

ANNUAL REPORT

**20
25**

**SHAPING COMMUNITIES
TOGETHER**

Acknowledgement of Country

From Larrakia Country to Whadjuk Country, Boonwurrung Country and all traditional lands in between – One Tree Community Services (One Tree) acknowledges the Traditional Custodians of the lands on which we work.

We pay special thanks and respect to the Elders and Leaders who have welcomed us to Country on your lands at each of our services across Australia.

We provide this Acknowledgement of Country in the spirit of reconciliation and as part of our commitment to the ongoing work toward reconciliation.

One Tree values and respects the knowledge and heritage of First Nation's people. We acknowledge Aboriginal and Torres Strait Islander people as our first teachers and caretakers. We respect the continued and ancient tradition of orally passing down stories, knowledge, history and language. As wisdom flows to the next generation, we recognise the learning, culture and strengths that Aboriginal children and their families bring to our services.

We are grateful to be able to work alongside and learn from Aboriginal and Torres Strait Islander people as experts in their own lives.

Reconciliation Action Plan committee leaders July 2024-June 2025



Champion
Claire McManus
Executive Manager Services

Co-chair
Leeanne Pena
Cultural Practice Leader

Co-chair
Shellie Taia
General Manager Kindergartens

◀ Commissioned artwork
by Jasmyn Ihanimo,
a Yamatji woman.

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Aboriginal and Torres Strait Islander people should be aware that this annual report may contain images and names of deceased persons.

DAVID BEATTIE

Message from the Chair





How does One Tree maintain its success? There are many reasons for this of course, but to my mind stability is a significant factor. Only two of the 21 executive and leadership team members has less than four years with One Tree. Some have been with us more than ten. This speaks volumes about One Tree as an employer. Good people, good leaders and good practices bring good results. Both for the organisation and the individuals concerned.

Speaking of good results, at an organisational level it's pleasing to see revenues up by more than \$10M to \$87M this year. There has been a commensurate rise in total equity of more than \$550K, giving us close to a \$6M reserve to provide for the 'unknown unknowns'. Detailed outcomes and highlights can be found in the body of this report.

Such results come from concerted effort and commitment from all those good people involved - educators, administrators, managers, executives and Board members. My sincere thanks to all. One Tree's future is ours to write.

Specific thanks must also go to our longest-serving board member Anne-Marie Connolly, who joined in 2003 and retired at last year's AGM. Anne-Marie brought a wealth of industry experience to the Board which will be sorely missed. To fill the vacancy, Tamsyn Howard joined us in August 2025 to complement the Board's expertise. She brings more than twenty years' experience as a people and culture executive.

On behalf of the board

David Beattie



KARRI HILLIER

Message from the CEO

The theme for this year's annual report is ***Shaping Communities Together***. This is at the heart of One Tree. Each community we work with is unique. Our commitment is to hold onto what is irreplaceable and important and combine our strengths to shape the best possible services. One such occasion you might like to read about was working on the One Tree Wunan Garndim-banjelng Badang Yarrawoo Menewoolbtha Children's Service in Kununurra.

Collaboration is at the core of delivering successful services. Collaboration with local people, staff, organisations and those that fund the services. The better we work together, the better the outcomes. The people who work with us become a part of our workplace community and we are grateful for all that they bring.

One Tree has had another very successful year. There has been consistent growth, and we have been re-awarded important programs like the Defence Childcare Program.

This year the safety of children in early education and care has come into question (as highlighted in the media). There is nothing more important than children being safe. One Tree's approach has always been to focus on continuous improvement with child safety our utmost priority.

Prior to the media attention, One Tree identified an improvement strategy to employ a child safe lead position with the sole responsibility of supporting children's safety across the organisation.

The position is in place with a clear plan going forward, which you can read more about in this report.

This is my 17th year as the CEO of One Tree, and it is so incredible to be a part of such an exciting and ever evolving organisation. Trying to decide what to include in the annual report is a challenge when there are so many stories.

The best part of working at One Tree is working with the most inspiring people I have ever met in my 40-year career. The Board of Directors, the executive, Stakeholder Engagement Events and Design (SEED) team and other project teams I have worked with this year just keep being the best sort of people.

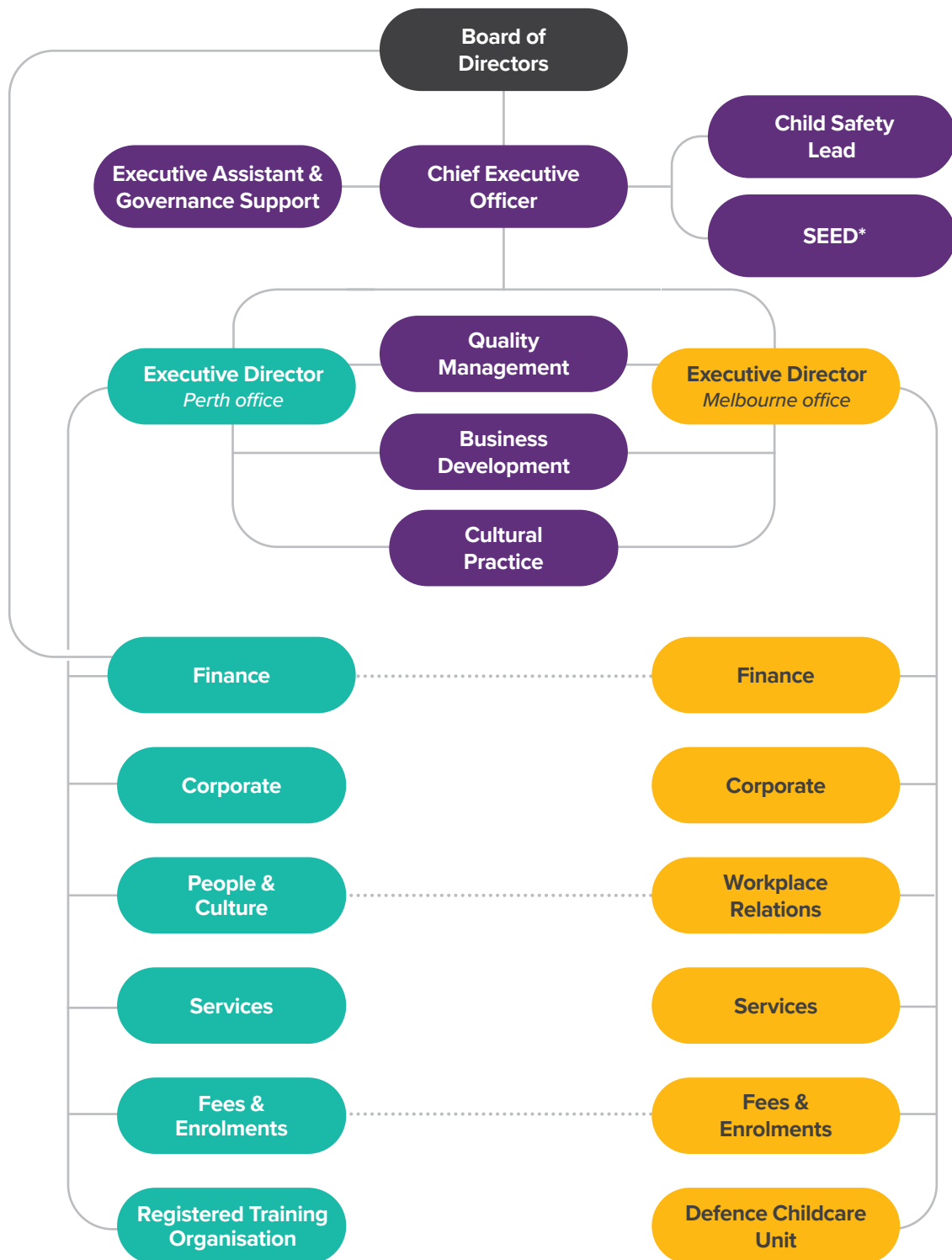
I hope you enjoy the annual report. Perhaps, if you are of a mind, you might like to join us in ***Shaping Communities Together***. I hope so.

A photograph of three children playing outdoors. In the foreground, a young girl with dark hair and bangs is smiling, wearing a colorful, abstract patterned dress. Behind her, a boy with dark skin and short hair is smiling, wearing a black shirt with colorful polka dots. To the right, a girl with dark skin and long braids is smiling, wearing a pink and white unicorn-themed sweatshirt. They are standing next to a large, textured tree trunk. The background is a soft-focus view of a park with many trees.

