2023 Annual Report

FIVE DECADES WORKING WITH
CHILDREN AND COMMUNITIES

one tree
community services
the place to be

ACKNOWLEDGEMENT OF COUNTRY

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

We pay special thanks and respect to the Elders and Leaders who have welcomed us to Country on your lands at each of our services across Australia. We provide this Acknowledgement of Country in the spirit of reconciliation and as part of our commitment to the ongoing work toward reconciliation.

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

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

CONTENTS

04 Message from the Chair
06 Message from the CEO
08 Organisational chart
10 Our services
12 Our supporters
14 Highlights of the year
16 Reconciliation Action Plan
18 People and culture
20 EduTribe and FIFO
22 Exceeding services
24 Services
28 One Tree Defence Childcare Unit
30 Kindergartens
32 Registered Training Organisation
34 Board of Directors
36 Our CEO and executive directors
37 Our leadership team
38 Financial overview
40 Statement of comprehensive income
41 Statement of financial position
42 List of staff alphabetically

Certified System
ISO 9001
Quality

Welcome to the annual report of One Tree Community Services

"The harder I practise, the luckier I get" is a quote often attributed to champion golfers Arnold Palmer and Gary Player. As with many quotes it has routinely been adopted by others for use well beyond its original intent. It certainly applies to One Tree where our people have been hard-pressed in a year when staffing shortages continued to constrain our industry, and inflation put additional pressure on financial management.

Despite these adverse circumstances we managed to turn the prior year's deficit into a surplus of $723k and replenish our reserves to finish the year with net assets of $4.1m.
A great result.

Important contributors to this success were the 100 new people who joined us, allowing capacity to be increased at many services and providing more families with the support they need. These new recruits raised our staff complement to just under 1,000 but by the year end we still had more than 100 vacancies.

It's a well-worn cliché that an organisation is only as good as its people, but One Tree is its people and is particularly well served by them.

My sincere thanks go to all our educators, administrators, managers, executives and my fellow board members for their contribution and commitment over the past year. Also to our commercial sponsors and supporters who are integral to our service delivery.

May we all look forward to One Tree's continuing success in years to come.

On behalf of the Board.

David Beattie

One Tree Gurlu Gurlu Maya.

Starting daycare for your child can be a nerve racking process, but I'm so grateful to have found One Tree. My son has been there for nearly 18 months and has always been really happy there. The director and all the staff are super warm, welcoming and have a lot of care for all the children. Our daughter will go there eventually too. It's not a new looking centre at all but it's about the people running it which matters the most.

Google review June 2023

MESSAGE FROM THE CEO

Even though our current purpose only came into being in 2011, it seems "Transforming challenges into possibilities with people and communities" has always been at the heart of the organisation.

As of March 2023, One Tree Community Services Inc. (One Tree) has been operating for 50 years. A lot can happen in 50 years.

One Tree has expanded from delivering eight Out of School Hours Care (OSHC) services in Western Australia to a national organisation. The portfolio of 64 services now includes a range of Early Education and Care (EEC) services, community services and a registered training organisation. More recently the organisation funded EduTribe, a sector-wide membership program offering free EEC resources.

In a moment of nostalgia, I read the oldest online annual report. It was for the year 2000. One Tree, back then, was called Children's Service Support Unit (CSSU). The then Chair, Nancy Jones wrote:

"It is a joy to be part of the CSSU staff and committee team who have met the challenge and responded to the future …"

The report went on to highlight *"… the constantly changing social, funding and government environments."*

From reading the report, it seems that although the environment we operate in continually changes, the organisation has remained true to what has become its spirit (vision).

Working Together – Meeting the Challenge – Determined to Lead

This year One Tree, along with other identified providers, was asked to contribute to the Australian Competition and Consumer Commission and the New South Wales Independent Pricing and Regulatory Tribunal enquiries into EEC.

It was a burdensome process resulting in hundreds of hours of staff time. The interim report offered no further insight beyond what the sector already knew. My hope is the final report will result in much needed solutions. I want to take a moment to thank those staff that contributed. It was a momentous task.

Workforce shortages continue to be the challenge for EEC. It seriously affects supply and quality. One Tree has been working on solutions to support our services and hopefully the sector. These include expanding on our EduTribe Fly-In Fly-Out (FIFO) and casual workforce programs.

I would like to take this opportunity to thank the 1303 staff who have worked at One Tree this year. They live our purpose every day. I would also like to thank our Board of Directors, who One Tree rely on for governance.

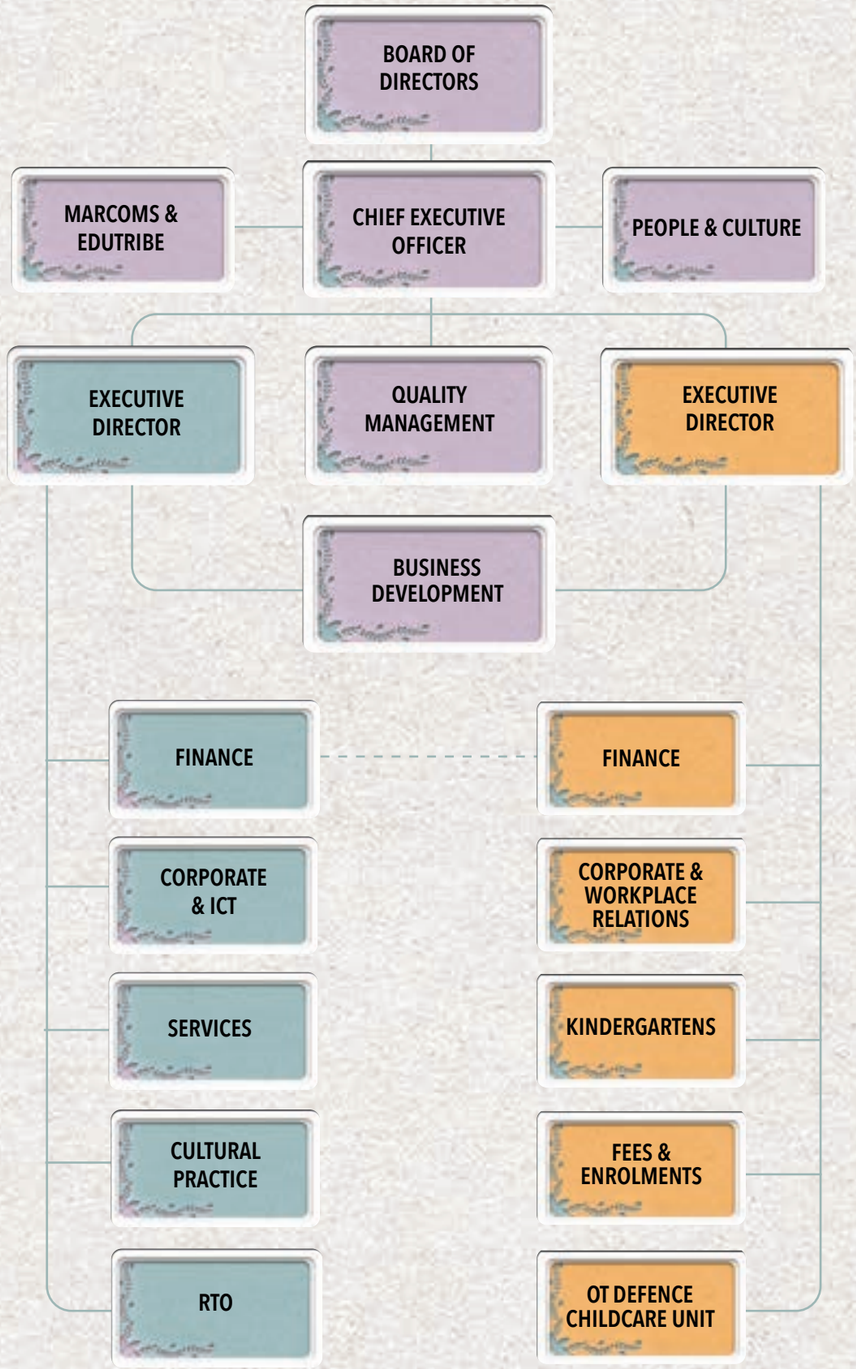
Finally, without the leadership, dedication and expertise of executive directors, Coral Callan and Irina Cattalini, One Tree would not be what it is today.

