



2015 Annual Report

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C&K acknowledges the Traditional Custodians of the lands on which our offices and services across Queensland are located, and their continuing connection to land, sea and community. C&K also pays respects to all Elders - past, present and future.



Our People





Chair Message

It is my pleasure to present to you the 2015 Annual Report of the Crèche & Kindergarten Association Limited (C&K). A leader in our sector, C&K has consolidated its position in 2015 as the largest and most experienced provider of early childhood education and care in Queensland. It was an exciting start to 2015 with C&K's patron, the Governor of Queensland, His Excellency Paul de Jersey, AC officiating at the opening of our new base at Kedron in Brisbane. Later in the year His Excellency also awarded The Excellence and Innovation in Pedagogy and Practice Award at our 2015 Excellence and Innovation Awards.

These awards were a part of our annual Early Childhood Education & Care Conference, which was opened by Minister for Education, the Hon Kate Jones MP. As an important partner we

have worked closely with the Minister and her department to advance the needs of children in Queensland during 2015.

C&K has continued to build on its reputation for providing quality outcomes for children in 2015 and we were honoured when C&K education advisor Will Jones received the top educator's award for Queensland – the Betty Watts Memorial Award for Outstanding Achievement at a World Teachers' Day ceremony in Brisbane in November. We also celebrated Children's Services Manager Sandi Lascelles winning the Nancy Fairfax Churchill Fellowship, allowing her to explore factors for the participation of Indigenous families in accessing early childhood programs in Canada and the USA. Our staff right around the state continue to set the bar high for quality service in our sector at both the state and national level.

There has been great momentum in 2015 on our C&K Strategic Plan, a document that guides us to grow and flourish as an organisation. It has been particularly pleasing to see our services achieve outstanding results under the National Quality Framework ratings and assessments – another wonderful reflection of the dedication of our staff.

Towards the end of 2015 the Board committed to spend \$2 million from our annual surplus towards three key social purpose priority areas: supporting disadvantaged children to access ECEC; supporting loss-making services in disadvantaged areas; and to invest in innovative ways to improve early childhood services and outcomes for children and families.

We also continue to be a strong advocate for improving outcomes for Aboriginal and Torres Strait Islander children and in 2015 were delighted to welcome a new board member – Wesley Aird, who has been helping guide us on our journey to the completion of a Reconciliation Action Plan (RAP) which we began work on in mid-2015. We look forward to launching this very important document for C&K in 2016.

Our CEO Michael Tizard and members of the Executive Leadership Team continue to promote the organisation at a high level, growing partnerships with governments both state and federal and across the sector with a variety of stakeholders.

On behalf of C&K, I would like to acknowledge and thank the many volunteers who help keep our services running successfully every day – the

parent committees and advisory groups who help us achieve our goal of optimal outcomes for children, with their generous ideas and time.

On behalf of our members, staff, children and parents I thank our CEO Michael Tizard for continuing to be the strong voice and great example for all, in "putting children first". Apart from regular travels to Canberra to represent C&K on the national stage, he has travelled the state far and wide in 2015 and will continue to visit services and support operations into the future.

At our AGM this year we will farewell long serving Director Laurel Zaicek (8 years) and also Claire Harrison (2.5 years). Having both had children attending C&K services, they have brought great insights to our debates and agenda at board meetings. I sincerely thank them for their contribution and wish them all the best for the future. In conclusion, I thank my continuing fellow C&K Board of Directors for their generosity of time and spirit in supporting positive futures for children.

Bernard Curran
Chair of the Board

CEO Message

Building on a period of transformation and change, 2015 can be described as a year of new beginnings for C&K. From the move and opening of C&K's Central Office in its new home at 257 Gympie Road Kedron in January, to the unveiling of our new Children's Services structure mid-year, 2015 has provided the solid foundations for us to support even more children and their families.

In my role as CEO it has been both a challenging and rewarding 12 months. With widespread funding uncertainty continuing in the early childhood education and care sector, C&K has worked to improve its focus on its day to day operations and the new regional structure for Children's Services is assisting us to better support our services and explore opportunities for growth.

At an executive level, we have made conscious decisions in 2015 to ensure our 367 services across the state are sustainable and continue to meet the needs of a range of children and their families.

The organisation has expended much energy in 2015 in boosting enrolments with a 4% increase across all programs. Coupled with this, the sale of C&K's Ithaca site in Brisbane placed C&K in a strong financial position.

Our hope is to maintain this strong position of sustainable operations to be able to continue to reinvest in quality education and care, in our social purpose projects and particularly where disadvantage is precluding children from a quality start in their lifelong learning. In 2015 the difficult decision was taken to cease operating six of our services due to significant under-utilisation.

I have continued to represent C&K at the national level throughout 2015, joining other sector leaders in lobbying the Federal Government for a positive outcome on the 'Jobs for Families Child Care Package'. Our priority remains focused on securing funding for the vulnerable areas of our sector, including Aboriginal and Torres Strait Islander services, culturally and linguistically diverse communities and areas of economic disadvantage. Throughout 2015, I was fortunate to visit a range of our services across Queensland, including in remote communities in far north Queensland, and was once again reminded of the high quality of our staff and the programs that they deliver.

In 2015, we continued our commitment to strengthen the professional capacity of our educators. The benefits of this were

on display at the highly successful 2015 Early Childhood Education and Care Conference in Brisbane in June with a record number of delegates in attendance.

Work continued on a wide range of initiatives as part of the C&K Strategic Plan to support continued growth and innovation at C&K. Our focus on 'putting children first' has not wavered and I thank all of our dedicated C&K staff for their ongoing commitment in preserving and growing C&K's reputation for quality in education and care and living the values of integrity, courage, respect, safety and collaboration, every day in our services and at our Central office.

I thank the C&K Board for leadership and guidance throughout the year, and thank C&K's leadership team for inspirational commitment in steering the organisation in its 108th year successfully throughout 2015.

Michael Tizard
Chief Executive Officer



Executive Leadership Team



Michael Tizard
Chief Executive Officer

Michael has more than three decades of experience as a Social Worker in statutory child protection, disability, family support, parenting and early childhood education and care. Before taking on the role of CEO of C&K in 2013, he'd worked in senior management roles in government and non-government organisations in Victoria, NSW and Queensland. He's served on the boards of the Children's Welfare Association of Victoria, PeakCare and Families Australia and is a current Board member of the Child and Family Welfare Association of Australia. He's a strong and vocal advocate for children's safety and wellbeing and drives the C&K position of always putting children first.



Katherine Fleming
Company Secretary
and General Counsel

A highly experienced legal professional, Katherine joined C&K in October 2012. With more than 20 years of experience in legal, governance and communications roles in the not-for-profit, government and international sectors, Katherine has worked for organisations including the Royal Australasian College of Physicians, Westpac Banking Corporation, the UN Compensation Commission and the UN Conference on Trade and Development, providing a high level of in-house legal and governance advice. Also highly experienced in stakeholder management, risk and compliance, Katherine is a Board member of the Protect All Children Foundation.



Rolanda Ayling
General Manager,
People and Culture

Rolanda joined C&K in November 2015 as General Manager, People & Culture bringing more than 20 years' experience in Human Resources. Canadian by origin, she has held a number of senior management roles in both her native country and here in Australia. Rolanda's career spans a wide variety of sectors, having worked in large organisations including Conrad Jupiters Casino, Coca Cola Amatil and RACQ Insurance. Taking a broader strategic approach to human resources, she specialises in developing initiatives that both engage employees and drive optimal business performance, to support the organisation's broader long-term growth strategies.

Marina Cameron
General Manager, People and
Culture - January to June 2015



Mark Stones

Chief Financial Officer and General Manager, Corporate Services

An experienced finance professional, Mark's career spans 15 years. With a 'Big Four' accountancy background, and roles in not-for-profits and charities in both Australia and the UK, Mark brought significant experience to C&K when he joined in May 2014. Drawn from his diverse experience in a range of sectors – government, community and corporate settings, Mark has developed a passion for the role that a strong corporate services team can play in driving sustainable growth. His commitment to improving the lives of people covers a broad range of services and organisations including PwC, The Benevolent Society, The British Museum, Bravura Solutions and Capita Plc.



Jessica Wilson

General Manager, Business Development and Strategy

Following more than 15 years' experience across the Human Services sector, Jess joined C&K in May 2014. She has worked in government and non-government roles, including Anglicare, Queensland Department of Communities, NSW Department of Health and The Benevolent Society and has wide-ranging experience in large scale health promotion campaigns, policy and legislative review and stakeholder management. Jess is passionate about developing strategic and innovative models of service delivery and she believes that strategic partnerships can result in powerful social impacts and ensure a balance between social and commercial accountability.



Kim Douglas

General Manager, Marketing and Communications

A highly experienced communications professional, Kim joined C&K in June 2014 after working in the government, sporting and education sectors in leadership roles in Public Relations, Communications and Marketing in both Australia and overseas. Having worked in the independent schools' sector in Australia, Kim then moved into the international education arena, working in Singapore for Cognita Asia assisting expatriate families to access the best possible educational opportunities for their children. Her team provides high level advice and support across C&K in the area of marketing and communications.



Kathryn Woods

General Manager, Children's Services

Joining C&K in 2014 to head up the Children's Services team, Kathryn came from a senior executive role in government, having led substantial programs and reforms in early childhood education and care. Through extensive experience developing and implementing large scale public programs, Kathryn has delivered strong results for children and families. She has more than 25 years' experience leading and managing service delivery and organisational development, notably for the Queensland and Australian governments. Kathryn is committed to, and focused on, improving outcomes for children, and is a passionate community volunteer. She is a co-opted member of PeakCare Queensland's Board.

Our people are our greatest asset at C&K.