*"The better we work
together, the better
the outcomes,"*
Karri Hillier, CEO

Organisational chart

Overview of business areas



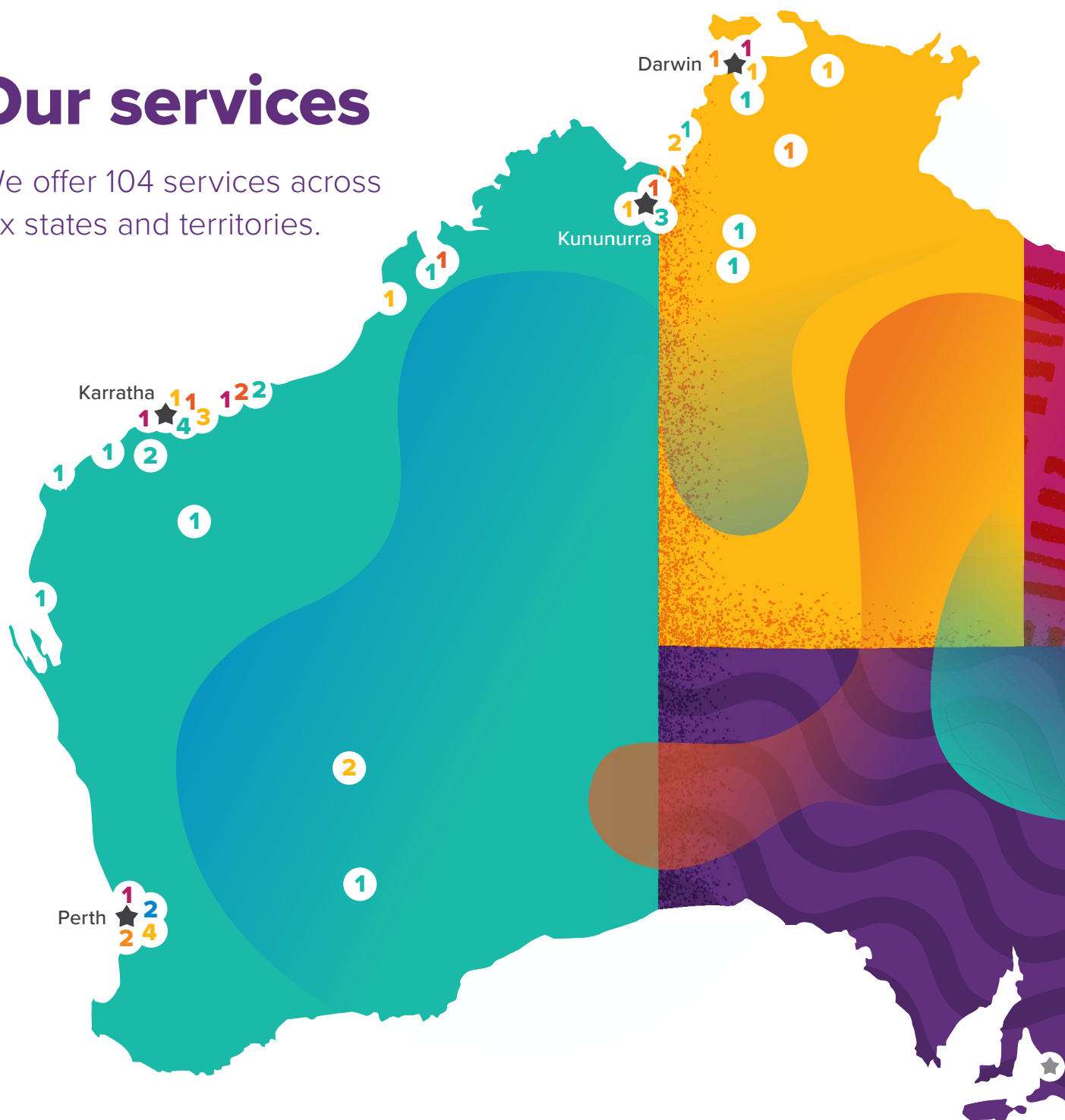
*Stakeholder Engagement Education
& Design, including EduTribe

*Scan the QR code to view
the organisational structure
for each business area.*



Our services

We offer 104 services across six states and territories.



For a full list of services,
please view the index
on page 58-59

Highlights

Horsham Rural City Council announced a partnership with OTCS to deliver the Kalkee Road Children's Service (VIC).

One Tree Defence Childcare Unit (OTDCU) Little Geckos, Puckapunyal, Tingira and Kids Crew each awarded a CCCF workforce grant to the value of \$148K.

First FIFO educator deployed to an external service via the Regional Early Years Learn and Lead (REYLL) program (WA).

Darwin team relocated to a larger office space in the CBD (NT).

August 2024

July 2024

Community Child Care Fund (CCCF) grants awarded by Commonwealth Department of Education to support remote services with staff attraction and retention.

Pannawonica Out of School Hours Care (OSHC) service opened at Pannawonica School (WA).

Rio Tinto supported first permanent Fly-In Fly-Out (FIFO) educator model (WA).

Knox City Council announced four kindergarten services to be transferred to One Tree Community Services (OTCS) by January 2025 (VIC).

Awarded the contract for new kindergarten service in Lollypop Creek Community Centre (VIC).

Healing Hearts = Strong Kids community program refunded for 12 months by West Pilbara Communities for Children (WA).

September 2024

Opened Kununurra OSHC service (WA).

Hosted a national directors' conference for OTDCU leaders.

Konewark Child & Family Centre (VIC) rated as exceeding the National Quality Standards (NQS).

Seabrook Kindergarten (VIC) rated as exceeding the NQS.

October 2024

Kowanyama Aboriginal Shire Council selected OTCS as the provider to operate its early learning centre (QLD).

OTDCU Tingira celebrated 25 years of supporting Defence and local community families.

Integrated two new elective units into our Certificate II in Community Services qualification.

Deputy Prime Minister and Minister for Defence along with a local MP visited OTDCU Tingira (NSW).

Braybrook Early Learning Centre and Upper Beaconsfield Kindergarten (VIC) rated as exceeding the NQS.

Hosted a professional development day in Melbourne for all kindergarten staff.

National Indigenous Australians Agency (NIAA) provided funding to offer a social and emotional wellbeing program in Wadeye (NT).

Digital improvement projects commenced with the finance and childcare management systems.

EduTribe released the 2025 Director's Diary & Planner.

Residential house purchased in Kalkarindji to support remote service delivery (NT).

Hosted a professional development day for all OTDCU staff.

Altona Gate and Seabrook Kindergartens were each awarded a \$3K community grant (VIC).

NIAA extended OTCS contract to operate the Wadeye Hostel for a further two years.

Transitioned the School Nutrition Program to Walangeri Ngumpinku Aboriginal Corporation (NT).

Woodside Development Fund (Woodside) committed further funding to support the Pathways Program in Roebourne (WA).

Additional funding secured from Department of Communities (WA) to employ a counsellor at the Laverton Crisis Intervention Service.

EduTribe released the 2025 Educational Leaders' Diary & Planner.

**November
2024**

**January
2025**

**December
2024**

Chevron and OTCS entered a two-year agreement to support staff retention and increase capacity at Onslow Children's Service (WA).

Facilities upgraded at services in Kununurra and Roebourne with CCCF capital works funding (WA).

Kurmboon Child and Family Centre (VIC) rated as exceeding the NQS.

Department of Communities (WA) selected OTCS to operate the new Leonora Safe House.

Awarded Victorian School Building Authority (VSBA) Building Blocks Improvement Grant to support IT infrastructure upgrades to 25 services (VIC).

Highlights

Hosted welcome events for Defence families posting to new locations.

Four kindergartens awarded \$50K VSBA Building Blocks Inclusion Grant for upgrades to equipment and resources (VIC).

Apollo Bay Kindergarten entered a partnership with the local aged care facility to support an intergenerational program (VIC).

Wayipungitj Initiative commenced a new mentoring program to improve culturally safe practices (VIC).

Queensland Department of Education awarded OTCS funding to manage the Connect Program and support families in Kowanyama.

Perth office reopened following renovations. To accommodate growth, staff attend the office on different days (WA).

Forty managers participated in a leadership conference at Burswood on Swan (WA).

OTDCU Coral Sea and Enoggera strengthened community partnerships with local aged care services (QLD).

Braybrook Early Learning Centre nominated supervisor was sponsored to attend the Reggio Emilia Study Tour in Italy (VIC).

Department of Communities (WA) extended funding for the REYLL program for a further 12 months.

People & Culture teams gathered in Melbourne to undertake child safety training.

EduTribe sponsored the Early Childhood Learning & Development WA Sector Award for Excellence in Early Childhood Education & Care (ECEC) Leadership.

**February
2025**

**March
2025**

**April
2025**

OTDCU services and actively serving Defence families attended local ANZAC Day parades across the country.

Victorian Premier and the Victorian Minister for Education visited Lollypop Creek Kindergarten (VIC).

EduTribe released its third core product, the 2025-2027 Educator's Program & Reflection Guide.

RTO trainers enrolled trainees at Gunbalanya Safe House (NT) and Granny Glasgow Children's Service (WA).

Awarded \$1.16M Lotterywest digital transformation grant for system improvement projects.

EduTribe subscriber database reached 24,000 members.

CCCFR funding extended for two years to support services in remote Aboriginal communities (NT).

Woodside and OTCS awarded the Australian Energy Producers Community Development Excellence award for the Pathways Program (WA).

Additional funding secured from NIAA to undertake infrastructure improvements at the Wadeye Hostel (NT).

**June
2025**

Pannawonica Children's Service moved to a new facility funded by Rio Tinto and was renamed the Mangkurla-Ngaarntu Maya Children's Service (WA).

Management of Granny Glasgow Children's Service in Carnarvon was transferred to OTCS (WA).

Major renovation works at Derby Children's Service commenced to upgrade facilities and increase capacity.

Executive Director Irina Cattalini awarded Medal of the Order of Australia for her service to community.

Appointed a new child safety lead position to champion child safety and wellbeing across the organisation.

Social worker employed under the Victorian Department of Education School Readiness Funding to support kindergartens.

Achieved first completion of a Certificate III in Community Services.

Department of Children and Families awarded OTCS the contract to operate the Gunbalanya Safe House (NT).

**May
2025**



Shaping unique partnerships: Kununurra & Kowanyama

When we share knowledge and work together, we can transform any challenge. Last year, this approach led to a unique partnership in Kununurra, Western Australia. The first of its kind in our sector. Now, we are shaping another in Kowanyama – a remote community in far north Queensland (QLD).

The place of many waters

Kowanyama is known as the place of many waters. Home to the Kokoberra, Yir Yoront (or Kokomenjen) and Kunjen clans. It is a town of 1,000 people. More than 85% identify as Aboriginal or Torres Strait Islander*.

Demand for early education and care

A lack of childcare in the area has limited opportunities to re-enter the workforce, especially for women.

Accessing allied health services can also be challenging. The nearest major city is 600 kilometres away.

The Kowanyama Aboriginal Shire Council (Council) understood the need for an Early Childhood Education and Care (ECEC) service.

