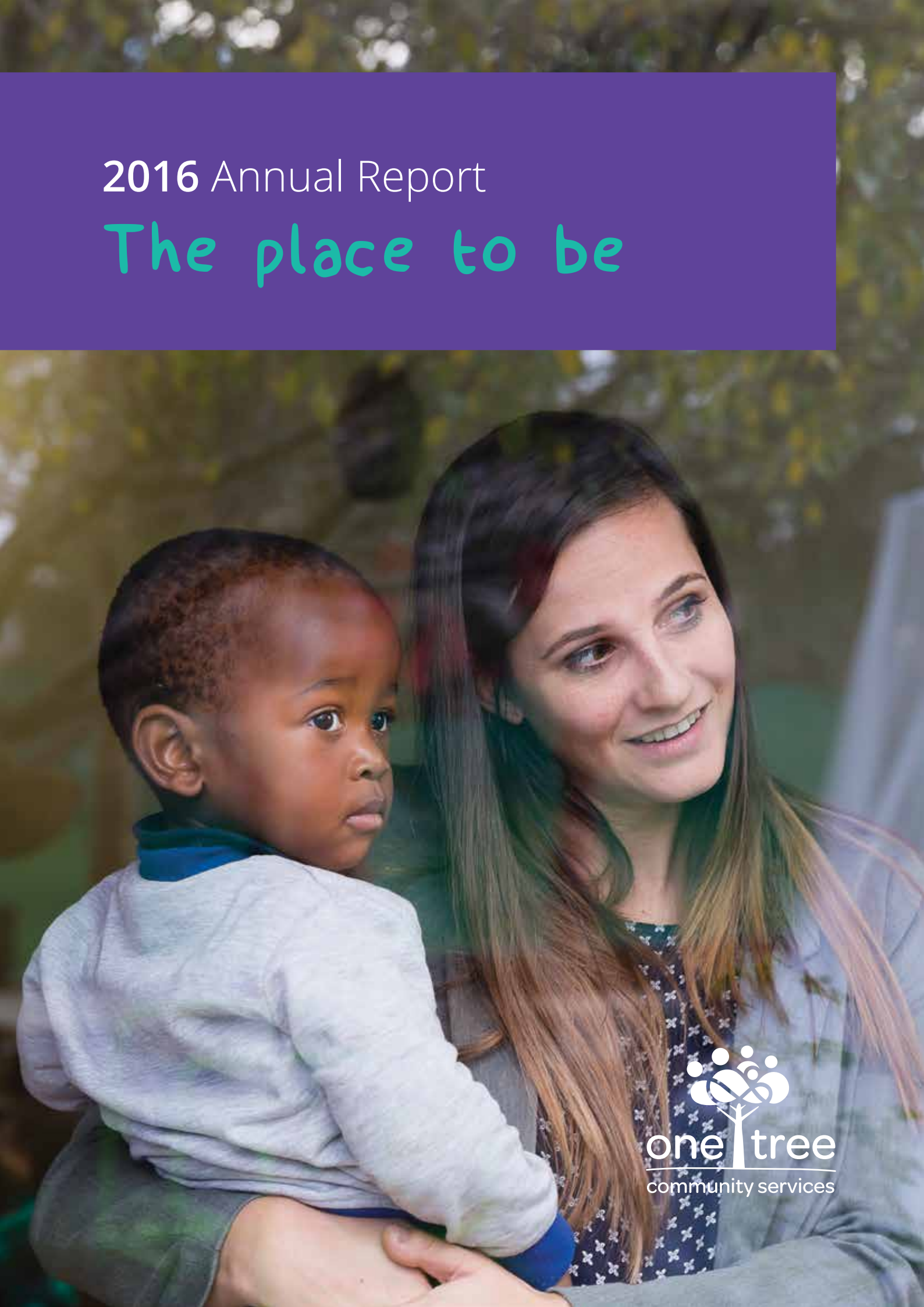
2016 Annual Report

The place to be



one tree
community services

A new chapter

In January 2016, the Children's Services Support Unit (CSSU) became One Tree Community Services, reflecting our journey so far and our direction for the future. Over the course of the year, our new name and logo found a home in 18 communities across three Australian states and territories.

The concept behind our new brand grew from strong roots: over 40 years' experience supporting children and families in diverse communities around Australia. We see ourselves as one community branching out to assist many, with the tree motif representing the elements of our business that come together under the One Tree name.

With our new brand came the opportunity to redefine our culture. Our intent is to create an environment that becomes "the place to be" for our staff, students, partners and the children and families who use our services.

The photographs in this annual report have been taken at One Tree's children's and community services by Brenda Thompson.

one tree
community services
The place to be

The end of the mining boom brings widespread consequences and many of our services, particularly those in the Pilbara, face decreased utilisation and, consequently, reduced revenue.

Despite this our overall revenues have increased by almost $2m compared with last year, largely due to the two new Altona services in Victoria and an increase in registered training activity.

Not that this comes as a surprise since our 2014-17 strategic plan was deliberately focused on rebalancing our operations, both geographically and between sectors, to provide diversification as a buffer against such events.

This strategic plan has guided our activities so that we have achieved more than 90% of the due targets. It has just one year left to run and will be reviewed and extended early in the new year.

There have been no changes in board membership this year.

The day-to-day work of delivering One Tree's services is often remote from the board's view, but this is the nature of our role. We work almost exclusively with senior management but are well aware that what goes on 'out there' will determine One Tree's future. With this in mind we would like to acknowledge everyone involved with One Tree's success. Thank you all.

On behalf of the board

David Beattie
Chairman

Our 2014-17 strategic plan was deliberately focused on rebalancing our operations, both geographically and between sectors, to provide diversification as a buffer against such events.

I look forward to the next twelve months and the privilege of being able to work in an organisation that has a real desire to positively affect the lives of others.

One Tree Community Services endeavours to support communities that experience challenges that would deter many organisations.

We understand that investing in people is essential. In recognition of this, competencies were developed for key staff, and a Leadership and Management Program initiated. Participants in the program were provided with individual and group coaching, facilitated learning and educational experiences based on those competencies throughout the year. One of the initiatives that evolved from the program was a "brain trust" where the group explored ways to improve our organisation and the services we provide. It was established that central to our success was our culture. From this it was deemed that we required a strategic intent to drive success.

We determined One Tree needed to be an organisation where people wanted to work and where those that used our services, wanted to come. Partnering was thought key to success, so we also need other organisations to want to work with us. It was decided we would become "the place to be". This concept became our strategic intent and was adopted as a tag line in our new branding.

Driven by this idea we are extending our Leadership and Management Program across the organisation and exploring initiatives aimed at supporting our staff and culture. We are also investing in assisting staff by providing additional guidance in service delivery.

The competency standards and the Leadership and Management Program were objectives in One Tree's strategic plan. This year One Tree achieved 93% of its strategic plan objectives.

Another strategic plan objective was to establish ourselves in new locations. One Tree successfully tendered for two early education and care centres in Altona North and Altona Meadows in Melbourne, Victoria. The tender was issued by Hobsons Bay City Council (HBCC). Commencing as the operator of both centres in January 2016, One Tree continues to work with HBCC to ensure quality services to the local community. Our intention is to have 10 services in Victoria in the next three years (or 10 in 3).

It has been a difficult time for not-for-profit organisations during 2015-2016 with cuts to government funding and an overall decline in the economy. Like similar organisations, One Tree faced having to spend a disproportionate amount of time securing and stabilising funding. This added to the stress of staff and uncertainty in communities. The good news is the organisation was able to adjust, and continued to grow, even when faced with these challenges.

I am forever thankful to our amazing staff and their willingness to adapt and address the challenges faced. I look forward to the next twelve months and the privilege of being able to work in an organisation that has a real desire to positively affect the lives of others. Many would not realise that it is our Board of Directors that provide the foundation for our success with their solidarity and commitment to integrity in decision making. I'd like to take this opportunity to thank them for volunteering their time and expertise. I hope you enjoy this year's annual report.

