

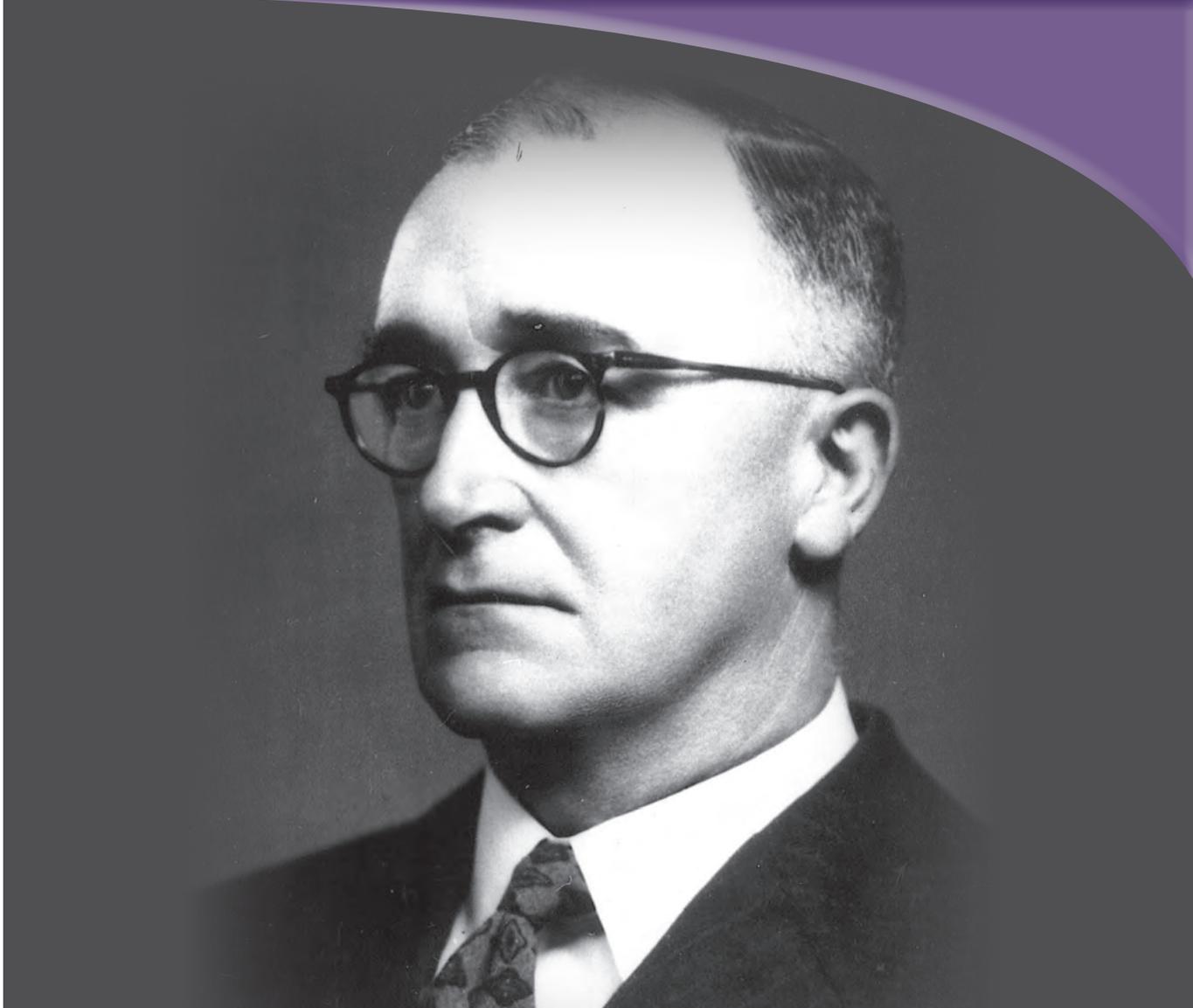
*Lady Gowrie Qld  
78 Years Young*

2018

# ANNUAL REPORT



**Lady Gowrie**<sup>QLD</sup>  
Educating and caring  
for children since 1940



"History is always important. It recreates the past, helps us to avoid mistakes and keeps alive traditions which are valuable guides for the future".

Professor John Bostock, Chairman of Committee, 1965  
(The Silver Anniversary of the Lady Gowrie Chid Centre)

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## From the Chair of the Board

### Chris Munday Chairperson



I suspect many of you feel like I do that it is difficult to believe that another twelve months have flown by since our last annual general Meeting and we find ourselves at the end of 2018, 78 years after Lady Zara Gowrie opened our first Centre in Love St, Spring Hill.

This year Gowrie has continued to focus on developing our greatest asset, our staff. We continue to implement quality education programs and considered and measured investment in our people. We remain committed to ensuring that our organisation retains its position as the preeminent educator within the Early Child Education and Care sector, and we will continue to invest in training and developing our Staff who richly deserve the right to wear the badge of “best practice” in this industry.

I am immensely proud of what our staff and leaders accomplish each year and 2018 is no different. Many challenges exist within the industry with both Federal and State Governments continuing to evolve their funding models which in turn impacts our own ability to strategise and plan for growth. The ECEC sector has also been impacted by a number of large corporates investing significantly in building new centres and targeting the very best educators – including our own outstanding people. Despite this, we continue to maintain our reputation throughout Queensland as leading educators and visionaries.

We also continue to develop partnerships that bring integrated services to disadvantaged communities as was part of our goal of being the leaders in integrated children and family support services. Our Headstart partnership and programs in Townsville has seen 100 children entering kindergarten in 2017 and 2018. This is a tremendous partnership showing great success and we know can be replicated in additional locations. I would like to take this opportunity to acknowledge and thank the Board of Head Start for their role in this tremendous partnership.