The start of the solution

In 2023, the Council secured funding through the Community Child Care Fund Restricted (CCCFR) Expansion Program, under the Closing the Gap reform.

The following year, a purpose-built facility was constructed on the grounds of the local school.

During this time, One Tree crossed paths with the Council at a CCCFR meeting.

We operate several services under CCCFR funding streams. This includes our partnership in Kununurra with the Wunan Foundation (Wunan).

The Council discovered the work we were doing in the West. They could see the possibilities – how local experts could effectively partner with ECEC specialists.

Partnering with Wunan

Wunan is an Aboriginal Community Controlled Organisation (ACCO) in the East Kimberley.

Together, we developed a collaborative approach to establish a new ECEC service. Wunan's cultural understanding guided each stage of development. Our ECEC capabilities ensured the service met national regulations and laws.

*2021 Australian Census data



One Tree Wunan service

The One Tree Wunan Garndim-banjelng Badang Yarrawoo Menewoolbtha Children's Service opened in 2025.

This is the first service to open under the CCCFR Expansion Program in the country.

The service name was developed by the local language centre. It translates to "growing strong roots for strong futures".

Over the coming years, we will gradually transition the service to Wunan. We will support this ACCO to become an approved provider.

Wunan CEO Prue Jenkins said, "We would strongly recommend One Tree to other Aboriginal Community Controlled Organisations wanting to build capacity and skills in the delivery of their own early years programs."

Discovering the possibilities

In October 2024, we were invited to tender for the Kowanyama Early Learning Centre (ELC).

We were selected to license and run the service, with the aim of transitioning to a local ACCO over time. Together, we began to co-design our partnership and shared plans for the service with the community.

Engaging with community

Our team first visited Kowanyama during the tender process. This included one of our educators whose husband and family are from the region.

We received a warm welcome and have continued to strengthen our connections with the community ever since.

Local engagement is the key to shaping the service to community needs.

The Connect Program

To strengthen our service delivery, we were encouraged to take on the local Kowanyama Connect Program. Funded by the Queensland Department of Education, it aims to improve early years outcomes.

The One Tree Connect Program will help detect the needs of children and connect families to local support.

Kowanyama Early Learning Centre

The Kowanyama ELC will offer 22 places. Priority access will be provided to Aboriginal and Torres Strait Islander children.

It is anticipated the service will open in late 2025.



Wunan service team with key stakeholders



Wunan service indoor environment

Defence contract re-awarded

The One Tree Defence Childcare Unit will continue to serve Defence families.

Almost seven years ago, One Tree was given a significant opportunity.

We were entrusted to deliver the national childcare program for Defence families.

This included overseeing 19 children's services, as well as an individual case management service – now known as Childcare Connect.

In August 2025, following a competitive tender process, One Tree was re-awarded the Defence contract for a three-year period, with an option to extend.

Back to the beginning

We started managing the One Tree Defence Childcare Unit (OTDCU) in January 2019.

In the first six months, we gained an additional 320 team members.

The staff who transferred across to One Tree expressed their strong desire to be part of our workplace community.

OTDCU Russell Hill director Linda was interviewed in our 2019 annual report about the change to One Tree.

Today, Linda continues to manage the service.

“Our journey with One Tree has been characterised by positive energy and a commitment to the wellbeing of children, families and educators. We are proud to reflect their values and sense of purpose and to be a part of their organisational culture. We look forward to the next three years of supporting Defence families together”.



Scan the QR code to see defence video.





my parent is a
navy engineer

my parent is an
airforce pilot



Transforming challenges

Over the years following the initial transition, we experienced different kinds of challenges.

Fires, cyclones, and a global pandemic – to name a few.

Each time, our team came together and found ways to transform these challenges into possibilities.

During nationwide workforce shortages, our EduTribe FIFO program supported remote OTDCU services.

When a Defence family needed long day care in a location outside our service areas, we arranged placements with other providers via Childcare Connect.

A little care goes a long way

We understand the unique needs of Defence families and have shaped our service delivery to best support them.

Our services have prepared care packages for children that can be distributed the moment a family moves to a new location.

Each package includes a teddy bear, photographs and a card with kind words.

Each year, we host welcome events for Defence families posting to a new location.

This includes families at OTDCU services and those who have been placed in external services through Childcare Connect.

A journey of continuous improvement

Moving forward, we will remain focussed on continuously improving our services.

We will also be giving the OTDCU website a fresh new look, complete with virtual tours of each service.

Thank you to staff

We are so grateful for the opportunity to continue working with Defence families and our communities.

Thank you to our educators, our directors and all team members who support the delivery of the OTDCU.

It is your passion and commitment that has made this achievement possible.

Exceeding the NQS

We have always been focussed on continuous improvement at One Tree.

It has guided our approach to service delivery as well as our stakeholder experiences.

We continue to receive excellent feedback from our families and partners.

Our aim is to also be formally recognised as a high-quality provider.

For our children's services, this means exceeding the National Quality Standards (NQS).

Exceeding quality area 6

This financial year, five services were assessed on all seven quality areas in the NQS.

All of these services achieved an exceeding rating.

As per our strategic priorities, our goal is to achieve exceeding ratings in quality area 6.

This area is focussed on collaborative partnerships with families and communities.

More than 70% of services that were assessed on this area were rated as exceeding.

The remainder received a meeting rating.

This is great progress, but there is more work to do.

Kindergartens lead the way

We are experiencing the strongest outcomes in our kindergarten services in Victoria.

There has been a shift in mindset, leading to more out of the box thinking. More collaboration. More determination to succeed.

Supriya Sharma, Regional Manager led five of the three kindergartens to exceed the NQS.

Exceeding Practice Lead

At One Tree, we recognise hard-working, high-performing team members.

We design new roles and promote from within to support continued growth and career satisfaction.

Following her strong results, Supriya has taken on a new organisation-wide position as Exceeding Practice Lead.

"It's very exciting. I feel honoured to be given this opportunity and to be recognised at this level," said Supriya.

Supporting services and leaders

As Exceeding Practice Lead, Supriya will prepare services for assessment and rating.

She will work with service staff and leadership teams to embed best practice in all quality areas.

"I'll be working with our services and leaders to ensure they have the support they need to be successful. It's about providing the right tools and the right training as we go on this journey together."

Shaping services with families and communities

Moving forward, we will continue to focus on quality area 6.

The aim is to ensure families and communities are actively working with us to shape our services.

When we understand our families and communities, we better understand our children.

This can only lead to better outcomes for all.



Exceeding services

July 2024 – June 2025

Assessed on all seven quality areas

Braybrook Kindergarten

Ruby McWaters, Regional Manager

Konewark Child and Family Centre

Supriya Sharma, Regional Manager

Kurmboon Child and Family Centre

Supriya Sharma, Regional Manager

Seabrook Kindergarten

Jenn Jenkins, Regional Manager

Upper Beaconsfield Kindergarten

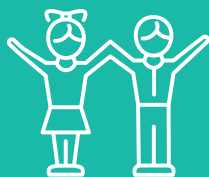
Supriya Sharma, Regional Manager

Supriya Sharma, Exceeding Practice Lead

New services

In 2024-2025, One Tree Community Services welcomed 12 new services and programs.

Children's services



Granny Glasgow (WA)

Kalkee Road (VIC)

Kowanyama (QLD)

Wunan Garndim-banjelng Badang
Yarrowoo Menewoolbtha (WA)



Community services

Connect Program (QLD)

Gunbalanya Safe House (NT)

Leonora Safe House (WA)

Kindergartens




Bena Angliss (VIC)

Billoo Park (VIC)

Eildon Parade (VIC)

Haering Road (VIC)

Lollypop Creek (VIC)



"I want to thank every one of you for being brave, strong, empathetic, kind, amazing women. Your commitment to your organisation, to each other and the vulnerable women and children who are your clients is truly outstanding. I thank you for making my time as your contract manager effortless,"

**Shaz Fielder, Contract Manager,
Northern Territory Government.**



A snapshot: community services & programs

Family Information Support and Help (FISH)

FISH assists parents and educators supporting children with complex and challenging behaviours. Ninety-six services accessed the program this year.

Healing Hearts = Strong Kids Program

This program delivers trauma informed training to service providers in the Pilbara (WA). It assists services to work with children with challenging behaviours and developmental delays.

Regional Early Years Learn and Lead (REYLL) Program

The REYLL program is offered to not-for-profit and local government-run ECEC services in regional Western Australia. There are 16 support strategies available that can assist with remote service delivery. This year, the REYLL program supported 28 services.

Safe houses

We operate four safe houses across WA and the NT. Emergency accommodation, case management and preventative outreach programs are provided. We supported 1,958 women and children last year.

“I have the deepest gratitude for the opportunity to attend your sessions. The knowledge I gained, and the meaningful moments shared were invaluable,” FISH program, 2024.

Kardu Darrikardu Numida Hostel

In Wadeye, a remote Aboriginal community in the NT, we operate the local hostel. Girls aged 11-17 years live at the hostel five days a week and are supported to attend school. Twenty-two girls attended the hostel last year.

Remote children's services

In remote Aboriginal communities in the NT, we operate four play-based long day care services that incorporate collaborative case management for vulnerable children. We supported 62 families and 68 children through these services this year.

School-based traineeships

Across WA and the NT, we work with local high schools. We offer free traineeships to students who have paid weekly placements at childcare services. Students graduate with a qualification and are offered permanent employment. We currently work with 13 schools across WA and the NT.

EduTribe and Fly-In Fly-Out (FIFO) Program

We offer a free online membership program that provides resources and training. We have more than 24,000 educators engaged nationwide. Through EduTribe, FIFO and casual educators are recruited to support services.



Children's artwork from NAIDOC excursion, Broome

Transforming challenges: Inclusion Support Program

It has been almost a decade since we began delivering the Inclusion Support Program (ISP).