Human Resources

C&K remains focused on the selection and development of talented people who contribute to the success of our organisation. We have aimed, in 2015, to create an ease of mobility between locations and departments and develop a greater depth of internal talent across the organisation. C&K embraces a strong belief in the advantage of an inclusive workplace in which individuals of different backgrounds and perspectives are welcomed, encouraged, and given the opportunity to contribute to their full potential.

During 2015, C&K's Human Resources team has worked to proactively improve processes and systems. We have delivered high quality programs and provided targeted HR advice to support the organisation's strategic direction, while ensuring a fair and equitable workplace. To support this, a thorough review of critical policies and procedures was completed in 2015,

and endorsed by C&K's senior leadership team, to build the foundation for employee wellbeing in a safe, engaged, and non-discriminatory work environment.

We also refreshed our Performance Planning and Review process, to enhance and promote a high performance culture across the organisation, identifying KPIs and initiatives that underpin broader organisational strategies. This continues to highlight C&K's commitment to providing a happy, healthy and safe environment for employees, children, visitors, students, volunteers and contractors.

Building on our commitment to the C&K values of Respect, Integrity and Collaboration, the HR team has worked to engage with the organisation in 2015 as a high performing and value-added service, fostering strong relationships across all levels to achieve key organisational outcomes.

Safety

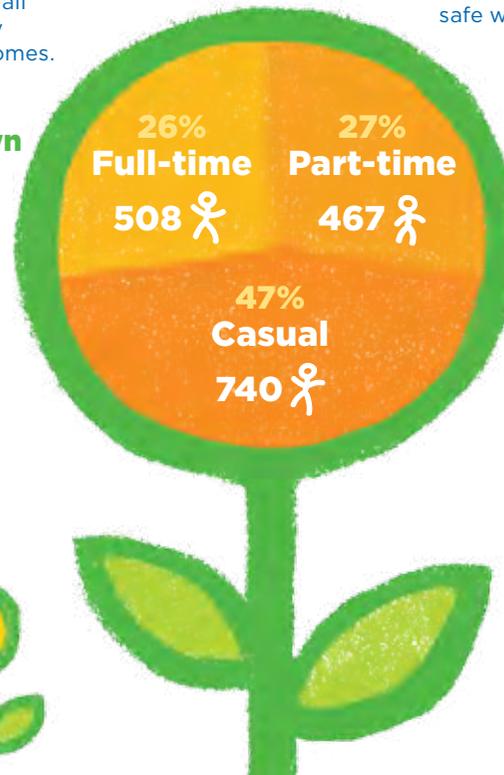
There was a major focus in 2015 on Workplace Health and Safety initiatives across C&K with our involvement in the Injury Prevention and Management (IPaM) program. The IPaM program is a joint initiative between Workplace Health & Safety Queensland (WHSQ) and WorkCover Queensland, aimed at enhancing an organisation's focus on workplace health and safety, to improve injury management outcomes. C&K performed well in the program reaching a completion target of 50% of initiatives, as identified by the Business Improvement Plan, which included the launch of a Safety Matters program.

The Safety Matters program received strong support across the business and significantly raised awareness of C&K safety programs. It also provided a wide range of education around safe work practices.

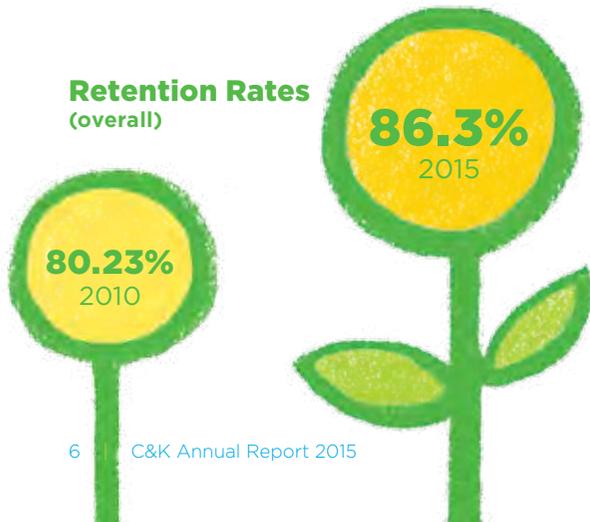
C&K will continue to work through the remaining initiatives during the Supported Self-Managed phase of the program, in 2016.

2015 also saw a focus on employee wellness with the successful trial of the Health Matters program at C&K's Central Office, which was funded by a seed grant obtained through WHSQ's 'Healthier Happier Workplaces' program. The program focuses on initiatives to enhance the wellbeing of employees and their families, through a number of wellness initiatives and discount benefits. The Health Matters program complemented the IPaM initiatives, and continues to be rolled out across the remainder of the organisation. C&K also successfully partnered with its corporate health insurance provider, Bupa, to offer all C&K employees discounted health insurance premiums.

Employment Status Breakdown



Retention Rates (overall)



SAFETY MATTERS



HEALTH MATTERS

Learning and Development

As an organisation, C&K prides itself as a leader in the early childhood education and care sector. We acknowledge that our employees, and the value they bring to work through their knowledge, skills and experience, are our most important assets. C&K is committed to ensuring all employees have access to relevant professional development opportunities and are equipped with the necessary tools and knowledge to carry out their responsibilities effectively. We believe that by enhancing the capability of our employees, we increase their ability to deliver on C&K's value of providing better outcomes for children and communities, through enhanced practices, systems and programs.

Supporting the professional development of early childhood educators across our branches and affiliate services saw the delivery of multiple learning initiatives in 2015, in part, as a result of an Educational and Programing Practice grant provided by the Queensland Department of Education, Training and Employment. These learning initiatives enabled our educators to improve and deepen their reflective practices in everyday thinking and decision making. As a result, they have grown their understanding of their own approach to learning, are better equipped to engage in critical conversations, and have effective tools to guide them

in their reflective practices, thus strengthening their leadership capacity and improving education delivery and pedagogy practice across C&K services.

The full suite of tools and resources developed under the Reflective Practices Project in 2015 included:

- Reflective Practices training sessions
- A two day Reflective Practices workshop
- Development of Reflective Practice Cards
- A Coaching Fundamentals course
- 10 digital vignettes with supporting documentation
- A Collaborative Teaching and Learning Journal and an accompanying Guide
- Evaluation report on the project, completed by QUT.

In addition to this, we upgraded C&K's IT technology platform to support the delivery of resources. The development of these online programs has established a great platform for delivery of professional development into the future. Supported by an upgrade to our technology infrastructure, this investment has allowed C&K to increase its educational scope, providing valuable support for our rural and regional educators.





Our Business

Our focus is delivering quality early childhood services that support the diverse needs of children, families and communities.

C&K services

In 2015, our C&K services continued to:

- Guide children's learning journeys through quality, play-based early education programs
- Safeguard and promote the health and wellbeing of children in our care
- Manage our services, sustainably and effectively, so they can make a positive contribution to their communities
- Pursue a resounding commitment to excellence and improvement in everything we do.

C&K educated and cared for 12,603 children in 2015, through our range of early childhood services: kindergartens, long day care and family day care services, outside school hours' care, limited hours' care, and in-home care. In addition to this C&K supported many more children and families through our integrated services, including the Mackay Children and Family Centre, and The Family Place at Woodridge, south of Brisbane.

Commitment to our affiliated services

We are very proud of our continued connection with affiliated kindergartens and long day care services across Queensland. With many C&K affiliate services well-established in their local communities, we felt privileged to join in and support anniversaries and celebrations during 2015.

We acknowledge, respect and are pleased to support the contribution of community volunteer committees managing their local early childhood service. In 2015, C&K supported 189 services (182 affiliate kindergartens and 7 associate services).



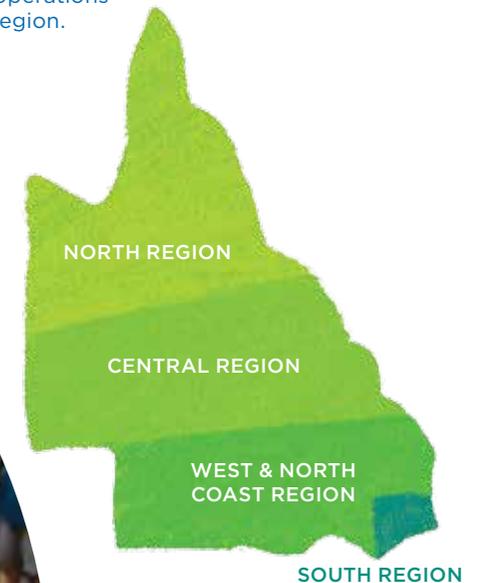
Children's Services Review

To better position C&K to deliver on our strategy and priorities, our Children's Services division underwent a major review during 2015 and a new structure was established. Key features of the new structure, which became effective from August 2015, include:

Integrated support - more integrated support for services across education, child health and wellbeing, and business management. The new regional arrangements mean that each service is supported by a Children's Services Manager and has access to local specialist advice and support from an Education Practice Advisor and a Wellbeing and Inclusion Advisor. As a result of these changes, the Regional Manager now leads a more connected local team.

Specialist expertise - C&K's specialist expertise was preserved and strengthened in the new structure. Specialist teams provide strategic direction, frameworks and resources that support professional excellence and capability relating to Education, Inclusion and Wellbeing; Quality and Regulation; and Program Leadership.

Regions - providing more coordinated local management of C&K services, and a stronger focus on regional partnerships and connections to support children, families and educators. Four regions were established, each with a Regional Manager leading C&K's operations in the region.





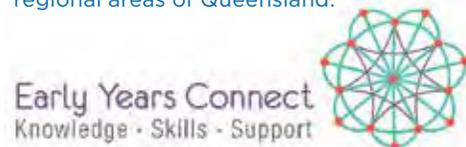
Family Day Care

Due to a government policy change which took effect in July 2015, C&K was no longer eligible to receive Federal Government funding to support our Family Day Care schemes. To prepare for this funding reduction, and to build sustainable future service operations, C&K's Family Day Care arrangements were reviewed. New arrangements were rolled out ahead of the change, to the 147 Family Day Care educators and families of 814 children in C&K's five Family Day Care schemes.

