

Annual Highlights

2023-2024



Chairperson's Report

REED Inc is an incredibly dynamic, community focused organization and reflecting on our achievements and challenges in the preceding twelve months, those values have come to the fore.

The challenges of staff shortages reported in last year's annual report have continued and I am incredibly proud of our teams' efforts to maintain service, grow services in new locations and continually 'flex' to meet changing conditions before us. It has seen attraction of new staff, a strong 'growing our own' program and wide-ranging development opportunities. As a Board we remain committed to allocating comprehensive resources to ensure we attract, retain and support staff across very diverse settings.

It has been fantastic to see early education and care (ECEC) at a Federal and State level being acknowledged as a key investment for both social and economic development. We will see Federal Government commitment to improved wages for our workforce flow in the 24-25 financial year and we have experienced firsthand recognition of the higher costs of provision of ECEC in rural and remote settings in our improved funding allocations for the next two years.

At a state level, we are pleased to receive grant funding to continue to expand our services into other regions, namely the South West, Great Southern and Goldfields- Esperance.

We have from our beginnings, had fantastic support from Local Government. They have been valued partners in facility provision,



Wendy Newman, Chairperson

supporting attraction and retention and sharing their local knowledge. Our heartfelt thanks for walking beside us as we strive to deliver high quality care across regional WA. Likewise, our local parents and communities are important to the quality of care we offer. From offering local support into the community for our staff, proactive fundraising to busy bees at facilities, parents have been actively engaged to support us.

At all levels of government, we thank both elected members and their staff for their support of the 'REED model' of providing high quality care in small communities. This collaborative, across community model is a great one for other sectors to strive for to achieve consistent and high standards of care, create efficiencies in 'back room' expenditure and ensure our families financial contributions are capped to Federal levels.

And of course, none of REED's growth and commitment to quality and development could happen without our staff. Our fabulous Educators, Team Leaders, Cluster Managers, Corporate Team and Senior Leadership Team under the leadership of our General Manager Kylie Helgesen, show in practical ways every day our REED values. Your support for each

other in trying times and your celebration of success are but two traits which contribute to REEDs caring and dynamic environment.

Equally, it is a privilege to work with such a committed Board who volunteer their considerable time, expertise and connection to the regions. It is not just Board work but Committee management and involvement and connection to vast networks which adds incredible value to REED. Our Board Committees are augmented by equally committed co-opted members.

This last year saw changes to our Board. Our inaugural Chair Helen Creed handed the baton to me in January and in doing so was incredibly generous in sharing her networks, knowledge and passion for the history of the ECEC sector in WA. From 2018 to 2024, Helen made considerable commitment to ensure REED's success and we acknowledged her contribution with the establishment of the inaugural "Helen Creed Excellence Award" at our annual Educators' Conference in January this year. Helen was very fittingly the first recipient of this award! She continues her work with us as a valued external member of our Governance Committee.

We also saw in May 2024 the retirement of inaugural Board member Mark Morrissey. Mark's commitment to Child Safe organisations leaves

a lasting legacy and we thank him for his leadership in Safety and Quality as Chair of that committee.

As I stepped up to the Board role in January, Dr Jacquie Hutchinson took up the role as Deputy Chair and has been key in driving ongoing improvements to ensure REED is 'fit for purpose' as we transition from a 'start up' to a mature organisation continuing to focus on quality improvement to deliver the best services possible.

We have welcomed Penny Major to the REED Board. Penny comes to us with extensive ECEC experience and is currently an Advanced Skills Lecturer of Early Childhood at North Metropolitan TAFE.

Again, huge thanks to you all – it really does 'take a village'.

The coming year presents great opportunities for REED to spread our geographic footprint, continue to support our staff to provide quality education and care for families and strive to do this in the most impactful way. We remain strongly committed to the notion that children in regional WA deserve access to education and care that sets the foundations for a great future.

We look forward to continuing to work with our current, and meet new members of the REED Inc 'family' as we walk together to deliver across our regions.

Wendy Newman
Chairperson, REED
2024

**"I am incredibly proud of
our teams' efforts to
maintain service, grow
services in new locations
and continually 'flex' to
meet changing conditions
before us."**

General Manager's Report

This past year has been one of remarkable growth, collaboration, and progress for REED. One of the most exciting developments was Minister Anne Aly's announcement of a 25% salary increase for staff in the not-for-profit Early Childhood Education and Care (ECEC) sector. This initiative reflects a long-overdue recognition of the crucial role that ECEC professionals play in shaping young minds and supporting families. This will be phased in over 2 years.

