating are now achieving Meeting and Exceeding ratings!



Former Executive Director Julie Price, Education Minister Hon Jason Clare, other advocates and children at an education and care service visit



O An empowered workforce

100+ leaders upskill at our firstever masterclass

More than 100 people attended our firstever Leadership Masterclass featuring early education powerhouses Catharine Hydon and Kirsty Liljegren, veteran educator Rod Soper, educational leaders from Exceeding-rated member services, and our expert consultants.

'The speakers were really engaging and the room really highlighted the importance of connectedness and community.' – Director, long day care service

The OSHC Conference never fails to deliver for 232-strong crowd

Every year we run an OSHC-only conference – a rare moment for the OSHC community to dive deep into all things OSHC. Highlights in 2025 included keynote presentations from environmental educator Costa Georgiadis, award-winning author, broadcaster and food educator Alice Zaslavsky, and Charles Sturt University's Dr Leanne Gibbs – as well as presentations from Play Australia,

Reconciliation Australia, and award-winning researchers Dr Bruce Hurst and Dr Jennifer Cartmel, among many others. In our post-conference survey, ninety-one per cent of respondents told us they felt more confident in their role and ninety-eight per cent intended to try something new based on what they'd learned. The same number – ninety-eight per cent – told us they would share their learning with a peer.

'Well-rounded and a big sense of community. Completely tailored to OSHC which is hard to find.' – OSHC Conference participant

Monthly member webinars provide free education to 1,613 people

Our monthly webinars educate and upskill members on sector sore points or areas of interest, and are free to all members. This year we delivered webinars on topics ranging from preventing burnout to setting up your committee of management for success.

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Former Executive Director Julie Price speaking to media about the pay rise

Sector sustainability

Workplace Relations Service supports hundreds of providers to access 15% pay rise

ITAV and other representatives successfully negotiated a historic government-funded fifteen per cent pay rise for educators and teachers in 2024. Following months of advocacy to government, ITAV and CELA were granted funding to support services across the country to apply for the pay rise. Together with CELA we set up the Workplace Relations Service, which has provided free in-depth information, resources, phone support and advice to hundreds of providers.

'I cannot fault the effort [the Workplace Relations Team] made to get us through this process.' - Fiona Sherlock. Director of Ashwood Children's Centre

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Professional pay for OSHC

ITAV is proud to be the peak for OSHC in Victoria and the Victorian branch of the National Outside School Hours Services Alliance (NOSHSA), which represents over 3000 OSHC services across Australia. Following our advocacy, the Australian Government expanded its pay rise for educators to the OSHC sector and granted NOSHSA funding to support services in accessing it. ITAV has now employed an OSHC Workplace Relations Advisor to facilitate this.

As always, we continue to work alongside other NOSHSA branches and through our OSHC Victoria Sub-committee to bring member issues to the attention of government and support and advocate for a thriving OSHC sector for all children at both the state and national level.

A thriving peak

Support and advocacy hits the mark for members

Ninety-six per cent of member survey respondents told us they made positive changes to their policies or practices as a result of support they received from CCC (now ITAV), and eighty-one per cent said our advocacy is having a strong or very strong positive influence.



'Your advocacy has elevated the visibility of our service and strengthened our ability to meet the needs of vulnerable children and families.' - Director, long day care service

86 professional development packages delivered to 64 services



service

'I do a lot of PD for my VIT hours, and I have to say that I found the session very engaging, I really enjoyed it.' - Early childhood teacher, long day care service

Tight-knit teams share their gratitude

At the end of 2024, we invited our staff to reflect on what they like about their team. Here's some of what they said:



'[My team] exude love and genuine care for one another. We're always there for one another through thick and thin and have each other's best interests at heart.' - Faye, Inclusion Professional



'[My team] ARE the best. They are creative, they care, support, acknowledge, advise and help inspire me to reach my strong work ethics to the max.' - Marli, Membership team member and Reconciliation Action Plan Coordinator



Staff attending an LGBTQIA+ workshop run by Minus18

Treasurer's report

Strategic investment in sector advocacy

The 2024–25 financial year presented both strategic achievements and significant financial challenges for It Takes A Village (ITAV). The year ended with a reported deficit of \$504,323, reflecting a deliberate investment in sector-wide advocacy through the multi-employer bargaining (MEB) negotiations and implementation process.

