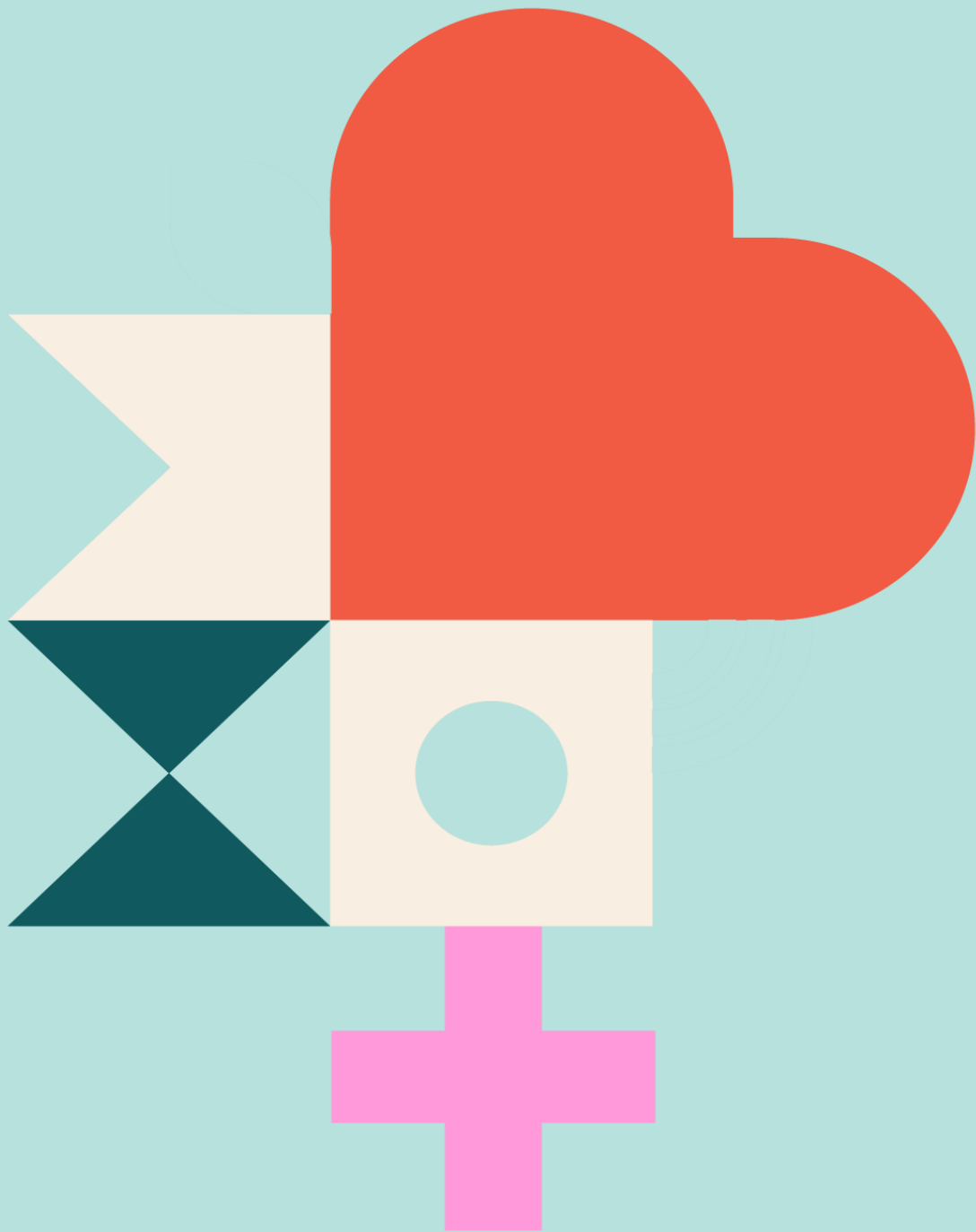


# Annual Report 2023



Integricare

Exceptional learning and care

## President's Report: Allen Sibley

As I reflect on the past year, I am thankful for the very significant mission, history, and resources with which God has blessed Integricare for over 140 years. Yes, the nature of the services we provide has changed, however our heart to serve the community in the name of Jesus has not.