Additionally, the Government of Western Australia awarded 2.9 million in funding to three not-for-profit community organisations to develop and implement new initiatives that strengthen ECEC services across regional Western Australia. REED was one of the three organisations that received this funding which will help expand our existing Cluster Model program to the Great Southern, South West and Goldfields-Esperance regions.

However, despite these positive strides, REED has continued to face challenges with staffing shortages, leading to periodic closures across some of our services. The shortage of qualified early childhood educators remains a significant issue, particularly in regional and remote areas where recruitment and retention are especially difficult. These challenges at times have affected our ability to maintain consistent service delivery, impacting families who rely on our care and education services; however, we remain committed to addressing these issues and are actively working on strategies to build a more sustainable workforce for the future.



Kylie Helgesen, General Manager

One of our key strategies, made possible by just over 6 million CCCF funding is to grow our own workforce by offering traineeships to local community members. REED will be offering 32 traineeships in total with four already onboarded. By investing in local talent, we aim to develop a sustainable pipeline of qualified early childhood educators who understand the unique needs of the communities they serve. These traineeships will provide individuals with hands-on experience and formal training, equipping them with the skills and qualifications needed to build fulfilling careers. This approach not only strengthens our workforce but also empowers local people with opportunities for professional growth and long-term employment within their own regions.

Also, thanks to CCCF funding, we have been able to make significant upgrades to our Pingelly and Kalbarri services. These enhancements have improved the facilities and resources available.

REED has undergone significant leadership and team enhancements. Following the retirement of Linda Bell, our Corporate Services Manager, we welcome Mick Tuteja as our new Finance

Manager. Additionally, Vicki Abel has joined to lead our expanded Human Resources department, which has grown from a single staff member to a dedicated team of four. The admin team has also seen growth, doubling in size, enhancing our capacity to support operations and families effectively. To further strengthen our leadership structure, we have appointed an Assistant Operations Manager to bolster regional operations. Notably, REED's headcount has risen from 135 to 154 in the past year, underscoring our commitment to expanding services and support for our communities.

I would like to extend my heartfelt thanks to all our dedicated staff and management for their continued commitment and hard work as we navigate this phase of growth and expansion. Your unwavering support and collaboration are vital to ensuring the success of these changes, and together, we are well-positioned to continue delivering excellence across all our services.

As we reflect on the past year, we extend our deepest gratitude and thanks to our funders, supporters, State and Federal Governments, local shires and communities and the families who have trusted us with their children's education and care. Your belief in our mission and continued support have been integral to our success. Despite challenges such as staffing shortages, we remain committed to overcoming them and ensuring a sustainable future for REED and the communities we serve.

Looking ahead, we are excited about the opportunities before us - new initiatives, service expansions, and innovations in early childhood education. Together with our dedicated team and valued partners, we will build on this year's

"I would like to extend my heartfelt thanks to all our dedicated staff and management for their continued commitment and hard work as we navigate this phase of growth."

successes, growing stronger as an organisation and enriching the lives of children across regional Western Australia. Thank you for being a crucial part of this journey. We look forward to another year of collaboration, growth, and positive impact.

Kylie Helgesen
General Manager

Board Members

REED is governed by a Board of dedicated volunteers. Our Board supports the management and operations teams by providing oversight and generously sharing their expertise and passion.

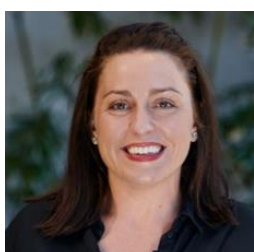
In 2025 the Board look forward to unveiling the newly developed Strategic Plan 2025-2027, which will guide us as we continue to grow with purpose.



WENDY NEWMAN -
CHAIRPERSON-B.ED;
M COMMERCE;
GAICD / APPOINTED
2020 / TERM 1: 3
YEARS / TERM 2: 3
YEARS



**DR JACQUIE
HUTCHNISON** – DEPUTY
CHAIRPERSON - DIP.
TEACHING, BACHELOR
EDUCATION, MASTER
EDUCATION, PHD
(MANAGEMENT) /
APPOINTED 2021 /
TERM 1: 3 YEARS / TERM
2: 3 YEARS



