



Early intervention for
children with disability

EARLYED ANNUAL REPORT FY16





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Chair's Report

Over the last year, the EarlyEd Board has engaged in rigorous governance review, to ensure the organisation is well prepared for the demands of significant sector reforms. These reforms, in the form of the NDIS rollout and the shift from block to individual funding have necessitated changes to EarlyEd's service delivery, systems and processes. Using the Strategic Plan 2015 -2018 finalised at the start of the year, the Board has worked towards its own NDIS readiness outcomes as well as organisational outcomes.

The EarlyEd Board this year achieved a membership composition of personal and professional expertise that represents key aspects of business and early intervention experience. The Board governance review has benefitted from this membership expertise and pro bono support from the law firm Clayton Utz. Clayton Utz has played a significant role by providing advice related to EarlyEd's legal activities, the preparation of legal documents and in reviews such as those related to legal structure. They are currently supporting a full constitutional review.

Strategies to develop systems that will provide improved financial governance and data collection have been implemented and are supporting confidence in EarlyEd's NDIS service projections and have refined cost allocations. Increased forecasting capabilities have resulted from investment in a business management team, development of meaningful reporting and streamlined business systems and processes.

EarlyEd is continuing to make big investments in infrastructure – including technology, and workforce all with the aim of finding ways to better support families. The next investment will be in EarlyEd's marketing capabilities. The launch in July 2015 of a

modern website that supports families to understand EarlyEd's services and approach has formed the basis for EarlyEd's marketing strategy. EarlyEd has now established a marketing team that can further provide families with the information they need to make informed choices about services.

EarlyEd's marketing strategy is focused on conveying its readiness to offer services through NDIS, with a long history of delivering early childhood intervention providing a significant advantage through the roll out. With 15 years of practice in family centred services and the transdisciplinary key worker model, EarlyEd is uniquely positioned as experts in implementing services in the manner that the NDIS has identified as best practice.

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EarlyEd has worked with current families to identify service gaps and preferences to ensure appropriate workforce planning. It has modelled future service demands using reports from NDIS, feedback from agencies who have already transitioned and research about what services families need and want. NDIS will mean new opportunities for families. Innovative programs have been trialled, particularly those that support inclusion at school, sport and swimming. Current services have evolved to best suit the new landscape, such as the change to small intervention groups to fit within NDIS funding caps.

Systems are in place to monitor demand for services and capacity. The next year will see EarlyEd in a good position not only to help current children and families as the NDIS starts to roll out in the designated areas, but with good prospects to support new families into the service.

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The EarlyEd Board on behalf of the families it represents acknowledges the resilience of staff during this ongoing period of change. The commitment of management, administration and

early intervention staff to work together to support smooth transitions for families into the NDIS and develop efficient and effective processes will ensure EarlyEd's sustainability.





CEO's Report

Access to services their child needs, from the time a family is first concerned about their child's development underpins all of the programs offered by EarlyEd. By working within their local community EarlyEd has provided the early intervention that over 600 children and their families across Western and Northern Sydney have needed to grow, develop and fully participate in their community.

A commitment to finding ways to provide early responses is represented by EarlyEd's support of the early intervention sector and the 'Every Australian Counts' campaign for the National Disability Insurance Scheme (NDIS). The NDIS will be responsive and will fund services in a way that acknowledges a child's and family's individual level of need and provide them with greater choice. EarlyEd has been actively engaged in the reform processes undertaken by the early intervention and disability sectors. This involvement has ensured that EarlyEd is ready to offer services under the NDIS funding model while maintaining quality services that meet the needs of children and families. EarlyEd is ready for the NDIS and the opportunities it has created to deliver services using best practice in early childhood intervention.

EarlyEd's Board and Management plan for a smooth transition for families into an NDIS world and a business ready and sustainable organisation has been achieved in time for our designated NDIS rollout date of 1st July 2016. This is a result of the development - under the direction of the Business Operations Manager, Jacqui Shanahan - of efficient business, administrative and marketing teams, and new financial systems. Head of Services, Leanne Unie Day and area Team Leaders manage early intervention teams who are now well equipped to support families to create individualised NDIS plans and deliver their individual packages.