We work with remote communities throughout Western Australia. Supporting children's services in the Kimberley, Pilbara and Gascoyne regions.

Over the years, we have continually found ways to improve our service delivery. To better shape our support to the unique needs of these communities.

Determined to succeed

Last year, we received a boost in funding. It enabled us to support 50 children's services with a total of 944 visits.

Overall funding was reduced by 14% this year. We adapted our approach, using technology to provide more virtual support sessions.

Despite the reduction in funding, we supported 53 services. Our team completed a total of 762 visits, including 117 virtual visits – well-exceeding our face-to-face target by more than 500%*.

Inclusion cultural lead

In early 2025, we recruited a new role for the ISP team. Traditional Owner and Yawuru Bard Elder Rowena was appointed as Cultural Lead.

Rowena supports services to reflect on and strengthen cultural inclusion practices. Practices that support Aboriginal and Torres Strait Islander children, families and educators. As well as those from diverse backgrounds.

Our team has been inspired by Rowena. Her approach has led many to achieve personal and professional growth.

**Target is 106 visits, based on two face-to-face visits for 53 services.*

Experiencing culture

Rowena and inclusion professional Andi have been working with an Out of School Hours Care (OSHC) service in Broome.

During NAIDOC week, they facilitated an excursion to Entrance Point. A place of cultural significance for the Yawuru people.

Children learned how to use natural pigments from rocks to paint faces and bodies. How the patterns and colours tell stories and have deep meaning in Yawuru culture.

The OSHC director said, "Thank you for a lovely NAIDOC excursion. It strengthened our confidence in cultural teaching and gave the children deeper respect and understanding for Elders and traditional cultural knowledge."

Working in partnership

One Tree Community Services is part of the Western Australian Inclusion Agency. It is run in partnership with Communicare and Wanslea.

Children's artwork from NAIDOC excursion, Broome

Meet our Child Safety Lead

At One Tree, we are committed to the safety and wellbeing of all children and young people.

We take a proactive approach to safety that is driven by continuously improving our practices, policies and procedures.

In early 2025, our executive team designed a child safety focussed role to lead ongoing improvements.

We wanted to help cut through the theory and complexity of child safety principles. To ensure that child safety is understood and embedded at all levels of practice.

We would like to introduce Sophie, our newly appointed Child Safety Lead.

Tell us about yourself, Sophie.

What is your professional background?

I have extensive experience in Child Protection, working in residential care, reunification, and best care frameworks. I've also led disability services and served as Child Safeguarding Officer at St John WA. My expertise spans safeguarding systems, governance, advocacy, and trauma-informed practice, alongside lived experience as a mother of three.

What attracted you to One Tree and the child safety lead position?

One Tree's commitment to rural and remote communities, Aboriginal children, and family domestic violence services resonates deeply with me. As both a child protection professional and domestic violence survivor, I am passionate about safety and prevention. This role allows me to apply experience while driving meaningful change.

As you settle into your new role, what will you focus on first?

I'll prioritise reviewing recruitment and onboarding, delivering training on child safety, and reviewing policies to reflect best practice. My focus will be on supporting compliance and continuing to embed a strong child safe culture. I will help to ensure child safety is consistently understood, prioritised and lived in daily practice.

Lastly, what does a child safe organisation look like to you?

An organisation that lives its values daily. Where children feel safe, heard, and valued, and safety is prioritised as everyone's responsibility. It fosters transparency, accountability, and robust systems that make it difficult for perpetrators to offend. It empowers children and communities to thrive through trust, inclusion, and ongoing vigilance.

Sophie Lush Newman



Meet our Social Worker

We are always looking for ways to overcome barriers. To transform challenges into possibilities.

In Victoria, there is high demand for allied health services and long wait lists.

It can be difficult to access information and services when children are experiencing developmental delays. Or engaging in challenging behaviours.

Under the Victorian Department of Education School Readiness Funding program, we have appointed a new social worker position to provide better access to support.

Meet Sarah, who will be working with children, families and educators across 10 kindergarten services.

Tell us about yourself, Sarah.

What is your professional background?

I have spent the last eight years with the Department of Education, where I worked in primary and secondary education as a social worker. Before this, I spent over 10 years in local government working in crisis outreach. Predominantly with young people aged 10-25 years old. I had many years of youth work experience before I returned to university to complete my Masters in Social Work.

What attracted you to the social worker position?

This is a unique role. I am yet to see a social worker position connected to kindergartens. I was instantly attracted to the diversity of the role. The ability to reach educators, families, and children is special to me. It means this model of support will have a greater impact.

How will you shape your role for long-term success?

As it is a new role, I have been heavily focused on developing policies and procedures to establish a strong foundation. I have engaged in many service visits to explain the role and what I can offer. Building rapport and relationships will be imperative for ongoing success. I'm grateful that my new role has capacity for growth and that I can be part of positive change in the early childhood sector.



Sarah Bowman

Finding a way: remote housing

Remote service delivery comes with its challenges. Ensuring there are sufficient staff to run the service is one piece of the puzzle. Housing them is another. Isolated communities often have limited housing options. It can be difficult to access contractors for new builds and maintenance.

At One Tree, we work with many remote and rural communities. This has led us to establish our own housing portfolio.



Yarralin house, constructed in 2021





Kalkarindji house

Our housing portfolio

We currently manage 66 houses across Western Australia, the Northern Territory (NT) and Queensland.

Most properties are leased from a range of private owners, Shires and Councils, real estate agencies and community housing providers.

Foundation Housing, and Rio Tinto through Sodexo, are two of our major housing partners.

In April 2021, we managed our first ever residential capital works project.

We built a new house in Yarralin, a remote Aboriginal community in the NT.

More recently, we considered another new build in the nearby town of Kalkarindji.

Kalkarindji floods

Two years ago, Kalkarindji was put into a state of emergency due to severe flooding.

Residents had to be evacuated, with parts of the town completely submerged.

Our staff were living in a house provided by the Victorian Daly Regional Council.

Unfortunately, the house was damaged beyond repair.

While our children's service survived, we had to shut down operations.

This was due to the lack of housing for our staff.

Opportunity knocks

To help us reopen, Gurindji Aboriginal Corporation supported our staff with temporary accommodation.

We thought the best long-term solution was to build another new property. We had done it before. We could do it again.

The Councillor for Kalkarindji learned what we were planning. As fate would have it, she was looking to put her home on the market.

We requested support from the Commonwealth Department of Education and purchased the property in January 2025.

Working together

The residential sales process was new territory, but we worked through it together.

Team members from our Perth and Darwin offices travelled to Kalkarindji to build furniture and set up the four-bedroom home.

Our Kalkarindji director was very grateful to move into the freshly furnished property.



Kalkarindji house

Our reconciliation journey

While the challenges of reconciliation are great, so are the possibilities when we transform them together.

In 2025, we mark the end of our two-year Innovate Reconciliation Action Plan (RAP).

We started with 19 RAP committee members. Now, our working group totals 33 members, and all business units are represented.

Our Aboriginal or Torres Strait Islander membership has grown from 21% to 33%.

Together, this diverse group has led us to achieve all the deliverables in our first Innovate RAP.

Building stronger relationships

Our core focus was to strengthen our relationships with First Nations peoples. We developed strategies through consultation with many communities.

Several areas were identified for improvement. Some included employment, procurement and workplace culture.



Employment

Objective:

Increase the number of Aboriginal and Torres Strait Islander staff.

Outcome:

Achieved 70% increase in number of Aboriginal and Torres Strait Islander staff*.

Procurement

Objective:

Increase Aboriginal and Torres Strait Islander supplier diversity to 3%.

Outcome:

Target exceeded – reached 4.7%.

Workplace culture

Objective:

Commission Aboriginal artwork to support cultural safety in our workplace.

Outcome:

A unique piece was developed by Yamatji woman Jasmyn Ihanimo. It is used across our internal and external marketing materials, including staff uniforms and lanyards.

About the artwork

Featuring our brand colours, the central symbol represents our head offices. Six sections reflect the states and territories where we work. Pathways flow throughout, showing how our spirit connects our people across the land and sea.

Where to next

We are currently developing our second Innovate RAP based on our learnings. We will continue to listen to and work with communities, recognising Indigenous people as experts. Together, we will shape our ongoing journey toward reconciliation.



“One Tree’s RAP has been a tool for fostering equity, mutual respect, and meaningful engagement. There has been a genuine effort to address historical injustices, while building stronger relationships with communities,”

Leeanne Pena, Cultural Practice Leader and RAP Co-Chair.

**Based on 54 staff in January 2023, compared to 93 in June 2025.*

Ieramagardu Pathways Program receives excellence award

Ieramagardu is a place close to the hearts of many at One Tree.

You may know this place as Roebourne. It is a very small town in the Pilbara, Western Australia.

We have been operating in the area for more than a decade. Now, we are supporting the community better than we ever have before. The Pathways Program (Program) has helped make this possible.

Working with community

The Program is a collaboration between Ieramagardu Elders, 6718 Yandi for Change, Roebourne District High School, the Woodside Development Fund (Woodside) and One Tree.

Together, we have shaped the Program to fit the unique needs of the community. It includes:

Gurdawarnigu Bush Kindy

Outdoor cultural learning environment at our Child & Parent Centre (CPC).

Aboriginal language program

Ngarluma and Yindjibarndi are taught at our CPC and long day care.

Mentoring and traineeships

Early Childhood Education & Care (ECEC) traineeships for local people.

Creche service

Supports parents attending training and assists with transitioning to school.

Transforming, together

Since opening the Gurdawarnigu Bush Kindy in 2024, attendance at the CPC has increased 60%.

Seven trainees have completed a Certificate III or Diploma in ECEC or Community Services through the Program. Six are currently in progress.