In recent months we have been reviewing our Strategic Plan and through that process it is evident that we must again recommit the organisation to our Purpose; "to enable children, families and communities to experience the love of Jesus." This is not to suggest that we have strayed from the purpose, however, in the midst of continuous change in the early childhood sector, it could be too easy to lose sight of it.

Continuous change in Government funding, regulation, standards and the economy, along with continuous change in community expectations, beliefs and socio-economic circumstances, mean that we can easily be consumed by how to cope with all this change.

Add to this, the deepening impact of the lack of available early childhood educators and teachers and it would be easy to be overwhelmed. Yet, at Integricare, we have a unique purpose, and a unique approach to what we do. This is reflected in our desire to embed a Christian worldview in what we do, our desire to engage in partnership with local churches, and see church-based preschools and long day care centres flourish, our desire to reach local communities in the name of Jesus, our desire to be an excellent provider of early learning education, our desire to develop a highly engaged and skilled workforce, and our desire to invest our resources in growth and developing high quality centres, both our existing centres and new centres.

We continue to actively engage with many local churches who are considering their options for the childcare centres that they are operating and are delighted that Ashfield Baptist Church is partnering with Integricare to transfer their childcare centre into the Integricare family of services, which we expect to happen by the end of 2023. We welcome the staff, children and families to the centre.

We are also actively partnering with a number of ministry development organisations to explore the potential for opening new centres in areas of Sydney where we do not have a presence and where there is demonstrable need for a service provider such as Integricare.

I would like to thank the over 250 employees of Integricare who work so hard to care for the children and families who attend our Centres. Our employees are at the heart of what we do and without them our purpose would not be fulfilled. Thank you to each and every one of you.



I also thank the members of our Board, who continue to unselfishly share their expertise and knowledge and give many voluntary hours to governing Integricare.

In closing, I again reflect that Integricare was established in 1882, and that we must be one of the oldest Christian care organisations operating today, with a very clear purpose to continue serving the community by extending the love of Jesus through what we do. I invite you to serve with or alongside us.

In His name,

**Allen Sibley,**  
**President and Board Chair**

# CEO's Report: Domenic Valastro

As an organisation and a people of God we have much to be thankful for as we continue to be recognised as a leading provider of Christian early education services in the sector. Of course, individual providers are offering a similar witness to their local communities and we seek to connect with each other so that we can amplify our voice in the sector. Our community workers continue to serve the marginalised and vulnerable through Supported Playgroups, along with family workers who deal in the more acute areas of family life. This work involves more grandparent groups, additional needs children and single parents, as society continues to fragment and become increasingly diverse.

It is encouraging to see that most of our preschools now have an ACECQA ratings of "Exceeding." The upgrading process of facilities is becoming more focused on EYLF outcomes, which will continue to inform the development of our internal and external learning spaces moving forward.

The early childhood sector continues to adapt and change and I believe both Federal and State Governments are growing in their appreciation of early education, albeit for economic or workforce reasons. The increase in the Childcare Subsidy is to be applauded, and we are looking forward to handing down the final report into Childcare by the ACCC in late 2023. A reform of the Long Day Care sector is well overdue. The new NSW Government has continued the commitment made by the previous State Government to work toward Universal Preschool by the year 2030. In the meantime, we anticipate supporting organisations like us, to build new preschools to meet the demand. Funding to extend preschool hours is also being provided as an acknowledgement that the societal and social dynamics of our communities are constantly changing. All operators, both preschools and long day care, need to be in a position to respond.

After the challenging period of the pandemic, the sector continues to experience the after effects of this with many early childhood educators leaving the sector and not returning. This has created a shortage of supply, particularly in long day care. Attention to mental wellbeing, flexible work practices and dynamic leave options, form the new currency in retaining and attracting quality early educators. We are a people-based organisation in a people-based sector, and we live and breathe according to how well we collaborate, engage and assist each other.

