2017 Annual Report

Challenges into possibilities

one tree community services

the place to be

Challenges are what make life interesting and overcoming them is what makes life meaningful.

Joshua J. Marine

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The photographs in this year's annual report were taken by Brenda Thompson.

one tree community services

the place to be

FROM THE CHAIR

Our 2014 strategic plan has now run its course and it's pleasing to note that more than 90% of its aims have been met.

The replacement plan, based on our new purpose statement transforming challenges into possibilities with people and communities, will guide our activities until 2020 and we will continue to look for growth and diversification opportunities that will allow us to introduce our services to new communities.

Despite Western Australia's economy still recovering from the end of the mining boom our activities have increased, taking overall revenue to $17 million, almost $1 million greater than last year. As a consequence, our net asset value has increased to $2.5 million and our staffing to 287.

We would like to acknowledge Emma Kerslake's contribution to the board. Emma joined us in 2014 but found it increasingly difficult to devote the necessary time to One Tree, given the demands of her own, growing business. We wish her well and welcome Gordon Melsom to the board in her place.

By its nature the board is removed from One Tree's everyday activities but we never forget that without the dedication, professionalism and commitment of everyone involved, One Tree would not be what it is today. Many thanks to you all.

On behalf of the board

David Beattie
Chairman

"If your dreams don't scare you, they are too small."

Richard Branson

The highlight for 2016 – 2017 for me has been seeing the One Tree Altona North and Altona Meadows Children's Services in Melbourne become an important part of the One Tree community.

Although the decision by Hobson's Bay City Council to put the council operated early childhood services out to tender was controversial, and met with public opposition, the final outcome has been a very rewarding partnership. Compared to the success of the services and the possibilities that have been created not only for One Tree but for industry in Victoria, the initial challenges seem small in comparison.

One Tree Altona North and Meadows have become flagship services. Altona North offers regularly scheduled professional development tours for the Victoria University, the Reggio Emilia Australia Information Exchange and Industry. Considered a practice example of a high quality Reggio Emilia inspired service, it informs industry in Victoria.

One Tree invested in sending representatives from our rural and remote services to experience the approach. A three-day professional development program introducing 'Another Way,' our new Reggio Emilia inspired curriculum was delivered. The logistical challenge was significant, as finding replacement staff in rural and remote areas is very difficult and expensive. We are already beginning to see the benefits in our services, with staff re-energised as the new curriculum is rolled out.

We also learnt something about ourselves this year. As an organisation that has consistent growth we are constantly needing to change to accommodate that growth. My commitment is to focus on providing the best service possible in communities, given the challenges. We know we can only do this by working with communities and not just in communities. What we need to focus on more is how we communicate challenges and manage expectations. For this reason we have created a new position of Executive Manager Communications and Business, which we hope will enhance our partnerships so we can get the best possible outcomes for the communities we serve.

My 'dreaming' going forward is to have further opportunities to work in partnership with other organisations and to find ways to do this that takes our partnerships to a higher, more meaningful level.

The next financial year heralds a new three-year strategic planning period. After nearly 10 years as the CEO of One Tree I know I can expect, and will always be grateful for, the tremendous support, courage and commitment of our Board of directors and staff. Thank you for making One Tree *the place to be*.

Karri Hillier
CEO

In 2017, One Tree colour coded our four key service lines to assist in clearly communcating our integrated service delivery.

Community Services

We provide a range of community services for the wellbeing, safety and support of children, families, individuals and communities.

Children's Services

We provide early childhood education and care centres, after-school care and family day care centres.

Professional Services

We provide consultancy services for National Quality Standards (NQS) in early childhood education and care, corporate governance and strategic planning.

Registered Training Organisation

We provide formal qualifications and training in early childhood education and care through our Registered Training Organisation.

The meaning behind our colours

- Imagination, Intuition
- Growth, Harmony
- Change, Responsibility
- Compassion, Balance

One Tree in 2017

This year has brought some significant highlights. Three out of four of our early education and care services were rated as 'Exceeding the National Quality Standards (NQS)' and 100% of our strategic planning objectives were achieved.

We opened an office in Darwin and invested in sending five staff on a tour of Reggio Emilia inspired services in New Zealand. Thirty-five staff across Australia attended our 'Another Way' conference in Melbourne where we presented ways in which we deliver Reggio Emilia inspired curriculum at our services.

The community services team built strong partnerships in Perth and in the regional communities we serve. We farewelled Alice Macphillamy General Manager of Community Services, who left after six years service at the organisation and moved to Papua New Guinea. We were delighted to welcome Irina Cattalini who joined the executive team as the new Executive Manager Services.

Many of the challenges faced by our industry in metropolitan areas are often magnified in rural and remote areas, where most of our services are located. Some of the communities we serve experience difficulties that would be unimaginable for those who are from the metropolitan area. This means our spirit or vision statement of *Working Together – Meeting the Challenge – Determined to Lead* is something everyone at One Tree lives by on a daily basis.

The board of directors met with the executive team in 2017 to establish the organisation's strategic direction for the next three years. After consultation with staff it was agreed that we needed a purpose statement that reflected why we do what we do. From this, the purpose statement; *Transforming challenges into possibilities with people and communities* was born.

