Wanslea

ANNUAL REPORT 2024



Our aspiration:

A better world in which children and young people are empowered and inspired to live their best lives

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Our Purpose:

Support children and young people to grow and develop, safely

Our Executive Team



Jo Sadler
Chief Executive Officer



Liane Papaelias
Chief Financial Officer



Taylor Lawton
Chief Strategy Officer



Clinton Roth
Chief Operating Officer



Georgie Withers
Chief People Officer

Our Board



Kaye Mazzoleni
Chair



Curtis Reddell
Deputy Chair



Enda Fahy
Treasurer



Carmel Wilkinson
Board Member



Cath Lyons
Board Member



Kelly Worlock
Board Member



Melinda Simpson
Board Member

Message from our Chair and CEO

Kaye Mazzoleni and Jo Sadler



Over the past year, Wanslea has continued to advance our purpose of supporting children and young people to grow and develop safely.
Anchored by our core values: We Care, We Collaborate, We Are Accountable, We Have Courage, and We Celebrate; we've reached significant milestones in service delivery, partnerships, advocacy, and internal development. These achievements are a testament to the dedication of our team and our vital role in creating a better world in which children and young people are empowered and inspired to live their best lives.

Enhanced Governance Framework

In line with our ongoing growth, we further strengthened our Governance Framework this year. Building on the success of the One Wanslea project in 2023, we introduced new policies, a refined Board Charter, and a Code of Conduct for Board members. We also established refreshed committee structures in Finance, Quality and Risk, and Nominations and Remuneration. By merging two corporate entities into one unified company and Board, we've modernised our governance, improving the Board's effectiveness and positioning Wanslea for the future with confidence.

Leadership Commitment: Respect, Diversity and Inclusion

Our Board and Executive leadership remains steadfast in fostering a respectful, inclusive, and diverse workplace. We are committed to upholding gender equality and eradicating unlawful behaviour. Through public reinforcement of these values and putting in place concrete actions such as the resourcing of a dedicated Diversity, Equity and Inclusion Officer and approval of our Together At Wanslea, our DEI Framework, we are building a safer, more inclusive environment where every team member feels supported and empowered to succeed.





Establishment of Our Independent Aboriginal Cultural Advisory Committee

As part of our Reconciliation Action Plan, the establishment of the Wanslea Aboriginal Cultural Advisory Committee marks a significant step forward. This group, comprised of Elders and independent Aboriginal community members, now provides strategic advice to Wanslea on key initiatives. Their valuable input has already shaped the fit-out of our Bentley site, informed our Aboriginal Workforce Strategy, and influenced our service delivery partnerships.

Embracing Growth and Honouring Dedication

This year, we welcomed new Board members Kelly Worlock and Melinda Simpson, whose fresh perspectives will strengthen our mission.

We also acknowledge Rod O'Dea's long-standing service; although he steps down as a Board member, his expertise remains invaluable as an independent advisor on the Finance Committee.

Our Board visited a range of sites and services across the Great Southern this year to meet with staff, key stakeholders and customers to see and hear first hand the impact of Wanslea services.



Melinda Simpson



Kelly Worlock



Rod O'Dea

Looking ahead

As we move forward, we remain committed to a sustainable and resilient future for the children and young people we serve. Guided by our strengthened governance and the dedication of our people, Wanslea is poised to continue its legacy of positive change, ensuring that every step we take strengthens our capacity to support and uplift those who rely on us.

Kaye Mazzoleni Jo Sadler

Key Achievements and Strategic Objectives



Child Safeguarding Accreditation Project

To ensure we lead the sector in delivering contemporary services, Wanslea embarked on a project to become an accredited Child Safe organisation. This year, we developed a comprehensive policy framework, conducted staff training, and implemented improved governance practices. These efforts are designed to embed child-safe standards across all of our operations and services, ensuring we provide the highest level of safety and care for children.