LUCY KING – BOARD
MEMBER - BARRISTER &
SOLICITOR OF THE
SUPREME COURT OF WA,
BACHELOR OF LAWS, B.A
POLITICS AND
INTERNATIONAL STUDIES /
APPOINTED 2020 / TERM 1:
3 YEARS / TERM 2: 3 YEARS



DANELLE SMITH -
TREASURER- MIF
MACC CA /
APPOINTED 2023 /
TERM 1: 3 YEARS



YVETTE HARRISON -
BOARD MEMBER -
B.EDUCATION /
APPOINTED 2019 /
TERM 1: 3 YEARS /
TERM 2: 3 YEARS



SUZANNE WOODS -
DIP TEACH; B.ED;
GAICD / APPOINTED
2019 / TERM 1: 3
YEARS / TERM 2: 3
YEARS



SCOTT WILDGOOSE -
BOARD MEMBER –
CEO, SHIRE OF
GINGIN / APPOINTED
2020 / TERM 1: 3
YEARS/ TERM 2: 3
YEARS



PENNY MAJOR -
BOARD MEMBER -
MASTER
EDUCATION, B.
SOCIAL SCIENCES,
G.CERT
EDUCATIONAL
LEADERSHIP /
APPOINTED 2024 /
TERM 1: 3 YEARS

Our People

At REED we know that our people are our greatest asset. We are committed to creating a positive and supportive work environment that fosters growth, development, and wellbeing.

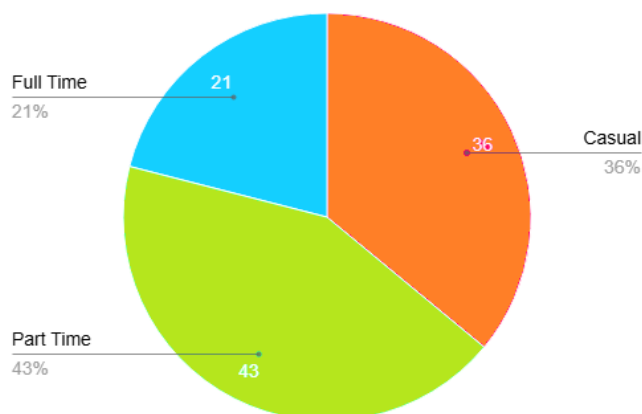
Our management team is dedicated to providing our team with the tools and resources they need to succeed. This includes:

- Providing ongoing training and development opportunities to enhance skills and knowledge
- Fostering a positive and inclusive work environment that promotes diversity and respect
- Encouraging open communication and feedback to ensure that staff feel heard and valued
- Recognising and rewarding staff for their hard work and contributions

The past year has been a significant one for REED, with a number of key developments and initiatives aimed at supporting our staff and driving business success. The interim attraction & retention initiative continued as a key component in filling core diploma qualified roles in our more isolated communities.

Our team saw significant growth in head count from 145 to 158 as of June 30. REED currently employs 37 Trainees and students through our

Employment Type Breakdown



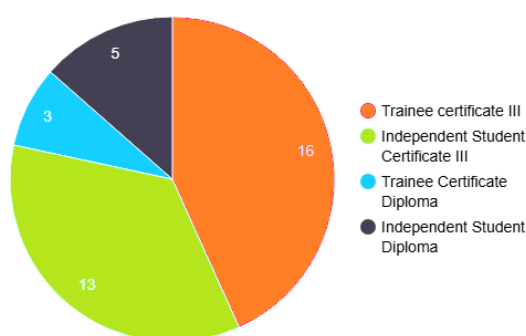
traineeship program and saw another 3 educators graduating.

FY24 also saw a review of our current structure of services. The creation of a 6th Cluster reduced the number of services in each cluster. In turn this has supported increased on-site visits and quality mentoring time by Cluster Managers in all services. The implementation of our first Assistant Operations Manager has also provided direct support to strengthen our practice at a local level.

As we plan for FY25 and the organisation continues to grow, further central support mechanisms will be implemented including;

- The expansion of our Quality Assurance Team.
- Recruiting a Work Health Safety Officer.
- Employment of a dedicated fulltime Early Childhood Teacher to support REED services under 24 licenced places.

Enrolled and Working Towards



Annual Conference

The Regional Early Education and Development Inc. (REED) Annual Educators Conference was held on January 11th and 12th once again at the Esplanade Hotel in Fremantle, with up to 100 REED staff attending the two-day event. The conference provided a valuable platform for professional development, networking, and the celebration of excellence by our team in early childhood education.

