

2017-2018

# **ANNUAL REPORT**

**Greater reach  
with greater  
impact**



# About Us

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Gowrie NSW is a provider of Early Education and Care, and Professional Development.

We began in 1940 when Lady Zara Gowrie, the then Governor General's wife, responded to a desire for social change, and established quality education and care services as a foundation for children's wellbeing.

Seventy-eight years later, we continue her rich legacy, by providing quality Early and Middle Education and Care and Professional Development programs that support families, communities and educators.

As a proud not-for-profit organisation, all income we produce is invested back into increasing access to education, inclusion, and quality programs. We deliberately invest in areas of need, addressing barriers to participation across NSW and the ACT.

As we grow and adapt to the ever-changing landscape of education we are committed to attaining our vision of greater reach with greater impact.

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**We believe every child should have access to quality education and care.”**







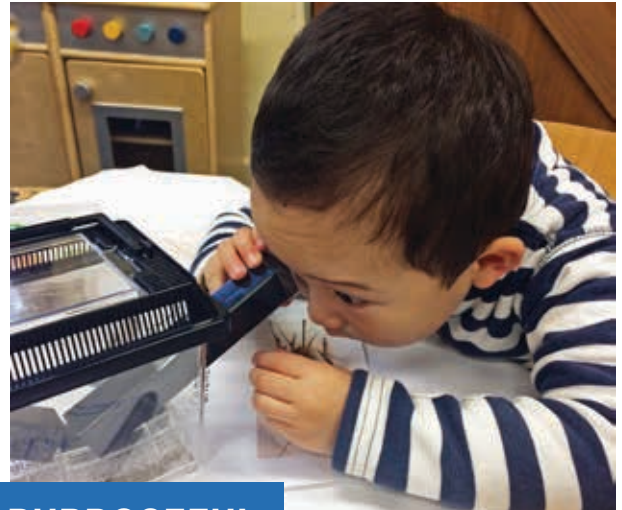


# Our Vision

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Contributing to a sustainable society through being at the forefront of Early and Middle Childhood Education and Care to empower and support children, families and professional educators.

# Our Values



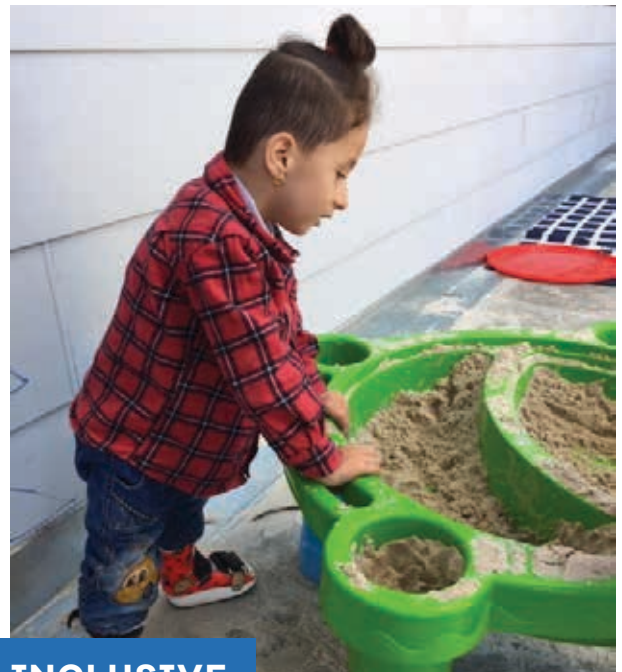
## PURPOSEFUL

A proud surplus-for-purpose organisation, we are committed to achieving the highest-quality outcomes, innovation and research.



## CARING

Respect and care for children, our people and the communities we support are fundamental to our culture.



## INCLUSIVE

Through diversity, trust and collaboration we find our strength and can fulfil our vision.



## AUTHENTIC

We are genuine and accountable;  
we do what we say we will do.



## INTEGRITY

We are guided by high ethical  
standards and are transparent in  
everything we do.

# Our Strategy

Our strategic priority is  
achieving 'Greater Reach with  
Greater Impact' for children,  
families and professional  
educators.

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Greater Impact

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# Chairperson and CEO Message

Children and families are at the heart of what we're about at Gowrie NSW. Since our founding over seventy-eight years ago, the foresight and innovation of Lady Zara Gowrie and her colleagues still astounds us. Her vision of holistic care for children in the early years has been continually reaffirmed by neurobiological and health sciences: *the first five years is when the foundations for learning, health and behaviour throughout life are laid down*<sup>1</sup>. For our Board and staff, it is a privilege to be part of that endeavour – providing essential developmental support to children, laying foundations for fulfilling lives.