I am reminded of our Purpose Statement "to enable children, families and communities to experience the love of Jesus." I am also reminded of James 1:27 that tells us that pure religion "is attending to the widows and the fatherless." Jesus gave particular prominence to women and children, which made Him a game-changing radical at a time when these were the forgotten members of a community. Two thousand years' later Integricare's world is dominated by women and children, where we are giving a voice to the voiceless and reaching out with compassionate hands. It is a joy to be leading an organisation whose heart beats with the heart of Jesus.



Over the last year we have been active in the establishment of the Christian Early Learning network that seeks to bring Christian early education centres together, to support each other with resources, training and collective encouragement. We continue to attract the attention of para-church organisations, denominational heads and the general Christian community.

There is much to be thankful for.

**God bless,  
Domenic Valastro, CEO**

**Domenic joined Integricare as the CEO in March 2017 and holds a master's degree in business (UTS, Sydney). After a long career in corporate marketing and retailing, he has held senior roles in the not-for-profit Christian sector since 2010. Dom and his wife Linda are active members of Menai Baptist Church, they have two children and two grandsons.**

# Integricare

## OUR MISSION

We express the love of Jesus through:

**Excellence**  
in early learning

**Equipping**  
and caring for families

**Engaging**  
with local communities



## OUR VISION

Leaders in providing  
holistic, innovative  
and integrated services  
for children and  
families that achieve  
transformation in the  
communities we serve

## OUR PURPOSE

To enable children,  
families and communities  
to experience the love  
of Jesus

## OUR VALUES



**Compassion** that includes justice  
for the vulnerable



**Holistic care** that meets spiritual,  
physical and emotional needs



**Respect** that extends to diverse  
cultures and backgrounds



**Innovation** that ensures  
excellence in all we do



**Support** that loves and cares  
for staff and families



**Trust** through creating  
safe environments



## Facebook Feeds



Close to 85% of families surveyed consider  
Integricare and their educators as "Excellent" or  
"Exceptional"

Renee believes Integricare provides a safe  
environment of nurture and care. Book a tour &  
see for yourself!



INTEGRICARE.ORG.AU

**At Integricare, WE Care**  
At Integricare, our aim is to give ...

LEARN MORE



Like



Comment



Share

## Instagram Feed

Instagram

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Learn More



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**Facebook Feeds**

**Integricare**  
Sponsored

Integricare is rated by more than 9 out of 10 families surveyed for their compassion, respect and commitment to holistic care.

Samantha says her daughter has flourished ever since joining Integricare. She feels like she belongs and loves to see the smiling faces of the other children. Because at Integricare, we care ❤️



Integricare.ORG.AU  
**At Integricare, WE Care**  
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Like Comment Share