Early Years Connect

During 2015, C&K was proud to partner with Early Childhood Australia and Autism Queensland to deliver valuable professional development across the early years sector in Queensland. The Early Years Connect project, funded by the Queensland Government, included face to face delivery of workshops on Disability Support and Transdisciplinary Practice. This is targeted at educators working with children with significant developmental delay, disability, and complex social, emotional and behavioural needs.

The face to face workshops began in October 2015, with more than 40 workshop days delivered by the end of the year. The workshops are continuing in 2016. Together with further professional development delivered by Early Childhood Australia of online modules, webinars and a dedicated website, the Early Years Connect project supports educators in their thinking and practice. Sessions are co-delivered by staff from C&K and Autism Queensland and have been held in metropolitan, rural and regional areas of Queensland.



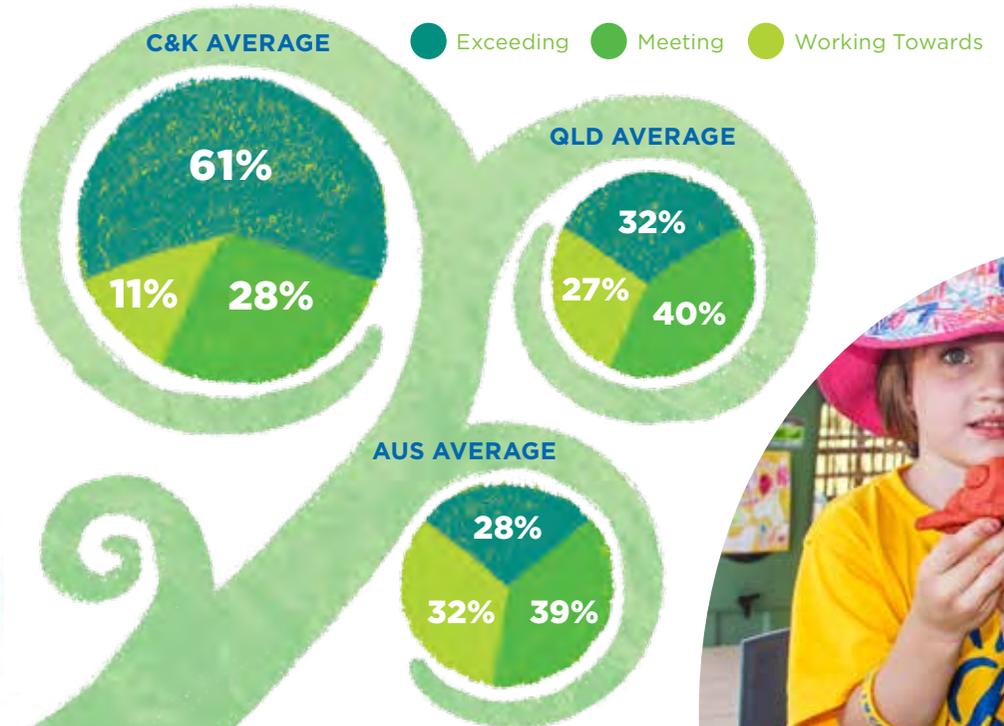
Quality results

C&K's commitment to continuous improvement and the provision of quality education and care standards, is evident in the outstanding assessment and rating results our services achieved in 2015. 89% of C&K services who participated in the assessment and rating process either 'Exceeded' or 'Met' the National Quality Standards. This is 22% above National Average rating results. With 97% of C&K services assessed, this result shows C&K's commitment to quality.



C&K NQF Ratings compared to State and National Averages

Data from December 2015.



Upgrades

There were extensive capital works to a range of C&K services in 2015. Through support from the Department of Education Training and Employment Centre Upgrade program combined with grants, donations and the investment of significant C&K funds, there have been major buildings and playground upgrades completed across Queensland. Works included the construction of shade structures and storage sheds; bathroom, kitchen and storeroom renovations; internal and external painting; as well as a major focus on the landscaping of our outdoor environments to enhance our natural learning spaces. These improvements have created safer, fun and more welcoming spaces for our C&K children and their families. Services with major work completed in 2015 included -

C&K Newmarket Community Childcare Centre, C&K Herston Road Community Long Day Care (formerly C&K Kelvin Grove), C&K Mt Gravatt West Community Childcare Centre, C&K North Caloundra Community Childcare Centre, C&K Salisbury Community Childcare Centre and C&K Clinton Community Childcare.



Inclusion

C&K is committed to supporting all children to access a quality early education program. In 2015, we saw increased enrolments in our services of children with disability and complex needs. There were also increased applications for Disability Support Funding from the Queensland Government, from our kindergarten services. In August 2015, the Children's Services team restructure saw the introduction of new regional Wellbeing and Inclusion Advisors, and a Principal Advisor Wellbeing and Inclusion to assist in shaping and supporting C&K's state-wide Inclusion strategies. Work was also undertaken to review and analyse inclusion data to assist planning, delivery and support models.

The Family Place

In 2015 C&K, as part of a consortium with Griffith University and Kingston East Neighbourhood Centre, commenced an involvement with a family support service in Woodridge called "The Family Place". C&K is the lead agency and manages day to day operations of the service. The Family Place delivers a range of family support and early childhood programs, alongside community partners including Queensland Health and the Australian Breastfeeding Association.



2015 Queensland Early Education & Care Conference

C&K again showed its leadership in the sector hosting the Queensland Early Education & Care Conference. A record 733 delegates converged on the Brisbane Convention and Exhibition Centre in June to hear from a range of International and Australian experts. The conference, opened by Queensland Education Minister Kate Jones, covered a wide range of topics from cultural awareness to the importance of play for children, under the theme 'Connect Collaborate Create'. International guest speakers including Associate Professor Cindy Blackstock, an activist for the rights of Indigenous children in Canada and U.S. Professor of Paediatrics Dr Kristie Brandt, who works with families on early childhood development in California, inspired delegates and encouraged informed debate over the two day conference.



Winners 2015 C&K Excellence and Innovation Awards

Excellence and Innovation in Pedagogy and Practice Award

- C&K Alma Street, Gympie

Excellence in Customer Service Award

- Tania Holmes - C&K Central

Emerging Educator Award

- Laylee Armstrong - C&K Burketown Community Kindergarten

Service Management Award

- Sue O'Brien - C&K Caloundra Community Childcare

Safety Leadership Award

- Will Jones, Early Childhood Advisor for Cairns and Cape York

Inclusive Practice Award

- C&K Peregian Springs Community Kindergarten

Service Leadership Award

- C&K Bribie Island Community Kindergarten

Professor Mary Mahoney AO

Excellence Award - Will Jones

2015 Milestones

C&K new Central Office at Kedron officially opened

C&K Caboolture TAFE relaunched as C&K Bradman Street Community Long Day Care

Maranoa Kindergarten becomes C&K branch

The Family Place, Woodridge joins C&K

C&K hosts Nexus Seminar on family support and early childhood

Inaugural meeting C&K Research and Evaluation Advisory Committee

C&K educator Will Jones wins QCT Excellence Award for Outstanding Contribution to Teaching

Burpengary Kindergarten 25th birthday

Highfields and District Kindergarten 25th birthday

C&K Mount Crosby Community Kindergarten 25th birthday

C&K Arana Hills Kindergarten 35th birthday

C&K Holloways Beach Community Kindergarten 40th birthday

Caloundra Community Kindergarten 50th birthday

Tewantin Community Kindergarten 50th birthday

Vera Lacaze Memorial Kindergarten & Preschool 50th birthday

Florence Kindergarten 60th birthday

Chiselhurst Kindergarten 75th birthday

C&K Rosalie Kindergarten 80th birthday



C&K staff celebrating more than 25 years' service in 2015

Donna Masters	25 years
Joyce Williamson	25 years
Yvonne Boyle	25 years
Rowena Doherty	26 years
Rosslyn (Roz) Davies	26 years
Diane Gscheidle	26 years
Anne Kerr	26 years
Anna Kujat	27 years
Sirpa Brandt	27 years
Elizabeth Bowering	27 years
Susan O'Brien	28 years
Margaret Sear	29 years
Marianne Roebig	29 years
Joanne Johnson	29 years
Julie Andersen	30 years
Lynda Davidson	30 years
Robyn Mercer	37 years
Ann Lacey	37 years

The background features a stylized green tree on the left side, with its trunk and branches extending upwards and to the right. The tree is composed of thick green outlines. The foliage consists of various leaf shapes, some solid green and others as light green outlines, scattered across the upper and right portions of the image. The overall color palette is a range of greens, from light lime to a darker forest green.

Our Future



C&K – growing its future, based on 108 years of experience.

Research

C&K has long been involved in research in early childhood education and care, however in 2015, C&K began to formalise its approach through the development of key framework documents to help shape our approach to research and evaluation.

C&K released 'Building a research and evaluation strategy' outlining the purpose of C&K's research program, our research project commitments and the scope for future research. This coincided with the release of C&K's Research and Evaluation Guidelines that outline the approach and application process for researchers wanting to engage with C&K services, families, children and educators. Information and reports from C&K's research projects can be found on C&K's website - www.candk.asn.au/research.

The C&K Research and Evaluation Advisory Committee was established in 2015 and met three times to review and consider the ethical conduct of new research applications and ongoing research projects at C&K, including provision of advice on C&K's future research agenda.

Membership of the committee includes Dr Samantha Batchelor (Yourtown), Dr Oksana Zelenko (Creative Industries Faculty, QUT), Professor Clare Tilbury (School of Human Services and Social Work, Griffith University), Jess Wilson and Pam Spall (Business Development and Strategy, C&K) and Alison Evans (Children's Services, C&K).