In 2025, Aboriginal musicians Gina Williams (AM) and Guy Ghouse (AM) were invited by One Tree to work with local Elders. Four lullabies were written and recorded in traditional languages – connecting children with Country from their earliest years.

Collaborating with Woodside

The Program has also been formally recognised. In May 2025, Woodside accepted the Australian Energy Producers Community Development Excellence Award on behalf of all involved.

Woodside's Vice President Group Corporate Affairs, Michelle Grady said, "The success of this program is a powerful example of what can be achieved through meaningful community engagement, true co-design, and effective collaboration. It highlights the importance of listening to – and learning from – our communities, and it is building a strong foundation for lasting positive change and improved early childhood outcomes in Roebourne."



Scan the QR code
to hear lullabies.

"Woodside are a true wrap around support partner. They understand the challenges and recognise us as the experts in what we do,"

Sophie Martin, General Manager Services.

Our journey in Victoria

Our journey in Victoria began almost ten years ago.

We started with two services in the south-west of Melbourne. Now, we manage 39 services across the state and work closely with eight councils and shires.

Every step of the way, we have been guided by our purpose. We have earned a reputation for transforming challenges into possibilities with people and communities.

Supporting parents

In 2021, we were approached by the Victorian Department of Education. We were appointed as the Early Years Manager (EYM) for Seabrook Kindergarten.

A volunteer parent committee was running the service as an incorporated group. The parents had limited capacity and were struggling with the complex responsibilities.

We were asked to step in as consultants. To support the committee in winding down the incorporation and transferring the service to us.

Seabrook exceeds

Seabrook was rated as exceeding the National Quality Standards (NQS) in November 2024.

We have retained 90% of the original staff since the transition. Some team members are approaching milestones of up to 20 years at the service.

Working with remote communities

While we were consulting with Seabrook, another opportunity arose. We were invited to tender for Apollo Bay Kindergarten.

Apollo Bay is a remote coastal town with a small community in the south-west of Victoria.

We were well-suited to take on the kindergarten. We have expertise in working with communities to deliver remote services.

Shaping Apollo Bay

Colac Otway Shire (Shire) appointed One Tree as the EYM in 2021.

At the time, the kindergarten was managed by a volunteer parent committee. Once again, we supported the parents to wind down and transfer the service to us.

We reopened the kindergarten at a newly built facility at the local school.

Apollo Bay exceeds

The educators at Apollo Bay Kindergarten smoothly transitioned to One Tree. There was a clear alignment in values and approach, which continues to this day.

Some of the original parent committee members continue to work with us. They serve on the parent advisory group for the kindergarten.

In August 2025, the service was rated as exceeding the NQS.

Supporting the Shire

Our team is helping to shape services throughout the Colac Otway region.

We attend regular networking meetings where we consult on the challenges of remote service delivery.

Our educators have also been invited to share their program and practice at local conferences.

“The successful transition of Apollo Bay Kindergarten to One Tree Community Services, and its recent exceeding rating, is a testament to the strength of collaboration between local families, the Department of Education, and our valued service partners.” **Sharyn Ryan,**
Family & Children Services
Coordinator Colac Otway Shire



Our national impact



Our team

1,243 team members

629 new employees

9.2% reduction in turnover



Children's services

76 children's services supporting
3,998 children and **3,576** families

Includes:

23 long day cares

27 kindergartens

6 Out of School Hours Care services

20 One Tree Defence Childcare
Unit services, including Childcare Connect

101 families supported through Childcare Connect





Community services

130* community services and programs

4,511* children and families supported

Includes:

Safe houses, parenting programs, industry support, cultural safety and support, trauma support, counselling, youth accommodation, inclusion support and child and parent centres.

**Includes support provided to external services*



Registered Training Organisation

13 trainers and mentors

109 schools and services supported with traineeships

260 trainees and students enrolled



EduTribe

24,338 database subscribers

151 resources

11,557 downloads



Pannawonica FIFO program renewed

Last year, mining company Rio Tinto partnered with us to implement a Fly-In Fly-Out (FIFO) pilot program. We established a rostered workforce of full-time FIFO educators. Our aim was to support remote service delivery in Pannawonica, Western Australia. It was the first program of its kind in early childhood education and care.

A partnership built on trust

We have worked in partnership with Rio Tinto for almost two decades.

The team at Rio Tinto saw the possibilities of the FIFO program. How it could create consistency and provide stability. Improving outcomes for services, staff and families alike.

The initial 12-month period was a success. Funding has now been renewed for an additional two years, with an option to extend.

Rio Tinto has also funded the construction of new facilities in Pannawonica to increase our capacity to support community.

Impact on community

Our Pannawonica service has always been in high demand. For many years, we were limited to 24 placements.

In June 2025, we moved into the new facilities. We now have capacity for up to 70 children.

Bianca Evans, Rio Tinto Superintendent and parent said, "The new facility has made a huge difference – not only for my family, but for much of the Pannawonica community. It's incredibly reassuring to know our children are cared for in a beautiful, purpose-built space.

Being part of the team that helped deliver this facility has been a proud moment. It's a true testament to what can be achieved through collaboration."

Small in scale, large in heart

Based in the Pilbara region, Pannawonica has a population of less than 1,000 people.

It was created by Rio Tinto as a home base for mining workers. Over time, it has transformed into a thriving community.

Together, we have shaped the service to fit their unique identity.

Shaped to community

Kuruma Elders named the new service Mangkurla-Ngaarntu Maya. In Yinjibarndi, it means children's house.

Aboriginal artwork is featured throughout. It captures the local landscape, including the two rivers, major watering holes and the spinifex grass.

The rodeo is particularly special to this community. Thousands come from miles around to experience the Pannawonica Rodeo.

Our team have integrated rodeo elements into the service, including saddles, hats and other memorabilia.

Finding home

Out of School Hours Care coordinator Chloe was part of the FIFO pilot.

She loved the community and has since moved to Pannawonica.

"I moved to Pannawonica due to the amazing team making it feel like home. The community instantly becomes your family".



PANNAWONICA
EARLY CHILDHOOD
CENTRE



The opening of Mangkurla-Ngaarmtu Maya.

Rodeo display inside the service.



The new facility funded by Rio Tinto.



“From the sandpit adventures to the joyous bike rides, every memory our son carries is filled with happiness and gratitude,” **Altona North Children’s Service, 2024**



Shaping kindergartens with Councils

The early childhood sector in Victoria is going through a period of change.

Under the Best Start, Best Life reforms, kindergarten programs will operate with increased hours.

At the same time, there are forecasts of strong population growth and increased demand for kindergarten services.

We are working with councils to prepare our services for what's to come.

Timbertop Early Learning Centre

Located in the City of Melton (City), this service operates as a two-room long day care and a three-room kindergarten.

Our kindergarten programs for three and four-year-olds have always been in high demand. More than 100 families have been on the waitlist.

This level of need will only continue to increase. The local population is expected to double by 2046.

Collaborating with the City, we are currently reshaping the long day care spaces into additional kindergarten rooms.

Our team has been supporting our long day care families throughout this transition – helping them to find suitable placements at nearby services.

Altona North Children's Service

Altona North Children's Service (Altona North) is also a combined kindergarten and long day care.

We have worked closely with Hobsons Bay City Council (Hobsons Bay) to manage a series of service upgrades.

Hobsons Bay secured funding from the Victorian Department of Education to increase the licensed capacity of the sessional kindergarten.

An additional room was constructed to cater for an extra 44 placements. This could allow up to 88 more children to access kindergarten programs at the service.

Renovations were undertaken to improve the kitchen, bathrooms, foyer and office space.

Environment as the third teacher

Altona North was also awarded a \$200K Building Blocks Grant from the Victorian School Building Authority. The grant was used to transform the yard for the long day care.

Under the Reggio Emilia philosophy, we believe in the environment as the third teacher. That the outdoors should be an extension of the indoor learning environment.

It was important to create a space that was fit for community, while supporting early learning and development needs.

Inviting feedback

We consulted with Hobsons Bay and our families throughout every stage of the process.

Children, staff and the local community were given opportunities to vote on designs.

The primary school and allied health professionals were also invited to provide feedback.

Hear from the children of Altona North on their favourite parts of the new yard.

"The water pump! I love the digging patch because I can be a construction man."

"The sand pit because I like making castles."

"Climbing on the logs, swinging on the swing and playing in the sandpit."

Shaping safe places together in Leonora

For the past decade, we have been supporting women and children escaping violence in Laverton. A remote town in Western Australia.

Throughout this time, we have also worked with the neighbouring town of Leonora. This work has now led to another opportunity.

Driven by community

In collaboration with its residents, the Shire of Leonora (Shire) developed the Safer Leonora Plan. A five-year strategy to improve community outcomes.

Together, the Shire and the community strongly advocated for a safe house. This would support its existing family and domestic violence programs.

The Department of Communities (WA) responded by committing \$1.7M to the delivery of a new safe house.

Invited to tender

The community recognised the impact of our approach in Laverton. How we listened to local voices and worked together to shape the service.

We were invited to tender for the new safe house, with the support of the Safer Leonora Working Group and other local organisations.

In January 2025, we were awarded the contract.

Shared service delivery

The Leonora safe house has been made possible through the local community. We are grateful for the opportunity to work with them.

Managing a second service in the Goldfields-Esperance region enables our team to combine resources and share service delivery.

Once operational, the Leonora safe house will use the same 24-hour, on-call model as our Laverton service.

Our team will provide ongoing, follow-up support to clients. We will also run educational programs and community outreach services for early intervention and prevention.

A culturally safe space

The Waalitj Foundation (Waalitj) is an Aboriginal Community Controlled Organisation with a strong presence in Leonora.

Through Waalitj, we have formed relationships with local community members and Elders.

A female Elder with strong connections to various clan groups has advised on the landscaping. The yard will include a bush medicine garden.