**Instagram Feed**

**Integricare**  
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**Learn More**

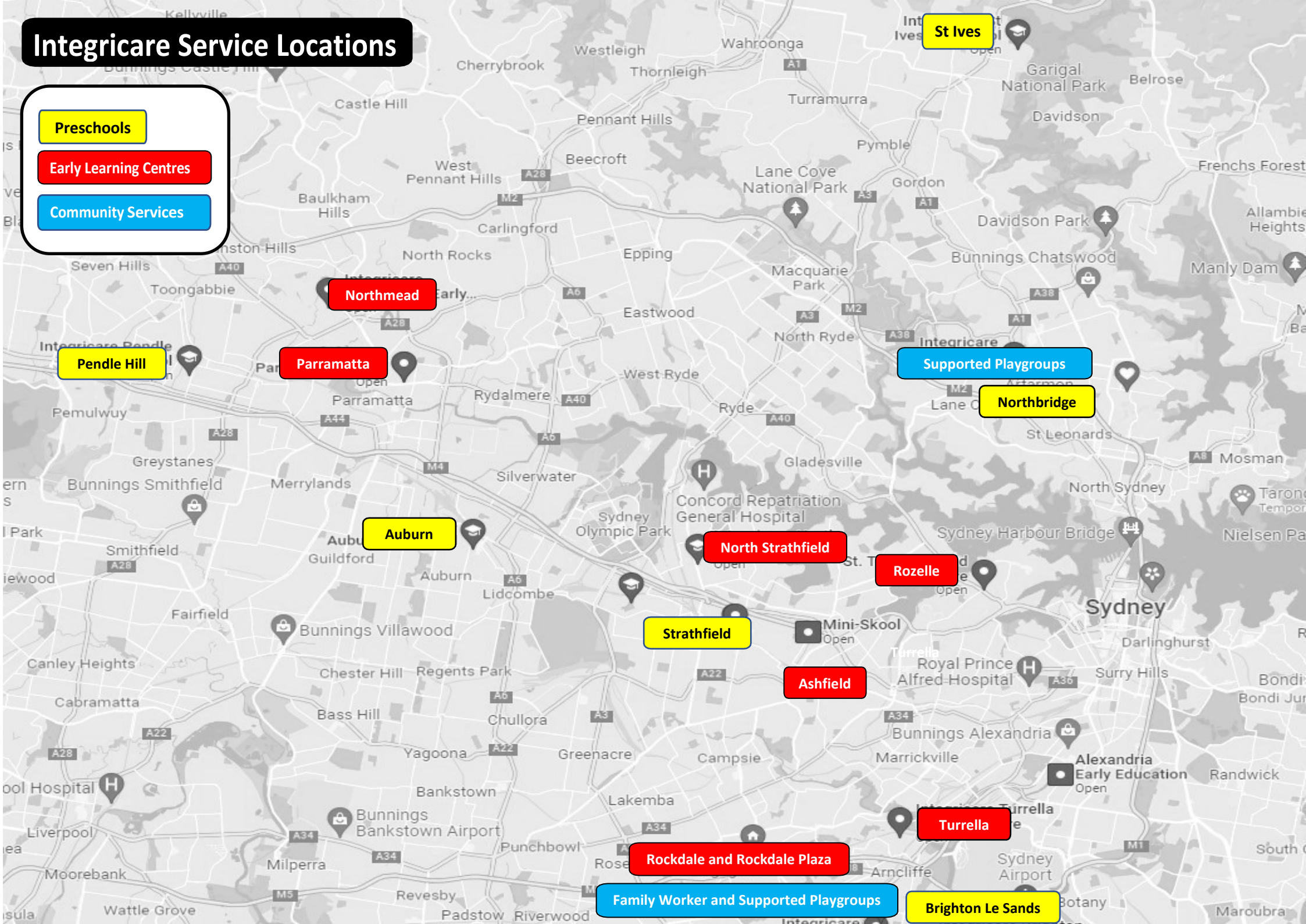
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# Integricare Service Locations

- Preschools
- Early Learning Centres
- Community Services



# INTEGRICARE BOARD



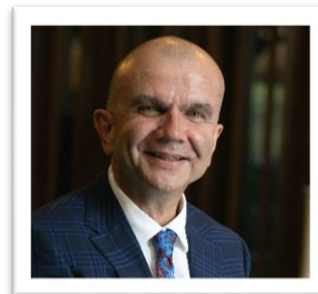
**Allen Sibley, President**



**Stuart Beattie**



**Ross Bowden**



**Robert Ellis**



**Philip van den Heever**



**Sandra Ludlow**

**Allen Sibley** is currently working as Chief Operations Officer of Peacewise and serves on the board of Bedford College and the Assembly Council of the Baptist Association of Churches. Previously, Allen was employed by BaptistCare NSW & ACT and served as Company Secretary of BaptistCare Australia. Allen has also worked in the information technology and telecommunications industries for over 20 years. Allen is married to Jenny, and they have six adult children and three grandchildren. Allen and Jenny are active members of Parramatta Baptist Church.