Key Projects –

C&K is an industry partner in a large Australian Research Council project 'Building a professional and engaged ECEC workforce' led by QUT, which will report in 2016. Other research and review areas have included health promotion, sleep practices, language and literacy, family day care review and documentation of learning.

C&K successfully partnered with PeakCare Queensland and Griffith University to host the Nexus Seminar in October, attended by ECEC educators and family support workers. The seminar explored the nexus between early childhood education and care and family support from the perspectives of policy and programs, parents, research and practice. Parents from C&K's Family Place in Woodridge, launched a video at the seminar examining parent perspectives on accessing early learning environments. The video has subsequently been used in a range of learning contexts and the seminar outcomes are being used to inform policy analysis.

The Department of Education and Training reviewed the Early Childhood Education and Care Workforce Action Plan 2011-2014 and in May 2015 released research project summaries including C&K's 'Building educator capability to provide inclusive programs that build children's social and emotional well-being research project' -

www.deta.qld.gov.au/earlychildhood/pdfs/wap-research-complex-behaviours.pdf



Advocacy

2015 was a year for substantial advocacy from C&K and sector colleagues as the Australian Government developed its flagship 'Jobs for Families Child Care Package'.

C&K submitted numerous written responses throughout the process and was involved in over 20 national meetings and reference groups that have informed and shaped the future legislation and C&K CEO Michael Tizard was invited to Canberra to participate in a number of ministerial briefings. As a result, the final legislation and programs are likely to include safety net support for far more children than originally intended - such as those awaiting diagnosis, and those with serious medical conditions. In 2016, C&K will continue to strongly advocate for more appropriate support for Aboriginal and Torres Strait Islander children's services.

In addition, C&K published:

- an advocacy platform during the Queensland Government Election campaign
- a response to the National Quality Framework Review Consultation
- input to the Queensland Law Reform Commission's Review of Child Protection Mandatory Reporting Laws for the Early Childhood Education and Care Sector; and
- a submission regarding Queensland's draft Domestic and Family Violence Prevention Strategy.

Social Purpose

As a not-for-profit organisation, C&K has always been a leader in investing in a broader 'Social Purpose'. In 2015 we have significantly bolstered our capacity in this area, including new Wellbeing and Inclusion Advisors, and this has resulted in families receiving a high quality and well-resourced experience at C&K services.

C&K continues to be challenged as it strives to meet the broadening needs of every child, particularly those most likely to miss out on early education (such as children from disadvantaged communities, Aboriginal and Torres Strait Islander children, culturally and linguistically diverse children, and children with a range of complex and diverse learning needs). To better meet these challenges, in 2015 C&K began refining its 'Social Purpose' definition to ensure that any re-investment is targeted to achieve the best possible results for vulnerable children. Our refined Social Purpose will also deliver higher-level investment rigour, and will recognise the rapidly changing needs of today's and tomorrow's families by incorporating innovation and human-centred design.



Corporate Governance

The C&K Board has adopted a best practice approach towards C&K's corporate governance. C&K's Corporate Governance Framework aligns with C&K's values and complies with the seven relevant ASX Principles of Good Corporate Governance and the accompanying recommendations listed under each principle. The Framework and Principles set out the rules, processes and systems through which C&K and its staff members are held to account, in the following areas:

- Laying solid foundations for management and oversight
- Structuring the Board to add value
- Acting ethically and responsibly
- Safeguarding integrity in corporate reporting
- Respecting the rights of members
- Recognising and managing risk
- Remunerating fairly and responsibly

In accordance with the principles, the Board consists of independent, non-executive directors with expertise in areas including early childhood education and care, law, finance, human resources, business, government and kindergarten parent committees. The Board has three committees to assist it in overseeing the work of C&K, namely the Audit Risk and Finance Committee, the Governance and Remuneration Committee, and the Nominations Committee. Each committee comprises Board members, with the Nominations Committee also comprising two external, independent members. The Governance and Remuneration Committee is charged with monitoring C&K's compliance with the Corporate Governance Framework and the Principles.

In 2015, the C&K Board undertook an independent and external evaluation of its performance, and used the recommendations from the evaluation to ensure the Board is structured to provide the greatest value to C&K, and to review its succession planning. C&K more than meets the recommendations related to gender diversity contained in the Principles, with five of the nine Board positions and six of the eight Executive Leadership Team roles, held by women.

Supporting the Board is the Chief Executive Officer and the Executive Leadership Team, together with a number of internal committees covering areas including risk and safety, incident and complaints management, emergency management and workplace health and safety. C&K has approximately fifty Health and Safety representatives, spread across the organisation's operations.

C&K is committed to ethical and transparent practices and in 2015 commenced a review of its Policy Framework to ensure that all C&K policies encourage the highest ethical standards from staff members. C&K engages in continuous improvement of its operations, and regularly reviews its corporate governance practices so that they remain relevant, current and set the highest standards of transparency and accountability for the organisation and its people.





Financials

Directors' Report

Your directors present this report on the Company for the financial year ended 31 December 2015.

Directors

Bernard Curran

John Sneddon

Linda Apelt

Joanne Darbyshire

Claire Harrison

Cameron Henry

Therese Mulherin

Laurel Zaicek

Wesley Aird (Appointed 12 October 2015)

Angie Russian (Retired 25 March 2015)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activities of the Company during the financial year included:

- providing the highest standard of early childhood education and care;
- providing business operation and curriculum support and advocacy for affiliated, community managed early childhood services;
- administering public funds and operating its own early childhood branch services; and
- advocating for and promoting the interests of children and the sector.

Purpose and objectives

C&K is a strong advocate for children, with over 100 years' experience as a not-for-profit in the early childhood education and care sector. The Board reaffirmed the company's continued commitment to children and families, the company's organisational purpose.

- To maximise children's life outcomes and guide their learning journey.

The Company objectives are set out in its Constitution, as follows:

- a) Disseminate and promote knowledge of the principles of care, guidance and education of children in early childhood;
- b) Establish and conduct Children's Services concerned with the care and education of young children and their families;
- c) Encourage and maintain the highest standard of Children's Services;
- d) Establish and conduct such educational institutions or courses for the training of staff for early childhood services and, further, to monitor and assess from time to time those courses conducted by other educational institutions;
- e) Encourage and promote early childhood education in all its aspects; and
- f) Carry out such other functions and purposes which are necessary or incidental to the other objectives of the Company.

Strategies

C&K has selected strategic and investment priorities in line with its purpose, and in consideration of the broader early childhood education and care context. C&K's strategy ensures ongoing delivery of quality educational and care services that result in positive outcomes for children, families and communities across Queensland.

C&K's strategy is underpinned by six long term objectives:

Innovation

Deliver and grow innovative services and programs that meet the diverse needs of children.

Reconciliation

Honour Australia's First People and work towards reconciliation.

Access for All

Increase access, participation and programs for vulnerable and disadvantaged children and families.

Leadership

Lead, influence and advocate in early childhood education and care.

People Matter

Have a capable, engaged, diverse workforce and high performing culture.

Sustainability

Build a well-run, sustainable organisation.

The strategic plan focused the efforts of the Board, leadership and staff to maintain quality service delivery, while building a sustainable organisation for the future.

Performance measures

The Company reviews its key performance indicators and sets targets linked to its strategic objectives on an annual basis. The Board and Executive Leadership monitor, oversee and regularly review the company's performance to plan and measure its strategic success on a quarterly basis.

C&K assesses its contribution to children, families and community across six categories:

- The number of children attending our branch and affiliate services;
- The quality of our early childhood education and care services as rated through the National Quality Framework;
- The level of customer, community and stakeholder engagement and satisfaction;
- The support of community and government leaders for our agenda in child, family and community issues;
- The amount of social purpose investment in child, family and community programs we made; and
- Overall financial performance.

C&K conducts regular business reviews and annual planning to ensure continuous quality and operational improvement of C&K's services in line with the Company's direction and the National Quality Framework.

Information on Directors



Bernard Curran

Chair (non-executive)

BBus(Acc), Member of Institute of Chartered Accountants, Fellow Taxation Institute of Australia, Graduate Australian Institute of Company Directors (GAICD).



John Sneddon

Deputy Chair (non-executive)

LLB

Review of operations and results

The overall result for 2015 was a net surplus of \$4.9m. This result includes a \$3.2m gain on the sale of land. Development of the C&K Centre for Excellence at this site was ceased during 2014 and an impairment charge on this asset of \$2.1m was recognised in the 2014 period. The sale enabled C&K to recoup the prior \$2.1m impairment loss and record an additional gain of \$1.1m (combined \$3.2m gain in 2015 net of costs). Excluding the gain on sale the net result is \$1.7m surplus, 2.0% of total revenue.

Total revenue increased 3.0% to \$85.6m. Operating revenue increased \$1.7m due to increases in enrolments, with Government subsidies and grants increasing by \$1.2m.

Total expenses of \$84.0m saw only a modest 0.8% increase on the prior year. An increase in employee costs of \$1.4m was offset by other savings.

Strong positive cash flow from operations and the proceeds received on the sale of fixed assets has left us well placed to continue the investment in our children, people, structures, systems and social purpose activities.

Events since the end of the financial year

There has not arisen in the interval between the end of the financial year and the date of this report, any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

**Appointed Chair on 31 May 2013.
Board member since 22 August 2012.**

Committees

Governance and Remuneration Committee, Nominations Committee and ex-officio member of the Audit, Risk and Finance Committee.