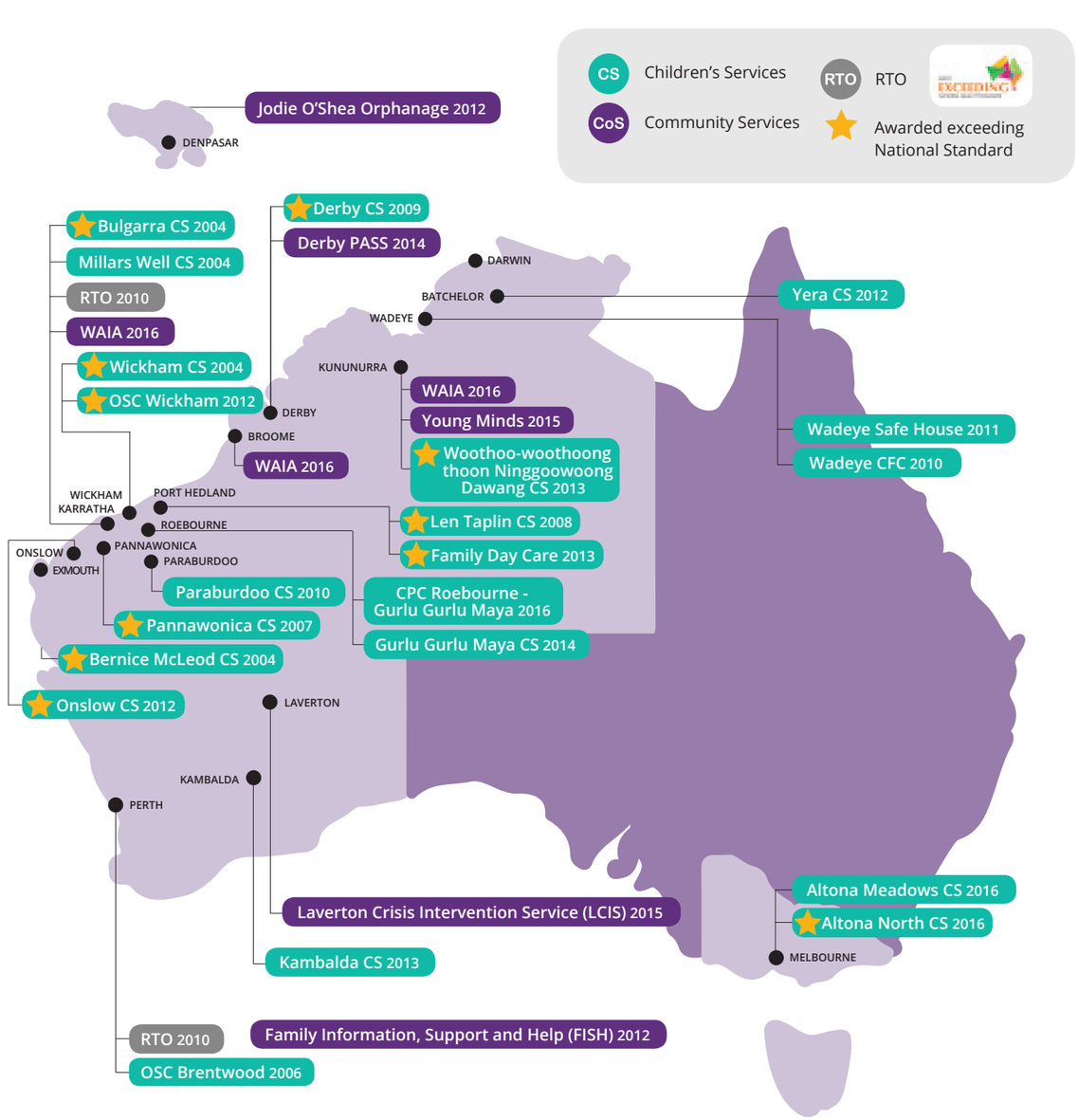
OUR NEW PURPOSE STATEMENT

Transforming challenges into possibilities with people and communities

Comments about One Tree's new purpose statement on the internal CEO Blog - Friday February 10, 2017

Kylie Trueman	*I really like this, and also the concept of the purpose statement reflecting why we do what we do rather than what we do... :)*
Erica Brahim	*LOVE IT! :) Makes me want to work for you... Oh wait, I do ;)*
Derby Team	*I love it too! It's to the point and easy to remember! I will be displaying it at our centre.*

In 2017 One Tree provided 30 services across 18 communities in 3 states & territories supporting more than 2000 children & families.



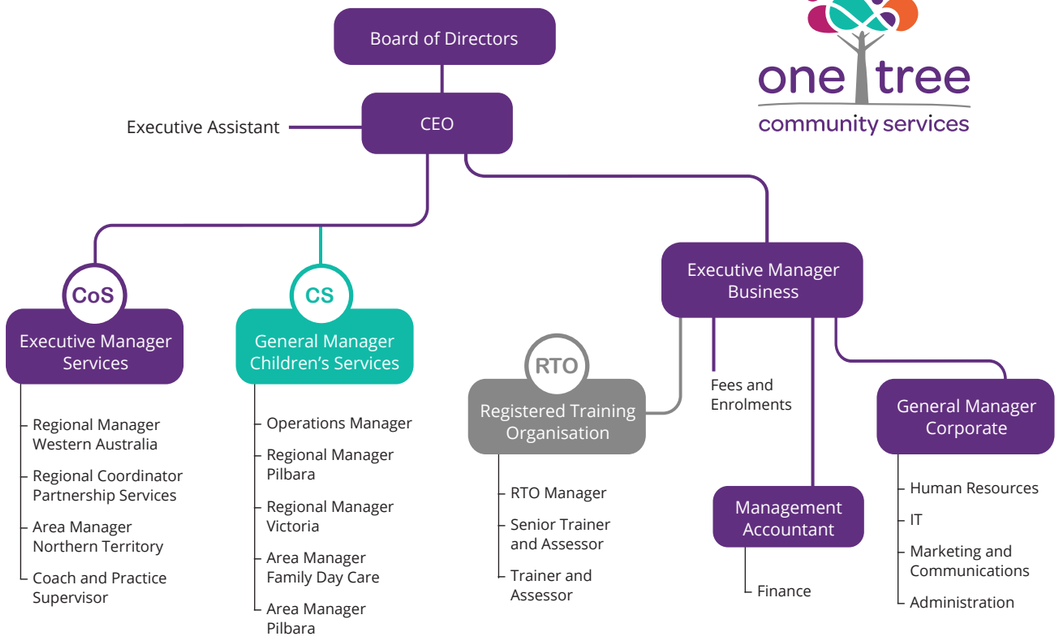
We employed 289 staff

120 full time
76 part time
93 casual

96% 4%

10% of whom identify as Aboriginal

Organisational Chart



Our supporters

Thank you

SPONSORS

GOVERNMENT

- Western Australia Department of Education
- Northern Territory Government Department of Children and Families
- Australian Government Department of the Prime Minister and Cabinet
- Australian Government Department of Education and Training
- WA Police Community Safety Fund
- City of Melville
- Town of Port Hedland
- Western Australia Department of Corrective Services
- Western Australia Department for Child Protection and Family Support
- Shire of Derby West Kimberley
- Shire of Exmouth
- Shire of Coolgardie

CORPORATE

- Fortescue Metals Group
- Rio Tinto
- Chevron

COMMUNITY

- GTNT
- The Foundation for Rural & Regional Renewal
- Minara Community Foundation
- Ngarluma Yindjibarndi Foundation
- Winun Ngari Aboriginal Corporation
- Foundation Housing Ltd
- Lotterywest
- Toxfree

PARTNERS

- Helping Minds
- Communicare
- Wanslea Early Leaning and Development
- Batchelor Institute of Indigenous Tertiary Education (BIITE)

Challenges into possibilities

"Challenges are just opportunities waiting to happen."

