



# 2023

## Annual Report



Purpose:  
**Wanslea supports children and young  
people to grow and develop, safely.**





Our Aspiration:  
**Create exceptional opportunities for  
every child and young person to thrive.**

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# A MESSAGE FROM OUR CHAIRPERSON AND CEO

**Kaye Mazzoleni and Jo Sadler**

2023 has been a foundational year for Wanslea, as we celebrate 80 years! From our beginnings in 1943 as an organisation that provided a home for children whose parents were unable to care for them, we have continually adapted to meet the needs of the many Western Australians we support.

In late 2022, we began a transformation, with our refreshed leadership team, a new organisational structure, the completion of our One Wanslea project and a new Strategic plan. We are proud to lead Wanslea on a very clear path as we continue to support children and young people to grow and develop, safely, through an innovative and sustainable organisation.

The One Wanslea project was finalised in May 2023, seeing Wanslea and Wanslea Early Learning and Development (WELD) merge into

a single Wanslea business. This followed a comprehensive due diligence review, with the decision to merge confirmed by both Boards and adopted following a Special General Meeting on 29 March 2023. We'd like to thank our departing WELD Board members for their invaluable contributions throughout their tenure. The purpose of the One Wanslea project was to streamline our governance and operational efficiencies, reduce risk, as well as improving organisational culture, providing benefits to staff and customers.

*Wanslea Board*



*Wanslea Executive Team*

People and culture will continue to be a high priority for us into the future, and we've demonstrated our commitment to our people by negotiating and implementing two new Enterprise Agreements, approved by the Fair Work Commission, and refreshing our values, so they are more aligned to who we are and what we do - We Care, We Collaborate, We are Accountable, We have Courage, and We Celebrate!

Wanslea truly has some amazing people, doing extraordinary things, and we want to celebrate our people and achievements. 2023 is sure to be a year of celebration at Wanslea, with our 2023 – 2026 Strategic Plan as a guiding compass, helping us to deliver contemporary services to children and young people in Australia, whilst creating a positive social impact.

Our recent Social Impact Survey outcomes were encouraging, with over 78% of participants finding Wanslea services either very or extremely helpful in keeping children and young people safe, supported and connected, and 82% of people saying they would recommend us to others.

Now unified and with a clearly defined purpose, we're excited to steer Wanslea on its transformational journey and bright path ahead.

Finally, we want to take this opportunity to thank our Boards, Executive team, outstanding employees, Foster Carers, volunteers and students, who help us create exceptional opportunities for every child and young person to thrive.

**Kaye Mazzoleni**

**Jo Sadler**



# STRATEGY & INNOVATION

As part of the reinvigoration of the organisation, we introduced a new Division focused on creating a future vision and a means of making it happen. This team has taken on the ownership of Strategy, Marketing, Business Development and Business Transformation (including Technology). In the first instance, this saw the commencement of Trevis Lawton in April 2023 as General Manager of the division.

The major achievement in its short tenure has been the **renewal of the Wanslea Strategic Plan**, involving workshops with Board, Executive and Leaders across the business to determine our new purpose, aspiration and strategies. This establishes a strong foundation for all future efforts.

## Key highlights of our celebrations and successes

- ✓ Developing a structure for the new Strategy Division and advertising key roles.
- ✓ Undertaking an external audit of cyber-security capability and response.
- ✓ Bringing on board a Strategy Analyst to drive analytical thinking.
- ✓ Scoping and tendering for implementation of a new intranet.
- ✓ Scoping/Visioning and undertaking a search for a new Head Office.
- ✓ And of course, a new Strategic Plan for the organisation.

## Wanslea Strategic Framework 2023–2026

### Our Purpose

Support children and young people to grow and develop, safely

### Our Values

- We Care
- We Collaborate
- We Are Accountable
- We Have Courage
- We Celebrate

### Our Aspiration

Create exceptional opportunities for every child and young person to thrive

## Our Strategic Objectives

### Contemporary Services

Providing services that are known for leading models of care and quality service delivery.

### People

Attract and retain talented and dedicated people who are committed to high standards, innovative solutions and making a difference.

### Partnerships

Valuing and collaborating with partners to advance mutual objectives.

### Sustainability

Developing sustainable, fit for purpose financial models, business systems, governance and brand positioning.

### Social Impact

We will make a positive impact on society through our service delivery and advocacy.