Over the last year we significantly increased our reach and impact with children throughout NSW and the ACT. This year was the first of our three-year growth strategy aiming to increase families access to early and middle childhood programs and expand our professional development services. We have grown every area of our work: early education and care, outside school hours care, early learning centres for children of adult migrants and refugees, our inclusion program and our education hub.

<sup>1</sup> Raising Children Network [raisingchildren.net.au](https://raisingchildren.net.au)



“

**Children and families are at the heart of what we're about at Gowrie NSW.”**

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**TESSA HOSER,**  
CHAIRPERSON



“

**We thank all  
staff for bringing  
passion and  
commitment to  
give children the  
best possible  
start in life.”**

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**MAREE WALK,**  
INTERIM CEO





## Growth and Impact

Gowrie NSW grew access to early education and care by 56 per cent with the opening of our Lithgow Centre in Central West NSW and extending our available places in Erskineville. Investing in regional areas from Lithgow to Dubbo demonstrates our commitment to broadening our reach and driving more participation in quality Early Education and Care services. In the coming year we will open new Centres in Mayfield and Canberra, providing Early Education and Care programs in areas of targeted need.

This year we saw our Outside School Hours Care programs increase by 25 per cent with the opening of three new locations in Regional and Northern NSW. We are seizing the opportunity to play a leading role in middle-childhood services and will continue to broaden our reach with more programs planned next year.

In January 2018 we opened 10 new Adult Migrant English Program Early Learning Centres across NSW. This is our first year of our new AMEP contract with TAFE NSW, an immensely important service for migrant and refugee families but financially demanding for us to support. We will continue to work with TAFE NSW to adjust this financial impact and improve those services.

Our inclusions partnership 'work' with KU Children's services and Include Me has meant that our staff have covered much of NSW, visiting Early Education and Care Centres to help them support children and families. We helped drought-affected communities, children with specialist physical needs and Education and Care Centres dedicated to local community work.

## Leading Brand

We continue to build on Lady Gowrie's heritage, developing and innovating in the delivery of our services. This is particularly evident in our Education Hub. Since our inception we have been a beacon to providers of early and middle childhood on sharing and learning. This year we transformed our professional development programs introducing new contemporary workshops, sector specific resources and twelve innovative tutorials on demand. Our popular Indigenous workshops helped embed Aboriginal and Torres Strait Islander 'bringing

together' knowledge, behaviours and attitudes to affect positive change in early childhood education.

## Effective Systems

Underpinning all the services we deliver for our children is a robust organisation that stretches every dollar and goes the extra mile for our children and families. Staff have worked hard at ensuring we were able to transition to new technology, a new head office, and opening new services and programs. This investment will continue as we integrate CRM and other systems to improve communication and connectivity within our programs and with our stakeholders.

## Progressive Culture

We have restated and refined our values, reflecting our fundamental culture of caring in an inclusive and authentic way. Being genuine and accountable in our actions, Gowrie NSW is a proud social purpose organisation.

## Our People

We have been through a period of change in a number of areas of our operations and the Board thanks former CEO, Lynne Harwood, for her commitment to Gowrie NSW's growth and development. We wish her well in her new life in Tasmania. The Board is also grateful to our Interim CEO for her stewardship and expects shortly to announce the appointment of a permanent CEO. The Board itself was pleased to welcome two new Directors, Sandra Gray and Johan Palsson, both passionate about our sector and with education and technology/marketing skillsets. We are grateful to have an energetic voluntary Board who are deeply committed to empowering and supporting children, families and educators.

We thank our parents, families, staff and stakeholders for their support. Every day, our work is challenging and rewarding, and we particularly thank our staff for bringing passion and commitment to give children the best possible start in life.



Maree Walk, Interim CEO



Tessa Hoser, Chairperson

# Our Board







# Gowrie NSW Board



**TESSA HOSER**  
CHAIRPERSON

Tessa is a non-executive director with professional experience in governance, compliance, and legal and regulatory issues. Her industry experience includes banking, financial services, commodities, property and investment funds. Tessa has had leadership roles as a law firm partner (now retired) and in relation to diversity, gender equity pay and mental health initiatives. She joined the Gowrie NSW Board in November 2015 and became Chairperson in April 2017. She is a member of the Audit, Risk and Investment Committee, Business Opportunities Committee and the Performance, Remuneration and Nomination Committee.



