



# Childcare Leadership Alliance

JULY 2022 – JUNE 2023



## ANNUAL REPORT



# ACKNOWLEDGEMENT OF COUNTRY

The Childcare Leadership Alliance acknowledges and pays its respects to the Traditional Custodians of the lands on which we work, and play. We pay special respect to the Barada Barna people who are the Traditional Custodians of the land on which our current work is taking place. We recognise and respect the continuing connection that they, and all First Nations people have, to the land, sea, waterways, and community.

**The Childcare Leadership Alliance pays respect to all Elders past, present and emerging.**



# THE CLA – STRATEGIC INNOVATION IN REGIONAL CHILDCARE

## OUR VISION

Our vision is to strategically enable and support the provision of high quality, sustainable early childhood and school age care in the Isaac Region, with initial programs piloted in the townships of Moranbah and Dysart.

## OUR MISSION

**Our mission is to:**

- Ensure the successful roll out of the project in the pilot phase in Moranbah and Dysart as part of the initial pilot project.
- Establish a professional, engaged and supportive Childcare Leadership Alliance,
- Provide support to attract, recruit and retain childcare staff
- Coordinate access to high quality professional development for childcare staff
- Develop a sustainable model to strategically support the childcare sector
- Collaborate with and encourage the participation and support of a wide range of partners and stakeholders.
- Actively advocate for the childcare sector.
- Share knowledge across the sector to help ensure high quality, sustainable childcare is possible in other regions.

## OUR VALUES

Equitable access | Knowledge sharing | Respect | Professionalism

Transparency | Commitment | Collaboration | Innovation | Flexibility



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## HOW WE STARTED

Quality, sustainable childcare provision is a long-standing issue for the communities of Dysart and Moranbah, and improved future service delivery was identified as a priority issue by the Smart Transformation Advisory Councils (STACs) operating in both towns. The STACs saw that in order to future-proof the towns by enabling greater economic opportunity and diversity, childcare services needed to be available. To that end, BMA provided funding for a Childcare Study ("the Study") which was conducted by Maree Roberts Consulting in 2020/2021. The Study investigated the issues around childcare in the region and provided recommendations which would seek to resolve the problems.

The Childcare Leadership Alliance's (CLA) purpose is to implement the Study recommendations over a period of two years as a pilot project between CLA, BMA and Astute Early Years Specialists (AEYS).

The first two years will see AEYS engaged to facilitate the establishment of the CLA, and to support the CLA to achieve its key objectives.

### *As stated in the Study:*

*"Resolution of the problem does not rest with one organisation or agency, but requires a 'whole of community' approach and leadership from government, community and business. Without this, the gap between the demand for childcare and its supply will widen, impacting the liveability of communities and the capacity of their residents to engage in work. A strategic approach to the planning and funding of childcare as well as leadership and advocacy at the highest level is needed. A leadership alliance must take responsibility for the broad, long term strategic direction and oversight of childcare in communities across the Bowen Basin."*



OUR FOUNDER:  
BHP MITSUBISHI ALLIANCE (BMA)

BMA is Australia’s largest producer and supplier of seaborne metallurgical coal and is owned 50:50 by BHP and Mitsubishi Development. BMA operates seven Bowen Basin mines (Goonyella Riverside, Broadmeadow, Daunia, Peak Downs, Saraji, Blackwater and Caval Ridge) and owns and operates the Hay Point Coal Terminal near Mackay.

BMA seeks meaningful long-term, mutually beneficial relationships that respect local cultures. BMA aims to support the development of diversified and resilient local communities and economies and contribute to quality-of-life improvements that continue beyond the life of our operated assets.

Through the independent Smart Transformation project, funded and supported by BMA, it was identified that childcare was a key community concern for the towns of Dysart and Moranbah. Access to childcare was increasingly difficult to obtain, impacting the whole community. In 2020, under the stewardship of the Smart Transformation Advisory Councils, BMA commissioned a report that sought to quantify the childcare shortages for these towns and identify practical solutions to the identified challenges. The report, titled “Addressing the Childcare Challenges in the Bowen Basin” was produced by Maree Roberts Consulting, and identified that “a strategic approach to the planning and funding of childcare as well as leadership and advocacy at the highest level is needed”. The report further identified that “A leadership alliance must take responsibility for the broad, long-term strategic direction and oversight of childcare in communities across the Bowen Basin... providing support and advocacy for services”.