Karri Hillier
CEO

ONE TREE IN 2016

This year, One Tree provided

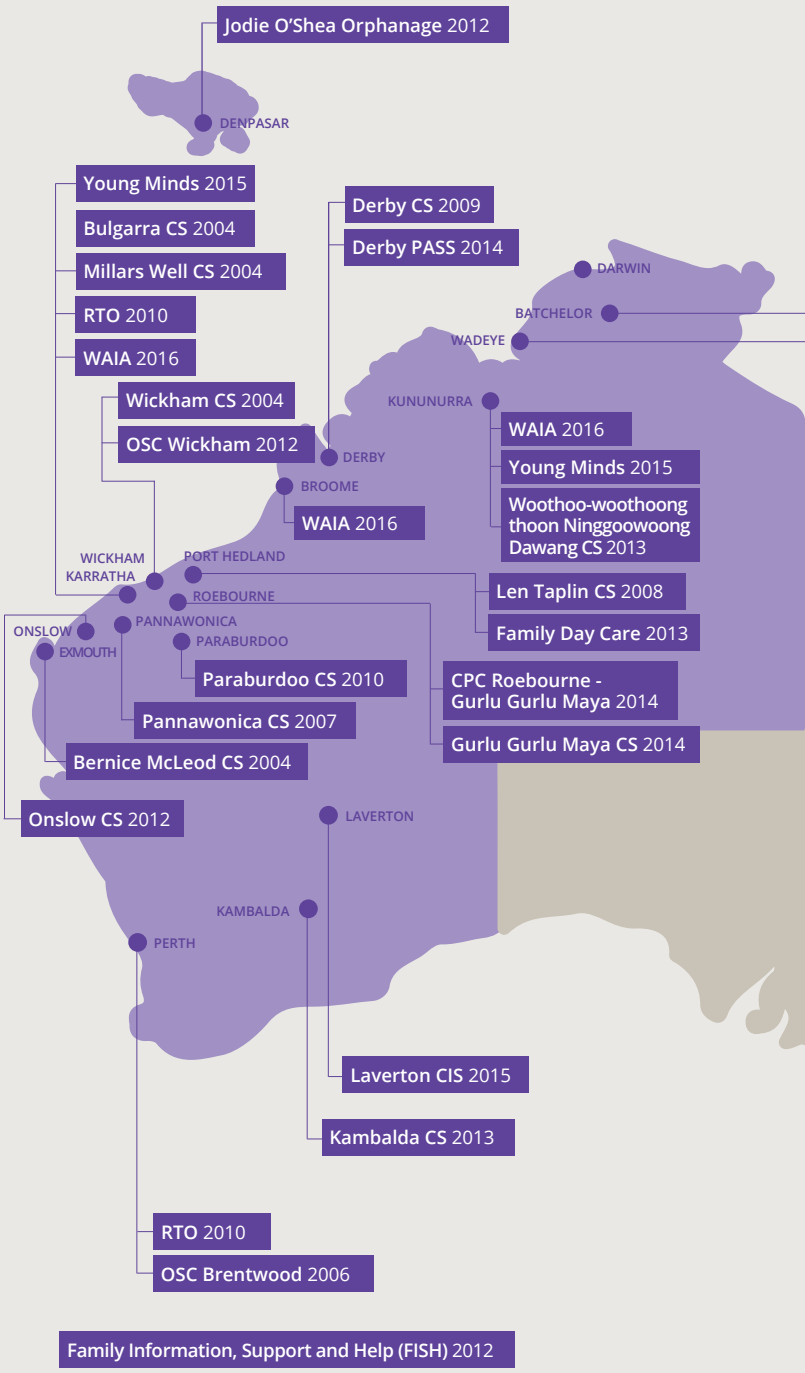
26 services

across **18 communities** in **3 states & territories**

supporting more than

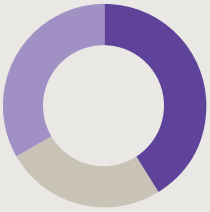
2,000

children & families



OUR STAFF

We employed **274 staff**



113 full time
70 part time
90 casual

5% Male
95% Female

15% of whom identify as Aboriginal

STRATEGIC PLAN 2014-17

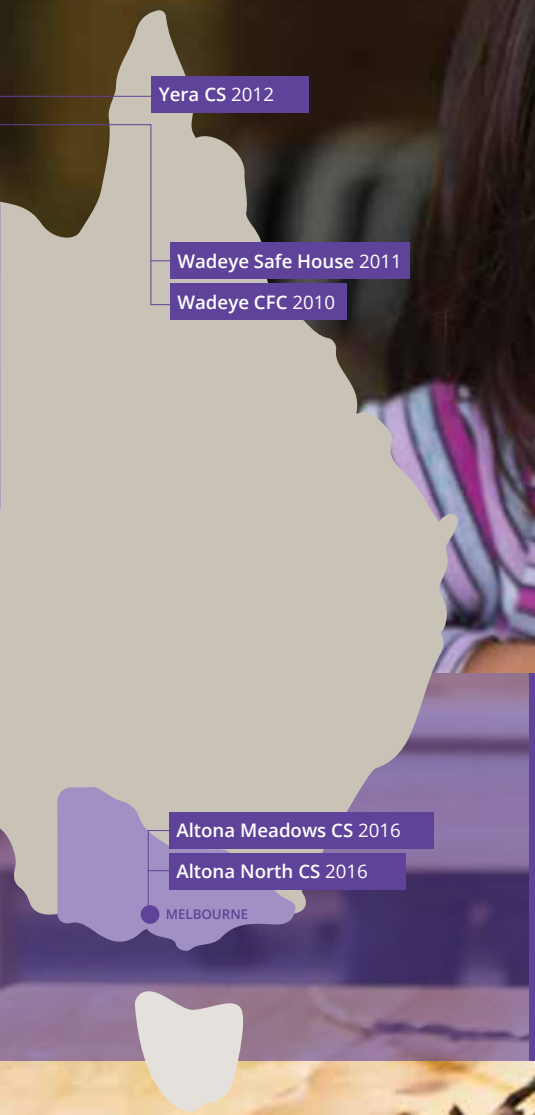
93%

To date, we have achieved 93% of the objectives set in One Tree's strategic plan for 2014-17

STUDENTS AND TRAINEES

64

Our Registered Training Organisation provided training and support for 64 students during the financial year



One Tree's strength is delivering sustainable services in challenging environments. We are driven by our spirit of working together – meeting the challenge – determined to lead.

10 December 2015

Wadeye Safe House receives a highly commended award at the Northern Territory Human Rights Awards.

(Pictured: Wadeye Safe House Manager, Lee Kirschner)

January 2016

The Children's Services Support Unit (CSSU) becomes One Tree Community Services in January 2016.

Altona North and Altona Meadows Children's Services in Melbourne are the first services to open under the One Tree name. They are the first One Tree services to open in Victoria.

Read more about the services and One Tree's strategic intent in Victoria on page 15.

January 2016

The Child and Parent Centre - Roebourne, Gurlu Gurlu Maya is funded with support from the Department of Education to continue to provide programs, services and support to children and families in the Roebourne community.

25-26 February 2016

One Tree staff attend the 2016 Annual LGPro Conference in Melbourne, building relationships with councils in Victoria.

May 2016

One Tree partners with Wanslea and Communicare to form the WA Inclusion Agency, which will deliver the Inclusion Support Program in Western Australia.

2016 A snapshot

June 2016

One Tree's tender for the purpose-built child care centre in Paraburdoo is successful, providing an opportunity to expand the service One Tree has provided since 2010 in partnership with Rio Tinto.

25 May 2016

Staff from One Tree's Leadership and Management Program attend the World Business Forum in Sydney, gaining insight and inspiration from great leaders.

7 July 2016

Laverton Crisis Intervention Service holds an Open Day to celebrate the completion of their children's playground project with the wider community.

Making One Tree the place to be

Creating the place to be is about creating a sense of belonging—not only for our staff and the children and families using our services, but for their communities as well.

During 2016, our services have continued to develop their own unique culture. Transitioning Altona North and Altona Meadows Children's Services to One Tree management provided the opportunity for children, parents and educators to work together to create a stable and supportive learning environment.

An intergenerational playgroup at Karlarra House Aged Care Facility in Port Hedland has created opportunities to laugh, learn and interact for young and old alike, while our Laverton Crisis Intervention Service has brought their community together to build a beautiful, nurturing environment for local women and children in the form of a community garden.

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Branching out **to Victoria**

"It has been a pleasure to work with One Tree staff to achieve what will be a great outcome for both organisations."

Peter Hunt - Director, Community Well Being, Hobsons Bay City Council

In January 2016, One Tree opened two services in Victoria. Previously operated by the Hobsons Bay City Council (HBCC), Altona North and Altona Meadows Children's Services mark the beginning of our commitment to establishing a strong presence in Victoria in the coming years.

10 in 3

Our strategic intent is to have
ten services
in Victoria in the next three years

We opened in 2016, providing
111 places

Altona North
Children's Service

- 54 places
- Long day care with an integrated kindergarten program
- Children aged 0-school age

Altona Meadows
Children's Service

- 57 places
- Long day care with an integrated kindergarten program
- Children aged 0-school age

Central to One Tree's success has been our ability to adapt to meet the needs of the communities we serve. Our Melbourne services are no different. Each service reflects the unique skills and passions of its staff and families, the interests of the children, and the opportunities provided by the communities and environments around us.

As the successful tenderer in what had been a challenging environment, One Tree staff worked with HBCC over a number of months to transfer the centres to our organisation. Staff, families and the council have expressed their satisfaction with the outcome, and we look forward to growing our portfolio of Victorian children's services.

Our strategic intent in Victoria

One Tree is committed to supporting communities in Victoria with quality children's services. A priority for One Tree's 2014-17 strategic plan has been to ensure viability and purpose by establishing services in new areas, locations or regions. Our target is to have 10 services operating in Victoria by the end of 2019, and it is our goal to become one of the top three organisations in our industry named among councils in the state.

Our Victorian services are supported by an experienced regional manager, Claire McManus (pictured left), who has worked with One Tree since 2012. Claire's focus in her new role is to develop new business and provide support as One Tree's operations in Victoria grow, drawing on her extensive experience in both children's and community services. A qualified teacher with a postgraduate degree in anthropology and an undergraduate degree in child psychology, Claire has successfully managed a 112-place child care centre in Karratha and a community hub incorporating both child care and community services in Roebourne, Western Australia. She has also worked internationally as an early years teacher and child psychologist.

The environment and curriculum at Altona North and Altona Meadows are inspired by the Reggio Emilia approach: a philosophy for early education that is rooted in nature and the local community, and guided by the innate curiosity of children.

"One Tree is Reggio Emilia inspired," Claire explains, "but the very premise of Reggio is that it is unique and different in every incarnation. Our journey is to establish our identity and point of difference and to grow that, inspired by the principles of the Reggio Emilia approach."

"For me, the place to be is a place where we're all co-learners" Claire McManus, Regional Manager Victoria

Providing opportunities

As well as creating a nurturing environment for children and parents, our intent is to create an environment that supports our staff. We were fortunate to welcome a number of dedicated educators to the One Tree community, including Glenn Luke who has worked at Altona North for ten years. A semi-finalist for Childcare Worker of the Year in the Victoria and Tasmania area for 2009-2010, Glenn goes above and beyond to create exciting learning experiences for the children in his care. With One Tree's support, Glenn is studying a Certificate IV in Training and Assessment with the long-term goal of becoming a trainer. His goal is to run workshops to guide staff and students in the Reggio Emilia approach and sustainability practices that get them thinking outside the box.

Establishing a base in Melbourne has also enabled One Tree to provide additional opportunities for our existing staff. Kiari Davis worked with Claire in Roebourne (WA), where she completed her Certificate III and Diploma of Early Childhood Education and Care. She has travelled to Melbourne to join the team at Altona North as a room leader, and is now studying to become an early childhood teacher.

Karen Curtis returned to Melbourne to become the director of Altona Meadows after a four-year journey with One Tree that has taken her to Wadeye and Batchelor in the Northern Territory and Kununurra in Western Australia (read more about Karen's journey on page 18).

Creating the place to be

Transitioning the centres to One Tree management and creating the place to be for parents, children and staff has been a journey.

"For me, the place to be is a place where we're all co-learners," says Regional Manager, Claire. "The idea of transitioning the services to One Tree management was a challenge for parents at first, as they felt like they already had a fantastic service. Over the course of a few months, the parents grew in confidence as they saw the change in their children, the staff and their environment. The children embraced the change straight away and set a great example to staff and parents," Claire explains. "It really was an opportunity to learn from the children."

Moving to Melbourne for the role has been a fantastic opportunity for Claire, but seeing her two sons thrive in the Reggio Emilia-inspired learning environment at Altona North Children's Service has been the most rewarding part of her move.

