



# Annual Report

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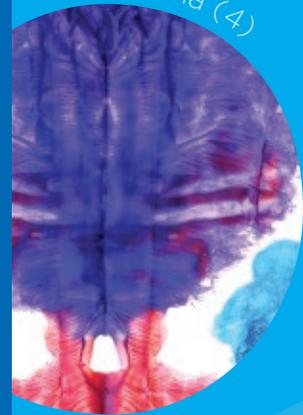
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C&K acknowledges the traditional custodians of the lands on which our Central Office and services across Queensland are located, and their continuing connection to land, sea and community. C&K also pays respects to all Elders - past, present and future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



Abigail (4)



Brianna (4)



Stephaine (4)

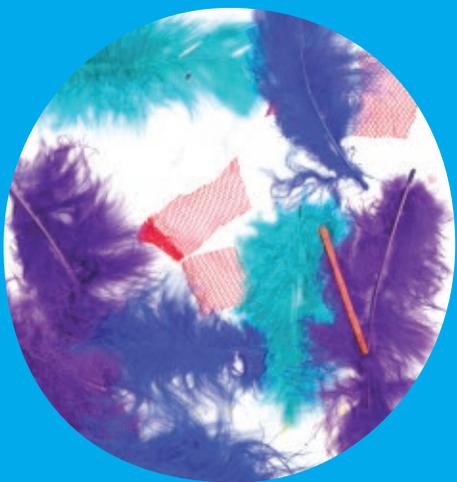
All artwork in the circles and section breaks for the annual report has been provided by C&K Yuingi Community Childcare Centre



Issabella (4)



Sophia (4)



Georgia (4)



Grace (2)



Zara (4)



Bridget (4)



Lara (2)



Brianna (4)



Lucas (4)



Anna (4)



Abigail (4)



Isla (3)



The background of the image is a vibrant, abstract composition of various shades of blue, ranging from deep navy to bright cyan. The texture is created through thick, expressive brushstrokes that sweep across the frame in various directions, creating a sense of movement and depth. The word "Leadership" is centered in the middle of this background.

# Leadership

Artwork by Oliva (4)

# Chair Message



**I am pleased to present The Crèche & Kindergarten Association Limited (C&K) 2014 Annual Report. As one of Queensland's largest early childhood education and care providers we are proud of our achievements over the past 12 months and we are well prepared for much anticipated future change in our sector.**

In the current climate of uncertainty, C&K has continued to fly the flag proudly as a quality option for children and our services continue to shine on both the Queensland and national stages. Our outstanding Quality Assessment ratings are a credit and reflection of the dedication of our staff and those working in our affiliate services. Through our Strategic Plan 2014-2017, we have embraced our values – Integrity, Collaboration, Respect, Safety and Courage and these remain our signposts as we embrace change and challenge and continue to grow the C&K footprint.

Your Board of Directors has been instrumental in guiding the organisation through some key milestones in the past year, not least of which was the relocation of our Central Office from Newmarket to Kedron after close to 40 years. In January 2015 our Patron, His Excellency Paul de Jersey, Governor of Queensland officially opened our new premises. This was a significant and symbolic turning point for C&K and heralds the start of a new era for the organisation. Working closely with our newly-bolstered executive leadership team, we are shaping a more flexible and forward-looking organisation that is responding to the current environment and to our stakeholders, the children and families of Queensland.

Our financial results for 2014 were impacted by a number of factors; our decision to not proceed with the development of the Ithaca site has resulted in a write down of these works, we have invested in strengthening our internal capabilities including people, systems and facilities. Funding limitations in areas such as children with disabilities has also impacted on our results. On a positive

note our cash flow remains strong and we are continuing to monitor our results to ensure we have the best financial platform for reform and growth.

One of the key focuses for C&K is building partnerships in a range of areas – across our services, with other early education and care providers and with schools. We place great importance on a holistic approach and the opening of our new Mackay Child Children and Family Centre in 2014 is a great example of C&K partnering with specialist organisations including health, Aboriginal and Torres Strait Islander organisations, local councils and crisis services. Complementary to this, we seek to have a strong voice in peak education bodies such as the Early Childhood Association and ACECQA as well as social justice organisations including QCOSS and the Multicultural Development Association, who we have worked with in 2014 to achieve the best outcomes for the children in our care.

Our partnership with government is also of vital importance. We look forward to working with our new Minister for Education, Kate Jones and her Department as well as our new Premier Anastacia Palaszczuk who has always shown a keen interest in C&K's vision. C&K has worked well with the former Minister for Education John-Paul Langbroek and we thank him for his interest in C&K over the past three years. Our relationships at the Commonwealth level continue to strengthen with C&K participating regularly in industry discussions reflecting the important role we play in our sector.

During 2014 we have sought to continue making connections in the research sector, including with the Queensland University of Technology, Charles Sturt University and Griffith University. Partnering with QUT Kelvin Grove's Early Childhood unit and the Queensland Department of Health we embarked on an exciting new collaboration - 'Health Promoting Early Childhood

Education' which was launched in 2014 with a health expo involving early childhood education students. These types of collaborations provide an ideal environment for students to gain invaluable first-hand experience with C&K services.

I thank our affiliate members for their valuable contribution to C&K and recognise the importance of community based services in early childhood education and care. These services and our own branches are supported by volunteer Parent Management Committees who fundraise and support our services and our dedicated teachers and staff.

On behalf of our members, staff, children and parents I would like to thank our CEO, Michael Tizard and all our staff for their contribution to "putting children first" and the enormous progress you have made as a team in 2014. We look forward to working with you all again in 2015.

Long serving Board Director, Angie Russian recently retired from the Board after 8 years of service. Angie brought hands on experience as a President of her local community committee and was a vocal advocate for parental involvement with C&K. Thank you Angie for your valuable contribution to life at C&K.

Finally to my fellow Directors I thank you for your commitment, expertise and most importantly, time which you give so generously to allow C&K to maximise children's life outcomes and guide their learning journey.

**Bernard Curran**

Chair



Through our Strategic Plan 2014-2017, we have embraced our values – Integrity, Collaboration, Respect, Safety and Courage and these remain our signposts as we embrace change and challenge and continue to grow the C&K footprint.

# CEO Message

**2014 has been a transformational year for C&K and has provided a rewarding experience for me as CEO of one of Queensland's largest early childhood education and care providers. It was a year in which we created a platform to enable C&K to move to a new operational and leadership level. With a year of considerable organisational and sector change we capped it off with the move of our Central Office, after close to 40 years, from our old premises at Newmarket to newly refurbished premises in Kedron in December. This move signalled the start of a new journey in the history of C&K and has provided our staff with modern and efficient facilities to support their important work.**

While there is much to celebrate in our achievements in 2014, the year has been marked by challenge and change due to ongoing policy and funding uncertainty in a number of different areas affecting C&K. With the Federal Government only providing certainty in Universal Access funding to the end of 2015, C&K has been working with other stakeholders to gain some clarity on this issue. We provided an extensive response including recommendations to the Productivity Commission's Draft Report into Child Care and Early Learning. I represented C&K at a public hearing in Sydney as part of the consultation process and continued to work with the Federal Government on achieving the best outcomes for both C&K and the sector, especially in the area of funding for children from disadvantaged backgrounds. Funding to support our Aboriginal and Torres Strait Islander services ceased at the end of 2014 and we have struggled to secure ongoing funding from the Federal or State Governments. We have maintained our commitment to Aboriginal and Torres Strait Islander services and will continue to do so, however will need to do this within existing C&K resources.

While C&K's financial position remains strong, there has been a renewed focus on building financial sustainability, including grants applications, utilisation of our services and exploration of options to diversify our income sources. Our decision not to proceed with the Centre for Excellence has impacted on our end of year results due to write offs for preparatory works. Much of this work has enabled us to improve the Ithaca site and we are aiming to recoup costs through the sale of the property in 2015. As mentioned 2014 has posed significant funding challenges with all areas of funding affected and C&K has supplemented government funding at a significant level to maintain our commitment and support to children with additional needs. The current environment has seen us having to manage short term funding contracts and funding uncertainty across all program areas together with the possibility of funding cuts.