Despite weather conditions doing their best to dismay our new CEO early this year, we have grown our Thursday Island Centre and retain a proud local leadership team offering the very best education and care at the most northern tip of the country. This demonstrates not only our commitment but our ability to take Lady Gowrie’s vision to even the most remote regional locations.

This year has very much been a year of careful consolidation and sensible financial management. We continue to focus on our goal of maintaining long term sustainable growth. We retain a strong balance sheet enabling a solid financial foundation from which to build continued sensible investment in both staff training and potentially centre acquisition and asset growth. We will continue to be vigilant in the manner in which we assess opportunities and ensure our risk is managed in line with our long term strategic growth initiatives.

I would like to use this opportunity to thank our former CEO, Jane Bourne, for her outstanding contribution to the organisation over her 8 years in the role. Jane represented and promoted Gowrie at the highest levels of Federal and State Government and was frequently the first person our Federal and State leaders turned to for counsel and advice on the ECC sector. I know all of you, like me admired her dedication, passion and drive which all led to Gowrie’s successful growth and reputational advancement during her tenure.

The Board was delighted when Louise Jackson agreed to accept the appointment as CEO of Gowrie. I know each of you, like myself, breathed a sigh of relief that we have another outstanding visionary at the helm, who has proven over the last 11 years she is the right individual to lead Gowrie and its team of passionate, enthusiastic and diligent staff members well into the next decade.

I would like to thank Dr Amanda Fadden who has retired from the Board at this AGM, as she joins Gowrie Red Hill Kindergarten as their Director. Congratulations Amanda, and a huge thank you for your considerable contribution to the Board over the last four years.

May I formally welcome to the Board the following outstanding individuals who also joined us in 2018:

**Ms Shona Visani**

**Ms Bev Flückiger**

**Mr Ronnie Lake**

**Ms Julia Fenech**

**Ms Amy Treble**

**Ms Kelly Barrington** (*Growth and Innovation Sub-Committee*)

On behalf of the Board and Members, I would like to both thank and congratulate the staff in our Services and the Committees and Staff of Affiliated Community Kindergartens for their continued success in 2018. Whilst this success can be measured in many ways, most critically through the continued support of our families, it is always pleasing to see the ongoing success in Assessment and Rating with The Australian Children's Education and Care Quality Authority (ACECQA). Currently 75% of our Services and affiliated Community Kindergartens that have been assessed and rated have achieved an overall rating of Exceeding.

To Louise and your outstanding team, can I thank you for continuing to drive the success of this organisation of which all of us are so proud. We are extremely grateful to have such a talented Team of individuals so focussed and committed to Lady Gowrie's vision and our mission to be exceptional, engaging and enriching in children and families lives.

Finally, I will be retiring from the Chair role after the 2018 AGM, after six thoroughly enjoyable and rewarding years on the Gowrie Board. Unfortunately, my other commitments as CEO of a health services group have made fulfilling this role to the level I would like, very challenging. I am delighted to hand over the role to Ms Peta Perring, our current Deputy Chair, who I know will work with the Board and Management in taking Gowrie Qld forward on its exciting journey into the next decade and beyond.

Thank you.



## From the Chief Executive Officer

Louise Jackson



*“VIM- Vision, Inspiration and Momentum”*

Jane Bourne, CEO, Lady Gowrie Qld.

I thought to open with a quote from our previous CEO, Jane Bourne, was fitting in honouring her eight years at the helm of

the Organisation and the contribution she made to the ongoing legacy of Lady Gowrie Qld. Jane’s vision of the possibilities and wonder of early childhood inspired many of us to strive for best outcomes for children and reflect as Early Childhood professionals and celebrate the extraordinary in each day.

Lady Gowrie Qld is an Organisation steeped in tradition and yet works diligently to ensure the contemporary delivery of our work across all Communities with relevant and responsive programs supporting children and families. I acknowledge those Directors and CEO’s that have helped shape our Organisation and also our Board of Management that has long held the integrity and purpose of Lady Gowrie over the last 78 years of its operation.

I acknowledge the 2018 Board of Management, led by Chris Munday, our Chair. Lady Gowrie Qld is fortunate that we have committed members from both our Service Communities as well as the broader sector to make up the diverse group of professionals that our Board is comprised of. They navigate the world of not-for-profit Organisation with a keen focus on children and families which is guided by the Lady Gowrie philosophy. Considered and measured in their decision making always evaluating both qualitative and quantitative measures.

The Early Years Place in Caboolture East and Satellite Services in Burpengary, Woodford and Morayfield continued to provide universal programs across the Caboolture region. Led by our Service Manager Ann-Maree Dawkins the team provided support to children and families through playgroups, preKindy, school based programs, health Services and family and parenting support. I acknowledge and celebrate the ten years our staff team have committed to the growth of this Service and the support it provides the Community and thank the Queensland Government for the committed investment in this Service.

Our Long Day Care Centres and Kindergarten staff continue to engage in critical reflection to ensure that the practice which is delivered at each service showcases contemporary practice and the community in which the service resides. Staff engage in collaborative learning with one another led by Service Managers and supported by the Operations Team. A number of staff have gained their qualification and many continue to actively study towards their qualification and reap the rewards to discussing current sector information with colleagues. Refurbishments of services and outdoor play spaces and the ongoing investment of resources to provide rich and engaging invitations for learning has continued to be a focus.