WORKFORCE

EarlyEd has taken advantage of capacity building support from groups such as the Department of Ageing, Disability and Homecare (ADHC) and peak bodies such as Early Childhood Intervention Australia (ECIA). As a result, our early interventionists have increased their skills, particularly in inclusion practices and specialist disability supports related to equipment prescription and home modification.

Increases in funding from ADHC have enabled EarlyEd to collectively increase both the size of its workforce and the range of professional staff available. We now have greater depth of specific experience and expertise available to support children and families. This includes assistive technologies, behaviour support, school aged services and eating, drinking and swallowing intervention supports.

The workforce increase has meant that more families have been able to access services, waiting list families are receiving interim support, and families have access to a full team of professionals in one place. EarlyEd is offering regular services close to where our families live through the establishment of new centres at Forestville and Kingswood, and the use of community facilities at Berala. With the support of Warringah Council, The Cubby House Toy Library successfully relocated from Dee Why to Forestville in February. Services to the Northern Beaches and Western Sydney have been enhanced by the establishment of open community playgroups, intervention groups and parent training including "More Than Words" (Hanen®).

Under NDIS, EarlyEd has committed to a policy that values staff and gives access to regular development and supervision through staff training, mentoring and reflective practice programs. EarlyEd recognises that

proactive support of its workforce maintains strong teams. Up to date skills in both early intervention and specific disciplines leads to good outcomes for children and families.



Leading up to October 2015, EarlyEd engaged in a thorough, collaborative approach with staff to successfully negotiate the new EarlyEd Enterprise Agreement. This has provided conditions that recognise the value of staff, allows for a workforce that is flexible and offers new roles for people in the disability sector, including junior administrative roles and roles for people living with disability.

COMMUNITY

Development of community connections by EarlyEd and embedded programs over the last few years culminated in firm alliances and programs over 2015/16. The Early Support program offered for children while awaiting Parramatta Early Childhood Assessment Team (PECAT) assessment has provided ongoing follow up to families who are unsure on how to get started and referred them into community

services. Jointly run playgroups with Auburn Diversity Services Inc., Karabi Community & Development Services Inc. (Northmead), Brighter Futures (Ermington), and Hills Community Aid (Kellyville) ensure that:

1. services are brought to families in their community;
2. early referral is supported; and
3. inclusive community activities are encouraged.

The 3 Families NSW supported playgroups in operation since 2005, based in Auburn North, Westmead and Lidcombe regularly receive combined numbers of between 20-25 families, who are waiting to access local services.

Increasing local community connections in these areas has seen a 23% increase in referrals this year.

Community support from local Councils - in particular Parramatta Council, North Sydney, Auburn, Holroyd, Warringah and Ryde, through community and club grants have offered new services to families. EarlyEd's SwimEd program which gave children in the Parramatta area functional early intervention in the water while learning to swim, has now established a new intervention program with supports from Special Educators, Speech Pathologists, Occupational Therapists and Physiotherapists.

The Westfield Community partnership has sustained EarlyEd's ability to offer a holistic family approach to intervention. The parent/carer talks, the involvement of Family Support Workers in all services, siblings

EarlyEd's support to schools is now well established and is providing families with support in a way that also meets the school's needs.

program, phone support and family holiday activities help to build resilient families that recognise their well-being will support the outcomes of their child in intervention.

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Nearly 50 schools across Western and Northern Sydney have been offered services using approaches that suit their needs including capacity building in class, formal workshop/consultation packages and informal meetings such as at Stage Meetings, and Staff Meetings. These meetings have covered a wide breadth of topics related to literacy, child communication difficulties and language development, playground inclusion and sensory processing. Support has also extended to workshops for parents at orientation sessions that provide information about learning opportunities in the home that support a child's transition to school.

Our commitment to best practice in community development was demonstrated by the 2016 launch of the EarlyEd Volunteer Program with the development and trialling of early intervention specific training material and processes. This program ensures both volunteers and intervention team members have clear expectations about the volunteer role and supports required to enable them to feel confident and supported in their roles.