Inspirational educators

Glenn Luke

Glenn Luke has worked at Altona North for the past 10 years, delighting children and parents alike with his imagination and creativity. You don't have to look far to find evidence of Glenn's skill for creating unique avenues for learning: a tinker table, dinosaur bone dig and hospital equipment made from recycled materials are just a few recent projects that have become firm favourites with the children.

"Before I started my career as a childcare worker, I was a qualified chef for 17 years. I had to give up this profession due to atopic eczema, as the environmental factors of the kitchen caused it to flare up. I started my Certificate III of Early Childhood Education and Care and commenced a placement at Altona Meadows in 2002. After my placement, I was hired as a reliever in 2003 before obtaining my diploma soon after in 2004. I began full-time employment at Altona North in 2006, and was there when the centre transitioned to One Tree management in 2015.

One of the most rewarding things for me is watching the children explore and learn from the environment that we have all created. I have seen so many children grow from babies to little people, and it's great to see their development and have the privilege of shaping their futures. Seeing how happy the parents are knowing that their child is being looked after like one of my own is a great part of my job.

I get my inspiration from staff ideas, searching the internet and input from parents, but most of all it's the children's interests and discussions at group time that help me to create activities for them. The most motivating thing for me is seeing the joy in their faces as they play in the setup I have created. I enjoy extending on the children's interests and knowledge, and creating a stimulating learning environment for them."

My journey with One Tree

Karen Curtis

Karen has worked with One Tree since 2012, when the opportunity to work in the remote community of Wadeye in the Northern Territory caught her eye. After almost four years setting up and working in services across Western Australia and the Northern Territory, Karen has returned home to Melbourne to take on a new challenge as the director of Altona Meadows Children's Service.

"I left Melbourne in July 2012 to work in Wadeye. I had never travelled to anywhere as remote before and I was sure that the Northern Territory would hand me some challenges that I had never experienced. I worked in Wadeye for six months with some wonderful Aboriginal women, building friendships and securing bonds that will last a lifetime.

The children at the centre were very active and loving. We had a great team and worked well together. I remember spending the weekend setting up my new toddler room with a cognitive area, dramatic play area, craft area and book corner, eager to see how my children would feel about a room set up with so many structured areas. To my disbelief on Monday morning, all they did was throw the toys around, jump on tables and fight with each other! I learnt very quickly that it was my job to teach these children how to play and respect the toys. Over time, the children settled and became familiar with their surroundings, and were very responsive to our lead.

From here, One Tree won the Kununurra Children and Family Centre tender, so in January 2013 I packed my bags again and moved to Kununurra.

It took six months of hard work before we could open our doors and start running the new service. We employed three Aboriginal women to work in the Children's Service and one in the Children and Family Centre. All were on traineeships with One Tree and I'm proud to say that two have completed their Certificate III in Early Childhood Education and Care and are now working towards their diploma.

After a year I invited my right-hand man, Brad Miller, to step out of his comfort zone and join me. He took up the challenge and joined the Kununurra Children and Family Centre. Brad soon became director and I stepped up to become the manager. In this role, I developed some great links with other organisations in Kununurra. We saw some big changes in healthy eating, ear health, child protection, immunisation, school readiness and attendance, Indigenous local language and cooking classes through workshops. One project I'm very proud of is being the first service to work with Stephanie Woerde and her local ladies from the Mirima Dawang Woorlab-gerring Language and Cultural Centre to teach local children the Miriwoong language through the Language Nest Program. This weekly ritual has been running now for almost three years.

After two-and-a-half years in Kununurra, I moved to Batchelor in April 2015 and the Yera Children's Service became my new project. There, I met some more of One Tree's amazing educators.

When the organisation rebranded to One Tree Community Services and Karri had the Melbourne centres in her sights, I was eager to move back home to be closer to my family. Of course we won the tender, and now I am at Altona Meadows Children's Service. The transition process was very challenging and I have personally learnt a great amount during this time. Now we are all happy doing what we love best: working with children and their families."

"It's beautiful to be able to watch my boys in this environment—it's what keeps me inspired. They are nurtured, they are trusted, and they are flourishing," says Claire. "Even at two years old, Eli uses real glasses, cutlery and crockery at day care, and he insists on using these things at home too. His self-help skills are very advanced for his age."

Creating a stable environment where staff, children and parents feel valued and respected has been central to the success of the transition. Not only has the physical environment at the services changed, but the staff and parents are enjoying the benefits that come with being part of a national organisation: access to broader expertise and centralised administration, to name a few.

"Our children appear to be so much happier and settled this year," explains one parent, who has two children at Altona Meadows. "We were amazed at the transformation of the babies room. No longer did it appear drab and boring—it was bright, fresh and welcoming. The centre has remained kid friendly and vibrant, and the paperless payment system has been a huge improvement. The direct debit system is perfect for us busy mums and dads."

"There will always be ups and downs but the calmness in all the rooms is now very obvious. My husband and I continue to comment on how peaceful it is now in the centre, especially at drop-off during the mornings. It's no longer a dreaded time of day for us as a family. We also speak positively on the engagement of the educators with the children. Happy staff equals happy children and relieved parents!"

Altona North Children's Service

10 Fifth Avenue, Altona North (54 places)

Altona North Children's Service has been part of the local community since 1992. The centre implements a philosophy and practice which is underpinned by the Reggio Emilia approach. Wooden furnishings, multi-use equipment and a warm, homely feel help to create a safe and supportive learning environment enriched with creative sensory experiences. The centre's dynamic team of educators provide specialised programs for nursery, toddler and kindergarten children. The centre also provides nutritious, homemade meals to support healthy eating.

Altona Meadows Children's Service

342 Queens Street, Altona Meadows (57 places)

One Tree Altona Meadows Children's Service fosters the Reggio Emilia philosophy, with passionate educators striving to provide the highest quality care for children. The centre's curriculum is based on the concept of the environment as the third teacher, encouraging exploration and imagination. The centre has a warm, family feel, and offers a variety of homemade meals that cater for children with allergies and cultural dietary requirements.

Intergenerational **learning**

"The children are on a journey. They are learning to be around elderly people, Indigenous people, and people with a disability that might not otherwise be a part of their lives."

Danielle Chamberlain, Family Day Care Coordinator

Karlarra House Aged Care Facility in South Hedland, Western Australia, is home to a diverse community of residents. The only aged care home in a four-hour radius, Karlarra's residents come from as far away as Parnngurr, making regular visits difficult for their families.

Now in its second year, One Tree Family Day Care's intergenerational playgroup encourages regular visits from local children, providing opportunities to form special relationships for young and old alike.

"The children are on a journey. They are learning to be around elderly people, Indigenous people and people with a disability that might not otherwise be a part of their lives," explains One Tree's Family Day Care (FDC) Coordinator, Danielle Chamberlain.

"The routine gives the children the feeling that they belong, and you can really notice a difference in their confidence over time. They are also learning to interact verbally and non-verbally with a range of people from their community: the residents, staff, educators and other children. You can see that the interaction is shaping their perception of the elderly, which is such a valuable thing."

Central to the success of the relationship is Karlarra's Activities Coordinator, Kim Cappa, who works hard to deliver an activities program shaped by the residents' interests.

"The playgroup has a tremendous effect on the residents," says Kim. "People who don't usually come out of their rooms and associate with others come out when they hear the babies—particularly Caspar, who is not quite one year old. They smile and talk, and even the men come to see the children. Lots of the kids don't have grandparents close by, so it's just as beneficial for them as it is for our residents."

One Tree FDC's involvement with Karlarra House began in 2014. Former One Tree educator, Amanda Scikluna, began visiting the home twice a day, taking her younger children in the morning to join in with physical activities and her older children after school to join in with painting and craft activities. Her son, Linken, soon developed a relationship with a resident who he adopted as his nana.

Danielle was touched by the relationship and inspired to maintain and develop it when Amanda moved to Queensland at the end of last year. Children and educators take part in a range of activities at the home, including art, physical therapy, bingo and laughter therapy.

"Lots of the kids don't have grandparents close by, so it's just as beneficial for them as it is for our residents." Kim Cappa, Karlarra House

They visit the home's sensory room, feed the chickens, and have recently begun working with the residents on a garden project.

Developing a connection with FDC has also created opportunities for the residents to reconnect with their community, contributing their skills and knowledge they've gathered over their lifetime to educate the younger generation. Karlarra is home to four famous artists, one of whom attended One Tree's FDC Week celebrations in June to run painting workshops for the children.

Intergenerational learning is an immense passion for Danielle. Since starting a dance school for children at a local aged care home at 15 years of age, she has continued to search for opportunities to develop connections between children and the elderly. She attributes her passion to her grandmother, Margaret Chamberlain, who—despite the challenges of being born with Cerebral Palsy—worked tirelessly for thirty years starting up youth groups, Guides, Brownies and Scouts organisations across Wales with her husband, Michael. Together they ran men's hostels, started up groups for people with disabilities, ran community groups and even a residential care home. Margaret went on to become the mayor of her town at age 80: a position that she still holds today.

Looking forward, Danielle and the team at Karlarra House plan to develop the playgroup further by linking outings and excursions with the FDC program. As the children continue to grow in confidence, One Tree and Karlarra will begin to share important celebrations like NAIDOC Week and Christmas. By introducing Len Taplin Children's Service into the program, Karlarra and One Tree are one step closer to achieving their goal of having One Tree visitors at the home at least once a day, every day of the week.

Parenting through personal development

One Tree has provided the Derby Parenting Advice and Support Service (PASS) to inmates of the West Kimberley Regional Prison since 2014.

Early in 2016, the Derby PASS program was redeveloped to focus on parenting through personal development. Based on research, evidence-based practice and feedback from the program's participants, the holistic focus encourages participants to address intergenerational and current trauma and improve life skills.

Derby PASS Team Leader, Ryan Dempsey, has been working in the program for just over a year. "The focus was always on traditional parenting—things like social and emotional wellbeing, health and hygiene," Ryan explains. "We wanted to shift the focus to personal development and address the intergenerational trauma being passed down in the area. The program still has a parenting focus, but it's more about identifying who you want to be and how you want to get there."

Staff from Derby PASS worked closely with a local Indigenous consultant, Robert Watson, to reimagine the program. Shifting the mindset to be considerate of Indigenous history has enabled them to step outside the traditional concept of what a parenting program is.

"As some of the first people with the longest history, Aboriginal people know how to raise children. Colonisation broke the cycle of the traditional family and created intergenerational trauma, which is what we're now trying to address," says Ryan.