Karri Hillier

In 2016, we implemented a new approach for supporting our services. What worked really well was the coaching, leadership and management program that we offered across our organisation to all our directors and managers. Internet-based sessions were delivered through Google Hangouts fortnightly across Australia.

What changed and what did not work well was we no longer had regional managers visit each of the services on a monthly basis. Although support was available just a telephone call away, it wasn't the same. Two services who did not receive an 'Exceeding NQS' rating stated in their feedback that they missed the support visits of the regional manager. Although a lot of thought and planning had gone into the new model this error was recognised and the leadership team immediately revisited the face-to-face approach.

A framework was developed that saw the return of the regional manager monthly visits but with fewer services. Additionally, area manager positions were created with a maximum of four services assigned to each position. Area managers have the flexibility to act in the director's position when the director is on leave.

A succession plan including training for directors and managers to act as regional or area managers was developed. The challenge was transformed into a possibility by offering further opportunities for directors to develop their skills.

"Success is not final, failure is not fatal: it is the courage to continue that counts."

Winston Churchill

CS

Children's Services

One Tree's philosophy for early education and care services is based on the Reggio Emilia inspired and Steiner approaches.

One Tree's Altona Meadows and Altona North Children's Services in Melbourne, Victoria, are flagship services for the Reggio Emilia inspired approach.

The General Manager Children's Services, Coral Callan and Operations Manager Sarah Short approached the CEO, Karri Hillier about taking our rural and remote services to a new level of understanding in the Reggio Emilia philosophy. Both staff visited New Zealand and undertook a tour of Reggio Emilia inspired services. From this experience they believed that although One Tree's approach had supported the organisation to achieve 'Exceeding the National Quality Standards (NQS)', there was a lot more we could do to enhance children's learning. They also believed that there were better ways of documenting curriculum, which would inspire and engage educators.

Karri expressed her doubts. Developing and rolling out a new curriculum across three states in some very remote areas would be a challenge. Getting people together would be difficult given how hard it was to find relief staff in many of the communities we serve. Influenced by Coral and Sarah's enthusiasm and determination a decision was made that if they could find a way, they should just do it.

Sometimes it's good to be proven wrong.

Their story continues...

Our Children's Services in 2017

1341 children attending **17** approved early education and care services

'Exceeding the National Quality Standards'

- One Tree Len Taplin Children's Service in Port Hedland
- One Tree Wickham Early Learning Centre
- One Tree Family Day Care (FDC)

As one of only two FDC services in Western Australia being rated as 'Exceeding the NQS' One Tree would like to acknowledge the work done by Danielle Chamberlain who is the manager of the service. In 2016, Danielle was nominated as a national finalist for Director of the Year through the Family Day Care Australia Awards. Emma Catt, a staff member from FDC, won the award for Emerging Educator and Regional Winner of Excellence.

To date 87.5% of One Tree early education and care services have been rated as 'Exceeding the NQS'. One Tree's commitment is that 100% of services are rated as 'Exceeding'.

About Reggio

One Tree's Children Services are inspired by the Reggio Emilia child care philosophy.

The Reggio Emilia Approach to childhood education comes from Italy and began in the 1940's as a way of developing a community cooperative approach to child care. It is not an education method or a formula but instead an 'inspired way of caring for children'.

With the Reggio Approach children are encouraged to learn through hands-on play, the senses, languages, creativity, culture, personal identity or relationships. The approach is collaborative and educators act as researchers and co-learners who work alongside each child in their investigations. Children are encouraged to seek the answers to their own questions and form their own identity in the process.

"We consider relationships to be the fundamental organising strategy of our educational system."

Loris Malaguzzi

FOUNDER

Reggio Emilia Approach

How do our Children's Service's implement the Reggio Approach?

Our image of the child

- We view children as competent individuals and encourage them to follow their own curiosity, interests and capabilities
- We open each child's learning to 'the village' - by including parents, family and the community

Our environments

- We apply a sustainable lens to what materials we use. We upcycle our furniture, use recycled materials in our learning activities, and ask for donations from the community
- We aim to reflect local culture at all our centres
- We design our centres to 'feel like home' to assist children aged 0-6 in the transition into care

Our programming and curriculum

- We use individual portfolios and learning documentation for each child
- We encourage parents and families to engage in the curriculum

Twilight Tours

In May 2017, One Tree Altona North Children's Service began educational tours at night to showcase the Reggio Emilia Approach. The Twilight Tours were delivered in the evening to prevent any disruption to the children during the day. Fifty people from the local community, including representatives from councils attended.

The Victoria University requested the service provide professional development tours for early childhood teachers and diploma students as an example of high quality Reggio Emilia inspired service delivery in practice. Forty students attended at a time. The tours occurred at least three times a year.

Reggio Emilia Australia Information Exchange requested that the One Tree Altona North Children's Service be included in their twice yearly membership tours as an example of a high quality Reggio Emilia inspired service. The tour includes early education and care professionals, teachers, pedagogical leaders and consultants.

One Tree Altona North and Meadows Children's Services hosted the 'Another Way' professional development experience for One Tree's rural and remote services.

One of the ways the Reggio inspired approach is encouraged at One Tree's Altona North Children's Services is through the use of technology, such as learning via interactive smartboards.

Children use interactive smartboards at Altona North

New Zealand Reggio Emilia Tour

In August 2016, a nominated group from the children's services team attended a tour of Reggio Emilia inspired early education and care services in New Zealand.

The educators who participated were deemed to have the ability to influence others and to contribute to the development of a professional development program across the organisation. The experience supported the development of the 'Another Way' training program.

The tour was run by the Reggio Emilia Australia Information Exchange and begun in Auckland. The participants had the opportunity to interact with delegates from other like-minded services as they learnt about the approach.

"Too often we hear "They can't", "It won't work" or even "They won't be able..." I feel we use these as a barrier to letting children try. We need to give them and ourselves the respect to give it a go."