Stirling Early Learning & Development Centre



Bentley Office Acquisition

Wanslea acquired a 1-hectare site in Bentley, including 4000sqm of office space, which will serve a major collaborative campus for the development of services to children & young people . This acquisition represents a significant step toward uniting teams from three different offices. The office fit-out is expected to be completed in mid-2025. This move marks a major milestone in Wanslea's business maturity, advancing our goals of growth and diversification. By bringing together teams from disparate locations, we aim to foster greater collaboration, improve operational efficiency, and strengthen our organisational culture.



The Stirling Early Learning & Development Centre officially opened in July 2024, with a ceremony held on August 14th, attended by Ministers Anne Aly, Sabine Winton, and Stirling Council members. This Centre is the result of a wonderful partnership between Wanslea and the Stirling Adriatic Club; a shared vision brought to life. Together, we've created a space where every child is welcomed, nurtured, and empowered to reach their full potential. The Centre plays a vital role in our expansion of early learning and development services, ensuring families have access to high-quality care and education in a brand new, first class facility.

Key Achievements and Strategic Objectives

80th Anniversary Celebrations

in 2023, Wanslea celebrated its 80th anniversary with a gala event at Burswood on Swan, reflecting on our past achievements and looking ahead to our future. This milestone reinforced Wanslea's long-standing impact on children and young people in Western Australia.



Launch of the Quokka Our New Intranet and Controlled Document Management System

In response to feedback from our Employee Engagement Survey, we committed to enhancing our systems and communication. We are proud to have introduced the Quokka, a new and improved intranet designed to streamline access to key information and resources while fostering clearer and more consistent communication for our people. The Quokka includes a more intuitive system for managing Controlled Documents, such as policies and procedures, ensuring everyone stays informed and aligned. This new platform marks our transition away from the previous HCL Notes system, providing a smoother, more connected experience for staff.

QUOKKA





> *"The Quokka system offers a far more user-friendly way to manage controlled documents, including policies and procedures, compared to our previous software. It also features a centralised group chat, making it easy to collaborate, celebrate successes, and share good news stories."*
>
> Business Transformation Manager

Strategic Partnerships

Wanslea has forged partnerships with new partners, including a number of Aboriginal Community-Controlled Organisations for collaboration, knowledge sharing, and tender opportunities. These partnerships are instrumental in facilitating collaboration, knowledge sharing, and creating opportunities for joint service delivery. Our collective efforts strengthen the impact we have within the communities we serve and enable us to continue delivering high-quality, culturally appropriate place based services.

Wanslea, Ngunytju Tjitji Pirni (NTP) and Earbus:

Wanslea Early Childhood Approach (ECA) and Connecting Communities for Kids

Dream a Dream

Langford Aboriginal Association

Indigo Junction

Karlup

Kadadjiny Aboriginal Corporation

Sector Collaboration













Child Australia ELCD Sector Awards

Wanslea presented the Outstanding Commitment to Reconciliation and Cultural Responsiveness Award at the Child Australia ELCD Sector Awards and conference, attended by over 200 guests, including Minister Sabine Winton. The conference was opened by Minister Anne Aly, further highlighting the importance of reconciliation and cultural responsiveness in early childhood services.

WACOSS Board Visit

Wanslea hosted a visit by the WACOSS Board, where our Operations Manager and team provided an overview of our services and discussed emerging issues in the Great Southern. This visit showcased our leadership in addressing key challenges within the sector. Additionally, our Chief Operating Officer attended the Board's sector networking event and hosted the Board at the Child and Parent Centre, further strengthening our relationships and commitment to collaborative sector leadership.

Connected Beginnings

The Welcome to the World community event, held in Kalgoorlie, on October 10th, saw 14 babies and their families participate in activities celebrating early childhood development. This event, organised with Bega Garnbirringu Health Services, is recognised by the Department of Education as a significant community milestone.

Financial Sustainability and Grants

Wanslea secured several key grants this year, ensuring financial sustainability and enabling us to expand our services:



FROM THE CITY OF WANNEROO

$68,536

For the '*You with Me*' program, a play-based initiative designed to enhance parent and child interactions.

FROM THE SMITH FAMILY

$200,000

To deliver the *'You with Me'* program as part of the Communities for Children contract in Mirrabooka.