The approach includes art therapy, music, writing, group discussions and drumbeat. Resources for the program are purchased locally, and include traditional ochre paint made by the Mowanjum Art and Culture Centre.

Pictured below: Boab nut carvings and goanna hunting with participants from the Youth Reengagement Program.

"I've been in and out of prison for over twenty years. I've done a lot of different programs but this is the best one I have done. It's changed the way I see myself and has taught me life skills to be a stronger person and parent." Derby PASS participant

Training with One Tree

One Tree's RTO is recognised for its integrity and regarded as a top provider in the early education and care space.

One Tree student Sarah Clery, RTO Manager Sam Bullen, Service Advisor Sally Campbell, RTO Trainer and Assessor Danielle Baker and student Claudia Nagy at the Australian Childcare Alliance Conference in Perth.

For the past six years, One Tree's Registered Training Organisation (RTO) has provided access to quality training and employment opportunities for school students and early childhood educators living in remote regions.

Having evolved from a desire to provide quality training for our own staff, One Tree's RTO is recognised for its integrity and regarded as a top provider in the early education and care space. The majority of enrolments come from diploma-level trainees who are working at One Tree services.

One Tree's school-based trainee program has continued to expand in 2016 with enrolments in Onslow, Derby and Exmouth. "Working with the students—particularly the school-based trainees—is definitely the most rewarding part of my job," says RTO Manager, Sam Bullen. "It's great to see local girls getting employed. It was a two-year process to be able to offer the certificate III qualification in schools, but the first of our school-based trainees will be turning 20 this year."

Additional support from RTO Trainer and Assessor, Danielle Baker, has enabled One Tree to expand its training capacity during 2015-16. Student enrolments across the Kimberley, Pilbara and Perth metropolitan area have increased. The addition of another trainer and administration staff member later this year will enable the RTO to continue to grow.

Danielle has worked in a number of roles since she started with One Tree four years ago. A natural leader, Danielle set herself the goal to become a trainer to share more than 15 years of experience and knowledge with other educators.

"Being a trainer and assessor is so rewarding," says Danielle. "I constantly see our students growing professionally and improving their practice and skills. I am looking forward to working with school-based trainees in Perth and assisting Sam to continue to grow the RTO to become a preferred provider delivering quality training."

Looking forward

One Tree's focus for the RTO in the coming years is to continue to support regional areas, as well as developing a stronger presence in Perth. In 2016, representatives from One Tree attended the Australian Childcare Alliance conference in Fremantle. Two outstanding students, Claudia Nagy and Sarah Clery, were chosen to represent One Tree at the conference, providing an excellent professional development opportunity.

Our students

Sarah Clery (pictured p25, far left)

Sarah Clery started work at Guru Gurlu Children's Service in September 2014, and is about to complete her Diploma of Early Education and Care.

"I have been offered many exciting opportunities that I don't think I would have been fortunate enough to have elsewhere," says Sarah. "I started my journey in the toddler room as an educator studying my Certificate III of Early Childhood Education and Care. Being an educator allowed me to form great relationships with families and children, and has strengthened my passion to work in the early childhood industry and beyond.

Halfway through my certificate III studies, I was lucky enough to transfer on to my diploma. I was also asked to fill in as the room leader in the kindy room, and learnt more about the tasks a room leader has to carry out each day. There's a lot! Staffing arrangements soon changed and I was offered the permanent role of kindy room leader. I was and am honoured to have this opportunity, as it's my goal to complete my degree in early years teaching.

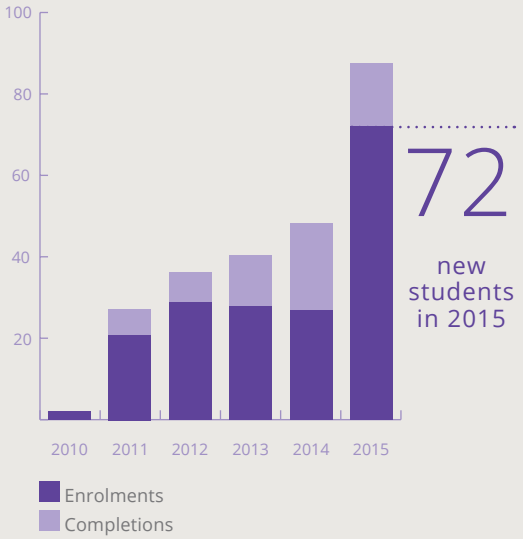
This year, I was also given an opportunity to go the Wadeye service in the Northern Territory. Educating Indigenous children is my passion and I jumped at the chance. Visiting Wadeye was a fantastic experience that taught me so much as an educator."

Claudia Nagy (pictured p25, far right)

"One Tree has been a great learning opportunity for me over the past two years," says Claudia, who is currently employed at Kambalda Children's Service in the Goldfields region of Western Australia.

"I have been able to complete my Certificate III of Early Childhood Education and Care and further my studies with a diploma to become a qualified educator. I'm not sure where my studies will take me, but I am happy to have studied and been able to walk away with great qualifications that I will have for life.

I have been working at One Tree Kambalda since late September, running the kindy room for a maternity leave contract. I have been completing all programming and curriculum for the room and providing a fun and engaging learning experience for children that expand on their interests. I have been able to develop respectful and welcoming relationships with families, and promote physical activity and hygiene—all while studying my diploma at the same time."



72 new students in 2015

RTO Enrolments FY2015-16

21 Certificate III of Early Childhood Education and Care

19 Diploma of Early Childhood Education and Care

76 Since taking on our first student in 2010, 76 students have graduated from One Tree's RTO with accredited qualifications

90% of school-based trainee graduates from 2015 are now full-time One Tree employees

Keeping children safe

Child protection and abuse can be difficult topics to talk about, especially with our children.

A recent report by UNICEF, *CRC25*, reveals that there were 286,437 reports of child abuse and neglect in Australia in 2010. Sadly, this does not include the thousands of cases that go unreported every year.

One of the biggest barriers to reducing the impact of abuse is knowledge. One Tree's children's and community services are partnering with external organisations to empower our educators and families through education.

Empowering parents and educators

The need to create online training material for our services in rural and remote areas was identified as part of One Tree's strategic plan. In 2015, One Tree created two short animated training videos with funding support from Rio Tinto.

One Tree's General Manager Children's Services, Coral Callan, is an accredited protective behaviours trainer. Drawing on her expertise, the videos equip parents and educators with the skills and knowledge to identify and respond to instances of abuse and neglect.

The most effective child protection programs are those that are taught by parents and educators in collaboration. The videos are viewed by each educator during their induction, and are also available for families via closed Facebook groups in an easy to understand format. They provide practical strategies to keep children safe and cope with situations that threaten their wellbeing, as well as informing people about the reporting process.

Rio Tinto have supported One Tree since 2011, subsidising a number of One Tree children's services in Pannawonica, Paraburdoo and Wickham. Rio Tinto provides the buildings to operate these services in and housing for staff working in these communities.

Supporting schools

As a part of our commitment to the safety of children, One Tree volunteered Coral's services to deliver training in protective behaviours at Carlisle Primary School.

Amy Nenke, the school's Student at Educational Risk Coordinator and Teacher, who originally approached One Tree said, "Coral was outstanding in her delivery of the workshop. The workshop was interactive and engaging and protective behaviours are now embedded into the school." Amy has offered to provide training to One Tree staff in her own time as a part of a reciprocal arrangement.

Our children's and community services are working to empower children, educators and families through education.

Building a community

For One Tree's Laverton Crisis Intervention Service (LCIS), creating the place to be has been a collaborative process that has brought together a number of individuals and organisations over the past twelve months.

LCIS has been operating since 2015, providing a safe space for women and children to find refuge and support. In May 2015, a $26,000 grant from the Minara Community Foundation enabled LCIS to transform a dilapidated outdoor area into a vibrant environment for families to enjoy.

"The project has been a great example of the Laverton community coming together to achieve the rejuvenation of a very tired site," says LCIS Manager, Alison Stevens. "Now, when people visit, they comment on how welcoming and peaceful it feels."

The project was a collaborative effort, with a number of local organisations coming together to transform the garden area into a relaxing and enjoyable outdoor space. The Goldfields Employment and Training Service and MEEDAC Inc. took on the landscaping work, clearing and levelling the block, laying pavers, installing garden beds and planting fruit trees and ornamental plants.

The Laverton Leonora Cross Cultural Association was also involved, using the project as an opportunity to undertake a work-ready training program in light construction with Skill Hire. The team put the playground equipment together, using the LCIS premises to create a realistic environment for workplace training.

Being a secure facility, visitors are usually restricted to women and children only. An open day, held on 7 July 2016, provided the opportunity to invite the community in and enjoy the space that they had worked so hard to create.

"Now when people visit, they comment on how welcoming and peaceful it feels" Alison Stevens, LCIS Manager

Creating opportunities for local people

Having the support of local staff who understand the needs and challenges of families in the Goldfields has been a central part of the service's success. Rhonda Foley (pictured below with LCIS Manager, Alison Stevens) originally came to LCIS as a client, and has since become an important member of the LCIS team.

"Rhonda has lived in the Goldfields all her life and has faced many of the difficulties and personal challenges that Indigenous women cope with on a daily basis," says Alison. "She came to One Tree because she wants to support women and children. When I seek her out for advice and support, she is always decisive and clear. She has very quickly become an asset to our workplace."

"As a child, I grew up in the Goldfields and have lived and worked in the region all my adult life," Rhonda says.

"I am happy that I can use my work and life skills to support women, especially women with children. Since coming to the Laverton Crisis Intervention Service, my personal life has become more settled. I've been able to move into a quiet and peaceful community not far from Laverton. I'm happy to have my job at One Tree and I'm glad that I walked through their door."

Roslyn Sullivan (pictured below right) is a support worker at LCIS. She believes that services such as LCIS have a valuable role to play in regional communities where support services are not readily available.

"Support workers like Roslyn help break the cycle of domestic and family violence by supporting clients in a variety of ways, based on their needs at the time," Alison explains. "From her own experience, Roslyn knows that if women can identify the factors in their lives that perpetuate the cycle of violence, that single spark of knowledge has the potential to bring about great change."

Supporting inclusion

One Tree is passionate about providing quality early education and care for all children.

In May 2016, One Tree was selected by the Australian Government to be part of the WA Inclusion Agency (WAIA), delivering inclusion services in partnership with Wanslea Early Learning & Development and the lead agency for WA, Communicare. We have since welcomed four inclusion professionals to One Tree who will create relationships with services across the Pilbara, Gascoyne and Kimberley regions, supported by Regional Coordinator, Emer Donohoe.

