

Dream big

Annual Report
2016–2017



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.

About us

Gowrie NSW is a leading provider of Early and Middle Childhood Education and Care programs and high-quality professional development for the education and care sector.

We provide a range of services, programs, resources and products throughout NSW and the ACT that support children, families, education professionals and communities. We create inclusive practices that deliver innovative outcomes, and build long-term relationships within the communities we serve.

At the Gowrie NSW Early Education & Care Centres, we believe that **“Great Starts Early”**. We create **future leaders** who have an **acceptance of diversity** and a capacity for **self-regulation** to thrive as **life-long learners** and flourish as **purposeful citizens**.

We are a proud for purpose social enterprise with big plans for the future.

Our continued growth will ensure Gowrie NSW remains responsive, adaptive and at the forefront in an ever-changing landscape.

Contents

4	A message from our Chairperson and CEO
6	Top 5: The Year at a Glance
8	Embracing Inclusion
10	Early Education & Care Centres
11	Outside School Hours Care
12	Greater Reach with Greater Impact
14	Our Commitment to Community in Regional NSW
16	Conferences and Consultancy
18	Our People
20	Our Finances – Surplus for Purpose
21	Audited Financials
22	Voices and Testimonials

A message from our Chairperson and CEO



Left: Tessa Hoser, Chairperson
Right: Lynne Harwood, CEO

Throughout the year, Gowrie NSW has again delivered impressive results, including significantly increased access and participation in Early and Middle Childhood Education and Care, expansion of our influence across NSW and ACT, broadening of our engagement in professional development training, and delivery of a strong financial performance. In keeping with our vision, all of these achievements were aligned with contributing to a sustainable society.

It has been a year of change and growth, with a 40% increase in access to Early and Middle Childhood Education and Care and 17% increase for Outside School Hours Care. Over 3500 professional educators attended our workshops and conferences, and consulted with our experts in the delivery of education and care. The launch of our Reconciliation Action Plan and delivery of innovative inclusive programs reflects our positive community contribution. We will continue to invest in Early and Middle Childcare Education and Care programs and our Education Hub to enable increased access to quality services and improved education outcomes.

At Gowrie NSW our key strategic priority of achieving “Greater Reach with Greater Impact” is centred around customers and key stakeholders. We understand that customer and community satisfaction is achieved by providing quality services.

For Gowrie NSW, being the best that we can be, is underpinned by the calibre of our people and our commitment to continual improvement.

We are excited about the road ahead. We are investing in our future and people, are committed to our vision and strategic intent and to the enduring values of Gowrie NSW.

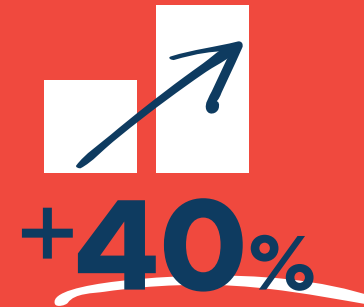
Our Board, Executive team and all staff have a common goal – to ensure we are at the forefront of Early and Middle Childhood Education and Care and to empower and support children, families and professional educators.

Top 5: The Year at a Glance

Gowrie NSW is committed to bringing about positive social change by increasing access to Early and Middle Childhood Education and Care, and delivering high-quality professional development programs. With a strong commitment to inclusion and diversity, we deliver innovative programs and services. We also build relationships for all communities to achieve great outcomes. Once again, we delivered outstanding results aligned to our Vision and Strategic Intent.

1

Early Education & Care

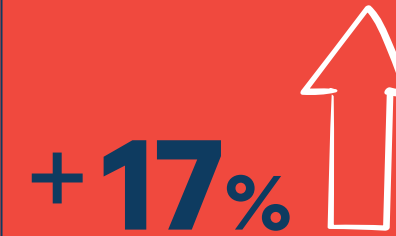


Increase in access to early learning including two new contemporary Early Education & Care Centres in Dubbo and Clenton Park



2

Outside Hours School Care



Increase in access to Outside School Hours Care including extra capacity for Vacation Care



3

Education Hub



Participants accessed our Education Hub professional learning programs



4

Reconciliation



Launch of our first Reconciliation Action Plan strengthening our commitment to inclusion



5

Purposeful Investment



Capital investment in Early and Middle Childhood Education and Care



Embracing Inclusion

Gowrie NSW seeks to empower those who champion inclusiveness and understanding as we form lasting relationships with individuals and communities from all backgrounds.