She has also assisted with developing a name for the service. Warta Kutuju, meaning to be one or One Tree in local Wongai language.

School children are preparing artwork for the service. It will include the names of local families and Elders.

Opening the service

Building works are currently underway to convert an existing property for the safe house.

It is anticipated the service will open in the latter part of 2025.

More possibilities for RTO

Keep doing good work and opportunities will find you.

We have always been guided by this approach at One Tree Community Services.

Our Registered Training Organisation (RTO) is a strong example of bringing this to life.

First completion in Community Services

In 2023, our RTO was approved to deliver two new qualifications. Certificate II and Certificate III in Community Services.

Two years on, our first trainee has completed her Certificate III.

Our trainee works with The Wunan Foundation (Wunan). An Aboriginal Community Controlled Organisation (ACCO) in the Kimberley (WA).

We have a strong partnership with Wunan. Together, we opened a new Early Childhood Education and Care service in Kununurra to meet community needs.

Co-delivering this service has opened the door to collaborating in other ways.

We now support nine trainees working across two of Wunan's Child & Parent Centres (CPCs).

Four are working towards a Certificate II in Community Services. Five are working towards a Certificate III.

Eight of the nine trainees identify as Aboriginal or Torres Strait Islander.

Culturally safe training

Our trainers are very experienced in working with Aboriginal communities.

Every six weeks, our team travels from Perth to the Kimberley to deliver training.

Our culturally safe approach combined with our face-to-face model plays a big part in driving positive outcomes.

A new opportunity

The Kununurra Waringarri Aboriginal Corporation (KWAC) is another ACCO in the Kimberley.

KWAC runs community programs for local families and young people.

The organisation discovered how we were supporting trainees with Wunan.

We now have five students at KWAC on a fee for service model.

Unique units

Our experiences have also led us to collaborate with industry training council Community Skills WA (CSWA).

CSWA identified a gap in the Community Services qualifications and developed two new units.

One Tree was approved to deliver these unique modules as part of the Certificate II traineeship.

The units are tailored to working with playgroups in Aboriginal communities.

For our trainees working in CPCs, these modules will be particularly valuable.



2024-2027 strategic priorities

In the 2024-2025 financial year, we delivered on 87.5% of the objectives set in our strategic plan.

Across the board, there were strong outcomes and ongoing improvements. Even in areas where targets were not met.

There is a large piece of work currently underway to plan for the future of the organisation.

This will ensure our operational structure continues to support growth, innovation, talent, quality and agility for years to come.



Our spirit

Working together,
meeting the challenge,
determined to lead.



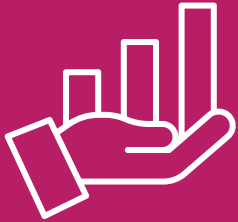
Our purpose

Transforming challenges
into possibilities
with people and
communities.



Our values

Professionalism,
Equality and
Transparency.



Purpose & quality

71%

of services that were assessed on National Quality Standards (NQS) quality area 6 in FY24-25 achieved an exceeding rating.

100%

target achieved of partners and funding officers providing positive feedback.

85%

of families that provided negative feedback were satisfied with the outcome.

86%

of families moving on from our services provided positive feedback.



Talent

80%

of trainees completed the year, either continuing training or becoming qualified and employed

9.2%

reduction in staff turnover



Structure

Projects that went live:

EduTribe
website

Childcare
management
software

Finance
software



Growth and financial responsibility

83%

of capped placements booked in children's services

10.55%

net asset growth

13.24%

increase on budgeted surplus

Board of Directors



David Beattie CHAIR
BOARD MEMBER SINCE 2008
*Master of Business Administration,
Fellow of Chartered Institute of
Management Accountants (FCMA)*

David brings more than 15 years of experience as a Chief Financial Officer with various commercial organisations. He has extensive experience in general and financial management, corporate governance and commercial activities.



Zeljko Krestelica VICE CHAIR
BOARD MEMBER SINCE 2009
*Certificate IV Training & Education,
Graduate Diploma Social Science
– Counselling, Bachelor of Arts
Philosophy & German Language and
Literature, Diploma German*

Zeljko has extensive skills and experience in family and workplace mediation and counselling. Having worked in three countries, he has a deep understanding of cross-cultural issues. Since 2016, he has been the owner and managing director of a small, successful company.



Louise Lamont MEMBER
BOARD MEMBER SINCE 2024
*Master of Arts Human Services,
Graduate Diploma in Counselling,
Certificate IV in Workplace Training
and Assessment, Certificate in
Understanding Childhood Trauma,
Certificate in Public
Sector Management*

Louise has spent 35 years in senior positions within the not-for-profit community services sector, and with State and Federal Government. She is a founding member and convenor of the peak body Domestic Violence Action Groups of WA and a long-term member of the WACOSS Children's Policy Advisor Council.



Gordon Melsom MEMBER
BOARD MEMBER SINCE 2016
*Post Graduate Business, Member of
the Australian Institute of Company
Directors (MAICD)*

Gordon has been a CEO in for profit and not-for-profit organisations for over 25 years. He is a former lecturer in management studies at Edith Cowan, Curtin Graduate School of Management and Notre Dame universities and is an experienced coach and mediator.



Brianna Friberg MEMBER
BOARD MEMBER SINCE 2024
*Bachelor of Laws, Bachelor of Arts
(Psychology), Graduate Diploma of
Legal Practice, Nationally Accredited
Meditator, Australian Institute of
Company Directors Course*

Brianna has over 10 years' experience working as an employment lawyer. Currently she works as a mediator and teaches in the University of Western Australia's Mediation Clinic. Brianna is also on the Board of Injury Matters and Swan Care Group Inc.



Richard Beck MEMBER
BOARD MEMBER SINCE 2024
*Chartered Engineer, Bachelor of
Science in Engineering, Master of
Science in Engineering, Master of
Business Administration, Fellow of
the Institution of Engineering and
Technology (London)*

Richard has 40 years' experience working in the major capital assets arena. He has extensive experience at management level in global organisations. Richard is the co-founder of a global AI business and has served on boards of international companies.



Tamsyn Howard MEMBER
BOARD MEMBER SINCE 2025
*Bachelor of Education & Training
Studies, Certificate in Training
Practice: Chartered Institute of
Personnel Development, ISO
Certified Auditor: QMS UK*

Tamsyn has over 20 years' experience leading strategic people, culture, and governance functions. She brings a deep understanding of workforce strategy, organisational transformation, risk, and stakeholder engagement, developed in Australia and internationally.

Inaugural Board meeting in Darwin

In 2025, we held our first Board meeting in the Northern Territory. Accompanied by several members of our team, the Board visited our Darwin office and journeyed to Wadeye.

A small group also toured One Tree Defence Childcare Unit Kids Brigade near Darwin.

Larrakia Country

In the capital city, a Welcome to Country and saltwater ceremony took place at the Darwin waterfront.

Our Board and team members were welcomed by Larrakia man James Parfitt, nephew of local Elder Richie Fejo.

Wadeye service tour

The group undertook a day trip to remote Aboriginal community Wadeye. Together, they visited our three services.

Local Elder Margaret Perdjert provided a Welcome to Country at the Children and Family Centre.

RAP review

Members of our Reconciliation Action Plan working group reviewed our proposed Innovate RAP.

This included Board representative Gordon Melsom, Cultural Practice Leader Leeanne Pena and Reconciliation WA life member Irina Cattalini.

Stronger connections

This was the first time the directors engaged with our community services.

It was a truly special experience that strengthened the connections between our Board, our services and our teams.

“Seeing the resilient community of Wadeye and the incredible work being undertaken gave me pride in being a part of One Tree.” **Brianna Friberg, Board Member.**



CEO Karri Hillier pictured with team on Wadeye flight

Wadeye charter plane



Irina Cattalini awarded Medal of the Order of Australia

We are very proud of our Executive Director Irina Cattalini for being recognised with a Medal of the Order of Australia.

Part of the King's Birthday Honours List, the Order of Australia celebrates outstanding service and exceptional achievement.

Irina was acknowledged in the general division for her service to community. This included her eight years with One Tree Community Services, as well as her many other roles and accomplishments.

Nominations for the Order of Australia must demonstrate how the nominee has gone above and beyond to make a difference.

Each nominee must also receive a recommendation from the Council of the Order of Australia and the approval of the Governor-General to be successful.

This is among the highest form of recognition an individual can receive for service to community in Australia. It comes as no surprise that Irina would receive such an accolade. We are very fortunate to have Irina in our executive and leadership team.



Executive team



Karri Hillier
Chief Executive Officer
EMPLOYEE SINCE 2008

Karri began her career as a youth worker in the 1980s. Her aptitude for finding innovative solutions to social disadvantage led to early opportunities in management roles.

In the 1990s, she attained a Bachelor of Arts in Training and (Organisational) Development, graduating as a member of the Golden Key Society. Continuing to work while studying, Karri held several positions in senior management or as a chief executive officer.

Karri has led One Tree from 11 childcare services in WA to a national organisation with 104 children and community services, including a Registered Training Organisation (RTO). During this time, income has increased from \$3M to \$87M.



Coral Callan
Executive Director
EMPLOYEE SINCE 2010

Growing up in a remote, rural town, Coral began her career as an educator in Port Hedland. Three years later, she took on a leadership role in a multi-functional Indigenous children's service.

Relocating to the Goldfields in 2004, Coral worked for the local Aboriginal health service as an early year's strategist. She undertook a research program that conducted a skills audit on the available services for families in the region.

Over the past 15 years, Coral has been instrumental in expanding One Tree's national footprint. She oversees 52 services across WA, NT, NSW, ACT and VIC, including the Melbourne corporate office. Her responsibilities cover contract management, quality assurance and workplace relations.