TECHNOLOGY

By investing heavily in information technology systems and infrastructure EarlyEd's business practices are now more efficient and have allowed for mobility of all staff. Phase 1 of the IT rollout, in November, saw the implementation of a client record

system and mobile communication across the whole organisation. Early intervention staff now spend more time out in the community in service delivery and have greater opportunities for collaboration which improves the family centred and inclusive practices of EarlyEd's services.

Staff are fully committed to this new technology based way of working even though it has required the development of new and technical skills. Staff are looking forward to Phase 2 of the IT rollout next year as it will result in the implementation of advanced reporting, financial and evaluation capabilities and improvements to EarlyEd's processes which will reduce daily administrative demands.

Under NDIS EarlyEd will be able to make sure every funding package counts because it has a workforce and business that is ready. Under NDIS every family at EarlyEd will have greater choice and control over their services, and be confident that these represent best practices.



Kerry Dominish

Ready for NDIS

Actions taken to ensure that the organisation and team are prepared and supported to make a smooth transition into the new world of NDIS.

Strategy	Action
Capacity to track, analyse and predict financial status.	Establishing a Financial Management team.
Increase funding options for services.	HCWA and Better Start services available for all areas.
Engagement in NDIS provider support and process development.	Well informed management team Clear processes and information for staff and families.
Technology utilised to improve service delivery.	Client Record Management System established.
	Mobile communication established for staff.
Communications inform about EarlyEd services.	Website, materials and resources developed.
Workforce capacity across all areas of business.	Staff expertise Conditions enable flexible, specialised services.

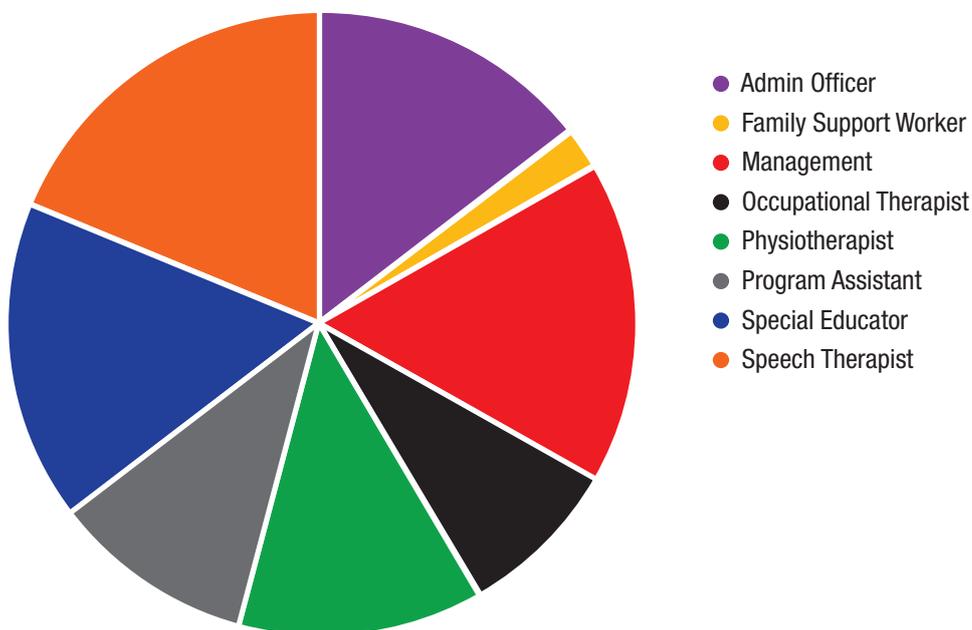
Strategies to ensure families were best supported to make a smooth transition to NDIS:

- NDIS Events
- EarlyEd parent sessions held across all centres
- NDIS Expos and community days – participation in local events and joint presentations
- Joint presentations at Carer Support Service sessions
- Social media updates
- NDIS Provider sessions
- ECIA Managers forums
- NDS membership and conferences
- Professional development for the sector
- EarlyEd staff development days
- Family Information Pack

Workforce

Implementing EarlyEd's NDIS relevant workforce plan lead to increases in the team, with 9 new staff joining EarlyEd across our sites and a balancing of early interventionist disciplines to meet child and families' needs.