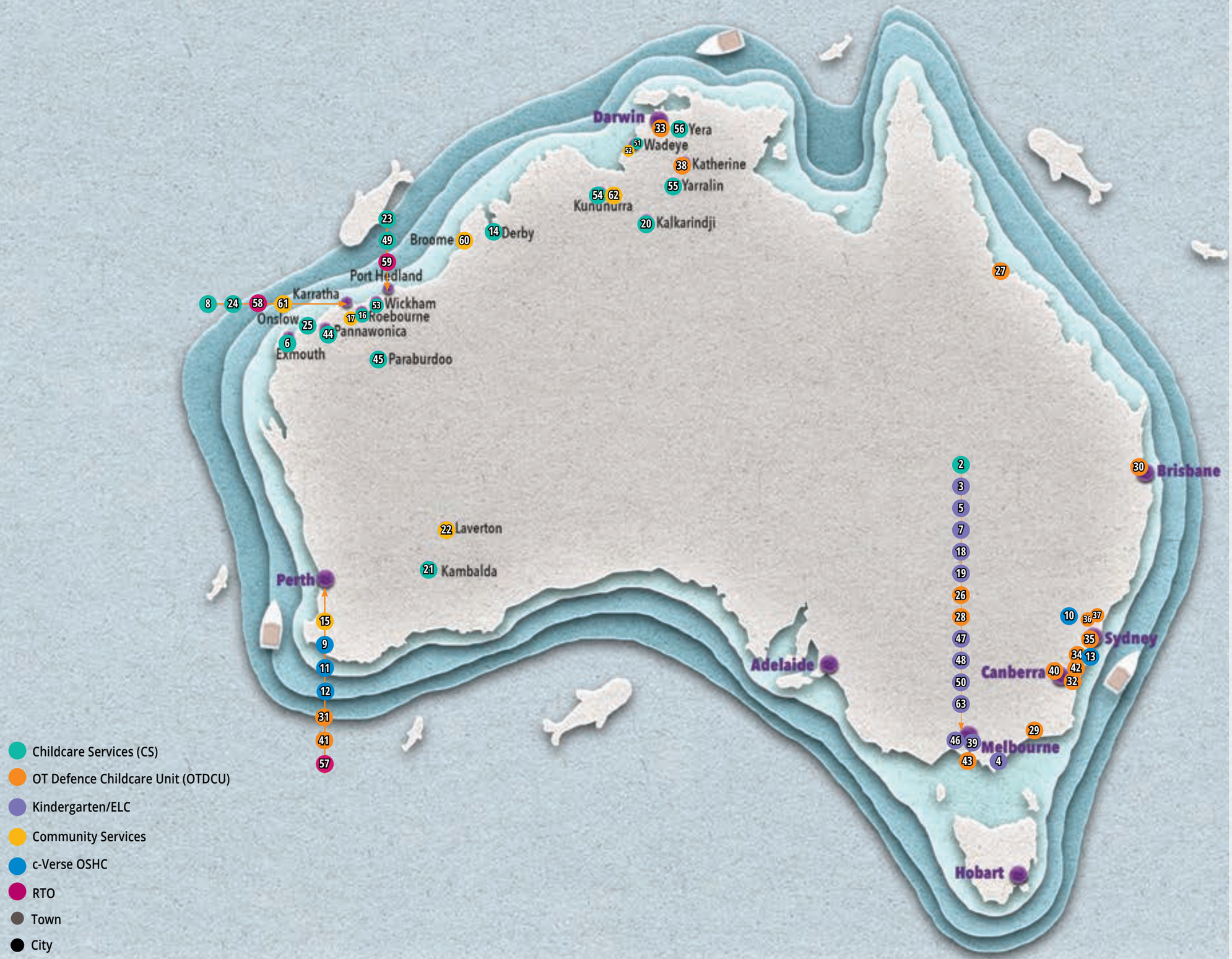
As always, I thank you.

One Tree's story.

08 ORGANISATIONAL CHART

Overview - Business areas





1. Altona Meadows CS *Boonwurrung Country*
2. Altona North CS *Boonwurrung Country*
3. Altona North Kindergarten *Boonwurrung Country*
4. Apollo Bay Kindergarten *Gadubanud Country*
5. Balim Balim Kindergarten *Wunggurrwil Country*
6. Bernice McLeod CS *Thalanyji Country*
7. Braybrook Early Learning Centre *Wurundjeri Woi Wurrung Country*
8. Bulgarra CS *Ngarluma Country*
9. c-Verse Brentwood OSHC *Whadjuk Country*
10. c-Verse Lithgow OSHC *Wiradjuri Country*
11. c-Verse Mundijong OSHC *Whadjuk Country*
12. c-Verse Palmyra OSHC *Whadjuk Country*
13. c-Verse Sussex Inlet OSHC *Yuin Country*
14. Derby CS *Nyikina Country*
15. Family Information Support and Help (FISH) *Whadjuk Country*
16. Gurlu Gurlu Maya CS *Ngarluma Country*
17. Gurlu Gurlu Maya CPC Roebourne *Ngarluma Country*
18. Konewark Kindergarten *Boon Wurrung Country*
19. Kurmboon Kindergarten *Boon Wurrung Country*
20. Kalkarindji CS *Gurindji Country*
21. Kambalda CS *Malpa Country*
22. Laverton Crisis Intervention Service (LCIS) *Tjalkanti Country*
23. Len Taplin CS *Kariyarra Country*
24. Millars Well CS *Ngarluma Country*
25. Onslow CS *Wathaurong Country*
26. OTDCU Cerberus *Woiworung Country*
27. OTDCU Coral Sea *Gagu-Badhun Country*
28. OTDCU Coventry *Wurundjeri Country*
29. OTDCU East Sale *Kurnai Country*
30. OTDCU Enoggera *Yuggera Country*
31. OTDCU Flying Start *Wajuk Country*
32. OTDCU Kangaroo Cottage *Yuin Country*
33. OTDCU Kids Brigade *Larrakia Country*
34. OTDCU Kids Crew OSHC *Yuin Country*
35. OTDCU Little Diggers *Eora Country*
36. OTDCU Little Eagles *Dharug Country*
37. OTDCU The Blue House OSHC *Dharug Country*
38. OTDCU Little Geckos *Jawoyn Country*
39. OTDCU Puckapunyal LDC & OSHC *Taungurong Country*
40. OTDCU Russell Hill *Ngunawa Country*
41. OTDCU The Sunny Child *Wajuk Country*
42. OTDCU Tingira *Yuin Country*
43. OTDCU Williams *Bunurong Country*
44. Pannawonica CS *Kurrama Country*
45. Paraburdoo CS *Yinhawangka Country*
46. Puckapunyal Kindergarten *Taungurong Country*
47. Riverwalk Kindergarten *Wathaurong Country*
48. Seabrook Kindergarten *Wathaurong Country*
49. South Hedland CS *Kariyarra Country*
50. Timbertop Early Learning Centre *Wathaurong Country*
51. Wadeye Children & Family Centre
52. Wadeye Safe House
53. Wickham CS *Ngarluma Country*
54. Woothoo-woothoong thoon Ninggoowoong Dawang CS *Miriwoong Country*
55. Yarralin CS *Ngarinyman Country*
56. Yera CS *Kungarakany Country*
57. RTO Central *Wajuk Country*
58. RTO Karratha *Jaburrara Country*
59. RTO Port Hedland *Kariyarra Country*
60. WAIA Broome *Kunkun Country*
61. WAIA Karratha *Jaburrara Country*
62. WAIA Kununurra *Miriwoong Country*
63. Werribee West Kindergarten *Wathaurong Country*

12 OUR SUPPORTERS who helped us along the way

Our government, corporate and community funders and partners make a huge difference to our success and we are grateful for their support.

GOVERNMENT

Commonwealth

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

State

Department of Communities (WA)
Department of Education (WA)
Department of Training and Workforce Development (WA)
Lotterywest (WA)
Northern Territory Government
Territory Families Communities and Housing (NT)
Victorian Government (VIC)

Local

Cardinia Shire Council (VIC)
City of Maribyrnong (VIC)
City of Karratha (WA)
Colac Otway Shire (VIC)
Hobsons Bay City Council (VIC)
Melton City Council (VIC)
Mitchell Shire Council (VIC)
Shire of Coolgardie (WA)
Shire of Derby West Kimberley (WA)
Shire of Exmouth (WA)
Shire of Laverton
Town of Port Hedland (WA)
West Daly Regional Council (NT)
Wyndham City Council (VIC)

PARTNERS

Communicare
Australian Education Union
Wanslea Early Learning and Development
The Wunan Foundation
Wyndham Early Years Panel (VIC)

CORPORATE

AngloGold Ashanti
BHP
Chevron
Early Learning Association Australia (ELAA)
Educational Experience
EnrolNow
Gold Fields Australia
Indigenous Land and Sea Corporation
Lynas Rare Earths
Nighthawk Transport
Rio Tinto
Woodside Development Fund

COMMUNITY

Derby District School
EPIC Inc.
Foodbank
Foundation Housing Ltd
GIVIT
Gumala Aboriginal Corporation
Gurindji Aboriginal Corporation
Healing Place Alliance
Indigenous Literacy Foundation
Kardu Diminin Corporation
KindiLink
Mawarnkarra
Minara Community Foundation
Miriwoong Language Nest
Murin
Murrinhpatha Nimmipa Store
Ngalkarrang-Wulungann Aboriginal Trust
Ngarluma Yindjibarndi Foundation
Northern Land Council
OLSH Thamarrurr Catholic College
Pakaanu Aboriginal Corporation
Police and Community Youth Centres (PCYC) Inc.
Roebourne District School
Sussex Inlet Public School
Thamarrur Development Corporation Thamarrurr Youth
Indigenous Corportation
Walangeri Ngumpinku Aboriginal Corporation
Winun Ngari
Yaandina
6718 Yandi For Change
Yarralin Primary School

14 HIGHLIGHTS OF THE YEAR

Our people have turned many challenges into possibilities this year. We're proud of our impact and growth over the past 12 months.

My son has been attending One Tree Altona Meadows since he was five months old. The educators go above and beyond to form meaningful relationships with children and families. I can't thank the educators enough for the love and care they have provided for him.

Google review June 2023

STATS FOR THE YEAR

Male
5%

Female
95%

FIFO staff
7%

JULY

One Tree was awarded the Kindergarten Pre-school Assistant (KPSA) initiative by the Department of Education.

AUGUST

A new online learning program commenced.

One Tree Altona North Children's Services (CS) achieved Exceeding in all National Quality Standards (NQS) areas.

