

Annual Report



Summary of the
Year's
Achievements and
Financial
Performance
2023-2024

Table of Contents



EEYS Board of Management	3
EEYS Vision	4
EEYS Strategic Plan	5
Board Chair & CEO Report	6-7
Financial Performance	8-9
Enrolment Figures	10
Our People	11-12
Partnerships	13
Key Priorities for 2025	14

EEYS Board of Management

Position	Name	Member Since
Chair	Jo Martin	June 2022 (Chair 2024)
Chair	Cait Brennan	June 2019 - May 2024
Vice Chair	Peta Bond	June 2023
Secretary	Alexander Smith	June 2024
Treasurer	Dallas Landwehr	June 2018
Member	Sue Glover	June 2024
Member	Liz Loke	June 2018 - Dec 2024
Member	Katherine Durant	June 2024
Member	Dalton Burns	June 2024
Member	Aletha Gulvin	June 2024

EEYS Vision

Our Vision

An inclusive community where all children are supported to achieve their very best and where families feel welcomed and engaged in their children's learning.

Our Mission

To enhance the lives of children and families through the provision of responsive high-quality Early Years Services.

Our Values

- Inclusiveness
- Respect and Responsiveness
- Trust
- Learning and Enrichment
- Engagement



CHILD SAFETY COMMITMENT

Emerge Early Years Services (EEYS) are committed to the safety and wellbeing of all children and this will be the primary focus of our education, care and decision-making. Our commitment will be enacted through the implementation and monitoring of the Child Safe Standards.

EEYS have zero tolerance for child abuse.

EEYS are committed to providing a child safe environment where children feel safe, secure and empowered and their voices are heard about decisions that affect their lives. Particular attention will be paid to the cultural safety of Aboriginal children and children from culturally and/or linguistically diverse backgrounds, as well as the safety of children with a disability.

EEYS Strategic Plan 2023-2025



Emerge
EARLY YEARS SERVICES
Excellence in early childhood education

EMERGE EARLY YEARS SERVICES STRATEGY 2023-2025

PURPOSE: To enhance the lives of children and families through the provision of excellent Early Years Services that are responsive and of high quality. We strive for inclusiveness within a supportive community where every child is encouraged to reach their full potential, and families are welcomed and actively involved in their child's educational journey.

Goals	Our People	Our Community	Our Environment	Your Early Learning Service
ACTIONS	<p>1.1 Build and develop the EEYS workforce</p> <p>1.2 Undertake a restructure to build management capacity and capability</p> <p>1.3 Continue to develop an inclusive culture</p>	<p>2.1 Develop and strengthen stakeholder engagement</p>	<p>3.1 EEYS growth and sustainability</p> <p>3.2 Invest in internal systems</p> <p>3.3 Increase environmental sustainability</p>	<p>4.1 Invest in quality improvement</p> <p>4.2 Reinforce our commitment to child safety</p> <p>4.3 Enhance EEYS brand</p> <p>4.4 Strengthen and build our governance</p>





Board Chair and CEO Report

Change is inevitable in every sector, and the early years education landscape is currently undergoing significant transformation. It has become a topic of national and state-level importance, as it should, highlighting the need for accessible, high-quality services for all children. In our region, access—particularly childcare—remains a pressing challenge, driven largely by a funding model that is not conducive to rural settings with vast distances and low population density. Despite these challenges, Emerge remains steadfast in our commitment to delivering change that is underpinned by quality and accessibility.

The State Government's Best Start, Best Life reform, announced in 2022, have been a pivotal moment for the sector. The introduction of up to 30 hours of funded four-year-old kindergarten from 2025 in areas serviced by Emerge—namely Northern Grampians and Hindmarsh—required substantial investment in infrastructure and workforce development. We extend our sincere thanks to the Northern Grampians and Hindmarsh Shire Councils, the Department of Education, our dedicated staff, and families for their support as we work to implement these important changes.