# OPERATIONS

With Wanslea's new organisational structure, we welcomed Clinton Roth as Chief Operating Officer in January 2023. Clinton's appointment has helped us to improve communication and collaboration across our operational teams and led to the creation of two vital roles - Head of Early Years and Head of Community Services.

**The refreshed approach to operations has allowed us to celebrate our successes and identify opportunities for improvement and growth.**

## EARLY YEARS

### Snapshot

*Early Years at a glance*



2,340

Children cared for and educated



1,862

Families supported



78

In-Home Care Educators



63

Family Day Care Educators



3,401

NDIS Early Childhood Approach supported children with developmental delay and disability

“

Today, we were able to enjoy the show with the option to enjoy quiet time when needed.

”

2022 Perth Royal Show Chill Out Zone attendee – a parent of a child with a disability.





# Wanslea creates inclusive experiences



I felt lost and overwhelmed before I came across the fantastic staff at Wanslea. I truly feel that they care for my son and his progress.



Hayley, Mum to Ollie who attends Wanslea St Peter and Emmaus Early Learning and Development Centre and is also supported by Wanslea's Early Childhood Approach team.

91%

of our Early Childhood Approach partners recommend us to others seeking support in creating more inclusive organisations.

## Services delivered

- ✓ Early Learning and Development Centres
- ✓ Family Day Care
- ✓ In-Home Care
- ✓ Outside School Hours Care
- ✓ Inclusion Support Program
- ✓ In-Home Care Support Agency
- ✓ Vacation Care
- ✓ NDIS Early Childhood Approach



## Key highlights of our celebrations and successes

- ✓ We welcomed Kojonup Early Learning Centre into the Wanslea family.
- ✓ We sponsored the Outstanding Indigenous Educator Award at the Child Australia Early Childhood Learning and Development Sector Awards. One of our Susan Teather Early Learning and Development Centre Teachers was a finalist in the Outstanding Early Childhood Teacher category.
- ✓ Our NDIS Early Childhood Approach team launched their Play with Me, Be with Me, Move with Me and Feel with Me flip books for families. The books provide practical suggestions for meaningful interactions during everyday activities that support and nurture child development.
- ✓ We successfully co-hosted a community-driven Early Years expo and conference in the Great Southern region, along with other members of the Central Great Southern Early Years Network.
- ✓ We partnered with BHP in the Pilbara, making child care more accessible for local families through Family Day Care services. As part of the partnership, BHP is offering incentives to encourage local Educators to become Family Day Care operators.
- ✓ With the support of partners, we hosted Chill out Zones, which provided a quiet space for families with children with disability, at the Perth Royal Show and several events in the Great Southern.



## MOORDITJ KOORLANGKA MOORT

Strong Children and Families

### Snapshot

Moorditj Koorlangka Moort at a glance



**2,979**  
Children and young  
people supported



**2,177**  
Grandparent carers  
supported



**133**  
Foster families  
and friends



**2,292**  
Families and adults  
supported



### Services delivered

- ✓ Children and Parenting Support (CPS)
- ✓ Foster Care
- ✓ Grandcare
- ✓ Leaving Care/ Home Stretch
- ✓ Mental Health:
  - Children of Parents with Mental Illness (COPMI)
  - Cusp



### CHILDREN AND PARENTING SUPPORT

#### Key highlights of our celebrations and successes

- ✓ We played a pivotal role in the Non-Government Organisation Telepractice Venture (NGO TP) in collaboration with the Parenting Research Centre (PRC) and Karitane, exploring phone, platform-based, and hybrid practice models to enhance services.
- ✓ The team trained to deliver “Bringing Up Great Kids” (BUGK), a program developed by the Australian Childhood Foundation to help parents and carers understand and support their child's behaviours to improve communication.



**They really helped us.**

**It vastly improved our life, our relationships, our family and the stress levels.**

Child and Parent Support parent.



**Wanslea's CPS team actively participates in Communities of Practice sessions to broaden their skills, knowledge and experience.**



**It was kinda like a little angel coming in.**



Child and Parent Support parent.



**I feel confident I know what works and what the right advice and best outcome for my child is, and I don't know that I would have known that had I not done the Wanslea program.**



Child and Parent Support parent.