SEPTEMBER

One Tree was successful with a tender submission for a sessional Kindergarten, One Tree Henry Family and Children's Centre, Victoria.

JANUARY

Our One Tree People and Culture and Services' teams underwent a restructure.

JANUARY

One Tree took over the operation of the Kardu Darrikardu Numida Hostel in Wadeye.

FEBRUARY

One Tree Balim Balim Kindergarten achieved Exceeding in all NQS areas.

FEBRUARY

One Tree Inclusion Support had a further extension until September 2025.

FEBRUARY

Our Registered Training Organisation (RTO) reached over 200 students.

APRIL

One Tree and Wunan Foundation became partners to deliver an early education and care service to the community in Kununurra.

MAY

Our Healing Hearts = Strong Kids Trauma Informed Practice training was developed.

JUNE

One Tree Woothoo-woothoong thoon Ninggoowoong Dawang CS' outdoor area had a makeover.

JUNE

One Tree Apollo Bay Kindergarten featured in the local newspaper advocating the importance of road safety and how it is embedded within their curriculum.

Innovate Reconciliation Action Plan

At One Tree, we are dedicated to working alongside First Nation's peoples to support their journey.

2023 marks a significant year for Australia's First Nations peoples, and for One Tree's own reconciliation journey. On May 31st, we proudly launched our Innovate Reconciliation Action Plan (RAP). The Innovate RAP outlines One Tree's commitment to, and blueprint for fostering reconciliation.

The Launch of our Reconciliation Action Plan

The launch event took place at our Perth office in Belmont. The event commenced with a heartfelt Welcome to Country by Noongar Elder, Uncle Noel Nannup. Our Chief Executive Officer, Karri Hillier spoke passionately about One Tree's commitment to reconciliation. Irina Cattalini, Executive Director, and Sophie Martin, General Manager, performed Paul Kelly's song, "From Little Things Big Things Grow" due to its significance to the Kalkarindji community.

The success of this event is due to the efforts of our RAP committee. Their hard work and commitment were evident at this successful launch.

Reconciliation events

One Tree was involved in reconciliation events throughout the year. In June, a group from the Perth office participated in the Walk for Reconciliation in Kaarta Koomba (Kings Park). Many of our services held special events for NAIDOC Week. These were as diverse as our services, and included bushfood inspired menus, Elders morning teas, and language learning activities.

One Tree Community Services continually do amazing work for the women of Wadeye. They are innovative in their delivery and always responsive to the changing and challenging needs of their clients and the community. Local voices are listened to, empathised with, and understood.

Reporting requirements submitted are clear and descriptive and exceed expectations.

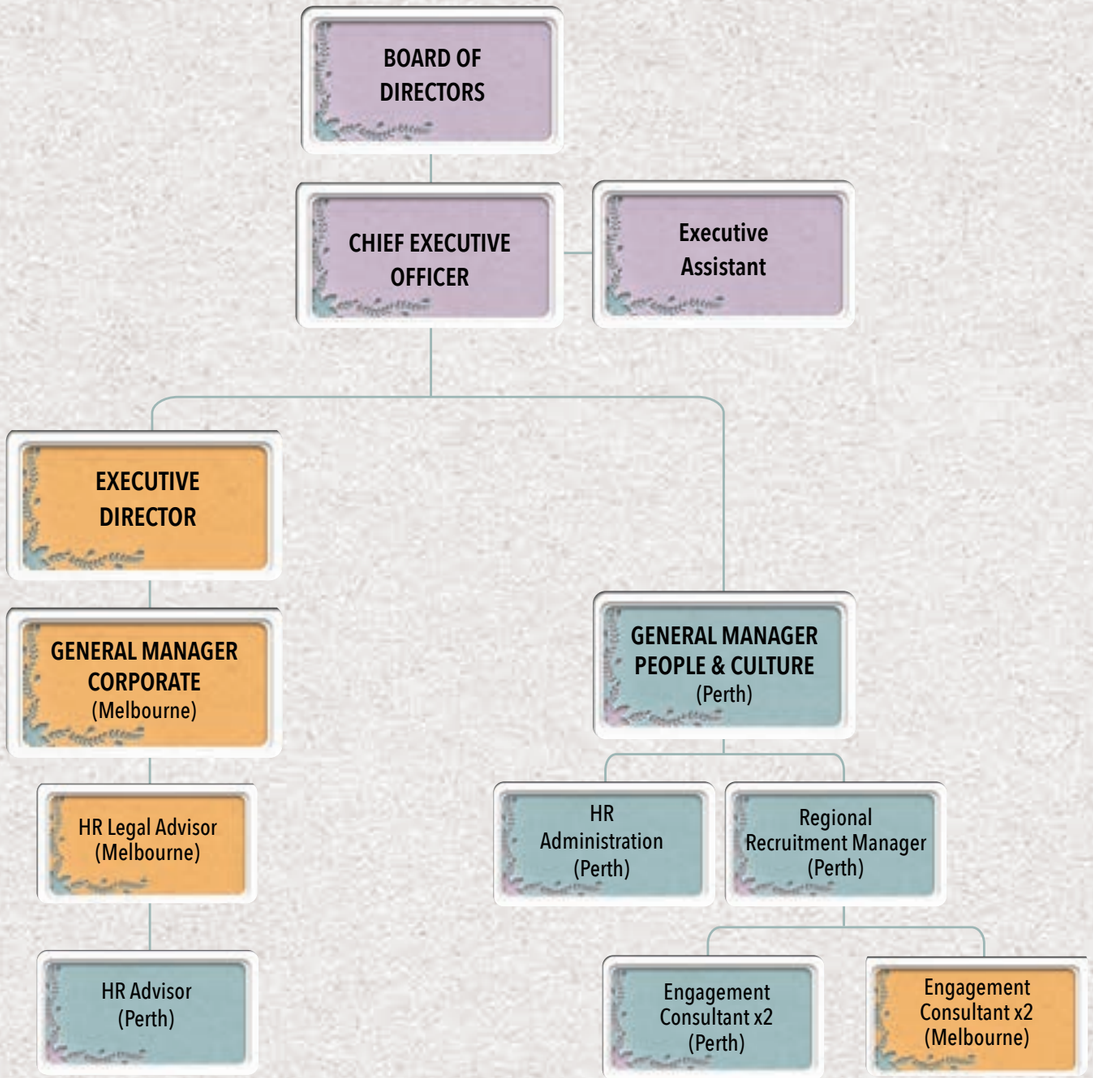
Staff are supported and respected by management with practise supervision seen as a priority to ensure local staff are supported and feel valued by the service.

Shaz Fielder
Senior Contract Administrator, Top End Regional Services
Territory Families, Housing and Communities

Commissioned artwork by Jasmyn Ihanimo, a Yamatji woman.

New artwork unveiled

Our beautiful RAP artwork was unveiled at the launch. Emerging Yamatji artist, Jasmine Ihanimo's painting now graces the walls of our Perth office. The artwork highlights the collaboration between Aboriginal and non-Aboriginal children, families, and communities. This captivating piece will be showcased across One Tree on our uniforms and other materials. It symbolises One Tree's commitment to working with First Nation's people from a Both Ways Approach. Our commitment to the Both Ways Approach is outlined in our code of ethics.



I wanted to express my gratitude for the warm welcome. I started work on Monday joining this incredible team at One Tree. Being a part of this organisation is truly a privilege. I am sincerely thankful for everything you have done for me so far, and I am happy to continue working together.

Employee feedback July 2023

Transforming workforce shortages into possibilities

Out of the ashes of COVID-19 and the related workforce shortages, arose two possibilities. One was the opportunity to focus on how we connected with new staff. The other was to add value to the early childhood sector by offering better trained, better supported and paid relief educators.

1. Better connections

One Tree considers itself more than a workplace. It's a workplace community. We want our staff to feel connected to One Tree and to what we do. Community should be about belonging and becoming. This is what we want for the people who work with us.

Sector wide, the turnover and loss of educators and teachers has never been higher than it is now. Our approach to recruitment and retention had outlived its effectiveness. We needed some different ideas.

One thing we've discovered at One Tree is great solutions come from looking outside of how things are normally done.

We asked ourselves, 'What sector has the most to lose by not getting recruitment and retention right?' The answer was, 'The recruitment sector.' It was easy then.

We spent a few days researching and talking to people who had worked for recruitment agencies. This was followed by a two-day workshop with the people and culture team, and we had our approach.

We modelled our internal recruitment on the best recruitment agencies. At the centre of our approach is candidate care. Anyone employed at One Tree has a candidate care professional assigned to them. This person delivers end-to-end recruitment for the same employee. They continue to stay in contact with the employee for up to 18 months. After this time, the employee can contact their candidate care professional as needed.

Our first six months saw a 20% improvement in retention.

2. Adding value to the sector

The second possibility was exploring a for-purpose recruitment agency for the early childhood sector.

The following article tells the story. Please read on to discover how we saw an opportunity to transform challenges into possibilities for the early childhood sector.

EDUTRIBE AND FIFO

What if there was a solution to workforce shortages in the Early Education and Care (EEC) sector?

Over the last few years, One Tree has been working on building a national membership program of early childhood professionals. In 2023 the membership base reached 23,000. EduTribe is an online community offering free resources and support to the sector.

It is common knowledge that EEC professionals are leaving the sector. It has been reported that up to 33% of places at services are left vacant due to staffing shortages. EduTribe has provided an opportunity to increase our understanding of what might motivate staff to continue working.