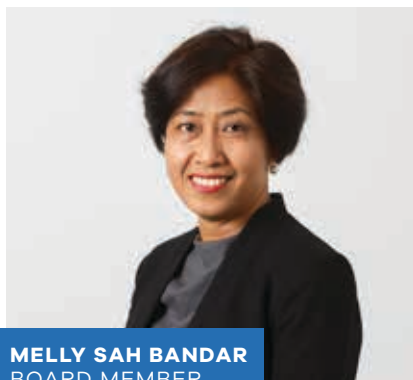
**RODNEY TIMM**  
VICE CHAIRPERSON

Rodney brings over 30 years' experience in construction and real estate including development, valuation and portfolio, property and facilities management. His sector specific property knowledge includes commercial offices, business parks, retail and shopping malls, affordable housing, student and key-worker accommodation, retirement villages, assisted living, life-style projects, community complexes and child care and education facilities. Rodney is the Chairperson of the Business Opportunities Committee and a member of the Performance Remuneration and Nominations Committee.



**SEAN PARKER**  
TREASURER

Sean is a non-executive director with experience in finance, strategy and business development. He has previous experience as a CFO for a commercial childcare provider where he was also responsible for Legal, Risk Management and Information Technology. Prior to that Sean worked predominantly in the financial services sector. Sean joined the Gowrie NSW Board in October 2016. He is the Chairperson of the Audit, Risk and Investment Committee and the Business Opportunities Committee.



**MELLY SAH BANDAR**  
BOARD MEMBER

Melly joined the Gowrie NSW Board in August 2013. She has a broad background and a strong foundation in strategy, commercial, investment and financial planning. She is a professional transformation executives in project and change management. Melly has more than 20 years' experience in delivering business and financial transformation projects and has consulted extensively in this area for ASX 50 companies. Working in Australia, USA and Indonesia, Melly is a member of the Audit, Risk and Investment Committee.



**JOHAN PALSSON**  
BOARD MEMBER

Johan joined the Gowrie NSW Board in November 2017. He currently works as the Lead in the Global Category Growth team at ebay. Prior to this he was the Head of E-Commerce and Head of Digital at Dan Murphy's, within the Woolworths Group. Johan has a strong digital focus and vast experience across marketing for brands and products as well as services. He has led a number of transformation and change initiatives as well as overseen major system integrations and deployments in IT.



**SANDRA GRAY**  
BOARD MEMBER

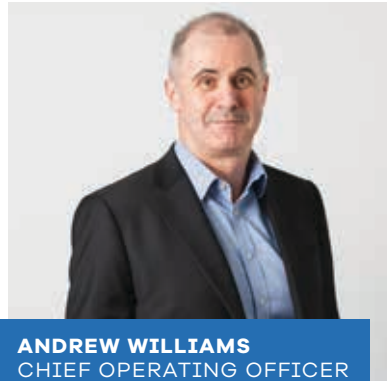
Sandra joined the Gowrie NSW Board as a Non-Executive Director in November 2017. She currently works as Head of Early Years at Newington College, overseeing the Early Learning Centre and as Deputy K-2 of the Preparatory School. Sandra has strong educational experience across curriculum, pedagogy and practice. She brings a wealth of experience in Educational Leadership and is highly regarded for her professional relationships with all stakeholders. She is Chairperson of the Performance, Remuneration and Nominations Committee.

# Executive Team



**MAREE WALK**  
INTERIM CEO

Maree has worked in the child and family sector for over 30 years. She led the NSW state government Community Services (DoCS) as Chief Executive between 2012—2014, and then to Deputy Secretary, Family and Community Services from 2014—2017. Maree is passionate about the care of children and young people and has experience leading non-government agencies such as The Benevolent Society and now Gowrie NSW.



**ANDREW WILLIAMS**  
CHIEF OPERATING OFFICER

Andrew is an experienced executive with extensive operations, management and commercial experience in both private and public-sector industries, with extensive recent experience in the Vocational Education and Training (VET) sector. Andrew is responsible for overseeing Gowrie NSW's Business Operations including HR, Finance, ICT, Facilities and Compliance.



**KRISTIE WILSON**  
EXECUTIVE DIRECTOR  
OF PROGRAMS

Kristie joined Gowrie NSW in 2018. In her role as Executive Director of Programs, she oversees Gowrie NSW's suites of Early and Middle Education and Care Centre programs, spanning Early Education and Care Centres, Outside School Hours Care, Inclusion Service programs and the Adult Migrant English Program. With a strong educational leadership experience in organisational strategy, operations, curriculum, pedagogy and practice across the education sector, Kristie enhances education outcomes for children and their families.