## FOSTER CARE

### Key highlights of our celebrations and successes

- ✓ The team piloted, and then implemented, an evidence-based Therapeutic Care Practice Framework. The Framework builds the capacity and confidence of Foster Carers, to help them respond to children in their care in a therapeutic way.
- ✓ We celebrated our amazing Foster Carers with an award ceremony, acknowledging their 5, 10, 15, 30 and 35 years of service!
- ✓ We sponsored, exhibited and participated in the Foster Care Association WA's 2023 Carers Week Brunch.



**With the Therapeutic Care Practice, Wanslea and its carers work to create a sense of belonging, safety, connection to culture, health and well-being for children in care.**



**Tyler was in Wanslea's care at 14, benefiting from a stable and nurturing placement that supported his independence skills, preparing him for young adulthood – which he celebrated by jumping out of a plane on his 18th birthday in January. We're so proud of Tyler.**



*Wanslea's Foster Care team member.*



## GRANDCARE

### Key highlights of our celebrations and successes



- ✓ Soroptimists International of South Perth generously donated 97 school packs for grandchildren.
- ✓ Wanslea's Grandcare program won Grill'd Scarborough's Local Matters charitable initiative.
- ✓ Alongside Grandcarers, we continued to progress our advocacy efforts for more recognition and support for grandparent carers by hosting Zaneta Mascarenhas, the Federal Member for Swan, and Cassie Rowe MLA.

**Wanslea advocates for more support from government for Grandparent carers.**



**The Wanslea Grandcare team has been fabulous and I can't thank them enough for all the help they have given me.**

*Wanslea Grandparent carer.*



**I have felt well supported at Grandcarers meetings. I accessed the Respite weekend this year and found it a profoundly beautiful experience.**

*Wanslea Grandparent carer.*







LEAVING CARE/ HOME STRETCH

Key highlights of our celebrations and successes

- ✓ Wanslea was approved by the Department of Communities (Child Protection and Family Support - CPFS) to establish the new Home Stretch service in the Rockingham and Peel areas.
- ✓ In June, our team attended the Home Stretch Symposium in Melbourne, gaining valuable insight into the Home Stretch movement across other states.
- ✓ We actively participated in multiple consultations related to the Leaving Care Continuum conducted by the UWA Innovation Unit, Price Waterhouse Coopers, and the Department of Communities.
- ✓ We have been involved in the Guiding Panel and Community of Practice for Home Stretch, to ensure the integrity and effectiveness of the framework.

Wanslea is committed to supporting young people as they transition from care into adulthood.



MENTAL HEALTH SERVICES

Key highlights of our celebrations and successes

- ✓ Our services were reaccredited and found compliant with the National Standards for Mental Health Services. The independent Auditor quoted that “families receive a quality service from Wanslea”.
- ✓ Our Mental Health programs welcomed two Social Work Students this year, with one securing employment following their placement.
- ✓ A combined COPMI and Grandcare end-of-year family event attracted an impressive 300 attendees (100 families).



Wanslea is always available for my most challenging moments... Wanslea support me back to baseline and build me up so I can reach my full potential and have support with positive impact.



Leaving Care young person.





## REGIONAL SERVICES

### Snapshot

Regional Services at a glance



Children supported:

1,172



Families supported:

1,885



Adults supported:

1,988

### Services delivered

- ✓ Child and Parent Centre - Albany
- ✓ Communities for Children – Central Great Southern
- ✓ Connected Beginnings – Kalgoorlie
- ✓ Family Care Support Service (FCSS) – Northam
- ✓ Intensive Family Support Service (IFSS) – Northam
- ✓ Mara Pirni Healing Place – Kalgoorlie
- ✓ My Time – Albany
- ✓ Parenting Connection WA – Great Southern and Wheatbelt
- ✓ Spring into Learning – Kalgoorlie
- ✓ Thrive – Goldfields and Wheatbelt



### GOLDFIELDS

#### Key highlights of our celebrations and successes

- ✓ The Connected Beginnings team successfully advocated to the Department of Education to provide funding for a traineeship to support Ngunytju Tjitji Pirni Aboriginal Corporation (NTP) to build its capacity.
- ✓ The Department of Education's commissioned independent mid-term evaluation of the Connected Beginnings program found that the program is increasing the community's awareness of and connection to services, providing safe spaces, connecting the community and increasing access to health, education and parent-supporting services.
- ✓ Wanslea's Thrive team was invited to take part in Laverton's NAIDOC celebrations, where we provided support to the local football team representing several remote communities in the region we serve.
- ✓ The Family and Domestic Violence Hub (FDV) team ran a workshop with the Boulder Scout Cubs (8 - 11-year-olds) to raise awareness of bullying, teaching resolution strategies.