Being part of the WAIA will enable One Tree to extend our support to other early education and care services throughout the state to include children with additional needs. Under the Inclusion Support Program, resources, support and additional funding are available to build the capacity of services to care for children with additional support needs. This includes those from diverse cultural and linguistic backgrounds, refugee children, Aboriginal and Torres Strait Islander children, and vulnerable children.

A diploma-qualified educator with a bachelor degree in applied social studies and a background in child protection, Emer's new role brings together her passion and experience in a number of areas. Emer moved to Australia from Ireland in 2012 and joined the Red Cross' Migration Support Program in a case management role, working with asylum seekers impacted by trauma. Emer has worked with One Tree since March 2014, relocating to Port Hedland to become the family support coordinator for the Family Information, Support and Help (FISH) Program. She has since worked as a regional manager for One Tree's community services division, supporting the Laverton Crisis Intervention Service, Derby Parenting Advice and Support Service, Young Minds, FISH and Yera Children's Service.

In transitioning to the Inclusion Support Program, Emer's experience has come full circle. The role enables her to draw on her diverse experiences to foster connections between families, communities and carers and create inclusive environments for children with additional needs. "Addressing challenges for children and families all comes down to parent support: giving parents the opportunity to have a place where they feel supported and have someone to guide them," she explains.

Inclusion Professionals Rachel Johnson, Kylie Trueman and Sunny Newman with Regional Coordinator, Emer Donohoe, and General Manager Community Services, Alice MacPhillamy.

"Our organisation is growing, and people are given opportunities to grow with it."

Growing with One Tree

Emer Donohoe

"I came to Australia at the right time. I took a risk leaving a full-time job in Ireland, but spending time in Australia was on my bucket list and I definitely wouldn't have had all the experiences I have had if I hadn't moved here.

Over the past three years, I've been involved in intensive case management, had six months' experience as a regional manager and been part of creating and implementing a new service.

Part of that has been working with One Tree: our organisation is growing, and people are given opportunities to grow with it. They see what you are capable of and look for opportunities to bring you with them on that journey.

The last six months as a regional manager have been the most exciting and challenging. It's not something I ever saw myself doing, but I have enjoyed every moment and developed professionally. Being part of a larger team in Perth has been fantastic, and it's been exciting to build a number of partnerships with other organisations including Communicare, Wanslea and Helping Minds.

Every place has a different feel. I'll always have a soft spot for Port Hedland as it was part of my journey, and I love Broome. When you're working in a place, it all comes down to the service—if you like what you're doing, you can go anywhere."

Growing
together

Our intent is to create a workplace and culture that becomes the place to be for our staff, families, communities and partners.

To achieve this, One Tree must remain responsive and adaptable to change. A focus on building the capabilities of our leaders through a formalised Leadership and Management Program this year has been an investment in the future of our organisation.

Transforming our organisational structure to include additional support for service managers and directors will ensure that children and families continue to have access to quality services, despite the challenges our local communities continue to face.

Support from an experienced Board of Directors provides stability and stewardship, ensuring integrity in our decision making and supporting One Tree's positive financial growth.

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Building the capacity of One Tree's leaders

Coaching and professional development has always been a personal focus for One Tree's CEO, Karri Hillier. A university-trained coach, Karri's passion and commitment to fostering leadership qualities in her staff is evident in the capability of One Tree's management team to meet the challenges of providing services in difficult environments.

For an organisation to continue to grow and succeed, investing in people is essential. Prompted by a need for succession planning and formalised avenues for professional development, a leadership and management program was introduced as part of One Tree's 2014-17 strategic plan. Following an intensive twelve month period developing competency standards for all senior positions and a performance appraisal system, 2016 has seen the program gain traction as management staff take advantage of the opportunities available.

Participation in the program is voluntary. This year, nine senior managers participated (pictured left to right): Karri Hillier, Martin Jackson, Coral Callan, Alice MacPhillamy, Natasha Esau, Sarah Short, Brad Miller, Nicola Weber and Claire McManus.

Participants have access to professional coaching provided by Karri, as well as specific training opportunities that relate to the competency standards for their positions. Training areas have included auditing, mediation and coaching. Participants also have the opportunity to attend monthly coaching sessions with an external organisation: an approach that is unique in the industry. "The executive coaches at Vital Conversations specialise in helping others to achieve their best for themselves and for their teams," says General Manager Community Services, Alice MacPhillamy.

A monthly meeting or "brain trust" provides a space for participants to discuss challenges and ideas around leadership and management. Managers are invited to step outside their comfort zone and think differently to solve matters that arise.

A highlight of the program to date has been the opportunity to attend the World Business Forum in Sydney in May 2016 to hear great leaders, including Richard Branson, speak about their experiences.

Following its success, the reach of the program will be extended from 1 July 2016 to include service managers and directors. Repositioning the program to support the organisation more broadly is part of a suite of initiatives to enhance culture and support.

The reach of the program will be extended from 1 July 2016 to include service managers and directors, as part of a suite of initiatives to enhance culture and support.

Supporting others to meet the challenge

Sarah Short

Conquering a fear of flying to support services in rural and remote areas has been a personal challenge for One Tree's Operations Manager Children's Services, Sarah Short. Drawing her inspiration from the strength and resilience of the educators she supports, Sarah continues to help those around her to learn and grow.

"My child care journey is a long one, beginning when I was 18. I helped out as an out-of-school care (OSC) assistant and cook at the family-owned service where my Mum worked. I wasn't really sure what I wanted to do for a career, but I loved spending time with these little people and listening to their ideas.

I decided to enrol in my Certificate III in Early Childhood Education and Care and, in between having children, went on to complete my diploma while working for a chain of for-profit services. I was offered the opportunity to run my own OSC service, growing the business and becoming the general manager of OSC.

While I still loved working with children and mentoring educators, I had begun to feel very disillusioned with the values of the private sector. Searching for a way to find my passion again, I was lucky enough to find One Tree.

Starting a new role as regional manager for rural and remote services was a massive adjustment. Not only had I never ventured further north than Geraldton, but I was terrified of flying. My first service visit was to Derby, and just happened to be in the middle of cyclone Rusty. If there was such a thing as jumping in with both feet, this was it! I fell in love with the service, and all of the One Tree services after that.

I was so inspired by the educators in these remote communities who faced all of the obstacles I had found in the city, but without the luxury of agency staff, accessible services and a manager just a car ride away. What they did have was a determination and a passion to meet the challenge, and strong organisational values to lead the way.

As part of One Tree's children's services team, I have experienced a level of growth, learning and support that I never thought possible in this industry. From being able to complete my Certificate IV in Training and Assessment to participating in the Leadership and Management Program and attending professional development in Sydney and New Zealand, One Tree have consistently challenged me to take my learning to the next level.

What makes One Tree the place to be for me is the value placed on growing and developing people, from the children that attend our services to our educators and managers. If you have an idea and the drive to make it happen, the possibilities are endless.

It is so rewarding to see our dedicated educators grow in their roles and to be on a learning journey alongside them. That is the reason why, although I still grip onto the arm rests for dear life, I still keep getting back on that plane!"

Support structure 2016-17

Our services experienced a number of changes and challenges over the course of 2016, brought about by a downturn in Western Australia's economy and shifting government policies.

To continue to meet the challenge in local communities, we have introduced a new support structure that will ensure that our staff and services get the support they need. Because of the diversity of our services, a tailored approach to encourage and reward excellent work was developed for both our children's services and community services. Key to the success of the new structure will be a coach and practice supervisor, who will support all managers and directors across the organisation with coaching, professional development and opportunities to debrief.

Children's services

As of July 2016, all directors operating childcare services in Western Australia who don't receive government funding (other than sustainability funding) are supported to run their service as a business. Our services in Victoria will eventually come under this model as well.

Directors have four key performance indicators:

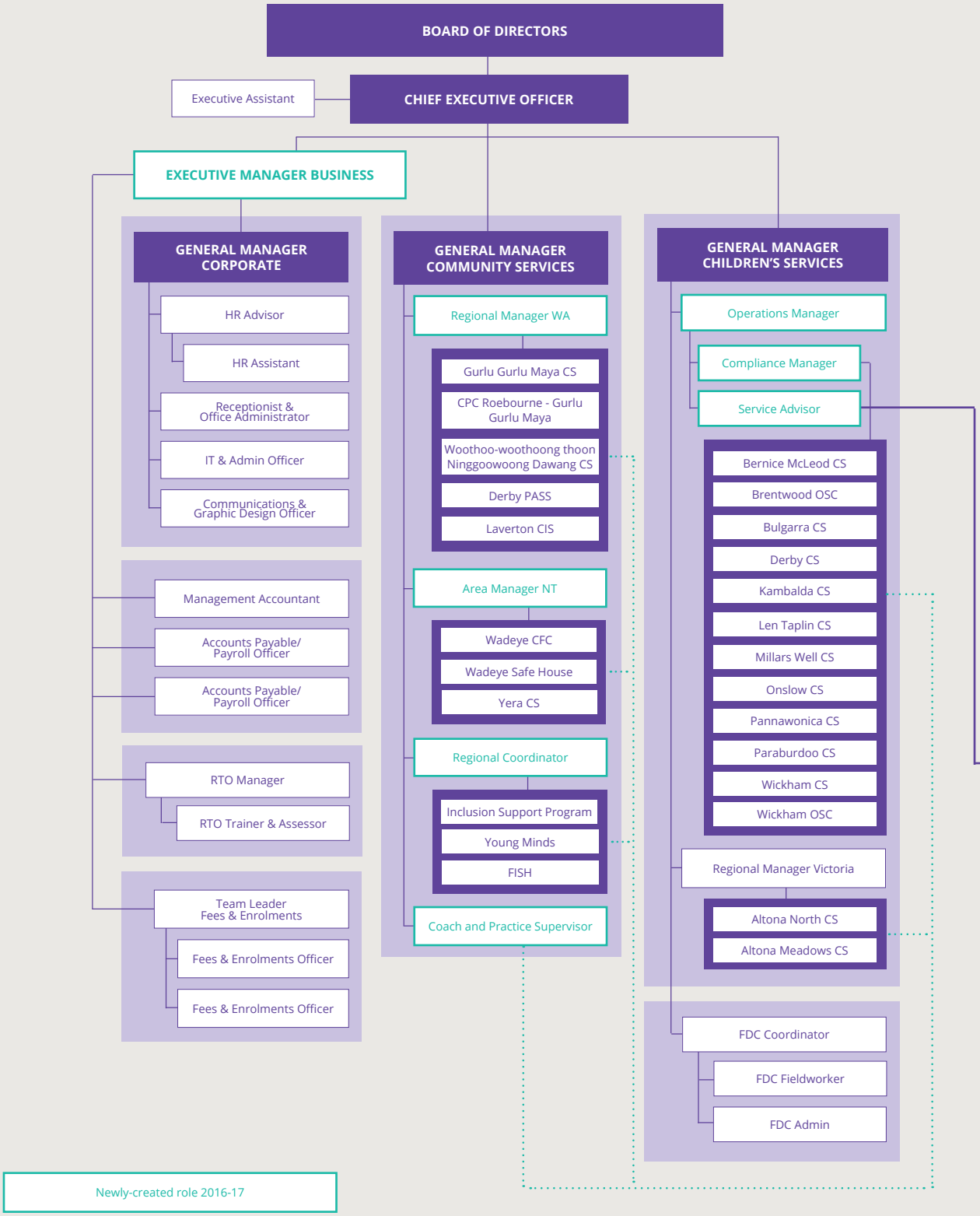
- productivity
- quality
- customer engagement
- culture.