In 2014 we worked hard to ensure that C&K had a voice in a variety of different forums. We supported the formation of the Early Learning and Care Council of Australia (ELACCA) bringing large for-profit and not-for-profit providers together around the table to promote the development of our sector and ensure the ongoing delivery of quality, accessible and affordable early childhood education and care options. With the appointment of our Chair Bernard Curran to the Board of ACECQA (Australian Children's Education & Care Quality Authority) for a three year term in late 2014, C&K was given a further recognition of its leadership role. As a leading organisation in early childhood education and care, C&K works to educate and inform the wider community about the importance of improving outcomes in children's education and care and works to guide the implementation and improvement of the National Quality Framework. Our services continue to outperform other services across Queensland and nationally assessed under the National Quality Framework in either meeting or exceeding standards.

C&K continued to host a suite of professional development opportunities in 2014 to build knowledge and capacity across our talented and skilled team of educators. The Annual Conference 'Innovation in a Changing World' held in June at the Brisbane Convention and Exhibition Centre featured Mark McCrindle, International Social Researcher, Marilyn Flear, from Monash University and Peter Baines, former Forensic Officer with the NSW Police Force and founder of 'Hands Across the Water'. Our Professional Development Days across regional Queensland provided exceptional learning experiences with keynote addresses and workshops from international and national speakers. C&K sponsored the ECA national Early Childhood Conference in September with many of our educators attending. We were fortunate to have our Education Manager Alison Evans present on Engaging Educators & Community to lift the platform for children's voices to be heard. The Director's Day staged in September gave Directors from across the state the opportunity to hear about and discuss strategies to improve utilisation and identify their needs in the current early childhood learning landscape. It assisted the way we work together in a more collaborative and supportive way. Outcomes of this session included a change to the way monthly reports are presented to directors to ensure ease of understanding to help them manage services.

2014 was a year of celebrations for many of our services achieving major milestones in providing quality early childhood education to children, including Camp Hill celebrating 70 years of service, Holland Park 60 years, Indooroopilly 70 years and Redlands and Nundah both 50 years. Bellbowrie celebrated a double celebration of 40 years' service and 30 years of service for our Director, Robyn Bowman. We also celebrated Early Childhood Advisor Robyn Mercer's 38 years as a C&K employee. Robyn continues to be a dedicated, passionate Early Childhood Advisor with a wealth of knowledge and commitment to children, families, educators and communities.

In October we celebrated the opening of the Mackay Children and Family Centre with the then Minister for Education, Training and Employment, The Honourable John Paul Langbroek. The Centre is an Aboriginal and Torres Strait Islander service which focuses on providing access to integrated early childhood education and care, parenting, family support and early childhood health services. This service provides a welcoming, integrated space for the local Indigenous community with a focus on celebrating local Indigenous culture. While visiting Mackay earlier in the year I took the opportunity to open new kindergartens at Calen, Marian and Eimeo Road. Sadly we said goodbye to three of our services in 2014 with the closure of Yelangi Kindy, an Indigenous service at Indooroopilly which was handed back to the control of the Yelangi Management Committee, Southport Child Care Centre on the Gold Coast which was closed due to ongoing under-utilisation and Calvary College Kindergarten which was taken back by the College to be operated as their own early childhood service. Yelangi was the first Aboriginal kindergarten to be built specifically for Aboriginal children and for many years was the only Aboriginal kindergarten in Brisbane meeting the needs of many children. With a change in the demographics in the local area, the service had for some time not had any Aboriginal children enrolled. The Yelangi Committee is exploring options for the kindergarten to be sold and relocated to an area where there is a large Aboriginal and Torres Strait Islander population and where this valuable service can again meet community need.

2014 was a year in which C&K's Executive Leadership Team took form with the appointments of Mark Stones as General Manager Corporate Services, Jess Wilson as General Manager Business Development, Kim Douglas, Senior Manager Marketing and Communications and Kathryn Woods, General Manager Children's Services. The expanded and revitalised leadership team

undertook a planning day towards the end of 2014 to map strategic priorities for the new 2014-2017 C&K Strategic Plan. At the end of 2014, while we realised there was still work to do to redefine our business models, we were already well on the way strategically positioning C&K to embrace sector change, continuing to develop and deliver innovative and high quality early childhood education and care services and growing our service footprint.

Our new Strategic Plan identifies C&K's purpose to maximise children's life outcomes and guide their learning journey. The Plan has also seen the implementation of a new set of organisational values taken from the Building waterfalls curriculum- Integrity, Courage, Respect Safety and Collaboration. These values will underpin our leadership framework across the organisation and guide the way we work with each other, our partners, with parents, children and communities. At C&K children continue to come first and are our focus in all that we do. I would like to thank the C&K Board of Directors for their commitment, guidance and support throughout the year and all of our staff - our educators and carers and the entire team of staff in our Central Office, for your hard work and dedication in ensuring that the quality of early childhood education and care continued at C&K in 2014 and will continue into the future.

**Michael Tizard**

CEO



# Directors

## 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).

### Experience

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

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). 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. 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.

### Committee responsibilities

Mr Curran is a member of the Governance & Remuneration Committee and an ex-officio member of the Finance & Audit Committee, the Risk Committee and the Nominations Committee.



**John Sneddon**  
Deputy Chair  
(non-executive)

LLB

### Experience

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

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.

### Committee responsibilities

Mr Sneddon is a member of the Risk Committee.



**Linda Apelt**  
Director  
(non-executive)

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

### Experience

Board member since 30 May 2013.

Ms Apelt is an experienced Chief Executive Officer with over thirty years of progressive experience in government and non-government environments, including fourteen years as a Director-General of large, complex human services organisations and is currently CEO of MontroseAccess. She has particular expertise in leading large scale organisational and policy changes and reforms; developing and implementing complex social policy initiatives; managing internal and external service delivery systems; managing and balancing multimillion and multibillion dollar budgets including contracts with non-government service providers, capital works and achieving efficiencies without compromising services.

Ms Apelt 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 and Common Ground Queensland.

She 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.

### Committee responsibilities

Ms Apelt is the Chair of the Risk Committee.



**Joanne Darbyshire**  
 Director  
 (non-executive)

Dip of Teaching, IECD, B. Education

**Experience**

Board member since 22 August 2012.

Mrs Darbyshire has been involved in 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. During the past 18 months she has worked with the Queensland Curriculum and Assessment Authority supporting the development of online resources for kindergarten teachers and early childhood educators using the QKLG. She is interested in parent support and has a weekly radio segment on 4GR in Toowoomba and 96five in Brisbane covering topics relevant to young children and their families. Ms Darbyshire is a past president of Chislehurst, a C&K affiliated kindergarten in Toowoomba. She is a Director of Early Childhood Australia.

**Committee responsibilities**

Ms Darbyshire is a member of the Risk Committee and the Chair of Nominations Committee.



**Claire Harrison**  
 Director  
 (non-executive)

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

**Experience**

Board member since 24 October 2013.

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. 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.

**Committee responsibilities**

Ms Harrison is a member of the Governance & Remuneration Committee.



**Cameron Henry**  
 Director  
 (non-executive)

BBus(Acc), ACA, MAICD

**Experience**

Board member since 28 August 2013.

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 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.

**Committee responsibilities**

Mr Henry is the Chair of the Finance & Audit Committee.

# Directors



**Therese Mulherin**  
Director  
(non-executive)

BOccThy, GAICD

## Experience

Board member since 30 May 2013.

Ms Mulherin started her career as an Occupational Therapist, assisting people with injuries and disabilities to maximise 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 organisations, 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.

## Committee responsibilities

Ms Mulherin is the Chair of the Governance & Remuneration Committee.



**Angie Russian**  
Director  
(non-executive)

## Experience

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

As the mother of three boys, Ms Russian became involved with a C&K kindergarten 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 C&K since 2008.