**TAMI GILCHRIST**  
EXECUTIVE DIRECTOR  
OF EDUCATION HUB

Tami joined the Gowrie NSW Executive team in 2017. She is an accomplished executive with a passion for driving professional development and training forward to improve the early and middle childhood sector. Tami's experience spans different sectors including several years in the VET (Vocational Education and Training) space. As Executive Director of the Gowrie NSW Education Hub, she is responsible for leading the Professional Development, Resources and Training arm of Gowrie NSW.

“  
Our expanded  
and diversified  
Board plays a key  
role in working  
with management  
steering our  
strategy to bring  
our vision to life.”



# Year in Review

## ADULT MIGRANT ENGLISH PROGRAM EARLY LEARNING CENTRES

In January 2018 we opened 10 new Adult Migrant English Program Early Learning Centres across NSW, ensuring high-quality participation in early learning for 690 children of migrant and refugee families as they study English and transition into Australian society.



## ADULT MIGRANT ENGLISH PROGRAM PLACEMENT

# 3,357

children were placed into Early Education and Care Centres increasing access to early education for migrant and refugee families from

# 41

countries

## EARLY EDUCATION & CARE

# 56%



INCREASED ACCESS UP

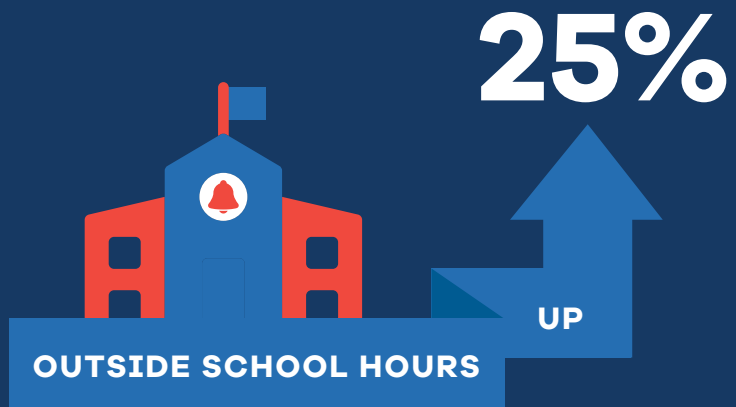
# 128

PLACES

We increased access to early learning by opening a contemporary new Early Education and Care Centre in Lithgow, demonstrating our continued commitment to supporting regional communities in the Central West of NSW.

10

NEW EARLY  
LEARNING  
CENTRES



A significant expansion in Outside School Hours Care programs with the commencement of services in three new locations providing increased access in Regional and Northern NSW.

## EDUCATION HUB

Our Education Hub program has been transformed by introducing 11 new workshops, new educational resources and 12 new innovative online tutorials on demand.



## GREATER IMPACT

We continue to invest in our Centre's infrastructure and operations furthering our purposeful commitment to improving value for our families.

## INCLUSION

The inclusion support program assisted children with tailored support and access to the Special Equipment Library.

# Inclusion

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**We believe in fostering inclusion for staff, children, families and communities. Our commitment to inclusion is one of our cornerstone values and we truly believe that through diversity we harness our greatest strength.”**









Lucas in his specialist "Tomato Sitter" chair

# Meaningful Participation with the Specialist Equipment Library

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Every child needs to feel a sense of belonging but for many children, access to specialist equipment is a necessary support mechanism to better enable participation with friends, educators and the community.

Two-year-old Lucas has experienced problems with movement and motor skills since birth. The lead educator at his Early Learning Centre in Maclean, Cubby House for Kids, sought support from Julie Ward, our Inclusion Professional at Coffs Harbour. Julie knew that she could remove some of his barriers to participation with the use of specialist equipment.

To help support Lucas' movement and independence, a special supportive and easily movable "Tomato Sitter" chair was provided. This enables him to sit at the table for meals, enjoy games and activities and feel more connected with his peers and educators.

"In order to help a vulnerable child, like Lucas, he needs support, guidance and encouragement," Julie said.

**Using this special equipment has helped him become more independent, confident and sociable, building both a sense of community and self-esteem.**

The Educators have been delighted with the results, noting especially the renewed interaction with friends and sense of belonging it has enabled. Lucas is sharing books with everyone and is responding to friends and educators. For Lucas, this access has made all the difference.

Gowrie NSW has four inclusion support Centres across NSW which run the Specialist Equipment Library. It's part of the NSW ACT Inclusion Agency – Gowrie NSW in partnership with KU Children's Services, and Include Me.



# Reconciliation in Action

As part of our ongoing commitment to inclusion and reconciliation, we regularly engage Indigenous groups and community organisations through participation in community events and initiatives to raise awareness of Indigenous issues. From Reconciliation Week, to Closing the Gap events and engaging with local elders at internal Gowrie NSW initiatives, we are actively pursuing meaningful contributions to conversations on the experience of all first Australians.