Cassandra Lacey

Another Way participant

DIRECTOR

One Tree Paraburdoo Children's Service
Paraburdoo, Western Australia

Another Way

Another Way

Twice in the last year 53 of One Tree's early childhood educators and carers gathered in Melbourne, Victoria, to attend two 'Another Way' training conferences for our new children's education curriculum.

The two training conferences were three days in length and were held in May and June 2017. Nominees from each of our centres from around Australia were chosen to attend. They travelled from as far as Kununurra and Paraburdoo in Western Australia and Wadeye in the Northern Territory, bringing a tremendous amount of valuable knowledge, experience and skills.

The conferences were designed to stimulate co-learning amongst the participants. The Reggio Emilia Approach values collective cooperation and community engagement. The conferences covered the Reggio Emilia philosophy and how it could inspire the work they did in their services.

The topics covered at Another Way included:

- Our image of the child
- Our new educational curriculum
- New ways of documenting children's learning
- Designing interactive learning spaces
- Engaging parents in their child's learning experience

During the conference the participants embarked on a tour of One Tree's Altona North and Altona Meadows services to witness first-hand their approach to Reggia Emilia.

"Every child, educator, parent or community is unique. We see the way we work as a journey where we all are co-learning together, and every voice counts."

Coral Callan

Another Way participant

GENERAL MANAGER
CHILDREN'S SERVICES

One Tree Community Services

"It was amazing to learn as a collective group, with everyone's ideas all together."

Rhiannon White

Another Way participant

CURRICULUM COORDINATOR

One Tree Bulgarra Children's Service,
Karratha, Western Australia

CoS

Community Services

The year has brought opportunities for new partnerships and exploring the benefits of a ‘collective impact’.

Changes in government caused a moment of uncertainty in the community services sector as we wondered about the impact. Ultimately as with all change there were opportunities that would enable us to explore other ways of working. Although One Tree historically has had strong relationships and partnerships with local communities, there was now a focus on formalising those partnerships to meet government tender expectations. In accordance with recent tender requirements, metropolitan-based organisations were also primarily seeking partnerships that would enable them to deliver across regions.

The possibilities that have come from these changes are the opportunities for shared learning across organisations. Clients benefit from ‘collective impact’ as organisations work together to support outcomes for clients.

One Tree welcomes Irina as Executive Manager Services. Irina was both the Director of Social Policy and then the Chief Executive Officer of the Western Australian Council of Social Services (WACOSS) over the past 11 years. She brings with her a wealth of knowledge of public sector agencies and not-for-profit industry. Irina’s connection in both sectors enhances One Tree’s opportunity to build future partnerships.

“Since joining One Tree in June 2017, I’ve been impressed by the collaborative spirit of the team and excited to see the potential for making a significant impact in the communities we serve.”

Irina Cattalini

EXECUTIVE MANAGER SERVICES

One Tree Community Services

Office in Darwin

One Tree has three community services programs in the Northern Territory (NT) so it made sense to open an office with a manager in Darwin.

One Tree employee Diane St Jack volunteered to be our representative and meeting Di is a little like the sense of relief that comes with the break in the heat and the first rains in the NT. Her bright, can-do personality is underpinned by a wealth of knowledge and understanding of both children and community services. Di is a valued member of the One Tree community who has worked for six years with us. When facing any challenge, the first words that she speaks is 'Yep, we can do that!'

"I've been going out to Wadeye in the Northern Territory for 6 years. I've seen our creche grow from 8 children to as many as 40 in a day. We are part of the woodwork now, the local Kardu Diminin people feel very comfortable with us and between the safe house and the crèche we provide a lot of support for local women and their children."

Diane St Jack
AREA MANAGER
One Tree Community Services
Northern Territory

CoS

Young Minds

Young Minds is a collaboration between One Tree Community Services and Helping Minds. The Young Minds program offers early intervention support services for vulnerable families with children and young people, throughout the Kimberley, who are showing early signs of, or are at risk of developing, mental illness.

WAIA
Western Australian Inclusion Agency

Western Australian Inclusion Agency is a partnership between One Tree Community Services, Communicare and Wanslea Early Development Services. The program provides support to Early Childhood Child Care (ECCC) services to build their capacity to provide quality inclusive practices that include children with additional needs alongside their typically developing peers, thus supporting parents and carers to participate in the workforce.

FISH
Family Information Support & Help

FISH is a service that supports One Tree employees both professionally and personally. The FISH service supports educators to guide children's behaviours through family and educator collaboration. The service offers a confidential space for One Tree employees to debrief and identify solutions to challenges they may be experiencing at work.

PASS
Parenting Advice & Support Service

The Derby Parenting Advice and Support Service (PASS) is a program that provides one-on-one case management and work-shops to support and develop parenting skills for clients throughout pre and post release at the West Kimberley Regional Prison.

CoS

one tree community services

Our community services are a holistic set of services that meet the needs of children, families and communities experiencing hardship, poverty or isolation.

LCIS
Laverton Crisis Intervention Service

The LCIS opened in April 2015 as an on-call support service for women and children experiencing family and domestic violence in the Shire of Laverton, in Western Australia's Goldfields. The centre promotes the safety and wellbeing of women and children in the Laverton community and surrounding area.

Gurlu Gurlu Child & Parent Centre

The Child and Parent Centre offers cultural, family, language and school readiness educational programs for the town of Roebourne and surrounding districts, in the Pilbara region of Western Australia.

Wadeye Safe House

Based in the Northern Territory (NT) town of Wadeye, Wadeye Safe House is the only safe house in the area. The Wadeye Safe House opened in 2011 and provides emergency acommodation and support for women and children experiencing domestic violence, 24-hours a day, 365 days a year.

Wadeye Children & Family Centre

One Tree operates a children and family centre in Wadeye, that provides regular meals, health and welfare monitoring, and early childhood education for children and families in need.

Strong ties with the community

In Western Australia, One Tree Community Services has embedded a family support centre in the remote Shire of Laverton that has become a reliable safe haven for local at-risk women and children.

The Laverton Crisis Intervention Centre (LCIS) is One Tree's safe house and community support service based in Laverton in the Goldfields-Esperance region of Western Australia. The LCIS provides outreach assistance for victims of family and domestic violence. The centre opened its doors in 2015, offering on-call 24/7 support for women and children experiencing family and domestic violence or crisis. The LCIS is focused on intervention and prevention and over the last two years has become a central support for the safety and wellbeing of families in the Shire of Laverton.