Irina Cattalini OAM
Executive Director
EMPLOYEE SINCE 2017

Irina began her career in public policy advocacy, followed by a focus on community and children's services. She has held senior positions in the Conservation Council of WA, and the WA Council of Social Service (WACOSS), where she served as CEO.

Irina worked with representatives of the Stolen Generation to establish Reconciliation WA and continues to serve as a founding board member. She is an independent director of Gumala Investments, supporting three Pilbara-based Aboriginal language groups.

Since joining One Tree, Irina has led diverse portfolios, and now oversees 52 services across WA, NT and NSW, including the RTO. Irina's responsibilities include cultural practice, finance, people and culture, ICT and corporate services. In 2025, she was awarded the Medal of the Order of Australia for her service to community.

Leadership team

Ruth Civelse

Executive Manager
Services, Melbourne
EMPLOYEE SINCE 2016

Claire McManus

Executive Manager
Services, Central
EMPLOYEE SINCE 2012

Alisa Bradley-Moore

General Manager
Finance, Central
EMPLOYEE SINCE 2021

Renee Cass

General Manager
Corporate Services, Central
EMPLOYEE SINCE 2025

Sarah Dingle

General Manager
Services, Central
EMPLOYEE SINCE 2019

Keryn Lewis

General Manager
Services, Central
EMPLOYEE SINCE 2014

Sophie Martin

General Manager
Services, Central
EMPLOYEE SINCE 2018

Lorensz Senn

General Manager
Finance, Melbourne
EMPLOYEE SINCE 2019

Sarah Short

General Manager
People and Culture
EMPLOYEE SINCE 2013



**Lia
Jones**

Executive Manager
Finance, National
EMPLOYEE SINCE 2018



**Sam
Bullen**

General Manager
Registered Training Organisation
EMPLOYEE SINCE 2003



**Nicki
Cahill**

Payroll Manager
Finance
EMPLOYEE SINCE 2020



**Henriette
Herbst**

General Manager
Fees & Enrolments
EMPLOYEE SINCE 2019



**Tania
Iezzi**

General Manager
Corporate Services, Melbourne
EMPLOYEE SINCE 2019



**Brad
Miller**

General Manager
Kindergartens
EMPLOYEE SINCE 2014



**Paul
Morrison**

ICT Manager
Corporate Services
EMPLOYEE SINCE 2023



**Shellie
Taia**

General Manager
Kindergartens
EMPLOYEE SINCE 2019



**Annelise
Van Zyl**

General Manager
Defence Childcare Unit
EMPLOYEE SINCE 2016



Financial overview

2024/2025 year

The 2024–2025 financial year was one of stability and responsible growth. Despite increased operating costs and workforce pressures across the childcare sector, we maintained strong enrolments and achieved a modest operating surplus.

Total income for the year was \$87M up from \$76M in the previous year – an increase of 14%. We closed the year with a surplus of \$553,244 and net assets improved from \$5.2M to \$5.7M. The majority of funds generated were reinvested to enhance service quality, support above-award remuneration for our dedicated staff, and improve facilities for children and families. This reflects our continued commitment to our strategic plan objectives of financial sustainability and the delivery of high-quality early education and care.

Significant progress was made in upgrades across our Western Australian services thanks to the generosity and support we received from Lotterywest. The substantial redevelopment at our Derby service is nearing completion and represents a transformational investment in our educators, families and the local community. These improvements have further enhanced our learning environments and our commitment to quality.

We commenced investment in a major ICT cloud migration program with the transition to new childcare and finance management software. This investment will enable us to support business growth and innovation, increase client satisfaction, and ensure we have the capability for long-term strategic performance.

Our impact across Australia is reaching far and wide. We expanded our service operations with the addition of 12 new services and programs across WA, VIC, QLD, and the NT. In partnership with Rio Tinto, we commenced our first full-time Fly-In Fly-Out (FIFO) program in Pannawonica.

Government support and community partnerships continue to play a vital role in keeping childcare affordable for families and ensuring long-term sustainability. We are grateful for the continued support from our existing and new funding partnerships who see the value in our work and enable us to make a lasting impact. Thanks also to Barry-John Rothman and his audit team at Dry Kirkness for their ongoing advice and support.

Behind every successful service and program we run is the finance and payroll team. They are the steady backbone that keeps the organisation moving, ensuring people, systems and finances all work in harmony so we can focus on delivering outcomes. We sincerely thank the team for their dedication, professionalism, and continued commitment to supporting every part of the organisation.

One Tree remains in a strong financial position, with a secure foundation to continue to focus on financial sustainability and service quality. Through prudent financial management and the support of our partners, we remain committed to providing high-quality transformative services with people and communities across Australia.



*"Thanks for all your hard work.
You have some pretty amazing
and resilient people in your team,"*
Wadeye Hostel and Safe House, 2025.

Financial overview

Statement of profit or loss and other comprehensive income

	2025 \$	2024 \$
RECURRENT OPERATIONS		
Revenue	85,434,700	75,146,696
Finance income	721,271	547,099
Consumables and service delivery	(4,532,911)	(3,997,381)
Depreciation and amortisation expense	(72,273)	(142,928)
Employee benefits expense	(66,873,302)	(57,509,818)
Finance costs	(48,782)	(45,257)
Insurance expenses	(722,405)	(587,847)
Impairment losses on receivables	(32,106)	(4,286)
IT expenses	(1,244,292)	(1,266,248)
Motor vehicle expenses	(1,039,949)	(776,721)
Other expenses	(2,365,882)	(2,231,596)
Rent and outgoings	(2,255,011)	(1,696,900)
Repairs and maintenance	(1,204,537)	(771,981)
Telephone and internet	(519,396)	(436,103)
Training and other staff related expenses	(2,127,743)	(2,613,214)
Travel expenses	(2,593,584)	(2,008,907)
Utilities	(666,610)	(550,008)
(Deficit)/Surplus from recurrent operations	(142,812)	1,054,600
NON-RECURRENT OPERATIONS		
Revenue	1,198,821	603,776
Grant funded expenses	(502,765)	(549,925)
Surplus from non-recurrent operations	696,056	53,851
Surplus before income tax	553,244	1,108,451
Income tax expense	-	-
Surplus for the year	553,244	1,108,451
Other comprehensive income, net of income tax	-	-
Total other comprehensive income for the year	-	-
Total comprehensive income for the year	553,244	1,108,451

Financial overview

Statement of financial position

	2025 \$	2024 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	18,833,862	19,601,634
Trade and other receivables	7,312,664	3,911,365
Other assets	431,730	560,691
TOTAL CURRENT ASSETS	26,578,256	24,073,690
NON-CURRENT ASSETS		
Property, plant and equipment	46,708	1,126,236
TOTAL NON-CURRENT ASSETS	46,708	1,126,236
TOTAL ASSETS	26,624,964	25,199,926
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	4,163,252	4,367,020
Borrowings	24,600	1,189,588
Contract liabilities	6,377,415	6,051,282
Employee benefits	9,316,717	7,588,849
TOTAL CURRENT LIABILITIES	19,881,984	19,196,739
NON-CURRENT LIABILITIES		
Employee benefits	946,996	760,447
TOTAL NON-CURRENT LIABILITIES	946,996	760,447
TOTAL LIABILITIES	20,828,980	19,957,186
NET ASSETS	5,795,984	5,242,740
EQUITY		
Accumulated funds	5,795,984	5,242,740
TOTAL EQUITY	5,795,984	5,242,740

Our supporters

GOVERNMENT

COMMONWEALTH

Australian Department of Education
Defence Member Family Support Branch
Department of Education and Training
Department of Social Services
National Indigenous Australians Agency
Regional Development Australia

STATE

Department of Communities (WA)
Department of Education (NSW)
Department of Education (QLD)
Department of Education (VIC)
Department of Education (WA)
Department of Territory Families, Housing and Communities (NT)
Department of Training and Workforce Development (WA)
Kimberley Development Commission (WA)
Lotterywest (WA)
Northern Territory Government (NT)
Pilbara Development Commission (WA)
Victorian Government (VIC)
Victorian School Building Authority (VIC)

LOCAL

Cardinia Shire Council (VIC)
City of Karratha (WA)
City of Maribyrnong (VIC)
City of Melbourne (VIC)
City of Melville (WA)
Colac Otway Shire (VIC)
Hobsons Bay City Council (VIC)
Horsham Rural City Council (VIC)
Knox City Council (VIC)
Kowanyama Aboriginal Shire Council (WA)
Melton City Council (VIC)
Mitchell Shire Council (VIC)
Shire of Ashburton (WA)
Shire of Coolgardie (WA)
Shire of Derby West Kimberley (WA)
Shire of Exmouth (WA)
Shire of Laverton (WA)
Shire of Leonora (WA)
Town of Port Hedland (WA)
Victoria Daly Regional Council (NT)
West Daly Regional Council (NT)
West Pilbara Communities for Children (WA)
Wyndham City Council (VIC)

PARTNERS

Aboriginal Wellness Foundation
Andrews Community Kindergarten Inc.
Australian Education Union
Avonsleigh Pre School Inc.
Communicare
Community Skills WA
Demed Aboriginal Corporation
Emerald Pre School Inc.
Goolum Goolum Aboriginal Co-operative
Nar Nar Goon Kindergarten Inc.
Narragunnawali
Ngarluma Yindjibarndi Foundation Ltd (NYFL)
Pakenham Heights Kindergarten Inc.

