one tree
community services
the place to be

2024 ANNUAL REPORT

Be national act local

Reconciliation Action Plan (RAP) committee leaders

Champion
Claire McManus
Executive Manager Services

Co-chair
Leeanne Pena
Cultural Practice Leader

Co-chair
Shellie Taia
General Manager Kindergartens

Acknowledgment 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.

◀ *Commissioned artwork by Jasmyn Ihanimo, a Yamatji woman.*

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

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Contents

Message from the Chair	04
Message from the CEO	06
Organisational chart	08
Our services: map of locations	10
Highlights for the year	12
New ACCO partnership	16
Gurdawarnigu Bush Kindy	19
Kardu Darrikardu Numida Hostel	19
Defence Childcare Program conference	20
New services	22
REYLL program	23
Celebrating our 50th anniversary	24
Community services programs	26
Staff benefits and culture	28
Staff story: Ruby McWaters	29
EduTribe FIFO educators	30
National impact: our services	32
Act local: community services	33
Act local: children's services	34
Act local: Registered Training Organisation	35
Business outcomes	36
2024-2027 strategic priorities	38
Board of Directors	40
Executive team & leadership team	42
Financial overview	44
Our supporters	48
Staff photography competition	50

DAVID BEATTIE

Message from the Chair

Welcome to our annual report.

There's been much to celebrate at One Tree.

November 2023 saw our 50th birthday party where some 200 staff and invited guests enjoyed the sea-life exhibits at The Aquarium of Western Australia. Over the following dinner and entertainment, we learned about One Tree's extraordinary journey from modest beginnings to the present, with revenues now approaching $80M, more than 1,200 people employed and 92 services under management nationwide. It's worth reflecting that the majority of this growth has been over the past dozen years or so, a period well within the tenure of some of our current executives.

January 2024 brought the relocation of our Melbourne office which, although still in Sunshine West, now provides accommodation considerably more appropriate and functional than the space originally opened for a handful of staff in 2018.

The details of One Tree's activities can be found elsewhere in this report but, for an overall perspective, the financial results at the end of June 2024 speak volumes. These exceeded expectations which allowed us to add $1.1M to reserves, raising these to $5.2M, their highest level ever.

Many factors contribute to One Tree's success. There is little doubt in my mind that the set of values and the corporate culture embraced throughout One Tree is significant. This provides a foundation for the inventiveness and creativity that drive the business.

A genuine 'thank you' to everyone involved; educators, administrators, managers, executives and Board members. You've all played your part and One Tree would not be what it is without you.

We welcomed three new members to the Board of Directors during the year to fill vacancies created by resignations. Richard Beck and Louise Lamont joined in February 2024, and Brianna Friberg is set to join in July.

On behalf of the Board,

David Beattie

Transforming challenges into possibilities with people and communities.

Our be national act local theme for the annual report is inspired by reflecting on another very exciting year. This message considers One Tree's journey in an ever-changing and often challenging landscape.

KARRI HILLIER

Message from the CEO

One Tree has a living spirit, purpose and values that informs our culture and our decisions. We are committed to being a national organisation that acts locally.

One Tree places high importance on mutual benefit. This includes the local communities where we operate and the organisations and businesses that support or fund us. Our staff and those who rely on our services are who motivate us to *transform challenges into possibilities* and to be the best that we can be in any situation. We do this by working with communities rather than in communities.

We see ourselves as a workplace community. I am fortunate to have staff around me who are intrinsically motivated, who connect with each other by working together and meeting challenges with enthusiasm and determination.

We have in place a nationally accredited quality management system that prioritises continuous improvement. Our systems evolve and support our ability to adapt quickly to opportunities. Our people are empowered to act, and they do.

We contribute to thought leadership through government submissions, targeted industry discussions and associations, and invest significant resources into networking in local communities.

One Tree is dedicated to delivering bespoke services and solutions for stakeholders and it is this approach that has supported our growth and ability to work in challenging environments. We are committed to understanding our stakeholders' values, needs and priorities, adapting our strategies for the best possible outcomes.

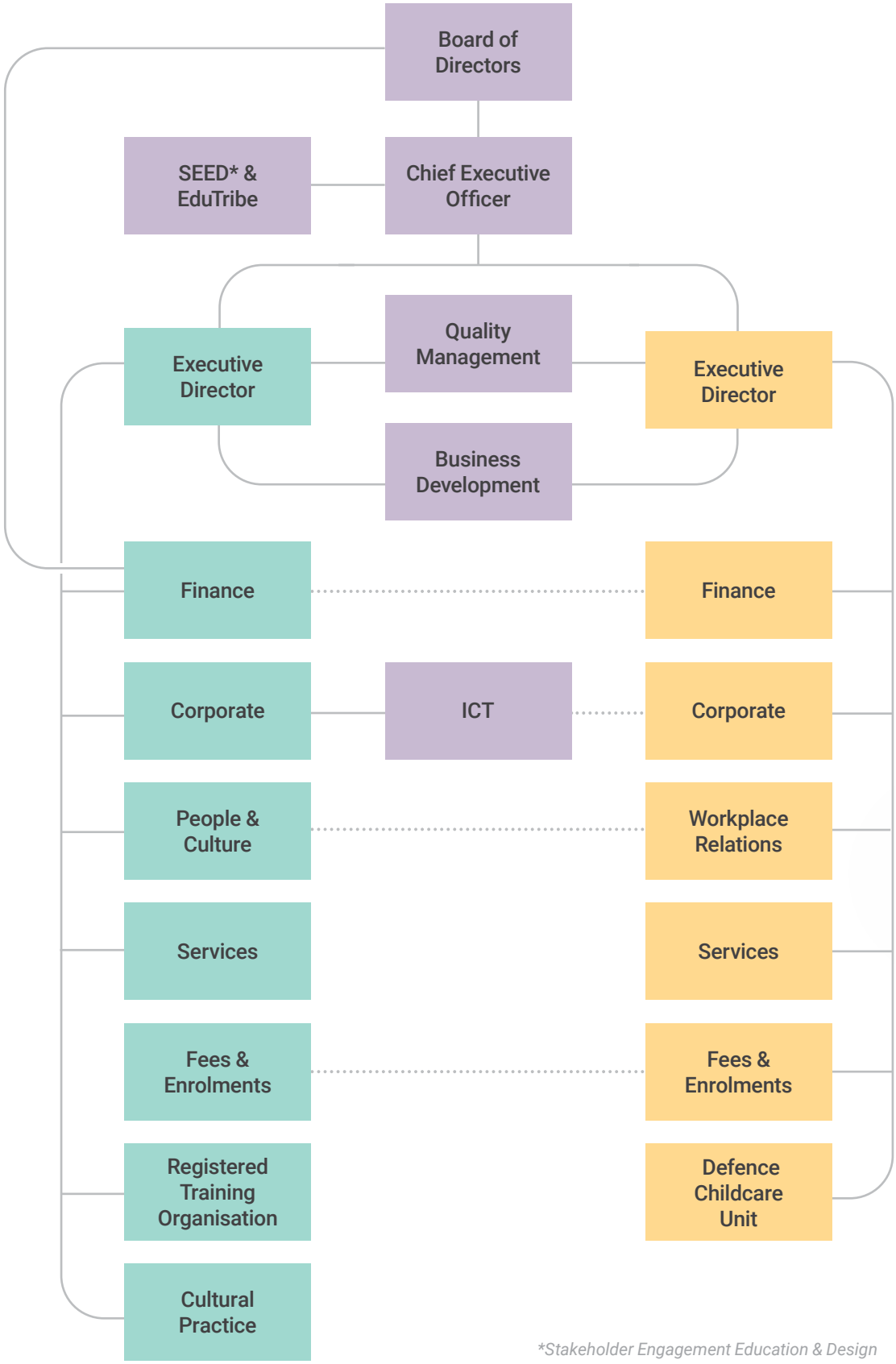
The people who are part of the One Tree workplace community, whether staff or other stakeholders are important to us. We want to make a difference, whether it is providing local traineeships and job opportunities in remote communities or offering free resources nationally to the early education and care sector through our EduTribe website.

As the CEO, I am forever grateful for the people and communities we are privileged to work with. One Tree's success can be contributed to several aligning factors, the most significant being the dedication of its staff and Board of Directors. I cannot express my admiration enough for every person. Our workplace community is a unique and wonderful place, and I am glad to be a part of it.

Our stories, like our people, are important to us and there are an increasing number of both. In 2023, One Tree celebrated its 50th anniversary, and in 2024 invited three new Board members to the Board of Directors. It was a significant year, and the coming year looks just as exciting. I hope you enjoy our annual report.