What EduTribe has shown us is that there are a willing group of educators and teachers interested in working as Fly-In Fly-Out (FIFO) workers. This is great for One Tree with many of our services being in out of the way places. The motivation seems to be the lifestyle, the incentives and the adventure.

FIFO also provides the opportunity to 'try before they buy'. Some of our FIFO staff have opted to relocate and live locally when they have found a service they love.

The reality is, it is more expensive to offer a FIFO model. However, in times of significant workforce shortages it has been worth considering.

There has been no doubt that the FIFO program has been successful for One Tree. We have a pool of FIFO staff wanting to work with ongoing expressions of interest. There is also engagement from businesses and government to subsidise the cost for families.

18 FIFO staff

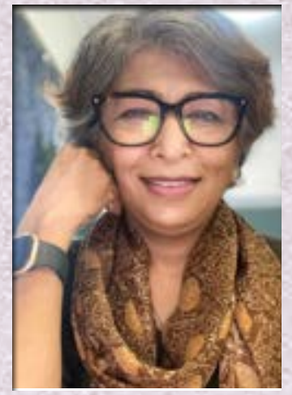
Supported 17 centres

Up to 15 FIFO deployed every week

One Tree is working on ensuring quality service provision using an integrated FIFO model combined with a locally based workforce. A bespoke induction, training and wellbeing program has been developed.

For the future One Tree is envisioning a casual workforce made available to the sector through EduTribe. The intention is to start in Western Australia and expand to other states and territories. Hopefully we will have a story to tell in our next annual report.

FIFO educator to permanent employee



Shohini Shrestha, a passionate, diploma-qualified educator, reached out to Edutribe in May looking for work in the early education sector. Due to some changes in her life, Shohini wanted more flexibility and variety in her work life. She felt FIFO would offer her the opportunity to work with children in remote communities who could benefit from her skills.

Within a week she was on the floor at One Tree c-Verse Brentwood. Since then, she has worked at four services across Perth, as well as two FIFO roles in Derby and Katherine.

She gets rave reviews everywhere she goes. She has recently accepted a permanent role at One Tree Defence Childcare Unit (OTDCU) The Sunny Child in Swanbourne.

Shohini says One Tree has played a huge role in furthering her passion for children and early education. She works closely with her engagement consultant Kirsten, to get the best out of every placement.

"Thank you for your great support and encouraging kind words in helping me find my feet in this beautiful One Tree community."

EduTribe's success would not be possible without passionate educators like Shohini.

"I found your website design absolutely brilliant."
Rebecca, EduTribe member

"Thank you so much for that awesome planner and calendar."
Teresa, EduTribe member

"Thank you for all the support and understanding."
Kolap, EduTribe member

What it takes to exceed the National Quality Standard

Becoming an exceeding service is no mean feat. In 2022, only 1,400 out of 17,000 services across Australia achieved an exceeding rating in all areas of the NQS. We asked directors from two One Tree exceeding services about their secret to success.

Connection and communication
According to our directors, connection and communication are crucial.

Kate Absolom, director at One Tree Balim Balim Kindergarten, says holistic connections with families and the community are vital.

"We don't just look at the child, we look at the whole family. How do we build connections with that family? How do we build connections to the community?"

At One Tree Altona North CS, director Angela Johnson says open communication with families is key.

"We make sure they're always heard, and we follow up on their needs. Our families and staff have a lot of input towards the way the service is run."

Assessment & Rating
During assessment and rating the services adopted different strategies. Balim Balim had several new staff and had recently increased enrolments. Kate focused on aligning staff with a shared vision and goals.

"We talked about expectations from the get-go. We role-played Child Safe Standards, active supervision, and best practices. We discussed the importance of understanding your children and their circumstances."

At One Tree Altona North CS, Angela's team showcased their program and had meaningful conversations with the assessor. Encouraging staff was key.

"You all know what you're doing, you've got this. This is just another day. Run your program as if they're not there. Show them what you do."

Constant improvement
Both services directors were passionate and spoke about connecting with their team and their families. They were committed to striving to continuously improve and to learn.

One Tree Altona North CS.

One Tree Balim Balim Kindergarten.

Caring, kind, friendly and professional. We moved our daughter here after being unsatisfied with another service. The staff are incredible. Management are responsive. Lots of regular updates and communication. I highly recommend.
Google review for One Tree Altona North CS - Jan 2023

At One Tree, we pride ourselves on adapting to the changing needs of our community stakeholders. Following a request by two Aboriginal communities to collaborate on new projects, One Tree took the opportunity to reimagine our services team.

Services restructure

This year, led by Irina Cattalini, Executive Director, the Perth based children's and community services teams restructured. The newly established services team is overseen by Claire McManus, Executive Manager. Previously there was a clear division between children's and community services. The children's services team had reported to a separate General Manager (GM).

The restructure offered additional career pathways for staff and additional GM positions were created.

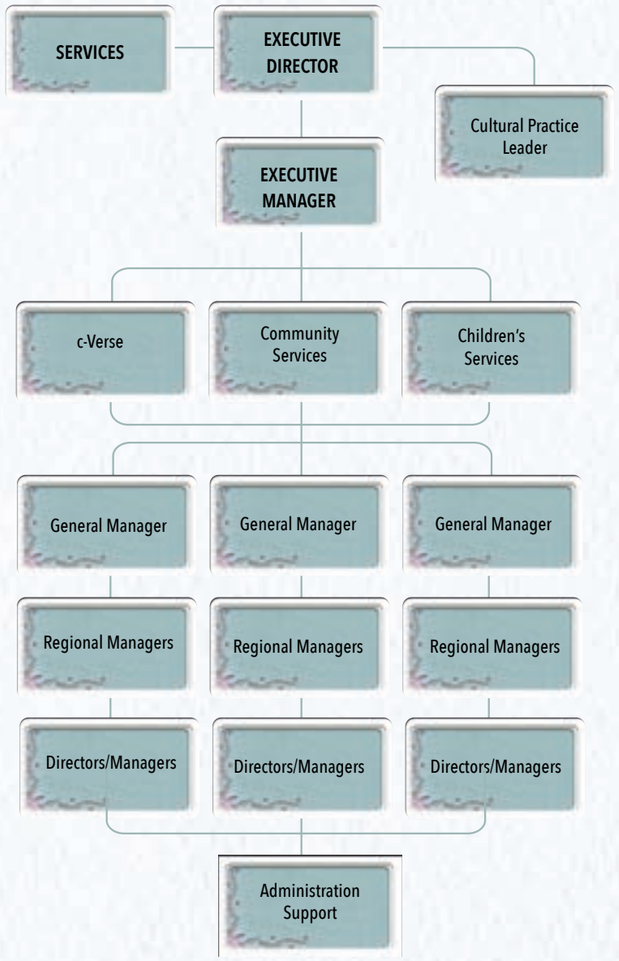
These were filled by:

- Sophie Martin, formerly a regional manager in community services.
- Sarah Dingle, formerly a regional development coordinator in the Northern Territory (NT).
- Keryn Lewis, formerly a regional manager coordinator in the One Tree Defence Childcare Unit.

The GMs are supported by regional managers, and three administration and operational support officers, Trudi Robson, Sally Campbell, and Vanessa Monette.

Sam Bullen, GM of the RTO, reports to Claire McManus. Sam has been working closely with the central services team as part of this new model.

Our staff were excited about the new career pathways and the option to work with both children's and community services. The outcome has been increased opportunity to share and develop new knowledge. Early indications are that the different perspectives mean better results.



New services

The Kardu Darrikardu Numida Hostel

One Tree was approached by the National Indigenous Australians Agency (NIAA) to operate the Wadeye Kardu Darrikardu Numida Hostel (Hostel), located in a remote Aboriginal community in the NT. Following extensive consultation with Wadeye's traditional owners, One Tree was supported to take on this role.

The Hostel offers accommodation for up to 40 young women who want to attend school or engage in training and employment. With the community's ongoing guidance, we plan to open the Hostel to students in term 3 of 2023.

Our partnership with Kununurra-based Wunan Foundation

The Wunan Foundation (Wunan) asked One Tree to help them create their new Early Education and Care (EEC) service. Wunan is an Aboriginal Community Controlled Organisation (ACCO) based in Kununurra Western Australia.

Wunan has been funded through the Community Childcare Fund Restricted Expansion program to open an EEC facility in Kununurra. They chose to partner with One Tree because of our 10-year track record in Kununurra and connection to the community.

This marks One Tree's first formal partnership with an ACCO to support their journey to becoming an approved provider.

With Wunan as the lead, One Tree will be the approved provider of the EEC and provide a pathways program for Indigenous students by employing a trainer at the service. Wunan will provide cultural guidance and support and employ a mentor and a community liaison officer.

Healing Hearts = Strong Kids

We have developed, launched, and delivered Healing Hearts = Strong Kid. This new trauma-informed care program will equip educators with the knowledge to recognise and support children suffering the effects of trauma.

This year, the program was delivered in our remote NT services and will be expanded to the Pilbara next year. These sessions are open to One Tree staff, as well as any community members who would like to attend.

A parent's story about One Tree Bernice McCleod CS in Exmouth WA

This artwork was done to represent One Tree and the part it plays in our little ones' early years.