Following this report, a Childcare Committee was established that brought together Smart Transformation stakeholders, childcare representatives and BMA to investigate and action the Alliance. As part of BMA’s commitment to the communities of Dysart and Moranbah, and BMA’s recognition of this as a key community issue, funding was provided for the establishment of the Alliance for its initial two years of operation. This resulted in the engagement of Astute Early Years Specialists to deliver the critical resources and expertise to initially establish the organisational structure, set up the Board and management arrangements, determine the strategy and initial work plans, and engage with the childcare service providers and broader community.

Through this funding support, the Board of the Alliance, along with Astute, has been able to guide decisions and direction of the Childcare Leadership Alliance (CLA) to ensure it progress towards its ultimate goal of being an independent, sustainable and strategic organisation that delivers sector-wide support to solve the complex challenges affecting the childcare sector in Dysart and Moranbah.

BMA is extremely proud to be a part of this journey with the community from the start, and to now witness the progress that has been made by the CLA since its inception. It is a testament to the numerous stakeholders involved including Astute Early Years Specialists, the childcare centres, Smart Transformation, and the broader community. By working together in a coordinated and collective manner the challenging issues facing the childcare sector can be collectively addressed, for the benefit of all.



OUR PEOPLE

MELISSA WESTCOTT	CHAIR
CHRIS WRIGHT	TREASURER
AMANDA STEPHAN	SECRETARY
SANDY MOFFAT	BOARD MEMBER
MICHAEL THOMAS	BOARD MEMBER
JASMINE CADD	NON-VOTING BOARD MEMBER
MELISSA COMERFORD	NON-VOTING BOARD MEMBER



## OUR OBJECTIVES AND ACTIVITIES

### OUR GOAL

Our goal is to enable, through the formation of the Alliance, the provision of sustainable strategic support to the childcare sector across the Isaac Region, starting with the pilot towns of Moranbah and Dysart.

To help achieve our vision, mission and goals, we focused on the following key activities during our first year:

Activity	Detail
<b>Establishing a Board and implementing strong governance practices</b>	The CLA is a not for profit, incorporated association with Rules, Terms of Reference and a robust policy framework to guide and support strong governance. The Board is made up of a broad range of representatives from across the community.
<b>Developing and implementing our Strategic Plan</b>	The CLA worked hard at the beginning to develop and commence implementation of a relevant and ambitious strategic plan.
<b>Engaging with early childhood and school age care staff and providers</b>	From the beginning the CLA has ensured that they have engaged with and included the providers and staff of early childhood and school age care services in the pilot towns.
<b>Gathering baseline data from early childhood and school age care services.</b>  <b>Facilitating design sprints with stakeholders in an effort to understand the current situation and test possible strategies</b>	The CLA is committed to making decisions based on facts and information from those on the ground. We are continually seeking and obtaining relevant information and insights to assist with our decision making and initiatives.
<b>Developing and implementing a Marketing Plan, and a Stakeholder Engagement Plan</b>	The CLA committed considerable time and efforts into these plans because they are vital for bringing the whole community together to work collaboratively to solve the issues around the stable provision of early learning and school age care services. These plans help to raise awareness of the situation in regional communities, the CLA, its goals and work. They are also critical for ensuring all stakeholders are engaged with and informed and given the opportunity to participate and contribute wherever possible.
<b>Determining, advocating, and implementing strategies for attracting, recruiting and retaining childcare staff</b>	During its short time in operation, the CLA has run a range of local, domestic and international attraction campaigns, and it has achieved some fantastic results! At the date of printing, the CLA has attracted more than 70 qualified international educators! These educators are at different stages on the migration and skills assessment path, but it is extremely promising to see so many educators interested in moving to and making the Isaac region their home.
<b>Determining, advocating, and implementing strategies for offering professional development for childcare staff</b>	The CLA has successfully delivered three brilliant professional development experiences for educators in the region since it formed. These have been delivered online and face to face on topics that educators voted for. Our most recent offering of a full day workshop with the highly esteemed Dr Louise Porter was well attended and attracted educators from as far afield as Emerald and Clermont! At the time of printing the CLA is also about to offer its inaugural leadership program designed specifically for leaders in the early childhood and school age care sector. And we are aiming to provide more strategic support across the various providers to enable more collaboration and sharing of professional development resources and opportunities.
<b>Determining, advocating, and implementing strategies for garnering community support and collaboration</b>	From the beginning, the CLA has worked to engage with and support the community to get involved with the Alliance and its objectives, and this was clearly seen at the CLA Launch in April 2023. The launch saw representatives from across the community attend and participate, and it was also the avenue for the release of the Alliance's first campaign, "This is our childcare".
<b>Determining, advocating, and implementing strategies for seeking further financial investment</b>	In its short time the CLA has developed a revenue strategy, which includes a partnership, sponsorship and membership framework. The CLA will be using these, and the relationships it has already developed, to seek further financial investment from industry, local business, and government. The CLA can clearly show potential partners and sponsors the fantastic return on investment to their organisation, and the wider community, if they choose to show their support to our organisation. The CLA welcomes all individuals, businesses and government representatives to connect so we can share evidence-based insights into how our work can help create stable, high quality offerings of early childhood and school age care services in regional communities.