Originally from Newcastle, NSW, Ms Russian worked in radio and advertising for eight years before being transferred to work at Triple M Brisbane in 2000 as the 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 and has taken on the role of P&C President 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.

## Committee responsibilities

Ms Russian was a member of the Finance & Audit Committee.



**Laurel Zaicek**  
Director  
(non-executive)

BA, Grad Dip Mgt, M Mgt

## Experience

Board member since 6 May 2011.

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 services on the Board of Management of C&K from 2009.

As a mother of four children, Laurel became involved with C&K when her eldest child began attending Yelangi 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.

## Committee responsibilities

Ms Zaicek is a member of the Finance & Audit Committee and the Nominations Committee.

# Directors

## Retired Directors

### Tom Kettleton

#### Director (non-executive)

JP (CDE), M Lab Studies UQ, Grad Dip Secondary Studies ACU

#### Experience

Board member since 6 May 2011. Retired 14 February 2014.

Mr Kettleton is the Managing Company Director of a Queensland tourist transit & bus transport company. He has wide and varied community experience in industrial relations, specialising in the early childhood education field. Tom has been involved with C&K since the early 1980's when his children attended C&K services. Tom is a strong supporter of 4-year university trained early childhood teachers advocated for by C&K.

Mr Kettleton had been a member of the incorporated association Board of Management of the Creche and Kindergarten Association of Queensland from 2004.

#### Committee responsibilities

Mr Kettleton was a member of the Governance and Remuneration Committee.

Artwork by  
Sarah  
Age 3

Artwork by  
Lucinda  
Age 3



# Executive Leadership Team



Michael Tizard  
Chief Executive Officer



Michael commenced as the CEO of C&K in August 2013 after more than 30 years' experience in the child and family services sector working in the areas of statutory child protection, disability, family support, parenting and early childhood education and care.

He has worked in both government and non-government organisations including the Children's Protection Society, NSW Department of Community Services, NSW Department of Ageing, Disability and Home Care, The Benevolent Society and Uniting Care.

Michael has previously served on the Boards of the Children's Welfare Association of Victoria and PeakCare, and is a current Board member of the Child and Family Welfare Association of Australia Inc (CAFWAA) and Families Australia.

Children's wellbeing has always been Michael's highest priority and he feels a genuine alignment with C&K's commitment to putting children first.

Katherine Fleming  
Company Secretary and General Counsel



Katherine joined C&K in October 2012 as the Company Secretary and General Counsel. She has 20 years of experience in legal, governance and communications roles in the not for profit, private, government and international sectors, and has worked for organisations including the Royal Australasian College of Physicians, Westpac Banking Corporation, the United Nations Compensation Commission and the United Nations Conference on Trade and Development. Katherine has extensive experience in providing in-house legal and governance advice to decision-making bodies and Boards, stakeholder management, risk and compliance. She manages C&K's legal and governance section. Katherine is a Board member of the Protect All Children Foundation.

Marina Cameron  
General Manager, People and Culture



Marina joined C&K in September 2013 in the role of General Manager People & Culture. With more than 15 years' experience in Human Resources, Industrial Relations and Organisational Development, she has worked across the commercial, government and not for profit sectors in industries such as Energy, Ageing and Community Care, Retail and Agriculture. She has worked for organisations including Ergon Energy, Uniting Care Health, RSL Care and Olam International.

Marina has previously held senior leadership positions in organisations that are undergoing rapid transformation to improve service delivery and financial sustainability, and understands the distinct role of HR and 'people' in the value chain.

## Mark Stones

Chief Financial Officer and General Manager, Corporate Services



Mark brings to C&K significant experience from not-for-profits and charities in both Australia and the UK, combined with a Big Four accountancy background. He has worked in a variety of sectors including government, community services, information and technology and consultancy.

Mark's commitment to improving the lives of people spans a broad range of services and organisations such as PwC, The Benevolent Society, The British Museum, Bravura Solutions and Capita plc. He joined us in May 2014.

## Kathryn Woods

General Manager, Children's Services



Joining C&K in late July 2014, Kathryn came from a senior executive role in government, where she 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, families, the sector and government.

Kathryn has more than 25 years leading and managing service delivery and organisational development across a range of organisations and jurisdictions, notably for the Queensland and Australian governments.

Kathryn is committed to, and focused on improving outcomes for children, and is an enthusiastic community volunteer. Kathryn was the President of her local C&K community kindergarten management committee, and is currently undertaking postgraduate studies in Community Development.

## Jessica Wilson

General Manager, Business Development and Strategy



Jess commenced as General Manager Business Development and Strategy in May 2014. She has worked in the Human Services sector for over fifteen years in both government and non-government organisations, including Anglicare, Queensland Department of Communities, NSW Department of Health and The Benevolent Society. Her roles have included direct service delivery to children and families, development and delivery of large scale health promotion campaigns, policy and legislative review, project management and senior management positions.

These diverse roles have seen her work with a wide range of stakeholders across the government, non-government and corporate sectors to develop and implement new and innovative strategies and models of service delivery that support improved outcomes for children, families and communities.

Jess is passionate about strategic partnerships that achieve positive social impacts for communities and ensure a balance between social and commercial accountability.

## Kim Douglas

Senior Manager, Marketing and Communications



Kim joined C&K in June 2014 and has previously worked in the government, sporting and education sectors in leadership roles in Public Relations, Communications and Marketing. Having worked in the independent school sector she then moved into international education where she worked in Singapore for Cognita Asia assisting expatriate families to access the best possible educational opportunities for their children.

Kim believes that a successful education journey begins with quality early education and care. Her youngest son recently completed kindergarten and still refers to C&K Rosalie as his home away from home.

# Conferences

## **Michael Tizard -**

Department of Education (Federal Government) Early Years Quality Fund consultation forum - January 2014

Families Australia Policy Forum Breakfast - February 2014

Families Australia Child Aware Conference - March 2014

Leadership for Innovation Conference - April 2014

Paddington Early Childhood Network Meeting - May 2014

Australian Research Alliance for Children & Youth Symposium - June 2014

Schools and Youth and Early Childhood Education and Care Forum - June 2014

Department of Communities Child Safety Child Protection Inquiry workshop - August 2014

National Early Childhood Conference - September 2014

DETE Queensland Early Childhood Conference - September 2014

Schools and Youth and Early Childhood Education and Care Biannual Stakeholder Forum - November 2014

DETE Early Years Forum - December 2014

Solid Partners Solid Futures Forum - December 2014

## **Ali Evans -**

ECA National Conference, Melbourne - September 2014

Solid Partners Solid Futures Forum - December 2014

AEDI Forum QUT Kelvin Grove- March 2014

Leading excellence in ECEC practice, Workforce Council Panel, July 2014

## **Alison Evans & Sandi Lascelles -**

AEDI forum Ipswich - July 2014

## **Meg Jones -**

Logan Consortium - Building Bridges Breakfast - June 2014

## **Sandi Lascelles, Dorothy Brown & Pamela Renaut -**

EMBRACE symposium (QCOSS) June 2014

## **Tess Simpson, Jo Goodrick and Meg Jones -**

Queensland Early Childhood Conference Brisbane - May 2014

## **Tracy Moir and Robyn Mercer -**

ECTA Teachers Conference - November 2014

## **Kirsten Holland -**

Cairns Professional Development Day - March 2014

# Advisory Groups and Peak Bodies

## **Michael Tizard -**

Board member Families Australia, Board member Child and Family Welfare Association Australia, the Coalition of Organisations Committed to the Safety and Wellbeing of Australia's Children, Queensland Early Years Forum.

## **Pam Spall -**

QUT University Human Research Ethics Committee appointed late 2014

## **Alison Evans -**

Griffith University Early Childhood Advisory Group, EATSIPEC Advisory Group,

## **Alison Evans & Sandi Lascelles -**

EMBRACE Advisory Group (QCOSS)

## **Kirsten Holland -**

Griffith University Early Childhood Advisory Group, QUT/Nutrition Queensland LEAPS Project Advisory Group, QCAA Early Childhood Advisory Group

## **Sharon Mehan -**

Australian Catholic University Advisory Group

An abstract artwork featuring a vibrant palette of red and blue. The composition is dominated by thick, expressive brushstrokes that form various geometric shapes, including circles, squares, and hexagons. The background is a light, neutral tone, which makes the bold colors stand out. The overall effect is one of dynamic energy and creative exploration.