Laverton is a vibrant and diverse community with a population of 417. Twenty percent of the town's population are Aboriginal. The town sits on the western edge of the Central Desert, bordering the Ngaanyatjarra Lands (Ng Lands), approximately 950km northeast of Perth. The Laverton residents have strong connections with surrounding Aboriginal communities based at Mount Margaret, Mulga Queen, Cosmo Newberry, Wongatha Wonganarra and Warburton.

Throughout 2017, the LCIS further increased their presence and support in the Laverton community by providing a range of well received programs, these included:

- A women's group for wellbeing and cultural knowledge, with camping excursions out on country
- Girls Kungka Group for confidence building workshops for 9 to16 year olds
- A donation based clothing store located in the town.

One Tree Community Services and the LCIS work closely with the Department of Communities, Child Protection and Family Support, MEEDAC, the Shire of Laverton and other community service providers to keep the support of families strong in this region. In January 2017, the Laverton Police commended the LCIS on its role in the Laverton Shire, stating that the centre increased their footprint in the community and retained a sustainable partnership with the police.

The LCIS endeavours to employ Aboriginal women in the centre and foster the cultural heritage of the area. In the coming years the LCIS intends to continue to weave strong ties within the community.

The LCIS is a safe haven for women and children.

CoS LCIS From 1 Jan - 30 June 2017

927	**Total indigenous people accessed the service**
177	**Accessed accommodation**
628	**Received assistance**
181	**Events held**

"People described the LCIS as a hidden gem and a sanctuary for women after visiting our successful cultural open day for NAIDOC 2017 celebrations"

Keryn Lewis | REGIONAL MANAGER
One Tree Community Services

"I cannot imagine life in Laverton without the crisis centre! I like to talk about service providers and footprints in the community, so many of our service providers do not have any footprints here and therefore do not have any impact. The crisis centre has two feet firmly planted here creating footprints throughout the community and its use will continue to increase. It is a safe haven for women and children, day and night, 24/7...

We have a stable and sustainable working relationship, which I am hoping will continue long into the future."

LAVERTON POLICE 2017

A collective impact

Emer Donohoe is the Regional Coordinator of the WA Inclusion Agency for One Tree. Her role is to support her team of Inclusion Professionals for the Pilbara, Gascoyne and Kimberley regions. The team is based in both Broome and Karratha.

With Communicare as the lead agency, One Tree and Wanslea Early Learning and Development deliver the Inclusion Support Program (ISP) across Western Australia (WA). The ISP supports early childhood services to assist children with additional needs to learn alongside their typically developing peers. It also offers parents and carers the opportunity to participate in the workforce knowing their children (with additional needs) have the support they need.

With partnerships underpinning the ISP, the team take this approach to the work they do, in each of the communities they serve. The result has been the building of capacity to support children in rural and remote communities.

The spirit of working together has included government departments. In Fitzroy Crossing a child care service, due to its funding model, was not eligible for specialised support. Eighty percent of the children were in the care of the Department of Child Protection and also had additional needs. Early education and care staff were struggling and needed help to support these children. The ISP worked with the Department of Education and the Department of Child Protection which enabled the service to receive the necessary support from the WA Inclusion Support Agency that they required.

National Inclusion Support Network Conference

This year the Department of Education and Training invited Emer Donohoe from One Tree and Cheryl McAlister from CDC First Impressions Queensland (in partnership with KU Children's Services) to present on ISP - supporting rural and remote communities.

Both Emer and Cheryl shared the experience and knowledge of working rural and remote and the need to be mindful and respectful. As an Inclusion Support Professional, it is important to remember that you are a visitor in the community and any success is going to be built on relationships. Emer highlighted the logistical challenges of working rural and remote, sharing that one particular One Tree Inclusion Support Professional has a 1400 km round trip in order to support the service.

Emer Donohoe
REGIONAL COORDINATOR
INCLUSION SUPPORT PROGRAM
One Tree Community Services

WA INCLUSION AGENCY IS SUPPORTED BY ONE TREE IN PARTNERSHIP WITH

COMMUNICARE

Wanslea Early Learning and Development

In 2017, WA Inclusion Agency assisted:

1213
CHILDREN
to overcome early education and care barriers

2609
REQUESTS
to receive inclusion support

4260
ECCC
face-to-face support visits completed across the state

Leave our logos at the door

WA Inclusion Agency is a collaborative program where everyone works together towards a common goal.

In the last year, one of the 1213 children who received care from WA Inclusive Agency's support program was a four year old indigenous boy named Johnno (not his real name) who had been in foster care since he was three months of age. Johnno had experienced significant early trauma and was diagnosed with Foetal Alcohol Spectrum Disorder (FASD). He was generally a charming and full-of-beans child, but could be just as quick to push or hit other children and cause distress. Support staff had struggled to manage his behaviour and foster care had broken down.

"There is something wrong with him," people said.

His foster mum and dad loved him very much but they blamed themselves and felt like giving up. In foster care, children like Johnno 'fall through the cracks' and short term band-aid solutions are applied that rarely provide long term results.

A cry for help went out to one of the staff from the WA Inclusion Agency based in Karratha. The staff member interceded and asked everyone to view Johnno as an 'out-of-the-box' child, and to work together to find solutions for him. And they did.

"It was a collective impact " said the staff member', "we left our logos at the door."

All of the support staff, foster carers, educators, children and members of the community came together to provide Johhno with a holistic support team.

The feedback was that everyone could breathe again and it wasn't left to one person to solve, because everyone solved it together.

Registered Training Organisation

The One Tree Registered Training Organisation (RTO) offers qualifications in:

Certificate lll in Early Childhood Education and Care

Diploma of Early Childhood Education and Care

With many of our students in rural and remote areas our RTO needed an approach that could adapt to modern technology and online formats. Trainers were visiting trainees monthly on the job and finding that students were more often than not unavailable due to staff shortages at the time.

The move to trainers scheduling virtual ‘visits’ with trainees has proven very successful, with it being much easier to reschedule when necessary.

One Tree has continued to offer School Based Traineeships in Karratha and has expanded to Port Hedland and Exmouth. School Based Traineeships offer local senior high school students the opportunity to gain their Certificate lll in Early Childhood Education and Care upon graduation of high school. Students are paid one day a week to gain work experience at our services while undertaking the course.