**The team in the Goldfields has developed strong relationships in the community over several years.**



**Thrive has helped to make a difference and provide education in my home.**



*Thrive participant.*



**It has been really good having Thrive's support to guide me in the right path.**



*Thrive participant.*



## GREAT SOUTHERN

### Key highlights of our celebrations and successes

- ✓ Communities for Children Plantagenet's Family Fun and Learning group, held at the Mount Barker Aboriginal Centre, now includes a yarnning space to support women to connect with each other and their community.
- ✓ We were honoured to be presented with two Aboriginal artworks painted by a very special young Noongar person, Angel, who formally attended groups run by Wanslea. We treasure the artworks that tell a story of family and gathering.
- ✓ The Great Southern Parenting Connections team implemented a Single Parents Support Group in response to community needs and also partnered with YMCA's Play in the Park to offer local dads and families park sessions on Saturdays.
- ✓ Our Volunteer Family Connect program entered its second year at Wanslea, a community-based model that trains volunteers to support parents with new babies and/or young children, who may be feeling isolated and in need of support.
- ✓ We established partnerships with local Aboriginal organisations including Badgebup Aboriginal Corporation in Katanning, for us to operate our Volunteer Family Connect program; and Kadadjiny Aboriginal Corporation to support their activities at our Child and Parent Centre in Albany.



**Great place. Thank you. Awesome calming space. Thanks for providing some well-needed time out for our little one. We even came back to the show to use it twice, it was that good.**



*Great Southern event Chill out Zone attendee.*



**The Group has helped me be more confident.**

*Communities for Children Plantagenet Girls Group member.*



## WHEATBELT

### Key highlights of our celebrations and successes

- ✓ Our Aboriginal engagement increased, with an average of 84% of the families and children we support being Aboriginal.
- ✓ We held several networking and community events in partnership with Keedac, the Department of Communities, the Department of Education, local Elders, members of the community and local service providers, to raise awareness of support programs available in the Wheatbelt.
- ✓ The FCSS program had a 90% increase in referrals from the Department of Communities.
- ✓ The Parenting Connections WA - Wheatbelt team brokered services to run a baby massage workshop in Northam, held over four weeks, delivered to 10 mums and their babies. The program was so successful, we engaged Time Out Baby Massage to run another workshop in Toodyay.
- ✓ The team had a significant presence at Northam's NAIDOC celebrations, working closely with the Northam Shire, Bilya Koort Boodja and the Department of Communities.



**Thrive continues to collaborate with local services, working together to address the needs of our clients.**







# PEOPLE & CULTURE

**Wanslea’s people and culture have been a high priority for the Board and Executive teams, and we’ve listened to invaluable feedback from our staff, and worked hard to create a culture at Wanslea that is safe and welcoming. We encourage our people to be their true selves and want our team to enjoy coming to work, motivated to support children and young people.**

Our new values are closely aligned with our team’s personal values and we are excited to bring them to life at Wanslea, building a positive and healthy culture and workplace that supports our people to be, and do, their very best to deliver our shared purpose.

Wanslea’s new General Manager People and Culture Georgie Withers started with us in July, and along with our refreshed Executive and Board teams, is committed to creating a safe and collaborative culture at Wanslea, where staff are empowered to provide constructive feedback that allows us to make Wanslea an even better place to be.



## Key highlights of our celebrations and successes

- ✓ The transition and welcoming of staff to the Wanslea team, after the acquisition of Treasure Island (Cannington) and Kojonup Child Care Centres.
- ✓ The implementation of Employment Hero as our new integrated HR and Payroll system, which boasts an array of streamlined functionalities, including onboarding and induction activities, and automated timesheet processes.
- ✓ Following the One Wanslea project, our team supported the transition of our Early Learning staff over to Wanslea Limited which resulted in them having access to more benefits, like salary packaging.
- ✓ Negotiation, Fair Work Commission approval, and implementation of our two new Enterprise Agreements, which both received ‘Yes’ vote results of 95% and above.
- ✓ We conducted a comprehensive review of our HR policies, templates and procedures, to ensure they meet best-practice and legislative requirements (WHS in particular), with refreshed documentation and practices communicated.
- ✓ Exhibiting at the Skills West Jobs and Skills conference and exhibition in 2022 and 2023.
- ✓ Implementing Traineeships at our Early Learning Centres.
- ✓ Implementing SHEQSY, the cloud-based lone worker duress system, to ensure our team’s safety.