**Stuart Beattie** is a Business Transformation Consultant and serves on Integricare's Finance and Audit Committee. With over 20+ years' experience, he has worked in the financial services, retail, telco, infrastructure, aeronautics, ports, government sectors for clients in Australia, NZ, UK, Europe, and South Africa. Stuart, his wife Susan and their two children attend Christ Church St Ives.

**Ross Bowden** is currently the Director, Finance & Business Services at Abbotsleigh Girls High and is on Integricare's Finance and Audit Committee. He was CEO of Link Advice with the Link Group and has held senior positions with ANZ and ING. Ross and his wife are active members of Christ Church St Ives.

**Robert Ellis** has over 20 years' executive management experience and he serves on Integricare's Property and Development Committee. He is currently the National Relationship Manager at Baptist Financial Services Australia and previous to that he held various senior roles at BaptistCare NSW & ACT. Robert and his wife Virginia have been married for 29 years and have two daughters, Julia and Sophie. They are active members of Northside Baptist Church.

**Sandra Ludlow** is a senior lecturer and early childhood course convenor in the School of Education, Avondale University College and she serves on Integricare's Mission Committee. She has been a lecturer, director of long day care centres, an infant teacher, and a sole charge K-Yr6 principal. Sandra is a member of Avondale College.

**Philip van den Heever** is the Executive Director of the Australian and International Pilots Association (AIPA), representing Qantas pilots, and he serves on Integricare's Property and Development Committee. Philip has over 20 years of commercial and employment law experience in both South Africa and Australia. Philip is married to Zelna and they have four boys who all attend the Christian Reformed Church in Rouse Hill.

## FINANCE REPORT

	2022	2023		2022	2023
<b>Operating Revenue derived from</b>			<b>Current Assets</b>		
Parent Fees	3,791,359	4,598,577	Cash	6,141,087	994,949
Childcare Benefits	4,220,557	4,514,797	Receivables	234,508	573,369
Government Subsidies & DSS Funding	6,188,415	6,335,407	Investments maturing in less than one year	7,000,000	3,250,000
Donations and Other Income	129,660	121,715	<b>TOTAL Current assets</b>	<b>13,375,595</b>	<b>4,818,318</b>
Rent Received	307,596	339,369			
<b>14,637,587</b>	<b>15,909,865</b>		<b>Non-Current Assets</b>		
			Property, Plant and Equipment	10,720,594	11,120,760
Less Operating Expenditure Employee Benefits	11,243,518	12,481,744	Investments	0	811,584
Less Operating Expenditure Other	3,171,013	3,308,875	<b>TOTAL Non-Current assets</b>	<b>10,720,594</b>	<b>19,236,609</b>
Excess of Operating Income over Expenditure for year	223,056	119,246	<b>TOTAL ASSETS</b>	<b>24,096,189</b>	<b>24,054,927</b>
ADD - Interest Received from Non-Related Entities	65,012	353,488	<b>Current Liabilities</b>		
Profit on Sale of Non-Current Assets	65,012	353,488	Accounts Payable	1,475,095	1,678,692
	288,068	472,734	Provisions	687,813	618,116
			Other	801,081	594,765
LESS - Depreciation and Amortisation of Plant, Equipment and Improvements	215,518	280,756	<b>TOTAL Current Liabilities</b>	<b>2,963,989</b>	<b>2,891,573</b>
Rental Expenses on Operating Leases	440,172	452,046			
Loss on Sale of Non-Current Assets	0		<b>Non-Current Liabilities</b>		
	655,690	732,802	Provisions	256,581	254,046
			<b>TOTAL Non-Current Liabilities</b>	<b>256,581</b>	<b>254,046</b>
<b>OPERATING INCOME FOR YEAR</b>	<b>-367,622</b>	<b>-260,068</b>			
			<b>TOTAL LIABILITIES</b>	<b>3,220,570</b>	<b>3,145,619</b>
			<b>NET ASSETS</b>	<b>20,875,619</b>	<b>20,909,308</b>