Organisational chart

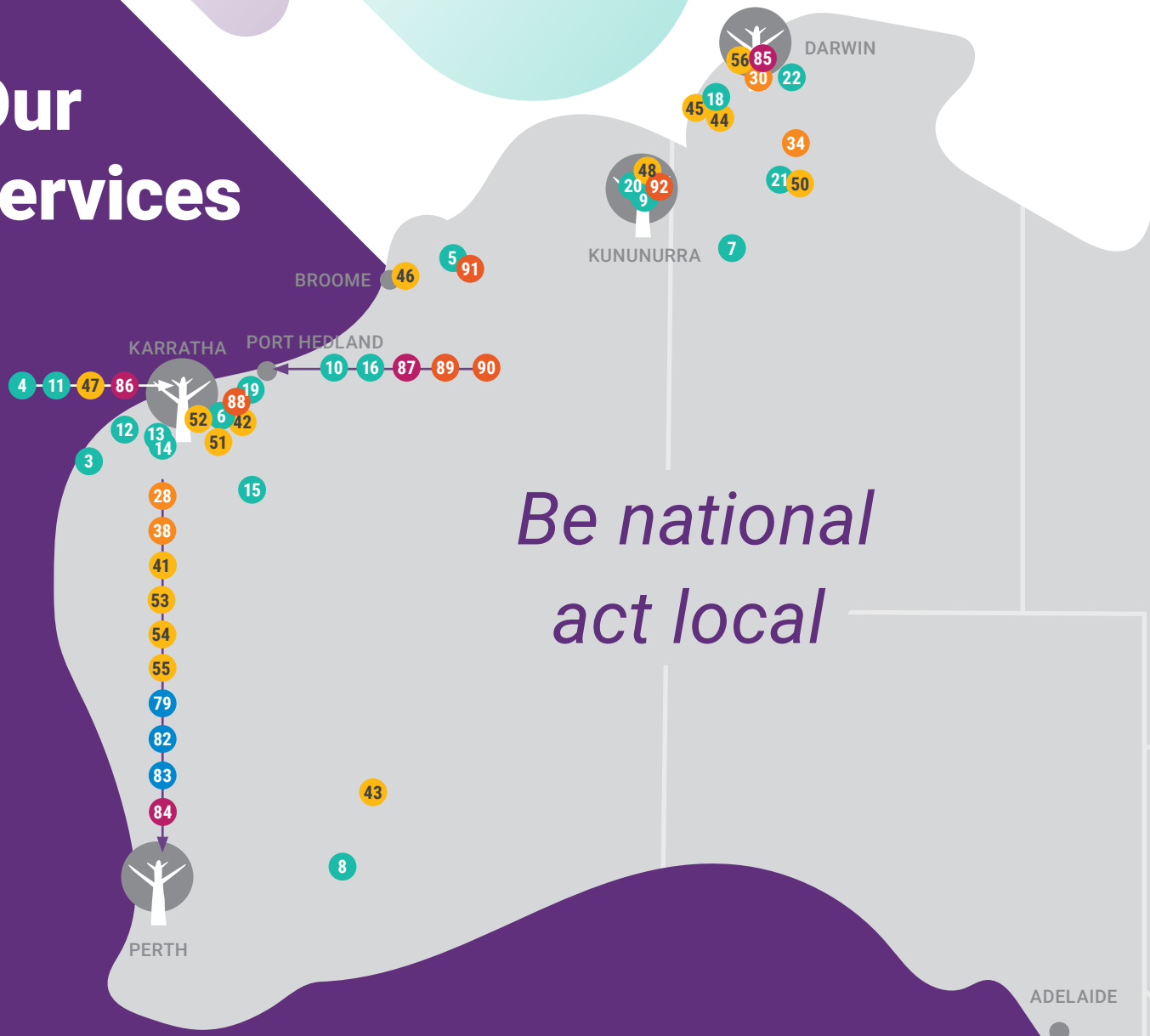
Overview of business areas



*Stakeholder Engagement Education & Design

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

Our services



Be national act local

Administrative Offices

Perth Office
Whadjuk Country

Darwin Office
Larrakia Country

Melbourne Office
Boonwurrung Country

Karratha Office
Ngarluma Country

Kununurra Office
Miriwoong Country

Children's Services (CS)

1 Altona Meadows CS *Boonwurrung Country*
2 Altona North CS *Boonwurrung Country*
3 Bernice McLeod CS *Thalanyji Country*
4 Bulgarra CS *Ngarluma Country*
5 Derby CS *Nyikina Country*
6 Gurlu Gurlu Maya CS *Ngarluma Country*
7 Kalkarindji CS *Gurindji Country*
8 Kambalda CS *Malpa Country*
9 Kununurra OSHC *Miriwoong Country*
10 Len Taplin CS *Kariyarra Country*
11 Millars Well CS *Ngarluma Country*
12 Onslow CS *Nhuwala Country*
13 Pannawonica CS *Kurrama Country*
14 Pannawonica OSHC *Kurrama Country*
15 Paraburdoo CS *Yinhawangka Country*
16 South Hedland CS *Kariyarra Country*
17 Timbertop Early Learning Centre *Wathaurong Country*
18 Wadeye CFC *Kardu Diminin Country*
19 Wickham CS *Ngarluma Country*
20 Woothoo-woothoong thoon Ninggoowoong Dawang CS *Miriwoong Country*
21 Yarralin CS *Ngarinyman Country*
22 Yera CS *Kungarakany Country*

Defence Childcare Unit (OTDCU)

23 OTDCU Cerberus *Boonwurrung Country*
24 OTDCU Coral Sea *Gagu-Badhun Country*
25 OTDCU Coventry *Wurundjeri Country*
26 OTDCU East Sale *Kurnai Country*
27 OTDCU Enoggera *Yuggera Country*
28 OTDCU Flying Start *Whadjuk Country*
29 OTDCU Kangaroo Cottage *Yuin Country*
30 OTDCU Kids Brigade *Larrakia Country*
31 OTDCU Kids Crew OSHC *Yuin Country*
32 OTDCU Little Diggers *Eora Country*
33 OTDCU Little Eagles *Dharug Country*
34 OTDCU Little Geckos *Jawoyn Country*
35 OTDCU Puckapunyal LDC & OSHC *Taungurung Country*
36 OTDCU Russell Hill *Ngunawal Country*
37 OTDCU The Blue House OSHC *Dharug Country*
38 OTDCU The Sunny Child *Whadjuk Country*
39 OTDCU Tingira *Yuin Country*
40 OTDCU Williams *Boonwurrung Country*

Community Services

41 Family Information Support and Help (FISH) *Whadjuk Country*
42 Gurlu Gurlu Maya CPC Roebourne *Ngarluma Country*
43 Laverton Crisis Intervention Service (LCIS) *Tjalkanti Country*
44 Wadeye Hostel *Kardu Diminin Country*
45 Wadeye Safe House *Kardu Diminin Country*
46 WAIA Broome *Jukun Country*
47 WAIA Karratha *Jaburrara Country*
48 WAIA Kununurra *Miriwoong Country*
49 Wayipungitj Initiative *Boonwurrung Country*
50 School Nutrition Program *Ngarinyman Country*
51 Ieramagardu Pathways Project *Ngarluma Country*
52 Remote ECT Mentoring Program *Ngarluma Country*
53 REYLL Program (regional) *Whadjuk Country*
54 Healing Hearts = Strong Kids Program *Whadjuk Country*
55 Executive Coaching Program *Whadjuk Country*
56 RAMF DV Program *Larrakia Country*

Kindergarten

57 Altona Gate Kindergarten *Boonwurrung Country*
58 Altona North Kindergarten *Boonwurrung Country*
59 Andrews Community Kindergarten *Boonwurrung Country*
60 Apollo Bay Kindergarten *Gadubanud Country*
61 Avonsleigh Preschool *Wurundjeri Country*
62 Balim Balim Kindergarten *Wathaurong Country*
63 Braybrook Early Learning Centre *Wurundjeri Country*
64 Emerald Preschool *Wurundjeri Country*
65 Henry Family Children's Centre *Boonwurrung Country*
66 Homegarth Community Kindergarten *Boonwurrung Country*
67 Konewark Kindergarten *Boonwurrung Country*
68 Kurmboon Kindergarten *Boonwurrung Country*
69 Nar Nar Goon Kindergarten *Boonwurrung Country*
70 Pakenham Heights Kindergarten *Boonwurrung Country*
71 Pakenham Kindergarten *Boonwurrung Country*
72 Puckapunyal Kindergarten *Taungurung Country*
73 Riverwalk Kindergarten *Wathaurong Country*
74 Seabrook Kindergarten *Boonwurrung Country*
75 Timbertop Kindergarten *Wathaurong Country*
76 Upper Beaconsfield Kindergarten *Boonwurrung Country*
77 Upper Beaconsfield Pre-Kindergarten *Boonwurrung Country*
78 Werribee West Kindergarten *Wathaurong Country*

c-Verse OSHC

79 c-Verse Brentwood OSHC *Whadjuk Country*
80 c-Verse Cooerwull OSHC *Wiradjuri Country*
81 c-Verse Lithgow OSHC *Wiradjuri Country*
82 c-Verse Mundijong OSHC *Whadjuk Country*
83 c-Verse Palmyra OSHC *Whadjuk Country*

RTO

84 RTO Central *Whadjuk Country*
85 RTO Darwin *Larrakia Country*
86 RTO Karratha *Ngarluma Country*
87 RTO Port Hedland *Kariyarra Country*

Pathways Mentor Program

88 Roebourne *Ngarluma Country*
89 Port Hedland *Kariyarra Country*
90 South Hedland *Kariyarra Country*
91 Derby *Nyikina Country*
92 Kununurra *Miriwoong Country*

Highlights for the year

July 2023

- The Mayor of Cardinia Council opened One Tree Kurmboon Child and Family Centre in Melbourne, VIC.
- Culturally and Linguistically Diverse (CALD) outreach and wayipungitj network established to support community connections and access to early childhood programs in Melbourne, VIC.
- First Certificate II student in Community Services enrolled at One Tree Wadeye Hostel in remote NT. ***See page 35***
- First Aboriginal trainee through Pathways Mentor Program completed a Certificate III in Early Childhood Education and Care (ECEC).
- Landmark agreement with Rio Tinto to retain staff through salary incentives at 3 ECEC services in the Pilbara, WA. ***See page 31***
- Awarded funding for Healing Hearts = Strong Kids program for trauma informed training in the Pilbara, WA.