Staff Disciplines



Staff training and development is a critical strategy to ensure readiness and quality of services. Staff participated in 78 training and professional development sessions throughout the year including:

Early Childhood Intervention Association (ECIA)
Managers Forums

Hanen® training programs

ECIA Inclusion Symposium

Key Word Sign presenter's course

Routine Based Early Intervention workshop

Acceptance & Commitment Therapy workshop

National Disability Services CEO Conference

Environment Home Modifications workshop

ASPECT Autism in Education conference

Connecting Up Conference

Stepping Stones Triple P training

Paediatric Feeding & Dysphagia Conference

NDIS and Networking with Culturally and Linguistically Diverse (CALD) communities

CPR training

Speech Pathology Australia Conference

Australian Physiotherapy Association National Conference

Community Connections

PECAT

EarlyEd's pilot program with PECAT (Parramatta Early Childhood Assessment Team) - Children's Hospital Westmead, commenced in response to families who were looking for initial support while they waited for an assessment or support finding services after their assessment.

The aim of the program was to support children to get started in intervention and to connect them with community services as soon as possible, as some families felt they needed to wait for an assessment. 59 families were supported to access services across their local community including early intervention services, playgroups and private interventionists.

Playgroups

EarlyEd has partnered with 8 organisations and supported 13 community playgroups across Northern and Western Sydney.

There are various ways EarlyEd partners with other organisations. These range from forming collaborative playgroups and sharing staff and resources to setting up EarlyEd early interventionist staff visits to provide consultation to playgroup families. Staff support can be arranged for once a term or more if needed in community playgroups.

EarlyEd acknowledges the positive feedback this year from our joint ventures in the community. Feedback received includes:

- EarlyEd helping to capacity build community playgroup staff to include children with delays or a disability in their program.
- Community playgroup staff knowing where to refer families to seek help in the community.

- Community playgroup staff learning how to communicate with children with delays and a disability, including learning skills to manage behaviour of children with a delay and/or disabilities.

Families NSW Playgroups

Throughout FY16, over 180 families have been supported across 3 Families NSW playgroups in Auburn, Lidcombe and Westmead. We welcomed 112 new families, of which over 75% speak a language other than English at home.

Some key outcomes identified by the Families NSW s for our families include improved parent empathy and warmth towards children; learning new ways to play with their children and playing more often; and, parents being able to set limits and speak calmly to children.

Workshops/Training

Workshops run by EarlyEd are more than just a workshop. They provide:

- practical positive approaches to be used in the classroom and in the playground/outdoor setting,
- support for information and strategies with all developmental areas – communication, fine motor, sensory, behaviour and social skills and,
- follow up support to help staff to individualise and integrate the knowledge they have gained from the workshop.

Earlyed staff delivered workshops or training sessions to 18 early childhood settings and 15 schools over FY16.

This workshop approach builds the capacity of staff in early childhood settings and schools to include a child with a disability.

EarlyEd offers:

- individualised planning with EarlyEd intervention consultants,
- training that is tailored to suit the school/centre's needs and,
- targeted follow up sessions and resourcing to suit the needs of the staff.

Earlyed staff delivered workshops or training sessions to 18 early childhood settings and 15 schools over FY16.

Topics covered

- Play
- Communication
- Autism
- Playground Inclusion
- Behaviour
- Learning, Language and Literacy
- Sensory Processing

Volunteer Program

EarlyEd is now offering regular training for volunteers and has a well-established volunteer program. EarlyEd held training events in September 2015 and February 2016. Training runs for 4 weeks, and includes a combination of 3 weeks of face to face training and 1 week of observation in a centre. Our volunteer coordinator supports new volunteers to find an activity to suit their needs and the needs of their EarlyEd centre.

The programs supported by volunteers include programs such as Transition to School, Early Learners,

Playgroup, Cubby House Toy Library and SportEd, as well as administration activities. We value all our volunteers and their contribution to EarlyEd, our staff and our families. Their dedication to EarlyEd allows our staff to spend more time supporting EarlyEd families.