We continue to embed elements of the vibrant living culture of Aboriginal and Torres Strait Islanders into our programming for both early and middle childhood, ensuring a curiosity and dialogue from an early age that champions inclusion, understanding and reconciliation.

Our Education Hub has seen record interest in Indigenous Mana Baya workshops and educational Indigenous Story Stones which encourage communities to come together, gather, speak and explore the opportunities that Indigenous culture can bring to their families and programs.

In recognition of these efforts, The Hon. Linda Burney presented the Aboriginal and Torres Strait Islander flag to our Clemton Park Early Education and Care Centre signifying ongoing commitment toward embedding Indigenous culture.

“

**We are actively pursuing meaningful contributions to conversations on the experience of all first Australians.”**



# Adult Migrant English Program Early Learning Centres

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Every child has a right to be safe and supported to reach their potential. At Gowrie NSW we help families by providing safe, supportive and inspiring environments for children of migrants and refugees while their parents study English at TAFE throughout NSW aiding their transition to life in Australia.

We know access to Early Learning creates essential foundations for lifelong learning. That's why we remain purposeful in our commitment to support families and children by giving them the best opportunities to participate in quality Early Learning programs.

Respectful relationships are at the heart of our programs. We respect cultural identities and the experiences of every migrant's story.

Our educators focus on providing a calm, inclusive atmosphere where children enjoy a sense of belonging.









# Support to build a family's dream

Nazhibir, who recently arrived in Australia from Iraq with his family, is a content, curious and friendly four-year-old. His family wanted him to attend an Early Learning Centre while they studied English at TAFE but were concerned that his needs may not be met because of his disability. After meeting the Coffs Harbour AMEP Early Learning Centre Co-ordinator, Michelle Robinson, they decided to give it a try.

The AMEP Early Learning Centre team worked alongside a local paediatric physiotherapist and together, they organised an active rehabilitation program that included sourcing a specialist walking frame and orthopaedic boots to better enable his participation.

"We have seen him improve so much in the past few months since attending our Centre. He is really beginning to come out of his shell. For the first time in his life he can stand upright, make eye contact and last week, he even shook his head, when I asked him a question! This was amazing as he can now begin to communicate his needs," said Michelle.

Research into educational experiences suggests that children with disability face greater challenges and barriers than other children their age, which affect their educational outcomes and, in turn, their life outcomes.

Aiding Nazhibir's participation has been life-changing for him and his family. For the first time his family has seen him walk alongside new friends at the Centre. His mother is overjoyed.

“

**Thank you for taking so much care of Nazhibir. I can go to English class and not worry.”**

**EVA HAMAD, NAZHIBIR'S MUM**

An education program developed by the AMEP Early Learning Centre team helps children in care with similar challenges to Nazhibir. Since its launch this year, the program has expanded across all AMEP Early Learning Centres.

AMEP Early Learning Centres General Manager Clementine Buckett spends much of her time helping educators and staff understand how many children in care have been affected by their past trauma experiences, and how the education program and service can be delivered in a way that helps recovery and ease transition into Australian life.



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# Our Adult Migrant English Program families journey

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# Gowrie NSW Lithgow opens

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We believe every child should have access to quality education. In January, we opened the Gowrie NSW Lithgow Early Education and Care, furthering our commitment to regional NSW and addressing barriers to access in regional communities. We enhanced facilities and improved the physical environment to support children's experiences.

We always work to ensure it becomes a local hub for community interaction. Families are central to everything we do. We regularly meet and respond to their ideas, requests and aspirations to achieve the best outcomes for children. In establishing Lithgow Early Education and Care we changed the way educators were trained and supported to ensure that children learn effectively. Through workshops and coaching, we equip educators with innovative methodologies and age-appropriate, dynamic materials used to change each child's learning and development. We value being part of the Lithgow Community and a visit by MP for Calare, Andrew Gee, in Early Learning Matters Week highlighted the immense benefits to engaging children in early education and care.







# Delivering quality in children's programs

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Our key priority is to deliver high-quality early education and care programs for children. To do this our educators continue their professional development journey and deliver innovative programs to influence and optimise outcomes for children and families.

We know that “Great Starts Early” and increasing access to early education for our most vulnerable children assists their development and sets the foundations as they progress through all stages of life.

Three early and one middle education and care centres were assessed in the financial year against the National Quality Standards. Ninety-seven per cent of our Centres achieved an Exceeding or Meeting standard by the Australian Children’s Education & Care Quality Authority (ACECQA) in all seven quality areas.