August 2023

- New parent mobile app introduced to improve customer experience nationwide.
- One Tree Defence Childcare Unit (OTDCU) Coral Sea in QLD partnered with an aged care facility for regular visits.
- One Tree Altona North Kindergarten opened in Melbourne, VIC.
- First Christmas Island student completed Certificate III in ECEC.

September 2023

- OTDCU Russell Hill in ACT was rated as Exceeding the National Quality Standard (NQS).
- First Christmas Island student completed a Diploma of ECEC. ***See page 35***

October 2023

- OTDCU national directors' conference enabled leaders to build connections and share learnings.
- Kardu Darrikardu Numida Hostel for Aboriginal students opened in remote NT. ***See page 19***
- Awarded professional development grant in Derby, WA to provide trauma informed practice training.

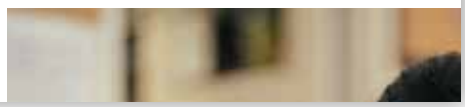
November 2023

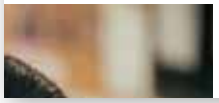
- EduTribe FIFO program supported rural OTDCU services during nationwide workforce shortages.
- First FIFO educator signed up for Diploma of ECEC with our Registered Training Organisation (RTO).
- Awarded a Regional Development Australia Grant to support local employment and training in regional areas.
- Awarded $2M Lotterywest funding to support attraction and retention of educators by upgrading ECEC facilities in regional WA.
- One Tree's 50th celebration event. ***See page 24***

December 2023

- 10 Designated Area Migration Agreements (DAMA) visa positions filled, and 15 additional places granted for educators in the Pilbara, WA.
- Recruited and retained 11 new EduTribe FIFO educators over a 12-month period.
- Expanded the Central office in Perth, WA to accommodate growth.
- Awarded funding through Supporting Children in ECEC WA Grants program. Employed a teacher as a mentor in the Pilbara, WA to embed a transition to school program.

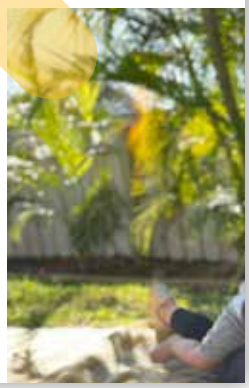
Children's services | *Community services* | *RTO* | *Defence* | *Kindergartens* | *SEED, People & Culture, Fees & Enrolment and Corporate*

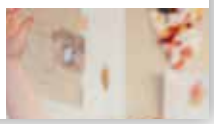




"I go to work knowing my child has the best care in Karratha."

June 2024,
One Tree Millars Well (WA).





"The staff are amazing, the kids are always happy."

July 2023,
One Tree Yera (NT)

Highlights for the year

January 2024

- 10 new kindergartens opened in Melbourne, VIC.
- New office opened in Melbourne, VIC to accommodate growth.

February 2024

- Granted special labour agreement for 11 permanent residency visa sponsored educators who were not eligible for another visa.
- NQS 1 Essential Training Program launched and delivered nationally.
- Mentor employed in Kununurra, WA to support RTO students.
- Secured funding through Department of Education (DeT) for staff incentive payments for One Tree Gurlu Gurlu Maya Children's Service in Roebourne, WA.

March 2024

- Successfully sponsored three educators on visas in the Kimberley, WA for three years.

April 2024

- Achieved Indigenous procurement targets 20 months ahead of schedule.
- Two FIFO educators became permanent staff at our regional services.
- OTDCU educator nominated as finalist in the Leadership category for national award.
- Homegarth Community Kindergarten in VIC was rated as Exceeding the NQS. ***See page 34***
- One Tree awarded Cooerwull Out of School Hours Care in NSW.
- Works commenced on a new ECEC service in Kununurra through The Wunan Foundation partnership (an Aboriginal Community-Controlled Organisation) with funding from the Commonwealth Department of Education (DET) CCCFR Expansion Program. ***See page 16***

May 2024

- EduTribe FIFO program supported remote services experiencing workforce shortages.
- One Tree Millars Well Children's Service in the Pilbara, WA won a sector award for excellence in Partnerships with Families, Communities and Schools.
- One Tree was announced as a successful grant recipient to deliver the Regional Early Years Learn and Lead (REYLL) program in regional WA. ***See page 23***
- National conference for One Tree directors and community service managers enabled leaders to build connections and share learning.
- Seven new trainees entered the Pathways Mentor Program from other service providers in regional WA, commencing a Certificate II or III in ECEC or community services.

June 2024

- One Tree opened new Aboriginal led Gurdawarnigu Bush Kindy in Roebourne, WA, supported by Woodside Development Fund. ***See page 19***
- Secured DET funding to purchase a house in Kalkarindji, NT, providing an accommodation solution for educators entering the remote community.
- Our RTO became the first in WA to provide two new playgroup qualifications, with trainees enrolled in Halls Creek, WA.
- Redesigned new EduTribe membership website for launch in July 2024.

Children's services | *Community services* | *RTO* | *Defence* | *Kindergartens* | *SEED, People & Culture, Fees & Enrolment and Corporate*

▲ One Tree Mentor Danielle Taylor and Executive Manager Claire McManus with The Wunan Foundation CEO Prue Jenkins and Liz Cox.

In March 2024, One Tree and The Wunan Foundation commenced work to open a new Early Childhood Education and Care service in Kununurra.

Our new ACCO partnership

The Kununurra connection

2,200 kilometres from Perth. On the land of the Miriwoong Gajerrong people. There is a town of red, pindan soil, rushing rivers and ancient ranges. A home to 4,500* people and 1,000-year-old boab trees. This town is Kununurra.

One Tree has been working with this remote community for more than a decade. We have earned a reputation for delivering high quality Early Childhood Education and Care (ECEC) services and providing accredited training to local people.

Introducing The Wunan Foundation

The Wunan Foundation (Wunan) has been driving positive change in the East Kimberley region since 1997. Based in Kununurra, Wunan is an Aboriginal Community-Controlled Organisation (ACCO).

A partnership is born

There is great demand for ECEC in Kununurra. Almost 30% of people identify as Aboriginal or Torres Strait Islander*. These families need accessible services that are culturally safe. Services that are run by the community for the community.

In 2022, Wunan approached One Tree. The organisation was seeking a partner to open a new ECEC service for Indigenous families.

Transforming challenges into possibilities together

Finding funding was the first challenge. With help from One Tree, Wunan was successful in securing a Community Child Care Fund Restricted (CCCFR) Expansion Program, under the Closing the Gap reform.

Identifying a location was particularly complex. Due to funding terms, the new service could only operate in an existing space. There were limited facilities available. All required major renovations.

The two organisations came together, sharing expertise and resources to come up with solutions.

"I've learned more about children's services in the last six months than ever. It's complex and specialised," said Prue Jenkins, Wunan CEO, "We would not have pursued the project without the partnership. We each brought pieces of the puzzle together, and the whole is greater than its parts".

Wunan contracted a second ACCO to renovate the site. We assisted with knowledge of the regulations associated with the refurbishment of ECEC services.

Culture and community first

As we worked through the operational challenges, we remained focused on culture and community.

Face-to-face engagement has been crucial. We needed to build trust to ensure the Aboriginal community would feel culturally safe to use the service. To achieve this, both organisations ensured First Nations staff were in communication with local Aboriginal groups.

Once made suitable, the facilities will be offered to the community as a blank canvas. A community reference group will advise on the look and feel of the space. The Mirima Dawang Woorlab-gerring Language and Culture centre will develop a Miriwoong name for the service.

"Community will always be at the centre of this service,"

Danielle Taylor, One Tree Mentor.

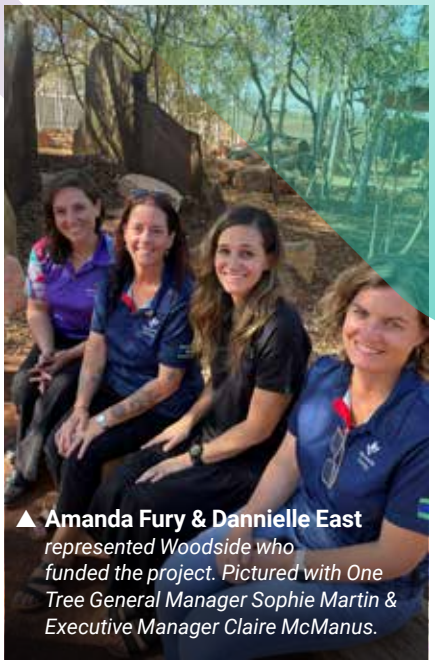
Long term outlook

In early 2025, the service will open to the community. Priority access will be provided to Aboriginal families and vulnerable children.

Employment opportunities will be offered to local people. Through our Registered Training Organisation, we will offer free accredited training, with a local mentor to provide support.

Over time, One Tree will step back from the service and Wunan will step forward. One Tree Executive Manager Claire McManus said, "Our partnership is so important. We are learning together and building capacity for Wunan to manage the service long term. Together, One Tree and Wunan are creating a map on how this could be done in other communities".