Inclusion

As part of our ongoing commitment to Aboriginal and Torres Strait Islander communities, the Gowrie NSW Indigenous Cultural Hub established 15 ‘Yarnin Circle’ initiatives across NSW and the ACT. The formation of these circles provides an opportunity for early childhood services and educators to engage in the conversation around

inclusion for Aboriginal and Torres Strait Islander families. Feedback from the programs has been positive and we have received interest from metropolitan, regional and remote areas prompting us to plan a rollout of 20 new Yarnin Circles to meet growing interest and demand in the coming year.



Working closely with Culturally and Linguistically Diverse Families

NSW is home to a large population of migrant and refugee families who have recently resettled here. At Gowrie NSW we assist these new Australian families to transition through the Adult Migrant English Program. In partnership with TAFE NSW, we support their pathway to education by providing care for their children in crèches across metropolitan and regional NSW and by coordinating placements in mainstream childcare services. We have a team of dedicated educators, many of whom are bilingual, on hand. By providing innovative and welcoming environments, these educators are trained to work with children for whom English is not their first language. We also have a team of dedicated officers who provide the liaison and coordination for the families. It is truly rewarding when, just a few weeks into classes, clients begin to engage comfortably in conversations on a first-name basis as we share the educational journey not only for themselves, but also for their children.



Embracing Trans Inclusive Families

Gender identity among children and teens is a topic that has been given importance in recent years. There has been recognition of children as young as preschool age having identified strongly as transgender (also known as trans). It is important for educators, parents and Early Education & Care Centres to recognise trans children to ensure they are provided with the support to feel safe and accepted. Recognising the need, Gowrie NSW created a workshop to explore the concepts, considerations and awareness surrounding trans children and their families. Participants discussed the importance of providing a safe, comfortable environment for children to thrive and develop a healthy self-esteem regarding gender expression and identity.



Inclusion Support Hubs

Gowrie NSW delivers the NSW and ACT Inclusion Support Program in partnership throughout NSW and the ACT. Gowrie NSW operates Regional Inclusion Hubs in Dubbo, Bathurst, Armidale, Tamworth, Port Macquarie and Coffs Harbour providing support to early childhood and child care services through:

- Onsite visits to observe and discuss service strengths, challenges and barriers to inclusion.
- Supporting educators to analyse policies, programs and practices and to reflect on changes that can be made to support inclusion.
- Providing practical advice, strategies and possible solutions to inclusion barriers.
- Facilitating the development of the services Strategic Inclusion Plan (SIP) that identify strategies for change and growth.

Early Education and Care Centres

The first group of children to be educated at Gowrie NSW's new childcare centre in West Dubbo have started their first steps in a life-long journey of learning.

Catering for 50 children between the ages of two and five, and complemented by a dedicated community centre, the Gowrie NSW Dubbo Early Education & Care Centre was officially opened in 2017 by the NSW Minister for Early Childhood Education and Minister for Aboriginal Affairs the Hon Sarah Mitchell to a rapturous response from the local community. Building on a long, meaningful relationship with the Central West community fostered by our training and inclusion programs, the centre is a natural progression in the evolution of Gowrie NSW to be a truly state-wide provider in the sector.

In a move to engage and empower the local community, in addition to its core early childhood program, the centre provides a broader range of programs and support aimed at promoting cultural inclusiveness and understanding for the broad spectrum of individuals and families throughout Dubbo and the Greater Central West.

Gowrie NSW's focus on quality and excellence resulted in achieving 100% exceeding the National Quality Standards for our Early Education & Care Centre and Outside School Hours Care services and programs in 2017.

Exceeding National Quality Standards



Outside School Hours Care



Gowrie NSW Erskineville Outside School Hours Care director Gayle Dodd won the 2017 NSW Nestle NAN Toddler Early Childhood Director of the Year.

The Australian Family Education and Care Awards celebrate outstanding contributions in childcare.

Gayle is passionate about her work in the sector and has introduced many initiatives focusing on the wellbeing of children, families and the community. Her initiatives introduced programs such as the Kids Matter Framework to help children with emotional challenges and the introduction of the Artists-in-Residence program focusing on the development of children's self-identity and connections to the community. Gayle places importance on continuous professional development for all educators. "School-aged children need to feel involved, challenged and part of the decision-making process to truly experience authentic learning," said Gayle.