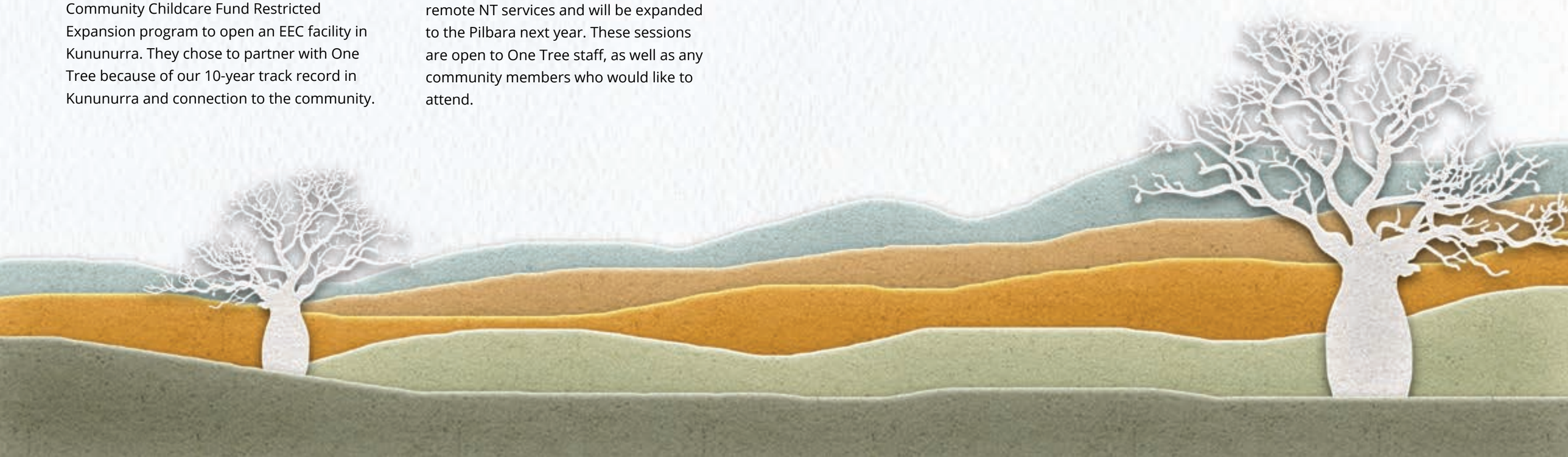
One Tree is in the centre represented by the tree. There are seven educators and amongst the adults are small circles. These are our children.

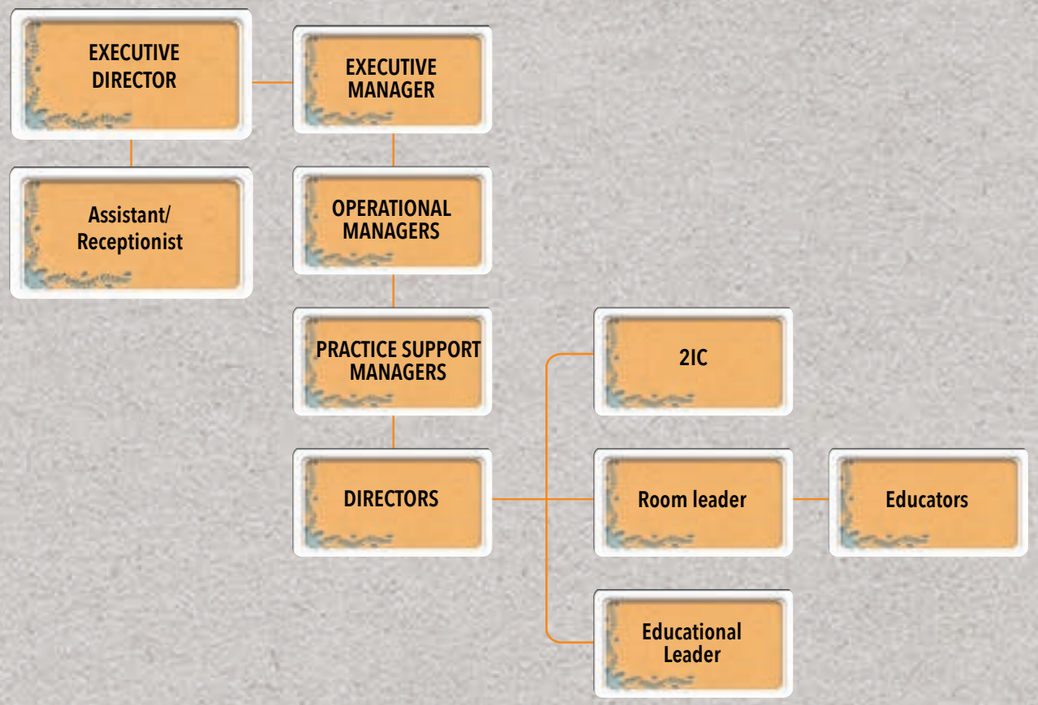
The black, white and grey 'rainbow' shapes represent the sharing of wisdom. There are many trails to show the different journeys we are on. One of the trails comes across a meeting place. This represents that our One Tree community has many people coming from different places and with different skills and understanding to share.

A very important part of this art for me is the meeting place that has adults including children. When working with kids, there is no point in just adults meeting and sharing ideas – they need to be influenced by the children. I chose to include this twice in the art because these meetings occur to talk about bigger issues but also daily where the educators consider, plan and implement learning for our children.

Inclusion Support Program (ISP) contract extended

Our contract to provide inclusion support services across the Pilbara, Gascoyne, and Kimberley has been extended until 2025. As part of the WA Inclusion Agency, in partnership with Communicare and Wanslea, we offer tailored support for early childhood services. The ISP's mission is to empower early childhood services, enabling children with additional needs to thrive alongside their peers. We will proudly continue to offer these services under the extended agreement.





The happiest daycare centre on earth! One Tree Enoggera feels like a big family to us ...the staff are beautiful. We always feel so welcomed and our little girl comes home so happy. Their hard work does not go unnoticed and I would recommend this centre in a heartbeat.

Google review April 2023

OTDCU Enoggera.

OTDCU contract renewed

We are thrilled to announce that our Defence contract has been renewed. Under this agreement, we will continue to provide early education services to Defence families until 2025. The extension is a testament to staff at OTDCU services, who provide high quality early education.

We continue to exceed our key performance indicators, maintaining an impressive parent satisfaction rate of over 80%. We are grateful to Defence families for entrusting us with their children's wellbeing.

Staffing pressures easing

OTDCU services are beginning to see the benefits of the restructure in our people and culture team, with the introduction of engagement consultants. While staffing challenges have persisted in the last year, more services are operating at full capacity. Engagement consultants working with our service staff have successfully improved retention in just a few months.

Expanded case management

We have extended our OTDCU Individual Case Management (ICM) service to include in-home care. The purpose of the ICM service is to support Australian Defence Families (ADF) in finding appropriate childcare options that meet their individual relocation needs. If they cannot access a OTDCU service, or there is no OTDCU service nearby, the ICM service will negotiate with local registered childcare providers. This includes long day care, family day care, or before- and after-school care. Previously, this has been limited to centre-based care.

The in-home care program allows for us to arrange for a registered educator to come to the child's home. This approach opens new avenues to support the individual needs of children and families. It is another way we can help families access quality early education, no matter where they live.

Upgraded Facilities

In April, OTDCU Tingira CS reopened its refurbished facility. The building was closed last year due to flooding. Portable rooms were used to keep the service partly open while the building was repaired. The facility reopened in stages, but is finally back to full capacity on a beautifully renovated site. The unwavering support of OTDCU Kids Crew Out of School Hours Care (OSHC) staff during this period was invaluable.

Several other services also had renovations or equipment upgrades this year. OTDCU Coral Sea CS has had its outdoor area refreshed with new astroturf and a variety of play resources. In Western Australia (WA), OTDCU Flying Start CS's kitchen and storage spaces have been overhauled. Two other OTDCU OSHCs, being Kids Crew and The Blue House, are upgrading their outdoor areas.

New partnerships and services

One Tree has been a part of further development in Victorian kindergartens. We were awarded the Department of Education's Kindergarten Pre-school Assistant (KPSA) initiative. This initiative is aimed at removing barriers for Aboriginal and Torres Strait Islander (ATSI) participation and enrolment in kindergartens, in West Melbourne's five local government areas.

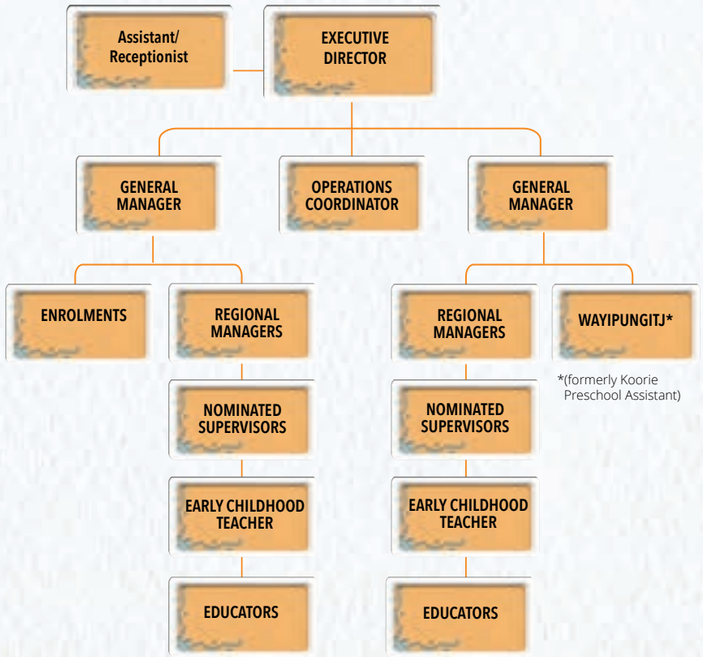
The KPSA offers service visits to ensure kindergartens are culturally safe. The program builds the capacity of educators to work with ATSI children. Under this initiative, we connect directly with Aboriginal organisations and community members to create culturally relevant programs. Being awarded the KPSA means we can extend support to just over 300 funded kindergartens.