While this result represents a larger loss than previous years, it is directly linked to ITAV's strong commitment to progressing equity and sustainability in the early childhood education and care sector – a commitment that has delivered meaningful outcomes for the workforce and broader sector.

Multi-employer bargaining

Over the past twelve months, ITAV played a leading role in advancing and resourcing the MEB process, dedicating substantial staff time, organisational focus and financial resources to ensure its success. This work has had sectorwide impact, contributing to improved conditions, recognition and cohesion across services - a legacy we are proud of.

However, this work came at a financial cost, and the deficit reflects the oneoff nature of our strategic investment. As we move forward, it is now time for ITAV to refocus on our core business. consolidate our operations and restore financial sustainability.

Income and operations

Despite the reported deficit, ITAV maintained a strong revenue base across core business areas, including professional learning, membership and project delivery. However, the extraordinary focus on MEB activities affected our capacity to fully optimise income-generating services.

Key achievements include:

- Continued delivery of quality consultancy and professional learning services
- Strong member engagement and retention
- Expansion of our influence and visibility in national workforce policy forums.

Expenditure and staff investment

The increase in expenditure was driven primarily by:

- Staff and consultant time dedicated to MEB negotiations and implementation
- Travel, legal and coordination costs associated with sector engagement
- Ongoing delivery costs across projects and operations.

As a people-focused organisation, staffrelated costs remain our largest expense. ITAV also continued to provide fair wages and entitlements in line with sector standards and award requirements.

Financial position

As of 30 June 2025:

- Net assets stand at \$381,387, providing a foundation for recovery
- Cash reserves remain sufficient to meet current operational obligations
- Financial ratios are being monitored to ensure future resilience

While the current net equity reflects the loss from FY24-25, the organisation retains a strong base from which to rebuild.

Looking ahead: a renewed focus on core business

The Board has endorsed a cautious and responsible budget for FY25-26. While we do not anticipate a surplus this year, we remain committed to delivering strong outcomes for the sector and to stabilising our financial position through targeted efficiencies and a renewed focus on core operations.

Our investment in sector reform was both intentional and impactful. Now, ITAV will refocus on delivering value to our members, stakeholders and communities through our core areas of expertise.

On behalf of the Board, we thank our dedicated staff and partners for their tireless work and shared vision. We remain committed to strengthening the early childhood education and care sector while ensuring ITAV's long-term sustainability.

Brian Newman

Treasurer

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Summary financial statements for the year ended 30 June 2025

Important notice

Information used in the summary financial statements is extracted from the full financial report of It Takes A Village for the year ended 30 June 2025. The full report provides more details on the financial performance and position of ITAV, including a description of the accounting policies adopted by ITAV, explanatory notes and the independent auditor's report. The full report is available separately on request from ITAV.

Statement of profit and loss and other comprehensive income for the year ended 30 June 2025

	2025	2024 \$
Revenue		
Grants received	9,955,769	10,294,887
Services provided	1,005,376	499,606
Membership fees	111,407	85,573
Interest	53,938	165,948
Other income	-	12,636
Total revenue	11,126,490	11,058,650
Expenditure		
Employee benefits expense	4,228,865	3,668,550
Service delivery costs	482,946	386,861
Grants distributed	6,568,240	6,840,530
Occupancy expenses	2,273	19,890
Administrative expenses	120,656	53,644
Communications	48,094	52,898
Depreciation	119,912	116,167
Finance costs	4,103	10,231
Other expenses	55,724	105,257
Total expenditure	11,630,813	11,254,029
Operating deficit	(504,323)	(195,378)
Other comprehensive income/(loss) for the period	-	-
Total comprehensive loss for the period	(504,323)	(195,378)