RTO

Introducing the virtual classroom

Improving students learning experience and access to training was a key consideration to developing a new digital training model.

Our new digital training platform with virtual classrooms and comprehensive range of training and assessment materials is supporting better outcomes for students.

One Tree's RTO has been operating since 2010. Established primarily to provide training to our own staff in rural and remote areas, we have begun to receive interest from other external providers. Early education and care providers in Kalgoorlie have requested to have their staff trained with our RTO and we currently have six students. We are also receiving requests for training from metropolitan early education and care services.

One Tree Community Services Registered Training Organisation

1. **Student enrolment**
2. **Student induction**
3. **One-on-one training & support webinar**
4. **Ongoing support via phone, email or Facebook group**
5. **Face-to-face mentoring**

one tree community services the place to be

One Tree's new **5-step training model** allows for one-on-one support both virtually and face-to-face.

"Hi Kristie, This is Dani from One Tree RTO. Are you ready to start today's session?"

Danielle Baker
SENIOR TRAINER AND ASSESSOR
Perth, Western Australia

One Tree Community Services Registered Training Organisation

VIRTUAL CLASSROOM

Providing students with remote access to quality learning materials and qualifications

DIGITAL COMMUNICATION SYSTEM

"Hi Dani, yes I've really been looking forward to it."

Kristie Frame
STUDENT
Goldfields Childcare Centre
Out of School and Vacation Care
Kalgoorlie, Western Australia

PROVIDING SERVICES IN

- Pannawonica
- Port Hedland
- Wickham
- Karratha
- Roebourne
- Exmouth
- Derby
- Perth
- Kalgoorlie
- Kambalda
- Paraburdoo
- Onslow
- Melbourne
- Kununurra

RTO

School Based Training Program in Port Hedland

Our RTO has delivered the School Based Training Program in Karratha for four years and now we are in partnership with Hedland Senior High School to deliver training in Port Hedland.

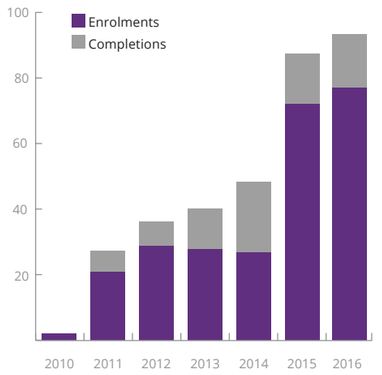
With a new One Tree RTO office opening in Port Hedland it was possible for ten students to commence studying the Certificate lll in Early Childhood Education and Care while still at school.

One Tree's School Based Training Program is a great way for young people to gain a qualification before leaving school and for early education and care providers to trial the next generation of employees.

School Based Trainees are provided with classroom based training by a One Tree RTO trainer and on-the-job training one day a week in a local early education and care service.

Registered Training Organisation

In 2017 One Tree's Registered Training Organisation expanded from two offices in Perth and Karratha to a third in Port Hedland.



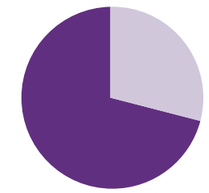
78 students in 2016-2017

83

Students graduated from One Tree's RTO with accredited qualifications SINCE 2010

50%

of School Based Trainee graduates from 2015 are now full-time One Tree employees



RTO Enrolments FY2016-17

- 11 Certificate III of Early Childhood Education and Care
- 27 Diploma of Early Childhood Education and Care

Creating a workplace community

"Being part of One Tree is an experience worth having. We don't see ourselves as a family but rather a community of people connected by our purpose."

Karri Hillier

Our purpose is **'Transforming challenges into possibilities with people and communities'.** It takes a tremendous amount of determination to do the work we do. We are one of a few organisations that provide services primarily in rural and remote areas. Even when considering delivering services in metropolitan areas we have a tendency to put up our hand for those services deemed challenging.

Navigating these challenges requires a certain culture that is resilient and committed. Underpinning that culture sits our values, our code of ethics and our spirit of **Working Together – Meeting the Challenge – Determined to Lead.**

Building a resilient organisation does not just happen. It is about the decisions we make and the actions we take.

Learning together

Although supervision is an accepted form of professional development and support in the community services sector it is not so common in the child care industry. One Tree made a commitment to foster co-learning across the organisation by offering supervision and coaching to all Directors and Managers.

In September 2016 One Tree after offering both internal and external coaching to Regional, General and Executive Managers, determined that all Managers and Directors working across the organisation should receive the same level of support. Nicola Weber and Claire McManus, who hold degree qualifications in psychology, both offered coaching sessions to the service management team.

There are 22 managers and directors located in rural and remote areas who meet with Nicola and Claire twice a month to receive individual and group coaching sessions. Video conferencing technology was employed for coaching sessions. The 'virtual teams' have gone from strength to strength as participants develop relationships and support networks.

Nicola and Claire also offer online professional development forums based on the feedback received from participants. These have included:

- Guiding and supporting children's behaviour
- Unique selling propositions
- Time management
- Running effective meetings
- Reflective debrief for staff
- Professional boundaries
- Social and emotional intelligence

'The coaching is amazing,' stated Rebecca Young Director at One Tree Pannawonica Early Learning Centre. 'The individual sessions help to keep me on track and the group coaching has helped me to gain different perspectives in how to handle situations.'

In addition to developing the program Nicola has undertaken ongoing professional development mentorship and training with professional coaches. These include, Grant Herbert from the People Builders Institute, Dianne Dawson from Leadership and Executive Coaching and Jenny Edis from Professional Coaching Australia.

The program has been a great success and is set to continue in 2018.

"Our coaching and professional development training provides a unique level of support in our industry."

Nicola Weber
COACH AND PRACTICE SUPERVISOR
One Tree Community Services

One Tree - *the place to be*

Our intention is to be a culturally competent, inclusive and ethical organisation.

Our tagline is *the place to be* and this is what we aim to offer our staff, the people we serve, our stakeholders and our partners. In 2017, we created a series of information videos. These outline our approach to strength-based practice and cultural awareness. The videos also covered mandatory reporting and protective behaviours.

One Tree developed a series of videos for training, recruitment and marketing purposes.

Giving back

Even though we are a not-for-profit organisation we want to be able to give back. One of the ways we do this is by supporting the Jodie O'Shea Orphanage in Bali. The orphanage is 100% dependent on donations and many One Tree staff contribute from their salary. Additionally we hold fundraisers in our services and offices.