We know that increasing access to high-quality early education and care provides life-time benefits for children.

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**Increasing quality,  
family engagement  
and improving value  
is fundamental to us.”**







# Clemton Park achieves Exceeding Rating

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Clemton Park Early Education and Care Centre was awarded the Exceeding rating by the Australian Children's Education & Care Quality Authority (ACECQA), in February 2018.

Our Centre was recognised for its inclusive partnerships, workplace values and leadership in the early education and care sector. The skills of educators were recognised and valued for their understanding of the Early Learning Framework and their focus on delivering programs where each child's individual strengths and interests are consistently incorporated, while providing opportunities for children to refine their developing skills.

Educators develop positive relationships with children and families when they start at Clemton Park Early Education and Care and demonstrates a commitment to children building connections and being engaged in their local community.

Transitioning into education and care can be a stressful time for children and parents and our staff work with the local community to make it easier for everyone.

Acting on research identifying that opportunities to play outdoors and physical development in children were declining, Clemton Park Education and Care staff took the initiative to share learnings from its

outdoor program with services in the local area. Educators have also presented on the program at sector conferences, workshops and forums.

# “

**A rating of  
Exceeding the NQS  
means going above  
and beyond what is  
expected and that is  
what our wonderful  
team have done.”**

“For a service to achieve this rating all seven areas must be met in practice - no small feat. I am inspired by the team's commitment to the community,” said Kristie Wilson, Executive Director of Programs.

# Reaching New Heights in Outside School Hours Care

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In line with investing and increasing participation in quality middle education and care programs we began new Outside School Hours Care programs at three new schools across Regional and Northern NSW; Kelso, Bathurst West and Camden Haven Public Schools.

Our programs are designed on positive interactions and encouraging each child's unique qualities in a safe, caring environment. Programs are based on the My Time, Our Place framework school-age education and care in Australia. Our qualified educators value delivering innovative programs and engaging local communities.

A key component of our vision of 'Achieving Greater Reach with Greater Impact' is ensuring we serve regional or marginalised communities throughout NSW. We address existing barriers to access by providing opportunities for individuals and communities to participate in our programs.

With this strategic expansion of services, Gowrie NSW's presence has never been more robust, gifting us with greater market share, greater brand awareness, greater reach and greater impact for families and communities throughout NSW and the ACT.









“

With 14 exciting workshops in the year's calendar, our range and depth of knowledge, support and information for clients is more robust than ever before.”

# It was a transformative year for our professional development Education Hub

The entire offering of the Education Hub was revamped to include 14 contemporary workshops including 11 new sector-relevant topics, the introduction of practical educational resources, the creation and launch of 12 on-demand learning tutorials, a new website and diversifying consulting services.

We are focused on raising the quality of professional development across the sector and throughout the year accelerated the rollout of new learning offerings that have been embraced by early and middle educators, centre managers and directors.

## Workshops

With 14 exciting workshops in the year's calendar, our range and depth of knowledge, support and information for clients is more robust than ever before. One of our most successful set of initiatives has revolved around our ongoing commitment to reconciliation and Indigenous awareness. Both our Manya Baya workshops and Indigenous Story Stones have been well received both across NSW and beyond. Story Stones have been popular with educators and children alike, offering a fun and age appropriate entry into both critical storytelling and language skills as well as the important dialogue and awareness of Australia's vibrant living Indigenous culture and history.

The range of locations in which we deliver our workshops has expanded and continues to grow, enabling record numbers of people to take the next step in their professional development journey. The overhaul of our workshop model for 2018 has also seen us winning back lapsed clients in addition to gaining repeat business, increasing our market share and return on investment.

## Tutorials on Demand

The development, production and delivery of our ground-breaking 'tutorials on demand' series offers a new and convenient way for educators to access learning anytime, anywhere. The introduction of the most up-to-date and engaging 40-minute video learning includes task-focused lessons, delivered by certified subject matter experts, to guide educators and Centre Managers on their professional development journey. Streamlined and functional access and interface, through the introduction of a new website this year, enabled individuals to watch tutorials at a time that suits them from the comfort of their home, centre or commute. These premium 40-minute video tutorials have proven exceptionally popular, especially with people who have restrictive schedules or geographic barriers to accessing the traditional workshop model. Launched at the beginning of 2018, the Tutorials on Demand have enabled 70 hours of professional development to date.



## Resources

In an age where our interactions, our media and our lives are increasingly consumed and experienced online, educators and children continue to grow and learn more with tangible, physical products. Gowrie NSWs Education Hub team developed a range of education resources for Educators, children and families. Resources include National Quality Standard (NQS) discussion cards to assist educators in navigating recent changes to the NQS framework. Indigenous Story Stones and Wellbeing Journals were developed to align with the emerging needs of our customers.