June 2018 also signalled the closure of the In Home Care and Family Day Care Services for Lady Gowrie Qld. The reduction of funding and reviewed eligibility requirements impacted on the ongoing viability of delivering a quality Service under the Lady Gowrie Qld banner. Lady Gowrie Qld acknowledges and thanks our staff team and our Family Day Care Educators for the forty year commitment to this sector and providing family’s choice in Early Childhood Education and Care settings.

I would like to acknowledge and sincerely thank all Affiliated Members and Gowrie Kindergarten Service Teams for the commitment and dedication to early childhood which they share with children, families and colleagues on a daily basis. The key focus of the CGB team was supporting Affiliated Services to prepare for and implement the revised National Quality Framework in October 2017 and the Revised National Quality Standards in February 2018. Rich and in depth conversations where undertaken as staff with a wealth of knowledge and expertise, looked



with new lenses at their practice, questioned the why's and how's of daily and broader long term projects and confirmed their understanding of quality practice. A special note to highlight the work undertaken by the Volunteer Management Committees of our Affiliated Services who have navigated challenges throughout the year with extraordinary skill whilst celebrating successes of the Kindergarten.

Lady Gowrie Qld's commitment to ongoing learning and professional growth of service teams was supported through workshops being delivered which included a focus on the theme of "Focusing on Australian Pedagogy and Leadership in Early Childhood". Sessions included Alison Hill - Dealing with the tough stuff, how to deliver results from key conversation, Heather Barnes – Understanding the Exceeding Themes and Critical Reflection, Dr Sandra Cheeseman Leadership for Learning and Sue Southey Child Centred Mathematical Investigations. Professional development was also delivered by Sue Lewin 'Exploring quality music experiences for young children' and Linley Boyle sharing Creative Dance.

I acknowledge our partnerships with both State and Australian Government Departments for their ongoing support of child and family education and support programs that enables Lady Gowrie Qld to provide opportunity for children in many diverse Communities across Queensland. Partnerships with The Smith Family, Hear and Say, QUT, CQU, Headstart Kindergarten Association, Local Councils, National Australia Bank and

State Schools within our Communities we acknowledge for the support and strengthening of our programs and enriching our practice within the local and broader Communities.

Our Staff remain our best resource at Lady Gowrie Qld, their daily interactions, engagement, their relationships with children, families and peers are at the heart of our success as an Organisation. Their commitment in their work is evident and whilst we are diverse in the pathways we travel to achieve our outcomes, they come from the same ethos and core foundations which make Lady Gowrie. We are team of hundreds each making a mark not only in the work that we do but also in our professional journey – reflecting, inquiring and striving. I thank all of you for inspiring me each day and marvelling at the milestones we all share.

I am humbled to have been appointed the next CEO of Lady Gowrie Qld and to be able to lead a team of exceptional professionals. Change is inevitable and our staff continue to harness the energy that change has brought, to see what more we can achieve as a team and ensure that we remain relevant in our Communities in which we reside.

*"I alone cannot change the world, but I can cast a stone across the waters to create many ripples"*

Mother Teresa





Lady Gowrie QLD has had a challenging financial year as reflected in the financial results for the year. The focus this year has been very much on the consolidation and review of existing services. As a result of these operating challenges we have been fortunate in securing funding for several of our regional services that will allow us to deliver quality care and education for many years to come.

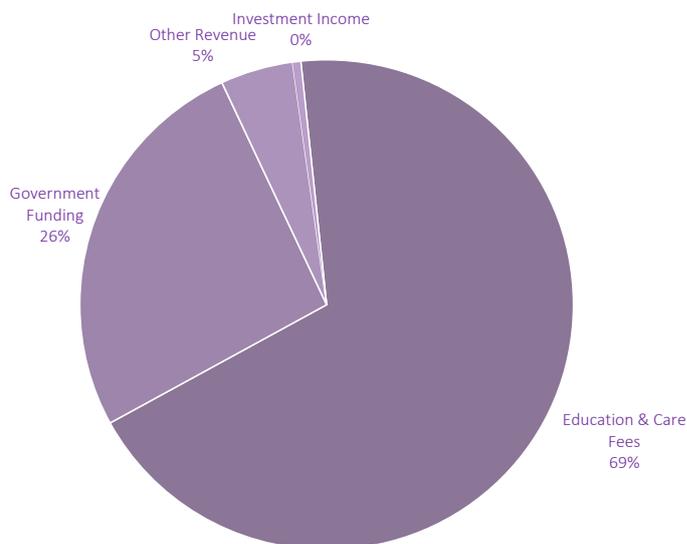
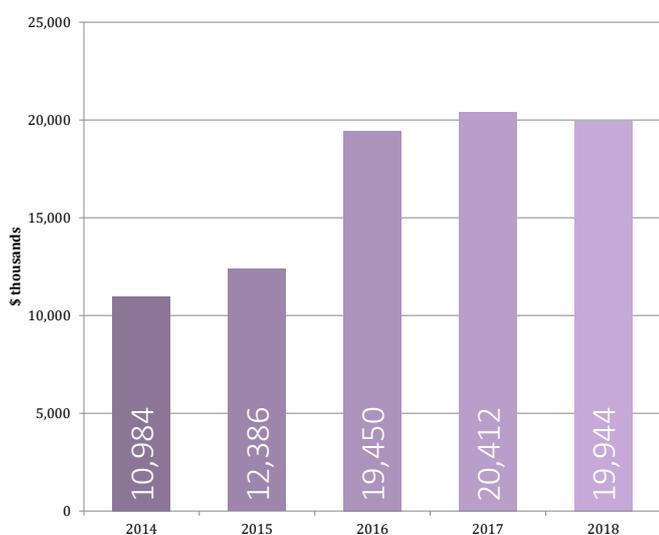
During the financial year, Lady Gowrie QLD faced several challenges including the non-renewal of federal funding for Family Day Care services and continued fluctuations in enrolments at regional services.