Mr Curran is a Chartered Accountant and has been a partner of BDO since 1991. In this position he has held senior roles including National Chair of the Private Client division from 2008 to 2011. He is currently a Board Member of BDO (Qld). He is actively involved in advising clients on taxation and business advisory matters. In August 2014 Bernard was appointed as a Director of the Australian Children's Education & Care Quality Authority (ACECQA) for 2015. He was the external Chair of the Audit & Finance Committee of C&K from March 2011, and continued as a member of the Committee following his appointment to the Board until March 2013. Mr Curran is also the current Chair of the Prince Charles Hospital Foundation, a role he has held since December 2012 and has been a Director since February 2008. Mr Curran is also a Director on a number of private company Boards.

**Appointed Deputy Chair on 28 August 2013.
Board member since 5 December 2012.**

Committees

Audit, Risk and Finance Committee.

Mr Sneddon is a partner at Shand Taylor Lawyers where he practises in the fields of commercial litigation, company law and industrial relations law. He has been representing C&K for a decade and is a past president of a C&K affiliated kindergarten in Brisbane. Mr Sneddon is a member of the Industrial Relations Society of Queensland, the Australian Lawyers Alliance and the International Commission of Jurists. He has extensive experience in the legal issues relating to indigenous Australians and has represented indigenous communities in far North Queensland and the Northern Territory. A father of three young children, he maintains an abiding interest in early childhood education.



Linda Apelt

Director (non-executive)

Adj Prof Social and Behavioural Sciences (UQ), MEdSt (UQ), Grad Dip Couns, BED, DipT, GAICD



Joanne Darbyshire

Director (non-executive)

Dip of Teaching, IECD, B. Education



Claire Harrison

Director (non-executive)

Grad Cert App Law, B Bus Bus Admin, Dip OHS, FAHRI, FILP



Cameron Henry

Director (non-executive)

BBus(Acc), ACA, MAICD

Board member since 30 May 2013.

Committees

Audit, Risk and Finance Committee.

Ms Apelt is an experienced Chief Executive Officer with over thirty years of progressive experience in government and non-government environments, including over fourteen years as a Director-General of large, complex human services organisations, and is currently CEO of Montrose Therapy and Respite Services. She has particular expertise in leading large scale organisational and policy changes and reforms. Ms Apelt is Chair of Screen Queensland and a Director of Common Ground Queensland. She has served as a non-Executive Director on a range of Boards including QSuper Board of Trustees, Australian Institute of Health and Welfare, Australian Housing and Urban Research Institute. Ms Apelt has also chaired a range of national and state based Committees and Boards of Management as an Executive Director. Ms Apelt has been an Adjunct Professor in the Faculty of Social and Behavioural Sciences, The University of Queensland since 2003.

Board member since 22 August 2012.

Committees

Audit, Risk and Finance Committee and Chair of the Nominations Committee.

Ms Darbyshire has been involved in, and been a strong advocate for, the early childhood sector for over 30 years in a range of different roles including kindergarten teacher, early intervention coordinator, parent support worker, visiting preschool teacher, TAFE and university lecturer.

Ms Darbyshire is currently an educator and Educational Leader at Fairholme College Kindy in Toowoomba. During her time at Fairholme, the Kindy has been involved in the trial of the Queensland Kindergarten Learning Guidelines and was a pilot centre for the KidsMatter mental health program. Ms Darbyshire has attended an international study tour of Reggio Emilia and has a strong element of nature play in her kindy. Enthusiastic about supporting early childhood educators she has worked with the Queensland Curriculum and Assessment Authority developing online resources about pedagogy and practice that are being used nationally and globally. She is interested in parent support and has a weekly radio segment on 4GR in Toowoomba covering topics relevant to young children and their families. Ms Darbyshire is a past president of Chiselhurst, a C&K affiliated kindergarten in Toowoomba. She is a Director of Early Childhood Australia.

Board member since 24 October 2013.

Committees

Governance and Remuneration Committee.

Ms Harrison is the Managing Director of Harrison Human Resources. Her career spans 20 years in the HR arena, which commenced with BHP. She has held senior HR positions as part of the leadership teams of Mayne Nickless, Fonterra, Foodland Associated Limited and the Redland City Council. Her last corporate position was as the National Human Resources Manager for a large, nationally-based early childhood education and care provider where she managed a team of 50 HR and payroll staff who delivered services for a workforce of 15,000 employees. Over her career Ms Harrison has gained experience in a variety of complex business issues including merger and acquisition, negotiating national employment agreements, change management, managing multi-million dollar budgets, policy development, and stakeholder engagement.

Ms Harrison is a mother to two young children. The eldest attended a C&K service in 2013, and the youngest is attending a C&K affiliate service in 2015. Ms Harrison is serving on the Management Committee of the affiliate service in 2015. She has nothing but admiration for the way that C&K has cared for and educated her children, and is especially impressed with the organisation's professionalism, inclusiveness, environmental sustainability focus, and Aboriginal and Torres Strait Islander programs.

Board member since 28 August 2013.

Committees

Chair of the Audit, Risk and Finance Committee.

Mr Henry is a chartered accountant, registered company auditor and consultant. He is currently an audit partner with Crowe Horwath Australia and a former partner of PricewaterhouseCoopers ("PwC") where he practiced for 21 years, predominantly in Brisbane, but including long term secondments to the Firm's London and Hong Kong offices. He worked with many of the firm's most important clients, including publicly listed, private and not-for-profit organisations. He has considerable board room experience, predominantly dealing with board audit committees. His expertise covers external audit, internal audit, accounting advice, financial reporting, corporate governance, risk management and due diligence. His clients and experience have spanned most industries including education, health, manufacturing, mining and retail. Whilst his experience in Australia, Europe and Asia has typically been with large, complex, multi-location organisations, he is equally comfortable with small private family companies and not-for-profit entities. His experience includes managing and directing the audits and providing advice to a number of schools and child care services. Mr Henry is also a director on a number of private company Boards.



Therese Mulherin

Director (non-executive)

BOccThy, GAICD

Board member since 30 May 2013.

Committees

Chair of the Governance and Remuneration Committee.

Ms Mulherin started her career as an Occupational Therapist, assisting people with injuries and disabilities to maximize their independence and participate in their chosen career or lifestyle to their fullest potential. Today she is a seasoned leader, manager and board director with over 20 years of experience in the employment services and workplace rehabilitation industries.

During her 15 years at Ingeus, Ms Mulherin was instrumental in the business achieving rapid organic growth and financial success in both Australia and Europe. In more recent times she has been directly involved in several acquisitions and their successful integration into a consolidated business. She has experience in large service organizations, working in highly regulated industries, government contracts, strategy development, stakeholder management and managing change. Ms Mulherin is performance, growth and efficiency orientated. She is married with two children and lives in Brisbane.



Laurel Zaicek

Director (non-executive)

BA, Grad Dip Mgt, M Mgt

Board member since 6 May 2011.

Committees

Audit, Risk and Finance Committee.

Laurel is a Project Manager and Business Analyst and has worked in a variety of management roles for airlines in Brisbane, Sydney and Dubai. She was Chairperson of the C&K Parents' Advisory Group Forum representing C&K branch centres on the Board of Management of the Crèche and Kindergarten Association of Queensland from 2009.

As a mother of four children, Laurel became involved with C&K when her eldest child began attending kindergarten in 2007 and currently has a child attending Indooroopilly Kindergarten in the inner western Brisbane suburbs. Laurel has seen the benefits a C&K early childhood education can offer young children and is passionate about C&K continuing to ensure accessibility and affordability for all children.



Wesley Aird

Director (non-executive)

Board member since 12 October 2015.

Wesley spends most of his working life solving problems so that Indigenous Australians can become genuine participants in the real economy. He was recently an adviser to the Australian Government as a member of the Reference Group on Welfare Reform. He has also worked with the Australian Employment Covenant, GenerationOne and the National Indigenous Council. Apart from policy advice, Wesley's primary work is with resource sector companies in the management of native title and cultural heritage and also in the development of initiatives for Indigenous employment, training and business. Wesley maintains a very strong commitment to his own community through both native title and cultural heritage on the Gold Coast. For over a decade Wesley has been a project manager and advisor in the resource sector. Before that, he served in the military for 10 years and was the first Indigenous graduate from the Royal Military College, Duntroon.



Angie Russian

Director (non-executive)

(Retired)

Board member since 6 May 2011.
Retired 25 March 2015.

Committees

Finance and Audit Committee.

As the mother of three boys, Ms Russian became involved with the C&K kindergarten in Dayboro when her first child started in 2005. From 2007 to 2009 she was President and after three years changed her role in 2010 to become the C&K Liaison Officer. She was chairperson of the C&K Management Committees' Forum for four years and has been a member of the Board of Management of the Crèche and Kindergarten Association of Queensland since 2008.

Originally from Newcastle, NSW, Ms Russian worked in radio and advertising for eight years before being transferred to work at Triple M Radio Brisbane in 2000 as promotions manager. After meeting her husband Tony and having her first child in 2002, she left radio and is now involved with the local community in Dayboro and has been P&C President for the last three years at her children's primary school. Ms Russian believes that C&K has been an important part of her children's lives and continues to help them and other children gain independence and self-confidence through play.

Meetings of Directors

Director	Board		Finance and Audit Committee		Nominations Committee		Risk Committee		Audit, Risk and Finance Committee ¹		Governance and Remuneration Committee	
	A	B	A	B	A	B	A	B	A	B	A	B
Bernard Curran ²	10	10	1	1	2	2	-	-	3	3	2	2
John Sneddon	9	10					1	1	3	3		
Linda Apelt	7	10					1	1	3	3		
Joanne Darbyshire	9	10			2	2	1	1	2	3		
Claire Harrison	7	10									2	2
Cameron Henry	9	10	1	1					3	3		
Therese Mulherin	8	10									2	2
Angie Russian	1	2	-	1								
Laurel Zaicek	7	10	1	1					3	3		
Wesley Aird	2	2										

A Indicates the number of meetings attended during the period in which the Director was a member of the Board or Committee.

B Indicates the number of meetings held during the period in which the Director was a member of the Board or Committee.