# Innovation

Artwork by Sophia (3)

# Partnerships



**C&K continues to work collaboratively with a range of partners and organisations in delivering early childhood education and care and family support. In 2014 partnerships continued with The Benevolent Society in Cairns and Browns Plains delivering programs at the Early Years Centres. C&K's partnership with Ganyjuu Children and Family Centre continued with a C&K Early Childhood Educator working as part of a multidisciplinary team at Waterford West.**

The Salvation Army's Family Place held an official opening with C&K at the C&K Albert Park Kindergarten site in Woodridge. This program continues to provide innovative family support for children and families in the area.

C&K's partnership with Mission Australia continued in the Ipswich - Inala region with the Ready Together-Transition to School Program, an Australian Government-funded partnership.

C&K services also liaised with many schools and community groups to build successful transition programs for children entering Prep.

C&K partnered with DETE, Sarina Russo Apprenticeships and Extra Staff Apprenticeships to pilot an Indigenous high school traineeship program in the Ipswich region. The Pathways to Employment program was showcased at the Department of Education, Training and Employment Solid Partners, Solid Futures forum in late 2014 in Brisbane.

Partnerships that C&K continues to develop include:

- Similar services - services providing early childhood education & care: including our affiliated early childhood education and care services (their educators, staff and committees), other providers, and schools
- Complementary services - broader child and family services: family and child support services such as health, child development specialists, Aboriginal and Torres Strait Islander organisations, local councils, and crisis services
- Policy and peak body connections - Peak education bodies such as ACECQA, the Early Childhood Association as well as social justice organisations such as QCOSS, PeakCare Queensland and the Multicultural Development Association
- Research connections - partnerships with Queensland University of Technology, Charles Sturt University and Griffith University
- Corporate and supplier connections - corporations who assist us with the resources needed to run our core business.

# ECA Conference

C&K had a good representation at the national Early Childhood Australia Conference, Seasons of Change, held in Melbourne in 2014. A number of members from the executive and senior leadership teams together with Children's Services representatives attended multiple sessions around the key themes of Leadership, Community and Identity. C&K showcased its Aboriginal and Torres Strait Islander programs in the poster section and Alison Evans, C&K's Education Manager presented a session with colleagues from the Logan Child Friendly Community Consortium.

The conference included a thought provoking panel on children's rights and featured a number of international and national keynote speakers.



# New services/ returning services

**C&K has been very active in developing quality early childhood education and care services in 2014, with a focus in central and north Queensland.**

The community, supported by our Mackay Children and Family Centre, welcomed the opening of a Long Day Care service in June 2014. C&K was also proud to officially open C&K Calen, C&K Hoey Street and C&K Eimeo Road 2014.

C&K further built on its positive association with Queensland University of Technology (QUT) in February 2014, commencing Long Day Care services out of C&K QUT Gardens Point.

Proud to continue its commitment to remote services, C&K welcomed Jelly Beans Community Centre (Alpha) and Koolkuna Kindergarten and Pre School as they transitioned from affiliate to branch services in 2014.

The Parent Management Committees of Gunalda and District Kindergarten, King Cole Kindergarten Parent Group Inc (Townsville), Little Country Kids Club Inc (Toowoomba), and Mudjimba Community Kindergarten joined our distributed network of affiliate services in 2014 and are enjoying the funding, legislative and curriculum support provided by C&K. Bella Grace Brightwater School Kindergarten also joined our network of associate services.

Artwork by  
Abigail  
Age 4



# Queensland Early Childhood Conference

C&K's conference theme for 2014 was "Innovation in a Changing World", which examined the change confronting the early childhood landscape on a regular basis. Early Childhood Educators embraced the challenge and explored innovative, dynamic and creative ideas that supported new approaches to engaging with children, families and communities.

The annual conference facilitated the sharing of ideas and approaches which affirmed and inspired Educators. Invited speakers delivered innovative ideas and research in the areas of Education and Excellence, Creating and Sustaining Communities and Health, Wellbeing and Change.

Around 600 people attended the conference over three days. Our conference offered inspiring and thought-provoking presentations, discussion, workshops and passionate debate covering a variety of topics on the early childhood education and care agenda.

Our conference offered inspiring and thought-provoking presentations, discussion, workshops and passionate debate.

## Keynote speakers

Mark McCrindle is an international social researcher renowned for tracking and analysing emerging issues and social trends. Mark's understanding of key social trends, as well as his engaging communication style, places him in high demand as a public speaker.

Professor Marilyn Flear is the Research Director of the Faculty of Education at Monash University and also the Research Leader for the Early Childhood Faculty Research Group. Marilyn has a diverse range of research interests including: cross-cultural research, family studies, education in early childhood science and technology, and the building of new theoretical tools to support early childhood development and education.

Peter Baines, a former Forensics Officer with NSW Police, developed his unique leadership style by heading international recovery teams in Indonesia and Thailand following the Bali bombings in 2002 and the tsunami in south-east Asia in 2004. Moved by the children left orphaned after the tsunami, Peter founded the boutique charity 'Hands Across the Water'. Today he spends his time helping organisations build effective sustainable leadership programs, strengthening corporate social responsibility initiatives and leading the 'Hands Across the Water' team in supporting orphanages.





# Awards for Innovative C&K Services

The 2014 C&K Innovation awards were:

Building on the foundations laid by the C&K Sustainability Awards, the 2014 C&K Innovation Awards recognised outstanding actions taken by individuals and/or services to sustain people, place and culture within early year's education and care services. The 2014 C&K Innovation Awards addressed innovative and exceptional actions across education and service management. For the first time C&K presented a special Adjunct Professor Mary Mahoney AO Award for Excellence in Early Childhood Education and Care. This was chosen from the overall pool of winners.



## Innovation in Inclusive Practices Award: C&K Coorparoo Kindergarten

This award recognises work by an educator, or a service to support a child, group of children or family, to implement strategies to ensure inclusive practices. This practise must encompass dignity, equity and respect. The award may include teaching programs, community resources and/or capital works completed to ensure those who face disadvantage are supported to reach their full potential as a result of inclusion within the service.



## Innovation in Natural and Built Environment Award: C&K Tewantin Childcare Centre

This award recognises work done to increase eco-efficiency, support green business, and/or improve the natural environment. A key feature of this award is the estimated or actual financial and carbon savings due to eco-efficiency measures, as well as the potential for education for sustainability as a result of changes made.



## Innovation in Transitioning Award: C&K Wilston Grange Kindergarten & C&K Lutwyche Kindergarten & Windsor State School

This award recognises the work done to support a child, family or group of children to successfully transition into and/or out of an early years' service. It encompasses work done to engage with the local or broader community. It may include an aspect of supporting a community project or organisation.



## Innovation in Service Leadership Award: Sandi Willick from C&K Moorooka Kindergarten

This award recognises exemplary leadership by an individual or service. It showcases efforts that go beyond normal expectations of daily service operation in order to meet a customer's need. The award acknowledges innovative solutions and efforts made across the many facets of an early years' service including but not limited to:

1. Education and care
2. Operational service delivery.



**Innovative Service Sustainability – Chicquita Torrielli from C&K Yuingi Community Childcare Centre**

This award recognises efforts to create a sustainable service for local communities and future generations. The award showcases ongoing plans by an individual or group to ensure a service is meeting the needs of the community, all legislative requirements, and is financially viable.