Lady Gowrie QLD has further developed its relationship with Headstart Kindergarten in Townsville with Lady Gowrie QLD taking on a consulting and management role over the two Community Kindergartens that educate and support nearly 100 indigenous children and families.

As a Central Governing Body, we continue to support Affiliated Kindergartens across Queensland and pleased with the continued growth of membership and value our ongoing partnerships with the many Volunteer Management Committees we support.

**OPERATING REVENUE 2018**

**\$19.9M**  **from \$20.4M**  
in 2017



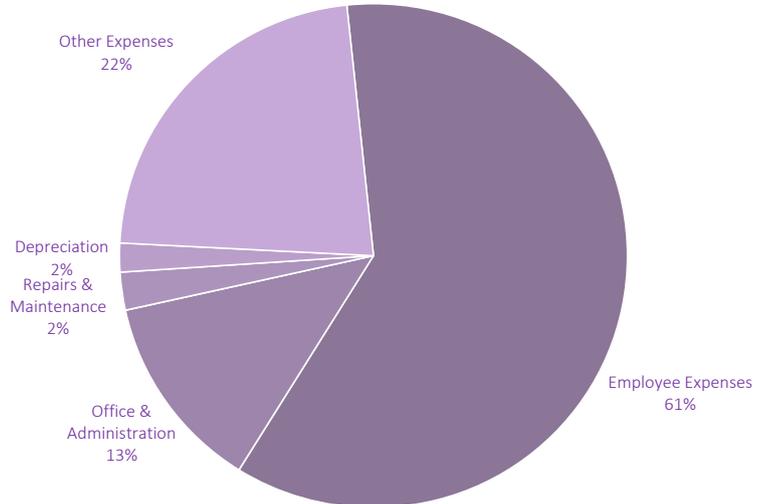
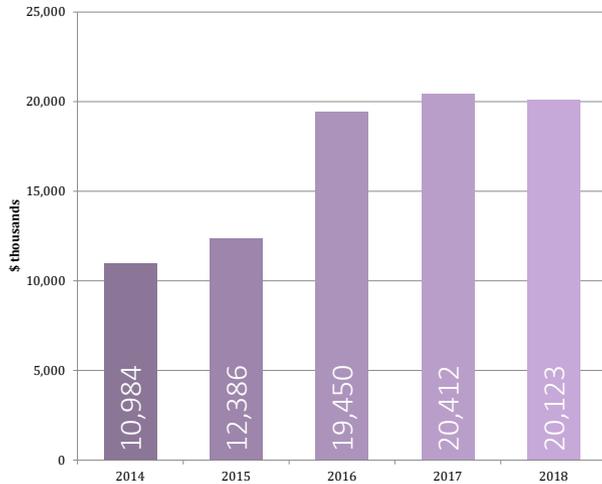
Operating revenue decreased by 2.3% from \$20.4M to \$19.9M in 2018 due to the closure of Family Day Care services in July 2018 and lower utilisations in some regional services. Revenue increased significantly in 2016 due to the commencement of direct billing of Family Day Care fees and is set to decrease again next year with the closure of these services.

Income diversification remained similar to 2017 with education and care fees representing 69% of total income and government funding increasing marginally by 3%.

The Central Governing Body continued to expand with \$18.5m in total kindergarten funding disbursed to 122 Community Kindergarten units during the 2018 financial year.

**EXPENSES 2018**

**\$20.1M**  **from \$20.4M**  
in 2017



Operating expenses for the year decreased by \$289K predominantly due to the closure of Family Day Care with educator costs decreasing by 12%.

Both employee expenses and office & administration increased by 2% representing 61% and 13% of total expenditure respectively.

**NET DEFICIT 2018**

**\$191K**  **from \$4K surplus**  
in 2017

A deficit of \$191K was reported in the Financial Statements for 2018 compared with a surplus of \$4K for 2017. The 2018 result reflects the operational challenges we faced during the year mentioned in my opening comments. We have performed a review of all services and are making a concerted effort to improve utilisation at those services which are not performing well. All costs have been reviewed including head office and are being rationalised where possible without jeopardising the quality of the care and education that we are providing and the support of our number one asset being our staff.

**NET ASSETS 2018**

**\$5.49M**  **from \$5.68M**  
in 2017



The decrease in total net assets is a result of the decrease in cash and increase in borrowings which has been driven by lower operating results.

The Board and Management will continue to consider investment opportunities that prioritise strategic reinvestment and maximising the benefits for children and families while maintaining sustainable growth.