# CORPORATE SERVICES

## Snapshot

Turnover:	Net Assets:	Staff:
<b>\$48,305,277</b>	<b>\$25,248,844</b>	<b>432</b>



## Financials 2022-2023:

In 2022, One Wanslea allowed us to improve governance, reduce conflict of interest risks and achieve operational and financial management efficiencies.

The operating results for the year ended 30 June 2023 are:

The financial results for the year ended 30 June 2023 show the overall **positive impact** of the One Wanslea project's transfer, with the final financial reports revealing a **boost to financial performance** and the net assets of the company.

Wanslea Limited reported an operating deficit of

**\$692,211**

and after provision for National Redress Claims a total deficit of

**\$1,770,637**

Wanslea Early Learning and Development Limited reported an operating surplus of

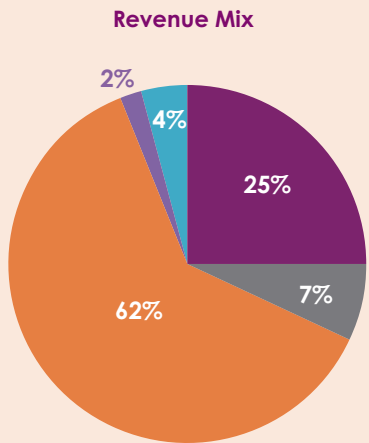
**\$848,698**

before the transfer of net assets and operations to Wanslea Limited.

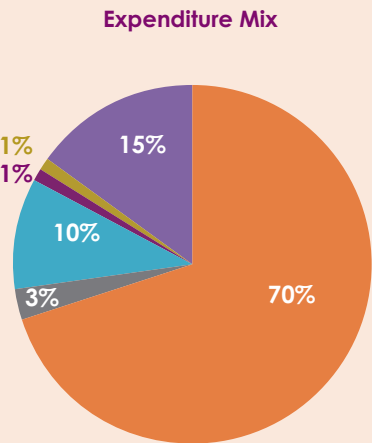
## Key highlights of our celebrations and successes

- ✓ The One Wanslea Project's merging of our two Wanslea entities into one.
- ✓ Acquisition of a commercial property in Rockingham, providing offices for our Early Childhood Approach and Home Stretch program staff and other teams.
- ✓ Acquisition of Treasure Island Community Child Care Centre and Kojonup Child Care Centre.
- ✓ Implementation of our Risk and Control Registers within Donesafe, providing automated workflows and a higher standard of reporting.
- ✓ Completion of our first Social Impact Measurement Report, evaluating the positive impact of five Wanslea programs, with positive results.

All contracts were met and funds were acquitted in accordance with the reporting requirements of the Australian Charities and Not-for-profits Commission Act 2012, the Associations Incorporation Act 2015 (WA) and the Constitutions of the two entities. Chartered Accountants RSM Australia conducted independent audits of both entities and returned unqualified audit opinions.



- Fees
- Government subsidies
- Government contracts
- Interest and investment income
- Other



- Employee expenses
- Depreciation
- Carer cost and subsidy payments
- Finance costs
- Rental expense
- Other expenses from ordinary activities



# CULTURAL SAFETY & PARTNERSHIPS

**Wanslea's Cultural Safety and Partnerships team has played an integral role in implementing informed and inclusive practices at Wanslea.**

**The team helps us ensure that Aboriginal and Torres Strait Islander people are represented and their culture respected, not just within Wanslea, but also the wider community.**

Our inclusive and collaborative approach extends to the broader community, by continuing to forge and solidify relationships with Aboriginal Controlled Community Organisations (ACCOs), such as Langford Aboriginal Association, to help us create deeper understanding and connection to culture and Country, improving services to Aboriginal and Torres Strait Islander children, families and communities.

## Key highlights of our celebrations and successes

- ✓ Our Wanslea Aboriginal Cultural Education Program (WACEP) has become a flagship cultural program to develop an understanding of Aboriginal and Torres Strait Islander culture.
- ✓ Our Ngulla Yannin Yirak event in November showcased Aboriginal and Torres Strait Islander small businesses.
- ✓ Reconciliation Australia's endorsement of Wanslea's inaugural Innovate Reconciliation Action Plan (RAP) and the creation of our RAP Working Group, to ensure we deliver on our RAP commitments.
- ✓ Our new Rockingham office opening ceremony at the start of Reconciliation Week, where we collaborated with local Elders in the planning of event activities. Aboriginal Elder Mick Indich performed the Welcome to Country and Smoking Ceremony.
- ✓ Organisation-wide participation in a number of NAIDOC and Reconciliation Week events.
- ✓ The creation of our Cultural Protocol document and guided materials for staff to respectfully deliver Welcome and Acknowledgement of Countries before meetings and events.