## Consulting Services

Gowrie NSW continues to offer consultancy services across a wide range of areas within the sector. Of note throughout the year was our consultants' success in preparing centres or programs for the 'Assessment and Rating' process, particularly with regards to the recent revision in the NQS. In addition to this, numerous organisations have sought our experience and assistance with the preparation and submission of tenders and grant applications, leading to another avenue of consultancy that we will continue to explore in earnest.

### IN THE FINANCIAL YEAR

over  
**1,376**  
educators engaged in

**75**  
workshops plus,

we undertook  
**166**  
consultancies

and sold  
**660**  
educational resources and

**100**  
Tutorials on Demand



The Education Hub Team

“

**Jessica Horne-Kennedy mentored myself and conducted an Assessment over two days at my centre. Jessica has an extensive knowledge of early childhood and helped me to think and reflect more deeply in many aspects of my work. It was lovely to have someone to talk to who was non-judgemental, an excellent listener, insightful and respectful of our ideas, thoughts and concerns.”**

**ANGELA CONNOLLY,**  
EDUCATION & CARE MANAGER

People are our strength and our workforce is diverse and passionate. We love to make a positive difference to the lives of families, children and educators.

Across the year we focused on attracting the absolute best talent to our new AMEP Early Learning Centres, Early Education and Care Centres, Inclusion Hubs and Outside School Hours Programs across NSW.

It has been a year of growth and investing in our workforce which has increased by 54 per cent from the previous year. We attract great people and always invest in them by ongoing professional development, study leave and career development. In the financial year we provided professional development training for all our educators and all managers who attended a Conscious Leadership Course.

We implemented a program placing administration support in our Centres to ensure our Centre Managers’ main priority is being there for families.

Our workplace engagement survey showed increased participation from the previous year and 83 per cent overall engagement demonstrating that we are in the top quarter of employers in the early and middle education and care sector. Employee turnover at 4.66% is one of the lowest in the sector.

Gowrie NSW takes pride in providing above award pay and conditions to our staff, as evidenced by low turnover and positive feedback from employees. Results from our employee engagement survey were positive, with overall engagement 6% higher than the industry benchmark, and our commitment to results and quality service provision 15% higher.

WORKFORCE

54%

It has been a year of growth and investing in our workforce which has increased by 54% from the previous year.

.....

WORKPLACE ENGAGEMENT

83%

We have 83% overall engagement making us in the top quarter of employers in the early and middle education and care Sector.

.....

EMPLOYEE TURNOVER

4.66%

Our employee turnover is one of the lowest in the sector.





“

**Gowrie NSW has a number of staff members who have worked for the company for many years, and it's great to see an educator caring for a number of generations within the family. Gowrie NSW has trained people with Resources for Infant Educators and those educators practice respectful caregiving, which makes the practice at Gowrie NSW stand out among other long day cares.”**

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“

**Gowrie NSW truly appreciates and understands the value of its staff.”**

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“

**It has been quite a while since I have been completely satisfied within a workplace, that is until I began working for Gowrie NSW. I now enjoy coming to work each day. I am proud of the work I do.”**

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OUR STAFF ARE FLUENT IN

21

LAUNGUAGES

Afrikaans  
Arabic  
Armenian  
Bengali  
Bangla  
Bosnian  
Cantonese  
Mandarin  
Fillipino  
French  
Greek  
Hindi  
Punjabi  
Urdu  
Indonesian  
Italian  
Japanese  
Korean  
Macedonian  
Maltese  
Nepali

“

**We will invest  
in our children,  
their families  
and community  
needs.”**





# Financial Snapshot

Total surplus (deficit) before income tax for the year was a deficit of \$665,484 (2017: surplus of \$1,292,177).

This variance is attributable to a decline in funding from a significant Government contract, establishment of new services, and investing in the required infrastructure, systems and support services to achieve the organisation's growth strategy.

The net assets of the company at 30 June 2018 were \$21,171,701. This continues to place the company in a strong financial position to deliver on its vision and key strategies.

In 2017-18, the Board approved the implementation of a Growth and Transformation Program, through which we will invest in our children, their families and community needs ensuring we make an impact.

**In the upcoming years this program will focus on the following key initiatives:**

- Enhancing our customer experience and long-term outcomes for children and families;
- Investing in infrastructure and operations for Early Education and Care centres and Outside School Hours Care programs;
- Strengthening continuous quality improvements across all areas;
- Enhancing our operations through technology;
- Implementing appropriate systems to improve operational efficiency.