Greater Reach with Greater Impact

At Gowrie NSW we're committed to a state and territory-wide approach, aiming for access to our services in all corners of New South Wales and the ACT, from Wagga Wagga to Walgett.

Gowrie NSW Education Hub statistics

During the year, there were:

3,550 **100**

Participants in Gowrie NSW Education Hub professional development programs

Participants in Early Educator network meetings

395 **1,933**

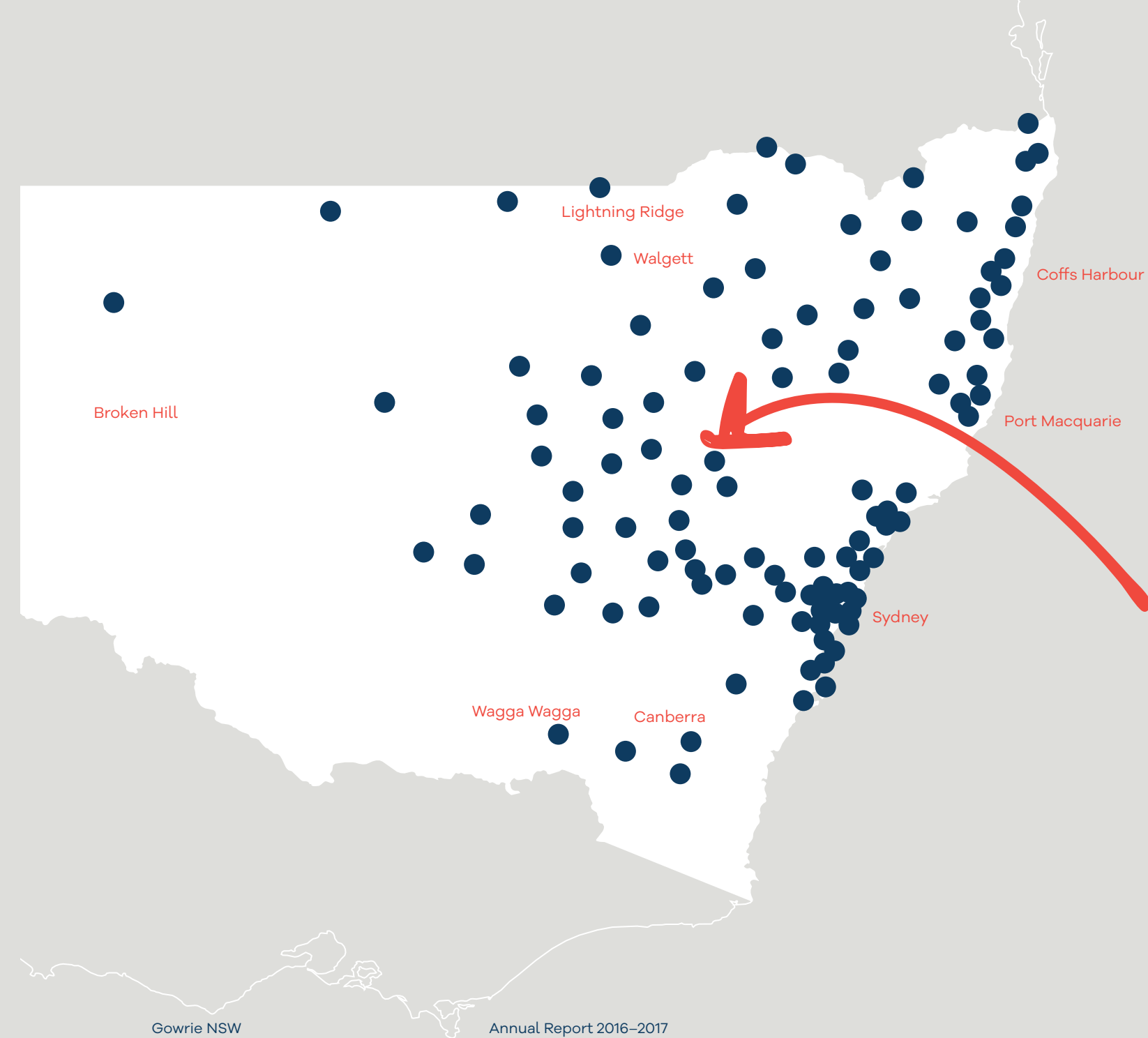
Conference participants

Workshop participants

88 **1,034**

Consultancies for other organisations

Learning on request participants



The Gowrie NSW network covers over

400

suburbs and regional towns in NSW including:

Armidale	Mayfield
Bankstown	Meadowbank
Bathurst	Moore Park
Blacktown	Mudgee
Bourke	Newcastle
Brookvale	Peakhurst
Chatswood	Pennant Hills
Clemton Park	Petersham
Coffs Harbour	Port Macquarie
Crows Nest	Queanbeyan
Dubbo	Randwick
Erskineville	Redfern
Gladesville	Ryde
Gosford	St Leonards
Goulburn	Tamworth
Granville	Ultimo
Hornsby	Wagga Wagga
Kelso	Walgett
Lidcombe	West Nowra
Lithgow	Wollongong
Loftus	Wyong
Malabar	+more

Our Commitment to Community in Regional NSW

Gowrie NSW is committed to increasing access and outreach to all corners of NSW and the ACT. In particular, we have a strong commitment to the Central and Mid-West, the Hunter and Capital regions, embedding ourselves as a partner in these communities.



I have spoken to people who struggled making the decision to move to Dubbo due to a lack of child care and preschool places, now that this fantastic new centre is open that decision for people will be a whole lot easier. This is a remarkable new facility and a wonderful investment.

The Hon. Troy Grant, Member for Dubbo

Throughout the financial year, we worked closely with local communities to understand stakeholder aspirations for their regions and have drawn on this feedback to create our own Regional Plan. The Plan promotes further development of quality education and care programs and professional development to unlock economic potential and drive diversification.

Gowrie NSW programs and facilities across regional NSW and the ACT include:

- Two new Early Education & Care Centres in Mudgee and Dubbo.
- Inclusion support programs across the Mid-North Coast, North Coast, the West and Central West of NSW.
- Indigenous support programs across NSW and the ACT.
- Our Special Equipment Library service across NSW and the ACT.

- Our Education Hub holds regular professional development sessions from Newcastle, Wollongong, Canberra, Dubbo and Coffs Harbour, while our webinar participants come from all over the state and territory.

- Throughout the year we operated crèche programs in Wagga Wagga, Newcastle and Wollongong, and coordinated childcare across the state, supporting new migrant families to learn English while their children were being well cared for.

In 2018 we will be:

- Opening two Outside School Hours Care programs in Bathurst.
- Opening an Early Education & Care Centre in Lithgow.
- Opening an Early Education & Care Centre in Newcastle.



Conferences and Consultancy



Bringing global thought leadership to conferences

Gowrie NSW in partnerships with UTS and Macquarie University delivered practical concepts and new ideas on Science, Technology, Engineering, Arts and Mathematics (STEAM) at the Full STEAM Ahead conference to 212 Early Education and Care professionals. Keynote speakers went beyond the curriculum silos to explore different learning processes and habit of mind activities. Teachers of STEAM Education were invited to reposition themselves alongside children as co-researchers and protagonists. This added complexity and richness to daily learning encounters in their work with children in early childhood and primary school settings.

Gowrie NSW in partnership with Macquarie University is at the forefront in professional development on infant and toddler research and thought leadership. At the second biennial conference in 2017, leading national and international thinkers and practitioners in infant-toddler early education, Dr Diane Horm, Dr Helen Little and Anne Stonehouse, delivered inspiring presentations and practical workshops to 200 Early Education and Care practitioners, students and researchers from across Australia and countries including the USA, Indonesia and New Zealand.

This was an excellent conference with many positive interactions and new opportunities for learning and teaching.

A Gowrie NSW Education Hub conference attendee



Meet Jessica Horne-Kennedy: Creating the best customer experience

Gowrie NSW lead consultant Jessica Horne-Kennedy provided strategies to 40 Early Education & Care Centres across NSW during the year. Many needed her advice when they faced challenges of leading their team and becoming ready for their National Assessment and Rating.

Jessica conducted a thorough review of all quality areas in the National Quality Standard framework and mentored teams during six sessions guiding them through process to ensure effective leadership and a strong customer focus. All early learning services are aware of current legislative requirements and the consultancy enables educators to articulate how their practices meet the centre philosophy and policies.

The results were transformative. In a short period of time, each centre was able to confidently lead the service in a way that supports professional practices; meet and understand the responsibilities of regulations as articulated in the National Quality Standards; and fully understand how the centre philosophy is enacted in practice.