1 The Board merged the Finance and Audit Committee with the Risk Committee in 2015 to form the Audit, Risk and Finance Committee.

2 The Chair was an ex-officio member of the Finance and Audit Committee, the Risk Committee and the Audit, Risk and Finance Committee.

Members' guarantee

In accordance with the Company's constitution, each member is liable to contribute a maximum of \$20 in the event that the Company is wound up. The total amount members would contribute is \$880 (2014: \$1,260).

Significant changes in the state of affairs

There have been no significant changes in the state of affairs of the Company during the year.

Likely developments and expected results of operations

In the foreseeable future it is expected that the Company will continue its principal activity as described above.

Environmental regulation

The Company is not affected by any significant environmental regulation in respect of its operations.

Insurance of officers

During the financial year, the Company paid a premium of \$15,400 to insure the directors, officers and employees of the Company.

The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers of the Company, and any other payments arising from liabilities incurred by the officers in connection with such proceedings. This does not include such liabilities that arise from conduct involving a wilful breach of duty by the officers or the improper use by the officers of their position or of information to gain advantage for themselves or someone else or to cause detriment to the Company. It is not possible to apportion the premium between amounts relating to the insurance against legal costs and those relating to other liabilities.

Proceedings on behalf of the Company

No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

Auditor's appointment

PricewaterhouseCoopers continues in office in accordance with section 327 of the Corporations Act 2001.

Auditor's independence

A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not-for-Profit (ACNC) Act 2012 is set out on page 22 and forms part of the Directors' Report.

Rounding off

The Company falls under a category referred to in ASIC Class Order 98/100 dated 10 July 1998. In accordance with that Class Order, amounts in the Financial Report and Directors' Report have been rounded off to the nearest thousand dollars unless otherwise stated.

Signed in accordance with a resolution of the Board of Directors.



Mr Bernard Curran, Chair



Mr Cameron Henry, Director

Dated this 23 day of March 2016

Auditor's Independence Declaration

As lead auditor for the audit of The Crèche & Kindergarten Association Limited for the year ended 31 December 2015, I declare that to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.



Andrew Weeden
Partner
PricewaterhouseCoopers

Brisbane
23 March 2016

PricewaterhouseCoopers, ABN 52 780 433 757

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under Professional Standards Legislation.

Statement of Comprehensive Income

For the year ended 31 December 2015

	Note	2015	2014
Revenue from operating activities		54,391	53,124
Government subsidies and grants		27,385	26,145
Other income		2,362	2,330
Finance income		1,440	1,511
Total revenue	2	85,578	83,110
Employee costs		60,426	59,031
Depreciation and amortisation expenses		2,913	3,466
Other expenses	3	20,584	20,687
Total expenses		83,923	83,184
Income/(loss) from operating activities		1,655	(74)
Impairment charges	4, 9	(31)	(2,139)
Gain/(Loss) on sale of assets	4	3,236	(571)
Net surplus/(deficit)		4,860	(2,784)
Total comprehensive income/(loss)		4,860	(2,784)

All figures in thousands of AUD.

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

Balance Sheet

As at 31 December 2015

	Note	2015	2014
Current assets			
Cash and cash equivalents	5	868	9,038
Trade and other receivables	6	2,167	2,429
Other financial assets	7	41,150	23,740
Other current assets	8	539	766
Total current assets		44,724	35,973
Non-current assets			
Property, plant and equipment	9	11,449	15,027
Intangible assets	10	106	161
Total non-current assets		11,555	15,188
Total assets		56,279	51,161
Current liabilities			
Trade and other payables	11	11,850	11,662
Income received in advance		1,388	1,783
Provisions	12	1,831	1,591
Total current liabilities		15,069	15,036
Non-current liabilities			
Provisions	12	1,897	1,672
Total non-current liabilities		1,897	1,672
Total liabilities		16,966	16,708
Net assets		39,313	34,453
Funds			
Reserves		1,341	1,341
Accumulated funds		37,972	33,112
Total funds		39,313	34,453

All figures in thousands of AUD.

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Funds

For the year ended 31 December 2015

	Accumulated Funds	Reserves	Total
Balance at 31 December 2013	35,896	1,341	37,237
Net deficit	(2,784)	-	(2,784)
Other comprehensive income	-	-	-
Total comprehensive loss	(2,784)	-	(2,784)
Balance at 31 December 2014	33,112	1,341	34,453
Net surplus	4,860	-	4,860
Other comprehensive income	-	-	-
Total comprehensive income	4,860	-	4,860
Balance at 31 December 2015	37,972	1,341	39,313

All figures in thousands of AUD.

The above statement of changes in funds should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 31 December 2015

	Note	2015	2014
Cash flows from operating activities			
Receipts from customers and grants		83,675	82,640
Finance income		1,504	1,303
Payments to suppliers and employees		(80,169)	(75,881)
Net cash generated by operating activities	13b	5,010	8,062
Cash flow from investing activities			
Payments for property, plant & equipment		(1,248)	(2,279)
Payments for intangibles		-	(8)
Proceeds on sale of fixed assets		5,478	-
Net cash generated by/(used in) investing activities		4,230	(2,287)
Net increase in cash and cash equivalents		9,240	5,775
Cash and cash equivalents at beginning of year		32,778	27,003
Cash and cash equivalents at end of year	5, 7, 13a	42,018	32,778

All figures in thousands of AUD.

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

For the year ended 31 December 2015

1. Summary of significant accounting policies

Basis of Preparation

The financial statements of Crèche and Kindergarten Association Limited (the Company) are included in a Tier 2 general purpose financial report which has been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-profit Commission (ACNC) Act 2012. The Company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise stated.

The financial statements were authorised for issue on 23 March 2016 by the directors of the Company.

New standards and interpretations not yet adopted

Certain new accounting standards and interpretations have been published that are not mandatory for 31 December 2015 reporting periods and have not been early adopted by the Company. The Company's assessment of the impact of these new standards and interpretations is set out below.

Title of Standard	Nature of change	Impact	Mandatory application date
AASB 15 <i>Revenue from Contracts with Customers</i>	The AASB has issued a new standard for the recognition of revenue. This will replace AASB 118 which covers contracts for goods and services and AASB 111 which covers construction contracts. The new standard is based on the principle that revenue is recognised when control of a good or service transfers to a customer - so the notion of control replaces the existing notion of risks and rewards.	At this stage, the Company is not able to estimate the impact of the new rules on the Company's financial statements. The Company will make more detailed assessments of the impact over the next twelve months.	Mandatory for financial years commencing on or after 1 January 2018. Expected date of adoption by the Company: 1 January 2018.

There are no other standards that are not yet effective and that would be expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

Accounting Policies

a. Revenue and other income

Parent and other fees are recognised in the period in which the service was provided.

Grants and Government funding are recognised when the right to receive the funding has been established.

When funding is received and there is a contractual or constructive obligation to refund some or all funds if the Company was unable to provide the service, or did not comply with the terms of the funding agreement, then the grant is recognised as unearned income until the service has been delivered.

Funds received which do not impose restrictions on the use of funds, including a time restriction on when the funds can be used, are recognised as revenue on receipt of the funds.

College course fee revenue is recognised progressively over the period of tuition.

College government funding is recognised when eligible students have completed each module and these statistics are reported to government.

Parent committee funds are recognised as income when funds are used.

Interest revenue is recognised on an accrual basis.

All revenue is stated net of the amount of goods and services tax (GST).

b. Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Land and building

It is the policy of the Board to record the value of buildings at cost. The Board has adopted the Australian Accounting Standards in terms of depreciation of all its buildings.

Buildings on crown land

No value is recorded for land held under Deed of Grant upon Trust from the Crown (namely at Paddington and West End), because it can only be used for the approved purpose and reverts to the Crown in the event of the Company ceasing to use it for that purpose. Accordingly, buildings on Crown Land are shown at original cost less depreciation.

Plant and equipment

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount and impairment losses are recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(e) for details of impairment).

Plant and equipment that have been contributed at no cost, or for nominal cost, are valued and recognised at the fair value of the asset at the date it is acquired.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

b. Property, Plant and Equipment (continued)

Depreciation

The depreciable amount of all fixed assets, including buildings and capitalised lease assets, but excluding freehold land, is depreciated on a straight line basis over the asset's useful life to the Company commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease taking into account renewal options or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Useful life
Buildings and leasehold improvements	10 - 40 years
Equipment, furniture and fittings	3 - 5 years
Motor vehicles	4 years

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income. When revalued assets are sold, amounts included in the revaluation relating to that asset are transferred to accumulated funds.

c. Leases

Leased assets are depreciated on a straight-line basis over their estimated useful lives where it is likely that the Company will obtain ownership of the asset. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as expenses on a straight-line basis over the lease term.

d. Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted).

(i) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period, which will be classified as non-current assets.

(ii) Financial liabilities

Non-derivative financial liabilities other than financial guarantees are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

Impairment

At the end of each reporting period, the Company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset (or a group of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance accounts.

Derecognition

Financial assets are derecognised when the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the Company no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised when the related obligations are discharged or cancelled, or have expired. The difference between the carrying amount of the financial liability, which is extinguished or transferred to another party, and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

e. Impairment of assets

At the end of each reporting period, the Company assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. in accordance with the revaluation model in AASB 116). Any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

f. Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

g. Cash and cash equivalents

For the purpose of presentation in the statement of cashflows, cash and cash equivalents include cash on hand, and term deposits with financial institutions.

h. Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

i. Trade and other receivables

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost less provision for impairment. Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance is used when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor and default or delinquency in payments (more than 120 days overdue) are considered objective evidence that the trade receivable is impaired.

j. Income tax

No provision for income tax has been raised as the Company is exempt from income tax under Div 50 of the Income Tax Assessment Act 1997.

k. Intangible assets

(i) Study Curriculum

The Company identified the development of a study curriculum project as an intangible asset. All expenses associated with the development of the project were capitalised and are amortised over its useful life. Costs capitalised included external direct costs of materials and services and direct payroll and payroll related costs of employees' time spent on the project. Research costs related to the project were expensed to the Statement of Comprehensive Income. The study curriculum has a finite useful life and is carried at cost less, where applicable, any accumulated amortisation and accumulated impairment losses. Capitalised development costs are amortised from the point at which the asset is ready for use on a straight-line basis over its useful life. A study curriculum asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Amortisation of the study curriculum is calculated using a straight-line basis to allocate costs over the period of the expected benefit which is 6 years.