**2021 Australian Census data*



▲ **Amanda Fury & Dannielle East** *represented Woodside who funded the project. Pictured with One Tree General Manager Sophie Martin & Executive Manager Claire McManus.*

▲ **Violette Sampson** *Aboriginal Elder said the Welcome to Country.*

Gurdawarnigu Bush Kindy

The journey is as important as the destination.

On Ngarluma land, Elders met with us to talk about a place where children could play and learn of their culture. A place that told the story of their land, the river and the sea. Where children could connect, through play, to the life of the people who had gone before. Play that would help each child know that they belong to an ancient story.

On the map of Western Australia, in the Pilbara, there is a small remote town called Roebourne.

The First Nations people give it a different name. Ieramagardu. In 2020, local Elders met with One Tree to talk about setting up a bush kindergarten. It opened in 2024.

The Gurdawarnigu Bush Kindy is evidence of when we work together, listen and learn from each other, good things happen.

One Tree Executive Manager Claire McManus and General Manager Sophie Martin said, "We learnt so much from the Elders about Aboriginal culture. It was such a privilege to spend time with these remarkable women on this journey."

The bush kindy was developed by the Ieramagardu Pathways Program and funded by Woodside Development Fund.

Letter from Yandi for Change Elders Council:

"These initiatives are so valuable. It goes back to the community identifying what was needed, and One Tree genuinely engaging with the community. Their approach must be acknowledged, as the overall success came from their engagement, and ensuring culture was the centre of the work."

Kardu Darrikardu Numida Hostel

We were approached by the National Indigenous Australians Agency (NIAA) to run the Kardu Darrikardu Numida Hostel in Wadeye. At the time, it was being used as mixed accommodation for students. We were advised it did not fit the needs of the community.

Wadeye is one of the largest Aboriginal communities in the Northern Territory (NT). Located 420km south-west of Darwin, there are 22 clan groups living in this remote, isolated town.

Our team has been working with the community in Wadeye since 2010. We manage the local child and parent centre as well as the safe house for women and children escaping violence.

The community in Wadeye asked us to create a safe space for young women to live, learn and work. This became our focus when we took on the hostel.

Providing our services in a culturally safe way is very important to us. This is why we establish community reference groups in the areas we operate.

We employ representatives from different clan groups to act as cultural advisors and guide our practice.

Over many conversations, we asked our community reference group in Wadeye about their aspirations for the hostel. What did the community need? How could we support them? What didn't work in the past and how could we learn from it?

It was decided the hostel should become a female only place. We completed a series of renovations and reopened in October 2023.

Now, we have 17 girls aged 12-16 living in the hostel. All are either attending the local high school or undertaking traineeships while working in the community. The hostel staff provide support to the residents to further develop their life skills.

Our community reference group in Wadeye continues to play a major role in how we operate all three of our services. Together, we are learning how best to support the community.

One Tree Defence Childcare Program directors' conference

By Karri Hillier, Chief Executive Officer

I was lucky to be invited to open the One Tree Defence Childcare Unit (OTDCU) directors' conference in Melbourne. Over dinner, I met with five directors who transferred over to One Tree from previous providers. We talked about their individual journeys. What was it about their services that kept them turning up, day after day, year after year?

Cassie James OTDCU Cerberus (VIC)

Cassie informed me that she has worked at her service for 32 years. The relationships she has formed with families are generational. Cassie has taught the children of children once in her care. Due to the nature of Defence jobs, parents rarely have extended family members close by. People like Cassie become their 'village'.

Cassie drives 90 minutes to her service every day. And back.

In response to my question about why she stayed so long?

"Connection," Cassie said, 'With the children, with families and with Defence."

Cassie went on to say, "It's been wonderful working with One Tree for the last six to seven years. Changing providers is challenging but manageable. I have to say it's the relationships that you feel the loss of most."

Cassie spoke of her long-term relationship with Annelise, her One Tree regional manager over many years. Having this relationship has contributed to her ability to be the director she wanted to be.

Felicity Mitchell OTDCU The Blue House (NSW)

Both Felicity's parents were Defence employees. As a child, she attended the service where she is now the director.

Felicity's first-hand experience has given her a lot of understanding and empathy for the families that attend her service.

She said, "The centre becomes a very important part of Defence families' lives, especially for the children. We are a constant for them when a parent is deployed."

The future

One Tree has been privileged to work with the amazing staff that are part of the Defence Childcare Program (Program). Speaking with Director of OTDCU Russell Hill Linda Denney, Director of OTDCU Enoggera Dawn Stanley and Director of OTDCU Puckapunyal Carly O'Shea it was apparent how committed they are to their staff, the parents, the children and the Program.

One Tree hopes to be able to continue to work with the Program for the next contracted period. But if not, we feel confident that these remarkable leaders will continue to do great work.

As the evening concluded, I left with a much deeper understanding and appreciation of the contribution the Program makes in the lives of Defence families. The work that the directors and educators do really does make a difference, every day.

"One Tree is extremely supportive of military life and understands the challenges of parents going away."

May 2024,
OTDCU Little Diggers (NSW)

New services

In 2023-2024 One Tree welcomed 16 new services and programs across Australia.

In Western Australia

- The Regional Early Years Learn and Lead (REYLL) program.
- Out of School Hours Care (OSHC) services in two regional towns - Pannawonica (Pilbara) and Kununurra (Kimberley).
- A partnership with The Wunan Foundation (an Aboriginal Community Controlled Organisation) to establish an Early Childhood Education and Care (ECEC) service in Kununurra.

In the Northern Territory

- The Kardu Darrikardu Numida Hostel for Aboriginal students in Wadeye (a remote Aboriginal community) to support school attendance.

In New South Wales

- An OSHC service in Cooerwell.

In Victoria

- Andrews Community Kindergarten.
- Avonsleigh Kindergarten.
- Emerald Preschool.
- Homegarth Community Kindergarten.
- Nar Nar Goon Kindergarten.
- Pakenham Heights Kindergarten.
- Pakenham Kindergarten.
- Upper Beaconsfield Kindergarten.
- Upper Beaconsfield McBride Road Kindergarten.
- Altona Gate Kindergarten.

A spotlight on the REYLL program

How it works

The Regional Early Years Learn and Lead (REYLL) program is offered to not-for-profit and local government-run ECEC services. There are 36 eligible services in regional WA. Twenty-two have chosen to participate so far.

Our team engage closely with each service to develop an individual Service Support Plan (SSP). The SSP identifies which of the 16 available strategies are needed. A regional support manager is appointed to each service, while access to the REYLL website provides additional resources to assist.

The challenge

Attracting and retaining educators is an ongoing challenge for ECEC services. While workforce shortages are a national concern, we are glad to be able to act locally and support ECEC in regional WA.

The possibilities

At One Tree, we have decades of experience working with rural and remote communities. We understand the unique challenges experienced by ECEC providers and have developed a toolkit to attract, develop and retain educators.

This toolkit is the foundation for the REYLL program. In April 2024, we received $1 million in grant funding from the Department of Communities. This has enabled us to deliver REYLL in the Kimberley, Pilbara, Gascoyne, Midwest and Goldfields-Esperance regions.

"I would like to express my sincere gratitude for the attention and dedication showed in presenting the SSP. It is very reassuring to have a team so committed and available to help,"

Luciana Steinle, Coordinator for the Shire of Ravensthorpe.

Connecting educators

Our facilitated networking sessions are becoming a popular part of the program. Educational leaders have the chance to connect, share stories and problem solve together over video calls.

"I attended a REYLL meeting today. I wanted to share how impressed I was with the strong relationships the REYLL staff have built with the service leaders," Executive Coach, Amy Nenke.

Tailored support for unique needs

For almost 50 years, a remote town in the Goldfields has been sustained by the mining industry. In 2024, it was announced a major mine site would go into maintenance, resulting in job losses.

It has been a very difficult time for the community, including the local ECEC service. The number of children attending has been dropping. Families working in the mines are moving away in search of secure jobs. There has also been uncertainty around future funding.

The service is fully engaged in the REYLL program. On two occasions, we have provided Fly-In Fly-Out educators to staff the service. We are now discussing potential strategies with the local shire and alternative funding partnerships to help the service continue. This will provide support to families that do stay in the community, enabling them to continue working in essential services.

16 support strategies

- Accredited traineeships
- Customised training
- Leadership coaching
- Facilitated networking
- Operational support
- Access to grants and subsidies
- Subsidised housing
- Cultural Practice support
- Cultural training
- Management training
- Trainee mentoring
- Policies and procedures
- Recruitment resources
- Partnership development
- Help with service transfers
- FIFO relief staff

REYLL
REGIONAL EARLY YEARS LEARN & LEAD

Celebrating our 50th anniversary

Our 50th anniversary was held at The Aquarium of Western Australia (AQWA), situated at Hillarys Boat Harbour in Perth, WA. AQWA offered a unique backdrop with sweeping ocean views from the function room.

It was a formal affair accompanied by a three-course meal. Our Board and their partners along with 200 guests from across Australia entered the building and walked our VIP red carpet.

Guests had access to the underwater tunnel and parts of the aquarium for the first part of the evening. Displays highlighted the reason we do the work we do.

After speeches from our Chair David Beattie, Vice Chair Zeljko Krestelica and CEO Karri Hillier, awards were presented.