**Adjunct Professor Mary Mahoney AO Award for Excellence in Early Childhood Education and Care - C&K Coorparoo Community Kindergarten**

This award recognises the following traits at an exemplary level:

- A person or team who:
  - embodies the qualities of character outlined in C&K Building waterfalls
  - has made a significant difference in the lives of children, family, community member/s
  - who demonstrates consistently sound education excellence based on recognised early childhood philosophy and pedagogy
  - actively engages in community support and/or community development
  - creates a service culture consistently seeking education excellence

**Innovation in Supporting Cultural Understanding Award: Janette Quince from C&K Oakey Community Kindergarten**

This award recognises work by an individual or teaching team to educate about, and sustain cultural competence within the service, families and/or local community. It may include work done to acknowledge and promote Aboriginal and Torres Strait Islander culture and/or other cultures specific to the service context.



# Curriculum Support

**Engaging in professional dialogue and reflective practice is critical to increasing educators' understandings and deepening knowledge of both C&K's Building waterfalls curriculum framework and how to apply the quality areas of the National Quality Framework.**

In 2014, the Early Childhood Advisory Team developed and delivered professional development sessions and held professional curriculum conversations with educators across the state. Online forums were also available to ensure all of our educators, including those in rural and remote services, could access professional learning and connect with other educators.

C&K's digital curriculum newsletter, Cascades, has continued to be published and widely circulated during 2014, showcasing best practice in early childhood education and care and inspiring stories from the field.

C&K's Collaborative Teaching and Learning Journal was more widely distributed and utilised during 2014. Positive feedback and sales increased at the National Early Childhood Australia conference held in Melbourne. Sales of this journal continue to climb and Educators continue to share their feedback on the positive differences it makes to their thinking and practice.



Artwork by  
Lara  
Age 2



An abstract artwork featuring a vibrant, textured background. The colors are primarily red, orange, yellow, and blue, with some darker, almost black, areas. The texture appears to be a mix of smooth and rough, possibly created with layered paper or fabric. The overall effect is one of intense energy and complexity.

# Reconciliation

Artwork by Aiden (4)

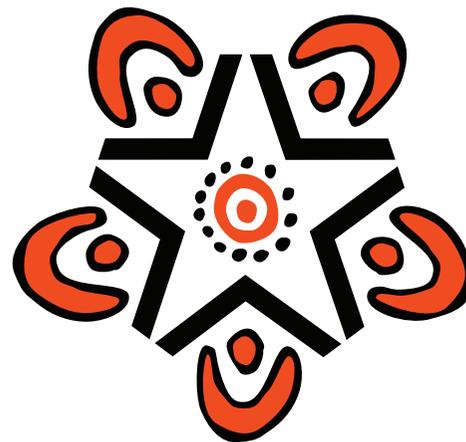
# Opening of Mackay Children and Family Centre

C&K celebrated the establishment of its first fully integrated service for Aboriginal and Torres Strait Islander families in 2014 with the opening of the new Mackay Children and family Centre. An initial service to local families had been operating since 2013, however with the opening of the new purpose-built facility in Mackay, the local community now has a major hub for family and community support services and early education and care together under the one roof.

The new \$5.6 million facility, established together with support from the Queensland and Federal Governments, features a long day care service with a kindergarten program, playgroups, after school care programs, literacy programs, child and maternal health services and family support programs.

The Mackay CFC was officially opened by the Education Minister John-Paul Langbroek on 24 October 2014. Manager Charlie Wicking says the service has helped support Mackay's Indigenous community grow stronger and healthier and has provided a great hub for sharing of culture

The new \$5.6 million facility, established together with support from the Queensland Government, features a long day care service with a kindergarten program, playgroups, after school care programs, literacy programs, child and maternal health services and family support programs.



## Mackay Children & Family Centre

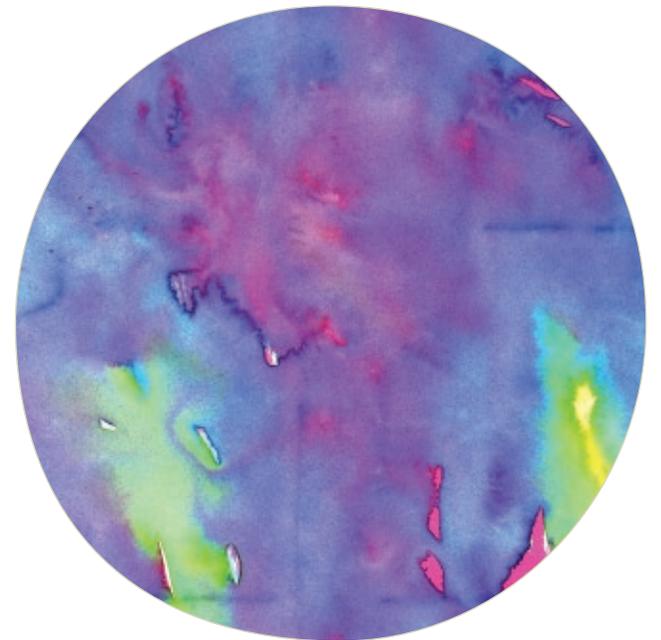




Artwork by  
Isabella  
Age 4



Artwork by  
Amarach  
Age 4





# Access for All

Artwork by Isabella & Bridget (4)



# Research and Inclusion Support

**In 2014, C&K was commissioned by Queensland's Department of Education, Training and Employment (DETE) to lead a significant state-wide project examining the experience of educators in applying inclusive practice working with children with complex emotional and social behaviours in the early childhood education and care setting.**

Recommendations from the project have been used by DETE to inform the Early Childhood Education and Care Workforce Action Plan (WAP). 348 people from across the sector participated in the project. Educators highlighted shortfalls in current qualifications and training, as well as opportunities for more targeted professional development opportunities and better relationships across disciplines. Many educators were experiencing high levels of stress in responding to particular behaviours of children, and the need for practical strategies and supports was outlined. C&K has embraced the learnings from the project, prompting a comprehensive internal review of its approach to inclusive practice. Staff from across C&K have been working together to co-design improved policy, program and practice responses that welcome all children and their families, and support educators in their role.



C&K has embraced the learnings from the project, prompting a comprehensive internal review of its approach to inclusive practice.

# Equity and Diversity Support

**The Equity and Diversity Team has continued to provide practical guidance for children, families and educators in supporting children with complex needs, disabilities, medical conditions and challenging behavioural needs.**

This small team works collaboratively with Early Childhood Advisors and Business Operations Consultants in supporting services across Queensland, providing professional development, co-ordinating funding applications, and strengthening links with referral agencies and support services.

The Pre-Kindergarten Grants program continued to operate in North Brisbane and Bundaberg, linking families and early childhood services through events and activities. This program aims to increase access and participation for children from Aboriginal and Torres Strait Islander communities and children from culturally and linguistically diverse backgrounds.

# Australian Early Development Census Grants

In the first quarter of 2014 implementation commenced on five projects under the Australian Early Development Census (AEDC) community action grants programs. The projects included professional development for educators, information sessions for families, a breakfast program, family fun days, and children's health screening. C&K delivered initiatives in five locations - Logan, Flagstone, Warwick, Hattonvale and Townsville.

Well-known children's author Mem Fox delivered a session for parents and educators in Flagstone on developing oral language and the importance of reading aloud with children. All participants received a copy of Mem's book together with other information to facilitate learning in the home. Additional oral language and storytelling sessions were implemented across libraries in Logan. C&K partnered with many agencies and organisations in implementing the AEDC grants including Nutrition Australia, KidsMatter, Logan libraries, local schools, and ECEC service providers among others.

C&K was invited to showcase the AEDC grant activities at a forum in Ipswich and also at QUT Kelvin Grove.



Artwork by  
Aiden  
Age 4



# The National Quality Framework

The National Quality Framework (NQF), an agreement between all Australian governments introduced in 2012, encourages services to provide a high quality and consistent standard of early childhood education and care across the country. Under the National Quality Framework, services are assessed and rated against seven quality areas, 18 standards and 58 elements of the National Quality Standards (NQS). The standards cover children's development and education, relationships with families and the community, educator qualifications, health and safety, the service environment and many other aspects of service delivery and operations.

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 have achieved in 2014. 90% of C&K services which have participated in the assessment and rating process have 'Met' or 'Exceeded' the National Quality Standards. As shown in the table to the right, C&K's assessment and rating results far exceed state and national results.