The conference commenced with a Welcome to Country from Uncle Neville Collard, who offered a thought-provoking message on the importance of adapting teaching practices to better support the learning styles of Indigenous children.

Attendees were privileged to hear from distinguished speakers, including Hon. Sandra Carr MLC, Hon. Lorna Harper MLC, and Hon. Dr Anne Aly, Federal Minister for Early Childhood Education. Their addresses highlighted the significant role REED plays in supporting regional families and communities.



Educator workshop on Loose Parts Play



Hands-on workshops at the Annual Conference

This year featured a diverse range of keynote speakers and workshop facilitators who provided valuable insights and practical strategies for educators to implement in their daily practice and environments:

- Dr. Fiona Wood delivered a comprehensive update on changes to the Early Years Learning Framework (EYLF).
- Kayelene Kerr provided an engaging session on Protective Behaviours and Body Safety.
- Brad Williams of Behaviour Tonics presented on building self-regulation in children and relationships through emotion coaching.
- Kate Foster and Angie West from Kids Hub Training and Consultancy facilitated a hands-on workshop on Loose Parts Play, demonstrating the benefits of imaginative play using natural and recycled materials.
- Daniel Burton concluded the program with an interactive session on the Element of Play and Sneaky Teaching, encouraging educators to embrace creativity and play in their teaching practices.

A standout activity on Thursday was The Ransom Challenge, a team-building exercise in which participants solved riddles and searched Fremantle for clues to unlock a padlock securing the “kidnapped” General Manager. This collaborative activity fostered camaraderie and problem-solving skills among attendees.

The conference also celebrated the excellence of our people at the annual Awards Ceremony. A number of outstanding educators and staff were recognised for their hard work. A highlight of the ceremony was the inaugural presentation of the Helen Creed Award for Excellence to outgoing Chair Helen Creed, acknowledging her exceptional contributions to REED.

The awards evening concluded with an '80s-themed dinner and dance, providing an enjoyable opportunity for attendees to relax and connect in a vibrant setting.



The Hon. Dr Anne Aly, Federal Minister for Education

Award Winners 2024

Jill Cameron Educator of the Year Award

Robyn Stanik, Cunderdin

Helen Creed Excellence Award

Helen Creed, Former REED Board Chairperson

Bright Future Award

Renne Gibbons, Cunderdin

Outstanding Achievement Award

Tania Darby-Gethin, Cluster Manager

Trainee of the Year Award

Haylee Elliott, Wundowie

Shining Star Award

Michelle Flynn, Central Services

Exceptional Leadership Award

Tracey Foster, Cluster Manager



The Helen Creed Excellence Award

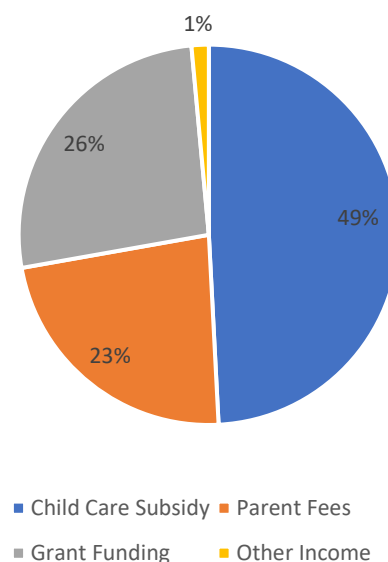
Overview of Financials

REED is building a sustainable financial foundation from which to continue delivering quality services across our community.

The 2023-2024 financial year result was a surplus of \$964,000 compared to a loss in the previous year. In FY24 76% of the income achieved was through Federal grants and Government funded Child Care Subsidy contributions. 23% of income was received from parents' out of pocket fees which has decreased by 5% compared to the FY23 figure of 28%.

This year was another challenging time as REED experienced ongoing workforce issues which intermittently affected REED's ability to deliver services to the necessary capacity. To foster the wellbeing of our workforce, REED continued initiatives including the above award wages, professional development opportunities and attraction and retention incentives. Staffing

INCOME



costs overall accounted for 78% of REED's total expenditure, which is equal to the previous financial year. Professional development expenditure rose in FY24 by an additional 1%.

In addition, REED continues to invest in resources for the children to improve the quality of service offered and this year received additional funding to provide much needed upgrades and maintenance to our newest services in Boddington and Kalbarri.

REED continues in a strong growth phase as more services seek to merge with the organisation and is well placed to continue its mission to provide high quality early learning and care services for children and families.

EXPENDITURE