## A REPORT FROM OUR CHAIR

On behalf of the Board I am pleased to present the Childcare Leadership Alliance's annual report for 2022-2023.

The vision of the Childcare Leadership Alliance is to strategically enable and support the provision of high quality, sustainable early childhood and school age care in the Isaac Region, with initial programs piloted in the townships of Moranbah and Dysart, and I am very proud to say that in our first year of existence we are moving ever closer to achieving this.

During this first year we have created the Alliance from the ground up; we established ourselves as an independent, not for profit incorporated association with strong Rules and Terms of Reference. We voted in a wonderful Board, developed and commenced implementation of our strategic plan, and began work on rolling out strategic, community-informed initiatives to help realise our vision and achieve our goals.

It was amazing to see the number of people from across the community come out to attend the launch of the Alliance in April in both Moranbah and Dysart. Educators, centre directors, local business owners, school principals, industry representatives, provider CEOs, the Mayor, and other local government representatives all came out to show their support for the Alliance and the critical work it is doing to bring strategic solutions to the stable provision of high quality early childhood and school age care for the community.

The high attendance of educators at professional development opportunities provided by the Alliance throughout our first year shows the professionalism, passion and dedication of these individuals and teams. They have given up their evenings and weekends to immerse themselves in engaging, high quality learning experiences to grow as professionals and to provide even better care and education for children and families. And we will continue to work to ensure that educators have access to high quality professional learning opportunities.

A significant highlight of the past year was the strong focus from both the state and federal governments on early childhood education and care. The Alliance was grateful for the opportunity to submit a response to the Federal Government's Draft Paper on their Early Years Strategy and we also welcomed the Federal government's investment in professional development for educators.

We were also very heartened to learn of the State government's ongoing commitment to the early years with their increased investment in the provision of 15 hours of kindergarten to all children in Queensland. With this focus on the early years it is more important than ever that the entire community works together to ensure that people can be attracted into, and retained in, the early childhood and school age care services.

I would like to thank BMA for taking the leap and investing in the establishment of the Alliance and its initial initiatives, and I would also like to thank the Smart Transformations Advisory Council (STAC) for helping to bring the Alliance to life. Also acknowledging and thanking Astute Early Years Specialists for their dedication in being the lead delivery project partner for the CLA and their invaluable industry knowledge.

To all of our stakeholders and community members; thank you for supporting the Alliance and contributing your time, thoughts and efforts to enable us to achieve what we have so far.

Immense appreciation and gratitude must go to all of the educators working in early childhood and school age care services; your energy, experience and commitment is of the utmost importance to our communities; we couldn't exist and thrive without you.

I strongly encourage anyone who is affected by the current child care challenges in our communities to reach out; if we work together we can make even more of an impact.

Finally, I would like to acknowledge my fellow Board members for your ongoing guidance, support and commitment to furthering the important work we do; thank you.