Sam Bullen General Manager RTO was honoured for 20 years of service with the organisation and for the contributions she has made over the years.

Claire McManus Executive Manager Services was awarded by her colleagues past and present as being an exceptional inspirational leader.

Our 50th celebration awards

Service Support Award:
Lauren Campbell
Nicola Cahill

Winner
Semra Paragallo

Promising Leader Award:
Cassio Turrini
Supriya Sharma

Winner
Brooke Maynard

Community Services Award:
Sarah Woods
Janet McEwan
Beth Attard

Winner
Aggie Swann

Outstanding Educator Award:
Glenn Luke
Stephanie Brown

Winner
Taimana Rupuha-Pratley

Training Award:
Kylie Routley
Sushamol Suresh

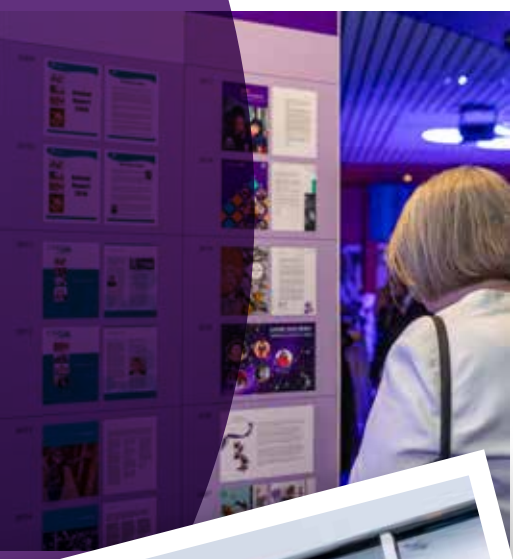
Winner
Nikki Sidhu

CEO Karri Hillier:

"While having many stories to tell over 50 years, One Tree is also part of the ongoing story of families' lives. Children who attended our services decades ago are now parents who take their own children to One Tree. Some have also been trained and employed as educators at our services."

50th invite:

Tribute to Karri Hillier for her wonderful and inspiring leadership:



A snapshot of our community services programs

Inclusion Support Program (ISP)

In partnership with Communicare and Wanslea, we co-deliver the WA Inclusion Agency (WAIA). The ISP assists service providers to adapt their practice to include children with barriers to accessing early childhood education.

Family Information Support and Help (FISH)

Our FISH program is free to families using our services nationally. FISH assists parents and educators supporting children with complex support needs.

Healing Hearts = Strong Kids Program

This program delivers trauma informed training to service providers in the Pilbara, WA. It assists centres to work with children and families with additional support needs and developmental issues.

Family, sexual and domestic violence services

We operate two family, sexual and domestic violence services in remote WA and the NT. Emergency accommodation, case management and preventative outreach programs are provided.

Remote hostel service

We operate the Kardu Darrikardu Numida Hostel in Wadeye, a remote Aboriginal community in the NT. Aboriginal girls aged 12-16 years live at the hostel five days a week and are supported to attend school.

Pathways Program

At risk children in Roebourne, a remote community in the Pilbara, WA, are supported to improve early childhood development outcomes through:

- An Indigenous language program.
- A bush kindy program.
- Mentoring Aboriginal trainees in early childhood education roles.
- Provision of a crèche to support young parents in attending education and training.

Gurlu Gurlu Maya Child and Parent Centre

In Roebourne we operate the Gurlu Gurlu Maya Child and Parent Centre. Families of vulnerable children from pre-natal to eight years old are assisted with parenting support and access to allied health services.

Remote children's services

In Aboriginal communities Wadeye, Kalkarindji, Batchelor and Yarralin in the NT, we operate play-based childcare centres that incorporate collaborative case management for vulnerable children.

Remote school nutritional program

We provide a food relief program for children and young people at school in the remote NT Aboriginal community of Yarralin.

Remote Mentoring Program

In Roebourne, Kununurra, Derby, Port and South Hedland, we provide school-based traineeships. Trainees are supported by a mentor to assist them with their studies and other barriers to participation. Trainees are offered permanent employment at One Tree services.

School-based traineeships

Across WA and the NT, we work in collaboration with local high schools offering free traineeships to students through our Registered Training Organisation. Students have paid weekly placements at childcare centres, and on leaving school they have the offer of permanent employment with a qualification.

EduTribe membership and FIFO program

One Tree offers a free online membership program that provides resources and training. We have 23,000 childcare professionals engaged nationwide. Through EduTribe, Fly-In Fly-Out (FIFO) and casual educators are recruited to support services.

"There is a wonderful atmosphere, happiness and genuine enjoyment."

November 2023,
Wadeye hostel (NT)

One Tree, the place to be

Our spirit of working together, meeting the challenge and being determined to lead inspires everything we do.

Creating a sense of belonging and fostering a supportive workplace culture is very important. It's why we offer such a large range of benefits and incentives to our team.

Benefits available to One Tree employees include:

- Six weeks leave, including four weeks annual leave.
- Promotions and internal transfers opportunities.
- Flexible working arrangements.
- Wellbeing initiatives, including an employee assistance program.
- Salary packaging through AccessPay.
- Recognition awards.
- Professional development opportunities.

For certain positions, we also provide paid on the job traineeships, discounted childcare, relocation allowances, executive coaching, retention bonuses, above award allowances, vehicles, free flights, Qantas memberships and more.

Ruby McWaters
Regional Manager

Ruby McWaters would not be where she is today without her drive and dedication. In her eight-year journey with One Tree, she has continually grown and stepped up to new roles.

What has helped Ruby along the way is a supportive working environment. One filled with opportunities for mentorship and development.

The journey begins

In 2016, One Tree was establishing itself in Melbourne. Through her networks, Ruby gained a positive impression of the organisation. One week after the One Tree Altona Meadows Children's Service opened, she was appointed as a Certificate III early childhood educator.

Learning and developing

It was not long before Ruby looked to progress. She spoke with leadership who connected her with One Tree's Registered Training Organisation. Over six months, Ruby undertook on the job training and completed her Diploma of Early Childhood Education. While obtaining her qualification, she took on a room leader role.

Jumping at opportunities

At One Tree, there are always opportunities to work in different communities. When the chance to gain more experience became available, Ruby did not hesitate.

Throughout 2018-19, she filled temporary vacancies in Wadeye and Kalkarindji, remote Aboriginal communities in the Northern Territory. While not without its challenges, working with these communities was highly rewarding for Ruby.

The road to regional manager

From 2020, she worked as the Altona Meadows director. In her work plan, Ruby communicated her desire to become a regional manager. She received clear guidance from leadership on how to realise her goal.

Ruby worked alongside and assisted her regional manager, learning the ins and outs of the position. After giving birth to two beautiful children, she commenced a Bachelor of Education (Early Childhood Education).

Fast forward to June 2024. Ruby completed her degree and was successful in her application to become a regional manager for One Tree.

"I feel really proud of myself. I've been through a lot of ups and downs. I've made mistakes, but I've learned from them," Ruby said, "There are many opportunities at One Tree. I feel so looked after by the leadership team. Nothing could really entice me to go elsewhere".

More chapters to come

In a full circle moment, Ruby's children now attend One Tree services. As a mother, she appreciates having a role with the flexibility to work from home.

She may be new to her current position, but Ruby already has her sights set on her next milestone. We have no doubt you will see her reach this goal in a future annual report.

edu tribe

"Once you've been in the Pilbara, it's in your blood," said FIFO educator Suzanne Lothian, "Knowledge is the best part of being FIFO. You see great ideas and you can bring that to other services. It helps to make everyone better."

EduTribe: supporting ECEC with FIFO educators

Fly-In Fly-Out (FIFO) workers have been part of the mining industry for many years. Having a mix of local and FIFO workers helps to sustain operations, particularly in remote areas.

It made us wonder… what if we applied the same model to Early Childhood Education and Care (ECEC)?

This is the thinking behind EduTribe. Since 2020, EduTribe has provided FIFO relief staff to services all over Australia. In the Pilbara, Western Australia, we now have a rostered FIFO workforce. This has been made possible through our longstanding partnership with mining company Rio Tinto.

Creating sustainable communities

Rio Tinto is committed to developing communities in the Pilbara region. Together, One Tree and Rio Tinto have been able to provide ECEC services in Paraburdoo, Wickham and Pannawonica for up to 20 years. The ECEC services enable parents to work in these communities, while offering traineeships and employment to local people.

Funding FIFO educators

The team at Rio Tinto are very engaged in the work we do. They regularly visit our services and understand the challenges we face with workforce shortages.

In July 2023, we received an increase in funding to attract and retain FIFO educators. This includes a recruitment bonus, remote living allowance, heavily subsidised housing and incentives to complete further training.

"Working with Rio Tinto has been an incredible experience. They are generous in their support and want to be part of innovation in our industry," said Sophie Martin, One Tree General Manager Children's Services.

The FIFO experience

We have multiple FIFO staff at our Paraburdoo service. One team member fell in love with the community and has since moved to the area.

The FIFO model enables educators to "try before they buy". It is an opportunity to experience different communities and decide whether it could be the right move for them to live there permanently.

Our aim is to have the same FIFO educators on our roster. Having familiar faces is important for the children and their education.

Suzanne Lothian is one of our regular FIFO team members. She enjoys working across various services but says Paraburdoo is her "heart place that fills her cup".