To assist our directors to reach these KPIs, each receives additional support and assistance through One Tree's Leadership and Management Program, including:

- daily access to profit and loss statements
- staff to provide support with budgeting, compliance and service matters
- a coach for support and professional development.

The children's services management team has been restructured to provide individual support to services in three key areas: budgeting, compliance and service management.

Organisational chart



In the reviewed structure, there is still a general manager of children's services based in the Perth office. Supporting the general manager is an operations manager who provides advice and support in a number of areas, from managing budgets to performance matters and staffing.

The operations manager is supported by a compliance manager and service advisor. The compliance manager supports services to meet the National Quality Standards by assisting with auditing, workplace health and safety, reviewing quality improvement plans and assisting with ratings visit preparations.

The service advisor provides advices day-to-day advice on operating a services, as well as operational and communications support.

A regional manager in Victoria provides advice and undertakes compliance checks for directors and managers. They also provide individual support and advice through the coaching program.

Community Services

The community services team will continue to be led by a Perth-based general manager of community services. A regional manager, also based in Perth, provides advice and undertakes compliance checks for directors and managers in Western Australia. An area manager for the Northern Territory, based in Darwin, will live and work in Wadeye for two weeks of every month to provide guidance and professional development for staff. A coach and practice supervisor, based in the Perth office, will support all directors and managers across the organisation.

Coaching program

Following on from the success of the leadership and management program, coaching and professional development will be an integrated element of all leadership positions across the organisation. The coach will provide monthly peer support programs, coaching or supervision sessions for staff, including professional development sessions delivered by senior management. They also provide advice and support on managing challenging behaviours and workplace situations, as well as incident debriefing.

Service Advisor

Sally Campbell

DIP (CHILDREN'S SERVICES), DIP (HEALTH & SOCIAL CARE), CERT IV (BUSINESS), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Sally has over nine years' experience in early childhood education, as well as qualifications in business, training, health and social care. Having worked in management and administration as well as on the floor as an educator, Sally's holistic understanding of children's services and desire to learn made her an ideal choice for the newly-created service advisor role.

"I'm looking forward to providing support for the services at a different level," says Sally. "I'll be drawing on my expertise in different areas to support One Tree's directors and managers through their challenges, and help them to come up with solutions."

Before joining One Tree in 2014 as a fees and enrolments administrator, Sally worked in a number of Reggio Emilia-inspired services in Brisbane and Perth as a qualified educator, room leader and 2IC, adding to her experience gained while working with children and young adults with disabilities in the UK.

"I'm passionate about the Reggio Emilia approach. Sustainability, recycling and environmental issues are important to me, as are supporting children's rights through an interest-based curriculum. Using approaches like art and sculpture as vehicles for expression are such valuable experiences for children," she says.

Leadership team: Natasha Esau, Martin Jackson, Karri Hillier, Coral Callan, Alice MacPhillamy

Senior staff

Karri Hillier

Chief Executive Officer

BA (TRAINING & ORGANISATIONAL DEVELOPMENT)

Karri has over 25 years in management positions in the not for profit sector and five years as a strategic planner and business consultant. Working with organisations experiencing barriers to success, and facilitating organisational development is where much of Karri's experience lies. One Tree has grown over 600% since Karri became the CEO in 2008 maintaining consistent growth financially and in terms of quality. Karri is committed to supporting organisations, communities and individuals to develop their potential and is dedicated to supporting children and vulnerable people.

Martin Jackson

Executive Manager Business

BB (MANAGEMENT & FINANCE), GRAD DIP (EDUCATION)

Martin has worked in senior management roles within finance, health insurance, aged care and more recently community services. Most of these roles have been within the not-for-profit sector, with an emphasis on change management and business improvement. Martin is a fellow of the Financial Services Institute of Australasia and an associate fellow of the Australian Institute of Management. Martin has also privately owned and operated a highly acclaimed childcare centre.

Natasha Esau

General Manager Corporate

BA (MEDIA & INFORMATION), LLM (JURIS DOCTOR), GRAD DIP (LEGAL PRACTICE)

Natasha is an admitted solicitor of the Supreme Court of New South Wales. She has extensive experience working in the legal industry, including not-for-profit and international environments. She started her career working as a producer and production manager in the media industry and has experience in research and recruitment.

Coral Callan

General Manager Children's Services

DIP (CHILDREN'S SERVICES), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Coral has 25 years' experience in the children's services sector in not-for-profit and government agencies, including directing an Indigenous early learning centre and coordinating parenting programs in rural and remote locations. She is currently studying a Master of Business Administration and is trained in protective behaviours.

Alice MacPhillamy

General Manager Community Services

GRAD DIP (BUSINESS ADMINISTRATION), BA (INTERNATIONAL STUDIES), GRAD DIP (EDUCATION), CERT III (EARLY EDUCATION AND CARE), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Alice is an experienced community service manager with experience working with young people, domestic violence and early education and care. She has worked as a teacher and practitioner in remote communities and has experience working with Indigenous people. She is currently working towards completing a Master of Business Administration, specialising in social impact.

Sam Bullen

RTO Manager

DIP (CHILDREN'S SERVICES), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Sam has 28 years' experience in the childcare industry and is an experienced trainer. She has worked for One Tree for 11 years, starting as a regional manager before taking over management of the RTO. Sam pioneered One Tree's school-based traineeship program which she continues to deliver, along with on-the-job training.

Sarah Short

Operations Manager Children's Services

ADV DIP (EARLY EDUCATION AND CARE), CERT IV (WORKPLACE TRAINING AND ASSESSMENT)

Sarah joined One Tree as a regional manager in 2013 with 20 years' experience in the private child care sector. Sarah has worked in a variety of roles over the years, from cook and bus driver to centre director and general manager for OSC services. Working at One Tree has given Sarah the opportunity to develop her skills in training and mentoring others, providing the support to complete a Certificate IV in Workplace Training and Assessment.

Brad Miller

Compliance Manager Children's Services

DIP (EARLY EDUCATION & CARE), CERT (BECOMING A SKILLED LEAD AUDITOR), CERT IV (TRAINING & ASSESSMENT), CERT III (EARLY EDUCATION & CARE)

Brad started his early childhood career at the age of 18. Before commencing with One Tree in early 2014, Brad worked for a not-for-profit organisation who specialised in children with additional needs. In his role as compliance manager, Brad ensures that One Tree's children's services are compliant with the early childhood education and care regulations and law.

Claire McManus

Regional Manager Victoria

BA (CHILD PSYCHOLOGY AND EDUCATION), BA HONS (ANTHROPOLOGY), DIP (CHILDREN'S SERVICES), CERT IV (WORKPLACE TRAINING AND ASSESSMENT), CERT (BECOMING A SKILLED LEAD AUDITOR).

Claire is a qualified early childhood teacher and child psychologist with a postgraduate degree in anthropology. She has worked with One Tree for five years, managing a 112-place child care centre in Karratha and a community hub in Roebourne before moving to Melbourne this year to lead One Tree's operations in Victoria. Claire's background includes setting up new services, developing programs and campaigning for communities.

Keryn Lewis

Regional Manager WA

ADV DIP (CHILDREN'S SERVICES), CERT IV (TRAINING & ASSESSMENT), DIP (MANAGEMENT)

Keryn has over 33 years' experience in children's and community services, from running OSC and early education and care centres and managing quality assurance systems to operating a toy library. Keryn is an experienced trainer, having delivered training and facilitated professional development sessions throughout the Pilbara, Kimberley and Northern Territory.

Nicola Weber

Coach and Practice Supervisor

BA HONS (PSYCHOLOGY), MASTER (HEALTH SCIENCE)

Nicola has seven years' experience in the community services sector. She is a trained parent group facilitator and has delivered school-based and centre-based training. Nicola is experienced in early intervention and behaviour management and has operated early education and care services.

Emer Donohoe

Regional Coordinator

DIP (EARLY CHILDHOOD EDUCATION AND CARE), BA (APPLIED SOCIAL STUDIES)

Emer is a diploma-qualified educator with a background in child protection. She has experience working with vulnerable children and refugees, as well as supporting families and communities. Since joining One Tree in 2014, Emer has led our Family Information, Support and Help (FISH) Program and provided support for a number of our community services as a regional manager.

Children's services team: Danielle Chamberlain, Coral Callan, Brad Miller, Sally Campbell, Sarah Short

Community services team: Nicola Webber, Alice MacPhillamy, Emer Donohoe, Keryn Lewis (absent), Diane St Jack (absent)

Finance team: Debra Kilford, Michael Perera, Martin Jackson, Riza Parker

Fees and enrolments team: Rachel Barker, Vicky Thompson, Martin Jackson, Margaret Lupton

Corporate team: Sarah Pownall, Jade Knight, Erica Brahim, Natasha Esau, Carly Crimp, Jordan Davis and Sandra Totaro (absent)

Executive team: Jackie Hallett, Karri Hillier

RTO team: Danielle Baker, Sam Bullen (absent)

Board of Directors

David Beattie

Chairperson (2008 - current)
MBA, FCMA

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

Anne-Marie Connolly

Vice Chairperson (2003 - current)
ASSOC. DIP (SOCIAL SCIENCE)

Anne-Marie brings 26 years' experience with the City of Perth Child Care Centre, where she currently works as the coordinator.