" In April 2017, I visited the Jodie O'Shea orphanage. I accompanied some of the young girls on a trip to purchase shopping in support of food security issues. At this time there were over 90 mouths to feed at the home! It was a wonderful experience to see first-hand where our donations are going."

Chelsea Keir
DIRECTOR
One Tree Wadeye Children's Service
Northern Territory

Children from Jodie O'Shea Orphanage

Board of Directors

David Beattie
Chairperson (2008 - current)
MBA, FCMA

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

Sandro Patat
Board Member (2009 - current)
B. JURIS, LLB

Terri-Anne Pettet
Board member (2011 - current)
BSC (HEALTH SCIENCE), GAICD (DIPLOMA AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS)

Zeljko Krestelica
Board member (2009 - current)
CERT IV (TRAINING & EDUCATION), POST GRAD DIP (SOCIAL SCIENCE - COUNSELLING), BA (PHILOSOPHY & GERMAN LANGUAGE AND LITERATURE), DIP (GERMAN)

Katherine Hoar
Board member (2014 - current)
CERTIFIED IN CULTURAL INTELLIGENCE (CQ) ASSESSMENT FACILITATION, GRAD DIP (MANAGEMENT), B ECON (HONS - JAPANESE STUDIES)

Gordon Melsom
Board member (2016 - current)
POST GRAD BUSINESS, MAICD

Senior staff

Karri Hillier
Chief Executive Officer
BA (TRAINING & ORGANISATIONAL DEVELOPMENT)

Martin Jackson
Executive Manager Business
BB (MANAGEMENT & FINANCE), GRAD DIP (EDUCATION)

Irina Cattalini
Executive Manager Services
BA (HONS POLITICAL SCIENCE) DIP BUSINESS (COMMUNITY LEADERSHIP)

Coral Callan
General Manager Children's Services
DIP (CHILDREN'S SERVICES), GRAD DIP (MANAGEMENT), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Natasha Esau
General Manager Corporate
BA (MEDIA & INFORMATION), LLM (JURIS DOCTOR), GRAD DIP (LEGAL PRACTICE)

Sam Bullen
RTO Manager
DIP (CHILDREN'S SERVICES), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Sarah Short
Operations Manager Children's Services
ADV DIP (EARLY EDUCATION AND CARE), CERT IV (WORKPLACE TRAINING & ASSESSMENT)

Financial overview

One Tree Community Services for the period ending 30 June 2017 recorded an organisational surplus of $311,404.

During the year our child care fee revenue increased by 10%, community services revenue increased by 2% and Registered Training Organisation revenue increased by 27%.

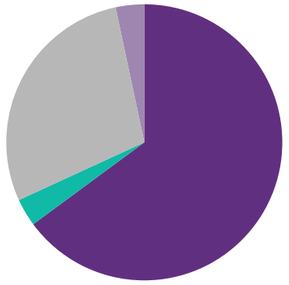
Financial support was gratefully received from Rio Tinto for our child care services in Pannawonica, Paraburdoo and Wickham. Chevron also offered financial support for our child care services in Onslow.

Our largest source of income was from our child care services at 65% of our total revenue. Government funding was our second largest source of revenue at 29%.

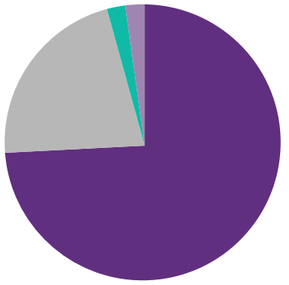
Our human resources remain the major cost item sitting at 7% higher than the previous year and 74% of overall expenditure.

Our other operational expenses accounted for 26% of our total expenses. As many of our services are rural and remote, to continue to provide a quality service our travel costs remain high.

Operating income



Operating expenditure



$17,283,030

Million in revenue

$2,477,812

Total equity

96%

Spent on service

$4,060,584

Cash at bank

$311,404

Total surplus

Statement of comprehensive income

For the year ended 30 June 2017

Revenue	Jul 16 - Jun 17	Jul 15 - Jun 16
Child Care Fees	11,287,561	9,764,193
Funding Income	5,076,108	5,553,370
Registered Training Organisation Income	516,037	403,826
Interest Income	66,604	69,486
Other Income (includes Residential Income)	336,720	388,096
Revenue and Other Income	**$17,283,030**	**$16,178,971**
Expenditure		
Audit Fees	19,495	14,710
Bank Fees	8,698	12,703
Board of Management Costs	12,636	11,723
Consumables General & Service Delivery	856,169	706,224
Depreciation	123,652	59,756
Electricity & Gas	205,335	200,932
Equipment	81,946	158,081
Excursions & Events	36,464	24,412
Family Day Care Educator's Expense	254,008	236,906
Funded Equipment Expense	7,234	48,028
Insurance – General	185,969	185,306
Interest Expense	24,379	25,008
IT Expenses	337,206	305,387
Motor Vehicle Expenses	136,041	170,617
Other Expenses	438,368	422,821
Rates & Taxes	42,330	89,336
Rent & Outgoings - Commercial & Residential	606,898	625,512
Repairs & Maintenance	132,343	74,258
Salaries & On Costs	12,589,566	11,741,395
Staff Expenses & Training	231,423	207,660
Travel Expense	641,466	507,508
Total Expenditure	**$16,971,626**	**$15,828,283**
Net Surplus	**$311,404**	**$350,688**

Statement of financial position

For the year ended 30 June 2017

Current Assets	Jul 16 - Jun 17	Jul 15 - Jun 16
Cash and Cash Equivalents	4,060,584	4,222,247
Trade and Other Receivables	430,388	359,451
Other Assets	57,143	47,006
Total Current Assets	**$4,548,115**	**$4,628,704**
Non - Current Assets		
Property, Plant and Equipment	566,164	426,618
Total Non - Current Assets	**$566,164**	**$426,618**
Total Assets	**$5,114,279**	**$5,055,322**
Current Liabilities		
Accounts and Other Payables	916,024	846,924
Grants Received in Advance	349,507	772,173
Borrowings	297,469	301,222
Provisions	964,584	867,049
Total Current Liabilities	**$2,527,584**	**$2,787,368**
Non-Current Liabilities		
Employee Leave Entitlements	108,883	101,546
Total Non-Current Liabilities	**$108,883**	**$101,546**
Total Liabilities	**$2,636,467**	**$2,888,914**
Net Assets	**$2,477,812**	**$2,166,408**
Equity		
Retained Surplus	2,477,812	2,166,408
Total Equity	**$2,477,812**	**$2,166,408**