Pakenham Kindergarten Inc.
Reconciliation Australia
Reconciliation Northern Territory
Reconciliation Victoria
Reconciliation Western Australia
The Wunan Foundation
Uniting (Victoria and Tasmania) Limited
Upper Beaconsfield Kindergartens Assoc. Inc.
Victorian Aboriginal Child and Community Agency
Walangeri Ngumpinku Aboriginal Corporation
Wanslea Early Learning and Development
Wyndham Early Years Panel (VIC)
Yooralla



CORPORATE

1Place

AngloGold Ashanti

ANZUK Education

BHP

Chevron

Early Learning Association
Australia (ELAA)

Early Childhood
Australia (ECA)

East Kimberley Chamber of
Commerce and Industry

Educational Experience

EnrolNow

Gold Fields Australia

Indigenous Land and
Sea Corporation

Lynas Rare Earths

McArthur

RecruitmentNighthawk
Transport

Onslow Chamber of
Commerce and industry

Rio Tinto

Storypark

TechnologyOne

Woodside
Development Fund

Xap Technologies

COMMUNITY

6718 Yandi For Change

Brentwood Primary School

Cooerwull Public School

Derby District SchoolEast
Kimberley Job Pathways

EPIC Inc.

Foodbank

Foundation Housing Ltd.

GIVIT

Gumala Aboriginal
Corporation

Gurindji Aboriginal
Corporation

Healing Place Alliance

Indigenous Literacy
Foundation

Kalkarindji District School

Kardu Diminin Corporation

KindiLink

Koling-wada-ngal

Kurrun Primary School

Languageloop

Lithgow Public School

Mawarnkarra

Minara Community
Foundation

Miriwoong Language Nest

Mundijong Primary School

Murin Travel and
Freight Services

Murrinhpatha Nimmipa Store

Ngalkarrang-Wulungann
Aboriginal Trust

Ngunga Group Womens
Aboriginal Corporation

Northern Land Council

OLSH Thamarrurr
Catholic College

Pakaanu Aboriginal
Corporation

Pannawonica Primary School

Police and Community
Youth Centres (PCYC) Inc.

Roebourne District
High School

Saint Joseph's Catholic
Primary School Kununurra

St Patrick's Community
Support Centre

Thamarrurr Development
Corporation

Thamarrurr Youth
Indigenous Corporation

Waalitj Foundation

Winun Ngari Aboriginal
Corporation

Yaandina Community
Services

Yarralin Primary School



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Children's services (CS)

VIC	Altona Meadows CS <i>Wathaurong Country</i>
VIC	Altona North CS <i>Wathaurong Country</i>
WA	Bernice McLeod CS <i>Thalanyji Country</i>
WA	Bulgarra CS <i>Ngarluma Country</i>
WA	Derby CS <i>Nyikina Country</i>
WA	Granny Glasgow CS <i>Yinggarda Country</i>
WA	Gurlu Gurlu Maya CS <i>Ngarluma Country</i>
NT	Kalkarindji CS <i>Gurindji Country</i>
VIC	Kalkee Road CS <i>Wotjobaluk, Jaadwa, Jadawadjali, Wergaia & Jupagulk Country</i>
WA	Kambalda CS <i>Ngadju Country</i>
QLD	Kowanyama CS <i>Kokobera, Yir Yoront (or Kokomnjen) & Kunjen Country</i>
WA	Kununurra OSHC <i>Miriwoong Country</i>
WA	Len Taplin CS <i>Karriyarra Country</i>
WA	Mangkurla-Ngaarntu Maya Service <i>Kuruma Marthudunera Country</i>
WA	Mangkurla-Ngaarntu Maya OSHC <i>Kuruma Marthudunera Country</i>
WA	Millars Well CS <i>Ngarluma Country</i>
WA	Onslow CS <i>Thalanyji Country</i>
WA	Paraburdoo CS <i>Yinhawangka Country</i>
WA	South Hedland CS <i>Karriyarra Country</i>
VIC	Timbertop Early Learning Centre <i>Wurundjeri Country</i>
NT	Wadeye CFC <i>Kardu Diminin Country</i>
WA	Wickham CS <i>Ngarluma Country</i>
WA	Woothoo-woothoong thoon Ninggoowoong Dawang CS <i>Miriwoong Country</i>
WA	Wunan Garndim-banjelng Badang Yarrowoo Menewoolbtha CS <i>Miriwoong Country</i>
NT	Yarralin CS <i>Walangeri Country</i>
NT	Yera CS <i>Kungarakana & Warai Country</i>



Defence Childcare Unit (OTDCU)

VIC	Childcare Connect <i>Boonwurrung Country</i>
VIC	OTDCU Cerberus <i>Boonwurrung Country</i>
QLD	OTDCU Coral Sea <i>Thul Garrie Waja & Gurrumbilbarra</i>
VIC	OTDCU Coventry <i>Boonwurrung & Wurundjeri Country</i>
VIC	OTDCU East Sale <i>Gunai Kurnai Country</i>
QLD	OTDCU Enoggera <i>Turrbal/Jagera Country</i>
WA	OTDCU Flying Start <i>Whadjuk Country</i>
NSW	OTDCU Kangaroo Cottage <i>Yuin Country</i>
NT	OTDCU Kids Brigade <i>Larrakia Country</i>
NSW	OTDCU Kids Crew OSHC <i>Yuin Country</i>
NSW	OTDCU Little Diggers <i>Eora Country</i>
NSW	OTDCU Little Eagles <i>Dharug Country</i>
NT	OTDCU Little Geckos <i>Wardaman & Jawoyn Country</i>
VIC	OTDCU Puckapunyal LDC <i>Taungurung Country</i>
VIC	OTDCU Puckapunyal OSHC <i>Taungurung Country</i>
ACT	OTDCU Russell Hill <i>Ngunnawal Country</i>
NSW	OTDCU The Blue House OSHC <i>Dharug Country</i>
WA	OTDCU The Sunny Child <i>Whadjuk Country</i>
NSW	OTDCU Tingira <i>Yuin Country</i>
VIC	OTDCU Williams <i>Boonwurrung Country</i>



c-Verse OSHC

WA	Brentwood OSHC <i>Whadjuk Country</i>
NSW	Cooerwull OSHC <i>Wiradjuri/Dharug Country</i>
NSW	Lithgow OSHC <i>Wiradjuri/Dharug Country</i>
WA	Mundijong OSHC <i>Whadjuk Country</i>

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Kindergarten

- VIC Altona Gate Kindergarten *Wathaurong Country*
- VIC Altona North Kindergarten *Wathaurong Country*
- VIC Andrews Community Kindergarten *Boonwurrung Country*
- VIC Apollo Bay Kindergarten *Eastern Maar Country*
- VIC Avonsleigh Preschool *Wurundjeri Country*
- VIC Balim Balim Kindergarten *Wathaurong Country*
- VIC Bena Angliss Kindergarten *Wurundjeri & Bunurong Country*
- VIC Billoo Park Kindergarten *Wurundjeri & Bunurong Country*
- VIC Braybrook Early Learning Centre *Wurundjeri Country*
- VIC Eildon Parade Kindergarten *Wurundjeri & Bunurong Country*
- VIC Emerald Preschool *Wurundjeri Country*
- VIC Haering Road Kindergarten *Wurundjeri & Bunurong Country*
- VIC Henry Family Children's Centre *Boonwurrung Country*
- VIC Homegarth Community Kindergarten *Boonwurrung Country*
- VIC Konewark Child and Family Centre *Boonwurrung Country*
- VIC Kurmboon Child and Family Centre *Boonwurrung Country*
- VIC Lollypop Creek Kindergarten *Wadawurrung Country*
- VIC Nar Nar Goon Kindergarten *Boonwurrung Country*
- VIC Pakenham Heights Kindergarten *Boonwurrung Country*
- VIC Pakenham Kindergarten *Boonwurrung Country*
- VIC Puckapunyal Kindergarten *Taungurung Country*
- VIC Riverwalk Primary School Kindergarten *Wadawurrung Country*
- VIC Seabrook Kindergarten *Boonwurrung Country*
- VIC Timbertop Early Learning Centre *Wurundjeri Country*
- VIC Upper Beaconsfield Kindergarten *Boonwurrung Country*
- VIC Upper Beaconsfield McBride Road Kindergarten *Boonwurrung Country*
- VIC Werribee West Family Centre *Wadawurrung Country*

Community services

- QLD Connect Program *Kokoberra, Yir Yoront (or Kokomnjen) & Kunjen Country*
- WA Executive Coaching Program *Whadjuk Country*
- WA Family Information Support and Help (FISH) *Whadjuk Country*
- NT Gunbalanya Safe House *Gumurdul Country*
- WA Gurlu Gurlu Maya CPC *Ngarluma Country*
- WA Healing Hearts = Strong Kids Program *Whadjuk Country*
- WA Ieramagardu Pathways Program *Ngarluma Country*
- WA Laverton Crisis Intervention Service (LCIS) *Wongatha Country*
- WA Leonora Safe House *Wongatha Country*
- NT RAMF DV Program *Larrakia Country*
- WA Remote ECT Mentoring Program *Ngarluma Country*
- WA REYLL program (regional) *Whadjuk Country*
- NT Wadeye Kardu Darrikardu Numida Hostel *Kardu Diminin Country*
- NT Wadeye Safe House *Kardu Diminin Country*
- WA WA Inclusion Agency Broome *Yawuru Country*
- WA WA Inclusion Agency Karratha *Ngarluma Country*
- WA WA Inclusion Agency Kununurra *Miriwoong Country*
- VIC Wayipungitj Initiative *Boonwurrung Country*

Community services - Pathways Program

- WA Pathways Program Derby *Nyikina Country*
- WA Pathways Program Kununurra *Miriwoong Country*
- WA Pathways Program Port Hedland *Karriyarra Country*
- WA Pathways Program Roebourne *Ngarluma Country*
- WA Pathways Program South Hedland *Karriyarra Country*

Registered Training Organisation

- WA RTO Central *Whadjuk Country*
- NT RTO Darwin *Larrakia Country*
- WA RTO Karratha *Ngarluma Country*
- WA RTO Port Hedland *Karriyarra Country*



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