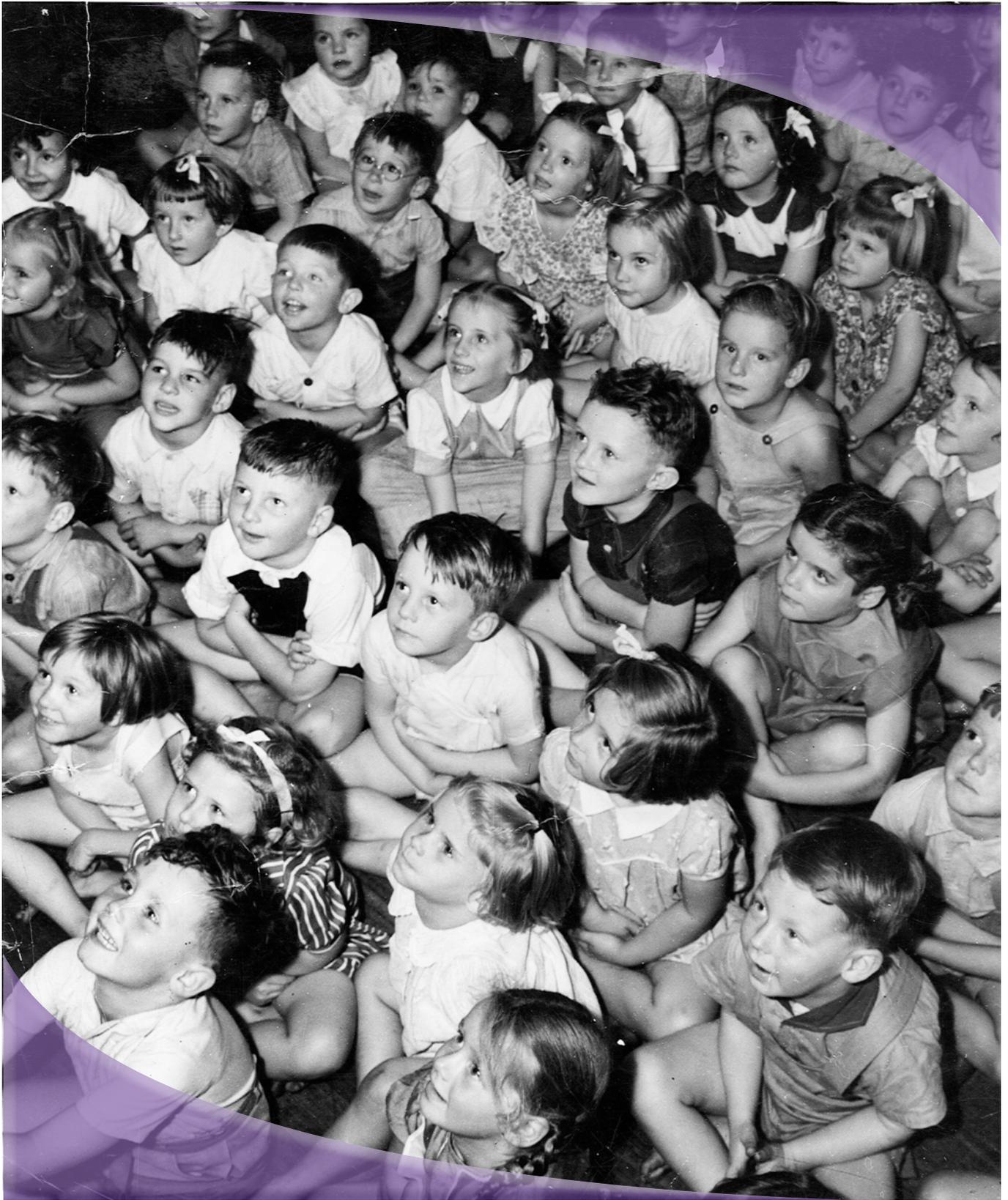
As always, we value and are very thankful for the continued funding & support of all tiers of government, the partnerships of key stakeholders in the Communities we work in, the commitment of our Board of Management, and the passion and dedication of staff to the success of Lady Gowrie QLD.



For the Year ended 30th June 2018

33 Brookes Street, Bowen Hills, Brisbane.

# Introducing Lady Gowrie Qld



# Our Philosophy Our Culture

We believe that childhood is a unique time of life, to be valued and enjoyed in its own right. This is the time where foundations are laid for future health, learning and wellbeing.

We value children growing up with the understandings, skills and dispositions to be caring people and effective learners, able to contribute to their world and to enjoy rich and successful relationships with others. This journey starts at babyhood.

## **In our work with children we:**

- Acknowledge children from birth are active and competent learners
- Encourage children's learning through play by providing for their interests and expanding their knowledge and skills
- Create a safe, welcoming and stimulating learning environment to encourage thoughtful play, early literacy, numeracy development, science and the arts
- Promote resilience, a sense of belonging, self worth, secure attachments and warm trusting relationships and interactions
- Seek to strengthen, critical thinking, intellectual curiosity and informed risk taking
- Promote communication and problem solving skills, together with social and cultural learning and awareness, and the capacity to express and acknowledge feelings.

## **In our partnership with families we:**

- Recognise parents as their child's first and most influential teachers
- Share knowledge and promote confident parenting
- Seek to develop and maintain positive relationships based on honesty, trust and respect, two way communication and participation in service decision-making
- Respect and value the individual backgrounds and unique culture and customs of families
- Build genuine reciprocal relationships with families that are strengthened and sustained over time.

## **In our role as a community of learners we:**

- Create positive environments that foster reciprocal learning between children, families and staff
- Advocate for children and families, and promote sharing of information and expertise
- Reflect on our practice, commit to continuous quality improvement, and support each other's ongoing professional and personal development.

## **In our relationship with the community we:**

- Connect children and families with each other and local child and family support services
- Share our knowledge and expertise with others
- Inform and influence government decision-making
- Promote the value and contribution of our services within the broader community.

## Our Vision

- Exceptional, engaging and enriching.

## Our Purpose

We promote the best possible outcomes for children and families by:

- providing high quality, affordable, early childhood education and care, school age care and family support services
- supporting families in their parenting role, and enabling workforce participation and other choices
- sharing knowledge and promoting the value of high quality early childhood services for children and families of all cultures and backgrounds
- promoting a sense of emotional wellbeing, secure attachments, and social and cultural awareness in children.