FROM THE COMMUNITY CHILD CARE FUND

$1.18 Million

Over two years from the Community Child Care Fund to support services in Kojonup, Katanning, Plantagenet, and Regional Family Day Care.

FROM MEERILINGA YOUNG CHILDREN'S FOUNDATION

$1,000

For a Fuel to Go & Play Children's Week event. The event attracted thousands of attendees, with an estimated 1,000 people visiting the Wanslea Chill Out Space.

FROM THE DEPARTMENT OF COMMUNITIES (WOMEN'S GRANTS)

$10,000

For Wanslea Grandcare respite activities.

FROM THE CITY OF ALBANY

$5,000

For Chill Out spaces at the Binalup Festival, attracting over 1,000 visitors.

FROM RIO TINTO

$5,000

Community grant to purchase toys and equipment for the Child and Parent Centre in the Great Southern.

FROM THE DEPARTMENT OF COMMUNITIES

$5,000

For a *Deadly Sisters Camp* in the Great Southern. The girls' group in Mount Barker will be involved in planning their own camp in September.

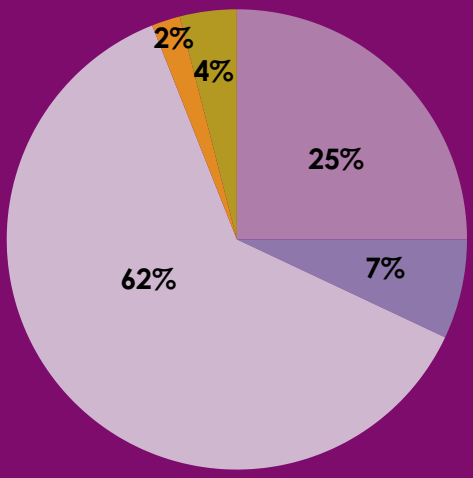
FROM THE STATE GOVERNMENT (CHILD AUSTRALIA)

$79,200

To promote school readiness through the *Kiddo* model, focusing on improving mental health and physical literacy in children.



Financial Snapshot 2023-2024



Revenue Mix

25%	Fees
7%	Government Subsidies
62%	Government Contracts
2%	Interest and Investment Income
4%	Other

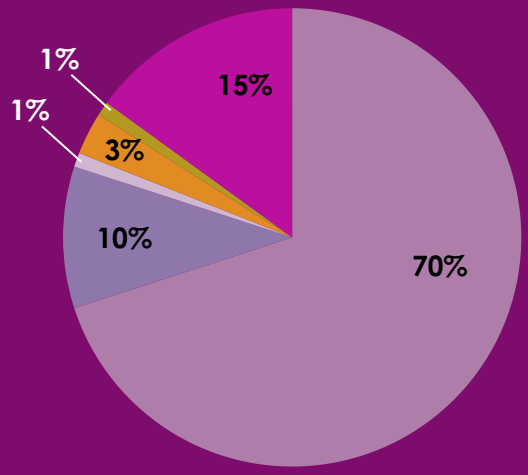
Wanslea continues to demonstrate resilience and adaptability. In FY 24, our organisation maintained a steady level of revenue at $46.3 million and successfully managed our expenditure to remain in line with our revenue.

Our strategic focus on cost management resulted in a reduction of $1.45 million in expenses compared to FY 23, showcasing our commitment to financial efficiency. This careful approach ensures that we remain well-positioned to sustain our programs and services while adapting to evolving circumstances.

Looking ahead, Wanslea is focused on further enhancing revenue streams and strengthening operational efficiencies to continue providing high-quality support to our communities.

Expenditure Mix

70%	Employee Expenses
15%	Other Expenses from Ordinary Activities
10%	Carer Costs and Subsidy Payments
3%	Depreciation
1%	Rental Expense
1%	Finance Costs



Service Excellence & Program Results



Foster Care and Out-of-Home Care (OOHC)

Wanslea successfully implemented a new five year OOHC contract, supported by the launch of the Open Your Door social media campaign, which increased foster carer inquiries.