Statement of financial position as at 30 June 2025

	2025 \$	2024 \$
Assets	•	<u> </u>
Current assets		
Cash and cash equivalents	3,405,242	4,025,265
Trade and other receivables	99,509	81,609
Prepayments	28,964	32,682
Total current assets	3,533,715	4,139,555
Non-current assets		
Equipment assets	35,236	23,296
Right of use leased assets	-	113,429
Total non-current assets	35,236	136,725
Total assets	3,568,951	4,276,280
Liabilities		
Current liabilities		
Trade and other payables	1,430,184	513,260
Income received in advance	832,430	1,874,146
Employee benefits	874,720	841,005
Lease liability	-	120,380
Total current liabilities	3,137,334	3,348,791
Non-current liabilities		
Employee benefits	49,780	41,329
Total non-current liabilities	49,780	41,329
Total liabilities	3,187,114	3,390,120
Net assets	381,837	886,160
Net assets	301,037	000,100
Accumulated surplus		
Reserves	200,000	200,000
Retained surplus	181,837	686,160
Accumulated surplus	381,837	886,160

Statement of changes in equity for the year ended 30 June 2025

	Accumulated surplus \$	Reserves \$	TOTAL \$
At 1 July 2023	881,930	200,608	1,082,538
Deficit for the period	(195,770)	(608)	(196,378)
At 30 June 2024	686,160	200,000	886,160
At 1 July 2024	686,160	200,000	886,160
Deficit for the period	(504,323)	-	(504,323)
At 30 June 2025	181,837	200,000	381,837

Statement of cash flow for the year ended 30 June 2025

	2025 \$	2024 \$
Cash flows from operating activities		
Grants and service agreements	9,606,123	9,178,714
Other receipts	1,508,748	785,007
Employee benefits paid	(4,052,427)	(3,425,640)
Grants distributed	(6,999,462)	(7,524,583)
Payments to suppliers	(621,471)	(709,044)
Interest received	82,060	188,008
Interest paid	(4,104)	(10,231)
Net GST paid to ATO	(15,341)	(299,323)
Net cash flows used by operating activities	(495,874)	(1,817,092)
Cash flows from investing activities		
Investment in equipment	-	(25,210)
Net cash flows used in investing activities	-	(25,210)
Cash flows from financing activities		
Repayment of lease liabilities	(124,149)	(106,478)
Net cash flows used in financing activities	(124,149)	(106,478)
Net decrease in cash held	(620,023)	(1,948,780)
Cash at the beginning of the financial year	4,025,265	5,974,045
Cash at the end of the financial year	3,405,242	4,025,265



Our Board



Linda Davison – ChairpersonCoordinator, Clarendon Children's Centre

18 years' service



Dr Bruce Hurst – Deputy ChairpersonAcademic and Education Consultant

11 years' service



Brian Newman – TreasurerFormer Manager of Children's Services, University of Melbourne

16 years' service



Barry Hahn Manager, Merri-bek City Council 15 years' service



Christine Straubinger
Principal Director and Early Childhood Consultant, Ripple Logic
6 years' service



Janine Voigt-Brown
Early Years Leadership and Systems Consultant
3 years' service



Mardi Luff
Director, Poet's Grove Family and Children's Centre
3 years' service



Sigi HyettCEO, Northern Schools Early Years Cluster Inc. **8** years' service

What our community is saying about us...



'Our Inclusion Professional has been a wonderful support [...] she doesn't leave until we are confident with how to go forward.'

Coordinator, OSHC service



'Your advocacy helps address the unique challenges family day care faces and promotes family day care as a professional, highquality option for families.'

Director, family day care service



'Our Inclusion Professional (IP) is a highly valued and knowledgeable educator. They were able to assist our service to prepare for and welcome a child with significant needs. The IP worked closely with the educators to assess the child's needs so that the child [could] engage more meaningfully within the room whilst still meeting the needs of the other children as well.'

Director, long day care service



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'100 per cent, it is the best experience I have ever done!'

The OSHC Conference participant



'[ITAV and CELA's Workplace Relations Team] made the process really simple, easy to understand and they had our back all the time.'

Caren, Director of Coburg Children's Centre Childcare



'The support we received has significantly strengthened our workforce and team culture... Overall, there is a noticeable improvement in staff morale, communication, and shared responsibility for maintaining a safe and supportive environment.'

Director, long day care service