Gowrie NSW actively empowers Early and Middle childhood professionals

Take the next step, strive for excellence, exceed expectations, and be transformative.

Through Gowrie NSW Education Hub our lead consultants partner with Early and Middle Childhood organisations and professionals to provide: practical and customised strategies; supportive one on one mentoring and facilitation of team learning. Our consultancy services include:

- Get Assessment and Rating Ready
- Make your QIP a living document
- Perfect documentation and programing
- Guided reflection
- Face Challenging behaviours in a respectful way
- Transform your environment
- And much, much more.

Our People

At Gowrie NSW, we believe our people are our most important asset and are essential in securing the trust of our customers.

Languages at Gowrie NSW

24 Languages are spoken other than English



Arabic	6	Lithuanian	1
French	2	Macedonian	1
Bengali	5	Persian	1
Hindi	10	Filipino	1
Bosnian	1	Russian	2
Mandarin	7	Samoa	1
Cantonese	7	Serbian	1
Greek	2	Sinhala	1
Indonesian	2	Tamil	1
Italian	1	Spanish	1
Japanese	5	Thai	1
Korean	1	Vietnamese	3



We continually strive to be an employer of choice and are fully committed to improving the diversity of our workforce.

Traditionally the education and care sector has long been dominated by women but in recent years there has been a steady increase in male participation within the sector.

Currently, the national average of male educators across Early and Middle Education and Care is 5.7% but Gowrie NSW currently stands at 7.92% male participation.

Cultural diversity



34.5%

Of our people at Gowrie NSW come from a cultural background other than Australian

We believe our male educators bring a valuable insight and quality to both education and care provided at our centres, as well as developing many innovative programs. This is especially noticeable in the positive response from children and families to male educators, ensuring Gowrie NSW will continue to redress the gender balance in all our programs across NSW.

Men in early learning



7.92%

Of early learning educator roles are held by men, a rate well above the national average

Our Finances: Surplus for Purpose

Gowrie NSW delivered a strong financial performance including increasing our investment in:

* for our full Finances – refer to the ACNC Website.

Strengthening our future capacity and capacity

+12%

Our people

+20%

Increased access to Education and Care

+50%



StewartBrown
Integrity • Quality • Clarity
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GOWRIE NSW
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FINANCIAL REPORT - 30 JUNE 2017

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 2017, 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 2017 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.

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.

StewartBrown

StewartBrown
Chartered Accountants

Stuart Hutcheon

Partner

26 October 2017

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Liability limited by a scheme approved under Professional Standards Legislation



Thank you
for helping to
empower me
and helping
me to become
a more involved
educator.

Yarnin Circle workshop attendee



Gowrie NSW educators have integrated seamlessly into our school community, and in many ways we see them as a natural extension of our school. Feedback from parents has been highly positive and complimentary and also reflects the individual care and attention each child receives.

School Principal



This is just a quick email to thank you and Gowrie NSW for the support provided for our son's childcare through the Adult Migrant English Program initiative. This support has helped us get onto our feet after returning back to Australia from Tanzania. Through the opportunity to study English, Nicko has now decided to follow a path in childcare and he is now waiting to enrol into next year's intake for Cert iii in Childcare. Thank you again. Our conversations were few but I was always made to feel that my questions were important.

New Australian family from Tanzania in the Adult Migrant English Program

The Gowrie NSW Inclusion Professional helped build our educators' knowledge of what inclusion is. Our educators thought that children needed one-on-one support to be included but we have now learnt that real inclusion is removing the barriers so children can interact and participate with their peers.

Services Director



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 passionate about my job. I am proud of the work I do. I enjoy sharing my job with others and discussing the organisation. Finding this happiness within my career has positively impacted all other areas of my life. I appreciate the opportunity Gowrie NSW has given me. I am truly grateful and believe in the power of the organisation.

Gowrie NSW staff member

Gowrie NSW has been delivering Outside School Hours Care to Erskineville Public School since the mid-1990s and we have found their service to be exceptional.

School principal

I just made a
rocket ship with
doors that open
and close.

3-year-old child at Gowrie NSW Erskineville
Early Education & Care Centre





Gowrie NSW acknowledges the traditional owners of this land. We acknowledge elders past and present and all Aboriginal and Torres Strait Islander Peoples as the first people of this nation.

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