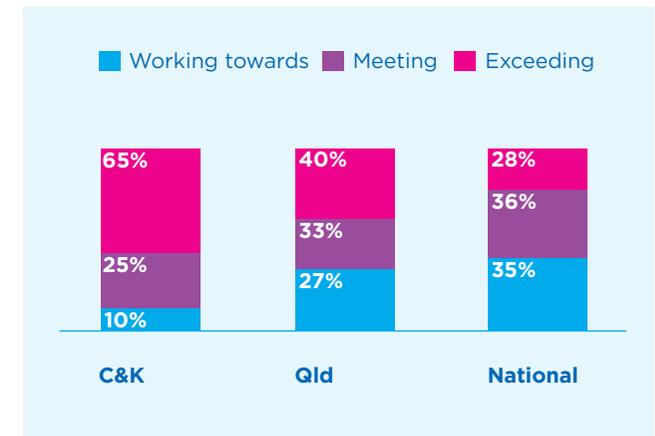
This builds on the great outcomes from 2013, when 40% of C&K services had been assessed, also performed well above other Queensland and national counterparts with 86% in that year achieving 'Meeting' or 'Exceeding' ratings compared to national average which was 56%.

National and Queensland data sourced from ACECQA NQF Snapshot Q3 2014.

In March, C&K Bribie Island Community Kindergarten was awarded the highest rating of 'Excellent' by the Australian Children's Education and Care Quality Authority (ACECQA). C&K Bribie Island was one of only five services in Queensland and one of only 20 services nationally to be awarded the prestigious rating in 2014.



Comparative - C&K, National and State Overall A&R Results



C&K's A&R results continue to exceed State and National results:

- 37% more C&K services have achieved Exceeding when compared to National results.
- 25% less C&K services have achieved Working Towards when compared to National results.
- 25% more C&K services have achieved Exceeding when compared to State results.
- 17% less C&K services have achieved Working Towards when compared to State results.

# Leadership and Advocacy – funding changes, submissions and sector collaboration

**The early childhood education and care sector is in an era of unprecedented uncertainty as a result of government policy and funding changes. In 2014 there were a number of significant announcements regarding the future of early childhood education and care policy and funding. These included:**

- A change in eligibility for Community Support Funding affecting our Family Day Care services resulting in a 47% or \$513k cut to FDC operational funding
- The announcement of the Indigenous Advancement Strategy funding reducing 150 programs aimed at supporting Aboriginal and Torres Strait Islander people across Australia to just 5 programs. For C&K this meant reapplying for funding to cover:
  - Our branch services that had been receiving Supplementary Recurrent Assistance (SRA) / National Indigenous English Literacy and Numeracy Strategy funding to enhance early childhood outcomes for Aboriginal and Torres Strait Islander children in their services.
  - The continuation of our Indigenous Support Unit's provision of support to a range of Aboriginal and Torres Strait Islander community controlled kindergartens.
  - Funding for the continuation of the Mackay Children and Family Centre
- The Productivity Commission's recommendations relating to a change in the funding model and arrangements for the delivery of early childhood education and care
- The September announcement of the 12 month extension of the National Partnership agreement on Universal Access funding. The Universal Access funding enables access to 15 hours a week of early childhood education for all Australian children in the year before formal schooling and is a significant portion of funding received by C&K each year. C&K worked with other key partners to develop an advocacy campaign relating to this kindergarten funding prior to the 12 month reprieve. We will continue to advocate for the importance of this funding until there is a stronger commitment from the Federal/State Governments to ensure its continuation.
- Review of the National Quality Framework – after three years of operation the review considered issues relating to implementation of the standards and associated Assessment and Rating processes, impact of the standards on different service types and any recommendations that would make the standards or processes clearer and more effective.

## **Productivity Commission Report on Childcare and Early Childhood Learning**

The Federal Government ordered a Productivity Commission Inquiry into Childcare and Early Learning in November 2013. The Terms of Reference indicated that the Inquiry was to examine and identify future options for a child care and early childhood learning system.

The Productivity Commission released its draft report in July 2014. C&K's response to the Productivity Commission's draft report included contributions to large sector discussions, presentation at the Public Hearings in Sydney and the submission of written responses.

Following the release of the Productivity Commission's draft report, C&K had five key messages in response to the main recommendations and requests for information. These were:

1. Universal Access Funding to preschool programs should continue - and preschools should remain under the National Quality Framework (NQF)
2. Qualifications impact on the quality of care
3. The Early Childhood Learning Subsidy (ECLS) simplifies funding arrangements for families and services but a 'deemed' cost must support quality
4. Supporting families who experience disadvantage will build our communities of the future
5. Inclusive and integrated services support all children and support engagement of families who are at risk or experience disadvantage
6. Our full response to the draft Productivity Commission report can be found on the C&K website.



# People Matter

Artwork by Sophia (3)

# People & Culture

At C&K, we recognise that our ability to attract, retain, develop and engage talented people is fundamental to the delivery of quality early education and care services to children around Queensland. The way we work together across C&K to maximise children's life outcomes and guide their learning journey, contributes greatly to our competitive advantage in the early childhood education and care sector.

Throughout 2014, C&K employees have been instrumental in supporting our strategic vision and articulating how we can work together to achieve our goals. The C&K key vision has assisted us to define what matters to us: our five values - respect, integrity, courage, safety and collaboration. We are on a continuing journey to build and maintain a vibrant and high performing culture consistent with our vision.

At C&K, we embrace a strong belief in the advantages 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.



# Attraction and Retention

Our focus on selection and development of the best candidates in their field, has contributed to a more robust organisation, and in particular improved recruitment methodologies, mobility between locations and departments, and a greater depth of internal talent across the organisation. C&K's average time to fill a vacancy is half the industry average and evidence suggests that candidate care and reputation around quality has improved and brand awareness of C&K has increased. A critical performance lever at C&K is leadership capability. High quality leadership across all levels of the organisation underpins our culture, and engenders higher levels of achievement.

In 2014, C&K commenced work on developing a specific leadership model which will clarify the expectations of all leaders consistent with C&K's shared values. Strong leadership will be encouraged and tailored across a range of career levels to help our people reach their leadership potential.

# Workplace Health & Safety

**Workplace Health & Safety (WH&S) is a major priority for C&K. We are committed to identifying and managing potential hazards, and responding promptly to incidents. We support the right of every employee to return home safely from work every day.**

We have achieved positive improvements in our safety performance through an improved approach to WH&S management. We continue to actively promote and embed a safety culture across all of our operations so that our employees and contractors are empowered to take a proactive approach. WH&S performance and management is reported through the use of safety statistics, which are benchmarked against our industry peer groups. This has been complemented by a number of initiatives to improve safety awareness and behaviour across our workforce.

## **Occupational wellness**

C&K commenced a holistic approach to maintaining the health and wellbeing of all of its employees by implementing our Health & Wellness Strategy. An implementation plan is being developed that will set out appropriate initiatives to address any gaps over the next three years.

# Learning and Development

**C&K continued its commitment to support and guide regionally-based educators by staging professional development days across the state. In total there were eight events in Cairns, Sunshine Coast, Mackay, Townsville, Rockhampton, Gold Coast, Bundaberg and Toowoomba. Each program offered a range of speakers including local experts in their field.**

Across Queensland in 2014, there were 74 professional development workshops, 57 online sessions and 17 face to face meetings. The workshops included a state wide Child Protection Roadshow and 'Transition to School' forums.

## **C&K College of Early Childhood**

C&K has been working through a process to redefine our College's purpose as an Enterprise Registered Training Organisation. Our College is uniquely positioned in Queensland to combine 'on the job' practical childcare sector expertise with the delivery of accredited training. The C&K College of Early Childhood provides both accredited training and vocational placement, creating a 'C&K pathway' for students from intake to employment. The College is an active, agile and respected participant with both the sector and government in identifying, influencing and delivering enhancements to accredited early education and care training. It also develops accredited training modules addressing key areas of C&K's service delivery such as inclusion support and supporting children with challenging behaviours.