Melissa Westcott



# Achievements we are proud of



Established ourselves as a not for profit, independent incorporated association



Developed and implemented robust and relevant Rules, Terms of Reference and policies



Developed and commenced implementation of our strategic plan



Launched the Alliance in April 2023 with local, regional, state and national media coverage



Delivered high quality, engaging professional development to 85 educators via online and face to face mediums



Secured a \$24,700 grant from The Local Buying Foundation to help deliver the Care to Lead leadership program to early childhood and school age care leaders



Created and launched the "This is our childcare" campaign



Built relationships with regional and state government representatives



Established relationships with Thriving Qld Kids Partnerships and Welcoming Australia



Rolled out a highly successful international marketing campaign with more than 70 educators in the recruitment pipeline

### A WORD FROM OUR PROJECT MANAGER

I have had the privilege of working in different roles in the Moranbah area for over five years now, and my team and I were so excited to have the opportunity to be the project managers for the Childcare Leadership Alliance pilot!

The challenge before us was complex. The entire country is experiencing a critical workforce shortage across the early childhood and school age care sectors, housing is a local and regional issue; and the Moranbah and Dysart townships are closely reliant on industry. But, even with these challenges, BMA took the risk and invested in something new and different, and we have been able to find and test innovative solutions. We involved the whole community in devising “out of the box” strategies to trial that work to address the interrelated issues contributing to the lack of stable early childhood and school age care services, and we believe we are the start of something wonderful and very exciting!

The success of our international marketing campaign has seen more than 70 educators indicate interest in moving to the region to work and live. At the time of printing the townships of Moranbah and Dysart need approximately 50 educators to be able to fill their services to their licensed capacity. Bringing in even 30% of these interested 70 would allow for many of the children and families who are sitting on service's wait lists to engage in an early childhood or school age care program. This means that more families can return to the workforce, that these children get access to the learning opportunities that will help set them up for positive health, wellbeing and learning outcomes, now and into their future. It would also mean that businesses, schools, medical facilities, industry and Council can operate successfully as their staff will have care and education for their young children. And in addition, the international educators and their families contribute to creating a strong, diverse community.

They join sporting clubs, attend local schools, work at local businesses, and share foods and cultural practices from their country of origin, and just as an ecosystem needs to be diverse to be strong and healthy, so too do our communities.

I am honoured, excited and proud to be a part of the journey of the Childcare Leadership Alliance. We are at the forefront of something big that could contribute to and support many regional communities, now and into the future. I want to encourage all of you, regardless of who you are and what you do, to jump on board and contribute in any way you can to the provision of quality, stable early childhood and school age care services in your community.

Finally I would like to take the opportunity to thank the members of the Board, BMA, the educators in the services, the towns of Moranbah and Dysart and my team at Astute, especially Kylie Dawson. I look forward to continuing to work with you all so we can achieve our vision and ensure all children have access to quality, stable care and education.



**Mel Comerford**  
Astute Early Years Specialists - Managing Director



## Looking to the future

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- We want to capitalise on the large number of qualified international educators interested in coming to the region to live and work. To do this we need a range of things, including funding and investment to be able to pay for them to participate in the migration and skills assessment process and move their lives and families to regional Queensland. We also need funding to be able to provide them access to safe and stable housing.
- We are very excited to be investigating how we can offer educators the opportunity to attend world-leading, high quality, education focused conferences. At the time of printing we are busy planning community co-design sessions so that we can understand the needs of those working in the sector, and the broader community as well.
- At the time of printing we will be about to start our very first leadership program, Care to Lead. In the world of early childhood and school age care, leadership isn't just about managing tasks; it's about nurturing the minds of tomorrow and fostering the growth of young learners. Care to Lead opens doors to a multitude of opportunities and benefits that align with the aspirations and passions of educators. Investing in our Leaders in regional settings will support educators when settling into the workforce and will ensure that services can meet the needs of working families.
- We will be continuing to advocate for the early childhood and school age care sector - keep your eyes out for the launch of the second phase of our campaign, titled "These are our children". "These are our children" aims to encourage everyone to see and understand that providing quality, stable care and education for our children affects everyone and that we all have a duty of care to ensure all children have the opportunity to access it.
- We want to build and nurture strong partnerships with other organisations that believe in our vision and objectives.
- We are seeking sponsors for our conference, professional development, and to also provide regional educators with the chance to attend the sector-leading Early Childhood Australia conference on an annual basis.
- We will continue to connect with and reach out to all levels of government to learn about who we are, what we stand for and what regional communities need to ensure all children and families have access to quality, stable care and education services.



## HOW YOU CAN HELP

### PARTNER WITH US

**The CLA is seeking partners to join with us to:**

- Develop long term, secure streams of revenue to support the ongoing initiatives of the CLA
- Develop mutually beneficial relationships for both the partner organisation and the CLA.