In 2024, we farewelled long-serving Board members Cait Brennan and Liz Loke. We thank Cait and Liz for their five and six years of service, respectively, and for their unwavering leadership in championing improved outcomes for children in our region. Their contributions have left a lasting impact on the organisation.

We also welcomed new Board members Dalton Burns, Sue Glover, Katherine Durant and Alethea Gulvin. Their expertise in finance, education, and governance brings valuable strength to the Board, and we look forward to their insights and guidance to Emerge's ongoing development.

Board Chair and CEO Report



2024 also marked a significant leadership transition. After several years of outstanding service, CEO Pauline Butler stepped down. Pauline has been instrumental in driving growth and navigating significant change within Emerge. We thank her for her tireless commitment and vision. In September 2024, we welcomed Elicia Napoli as our new CEO. Elicia brings a wealth of experience in early childhood education and organisational leadership, and we are confident she will guide Emerge with purpose and integrity into its next chapter.

Looking ahead, the Board is committed to reinforcing the importance of accessible, and sustainable early years services across the Wimmera region. We are excited to be partnering with the Yarriambiack Shire in the delivery of services in Hopetoun and Beulah—further expanding our reach and impact.

We will also begin work on a new strategic plan in 2025, which we look forward to developing in close collaboration with our community and stakeholders. Together, we will continue to shape a future where every child in our region has the best possible start to life.

Finally, we would like to extend our heartfelt gratitude to each and every one of the 150 members of our Emerge team for their exceptional dedication and hard work as they deliver education and support to more than 770 children across the region. Their commitment to the children and communities they serve is truly inspiring. Their passion and diligence, in driving the best possible outcomes for every child, fostering an environment of learning and growth must be commended. We are immensely grateful for their contributions and the positive impact they have on our children and the broader community.



Financial Performance



In 2024, Emerge achieved total revenue reaching \$8.86 million, representing a 21% increase compared to 2023. Our total comprehensive profit for 2024 was \$661,851 an increase from 2023, reflecting a positive year for investments and of operational efficiency and cost management.

Overview of Financial Performance

Revenue

\$8.86M **+21%**

an increase from the previous year

Expenditure

\$8.54M **+16%**

up from last year

Net Profit

\$0.66M **+192%**

reflecting growth

Financial Performance

Key Financial Metrics & Ratios



21%

Revenue increase

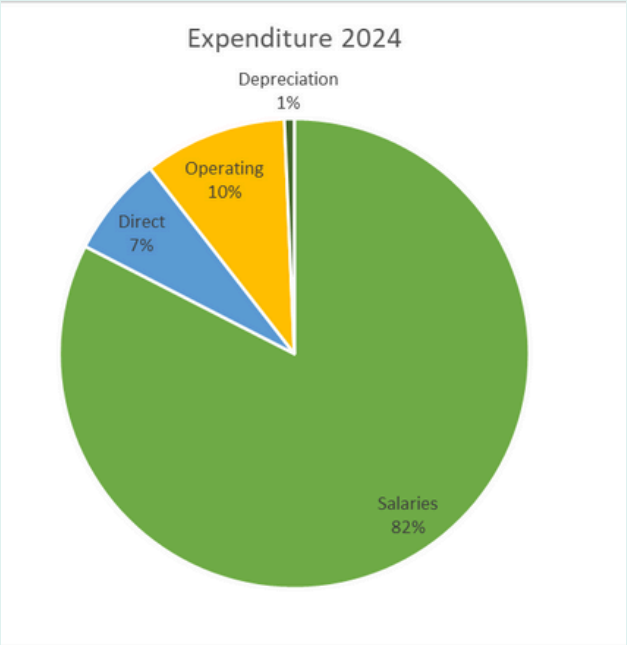
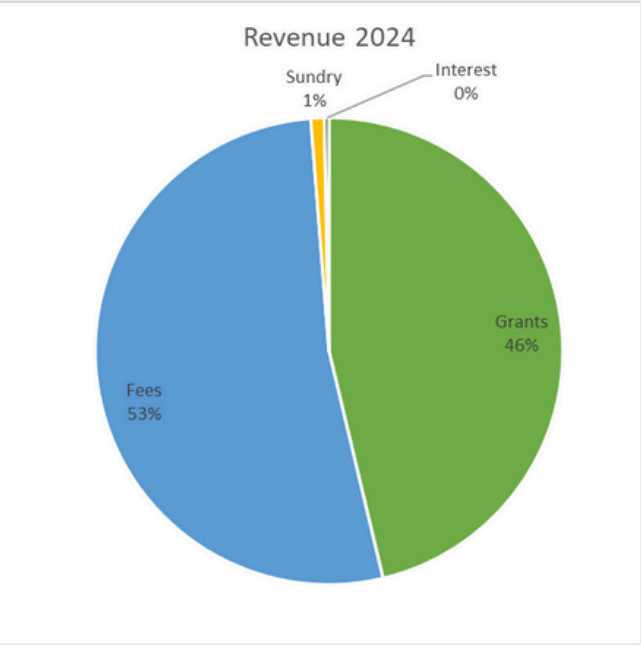
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Current Ratio