Supporting families

A family in Tom Price were unable to find local care for their child with additional needs. Four days a week, they travel a 320km round trip to and from our Paraburdoo service.

An occupational therapist visits our service and works closely with their child. We are also applying for funding for an additional educator to provide further support. Our service ensures their child receives appropriate care and enables the parents to return to work.

The family were so grateful to our team. In their spare time, they visited the service and gave the garden a much-needed refresh.

Future growth

Currently, our Pannawonica service has 24 placements. Rio Tinto is in the process of building a brand-new service for us that will have capacity for 60 children.

Our partnership is more than ensuring we stay operational. It also enables us to grow and meet the demand for ECEC in the Pilbara region.

Our national impact

Community services

At One Tree, we provide a wide range of community services and programs. We work with rural and remote communities and Indigenous people across the country.

90* services and programs offered nationally

4,890** children and families supported by our services and programs

Types of services and programs:

Safe houses
Parenting programs
Industry support
Cultural safety & support
Trauma support
Counselling
Youth accommodation
Inclusion support
Child and parent centres

4,535
children and 3,896 families supported nationally

9
community engagement events held for Defence families in the past year

71
children's services in Australia

Children's services

We deliver Early Childhood Education and Care (ECEC) nationally, including long day care, Out of School Hours Care (OSHC) and kindergartens, as well as the One Tree Defence Childcare Unit (OTDCU).

20 long day cares, **7** OSHC, **22** kindergartens and **22** OTDCU

201 external childcare places found for Defence familes in the past year

Registered Training Organisation

Our Registered Training Organisation (RTO) offers accredited training in all states and territories. We deliver courses in ECEC and Community Services, including school-based ECEC traineeships.

13
trainers and mentors across the country

230
trainees & students enrolled in our RTO nationally

We work with 111 ECEC services and 9 schools.

**including support provided to external services*
***estimate only*

ACT LOCAL: COMMUNITY SERVICES

Inclusion Support Program

Every child deserves to be included. To have the same opportunities to learn and grow.

At One Tree, we deliver the Inclusion Support Program in the Kimberley, Pilbara and Gascoyne. We work with some of Australia's most remote communities to support Early Childhood Education and Care (ECEC) services. In developing skills and providing tools, we help to create more inclusive learning environments.

Our approach is all about building relationships. We develop an understanding of each community through face-to-face engagement. This enables us to identify their unique challenges and provide tailored support.

We work with 50 ECEC services throughout the northwest. In the past year, we provided 944 personalised visits. Our team travel far and wide and use technology to stay connected between visits.

Working in partnership

One Tree is part of the WA Inclusion Agency (WAIA), a partnership between three organisations.

In turn, the service was empowered to include more emotional learning in their teaching program.

About the child with additional support needs, one of the educators said, "He is now verbalising his feelings, requesting support and talking to his friends. This child has not been sent home and is an engaged and happy learner".

Going above and beyond

For us, it's more than meeting a requirement. We visit, we listen and we work with local educators to get the best outcomes for each child.

2023-24 service visits	
Minimum requirement	**100***
Requests for visits	**527**
Total number of visits	**944****

**Based on 50 ECEC services **Includes 159 virtual visits*

Making an impact

At an ECEC service in Broome, there was a child who needed additional support and behaviour guidance. Often, he was sent home and excluded from learning.

We began to visit the service on a regular basis. Our Inclusion Professional (IP) discovered the child was dealing with a lot of change. Consistency was needed.

Over months, our IP worked with educators and parents. Consistent routines were put in place at the service and at home. Funding was secured to add an additional educator.

The wider classroom also received support. Our IP ran regular sessions, teaching children how to express emotion in healthy ways. This included interactive storybooks, sensory experiences, puppet play and more.

ACT LOCAL: CHILDREN'S SERVICES

Working with kindergartens, councils and communities

Fires. Floods. Fallen trees… Not an end of the world movie, but the reality for the community in Cardinia.

It was the end of summer. One Tree had recently become the Early Years Manager (EYM) for nine kindergartens in the Shire of Cardinia, south-east of Melbourne. Our team expected to face challenges taking on new services. What we did not expect was a state of emergency.

Emergency services

In February 2024, severe storms swept across the area. Roads became blocked by debris. Electrical services went down. Phone reception became limited.

Acting quickly, the Shire of Cardinia Council (Council) opened a relief centre. We stepped in to provide much needed support to families and children. Working with the Council, we set up an emergency kindergarten.

Together, we collected resources from a nearby service, carefully navigating the dangerous conditions. Puzzles, puppets, art supplies, books and more were brought to the relief centre to help soothe and engage children.

Fighting fires

A week later, an electrical fire broke out overnight at one of the kinders. We arrived in the morning to discover significant damage. It was only our second day in operation.

The fire department declared the building unsafe. Our top priority was to continue providing services while repairs were underway. General Manager Brad Miller worked closely with the Council and Department of Education to find a solution. Two temporary locations were identified, secured and licensed. Classrooms were set up at Emerald Primary School and St Mark's Children's Centre.

In less than two weeks, our services resumed. One Tree and the community came together to fast track the process and minimise disruption for families. By the start of Term 2, children returned to the newly restored kinder.

A successful transition

In between emergencies, we successfully onboarded all nine kindergartens. The transition was made as smooth as possible by engaging with existing staff. We provided a personalised orientation and listened and acted on feedback. At the end of the process, we retained 95% of team members, creating a seamless experience for families.

Exceeding the NQS

Early childhood educator Christine Sculley has been working at Homegarth Community Kindergarten for eight years.

When reflecting on the transition to One Tree, Christine said, "There has been a lot of open communication and support from management. They have eased us into new processes and understand all kinders have different needs".

Homegarth was assessed for the National Quality Standard (NQS) shortly after onboarding. For the first time, Homegarth achieved an Exceeding rating.

Christine Sculley Nominated Supervisor ▶ Homegarth Community Kindergarten

ACT LOCAL: REGISTERED TRAINING ORGANISATION

New training courses

We launched our national Registered Training Organisation (RTO) in 2010 with a clear purpose. Our aim was to provide quality accredited training in Early Childhood Education and Care (ECEC) to staff at our services in rural and remote areas. We also wanted to support local people with career pathways through traineeships, benefiting both the community and our services.

For more than a decade, we have provided ECEC training. This includes pioneering our school-based traineeships and offering our training services to other organisations. Now, we are glad to also offer accredited training in community services.

Our first trainees

We enrolled our first trainee in the Northern Territory in July 2023. She is completing her Certificate II in Community Services while working at our hostel for Aboriginal students in Wadeye (a remote Aboriginal community).

In the Kimberley, Western Australia we also have seven trainees working across two child and parent centres. Both centres are run by The Wunan Foundation (an Aboriginal Community-Controlled Organisation).

Our impact on Christmas Island

Our RTO can provide free traineeships in ECEC in WA and the NT, with government funding. Across all other states and territories, we operate on a fee for service model.

This model has been working well at an ECEC service on Christmas Island. In mid-2023, our first two students completed their studies. One now holds a Certificate III in ECEC. The second gained her Diploma of ECEC and has since moved to Perth to work.

Before our RTO was engaged, students were doing online courses. English is a second language for many people on Christmas Island. Along with limited internet access and little support, most were struggling to complete their studies.

Students need face-to-face engagement, with positive role modelling from a trainer. We were the only RTO prepared to travel to Christmas Island and provide this support.

Our trainers are also making an impact on the wider service. Being so isolated, the more experienced educators approach the work they do based on established traditions rather than in accordance with the Early Years Learning Framework (EYLF) and the National Quality Standards (NQS). While working with the students, we have been able to respectfully introduce practice that reflects the EYLF and the NQS.

"We are going into their space. We must respect their culture and ways of doing things," said Tanya Anstee, Senior Trainer and Assessor, "A little change at a time makes a big difference."

Business outcomes

Target: 80% of capped places booked at all times across all children's services.

Kindergartens	Defence Childcare Unit	Central children's services
94% achieved	85% achieved	84% achieved

Feedback & complaints

Positive	Negative	Total
60%	40%	283

100% of those providing negative feedback reported satisfaction with how One Tree responded to the matter and the outcome.

Target: Recruit nine Designated Area Migration Agreements (DAMA) visa positions and retain 90%.