**Partnering with the CLA will help support the following activities:**

- Supporting service providers to navigate the immigration system, and pay for the process, when seeking skilled workers from overseas,
- Supporting service providers to access, secure, manage and fund appropriate affordable housing for educators relocating to rural communities,
- The strategic provision of professional development opportunities for educators and leaders in the sector,
- Ongoing administration, governance and advocacy activities for the CLA.

### SPONSOR AN EVENT

The CLA is seeking organisations who are interested in sponsoring CLA initiatives, events and programs.

**We want to encourage organisations to support events and programs that:**

- help attract and retain early childhood professionals,
- provide a sustainable revenue stream to fund effective event-based initiatives,
- develop long-term beneficial relationships with key stakeholders that will support scaling initiatives and encourage other businesses and organisations to consider sponsorship.

### OTHER WAYS YOU CAN HELP

- Sign up to Mailing list
- Follow us on socials
- Follow like minded and supportive organisations such as BMA, Thrive by 5, Thriving Qld Kids Partnership, The Parenthood, Welcoming Australia, The Isaac Regional Council, and the early childhood and school age care services in your community







## ACKNOWLEDGMENTS AND THANK YOU

### BMA

The CLA is extremely thankful to BMA for investing in, supporting and promoting this innovative, collaborative approach to supporting the communities in which they live and work. We acknowledge and extend our gratitude to BMA for the coordinated and collective manner in which they sought to address the challenging issues facing the childcare sector, and the broader community, for the benefit of all.

### EXTENDING OUR THANKS AND APPRECIATION

The CLA would also like to thank and acknowledge the support, time, effort and commitment of the following individuals and groups:

**The centre leaders and educators of the early childhood education and school age care services in Moranbah and Dysart, including:**

- Simply Sunshine Early Education
- Moranbah Early Learning Centre
- Moranbah Early Learning Centre Outside School Hours Care
- Bright Kids Outside School Hours Care
- C andK Moranbah Community Kindergarten
- Dysart Kindergarten
- Lady Gowrie Child Centre and Community Space

**Representatives from the various providers of early childhood education and care services in Moranbah and Dysart, including:**

- Jarrod Kennedy, President of the Simply Sunshine Committee
- Dr Sandra Cheeseman, CEO of C andK
- Louise Jackson, CEO of Lady Gowrie
- The Board of the Moranbah Early Learning Centre
- Damon Somerfield and Andrew Paterson from Family Day Care Australia

**Representatives from the Isaac Regional Council, with special thanks to:**

- Mayor Anne Baker
- Deputy Mayor Kelly Veale
- Councillor Gina Lacey
- Councillor Sandy Moffat

All of those involved in and with the Smart Transformations Advisory Council

### GRANTS

We are very thankful for the support of The Local Buying Foundation, Queensland.



# Childcare Leadership Alliance Report

Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust  
ABN 27 231 004 262

For the year ended 30 June 2023



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## Certificate By Senior Finance Officer

**Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust  
For the year ended 30 June 2023**

I, Ashleigh O'Neill being the senior finance officer of Astute Early Years Specialists Pty Ltd (as trustee for The Comerford Family Trust) certify that:

1. I have prepared the attached reports in accordance with the requirements set out in the Community Project Contract between BM Alliance Coal Operations Pty Ltd and Astute Early Learning Years Specialists (ATF The Comerford Family Trust) dated the 24th of June 2022.
2. This is the final report as outlined in Clause 8.1(d) and Subsection 10 of Schedule 8, Part 1: Semi-Annual, Annual and Final Reports.
3. To the best of my knowledge, the information contained in the attached final report is a true and accurate reflection of the actual expenditure against budget.