## Our Values

- **Excellence:** We have a commitment to exceptional standards of service and performance.
- **Innovation:** We strive to continually improve professional practice and the relevance and responsiveness of our programs and services.
- **Inclusion:** We provide early childhood services, which provide and support high expectations for all children.
- **Engagement:** We build positive and enduring relationships with children and families, partnering organisations, the community, and with one another based on honesty, trust and respect.
- **Diversity:** We embrace the diversity of our community and workplace, and social and cultural acceptance and competence.
- **Integrity:** We act with utmost integrity at all times, are accountable for our actions, and ensure effective and efficient use of resources.



# Map of Gowrie Managed & Affiliated Services



## GOWRIE OWNED AND OPERATED SERVICES

Barcaldine Early Years Service	Lady Gowrie Qld Family Day Care & In Home Care
Blackall Early Years Service	Lady Gowrie Brisbane North Sunshine Coast Family Day Care
Lady Gowrie Dysart Child Centre and Community Space	Lady Gowrie Townsville Family Day Care
Lady Gowrie Kennedy Place Child Centre	Caboolture Early Years Centre & Satellite Services
Lady Gowrie Love Street Child Centre	Lady Gowrie Caboolture East Community Kindergarten
Lady Gowrie Quarry Street Child Centre	Lady Gowrie Currimundi Community Kindergarten
Lady Gowrie Thursday Island Child Centre	Lady Gowrie Love Street Community Kindergarten
Lady Gowrie Thursday Island Kindergarten and OSHC	Lady Gowrie Pioneer Valley Community Kindergarten
Lady Gowrie Waratah Drive Child Centre	Lady Gowrie Springsure Community Kindergarten
Lady Gowrie Warry Street Child Centre	Lady Gowrie Headstart Kindergarten - Vincent

## AFFILIATED KINDERGARTENS

*Lady Gowrie Qld welcome's and acknowledges our affiliation with the following Community Kindergartens.*

Acacia Ridge Early Years Centre and Kindergarten	Bucasia Community Kindergarten
Alderley Kindergarten	Buderim Kindergarten & Preschool Assoc. Inc
Alexandra/Mooloolaba Community Kindergarten	Bulimba Community Kindergarten
Ashgrove Memorial Pre-School & Kindergarten Assoc. Inc	Bundaberg Family Day Care
Ballymore Kindergarten & Preschool Assoc. Inc	Burleigh Heads Community Kindergarten
Bardon Community Kindergarten Inc	Cairns Early Years Centre Kindergarten
Beaudesert Early Years Centre and Kindergarten	Calliope Community Kindergarten
Beerwah & District Kindergarten Assoc. Inc	Campus Kindergarten
Birralee Kindergarten & Community Preschool	Cannon Hill Kindergarten & Community Pre-School
Boondall Kindergarten	Chelmer Station Community Kindergarten
Borilla Community Kindergarten	Chiselhurst Community Kindergarten
Bracken Ridge Kindergarten	Condy Park Preschool & Community Kindergarten
Broadbeach Waters Kindergarten & Pre-School Assoc.	Coolum Beach Community Kindergarten & Preschool Assoc. Inc
Broadbeach Community Kindergarten	Cooroy Community Kindergarten
Brookes Street Nambour Community Kindergarten	Corinda Christian Kindergarten

Cunnamulla Kindergarten  
(Managed by Churches of Christ)

Dalby Beck Street Kindergarten

Dayboro Community Kindergarten

Eaton's Hill Community Kindergarten

Eidsvold Kindergarten Association

Emerald Pre-School and Community Kindergarten

Emily Foord Memorial Kindergarten

FDC South Cairns Community Kindergarten

Gan Gani Community Pre-School & Kindergarten

Granville Community Kindergarten & Preschool

Gundala Kindergarten

Headstart Kindergarten & Preschool Inc

Hillsdon Kindergarten

Holland Park Kindergarten

Ipswich Kindergarten

Jimboomba Community Preschool & Kindergarten

Kedron Heights Community Kindergarten

Kenmore District Kindergarten & Preschool Assoc Inc

Kenmore Park Community Pre-School & Kindergarten

Kookaburra Creek Kindergarten

Koolyangarra Kindergarten

Labrador Kindergarten

Landsborough Community Kindergarten Assoc. Inc

Lawnton Kindergarten & Preschool

Manly Community Kindergarten

Maryborough Community Kindergarten

Memorial Park Community Kindergarten

Mermaid Waters Kindergarten

Mission Australia Kindergarten Collingwood Park

Mission Australia Kindergarten Fernvale

Mission Australia Kindergarten Mango Hill

Mission Australia Kindergarten Undurba

Mitchelton Preschooling Centre Inc

Montessori Children's House

Mt Gravatt Kindergarten

Mundubbera Kindergarten

Nambour Community Preschool & Kindergarten

Norman Park Preschool & Kindergarten

Peregian Beach Community Kindergarten

Pine Rivers Kindergarten

Pioneer Community Preschool & Kindergarten

Proserpine Public Community Kindergarten

Red Hill Kindergarten

Sarina & District Community Kindergarten

South Mackay Kindergarten

South Pine Community Kindergarten & Preschool Assoc. Inc

Springwood Community Kindergarten Assoc Inc

St Thomas's Riverview Kindergarten

Stafford Heights Pre-School & Kindergarten Assoc

Staverton Kindergarten Association Inc

Sunnybank Community Pre-School & Kindergarten Assoc.