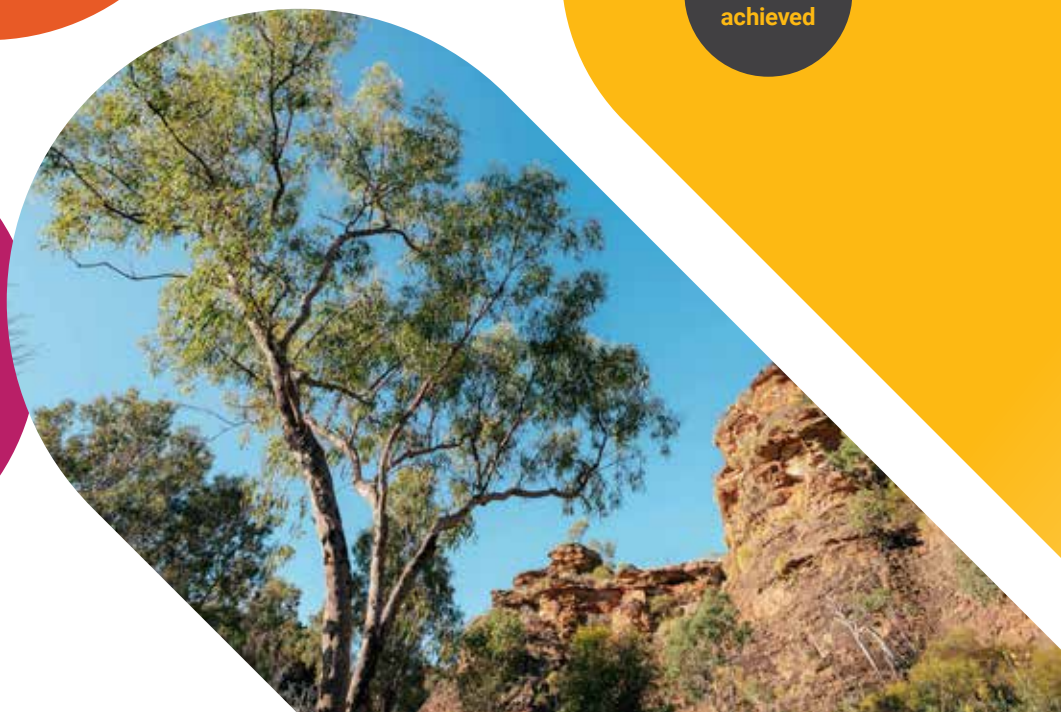
110% achieved

Target: Increase staff retention by 50%.

89% achieved

Target: Attract and retain 10 additional Fly-In Fly-Out (FIFO) educators using the EduTribe membership platform.

110% achieved



Business outcomes

Target: Reduce staff turnover by 50%.

41%
achieved

"The best we have experienced across three states. Your admin team are very helpful and understanding."

June 2024,
OTDCU Kangaroo Cottage (NSW)

Target: Work to a 14-day turnaround from receipt of job application to offer letter for 80% of candidates.

87%
achieved

Target: Increase conversion of trainees to employment with 60% to continue with One Tree for a minimum of 12 months.

87.2%
achieved

2024-2027 strategic priorities

The priorities for our 2024-2027 strategic plan have come from our learning during and post COVID-19. We decided to put our 2020-2025 strategic plan on hold in 2022. The pandemic had changed everything so much. In 2023, we took the time to assess the environment we now operated in and the principles from which we operated.

We determined our spirit, purpose and values had continued to guide us. Although the pandemic and natural disasters (floods and fires) had impacted many of the communities we operated in, we were still able to positively contribute and continue to grow as an organisation.

It was time to decide what was important to us in the context of all that we had learnt. Besides the usual environmental scans, competitive analysis, customer and stakeholder surveys, we also undertook a series of workshops across the organisation. This process helped us to prioritise for the future.

Our spirit

Working together, meeting the challenge, determined to lead.

Our purpose

Transforming challenges into possibilities with people and communities.

Our values

Professionalism, Equality and Transparency.

One Tree's 2024-2027 strategic plan will focus on:

1. Purpose and quality
2. Structure
3. Talent
4. Growth & financial responsibility

1 Purpose and quality

1.1 Add value to people and communities:
- (a) By working (with them) to transform their challenges into possibilities.
- (b) For mutual benefit.

1.2 Developing and delivering services that meet or exceed the expectations and needs of stakeholders (clients/customers).

2 Structure

2.1 An organisational operational structure that supports growth, innovation, talent, quality and agility.

2.2 The identification and implementation of systems and technology that improve staff and (other) stakeholder experiences.

3 Talent

3.1 Learning pathways that offer opportunity for:
- (a) Shared vision and purpose.
- (b) Personal mastery (including health and wellbeing).
- (c) Skills development and assistance in inclusion support and positive behaviour support.
- (d) Accredited career development opportunities that result in retention.

3.2 Retaining productive and talented workers and reducing turnover by fostering a positive work culture.

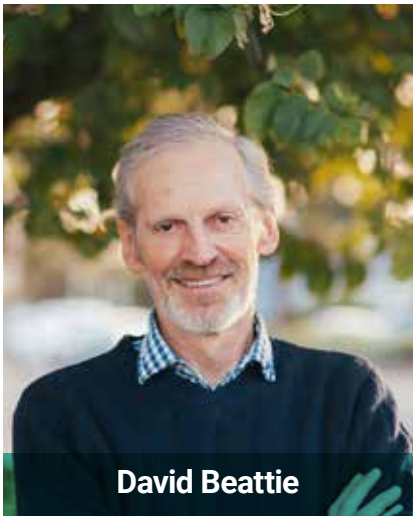
4 Growth & financial responsibility

4.1 Sustainable growth to support staff opportunities and retention.

4.2 Sound financial management and outcomes.

We look forward to sharing our achievements with you in our next annual report.

Board of Directors


David Beattie

Zeljko Krestelica

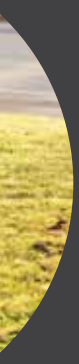
Anne-Marie Connolly

Richard Beck

Louise Lamont

Gordon Melsom

Brianna Friberg



David Beattie CHAIR

BOARD MEMBER SINCE 2008

Master of Business Administration, Fellow of Chartered Institute of Management Accountants (FCMA)

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

Zeljko Krestelica VICE CHAIR

BOARD MEMBER SINCE 2009

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

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

BOARD MEMBER SINCE 2003

Associate Diploma Social Science

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

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

Richard Beck MEMBER

BOARD MEMBER SINCE 2024

Chartered Engineer, Bachelor of Science in Engineering, Master of Science in Engineering, Master of Business Administration, Fellow of the Institution of Engineering and Technology (London)

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

Louise Lamont MEMBER

BOARD MEMBER SINCE 2024

Master of Arts Human Services, Graduate Diploma in Counselling, Certificate IV in Workplace Training and Assessment, Certificate in Understanding Childhood Trauma, Certificate in Public Sector Management

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

Gordon Melsom MEMBER

BOARD MEMBER SINCE 2016

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

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

Brianna Friberg MEMBER

BOARD MEMBER SINCE 2024

Bachelor of Laws, Bachelor of Arts (Psychology), Graduate Diploma of Legal Practice

Brianna works as a Senior Associate Lawyer at Chamber of Commerce and Industry WA specialising in Employment Law and as a mediator, teaching in the University of Western Australia's Mediation Clinic. Brianna is also on the Board of Injury Matters and enjoys contributing to her community.

Executive team

Karri Hillier

Chief Executive Officer

EMPLOYEE SINCE 2008

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

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

Since joining One Tree, she has led the organisation from offering 11 childcare services (primarily in the Pilbara, WA) to a national organisation with 92 children and community services, including a Registered Training Organisation. During this time, income has increased from $3M to $76M.

Coral Callan

Executive Director

EMPLOYEE SINCE 2010

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 a leadership role in a multi-functional Indigenous children's service.

Relocating to the Goldfields in 2004, Coral worked for the local Aboriginal health service as an early year's strategist. She undertook a research program that conducted a skills audit on the available services for families in the region. This data was later used to develop early literacy, health and play programs for children under eight years of age.

Celebrating 15 years with One Tree in April 2025, Coral has been instrumental in expanding One Tree's national footprint, overseeing 22 ECEC services and 22 kindergartens across WA, NT, NSW, ACT and VIC, including the Melbourne corporate office. Her responsibilities cover contract management, quality assurance and workplace relations. She also serves as the Executive Director in Melbourne.

Irina Cattalini

Executive Director

EMPLOYEE SINCE 2017

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. She has 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. She is an independent director of Gumala Investments, supporting three Pilbara-based Aboriginal language groups.

Irina joined One Tree in 2017 as the Executive Manager Services. She has led diverse portfolios supporting its national expansion to now oversee 24 ECEC services and 20 community services and programs across WA, NT and NSW, as well as the RTO. Irina's responsibilities include cultural practice, finance, people & culture, ICT and a range of corporate services.

Leadership team

Ruth Civelle
Executive Manager
Services, Melbourne
EMPLOYEE SINCE 2016

Lia Jones
Executive Manager
Finance, Central
EMPLOYEE SINCE 2018

Claire McManus
Executive Manager
Services, Central
EMPLOYEE SINCE 2012

Ashleigh Brown
General Manager
Corporate Services, Central
EMPLOYEE SINCE 2024

Sam Bullen
General Manager
Registered Training Organisation (RTO)
EMPLOYEE SINCE 2003

Sarah Dingle
General Manager
Services, Central
EMPLOYEE SINCE 2019

Henriette Herbst
General Manager
Fees & Enrolments
EMPLOYEE SINCE 2019

Tania Iezzi
General Manager
Corporate Services, Melbourne
EMPLOYEE SINCE 2019

Keryn Lewis
General Manager
Services, Central
EMPLOYEE SINCE 2014

Brad Miller
General Manager
Kindergartens
EMPLOYEE SINCE 2014

Sophie Martin
General Manager
Services, Central
EMPLOYEE SINCE 2018

Lorensz Senn
General Manager
Finance, Melbourne
EMPLOYEE SINCE 2019

Sarah Short
General Manager
People and Culture
EMPLOYEE SINCE 2013

Shellie Taia
General Manager
Kindergartens
EMPLOYEE SINCE 2019

Financial overview

One Tree had a strong start to the 2023-24 financial year, building on the high-performance strategies we had implemented to see us through a challenging time post the pandemic.