Foster Care Assessments

62
Adults

Placements

51
Children

Emergency Placements

1,071
Bednights

Early Learning and Development Services – Accreditations 'Meeting National Quality Standards'

- Kojonup Early Learning & Development Centre received a Meeting rating across all standards in its most recent assessment.
- Plantagenet Early Learning & Development Centre received a Meeting rating and exceeding in standard 2; Children's Health and Safety.

These fantastic results are a testament to the centre coordinators and their teams' unwavering commitment to delivering high-quality services and ensuring the best outcomes for the children in their care.

Board visit Kojonup Early Learning & Development Centre



Board visit to Plantagenet Early Learning & Development Centre



"My son loves it there and we love the support we receive as parents. I would not hesitate to recommend to anyone who is looking for a fantastic Early Learning Child Care centre."

A parent from Wanslea Kojonup Early Learning & Development Centre

1 Restructuring

A restructuring of Operations division was undertaken focused on redirecting knowledge, skills, and experience, ensuring financial sustainability and creating flexibility within our structure for new business opportunities.

2 Supervision

Wanslea launched a Supervision Framework and training program to enhance staff support, professional development, and reflection, improving customer outcomes, staff wellbeing, and work culture.

3 Early Childhood Education and Care Staff Immersion

The Early Childhood Education and Care Staff Immersion initiative provided the opportunity corporate staff to experience a day as an educator at our Early Learning Centres.







4 Wanslea Murdoch Early Learning & Development Centre - Refurbishment

An external cladding project at the Susan Teather Early Learning & Development Centre was undertaken. Wanslea's Early Years and WHS teams collaborated with the construction team for a successful outcome. Group Executive Director Neil Doverty (Fiona Stanley Fremantle Hospitals Group) commented, "*It was very impressive to hear about the careful thinking and planning that went into caring for the children, maintaining the level of service and at the same time demonstrating a flexible and responsive approach to a highly complex project*"

5 Service Evaluation Framework

We developed the Service Evaluation Framework to ensure rigorous practice governance and safeguarding of client safety. This framework informs decision-making, risk management, and the continuous improvement of services.

Annual Service Numbers Overview

Wanslea Early Learning & Development Centres

1,392 Children

1,099 Families

135 Educators

Wanslea Family Day Care (FDC)

323 Children

273 Families

45 Educators

Wanslea In-Home Care (IHC)

57 Children

33 Families

30 Educators



Inclusion Support Program (ISP):

Supporting **144** Early Childhood Education and Care Services across Peel, Wheatbelt, Goldfields, and Great Southern, with **684** children.

Early Childhood Approach (ECA):

5,492 children supported, accessing NDIS services and early supports.



METRO SERVICES & PROGRAMS:

1,910 **GRANDCARE** Support Scheme Assessments

101 **GRANDCARE** Group Attendees

117 **CHILDREN OF PARENTS WITH MENTAL ILLNESS (COPMI)** Children

172 **CUSP (CHILDREN'S MENTAL HEALTH SERVICES)** Children

102 **CHILDREN AND PARENT SUPPORT (CPS)** Children and Adults

83 **LEAVING CARE** Young People

50 **HOMESTRETCH** Young People

GREAT SOUTHERN SERVICES & PROGRAMS

Communities for Children
99 Adults -145 Children

Parenting Connection
704 Adults - 579 Children

Child and Parent Centre
1,584 Adults - 1,944 Children

Volunteer Family Connect
41 Adults - 52 Children

KALGOORLIE SERVICES & PROGRAMS

Domestic Violence Creche
266 Children

Case management
55 Adults, 349 Children

Thrive (Housing Support)
89 adults

Spring Into Learning
206 Adults and Children

Connected Beginnings
232 adults, 128 children

WHEATBELT SERVICES & PROGRAMS

Intensive Family Support Service
28 Adults - 48 Children

Family Care Support Service
17 Adults - 17 Children

Thrive (Housing Support)
104 Adults

Parenting Connection
330 Adults - 101 Children

People and Culture



Aboriginal Workforce Strategy

Approved in March 2024, and developed through a comprehensive organisation-wide consultation, incorporating input from the Aboriginal Cultural Advisory Committee and Reconciliation Action Plan Working Group. The strategy aims to create a culturally secure and inclusive workplace, supporting Aboriginal employees in skill development, career progression, and success. It ensures sustainable and equal opportunities for Aboriginal and Torres Strait Islander people by focusing on training, employment opportunities, and a culturally safe environment. Launched in April 2024, Wanslea has since developed a detailed action plan to guide its long-term implementation and impact.