(ii) Software

Costs incurred in developing products or systems and costs incurred in acquiring software and licences that will contribute to future period's financial benefits through revenue generation and/or cost reduction are capitalised. Costs capitalised include external direct costs of materials and services and direct payroll and payroll related costs of employees' time spent on the project. Software has a finite useful life and is carried at cost less, where applicable, any accumulated amortisation and accumulated impairment losses. A software asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Amortisation of software is calculated using a straight-line basis to allocate costs over the period of the expected benefit which is 3 years.

l. Trade and other payables

Trade and other payables represent the liabilities for goods and services provided to the Company prior to the end of the financial year that are unpaid. These amounts are usually settled in 30 days. The carrying amount of the trade and other payables is deemed to reflect fair value.

m. Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

n. Comparative figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Comparative figures have also been reclassified when necessary for give a better presentation of financial statements.

o. Donated assets

Land and Buildings that have been contributed to the Company at no cost, or for a nominal cost are valued at the fair value of the asset at the date it is acquired.

p. Critical accounting estimates and judgements

The Board evaluates estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company. Critical accounting estimates and judgements regarding impairment charges and provisions for impairment of receivables are disclosed in Note 4 and Note 6.

q. Economic dependence

The operations of all our childhood services benefit from the continued support by statutory authorities of the federal, state and local governments.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

2. Revenue

	2015	2014
Revenue from operating activities		
- Children's fees	51,054	49,492
- Affiliation fees	675	827
- College income	186	277
- Conference and seminars	377	396
- Other fees and levies	719	864
- Sundry income	1,380	1,268
	54,391	53,124
Government subsidies and grants		
- Department of Social Services (Commonwealth)		
• operational	4,935	4,181
- Department of Employment (Commonwealth)		
• operational	56	27
- Department of Education (Commonwealth)		
• operational	95	191
- Department of Education, Training and Employment (State)		
• operational	1,995	1,992
• 240 set up funding	-	297
• UAP Queensland Kindergarten Funding Scheme	19,343	18,521
• UAP Queensland Kindergarten Funding in Long Day Care	961	936
	27,385	26,145
Finance income		
Finance income	1,440	1,511
Other income		
Parent committee funds recognised	945	860
Fair value of donated assets	105	30
Grants income	1,300	1,409
Rental income	12	31
	2,362	2,330
Total revenue	85,578	83,110

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

3. Other Expenses

	2015	2014
Other expenses:		
Advertising and marketing	437	262
Audit and Accounting	69	65
Bank charges	245	407
Cleaning	2,423	2,464
Conferences and seminars	427	475
Equipment	497	598
FDC educator expenses	5,419	6,688
Food and functions	108	84
Fringe benefits tax	28	13
Grants expenditure	377	518
Information technology	925	487
Motor vehicles	284	206
Occupancy	3,480	3,403
Outsourcing/consultancy	1,066	847
Parent committee funds spent	831	676
Postage, printing, stationery and program materials	1,294	1,287
Repairs and maintenance	709	507
Telephone and internet	753	762
Travel	531	585
Other expenses	681	353
Total other expenses	20,584	20,687

4. Income/(loss) from non-operating activities

	2015	2014
Impairment charges	(31)	(2,139)
Gain/(loss) on sale of assets	3,236	(571)
Total	3,205	(2,710)

In 2014, C&K decided to cease the development of the head office and training college, known as the C&K Centre for Excellence, at the former Ithaca TAFE site in Ashgrove which resulted in \$2.1m impairment charges in 2014. In 2015, C&K sold the site which resulted in a gain of \$3.2m, giving an overall gain of \$1.1m.

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

5. Cash and cash equivalents

	2015	2014
Current		
Cash at bank	868	9,038

6. Trade and other receivables

	2015	2014
Current		
Trade receivables	401	468
Children's fees receivables	364	542
Goods and services tax (GST) receivable	964	1,044
Other receivables	740	570
Allowance for impaired receivables	(302)	(195)
Total trade and other receivables	2,167	2,429

(a) Provision for impairment of receivables

Movement in the provision of impairment of receivables is as follows:

Balance at the beginning of the year	195	305
- Charge for the year	245	93
- Written off	(138)	(203)
Balance at the end of the year	302	195

7. Other financial assets

	2015	2014
Current		
Term deposits	41,150	23,740

The term deposits are held to maturity of terms between three and six months. They carry a weighted average fixed interest rate of 2.95%. Due to their short-term nature their carrying value is assumed to approximate their fair value.

8. Other assets

	2015	2014
Current		
Prepayment	535	749
Security bonds paid	4	17
	539	766

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

9. Property, plant and equipment

	2015	2014
Capital works in progress	271	248
Freehold land - at cost	472	2,203
Buildings & leasehold improvements - at cost	12,691	12,042
Less accumulated depreciation	(4,383)	(3,476)
	8,308	8,566
Equipment, furniture & fittings - at cost	10,403	10,481
Less accumulated depreciation	(8,247)	(6,825)
	2,156	3,656
Motor vehicles - at cost	548	984
Less accumulated depreciation	(306)	(630)
	242	354
Total property, plant and equipment	11,449	15,027

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Capital works in progress	Freehold land	Buildings & leasehold improvements	Equipment, furniture & fittings	Motor vehicles	Total
2015 Cost						
Balance at the beginning of the year	248	2,203	12,042	10,481	984	25,958
Additions	1,163	-	83	43	33	1,322
Transfers and other movements	(1,140)	-	892	248	-	-
Impairment charges ^(a)	-	-	(26)	(5)	-	(31)
Disposals	-	(1,731)	(300)	(364)	(469)	(2,864)
Balance at the end of the year	271	472	12,691	10,403	548	24,385
Accumulated depreciation						
Balance at the beginning of the year	-	-	(3,476)	(6,825)	(630)	(10,931)
Charge for the year	-	-	(1,077)	(1,719)	(62)	(2,858)
Transfers and other movements	-	-	-	-	-	-
Disposals	-	-	170	297	386	853
Balance at the end of the year	-	-	(4,383)	(8,247)	(306)	(12,936)
Net carrying amount						
At the beginning of the year	248	2,203	8,566	3,656	354	15,027
At the end of the year	271	472	8,308	2,156	242	11,449

(a) Impairment charges relate to the assets of ceased operation of Springsure Community Kindergarten.

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

10. Intangible assets

	2015	2014
Study curriculum - at cost	254	254
Less: accumulated amortisation	(170)	(124)
	84	130
Software - at cost	129	129
Less: accumulated amortisation	(107)	(98)
	22	31
Total intangibles	106	161

Movements in carrying amounts

Movement in the carrying amounts for each class of intangibles between the beginning and the end of the current financial year:

2015	Study curriculum	Software	Total
Cost			
Balance at the beginning of the year	254	129	383
Additions	-	-	-
Balance at the end of the year	254	129	383
Accumulated amortisation			
Balance at the beginning of the year	(124)	(98)	(222)
Charge for the year	(46)	(9)	(55)
Balance at the end of the year	(170)	(107)	(277)
Net carrying amount			
At the beginning of the year	130	31	161
At the end of the year	84	22	106

11. Trade and other payables

	2015	2014
Current		
Trade payables	1,737	1,952
Employee benefits	4,172	3,214
Parent committee funds	2,024	1,990
Other payables and accruals	3,917	4,506
	11,850	11,662

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

12. Provisions

Provision for employee benefits

Provision for employee benefits represents amounts accrued for long service leave.

The current portion for this provision includes the total amount accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the Company does not expect the full amount of long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

The non-current portion for this provision includes amounts accrued for long service leave entitlements that have not yet vested in relation to those employees who have not yet completed the required period of service.

In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data. The measurement and recognition criteria for employee benefits have been discussed in Note 1(f).

	2015			2014		
	Current	Non-current	Total	Current	Non-current	Total
Employee benefits	1,831	1,897	3,728	1,571	1,672	3,243
Other provision	-	-	-	20	-	20
	1,831	1,897	3,728	1,591	1,672	3,263

2015 Movements in provisions

	Employee Benefits	Other provision	Total
Carrying amount at start of year	3,243	20	3,263
Additional provisions raised during the year	631	-	631
Amount used/reversed	(146)	(20)	(166)
Balance at the end of the year	3,728	-	3,728

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

13. Cash flow information

	2015	2014
(a) Reconciliation of cash		
Cash on hand and at bank	868	9,038
Cash on deposit	41,150	23,740
	42,018	32,778
(b) Reconciliation of net (deficit)/surplus to net cash generated by operating activities		
Net surplus/(deficit) for the year	4,860	(2,784)
Non-cash flows in net surplus/(deficit) from operating activities:		
- Depreciation & amortisation	2,913	3,466
- Impairment charges	31	2,139
- (Gain)/loss on sale of assets	(3,467)	571
- Donated assets (non-cash)	(74)	(10)
(Increase)/decrease in assets:		
- Trade and other receivables	262	1,722
- Other current assets	227	(86)
Increase/(decrease) in liabilities:		
- Trade payables and other liabilities	188	2,246
- Income received in advance	(395)	403
- Provisions	465	395
Net cash provided by operating activities	5,010	8,062

14. Capital and leasing commitments

	2015	2014
(a) Operating Lease Commitments		
Payable:		
- not later than 1 year	1,074	1,094
- later than 1 year but not later than 5 years	2,115	2,537
- greater than 5 years	45	60
	3,234	3,691

C&K Association Limited has property leases with varying terms up to 75 years. Contingent rental provisions within the lease agreement require that the minimum lease payments shall be increased in line with CPI subject to review with the landlord. Many leases have an option to renew the lease at the end of the term. Management has determined that all of the risk and rewards of ownership of these premises remain with the lessor and has therefore classified the leases as operating leases.