Following an extensive tender process, we added a new kindergarten service, One Tree Henry Family and Children's Centre in Cardinia Shire Council. This service offers a 99-place sessional kindergarten for three- and four-year olds. The service is representive of the culturally diverse local community.

We are really thankful and excited the kindergarten is ready to open.

We loved the resources and how homely the environments feel.

Parent review
One Tree Kurmboon Child and Family Centre



Service excellence

One Tree Altona North CS and One Tree Balim Balim Kindergarten, have achieved exceeding ratings across all seven NQS areas. Their exceptional performance in the assessment and rating process shows their staff's dedication to the children under their care.

Minister visits One Tree Konewark Child and Family Centre (CFC)

Victoria's Minister for Early Childhood and Pre-prep, Ingrid Stitt, visited One Tree's Konewark CFC in April. Along with Cardinia Shire Mayor, Tammy Radford, and several counsellors the Minister toured the Konewark facilities. She spoke with members of One Tree's Kindergarten leadership team, including Brad Miller, GM, and Supriya Sharma, RM. They showed the visitors the diverse programs One Tree offers at Konewark and how we work within the community to ensure we are meeting their needs.

Contributing to the sector

At One Tree, we aim to make a meaningful contribution to the EEC sector. One way we do this is by sharing our expertise. Some of the ways kindergarten staff have engaged to support the sector in the last year are:

- Brad Miller, GM Kindergartens, was invited to sit on a panel at the Victorian 2022 Education State Forum. He discussed proactive enrolment and support strategies for children who may miss out on kindergarten.
- Supriya Sharma, RM, was invited to the 'Family Awareness and Beliefs' committee to engage culturally diverse families in Cardinia council's three-year-old kinder programs.
- Lisa Cameron, Operations Coordinator, played a key role in reviewing and approving Kindergarten Inclusion Support (KIS) funding throughout Western Victoria.
- Belinda Platt, ECT from One Tree Seabrook Kindergarten, was nominated by a parent for the ECT of the Year in the 2023 Victorian Early Years Awards.
- One Tree Balim Balim Kindergarten began Kidsafe car seat installations, safety checks, and an information program as a free event for families and local community.
- One Tree Apollo Bay Kindergarten featured in their local paper discussing how road safety is embedded in their curriculum.

Record enrolments

Our RTO had an exceptional year with our highest ever number of student enrolments.

We have 220 students enrolled across WA and the Northern Territory (NT), with 200 newcomers this year. Sixty-seven are school-based trainees, a substantial increase from just ten last year. Two new schools, Carey Baptist College in Harrisdale (WA) and Holy Cross College in Ellenbrook (WA), have joined our trainee program.

To meet the growing demand, Tassia McCaffery has joined our NT team as a trainer. Tassia is based in Darwin and supports students in that area.

Traineeships: a workforce solution

Currently, 95 trainees are working at One Tree services. In times like this when there are industry-wide workforce shortages, One Tree is proud to be assisting other approved providers by supporting trainees at their services.

For the period of January – June 2023, 80% of our trainees who graduated continued to work at a One Tree service.

Updated qualifications

The RTO successfully transitioned to the required new Certificate III in Early Childhood Education and Care (ECEC) and Diploma of ECEC. The new qualification will supersede the previous requirements. It was a huge task with the RTO team needing to develop new assessments and performance reports.

Local training for Aboriginal communities

Our commitment to offering culturally relevant, accredited training to Aboriginal communities has paid off this year.

At One Tree Gurlu Gurlu Maya CS in Roebourne, we proudly celebrated the first graduate through the Ieramagardu Pathways Program. This trainee completed her Certificate III in ECEC.

Two more Roebourne trainees are on track to finish their qualifications by the end of 2023. At the One Tree Woothoo-woothoong thoon Ninggoowoong Dawang CS in Kununurra, 50% of trainers and 33% of the trainees are Aboriginal. At One Tree Laverton Crisis Intervention Service, two Aboriginal students are set to begin their Certificate II in Community Services.

Looking ahead

The RTO is looking forward to another busy year. We are working to attract more schools to our school-based traineeships program. One of the new and exciting ventures for the RTO is to explore training opportunities for the One Tree Kardu Darrikardu Numida Hostel students in Wadeye.

DAVID BEATTIE

CHAIR

Master of Business Administration, Fellow Chartered Management Accountant (FCMA)

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

ZELJKO KRESTELICA

VICE CHAIR

Certificate IV Training & Education. Post Graduate Diploma Social Science - Counselling, Bachelor of Arts Philosophy & German Language and Literature, Diploma German

With over 15 years of experience in management, Zeljko has extensive skills and experience in family and workplace mediation and counselling. Having lived and worked in three countries, he has a deep understanding of cross-cultural issues. Additionally, Zeljko has worked with refugees. Since 2016, he has been the owner and managing director of a small successful company.

ANNE-MARIE CONNOLLY

MEMBER

Associate Diploma Social Science

Anne-Marie brings 25 years of experience working with the City of Perth Child Care Centre where she works as the Coordinator.

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

TERRI-ANNE PETTET

MEMBER

Bachelor of Science Health Promotion, Diploma Australian Institute of Company Directors (DAICD)

Terri-Anne brings 25 years of experience in research, policy development, strategic and operational program planning, and delivery. She currently manages WALGA's road safety policy and RoadWise team, working with local governments across Western Australia.

Terri-Anne has been interested and involved in Board and committee governance for more than two decades. Terri-Anne is currently the local government representative to the Road Safety Council of WA, a director of the Board of Injury Matters and is the deputy chair of the Australasian College of Road Safety WA Chapter.

KATHERINE HOAR

MEMBER

GAICD, Graduate Diploma Management, Bachelor of Economics, Honours Japanese Studies, Certified In Cultural Intelligence (CQ) Assessment Facilitation

Katherine has over 30 years of corporate international business experience and has held various senior management and specialist roles in the public and private sector. Utilising her expertise in strategy and program development, Katherine has a long history of participating in various committees.

Katherine is currently the Principal Consultant at Culture Flex, which provides culturally-informed strategic business consulting and cultural intelligence training.

GORDON MELSOM

MEMBER

Post Graduate Business, Member of the Australian Institute of Company Directors (MAICD)

Gordon has been a CEO in for profit and not-for-profit organisations for over 25 years. He is a former lecturer in management studies at Edith Cowan, Curtin Graduate School of Management and Notre Dame universities for over 13 years and is an experienced coach and mediator.

SUSAN O'BYRNE

MEMBER

Bachelor of Arts, Master of Investment Management, Certificate UK Society of Investment Professionals, Australian Certified Economic Developer

Susan brings 25 years of experience in the business strategy, marketing, corporate affairs, stakeholder engagement, community relations and communications fields. She has worked around Australia and in global roles based in Australia and the United Kingdom. Susan is currently the Project Director at Business Foundations working with small to medium businesses and social enterprises to develop and grow their businesses and support their communities.

She believes good businesses provide the platform for inclusive, sustainable economic development which in turn creates resilient communities.

EXECUTIVE COMMITTEE

KARRI HILLIER
Chief Executive Officer

Karri began her career as a youth worker in the 1980s. Karri's aptitude for finding innovative solutions to social disadvantage and to communicate, particularly in writing, was the catalyst for early opportunities in management roles.

Karri held leadership positions in the not-for-profit sector summarising her experience as *'having worked in and managed community services in all areas other than disabilities and aged care.'*

In the 1990's Karri attended university and attained a Bachelor of Arts in Training and (Organisational) Development, graduating as a member of the Golden Key Society. Continuing to work while studying, Karri held several positions in senior management or as a chief executive officer. This included being selected by Aboriginal elders to be the director of an Indigenous service in an Aboriginal identified position and establishing a humanitarian refugee service.

CORAL CALLAN
Executive Director

Coral is the Executive Director (ED) of the One Tree Community Services Defence Childcare Program.

Growing up in a remote rural town, Coral began her career in the children's services industry as an educator for a small not-for-profit service in Port Hedland. Three years later Coral took on the leadership role of a service manager of a multi-functional Indigenous children service.

Relocating to the Goldfields in 2004, Coral worked for the local Aboriginal health service as an early years strategist where she undertook a research project that involved conducting a skills audit on the available services for families within the region. This data was later used to develop early literacy, health and play programs for children under eight.

IRINA CATTALINI
Executive Director

Irina began her career in public policy advocacy for sustainable housing, energy and environmental protection, followed by a focus on community and children's services.

Prior to joining One Tree, Irina held senior positions in two of WA's leading peak bodies, the Conservation Council of WA, and the WA Council of Social Service (WACOSS), where she was the CEO until 2017. During her term as the WACOSS CEO, Irina worked with representatives of the Stolen Generation to establish Reconciliation WA and continues to serve as a founding board member.

Irina's other board roles include former vice president of the Australian Conservation Foundation; Advisory Boards of the Centre for Social Impact and Social Ventures WA, the CEO's for Gender Equity group; and Customer Representative of the Energy and Water Ombudsman. She is an independent director of Gumala Investments, supporting three Pilbara-based Aboriginal language groups.