Corporate Volunteers

The massive task of moving the Cubby House Toy Library from Dee Why to Forestville was made manageable by a generous offer from a small team at Commonwealth Bank. CBA helped out with packing up the Dee Why location in December 2015 and setting up the new premises in Forestville after our renovation, in April 2016.

Results in new communities

This year, EarlyEd was proud to unveil new locations at Kingswood and Forestville. Operating out of the Wesley Mission centre in Kingswood and the Forestville Senior Citizen's Centre has allowed EarlyEd to embed services deeper into the local community and as a result we have been able to support 61 new families from these areas.

Increasing our services in these areas gives communities across Western Sydney and the Northern Beaches greater and more convenient access to vital early intervention services for their children and families.



Standard Chartered



Thanks to Supporters

Westfield

EarlyEd was grateful to be chosen for another year as Westfield Parramatta's charity partner. The volunteer efforts of their staff as part of GiveAbility Day, bake sales and gift wrapping services throughout the year raised \$33,272.87 for EarlyEd.

This significant contribution enabled EarlyEd to offer specialised programs by covering:

- Early Intervention staff salaries
- Family school holiday events
- Intervention staff to capacity build local community playgroups



Grants received

EarlyEd families benefit from the community grants process across all of Northern and Western Sydney. As always, EarlyEd is grateful for the support received from the following organisations:

Grants: July 2015 - June 2016	Project Title	Amount received
Hills Community Grant	Including children with disabilities in mainstream playgroups	\$5,412
Dee Why RSL Warringah Club Grants	Redevelopment of Cubby House Toy Library	\$2,500
Harbord Diggers Mounties Club Warringah Club Grants	Redevelopment of Cubby House Toy Library	\$3,500
Manly Rugby League Club Warringah C Grants	Redevelopment of Cubby House Toy Library	\$3,500
Pittwater RSL Club Grant	Redevelopment of Cubby House Toy Library	\$2,000
Holroyd Club Grant	Supporting equity of access for school aged children with a disability into their community	\$9,970
Auburn Club Grant	Engaging children with disabilities to be ready for school	\$9,970
Parramatta Sport Grant	Access for school aged children with disabilities into mainstream sport activities	\$5,478
North Sydney Club Grant	Supporting families concerned about their baby's development	\$9,148
Carers Week	Morning Tea Discussions	\$250
ECIA Grant-in-Aid	Partners in signing	\$1,680
Dooleys Quarterly Cat 2	Babies with disabilities have supported parents	\$30,227
Toyota TFS	New equipment & support to families	\$1,000

Financials

Early Education (EarlyEd) Incorporated

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	NOTE	2016	2015
CURRENT ASSETS			
Cash	3	1,720,402	1,704,877
Receivables	4	<u>19,368</u>	<u>32,473</u>
TOTAL CURRENT ASSETS		<u>1,739,770</u>	<u>1,737,350</u>
NON-CURRENT ASSETS			
Property, Plant & Equipment	5	<u>57,009</u>	<u>62,247</u>
TOTAL NON-CURRENT ASSETS		<u>57,009</u>	<u>62,247</u>
TOTAL ASSETS		1,796,779	1,799,597
CURRENT LIABILITIES			
Creditors & other payables	6	305,286	360,493
Provisions	7	<u>142,192</u>	<u>105,042</u>
TOTAL CURRENT LIABILITIES		<u>447,478</u>	<u>465,535</u>
NON CURRENT LIABILITIES			
Provisions	8	<u>54,477</u>	<u>67,906</u>
TOTAL NON CURRENT LIABILITIES		<u>54,477</u>	<u>67,906</u>
TOTAL LIABILITIES		501,955	533,441
NET ASSETS		<u>1,294,823</u>	<u>1,266,156</u>
EQUITY			
Accumulated Funds	9	<u>1,294,823</u>	<u>1,266,156</u>
TOTAL EQUITY		<u>1,294,823</u>	<u>1,266,156</u>