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
Irina Cattalini
Carley Crimp
Jordan Davis
Emer Donohoe
Natasha Esau
Jackie Hallett
Julie Hill
Karri Hillier
Martin Jackson
Debra Kilford
Keryn Lewis
Alice Macphillamy
Claire McManus
Bradley Miller
Riza Parker
Michael Perera
Jacque Shaw
Diane St Jack
Vicky Thompson
Sandra Totaro
Nicole Vernede
Nicola Weber

Altona Meadows
Jillian Clayton
Nam Nugyen
Rhonda Walta
Simone Wakins
Caitlin Casley
Karen Curtis
Melissa Dinh
Andy Maurer
Ruby McWaters
Connie Muliett
Thi Dang Nguyen
Farah Sarwardy
Beset Tibebu
Make Amvia
Sinem Gungor
Verdana Mitrovic
Rebecca Rumundetta
Chittima Limrostip
Valbone Alija
Vanessa Atanasoska
Crystal Greaves
Zainab Al Hasany

Altona North
Janine Appleby
Belinda Fowles
Claire McManus
Annelise Van Zyl
Natalie Djuric
Ruth Goga
Jennifer Heathcote
Glenn Luke
Monika Madan
Irina Magurean
Andrea Menon
Angela Mitrevska
Maria Schirripa
Eleni Svarnia
Xiaoli Yuan
Hannah Long
Kerrie Bowen
Helen Loutakis
Anne-Marie Butcher
Kate Sun
Abbey Hudson
Nicole White
Michelle Flynn

Bernice McLeod CS
Nicky Curnow
Jasmin Achilles
Samantha Downs
Carla Nicholls
Ayla Olsen
Nikita Butler
Anika Smith
Hannah Grant
Mary Froome
Michelle O'Keefe
Shannon Irons

OSC Brentwood
Katie Bogumil
Bryttany D'Agui
Amy Davis
Nancy Fielding
Charleigh Kimber
Jennifer Marchant
Sorcha Patchell
Brooke Welsh

Bulgarra CS
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Rhiannon White
Karen Burgess
Alysa Jackman
Courtney Aagesen
Teagan Singer
Ashleigh Dodd
Natalie Jarvis
Samantha Bennaddi
Teliah Patton
Angelika Ordiales
Elle Oliver
Jessica Taylor
Schuyler Stoney
Ashleigh West
Shelcey Kilvington

Derby CS
Sue Page
Melissa Hasluck
Rachael Haggarty
Colleen Haggarty
Anita Didone
Rashna Mohadeb
Sophia Karagkiozidou
Monica Lindsay
Astrid Kenworthy

Derby PASS
Ryan Dempsey
Maggie McGuiness

Family Day Care
Danielle Chamberlain
Sharney Onslow
Melanie Dejong

Gurlu Gurlu Maya CS
Sarah Clery
Mahalia Hinaki
Anahera Hinaki
Miranda Ihanimo
Madisen Owens
Treinaya Phillips
Elizabeth Philpot
Dakota Tahitahi
Charlotte Boona
Melanie Hawkins
Marion Whitworth
Katie Croker
Darius Parker
Alexandra-Leaza Crozier
Clarice Wagenaar
Emma Johnson

CPC Roebourne - Gurlu Gurlu Maya
Keran Kramme
Adrienne Tubb
Lynette Wilson
Gloria Newland
Ian Wally
Jessica Taylor

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

Laverton CIS
Noelene Jorgensen
Rhonda Foley
Heidi Abbott
Bianca Dixon

Len Taplin CS
Phalan Baggow
Claire Bennett
Tracey De Caluwe
Emily Jewell
Manveet Kaur
Jessica Pearson
Emma Porter
Samantha Vadala
Blessing Constance
Lauren Gibbs
Dannika Jo Farmer
Alana Dimmock
Susan Coleman
Micaela Ams
Tracy Wynwood
Halah Garlek

Millars Well CS
Marnie Burley
Melanie Dejong
Shae Hawkes
Jennifer Lee
Ally McCoy
Keeley Plate McPartlan
Ebonie Read
Tasha Symes
Marea Tetai
Angela Hill
Luciana Mendonca
Lydia Kahari
Courtney Bushby
Krupa Upadhyay
Eileen Wyatt
Ma Mina Curioso
Danielle Wickens

Onslow CS
Kelly Milton
Susan Mooren
Kim Beeler
Nancy Fielding

Pannawonica CS
Rebecca Young
Ljubica Vranjesevic
Shannon Mann
Rhiannon Dunn

Paraburdoo CS
Cassandra Lacey
Sherri Breton
Bryarnnii Peta
Rachel Maxfield
Geraldine Ellis

RTO
Sam Bullen
Danielle Baker
Renae Notis
AnnMarie Mulrennan

Wadeye CFC
Chelsea Keir
Ashlee Hodder
Cass Cameron Taylor
Zarina Montenegro
Ellen Tcherna
Gabriella Thardim
Romana Freeman
Brooke Cragan
Gwendoline Kolumboort
Julie Thardim
Cecily Jinjair

Wadeye Safe House
Lee George
Angela Ninnal
Christina Weekend
Mavis Pultchen
Grace Lantjin
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Wickham CS
Rachel Harvey
Irene O'Riordan
Toshika Peiris
Sharni Kemp-Ginn

OSC Wickham
Danielle Hutchings

Woothoo-woothoong thoon Ninggoo Dawang CS
Natasha Grosse
Kristin Burgess
Michelle McClements
Kiah McGlade-Trust
Elizabeth Stanger
Lyneete Bronca
Resantia Bin Omar
Shari Vincent
Sophie Marriott
Ena Hopgood
Donella Huddleston
Parmjeet Kaur
Somaly Ouk
Calyca Rogers
Kiah McGlade
Luong Tran

Yera CS
Jessa Maddison
Keiryn Christodoulou
Sherrilee Sherriff
Kanchana Garrioch
Danielle Brown

Young Minds
Alison Watkins

One Tree staff as at 30 June 2017

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