She has been involved in both the training and quality improvement aspects of both long day care and occasional services in the metropolitan area during this time.

Sandro Patat

Board member (2009 - current)

B. JURIS, LLB

Sandro has over 20 years' experience as a commercial lawyer and currently has his own legal practice. He is also employed by two legal firms. Sandro has extensive experience in contract advice and negotiations, business and property transactions (including acquisitions and leasing), franchising, estate and business planning, licensing and legal compliance issues.

Terri-Anne Pettet

Board member (2011 - current)

BSC (HEALTH SCIENCE), GRAD DIP (BUSINESS STUDIES)

Terri-Anne brings more than 18 years' experience in research, community development, program planning, development and management. She is currently the Manager Roadwise Program for WALGA. Terri-Anne has a keen interest in governance and is a graduate of the Australian Institute of Company Directors.

Zeljko Krestelica

Board member (2009 - current)

CERT IV (TRAINING & EDUCATION), GRAD DIP (SOCIAL SCIENCE - COUNSELLING), BA (PHILOSOPHY & GERMAN LANGUAGE), DIP (GERMAN)

Zeljko has over 10 years' experience in management and team leader positions. He has extensive experience in family and workplace mediation and counselling. Additionally, he has experience working with refugees and cross cultural issues.

Emma Kerslake

Board member (2014 - current)

BA (LAW), BA (ARTS)

Emma is an Aboriginal woman of Palawa heritage who spent over a decade working for the Department of Foreign Affairs and Trade, both in Australia and on postings overseas. At a community level, she has over a decade of experience in not-for-profit organisations. Emma is currently the principal of Yolla Consulting, which specialises in governance and business training and advice.

Katherine Hoar

Board member (2014 - current)

CERTIFIED IN CULTURAL INTELLIGENCE (CQ) ASSESSMENT FACILITATION, GRAD DIP (MANAGEMENT), B ECON (HONS - JAPANESE STUDIES)

Katherine has over 20 years of corporate international business experience and has held various senior management and specialist roles in the public and private sector. She has a long history of participating in various committees, utilising her expertise in strategy and program development in these roles. Katherine is currently the principal consultant at Culture Flex, which provides culturally-informed strategic business consulting and cultural intelligence training. Katherine is also a member of the UNSW Business School Alumni Advisory Board.

Financial overview

The One Tree Community Service's Audited Financial Statements for the period ended 30th June 2016 recorded an organisational surplus of $350,688.

During the year, One Tree commenced two new services. Both were long day care centres located in Victoria.

Childcare fee revenue increased 6% over the previous financial year. Community services revenue increased by 24% in this financial year. Our Registered Training Organisation's revenue increased by 64%.

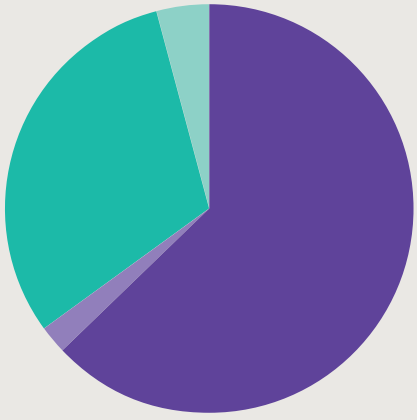
Support was received once again from Rio Tinto at our Pannawonica, Paraburdoo and Wickham services allowing One Tree to provide childcare services to those communities.

Childcare revenue maintained its position as our largest source of external revenue at 63% of our total revenue, with Government funding being our second largest source of revenue at 31% of our 2015-16 financial year total.

Our human resources remain the major cost item to be able to deliver our services in Western Australia, the Northern Territory and now Victoria. The costs in human resources was 11% higher than the previous year and 71% of our overall expenditure.

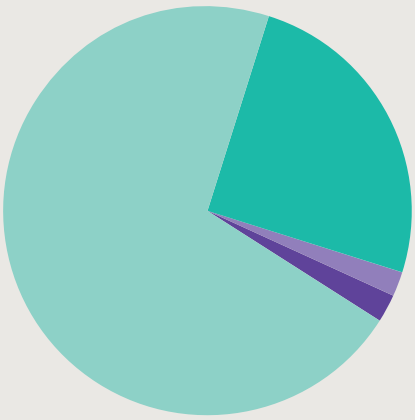
Our other operational expenses accounted for 29% of our total expenses, marginally higher than last year, but indicative of the resources needed to set up new services in remote areas of the country. Because of the location of our services, travel costs remain a high cost item in order to adequately support services in achieving quality outcomes.

Operating income



- Childcare fee income **63%**
- RTO income **2%**
- Funding income **31%**
- Other income **4%**

Operating expenditure



- Human resources **71%**
- Operating expenses **25%**
- Administration costs **2%**
- Other expenses **2%**

$16.1
million in revenue

96%
spent on service delivery

$350
thousand in surplus

Independent audit report

To the members of One Tree Community Services Inc.

ONE TREE COMMUNITY SERVICES INCORPORATED
FORMERLY CHILDREN'S SERVICES SUPPORT UNIT (CSSU) INC.
INDEPENDENT AUDIT REPORT TO THE MEMBERS OF
ONE TREE COMMUNITY SERVICES INCORPORATED

We have audited the accompanying financial report, being a special purpose financial report, of One Tree Community Services Incorporated, which comprises the Board of Director's report, the assets and liabilities statement, statement of changes to equity and statement of cash flows as at 30 June 2016, the income and expenditure statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by the Board of Directors on the annual statements giving a true and fair view of the financial position of One Tree.

Board's Responsibility for the Financial Report

The Board of Directors of One Tree Community Services Incorporated (One Tree) are responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act of WA and the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act 2012) and is appropriate to meet the needs of the members. The Board's responsibility also includes such internal control as the Board determine are necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to One Tree's preparation of the financial report that gives a true and fair view, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of One Tree's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of One Tree Community Services Incorporated (One Tree) as at 30 June 2016 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the Associations Incorporation Act of WA. and the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act 2012).

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to assist One Tree Community Services Incorporated (One Tree) to meet the requirements of the Associations Incorporation Act of WA. and the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act 2012). As a result, the financial report may not be suitable for another purpose.

Ray Woolley Pty Ltd

Ray Woolley
Registered Auditor No 16396
5 September 2016

17 Russley Grove
Yanchep
WA 6035

Board of Director's report

For the year ended 30 June 2016

ONE TREE COMMUNITY SERVICES INCORPORATED
FORMERLY CHILDREN'S SERVICES SUPPORT UNIT (CSSU) INC.
BOARD OF DIRECTORS' REPORT
For the year ended 30 June 2016

The Board of Directors presents the financial report of One Tree Community Services Incorporated for the financial year ended 30 June 2016.

Board of Directors

The names of Board of Directors members throughout the year and at the date of this report are:

David Beattie

Anne- Marie Connolly

Sandro Patat

Terri Anne Pettet

Zeljko Krestelica

Emma Kerslake

Katherine Hoar

Principal Activities

The principal activities of One Tree are to provide childcare services primarily in rural and remote communities as well as to provide community services in those areas.

Significant Changes

No significant change in the nature of these activities occurred during the year.

Operating Result

The operating result was a surplus of $350,688. One Tree is exempt from income tax.

Signed in accordance with a resolution of the Board of Directors.

David Beattie
Chairperson

Dated this 14th day of September 2016

Statement of comprehensive income

For the year ended 30 June 2016

Revenue		Notes	Jul 15 - Jun 16	Jul 14 - Jun 15
	Child Care Fees		9,764,193	9,216,336
	Funding Income		5,553,370	4,486,189
	RTO Income		403,826	249,895
	Interest Income		69,486	91,323
	Other Income (includes Residential Income)		388,096	461,462
	Revenue and Other Income		**16,178,971**	**14,505,205**
Expenditure				
	Accounting & Audit Fees		14,710	13,000
	Bank Fees		12,703	11,609
	Board of Management Costs		11,723	9,242
	Insurance - General		185,306	127,794
	Bad Debts		0	863
	Depreciation		59,756	151,333
	Consumables General & Service Delivery		706,224	653,877
	Electricity & Gas		200,932	117,916
	Equipment		158,081	225,323
	Excursions & Events		24,412	22,602
	Interest expense		25,008	25,192
	IT Expenses		305,387	393,136
	Motor Vehicle Expenses		170,617	160,110
	Rates & Taxes		89,336	77,021
	Rent & Outgoings - Commercial & Residential		625,512	743,772
	Repairs & Maintenance		74,258	206,177
	Travel Expense		507,508	470,869
	Salaries & On costs		11,741,395	10,021,997
	Staff Expenses & Training		207,660	155,068
	Other Expenses		422,821	353,498
	Funded Equipment Expense		48,028	8,028
	FDC Educator Expense		236,906	142,758
	Total Expenditure		**15,828,283**	**14,091,185**
	Surplus for the year before Prior Year Adjustment		**350,688**	**414,020**
	Prior Year Adjustment	2	0	324,590
Net Surplus for the year after Prior Year Adjustment			**$350,688**	**$89,430**

Statement of financial position

For the year ended 30 June 2016

Assets		Notes	Jul 15 - Jun 16	Jul 14 - Jun 15
	Current Assets			
	Cash and cash equivalents	3	4,222,247	4,854,925
	Trade and other Receivables	4	359,451	458,754
	Prepayments		47,006	27,819
	Total Current Assets		**4,628,704**	**5,341,498**
	Non-Current Assets			
	Property, plant and equipment	5	426,618	413,560
	Total Non-Current Assets		**426,618**	**413,560**
	Total Assets		**5,055,322**	**5,755,058**
Liabilities				
	Current Liabilities			
	Accounts payable and other payables	6	846,924	1,042,763
	Grants received in advance	7	772,173	1,767,361
	Borrowings	8	301,222	269,572
	Provisions (Current)	9	867,049	764,039
	Total Current Liabilities		**2,787,368**	**3,843,734**
	Non-Current Liabilities			
	Provisions (Non - Current)	9	101,546	95,604
	Total Current Liabilities		**101,546**	**95,604**
	Total Liabilities		**2,888,914**	**3,939,338**
	Total Net Assets		**$2,166,408**	**$1,815,720**
Equity				
	Retained Surplus		2,166,408	1,815,720
	Total Equity		**$2,166,408**	**$1,815,720**

Our sponsors

One Tree has been privileged to receive sponsorship from businesses, education institutions, local shires and governments. We thank and acknowledge the contribution of all our sponsors as we work together to support communities.