LEADERSHIP TEAM

ALICE MACPHILLAMY
Executive Manager Corporate & Business Development

CLAIRE MCMANUS
Executive Manager Services

RUTH CIVELLE
Executive Manager Services

LIA JONES
Executive Manager Finance Central

SARAH SHORT
General Manager People & Culture

BRAD MILLER
General Manager Kindergartens

LORENSZ SENN
General Manager Finance Melbourne

TANIA IEZZI
General Manager Corporate Melbourne

SHELLIE TAIA
General Manager Kindergartens

KERYN LEWIS
General Manager Services

SARAH DINGLE
General Manager Services

SOPHIE MARTIN
General Manager Services

SAM BULLEN
General Manager RTO

HENRIETTE HERBST
General Manager Fees & Enrolments

Annual Financial Overview (2022-23)

One Tree prides itself on a culture of transforming challenges. We look for what is possible in every situation we face, despite how hard it may be to spot. In this past year we sought out, found, and implemented ways to transform deficit to surplus, with remarkable success.

Following significant losses in the early months of 2022 when escalating COVID cases in WA were hampering our services, we knew something needed to change.

We developed a new model for monitoring and managing the viability of our services, tightly matching our staffing costs to the income capacity of our available places.

We transformed our human resources team to focus on our people and culture, to bring the right people onto the bus and help us retain them. By doing so, we addressed one of the most significant impacts on our financial performance – staffing. Despite the losses we continued to pass on pay increases to our staff, the most valuable asset of the organisation.

We decided to implement an adaptive, responsive approach to tight financial management, doing away with the traditional approach to budgeting. We knew it was impossible to forecast what the year ahead would bring, with what we were facing between January and June.

But we were also confident we had the skills and experience to navigate through. The Board and executive had trust in this strategy, and it paid off. Following a solid start to the new financial year and positive first quarter results, it was evident we were on the right track.

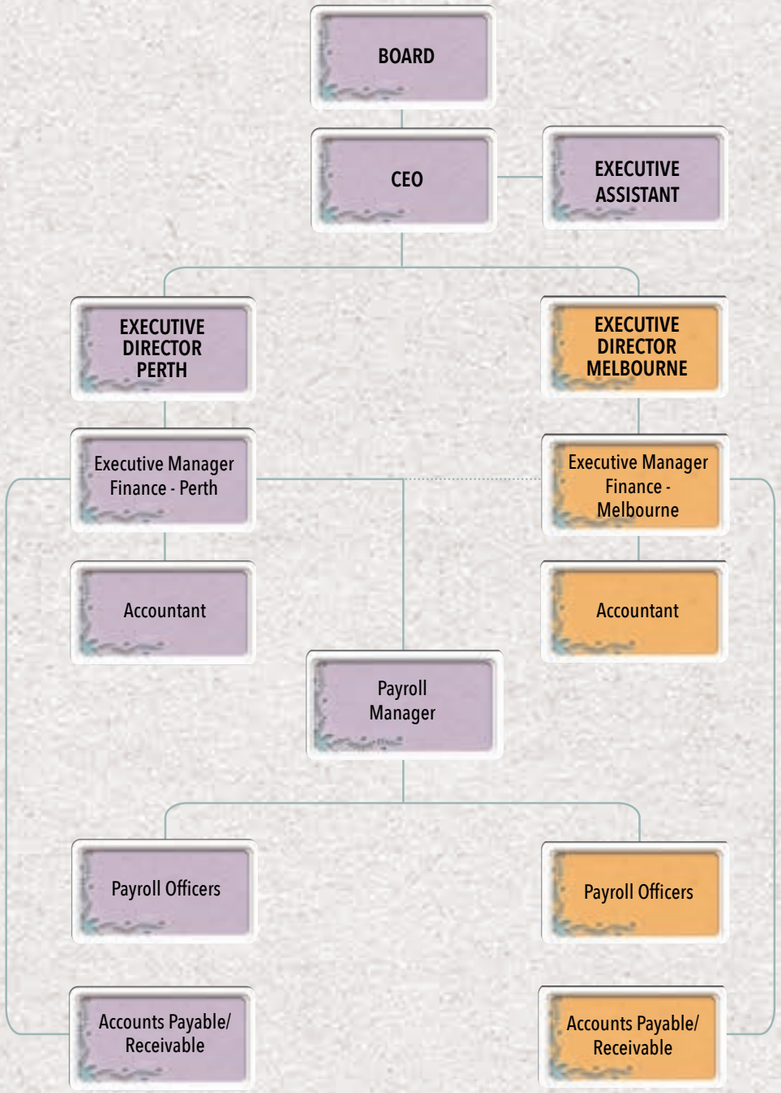
Our trusted relationships and expertise as a service provider continue to be recognised and create new opportunities. This year we were invited to open the Hostel in Wadeye, asked to form a partnership with Wunan Foundation to act as the approved provider for a new service in Kununurra, and opened a new kindergarten service in Pakenham.

Our revenue increased overall from $52m to $59m. We closed the year with a sizable surplus of $723,425, more than offsetting the $633,429 deficit in the prior year.

Lia Jones, who was promoted to the position of executive manager finance, oversaw the careful management of our finance systems and reporting. Lia was supported by Lorensz Senn, GM Finance and the finance teams. They have done a tremendous job throughout the year.

Thanks also for the close monitoring and advice of Rod Lillis from Crunch Consulting and Barry-John Rothman and his audit team at Dry Kirkness, who insure a rigorous approach to the quality management and auditing of One Tree's finances.

The transformation is evident in this year's results. Given the continued growth of the organisation, it is helpful at this time, to increase our reserves through this surplus to support our higher cash flow needs for the years ahead.



Statement of profit or loss and other comprehensive income

RECURRENT OPERATIONS	2022 - $	2023 - $
Revenue	52,328,972	59,336,324
Finance income	2,666	201,487
Consumables and service delivery	(3,255,381)	(3,810,805)
Depreciation and amortisation expense	(137,486)	(140,063)
Employee benefits expense	(41,846,416)	(46,055,172)
Finance expenses	(42,799)	(64,626)
Impairment losses on receivables	(529)	(51,772)
IT expenses	(766,592)	(802,435)
Motor vehicle expenses	(517,154)	(610,595)
Other expenses	(1,385,991)	(1,951,128)
Rent and outgoings	(992,614)	(1,159,497)
Repairs and maintenance	(813,125)	(461,147)
Telephone and internet	(355,471)	(391,692)
Training and other staff related expenses	(1,373,741)	(1,901,234)
Travel expenses	(1,585,500)	(1,132,138)
Utilities	(367,403)	(370,426)
Surplus/(Deficit) from recurrent operations	(1,108,564)	**635,081**
NON-RECURRENT OPERATIONS		
Revenue	524,350	88,344
Grant funded expenses	(49,215)	-
Surplus from non-recurrent operations	475,135	**88,344**
Surplus/(Deficit) before income tax	(633,429)	**723,425**
Income tax expense	-	**-**
Total comprehensive income for the year	(633,429)	**723,425**

Statement of financial position

CURRENT ASSETS	2022 - $	2023 - $
Cash and cash equivalents	11,132,390	14,257,294
Trade and other receivables	2,201,607	3,655,065
Other assets	41,783	323,581
Total current assets	13,375,780	**18,235,940**
NON-CURRENT ASSETS		
Property, plant and equipment	1,169,936	1,211,698
Total non-current assets	1,169,936	**1,211,698**
Total assets	14,545,716	**19,447,638**
CURRENT LIABILITIES		
Trade and other payables	2,414,620	2,908,186
Borrowings	1,020,927	1,131,536
Contract liabilities	1,638,030	4,572,269
Employee benefits	5,519,444	6,216,925
Total current liabilities	10,695,317	**14,828,916**
NON-CURRENT LIABILITIES		
Employee benefits	439,535	484,433
Total non-current liabilities	439,535	**484,433**
Total liabilities	11,134,852	**15,313,349**
Net assets	3,410,864	**4,134,289**
EQUITY		
Accumulated funds	3,410,864	4,134,289
TOTAL EQUITY	3,410,864	**4,134,289**