Our service monitoring and management support model set us up to have a high degree of confidence in our service budgets, built from the bottom up on reliable occupancy data and attendance forecasts.

Our service managers worked diligently to add value to our services by securing grants to keep downward pressure on fees. They also implemented a range of strategies to attract and retain staff through a combination of incentive payments, relocation support and FIFO relief.

Thanks to our strong early performance, we were able to invest back into our staff and services. We provided pay rises for service staff of between 3-20% above the award to attract and retain critical front-line workers.

We commenced the rollout of a major ICT infrastructure replacement program.

We continued the implementation of facility upgrades to 12 services across Western Australia to improve outcomes for children, staff and community. This was thanks to a generous grant of $2M from Lotterywest.

This year, we became the new provider of nine kindergarten services in the Cardinia shire (south-east of Melbourne) and one in Hobsons Bay (south-west of Melbourne) in Victoria and opened a new c-Verse service in Cooerwull, New South Wales. We were also awarded funding through the WA Government Supporting ECEC Regional Services grant to establish our Regional Early Years Learn and Lead initiative (REYLL), supporting up to 36 services in regional WA.

Our revenue increased overall by approximately 30 per cent from $60M to $76M. We closed the year with a sizeable surplus of $1,108,451, an increase of over 53 per cent on last year. Our total assets grew to $25M and our net assets increased from $4.1M to $5.2M, an increase of over 26 per cent.

One Tree continues to be approached by communities across Australia interested in exploring how we can work together. Our quiet reputation for being an authentic partner and delivering quality services leads to natural growth opportunities.

We'd like to thank all our funding partners who have worked to support One Tree this year. We are also grateful as always for Rod Lillis from Crunch Consulting and Barry-John Rothman and his audit team at Dry Kirkness for their ongoing advice and support.

Our strong financial performance would not be possible without the dedicated attention to detail and unwavering commitment to quality extended daily by all the members of our finance team, across the Perth and Melbourne offices. Thank you for all that you do.

We are confident that our sound financial footing will allow us to navigate through the changes anticipated in the community sector over the year ahead. We will hold fast to our commitment to working with people and communities to transform challenges into possibilities together.

kind

Financial overview

Statement of profit or loss and other comprehensive income

	2024 $	2023 $
RECURRENT OPERATIONS		
Revenue	75,146,696	59,336,324
Finance income	547,099	201,487
Consumables and service delivery	(3,997,381)	(3,810,805)
Depreciation and amortisation expense	(142,928)	(140,063)
Employee benefits expense	(57,509,818)	(46,055,172)
Finance costs	(45,257)	(64,626)
Insurance expenses	(587,847)	(503,064)
Impairment losses on receivables	(4,286)	(51,772)
IT expenses	(1,266,248)	(802,435)
Motor vehicle expenses	(776,721)	(610,595)
Other expenses	(2,231,596)	(1,448,064)
Rent and outgoings	(1,696,900)	(1,159,497)
Repairs and maintenance	(771,981)	(461,147)
Telephone and internet	(436,103)	(391,692)
Training and other staff related expenses	(2,613,214)	(1,901,234)
Travel expenses	(2,008,907)	(1,132,138)
Utilities	(550,008)	(370,426)
Surplus from recurrent operations	**1,054,600**	**635,081**
NON-RECURRENT OPERATIONS		
Revenue	603,776	88,344
Grant funded expenses	(549,925)	-
Surplus from non-recurrent operations	**53,851**	**88,344**
Surplus before income tax	**1,108,451**	**723,425**
Income tax expense	-	-
Surplus for the year	**1,108,451**	**723,425**
Other comprehensive income, net of income tax		
Total other comprehensive income for the year	-	-
Total comprehensive income for the year	**1,108,451**	**723,425**

Financial overview

Statement of financial position

	2024 $	2023 $
CURRENT ASSETS		
Cash and cash equivalents	19,601,634	14,257,294
Trade and other receivables	3,911,365	3,655,065
Other assets	560,691	323,581
TOTAL CURRENT ASSETS	24,073,690	18,235,940
NON-CURRENT ASSETS		
Property, plant and equipment	1,126,236	1,211,698
TOTAL NON-CURRENT ASSETS	1,126,236	1,211,698
TOTAL ASSETS	**25,199,926**	**19,447,638**
CURRENT LIABILITIES		
Trade and other payables	4,367,020	2,908,186
Borrowings	1,189,588	1,131,536
Contract liabilities	6,051,282	4,572,269
Employee benefits	7,588,849	6,216,925
TOTAL CURRENT LIABILITIES	19,196,739	14,828,916
NON-CURRENT LIABILITIES		
Employee benefits	760,447	484,433
TOTAL NON-CURRENT LIABILITIES	760,447	484,433
TOTAL LIABILITIES	**19,957,186**	**15,313,349**
NET ASSETS	**5,242,740**	**4,134,289**
EQUITY		
Accumulated funds	5,242,740	4,134,289
TOTAL EQUITY	**5,242,740**	**4,134,289**

Our supporters

GOVERNMENT

COMMONWEALTH

Australian Department of Education

Defence Member Family Support Branch

Department of Education and Training

Department of Social Services

National Indigenous Australians Agency Services Australia

Regional Development Australia

STATE

Department of Communities (WA)

Department of Education (NSW)

Department of Education (WA)

Department of Territory Families, Housing and Communities (NT)

Department of Training and Workforce Development (WA)

Kimberley Development Commission (WA)

Lotterywest (WA)

Northern Territory Government (NT)

Pilbara Development Commission (WA)

Victorian Government (VIC)

Victorian School Building Authority (VIC)

LOCAL

Cardinia Shire Council (VIC)

City of Karratha (WA)

City of Maribyrnong (VIC)

City of Melville (WA)

Colac Otway Shire (VIC)

Hobsons Bay City Council (VIC)

Horsham Rural City Council (VIC)

Knox City Council (VIC)

Melton City Council (VIC)

Mitchell Shire Council (VIC)

Shire of Ashburton (WA)

Shire of Coolgardie (WA)

Shire of Derby West Kimberley (WA)

Shire of Exmouth (WA)

Shire of Laverton (WA)

Town of Port Hedland (WA)

Victoria Daly Regional Council (NT)

West Daly Regional Council (NT)

West Pilbara Communities for Children (WA)

Wyndham City Council (VIC)

PARTNERS

Andrews Community Kindergarten Inc.

Australian Education Union

Avonsleigh Pre School Inc.

Communicare

Community Skills WA

Emerald Pre School Inc.

Nar Nar Goon Kindergarten Inc.

Pakenham Heights Kindergarten Inc.

Pakenham Kindergarten Inc.

The Wunan Foundation

Uniting (Victoria and Tasmania) Limited

Upper Beaconsfield Kindergartens Assoc. Inc.

Walangeri Ngumpinku Aboriginal Corporation

Wanslea Early Learning and Development

Wyndham Early Years Panel (VIC)

Yooralla

CORPORATE

AngloGold Ashanti

ANZUK Education

BHP

Chevron

Early Learning Association Australia (ELAA)

East Kimberley Chamber of Commerce and Industry

Educational Experience

EnrolNow

Gold Fields Australia

Indigenous Land and Sea Corporation

Lynas Rare Earths

McArthur Recruitment

Nighthawk Transport

Onslow Chamber of Commerce and industry

Rio Tinto

Storypark

Woodside Development Fund

COMMUNITY

6718 Yandi For Change
Brentwood Primary School
Cooerwull Public School
Derby District School
East Kimberley Job Pathways
EPIC Inc.
Foodbank
Foundation Housing Ltd.
GIVIT
Gumala Aboriginal Corporation
Gurindji Aboriginal Corporation
Healing Place Alliance
Indigenous Literacy Foundation
Kalkarindji District School
Kardu Diminin Corporation
KindiLink
Koling-wada-ngal
Kurrun Primary School
Languageloop
Lithgow Public School
Mawarnkarra
Minara Community Foundation
Miriwoong Language Nest
Mundijong Primary School
Murin Travel and Freight Services
Murrinhpatha Nimmipa Store
Ngalkarrang-Wulungann Aboriginal Trust
Ngarluma Yindjibarndi Foundation
Ngunga Group Womens Aboriginal Corporation
Northern Land Council
OLSH Thamarrurr Catholic College
Pakaanu Aboriginal Corporation
Pannawonica Primary School
Police and Community Youth Centres (PCYC) Inc.
Roebourne District High School
Saint Joseph's Catholic Primary School Kununurra
St Patrick's Community Support Centre
Thamarrurr Development Corporation
Thamarrurr Youth Indigenous Corporation
Winun Ngari Aboriginal Corporation
Yaandina Community Services
Yarralin Primary School

Nature is the best playground

Photography competition

We would like to thank all our staff who took part in our annual photography competition. This year's theme was "nature is the best playground" with three categories: diversity, children enjoying nature and relationships between children and staff.

We are happy to share some of the beautiful photos from our services all over Australia. Congratulations to our winners in each category.

Diversity
Winner: One Tree South Hedland (WA)

Children enjoying nature
Winner: One Tree Puckapunyal Kindergarten (VIC)

Relationships between children and staff
Winner: One Tree Millars Well (WA)

"Thank you for the opportunity to work with fantastic people and travel to amazing places in the outback."

November 2023,
FIFO team member

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Reception: (03) 8311 6297 **Enrolments:** 1800 270 640
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one tree
community services
the place to be