Fortescue Metals Group provides financial assistance and support One Tree's Family Day Care program.

Ngarluma Yindjibarndi Foundation provides financial support for trainees completing their Certificate III in Early Education and Care at the Roebourne Children and Family Centre.

Winun Ngari Aboriginal Corporation provides subsidised office space for the Derby Parenting Advice and Support Service.

Foundation Housing Ltd provides subsidised housing for staff in working in Port Hedland.

GTNT provides financial support for trainees completing Certificate II in Indigenous Leadership at the Wadeye Safe House and Children and Family Centre.

Rio Tinto subsides and supports our Children's Services in Pannawonica, Paraburdoo and Wickham. Rio Tinto provides the buildings to operate these services and houses for staff working in these communities as well supporting education and training.

Toxfree provides our Karratha services with recycling bins and collection free of charge for the Recycling Warriors program.

Wickham Primary provides a facility at no cost to deliver out of school care to the Wickham community.

Batchelor Institute of Indigenous Tertiary Education (BIITE) provides a facility to operate a children's service, and a subsidised house and funding through the Department of Education and Training to support the Yera Children's Service.

Shire of Exmouth provides a facility at no cost to operate a children's service.

Shire of Derby West Kimberley provides a facility at no cost to operate a Children's Service and accommodation for staff working at Derby Children's Service.

Town of Port Hedland provides a facility at no cost to operate a children's service.

City of Melville provide the Brentwood OSC facility at a subsidised rate.

Northern Territory Government Department of Children and Families fund the service provided by the Wadeye Safe House, a staff house and the Wadeye Safe House facility at no cost.

Western Australia Department of Education funds the CPC Roebourne - Gurlu Gurlu Maya and provides the Woothoo-woothoong thoon Ninggoowoong Dawang Children's Service and Gurlu Gurlu Maya Children's Service facilities at no cost.

Western Australia Department of Corrective Services funds the Derby Parenting Advice and Support Program operating in the West Kimberley Regional Prison.

One Tree would like to express our appreciation to **Lotterywest** for their continued support. Without their contributions, One Tree would not be able to support and sustain our services in local communities.

Australian Government Department of Education and Training fund the Wadeye Children and Family Centre, provide a facility and staff housing at no cost. The Department also provides sustainability funding for One Tree.

Shire of Coolgardie provides One Tree with reduced rent and provided a grant through the Community Assistance Fund, to assist with setting up a sustainable garden.

WA Police Community Safety Fund sponsor the DRUMBEAT program with Derby PASS. This is a musical therapy based community engagement program that supports social cohesion. The program is delivered in the West Kimberley Regional Prison within the Derby community.

Minara Community Foundation have provided funding for the garden and children's playground at the Laverton Crisis Intervention Service.

Western Australia Department for Child Protection and Family Support fund the Laverton Crisis Intervention Service: an on-call refuge for women and their children at risk of or escaping family and domestic violence or any other form of crisis.

Australian Government Department of the Prime Minister and Cabinet provide funding to support the Woothoo-woothoong thoon Ninggoowoong Dawang Children's Service and Gurlu Gurlu Maya Children's Service through the Indigenous Advancement Strategy.

The Foundation for Rural & Regional Renewal provided funding to build a children's playground at the Wadeye Safe House.

Helping Minds (formerly Arafmi) provides funding through the Australian Government Department of Social Services for One Tree to deliver the Young Minds program in Kununurra and greater East Kimberly. Young Minds is part of the Australian Government's Family Mental Health Support Service.

Shire of Wyndham East Kimberley provide One Tree with rent at a reduced rate and subsidised housing.

Thank you

Thank you to our passionate, dedicated staff for the work you do to make each service the place to be in your community.

Administration
Rachel Barker
Erica Brahim
Coral Callan
Sally Campbell
Carley Crimp
Jordan Davis
Emer Donohoe
Natasha Esau
Jackie Hallett
Karri Hillier
Martin Jackson
Debra Kilford
Jade Knight
Keryn Lewis
Margaret Lupton
Alice MacPhillamy
Brad Miller
Riza Parker
Michael Perera
Sarah Pownall
Sarah Short
Vicky Thompson
Sandra Totaro
Nicola Weber

Altona Meadows
Zainab Al Hasany
Fiona Borg
Brooke Lee Cragan
Karen Curtis
Melissa Dinh
Heena Vic Dua
Christine Gatt
David Maurer
Ruby McWaters
Connie Muliett
Thi Dang Nguyen
Sarah Otterburn
Archer Quinn
Farah Sarwardy
Manpreet Sehgal
Alex Taneski
Beset Tibebu
Rhonda Walta

Altona North
Janine Appleby
Vanessa Atanasoska
Claire McManus
Stacey Buttigieg
Caitlin Casley
Kiari Davis
Natalie Djuric
Dominique Farrow
Ruth Goga
Jennifer Heathcote
Lia Jackson
Glenn Luke
Monika Madan
Irina Magurean
Andrea Menon
Angela Mitrevska
Mamta Nagpal
Hui Oon
Maria Schirripa
Eleni Svarnia
Annelise Van Zyl
Phakapan Wetjarad
Xiaoli Yuan

Bernice McLeod CS
Jasmin Achilles
Samantha Downs
Mary Froome
Melissa Lundin
Talisha Massey
Janet McEwan
Rochelle McKenzie
Carla Nicholls
Michelle O'Keefe
Ayla Olsen
Krystal Lee T Hart

OSC Brentwood
Katie Bogumil
Bryttany D'Agui
Amy Davis
Lauren Dyson
Nancy Fielding
Charleigh Kimber
Jennifer Marchant
Sorcha Patchell
Tate Pender
Johannes Van Den Hoogen
Brooke Welsh

Bulgarra CS
Courtney Aagesen
Samantha Benaddi
Karen Burgess
Julie Carr
Brooke Collins
Ashleigh Dodd
Donna Dow
Peirson Hornby
Natalie Jarvis
Allisha Kay
Shelcey Kilvington
Keran Kramme
Zoe Munro
Teliah Patton
Melissa Roper
Teagan Singer
Jessica Taylor
Rhiannon White
Kristie Willock

Derby CS
Neola Collins
Anita Didone
Hayley Dyer
Jenna Finger
Rachael Haggarty
Colleen Haggarty
Shiloh Haika
Melissa Hasluck
Anne Hess
Joelene Jessell
Kristy Nichols
Jiji Ring
Teneale Sampey
Diane St Jack
Hilrena Waiomio

Derby PASS
Ryan Dempsey
Erica Watson

Family Day Care
Danielle Chamberlain
Rebecca Jones
Leah Mountstephen
Teagane Ramirez

Gurlu Gurlu Maya CS
Sarah Clery
Amanda Crain
Kara Fanous
Mahalia Hinaki
Anahera Hinaki
Miranda Ihanimo
Madisen Owens
Treinaya Phillips
Elizabeth Philpot
Halaine Rainsford
Stacey Sampi
Tanaya Stevens
Dakota Tahitahi
Charlotte Boona

CPC Roebourne - Gurlu Gurlu Maya
Lisa Marie Hosie
Gloria Newland
Shenara Smith
Florence Toby
Ian Wally
Lynette Wilson

Kambalda CS
Megan Baggott
Dilmaya Chhetri
Adriana Fabiano
Madeleine Free
Cara Arabella McCaw
Claudia Nagy

Laverton CIS
Heidi Abbott
Bianca Dixon
Rhonda Foley
Mary Jane Golding
Bianca Pickett
Alison Stevens
Darsha Lee Thomas

Len Taplin CS
Phalan Baggow
Claire Bennett
Kaitlyn Chester
Tracey De Caluwe
Emily Jewell
Manveet Kaur
Zdenka Knezovic
Vincent Nguyen
Cintia Oliveira
Sharney Onslow
Jessica Pearson
Emma Porter
Stevie Smith
Tracey Tottman
Samantha Vadala
Janja Zelencic

Millars Well CS
Chelsea Benge
Hannah Burdett
Marnie Burley
Mary Cooper
Tessa Cornish
Marise Coutinho
Mathieu De Izaguirre
Melanie Dejong
Janine Garcia
Chandra Hapuarachchi
Shae Hawkes
Jennifer Lee
Ally McCoy
Keeley Plate McPartlan
Ebonie Read
Chanelle Reilly
Heidi Singer
Schuyler Stoney
Shannon Swadling
Tasha Symes
Marea Tetai
Danielle Van Roon
Ashleigh West

Onslow CS
Kelly Milton
Amber Montgomery
Anoushka Scott
Melinda Thompson

Pannawonica CS
Anzel Coetzer
Rhiannon Payne
Ursula Scally
Rebecca Young

Paraburdoo CS
Cheril Anderson Smith
Sherri Breton
Alison Carter
Ruku Dhakal Rieck
Geraldine Elliss
Sue Anne Halliday
Emma Jordan
Rachel Maxfield

RTO
Danielle Baker
Sam Bullen
Shelley Richards

Wadeye CFC
Loreen Argarla Berida
Marion Bitting
Cass Cameron Taylor
Marie Harrington
Ashlee Hodder
Tanya Jimarin
Annalysse Jolly
Chelsea Keir
Zarina Montenegro
Martha Narburup
Natasha Parry
Ellen Tcherna
Gabriella Thardim

Wadeye Safe House
Lee Kirschner
Regina Kurawul
Marjan Le Faucheur
Angela Ninnal
Julie Thardim

Wickham CS
Tegan Bruce
Katie Croker
Taylor Grigson
Danielle Hutchings
Megan Kay
Sophie Lankas
Jacqui Mills
Divine Naranjo
Deborah Neilson
Elle Oliver
Shenae Roach
Debra Ross
Adrienne Tubb
Hannah Wright

OSC Wickham
Rebecca Hall
Crystal Ladyman

Woothoo-woothoong thoon Ninggoo Dawang CS
Naomi Gillett
Kaytana Havili
Elizabeth Hodes
Donella Huddleston
Rachel Johnson
Parmjeet Kaur
Matilda Kehl
Soo Pok Kim
Lauren O'Connell
Somaly Ouk
Calyca Rogers
Kiah McGlade
Melissa Whalley
Carissa Ann Williams

Yera CS
Keiryn Christodoulou
Kumsia David
Kanchanaporn Garrioch
Beryl Leggat
Solene Peron
Kathy Roe
Kristie Watson

Young Minds
Diane Cooper

One Tree staff as at 30 June 2016