C&K's wealth of experience in the early childhood education and care sector is grounded in contemporary research and practice and we are able to access highly educated and experienced trainers. Our own C&K specialist research and learning experts develop learning

# HR Operations

**In 2014, our Human Resources (HR) Division underwent significant change in structure as well as operational service delivery.**

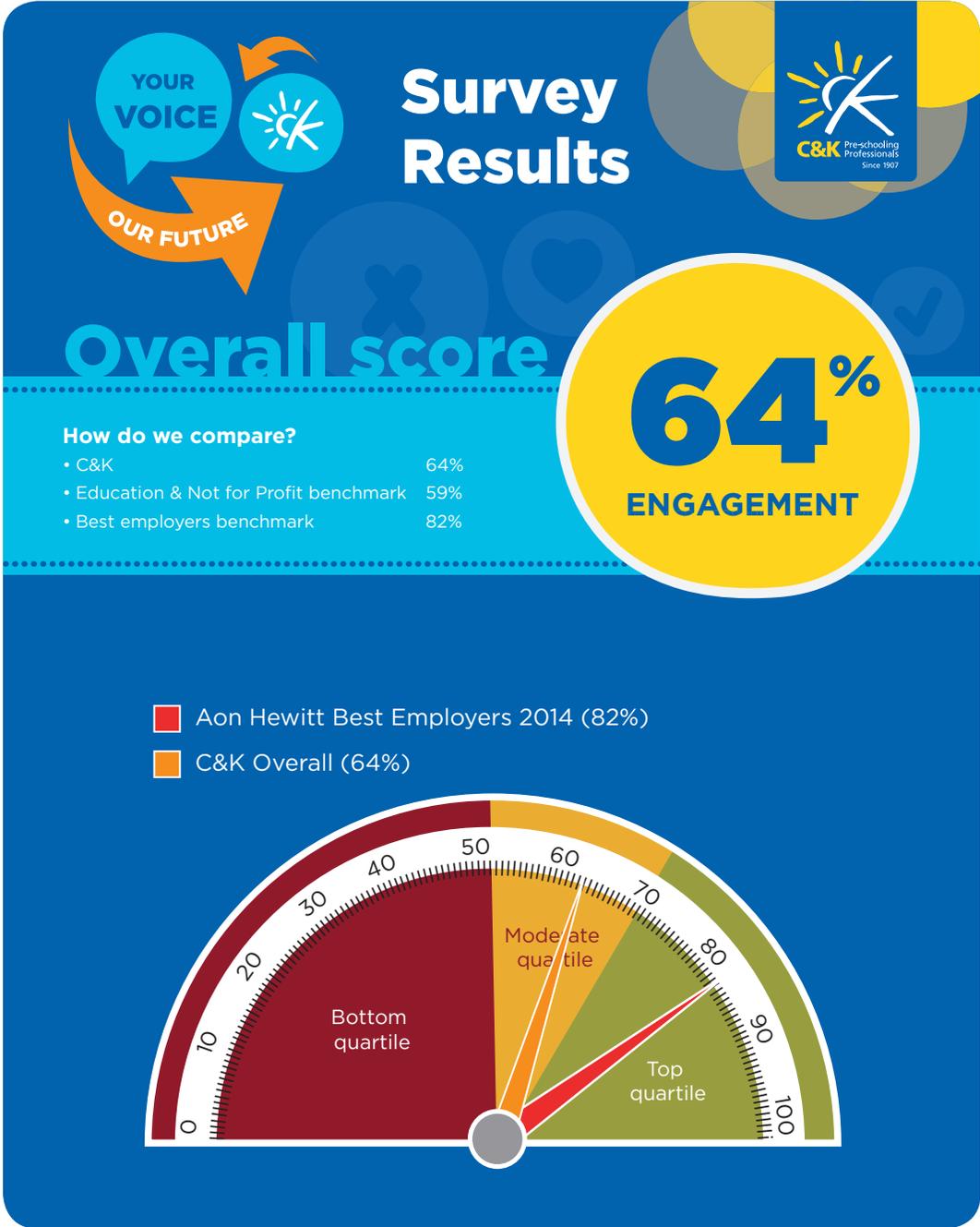
The past 12 months have seen a focus on improving operational support and moving from transactional HR service delivery, to a model of partnering with managers and departments across our organisation - in particular our Children's Services business unit. Following a review of policies and procedures, introduction of an Employee Assistance Program and a 'toolkit' type approach to providing accurate and efficient HR advice, HR has been able to assist in proactively managing and supporting a range of people related actions.

# C&K is a great place to work

In 2014, we invited an external review of our organisational culture to gauge overall employee engagement. A wide cross section of our employees were surveyed to understand and assess engagement, and also to identify which areas our employees believed need further strengthening.

The feedback confirmed that C&K's purpose and values are generally well understood and held in high regard by our employees. They reported a strong alignment to C&K's vision and results highlighted a high level of passion to continue to promote the importance of early years learning. As a result of specific feedback from the survey, C&K is making further enhancements in the areas of employee orientation, communications and leadership development strategy.

The C&K key vision has assisted us to define what matters to us: our five values - respect, integrity, courage, safety and collaboration. We are on a continuing journey to build and maintain a vibrant and high performing culture consistent with our vision.





# Sustainability

Artwork by Alex (2)

# Business Development and Strategy

In May 2014, the new Business Development and Strategy Team was established to support C&K's focus on sustainability, growth, evidence-informed practice and to boost the focus on investing any surplus into 'for purpose' activities.

So far the team has:

- Facilitated the development of submissions for major reform in the following areas:
  - Made two submissions to Productivity Commission Inquiry
  - Made two submissions to National Quality Framework Review
  - Responded to the Forrest Review
- Conducted research on inclusive practices for the Queensland Department of Education, Training and Employment
- Established new due diligence processes for assessment of potential new C&K branch services
- Finalised the C&K Strategic Plan and facilitated business planning processes across the organisation
- Developed and submitted funding applications for:
  - Indigenous Advancement Strategy (IAS) funding
  - Department of Social Services (DSS) funding
  - Department of Education and Training (DETE) kindergarten professional development funding

Artwork by  
Lucinda  
Age 3



# Strategic Plan progress

Early in 2014, the C&K Board and key senior leaders across C&K came together to develop a new Strategic Plan. The 2014-17 Strategic Plan included the development of a new purpose and new values for the organisation and six key strategic directions to guide C&K through a significant time of change in its history and to continue our focus on achieving the best outcomes for children and families. The new purpose: to maximise children's life outcomes and guide their learning journey reflects C&K's continuing commitment to quality education and care with the acknowledgement of the importance of these experiences to longer term outcomes for children. The new values for C&K come from the Building waterfalls curriculum, so all people at C&K; children, educators, families and Central staff understand how we work. Those values are:

**Integrity** – we stand by our word

**Collaboration** – we work together to achieve together

**Respect** – We are inclusive and value culture and diversity

**Safety** – We take care of ourselves and others

**Courage** – We embrace change and challenge

To take advantage of new opportunities, manage the changes in our current environment and deliver on our strategy, we have identified six strategic priorities with specific initiatives that will be reviewed annually over the life of the plan. These are:

- **Innovation:** Deliver and grow innovative services and programs that meet the diverse needs of children
- **Reconciliation:** We honour Australia's First People and work towards reconciliation
- **Access for All:** Increased access, participation and programs for vulnerable and disadvantaged children and families
- **Leadership:** Lead, influence and advocate in early childhood education and care
- **People Matter:** A capable, engaged diverse workforce and high performance culture
- **Sustainability:** A well-run, sustainable organisation

These key directions each have core strategies that will enable C&K to become a more flexible, responsive organisation that is able to respond to the changing needs of children and families. Our progress against this Strategic Plan will be managed by our Senior and Executive Leadership teams, with the Board regularly reviewing our achievements against the Plan.

These key directions each have core strategies that will enable C&K to become a more flexible, responsive organisation that is able to respond to the changing needs of children and families.