(b) Capital Expenditure Commitments

Payable		
- not later than 1 year	227	108

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

15. Contingent liabilities and contingent assets

The Company did not have any contingent liabilities or contingent assets as at 31 December 2015 (31 December 2014: Nil).

16. Events after statement of financial position date

There are no material events after the balance sheet date.

17. Key management personnel compensation

The names and positions of those having authority and responsibility for planning, directing and controlling the Company's activities, directly or indirectly (other than directors), are:

- (a) Michael Tizard, Chief Executive Officer
- (b) Mark Stones, Chief Financial Officer and General Manager Corporate Services
- (c) Kathryn Woods, General Manager Children's Services
- (d) Marina Cameron, General Manager People & Culture (ceased employment 30 June 2015)
- (e) Retha du Plessis, Acting General Manager People & Culture (acted from 24 March 2015 to 30 November 2015)
- (f) Rolanda Ayling, General Manager People & Culture (commenced employment 30 November 2015)
- (g) Jessica Wilson, General Manager Business Development & Strategy
- (h) Kim Douglas, General Manager Marketing & Communications
- (i) Katherine Fleming, Company Secretary and General Counsel

	2015	2014
Key management personnel compensation	1,412	1,177

18. Auditor's remuneration

	2015	2014
Audit of financial report	41	40
Other services	28	25
	69	65

All figures in thousands of AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

19. Other related party transactions

Other related parties include close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated. Values shown below are in AUD.

	2015	2014
Legal fees paid to Shand Taylor	21,048	12,299

John Sneddon is a partner of Shand Taylor and is a Director on the Board of C&K.
His remuneration for his services to the Board is Nil (2014: Nil).

Consulting fees to BDO Queensland	-	5,000
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Bernard Curran is a Partner of BDO Queensland and Chair of the Board of C&K.
His remuneration for his services to the Board is Nil (2014: Nil).

Consulting fees to Harrison Human Resources	2,000	-
--	--------------	---

Clare Harrison is the director of Harrison Human Resources.
Her remuneration for her services to the Board is Nil (2014: Nil)

20. Financial risk management

The Company's financial instruments consist mainly of deposits with banks, short-term investments, accounts receivable and payable, and leases. The totals for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

	Note	2015	2014
Financial assets at amortised cost			
Cash and cash equivalents	5	868	9,038
Other financial assets	7	41,150	23,740
Trade and other receivables		1,204	1,387
Total financial assets		43,222	34,165
Financial liabilities at amortised cost			
Trade and other payables		4,135	3,624

21. Economic dependence

The operations of all our childhood services benefit from the continued support by statutory authorities of the federal, state and local governments.

All figures in thousands of AUD, except in note 19 where values shown are in AUD.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

22. Funding receipt and expenditure

Queensland Government Department of Education Office of Early Childhood and Care

Projects	Total	Central/Interest	Branch	Affiliate	Associate
Balance of undisbursed funds as at 1 January 2015	1,893				
Receipts : State Government Grants for 2015 (including supplementation)					
QKFS Funding Semester 1 2014	(1,211)	(1,211)	-	-	-
QKFS Funding Semester 2 2014	(71)	(71)	-	-	-
QKFS Funding Semester 1 2015	28,424	-	13,598	14,532	294
QKFS Funding Semester 2 2015	(1,506)	(1,506)	-	-	-
QKFS UA in LDC	28,236	-	12,552	15,300	384
Disability Support Funding	1,073	-	1,073	-	-
Pre-kindergarten Grant - Bundaberg & Carseldine	1,004	-	1,004	-	-
Mackay Children and Family Centre	157	-	157	-	-
Limited Hours Care Programs	1,092	-	1,092	-	-
Information & Resources (Small Assets Grant)	300	-	300	-	-
Educational Quality and Standard	258	-	258	-	-
Administrative Support Funding	508	508	-	-	-
Volunteer Management Committee	56	-	56	-	-
Interest Income	1,939	-	-	1,939	-
	392	-	175	212	5
Total Receipts	60,651	(2,280)	30,265	31,983	683
Expenditure					
QKFS Funding Semester 1 2014	1	-	1	-	-
QKFS Funding Semester 2 2014	65	-	-	65	-
QKFS Funding Semester 1 2015	26,918	-	11,920	14,632	366
QKFS Funding Semester 2 2015	27,938	-	12,606	15,026	306
QKFS UA in LDC	1,073	-	1,073	-	-
Disability Support Funding	1,662	-	1,662	-	-
Information and Resources R3					
- Supporting Diversity Community Engagement Grants	24	-	24	-	-
Information & Resources (Small Assets Grant)	247	-	247	-	-
Pre-kindergarten Grant - Bundaberg & Carseldine	148	-	148	-	-
Mackay Children and Family Centre	2,038	-	2,038	-	-
Mackay Children and Family Centre - non recurrent	118	-	118	-	-
Limited Hours Care Programs	308	-	308	-	-
Educational Quality and Standard	1,007	1,007	-	-	-
Administrative Funding	5,487	-	5,487	-	-
Volunteer Management Committee	3,598	-	-	3,518	80
Total Expenditure	70,632	1,007	35,632	33,241	752
Net grant receipts/(expenditure) for 2015	(9,981)	(3,287)	(5,367)	(1,258)	(69)
Balance contributed by C&K as at 31 December 2015	(8,088)				

All figures in thousands of AUD, exclusive of GST.

Notes to the Financial Statements (continued)

For the year ended 31 December 2015

23. Trusts and legacies

Consists of the following:

Ann Cameron Legacy, Jessie Carter Legacy, Edith Conochie Legacy, Dr Mary Gutteridge Legacy, Holda C. Turner Legacy, Elsie Schlencker Legacy, Flora B. Harris Trust, Constance E. Lloyd Legacy, Lady Cilento Legacy.

24. Public company limited details

The registered office of the Crèche and Kindergarten Association Limited is:

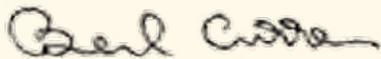
C & K Association Limited
257 Gympie Road
Kedron
Queensland 4031

Directors' Declaration

For the year ended 31 December 2015

In accordance with a resolution of the directors of The Crèche and Kindergarten Association Limited, the directors of the Company declare that:

1. The financial statements and notes, as set out on pages 23 to 39, are in accordance with the Australian Charities and Not-for-profits Commission (ACNC) Act 2012 and:
 - a. comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position of the Company as at 31 December 2015 and of its performance for the year ended on that date.
2. In the directors' opinion there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.



Mr Bernard Curran, Chair



Mr Cameron Henry, Director

Dated this 23 day of March 2016

Independent auditor's report to the members of The Crèche & Kindergarten Association Limited

Report on the financial report

We have audited the accompanying financial report of The Crèche & Kindergarten Association Limited (the Company), which comprises the balance sheet as at 31 December 2015, the statement of comprehensive income, statement of changes in funds and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the directors' declaration.

Directors' responsibility for the financial report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act (ACNC) 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

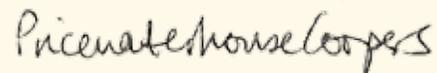
Our procedures include reading the other information attached to the financial report to determine whether it contains material inconsistencies with the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditor's opinion

In our opinion, the financial report of The Crèche & Kindergarten Association Limited is in accordance with the *Australian Charities and Not-for-profits Commission Act (ACNC) 2012*, including:

- (a) giving a true and fair view of the Company's financial position as at 31 December 2015 and of its performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1.



PricewaterhouseCoopers



Andrew Weeden
Partner

Brisbane
23 March 2016

PricewaterhouseCoopers, ABN 52 780 433 757

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under Professional Standards Legislation.

Funding and Grants

C&K would like to acknowledge and thank all the funding bodies in 2015.

Government funding providers

Australian Government

- Department of Education and Training
- Department of Employment
- Department of the Prime Minister and Cabinet
- Department of Social Services

Queensland Government

- Department of Education and Training
- Department of Justice and Attorney-General
- Department of the Premier and Cabinet

Other grants

- Acacia Ridge Community Support Inc.
- Anglo American Metallurgical Coal Pty Ltd
- Arrow Energy Brighter Futures
- Aussie Cotton Farmers
- Brisbane City Council
- Bundaberg Regional Council
- Cancer Council Queensland
- Central Highlands Regional Council
- CFMEU Union
- Child Protection Week
- Di Farmer MP
- Early Childhood Australia
- Friends of Hawthorne Limited Hours Kindergarten Committee
- Gold Coast City Council
- Greenbank RSL
- Heritage Bank
- Ipswich City Council
- Isaac Regional Council
- Junior Landcare Australia, Coles, Jemena and Yates
- Logan City Council
- Mackay Regional Council
- Mark Bailey MP
- Mission Australia
- Mondelez Australia Pty Ltd
- Moreton Bay Regional Council
- NAIDOC Programme
- New Hope Group
- Queensland Country Credit Union
- Queensland Rural Adjustment Authority
- Quest Community Newspapers
- Sidney Myer Fund
- Southside Sport & Community Club
- Staples Australia Pty Ltd
- Suncorp Corporate Services Pty Ltd and The Queensland Police Service
- Telstra Foundation
- The Salvation Army
- Townsville City Council
- Uniting Care Community
- Workforce Council





Where children come first

The Creche and Kindergarten Association Limited

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