**This was the first year of our growth strategy and the results of this program included:**

- Commissioning a new Early Education and Care at Lithgow,
- Improving programs across all our Early Education and Care centres,
- Commencing operations for 10 AMEP Early Learning Centres
- Establishing three new Outside School Hours programs.

# Financial Sustainability

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Our key strategic priority of achieving 'Greater Reach with Greater Impact' for children, families and professional educators is achieved through our people and programs.

2017-18 was a continued period of transformation for Gowrie NSW. Finalising the renovations to our Erskineville Early Education & Care was a major milestone, increasing the capacity of the centre by 60 per cent. Our new centre in Dubbo opened at the start of the period and is now fully established. From a standing start, occupancy has grown steadily throughout the year. Consistent with our commitment to regional NSW, we acquired a new Early Education and Care Centre in Lithgow during the year and brought this under the Gowrie NSW banner in January and increased occupancy by 20 per cent at year end.

In transforming the organisation, Gowrie NSW has invested significantly in providing the necessary resources and infrastructure. We recruited a number of highly experienced staff to provide dedicated expertise to our Early Education & Care and Outside School Hours Care programs. Also, increased capability and expertise in tender and bid management has had a positive impact, especially in the increase in Outside School Hours Care programs resulting in four new sites being commissioned during the year.

By the end of the financial year we had planned major systems upgrade for 2018-19 in our system's infrastructure.

Another highlight of the year was the awarding of the new Adult Migrant English Program (AMEP) contract to Gowrie NSW from TAFE NSW. Gowrie NSW had operated this program for over 15 years and, through supporting over 3,500 families each year, it has been a cornerstone of Gowrie NSW's commitment to diversity and inclusion. Our new contract allows us to continue working with children and newly arrived migrant and refugee families, though it requires constant management to make the program financially sustainable.

“  
**In transforming the organisation, Gowrie NSW has invested significantly in providing the necessary resources and infrastructure.”**





## CONSOLIDATED STATEMENT OF PROFIT OR LOSS FOR THE YEAR ENDED 30 JUNE 2018

All figures in \$	2018	2017
Revenue	16,112,059	16,623,494
Other income	1,112,097	959,012
<b>Total Revenue</b>	<b>17,224,156</b>	<b>17,582,506</b>
<b>Expenses</b>		
Administration expenses	(1,701,506)	(1,812,721)
Fee for service expenses	(4,843,728)	(4,789,523)
Depreciation and amortisation	(539,423)	(580,099)
Occupancy costs	(846,542)	(1,198,266)
Salaries and employee benefits	(9,958,441)	(7,909,720)
<b>Total Expenses</b>	<b>(17,889,640)</b>	<b>(16,290,329)</b>
<b>Surplus (deficit) before income tax</b>	<b>(665,484)</b>	<b>1,292,177</b>
Income tax expense	-	-
<b>Surplus (deficit) for the year</b>	<b>(665,484)</b>	<b>1,292,177</b>
<b>Other comprehensive income</b>		
Fair value gains on available-for-sale financial assets	584,907	970,410
<b>Other comprehensive income for the year</b>	<b>584,907</b>	<b>970,410</b>
<b>Total comprehensive income (loss) for the year</b>	<b>(80,577)</b>	<b>2,262,587</b>

# Audited Financial Statement



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**GOWRIE NSW**  
**ABN 57 001 894 659**

**FINANCIAL REPORT - 30 JUNE 2018**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF GOWRIE NSW**

### ***Opinion***

We have audited the financial report of Gowrie NSW (the company) which comprises the statement of financial position as at 30 June 2018, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Directors' Declaration.

In our opinion, the accompanying financial report of Gowrie NSW is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a) giving a true and fair view of the company's financial position as at 30 June 2018 and of its financial performance for the year then ended, and
- b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

### ***Basis for Opinion***

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibility for the Audit of the Financial Report* section of our report. We are independent of the company in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Directors of the company, would be in the same terms if given to the Directors as at the time of this auditor's report.

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

### ***Directors' Responsibility for the Financial Report***

The Directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the Directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the company's financial reporting process.

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**GOWRIE NSW**  
**ABN 57 001 894 659**

**FINANCIAL REPORT - 30 JUNE 2018**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF**  
**GOWRIE NSW**

***Auditor's Responsibilities for the Audit of the Financial Report***

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at The Auditing and Assurance Standards Board and the website address is <http://www.auasb.gov.au/Home.aspx>

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



**Stewart Brown**  
Chartered Accountants



**Stuart Hutcheon**  
Partner

9 November 2018



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**Gowrie**  
New South Wales