Tamborine Mountain Community Kindergarten

Tannum Sands Community Kindergarten

Theodore Early Childhood Centre

The Range Community Kindergarten

Tinana Preschool & Community Kindergarten

Twin Towns Kindergarten

Unndenoo Kindergarten

Upper Mt Gravatt Kindergarten

Vera Lacaze Memorial Kindergarten

Wagner Road Community Kindergarten

Warwick Community Kindergarten Inc

Wondai Community Kindergarten

Wynnum General Gordon Community Pre-School Kindergarten Assoc. Inc

Yeppoon & District Kindergarten Assoc Inc

Yeronga Hyde Road Kindergarten

# Our Board of Management

**Chairperson** - Mr Chris Munday

**Deputy Chairperson** - Ms Peta Perring

**Secretary** - Mr Ben Gordon

**Treasurer** - Ms Megan Just

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Mr Chris Munday

Ms Peta Perring

Mr Ben Gordon

Ms Megan Just

Dr Amanda McFadden

Ms Kylie Kluger

Ms Sarah Black

Ms Bev Flückiger

Ms Shona Vasani

Ms Jane Bourne (ex-officio)

## Honorary Life Members

Mrs J Lavis OAM

Mr T Thompson

Mr J Tainton

Ms D Le Clercq

The Board of Management thank McCulloch Robertson Lawyers and Mr Anthony Whyte of BDO Audit for their ongoing advice and support.

# Board of Management Profiles

## Chris Munday



Chris is the CEO of Qscan Group driving Qscan's recent growth strategy working alongside the business' existing partners and leadership team to achieve a number of successes, including the national expansion of services.

Chris has in excess of 25 years' experience as a Chartered Accountant and business advisor, including six years as a Partner in the Transaction Advisory Services division of global accounting group, EY. He is a Fellow of the Institute of Chartered Accountants in Australia and New Zealand and holds a Bachelor in Economics from the University of Adelaide.

November 2013

## Peta Perring



Peta is an executive with over 16 years commercial legal experience, together with over 10 years as a governance practitioner providing company secretarial experience to boards. Peta also has over 10 years' experience as a board member for statutory

authorities that regulate professions and in the not for profit sector in the areas of arts and education.

Peta is both a Fellow Member of Australian Institute of Company Directors (FAICD), and the Governance Institute Australia (FGIA). Peta has post graduate qualifications in law and governance and holds a Masters of Business Administration. Peta is also a Registered Teacher – Qld College of Teachers, holds an A.T.Mus.A and is a Reservist Legal Officer for Defence.

November 2013

## Ben Gordon



Ben has over 15 years' experience working in various government agencies at the state and national level, including with the Australian Children's Education and Care Quality Authority in Sydney.

Ben's first involvement with the Gowrie was in 2011 while working in the Department of Education and Training on the implementation of the National Quality Framework for early childhood education and care in Queensland.

Since this time, he has served in several senior policy roles and is now Director, Economic Policy within the Department of the Premier and Cabinet.

Ben is a proud dad of two, of which both are lucky enough to be attending the Gowrie's Love Street Child Centre Brisbane service.

December 2015

## Megan Just



Megan commenced her career in professional accounting in February 1995. Since then she has held positions in three different accounting firms. The majority of her time has been spent with BDO where she originally commenced in May 1999 as a Senior accountant and her final 3 years there as a partner.

Whilst the majority of her working career has been within the audit and assurance divisions she has also had a year working in a business services division and a further year as a financial controller of a commodity trader in London. She has also worked in Los Angeles, USA and Birmingham, UK within the BDO International network.

In December of 2011 Megan started her own business of providing business solutions to small

businesses, including accounting assistance, system and process reviews and financial statement and reporting assistance.

Megan is a member of the Institute of Chartered Accountants and the Governance Institute of Australia and holds a number of other directorships in the not for profit and charity sector.

November 2013

### Dr Amanda McFadden



Dr Amanda McFadden has over twenty years experience working in the field of early childhood education and care. Amanda has worked in diverse early childhood contexts including long day care, and kindergarten programs. She is a registered early childhood teacher and has also worked as a state-wide inclusive education consultant.

Inclusive education, information literacy in the early years and the use of digital documentation portals are research areas in which Amanda is currently active. In the past few years Amanda has travelled to Iceland, Sweden and China as part of her work in early childhood education and care.

Amanda is a Senior fellow of the Higher Education Academy and a lecturer in the School of Early Childhood at the Queensland University of Technology.

November 2014

### Kylie Kluger



Kylie Kluger is a communications professional, with 20 years experience in media and public affairs.

Kylie spent a decade as a producer and broadcast journalist with news agencies including Al Jazeera, BBC

World and Sky News. Since 2007, she has worked with

corporate, government and not-for-profit organisations, at both local and national levels, on media liaison, community engagement, publication management and events.

Kylie has worked for organisations including Reconciliation Australia and the Aboriginal and Torres Strait Islander Healing Foundation on public education and reconciliation in action. She also has a keen interest in the not-for-profit sector and is passionate about social inclusion and equality—particularly in early learning settings.

April 2017

### Sarah Black



I come to the Lady Gowrie Queensland Board of Management with a 12 year history in hospitals and healthcare, leading medical, nursing and aeromedical teams. More recently, I have spent extensive time working with the rural sector

implementing a federally funded junior medical training program with significant involvement in Aboriginal and Torres Strait Islander healthcare. I am currently the Chief Nursing Officer with the Royal Flying Doctor Service.