  
\_\_\_\_\_  
Ashleigh O'Neill

Dated: 17/10/2023





## Income and Expenditure Statement

**Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust**  
**For the year ended 30 June 2023**

	CHILDCARE LEADERSHIP ALLIANCE (30 JUNE 2023)	CLA PROJECT - YEAR 1 (30 JUNE 2023)	TOTAL ACTUALS (30 JUNE 2023)
<b>Childcare Leadership Alliance</b>			
Funding contribution	402,200	197,800	600,000
<b>Total Childcare Leadership Alliance</b>	<b>402,200</b>	<b>197,800</b>	<b>600,000</b>
<b>Expenditure</b>			
Website design and maintenance	7,279	8,250	15,529
Subscriptions	5,852	-	5,852
Consulting costs	68,967	19,944	88,911
Accounting costs	1,088	1,000	2,088
Management fee	264,000	-	264,000
Wages and salaries	-	180,121	180,121
Travel and accommodation	31,678	-	31,678
Meeting conferences	2,446	-	2,446
Motor vehicle	327	-	327
Project costs	-	7,335	7,335
<b>Total Expenditure</b>	<b>381,638</b>	<b>216,650</b>	<b>598,288</b>
<b>Gross Surplus</b>	<b>20,562</b>	<b>(18,850)</b>	<b>1,712</b>
<b>Current Year Surplus/ (Deficit) Before Income Tax Adjustments</b>	<b>20,562</b>	<b>(18,850)</b>	<b>1,712</b>
<b>Current Year Surplus/(Deficit) Before Income Tax</b>	<b>20,562</b>	<b>(18,850)</b>	<b>1,712</b>
<b>Net Current Year Surplus After Income Tax</b>	<b>20,562</b>	<b>(18,850)</b>	<b>1,712</b>



## True and Fair Position

### **Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust For the year ended 30 June 2023**

#### **True and Fair View of Expenditure Against Budget**

I, Melissa Comerford being the director of Astute Early Years Specialists Pty Ltd and the Recipient's Representative as set out in the Community Project Contract between BM Alliance Coal Operations Pty Ltd and Astute Early Learning Years Specialists (ATF The Comerford Family Trust) dated the 24th of June 2022, hereby certify that –

The final report attached to this certificate give a true and fair view of the expenditure in relation to the Childcare Leadership Alliance Project at the end of the financial year ending on 30 June 2023.

A handwritten signature in black ink, appearing to read 'Melissa Comerford', written in a cursive style.

**Melissa Comerford**

A handwritten signature in black ink, appearing to read 'Melissa Westcott', written in a cursive style.

**Melissa Westcott**



## Compilation Report

### Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust For the year ended 30 June 2023

#### **Compilation report to Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust.**

We have compiled the accompanying Income and Expenditure Statement of Astute Early Years Specialists Pty Ltd ATF The Comerford Family Trust to the extent that it relates to activities undertaken for the Childcare Leadership Alliance Project.

#### **The Responsibility of the Recipient's Representative**

The Representative of Astute Early Years Specialist Pty Ltd ATF The Comerford Family Trust as detailed in the Community Project Contract between BM Alliance Coal Operations Pty Ltd and Astute Early Learning Years Specialists (ATF The Comerford Family Trust) dated the 24th of June 2022 is solely responsible for the information contained in this final report, the reliability, accuracy and completeness of the information.

#### **Our Responsibility**

On the basis of information provided by the Representative(s) of Astute Early Years Specialists Pty Ltd ATF The Comerford Family Trust, we have compiled the Income and Expenditure Statement to satisfy the requirements details in the Community Project Contract.

#### **Assurance Disclaimer**

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

The Income and Expenditure Statement was compiled exclusively for the benefit of the Representative of Astute Early Years Specialists Pty Ltd who are responsible for the reliability, accuracy and completeness of the information used to compile them. We do not accept responsibility for the contents of the attached final report.

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#### **Xperion Pty Ltd**

*Robert King*

*Chartered Accountant*

Dated:    /    /



# Childcare Leadership Alliance



**BMA**  
BHP Mitsubishi Alliance

*As*  
EARLY YEARS





# THE CLA STRATEGIC INNOVATION IN REGIONAL CHILDCARE

## STRUCTURE AND MANAGEMENT

The Childcare Leadership Alliance is a registered not for profit, incorporated association. It is also registered as a charity with the Australian Charities and Not-for-profits Commission (ACNC).

## CONTACT US

[www.childcareleadershipalliance.com.au](http://www.childcareleadershipalliance.com.au)

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<https://www.facebook.com/childcareleadershipalliance>

<https://www.instagram.com/ChildcareLeadershipAlliance/>

<https://www.linkedin.com/company/childcare-leadership-alliance/>



**Childcare  
Leadership  
Alliance**

**ANNUAL REPORT**