THANK YOU TO STAFF

Courtney Aagesen
Jodi Abbott
Nesrin Abdo
Olawale Abioye
Daniel Abraham
Darcy Abrahams
Kate Absolom
Kelly Louise Addison
Shilpa Adhikari
Kay Affleck
Brianna Ager
Rara Agustina
Shennicka Ahwon
Razia Akhtar
Aurin Akhtar
Danielle Aladin
Marina Alam
Hannah Aldis
Elizabeth Alexandre
Nur Alfiah
Brianna Alford
Royah Alizadeh
Marwa Al-Jameel
Rebecca Allen
Rebecca Altham
Priscila Alves De Oliveira Tavares
Amber Brennan
Isabella Alves-Jones
Brenda Ammann
Madhu Anand
Iris Andrews
Christine Andricciola
Tanya Anstee
Kahtia Dorosario Antonio
Natasha Apap
Janine Appleby
Yoh Araki
Marilyn Aranda
Alice Arbuthnot
Rachel Archibald
Mishani Areaiiti
Courtney Arto
Getrude ARUL
Crystal-Ann Ashcroft
Maryam Ashraf
Thaís Assis Arruda
Beth Attard
Sharon Aubrey
Brittany Austin
Natasha Austin
Ritu Babuta
Kelcey Baccus
Gamandeep Badesha
Gurjit Badwal
Tia Bagley
Donna Baguley
Suganya Bahubali
Amber Bailey
Amy Bainbridge
Sudha Bajracharya
Danielle Baker
Catherine Baker
Taylor Baker
Samantha Baks
Leonie Balderstone
Jacqueline Ball
Sarina Ballard
Karabo Baloyi
Jayani Bamunuwita Gamage
Pauline Banfield
Mikealie Banks
Sydney Bao-Et
Melissa Barbuto
Danivah Barigye
Ariel Barling
Kerrie Barnes
Chaise Barnes
Shayne Barratt
Alix Barrie
Christina Bartolic
Cindy Battley
Helen Battye
Tayla Baum
Rhea Bautista
Lynsey Beaumont
Cheryl Bedella
Swarupa Bedse
Belinda Beers
Kathryn Bell
Lilly Bell
Samantha Benaddi
Katrina Bennett
Ashlee Benson
Czarina Bentican
Kathrin Berg
Veronica Maree Bergervoet
Kimberley Bergin
Linda Bernardi
Madeline Berry
Dhanalaxmy Bhagarathee
Amardeep Kaur Bhattal
Karolyn Biggs
James Biggs
Kara Biles
Iliana Bilous
Aleyah Bin Saad
Helen Birch
Jacinta Birchall
Isla Birnie
Maria Del Pilar Bisbal
Isabella Bishop
Jessica Bishop
Isha Bista
Fatma Bitir
Rosalyn Blades
Abbie Blake
Rebecca Block
Jasmine Boddington
Madhuri Bodke
Kassidee Body
Rebecca Bolt
Shannon Bolwell
Phacharamon Boonpila
Ashleigh Bootland
Kaelene Borton
Natasha Boswell
Jenny Bouphasavanh
Iesha Boward
Amelia Bowden
Kylie Boyd
Lateesha Boyd
Sienna Bradley
Alisa Bradley-Moore
Wade Brady
Samantha Brady
Joanne Braganza
Claudine Brain (Marten)
Baljeet Kaur Brar
Irene Breach
Amber Brennan
Lydia Briers
Amanda Briggs
Chantelle Broad
Hayley Broadhead
Cyndy Broderick
Aimee Brooke
Catherine Brooking
Stephanie Brown
Olivia Brown
Jodie Brown
Tahlia Brown
Iesha Brown
Margaret Bruzaniti
Toni-Marie Bryce
Paolo Bua
Kim Buckley
Suzana Budeski
Alyce Bufton
Samantha Bullen
Jae-Maree Bunn
Charlotte Burke
Marnie Burley
Caroline Burnett
Chloe Burns
Chelsea Burns
Jade Burns
Karen Burrell
Katherine Butschek
Hayley Bylund
Nicola Cahill
Kadek Cahyani
Qiong Cai
Sonali Caldera
Sonali Caldera
Coral Callan
Shontelle Callisto
Lisa Cameron
Chenise Cameron
Lauren Campbell
Sally Campbell
Simone Campbell
Kathryn Rachael Campbell
Chardonnae Cant
Micaela Caratti
Donna Carey
Toni Carey
Kirani Carlin
Elizabeth Carlsson
Karlie Carnovale
Eleanor Carpenter
Julie Carr
Hayley Carr
Caitlin Casley
Alexandra Cassin
Amy Catchpole
Irina Cattalini
Denise Caughley
Lizelle Celotti
Mei Hung Chan
Shu-Yu Chang
An-Chih Chang
Melissa Chaplin
Catherine Chapman
Debra Chapman
Sophie Chapman
Pamela Charleston
Paige Cheeseman
Elena Cheremisenova
Sheetal Chidirala
Bella Chidlow
Bhanu Chintala
Shirlyn Chiu
Gamolwun Chomwong
Stephane Chong
Yashika Choudhary
Tania Chowdhury
Barnali Chowdhury
Jessica Christophers
Karris Cilli
Debbie Cilli
Ruth Civelle (Nee Goga)
Jasmine Clarke
Jasmine Clarke
Jessica Clarke
Kieron Clausnitzer
Kirstyn Clews
Cheyenne Coble
Rachael Cochrane
Julia Coelli
Maria Jacoba Coetzee
Hadley Coffee
Anna Colaiaco
Lauren Cole
Susan Coleman
Aurial Maureen Colendo
Fiona Collis
Leota Comeagain
Nassim Conway
Samantha-Lee Cook
Daniel Cooke
Izabelle Cooke
Ruchika Coomar
Remi Cooper
Willow Coppock
Tiffany Corless
Hannah Cornthwaite
Emilie Corrie
Carolina Cortez
Keirah Costanzo
Taleigha Cotter
Charmaine Couch
Tahlia Coulson
Vanessa Counsel
Gemma Cowan
Ellie Cowdrey
Bret Craig
Taisha Cranmer
Alexandria Crilly
Carley Crimp
Tamara Critch
Lauren Cross
Laura Crossfield
Olivia Crowther
Fortunata Cumming
Christine Curtis
Shikha Dabas
Bryttany D'Agui
Cody Dale
Luisa D'Amato
Susan Dandy
Hanh Dang
Maureen Dann
Hanna David
Jodie Davidson
Kate Davies
Sandra Davis
Selena Davis
Cassandra Davis
Anne Daw
Jade Dawe
Jessica Day
Ellen De Kiefte
Priscila De Matos Rodrigues
Tassia De Souza Romeu
McCaffrey
Malgorzata Dean
Sophia Dedes
Melanie Dejong
Genevieve Del Borrello
Rose Dela Pena
Sarah Delahey
Celeste Leanne Delaney
Romana Delito
Linda D
Annalise Denney
Tracy Derman
Briarna Deslandes
Didi Deslandes
Cody Desmond
Alka Dhall
Frieda Di Maggio
Gabriela Diaz
Alexandra Diaz
Shantel Tamara Dijak
Frieda DiMaggio
Mikaela Dimond
Sarah Dingle
Maria Diosana
Larissa Direen
Inoka Disanayaka
Suzanne Dissanayake
Aaron Divitini
Megan Dobson
Andrea Dockley
Kathleen Doherty
Olivia Doherty
Andrea Dolegowski
Elizabeth Donaldson
Emer Donohoe
Amy Donohue
Eleasha Donovan
Maria Dose
Nancy Douglas
Kathryn Douglas
Samantha Downs
Olympia Drakos
Tara Drummond
Casie Drummond
Colleen Duffin
Alexandra Duffy
Brianna Duke
Emily Duncan
Bailey Duncan
Emily Duncan
Christine Dungan
Brittney Dunkley
Maria Lucia Dunn
Sarah Durbridge
Amy Durman
Karlie Durston
Maranda Dutton
Kristy Dye
Melinda Eades
Karen Eagle
Neelika Edirisinghe
Kaitlyn Edis
Tahli Edman
Toshika Edney (Pattiyage)
Michelle Edwards
Ruth Edwards
Maigen Edwards
Gypsie-Lee Edwards-Kennard
Kerry Egan
Natalie Eggleston
Patamaporn Eiamchinda
Malak El Hassan
Aisha El Souki
Safa Elkardi
Tracey Elliott
Tori Elliott
Kenya Emery-Meyers
Lelani Emslie
Lyka Crystel Joy Encina
Kendra Engel
Marita Ensor
Shirani Epaliyanage
Lottie Erhard
Maira Escobar
Roseley Esguerra
Rebekah Evans
Michelle Evans
Justine Fabian
Priscilla Fadier
Priscilla Fadier
Kathleen Falau
Morgan Falls
Arnya Falzon
Chun-Han Fan
Rebecca Fankhauser
Wasan Faraj
Matilda Farr
Hailey Farrell
Rebecca Farrugia
Carolyn Favier
Sabrina Fazli
Astrid Feetham
Chantelle Fellowes
Leilani Fenwick
Emma Fenwick
Andrea Ferdinand
Bella Fernandez
Christine Fernhout
Alicia Ferraro
Josephine Field
Wayne Fielding
Hayley Fisher
Abby Fisher
Deborah Fisher-Goldner
Naomi Fitzpatrick
Cheree Fleming
Rhonda Foley
Erin Foley
Pui Ying Grace Fong
Melody Forrester
Linda Foster
Bronwyn Foulis
Caitlin Fowler
Belinda Fowles
Karina Foxon-Burghall
Nicole Francis
Louise Frankas
Miliscent Franssen
Valeska Frazer
Bonnie French
Rostina Fretwell
Adelaide Fryar
Fenfen Fu
Yanqiu (Iris) Fu
Claire Gagliardi
Carina Gajnik
Emerald Galea
Shona Gallaghan
Joanne Gallaghan
Ayesha Gama Arachchige
Rachana Gandhi
Heather Gardam
Annette Garofalo
Kanchanaporn Garrioch
Heidi Gattringer
Shannon Gaudion
Kayla Gehl
Naomi Gentely
Sarbjit Ghatorha
Kerrie Gibbs
Brigitte Giglia
Julie Giles
Navneet Kaur Gill
Marissa Gilmour
Frances Gilmour
Jazmin Glanford
Ghette Glendinning
Samantha Gloster
Sarah Gohdes-Smith
Chiara Gonnelli
Clive Gonsalves
Kate Gonsalvez
Madeleine Good
Amy Gordon
Tia Gordon
Katherine Gordon
Isabel Grace
Kimihia Grace
Ebony Graham
Rosemary GRANT
Warren Grant-Vest
Storm Greaves
Stephanie Green
Peggy Greenslade
Rebecca Greeshaw
Rachel Griffith
Samantha Grinyer
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