April 2017

### Bev Flückiger



Bev Flückiger is an Associate Professor in early childhood education within the School of Education and Professional Studies at Griffith University and heads up the Leadership for Learning Research Program within the Griffith

Institute for Educational Research (GIER). During her long career in early childhood education, Bev has held a range of positions including early childhood teacher, curriculum coordinator, deputy principal and primary school Principal. Her research and consulting interests focus on innovative ways to address the 'gap' in attainment between groups of children described

as disadvantaged in Australian society, particularly in relation to mutually supportive and authentic family, school and community relationships; leadership for learning; and culturally-responsive pedagogies. She sits on the executive committees of Early Childhood Australia (Qld) and the Professional Development Network.

March 2018

### Shona Vasani



Shona Vasani is a solicitor with over 15 years commercial legal experience.

Shona commenced her career in private practice at Corrs Chambers Westgarth. She then worked in London for various organisations including Taylor Wessing, General Electric Commercial Finance and Interoute Communications Limited. Shona returned to Brisbane in 2014 and is currently an LOD (Lawyers on Demand) lawyer working at Telstra.

Shona has broad corporate and commercial experience and has worked closely with organisations on issues involving regulatory compliance. She has assisted them to better understand the regulatory landscape in which their business operates to remain compliant.

Shona's qualifications include a Bachelor of Business Management, Bachelor of Laws with Honours and a Graduate Diploma in Professional Legal Education and Training programme. Shona is not only a member of the Queensland Law Society but has also been admitted as a solicitor of the Supreme Court of England and Wales.

Shona's youngest child is lucky enough to have attended the Lady Gowrie Warry Street Child Centre Brisbane service and is now attending a Lady Gowrie affiliated kindergarten.

March 2018



# Gowrie Australia

Gowrie Australia is known for its strong advocacy for children and families and is invited to share a role of advocacy on national forums.

The Chief Executive Officer's of each state based Gowrie take it in turns to take on the role of Convenor for Gowrie Australia.

Each state based Gowrie is a separate entity, however because we share the Gowrie name along with a similar vision, there is a commitment from the Gowrie Boards and Chief Executive Officer's to ongoing support and collaboration.

Evidence of this is the Gowrie publication "Reflections". The Federal Government Department of Education, Employment and Workplace Relations provided funding to support the national distribution of this publication to the wider education and care sector, including Aboriginal services, rural and remote services, kindergartens and prep.

Reflections can be downloaded for free on each Gowrie website.

Beyond the publication, the Gowrie connection has resulted in continued professional dialogue and sharing between each Chief Executive Officer, Managers and Educators, throughout the year. With relationships firmly established, the sharing of knowledge and experience is a regular occurrence. There have been meetings and regular visits to Lady Gowrie Qld, to view and experience new ideas, pedagogy and business systems and processes.

Gowrie services are run in the states of Queensland, New South Wales, South Australia, Victoria, Western Australia and Tasmania. There are 'friends' of the Gowrie Australia in both Canberra and the Northern Territory.



# Lady Gowrie Qld Honour Board

## Lady Gowrie Qld Ten Year Honour Board

Staff Name	Position	Qualifications	Years Experience in ECEC	Years at Gowrie
Cassandra Bell	Service Manager	Advanced Diploma in Children's Services, Assoc Dip Ed (Child Care)	29	13
Mary Carmago	Cook		15	15
Fleur Cossey	Policy and Practice General Manager	B Ed(EC), BSci (with honours in psychology) (Registered Teacher)	18	17
Lisa Crawford	Early Childhood Wellbeing Advisor	BA Psychology Grad Dip in Education	18	13
Charlotte de Silva	Educator	Diploma Community Services (Children's Services), Cert IV Community Services (Children's Services)	22	15
Elizabeth Eaton	Family Support Worker	Bachelor Counselling	10	10
Barbara Hall	Family Support Worker	Dip Teaching (Primary & Preschool)	10	10
Peta Kerwin	Service Manager	Advanced Dip in Children's Services	11	11
Julie Kim	Accounts Clerk	Bachelor of Commerce (Accounting)	10	10
Louise Jackson	Chief Executive Officer	Advanced Diploma of Children's Services Studying Grad Cert in Business	32	17
Megan Laraghy	Community Kindergarten Teacher	BTeach(EC), AssocDIPED (ChildCare), CERT IV Training & Assessment, BED (EC) (Registered Teacher)	27	13
Rebecca Leach	Educator	Diploma Children's Services	22	14
Samantha Leach	Educator	Cert III Children's Services	22	12
Karen Nipperess	Educator	Diploma Children's Services	10	10
Lynelle Remington	Operations Manager	Post Graduate, Cert in Community Management	10	10
Thecel Richardson	Early Childhood Educator	Dip Elementary Education	10	10
Sasha Tatlock	Educator	Diploma Children's Services	18	13
Jaclyn Ware	Educator	Diploma Children's Services	13	12
Vanessa Wratten	Early Childhood Operations Manager	Bachelor of Education (Preservice Early Childhood)	30	11

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Staff Name	Position	Qualifications	Years Experience in ECEC	Years at Gowrie
Lori Douglas	Educator	Diploma Children's Services	28	21
Margaret Gerrard	Receptionist	Preschool Teacher's Aide Cert	25	25
Annette Holt	Office Manager	Assoc. Diploma Children's Services	26	26
Margarita Pahl	Cook		36	22
Sharron Palmer	Desktop Publisher		23	23
Jacqueline Rogerson	Educator	Cert III Early Childhood	23	23
Philip Thompson	Groundsman		28	28
Debbie Verstege	ECEC Coordinator	BEd (EC), Cert IV Training & Assessment	33	26





Australian Government



Matt Birney – Builders