Early Education (EarlyEd) Incorporated

INCOME & EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2016

INCOME	2016	2015
<u>Grants & Funding Received</u>		
State Government Grants (ADHC)	2,034,160	1,626,058
State Government Grants (ADHC) - Early Start	381,416	371,111
Commonwealth Government Grants (DET)	288,639	241,606
Department of Community Services (FACS)	139,372	136,551
	<u>2,843,587</u>	<u>2,375,326</u>
<u>Other Revenue</u>		
Donations	3,940	3,725
NDIS fees & Rebates	1,789	2,246
Other Grants	112,199	64,944
Interest Received	31,983	48,159
Fees Received	68,255	38,680
Fundraising & Other	35,546	26,827
	<u>253,712</u>	<u>184,583</u>
TOTAL INCOME	<u>3,097,299</u>	<u>2,559,909</u>
EXPENDITURE		
Advertising & Recruitment	2,984	1,609
Accounting fees	19,092	10,678
Audit fees	5,500	5,400
Bank Charges & Fees	1,893	1,848
Cleaning & Maintenance	8,500	10,656
Computer Maintenance & Support	68,305	57,167
Consultants	117,116	14,788
Depreciation	32,368	13,764
Doubtful Debts Provision	23,480	13,650
Educational Resources	8,653	12,763
Electricity	8,275	7,083
Fees Subsidy/Waived	5,550	7,515
Insurance	40,177	31,781
Interpreting Services	6,554	3,400
Materials & Minor equipment	5,053	5,548
Motor Vehicle Expenses	14,134	11,036
Printing, Postage, Photocopying & Stationery	13,834	16,045
Program Expenses & Materials	3,057	1,036
Provisions - Employee Entitlements	23,722	8,920
Rent & Outgoings	49,157	28,980
Repairs & Maintenance	20,960	18,858
Staff Amenities	11,308	9,726
Staff Training	29,176	35,255
Subscriptions	21,132	16,382
Sundry Expenses	8,097	7,153
Superannuation	209,087	172,987
Telecommunications & Website	52,891	43,451
Travel & parking reimbursements	67,732	46,268
Wages & employment expenses	2,190,841	1,854,966
	<u>3,068,632</u>	<u>2,468,713</u>
NET SURPLUS FOR YEAR	<u>28,668</u>	<u>91,196</u>

What's Next?

2017 will see huge change in our landscape with the roll out of NDIS across areas of Sydney. EarlyEd is prepared for these changes and is continually working to ensure the staff and families are able to transition smoothly and without disruption.

Critical steps in this transition are ensuring families are supported and kept up to date with the development of NDIS; increasing the mobility of staff through improved technology and resourcing; embracing opportunities for new services due to NDIS; and maintain community supports.

Changes to funding as a result of NDIS means that in the coming year, EarlyEd will need to restructure programs and services to maintain their sustainability. We will need to rely on new avenues including fundraising, corporate partnerships and volunteers, to continue to run critical programs such as playgroups,

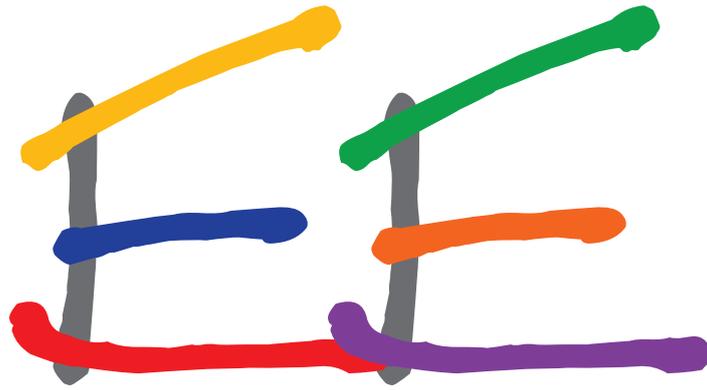
crisis support for newly diagnosed families, siblings groups and carer wellbeing.

EarlyEd remains deeply appreciative of any offers of support for these programs whether that be donating funds, time or resources.

Together, we can ensure that every child with a disability has the opportunity to reach their full potential, and are ready to learn and share in family and community life through responsive, quality services and support.







EarlyEd

Early intervention for
children with disability

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