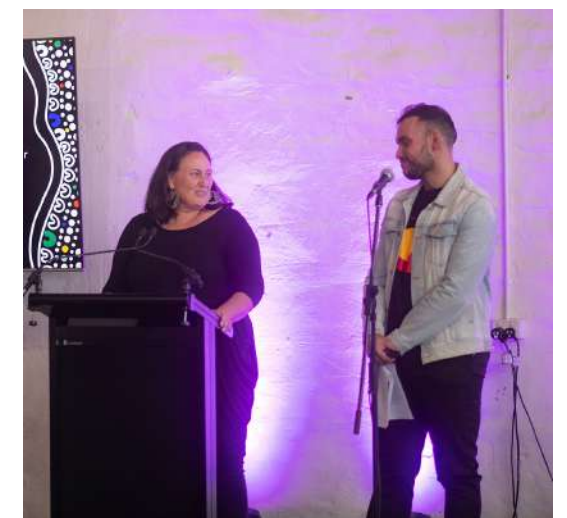


## OUR RECONCILIATION JOURNEY

Wanslea's RAP was the result of a year's worth of collaborating, networking and connecting with Elders, esteemed community members and external consultants, to ensure that our committed actions can create meaningful relationships, respect and opportunities for Aboriginal and Torres Strait Islander people and Wanslea.

We believe that for reconciliation to truly be achieved, it must be embedded into our ways – not just in policies and procedures, but in conversations and actions. We are passionate about implementing informed and inclusive practices at Wanslea, and our Cultural Safety and Partnerships team provides advice and insight into all operational aspects, from onboarding to Cultural training.

2022 - 2023 has been a transformative year for us on our Reconciliation journey. We've made some great progress and are looking forward to continuing this important work. As an organisation that supports diverse communities, our RAP helps us to improve outcomes for our Aboriginal and Torres Strait Islander people and members of staff, to achieve sustained and systemic change.





# BOARD & COMMITTEE MEMBERS LIST

	WANSLEA LTD	WANSLEA EARLY LEARNING AND DEVELOPMENT LTD
Chair	Kaye Mazzoleni	Carmel Wilkinson
Deputy Chair	Cath Lyons	Curtis Reddell
Treasurer	Enda Fahy	Enda Fahy
Members	Rod O'Dea	Mikayla King
	Carmel Wilkinson <i>(From May 2023)</i>	Robert Campbell <i>(From October 2022)</i>
	Curtis Reddell <i>(From May 2023)</i>	
	Mandy Gadsdon <i>(resigned May 2023)</i>	
	Vishan Kakara Atchamah <i>(resigned July 2023)</i>	
	Michael Clare <i>(resigned July 2022)</i>	

# ACKNOWLEDGEMENTS

FUNDERS	
Amity Health	Government of Western Australia, Department of Education
Anglicare WA	Government of Western Australia, Department of Health
Australian Government, Department of Education, Skills and Employment	Government of Western Australia, Mental Health Commission
Australian Government, Department of Social Services	Hope Community Services
BHP	NDIA
Communicare	Ngala
Government of Western Australia, Department of Communities	Rio Tinto







We create exceptional opportunities for every child and young person to thrive.



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(08) 9245 2441

ABN: 36 660 171 727

**[Wanslea.org.au](http://Wanslea.org.au)**

**Wanslea Offices:**

Albany · Belmont Hub · Bibra Lake · Bunbury · Clarkson · Cloverdale · Currambine · Hobart · Kalgoorlie · Katanning · Kelmscott · Mandurah · Midland · Mount Barker · Northam · Rockingham · Scarborough · Stirling · Subiaco · Wanneroo

**Wanslea Early Learning and Development Centres:**

Cannington · Joondanna · Katanning · Kojonup · Mount Barker · Murdoch

**OSHC and Vacation Care:**

Karratha · Weybridge · East Hamilton Hill

*Wanslea acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay respects to them and their cultures, and to Elders past, present and emerging.*