Income Statement	\$8,865,796	\$8,543,909	\$339,964	\$661,851
	Revenue	Expenditure	Other Comprehensive Income	Total Comprehensive Profit

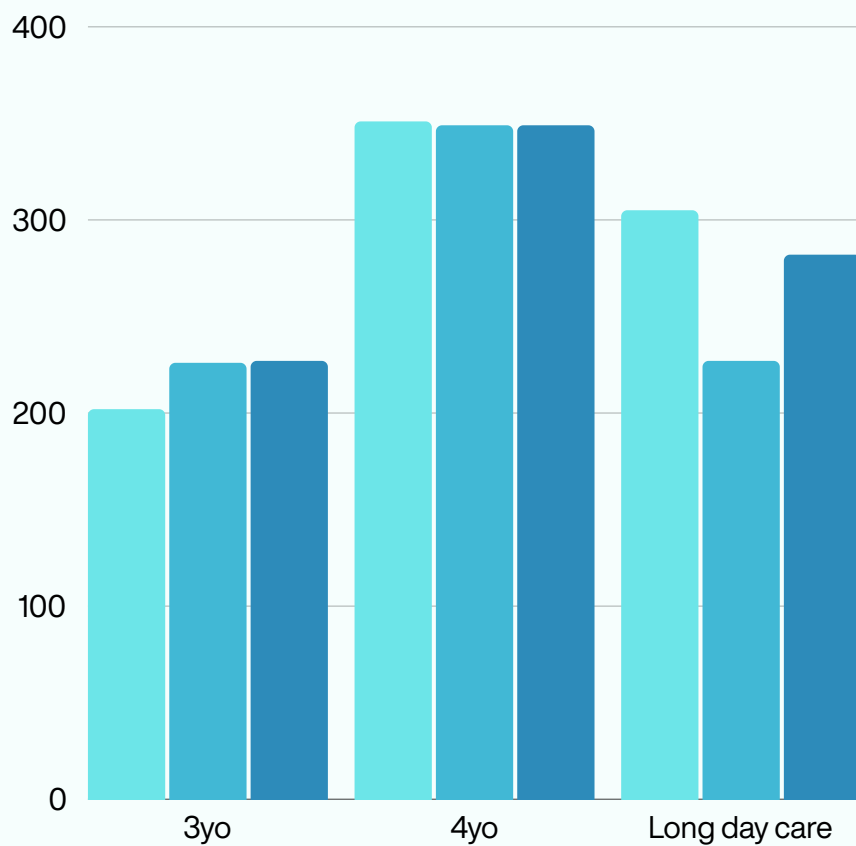
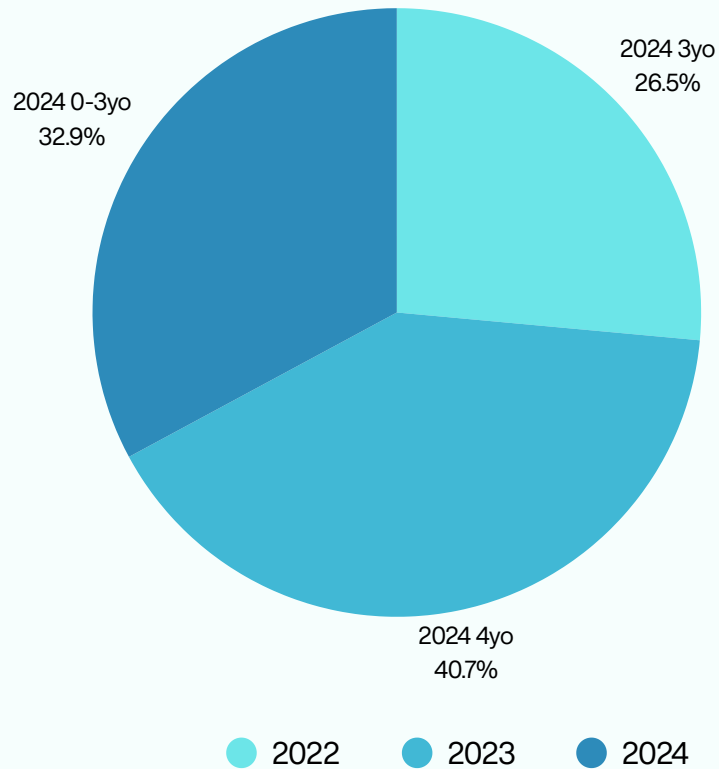
Balance Sheet	\$3,437,207	\$1,020,704	\$2,416,503
	Assets	Liabilities	Net Assets