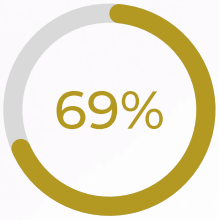


"Together at Wanslea"

The "Together at Wanslea" initiative, launched in December 2023, aims to create a safe and inclusive workplace for all employees, emphasising diversity, equity, and inclusion across the organisation. It adopts a holistic approach, fostering a culture where employees feel connected, empowered, and supported. Beyond programs, it focuses on genuine equity and inclusivity, enabling employees to share their perspectives, respect individual needs, and reach their full potential without barriers.

Employee Engagement Survey





Wanslea's first externally facilitated Employee Engagement Survey, conducted in November 2023, achieved a 69% engagement score, placing us in line with the industry average. The survey highlighted our strengths in communication and team culture, while identifying opportunities for improvement in resourcing and recognition.

A Summary of our results:

- We have a diverse workforce, representing various places of origin and languages spoken.
- The top three areas for improvement identified were communication, resourcing, and training & development.
- The top three aspects that our employees appreciate most about Wanslea are the people and teams, flexible work arrangements, and the rewarding work with families and children.

> *Wanslea actively supports career progression within the organisation. Employees have the chance to explore new roles, take on additional responsibilities, and advance in their careers. This commitment to internal promotion creates a sense of loyalty and purpose among the workforce.*
>
> Wanslea Employee



Difference Maker Diversity Award by the Engaging Young Leaders Program

Strengths:



- Employees feel acknowledged and valued.
- Employees are well-informed about Wanslea's direction.
- Employees feel comfortable communicating wellbeing concerns.

Improvement Opportunities:



- Employee recognition could be improved.
- Productivity is impacted by current systems and resourcing.
- There is a need for enhanced training and development opportunities.

Advocacy & Social Impact

Grandcare Advocacy

Wanslea continued to advocate for informal grandparent carers at both the State and Commonwealth levels. Our advocacy focused on securing better recognition, financial support, and expanded services for grandparent carers









Key advocacy efforts included:

- In December, Wanslea hosted The Premier for the Cook Labor Government's announcement for a one-off cost of living payment for eligible Grandcarers and Foster Carers.
- Alongside Grandcarers WA, CEO Jo Sadler has advocated for increased support at the National level via the Parliamentary Friends of Grandparent and kinship carers.
- Cassie Rowe MLA, attended the Carlisle Grandcare Support Group to hear first hand the needs of grandparents carers. Cassie also kindly hosted a morning tea at the Parliament House to recognise and celebrate the amazing efforts of grandparents carers.
- Minister Sabine Winton visited our Scarborough office to meet with Grandcarers, discuss program needs, and joined a garden morning tea with them and their grandchildren.
- Minister Don Punch (MLA - Seniors, Ageing, Disability Services, Volunteering) met with Grandcarers at the Bunbury Support Group to hear their experiences and challenges.
- Our team presented at the Australian Institute of Family, studies highlighting the outcomes of our research into the benefits of retreats and respite for Grandcarers.

Looking Ahead



As we look to the future, Wanslea remains steadfast in our purpose to support children and young people across Western Australia. A key focus will be the completion of our new Bentley office by mid-2025, a milestone that will unite our teams and further enhance our operational capacity. We will continue to champion the needs of Grandcarers, strengthening our advocacy efforts at both State and Commonwealth levels. In addition, we are committed to expanding and refining our services to ensure we meet the diverse needs of the communities we serve.

Our unwavering dedication to growth, sustainability, and inclusivity will be the driving force behind our initiatives in the coming year. By embracing innovation and fostering collaboration, we aim to create a lasting impact that strengthens families, supports children, and uplifts communities throughout Western Australia.

More Information

OUR CONTACT

Get in touch from Monday to Friday, except national public holidays.

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Wanslea