Cash Flow Statement	\$599,317	-\$52,332	\$546,985
	Operating Cash Flow	Investing Cash Flow	Net Increase in Cash



Enrolment Figures

857: Total children enrolled in 2024



Our People

146	Total staff at Emerge Early Years Services
4	Support staff (cook and cleaners)
44	Certificate III Educators *
61	Diploma Educators*
24	Early Childhood Teachers*
2	Educational Leaders
3	Early Years Coordinators
8	Executive team and administration staff
20	Educators upskilling and studying

*Includes casual educators
Figures from December 2024



Our People

Thank you to the
talented and
professional
educating teams



- The EEYS Board and management extends their gratitude to the teachers, educators, managers, and support team for their unwavering dedication.
- All teams have excelled at building strong relationships with children, families, and the community.
- The teams have shown remarkable flexibility in navigating changes.
- Quality remains paramount - educators consistently have quality care and education at the forefront of their practices.



Partnerships

Thank you to our stakeholders

> Parent Advisory Groups

EEYS acknowledge the important work that our Parent Advisory Groups (PAG's) play in our services. We thank the PAG's for volunteering their time and having an invested interest and commitment to our services.

> Local and State Government

Our partnerships with local and state government is critical to provide quality care and education to children from birth to 6 years. We are proud to work alongside communities that value children and the early years profession.



> Other Partnerships

We value our partnerships with other stakeholders that support the delivery of early childhood education that meets the unique needs within the Wimmera area. To the local schools, Tases and community organisations, we are grateful for your support.



Key Priorities for 2025

- Welcoming our new services in Beulah and Hopetoun
- Developing strong partnerships with our communities and stakeholders to open childcare in Hopetoun
- Opening new services to provide two years of funded kindergarten in 2025 as part of Best Start Best Life reforms in Dimboola and Nhill
- Working with our teams, Council and Department of Education in planning the roll out the reforms for the Horsham community in 2026
- Strengthening and streamlining processes and procedures to ensure efficiency and effectiveness across the organisation
- Strengthening the support for service delivery. Reflecting on continuous quality improvement to ensure we are providing high quality education and care that is tailored to children's unique needs



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