# Corporate Governance

**The 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 our corporate reporting
- Respecting the rights of our 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 four Committees to assist it in overseeing the work of C&K, namely the Finance and Audit Committee, Governance and Remuneration Committee, Nominations Committee, and the Risk 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.

The Board has recently undertaken an independent and external evaluation of its performance, and will use 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 eight Board positions and five of the six 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 research and evaluation and workplace health and safety. C&K has approximately 50 Health and Safety representatives, spread across the organisation's operations.

C&K is committed to ethical and transparent practices and in 2014 reviewed its organisational governance policies to ensure that the highest standards are met by its staff members. This will be further complemented by the current development of the Compliance Framework. C&K is equally committed to safety, and during the year developed and implemented its Risk Management Framework, as well as reviewing and implementing its Workplace Health and Safety Framework.

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.



The image features a collection of approximately 12 small, brown, cylindrical containers, likely made of cardboard or wood, arranged on a light-colored surface. Some of these containers are filled with white, oval-shaped objects, possibly pills or seeds. The containers are scattered across the frame, with some in the foreground and others in the background. The word "Financials" is overlaid in a large, bold, white sans-serif font across the center of the image. The overall lighting is warm and soft, creating a slightly blurred background.

# Financials

# Directors' Report

Your Directors present this report on the Company for the financial year ended 31 December 2014.

## Directors

Bernard Curran  
John Sneddon  
Linda Apelt  
Joanne Darbyshire  
Claire Harrison  
Cameron Henry  
Therese Mulherin  
Angie Russian  
Laurel Zaicek  
Tom Kettleton  
(Retired 14 February 2014)

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, with the approval of a new Strategic Plan for 2014-2017 and the release of a renewed 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 the purpose, and in consideration of, the broader early childhood education and care context. C&K strategy ensures ongoing quality educational and care service delivery to result in the most beneficial impact 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 Peoples 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 will focus the efforts of the Board, leadership and staff to maintain quality service delivery, while building a sustainable organisation for the future. The Strategic Plan will deliver a program of 41 initiatives over the first year (2014/15) to deliver a targeted suite of outcomes for children, families and communities.

# Directors' Report

## Performance measures

The company has established key performance indicators and targets linked to its strategic objectives. The Board and Executive Leadership will monitor, oversee and regularly review the company's performance to plan and measure its strategic success.

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 children, family and community issues;
- The amount of for-purpose investment in children, family and community programs we make; and
- Overall financial performance.

The operational effectiveness of C&K's work is measured across four categories:

- Service performance;
- Financial management;
- Workforce safety and quality; and
- Operational efficiency.

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 organisation's direction and the National Quality Framework.

## Review of operations and results

C&K experienced a year of growth with total revenue increasing by 3.9% to \$81.6m. This has been achieved due to increasing attendances at our services and the opening of new centres, including the Long Day Care facility which opened at the Mackay Child and Family Centre in July 2014. We opened new kindergartens in Calen and Glenden and added additional kindergartens at existing sites in Jinibara and Marian as part of the Queensland Government's commitment to Universal Access. The Jelly Beans Kindergarten in Alpha and the Koolkuna Community kindergarten in Townsville successfully transitioned from being affiliates to C&K branches in 2014. In addition C&K made the decision to close three services for operational reasons.

The overall result for the year was a net deficit of \$2.8m. This result takes into account a \$2.1m impairment charge which relates to the ceased development of the C&K Centre for Excellence at the former Ithaca TAFE site in Ashgrove. A review of our fixed asset register resulted in amendments to the classification of buildings and leasehold assets. This resulted in a change of useful lives and a depreciation adjustment of \$0.8m. Increased investment in our people, structures, systems and processes has also contributed to this result in 2014 and is expected to continue into 2015. While cash flow was positive in 2014, our net assets decreased by \$2.8m to \$34.5m.

## 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.



# Directors' Report

## Meetings of Directors

Director	Board		Finance and Audit Committee		Nominations Committee <sup>1</sup>		Risk Committee		Governance and Remuneration Committee	
	A	B	A	B	A	B	A	B	A	B
Bernard Curran <sup>2</sup>	8	8	4	5	1	1	2	5	5	5
John Sneddon	8	8					5	5		
Linda Apelt	8	8					5	5		
Joanne Darbyshire	5	8			3	3	3	5		
Claire Harrison	8	8							5	5
Cameron Henry	7	8	5	5						
Therese Mulherin	7	8							5	5
Angie Russian	6	8	1	5						
Laurel Zaicek	8	8	5	5	3	3				
Tom Kettleton	1	1								

**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** Following a member's resolution to amend the Constitution, the Nominations Committee changed from being a Committee of the organisation to a Committee of the Board on 29 May 2014. The Chair became an ex-officio member.

**2** The Chair is an ex-officio member of the Finance and Audit Committee, and Risk Committee. The Chair became an ex-officio member of the Nominations Committee on 29 May 2014.

### 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 \$1,260 (2013: \$1,120).

### 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 \$15,000 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.



Mr Bernard Curran, Chair

Dated this 25 day of March 2015

### 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 was appointed as auditor on 29 May 2014 in accordance with section 327 of the Corporations Act 2001.



Mr Cameron Henry, Director

### 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 46 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.

# Auditor's Independence Declaration

As auditor for the audit of The Crèche & Kindergarten Association Limited for the year ended 31 December 2014, 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  
25 March 2015

**PricewaterhouseCoopers, ABN 52 780 433 757**

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Liability limited by a scheme approved  
under Professional Standards Legislation.

	Note	2014	2013
Revenue from operating activities		53,124	51,097
Government subsidies and grants		26,145	23,007
Other income		2,330	4,353
Finance income		1,511	1,320
<b>Total revenue</b>	<b>2</b>	<b>83,110</b>	<b>79,777</b>
Employee costs		59,031	51,789
Depreciation and amortisation expenses		3,466	2,547
Other expenses	3	21,258	21,023
<b>Total expenses</b>		<b>83,755</b>	<b>75,359</b>
<b>(Loss)/income from operating activities</b>		<b>(645)</b>	<b>4,418</b>
Impairment charges	8	(2,139)	-
<b>Net (deficit)/surplus</b>		<b>(2,784)</b>	<b>4,418</b>
<b>Total comprehensive (loss)/income</b>		<b>(2,784)</b>	<b>4,418</b>

## Statement of Comprehensive Income For the year ended 31 December 2014

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 2014

	Note	2014	2013
<b>Current assets</b>			
Cash and cash equivalents	4	9,038	3,440
Trade and other receivables	5	2,429	4,151
Other financial assets	6	23,740	23,563
Other current assets	7	766	680
<b>Total current assets</b>		<b>35,973</b>	<b>31,834</b>
<b>Non-current assets</b>			
Property, plant and equipment	8	15,027	18,900
Intangible assets	9	161	167
<b>Total non-current assets</b>		<b>15,188</b>	<b>19,067</b>
<b>Total assets</b>		<b>51,161</b>	<b>50,901</b>
<b>Current liabilities</b>			
Trade and other payables	10	11,662	9,416
Income received in advance		1,783	1,380
Provisions	11	1,591	1,412
<b>Total current liabilities</b>		<b>15,036</b>	<b>12,208</b>
<b>Non-current liabilities</b>			
Provisions	11	1,672	1,456
<b>Total non-current liabilities</b>		<b>1,672</b>	<b>1,456</b>
<b>Total liabilities</b>		<b>16,708</b>	<b>13,664</b>
<b>Net assets</b>		<b>34,453</b>	<b>37,237</b>
<b>Funds</b>			
Reserves		1,341	1,341
Accumulated funds		33,112	35,896
<b>Total funds</b>		<b>34,453</b>	<b>37,237</b>

All figures in thousands of AUD.

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

	Accumulated Funds	Reserves	Total
<b>Balance at 31 December 2012</b>	25,767	1,341	27,108
Net surplus	4,418	-	4,418
Other comprehensive income	-	-	-
Total comprehensive income	30,185	1,341	31,526
Transfer from association	5,711	-	5,711
<b>Balance at 31 December 2013</b>	<b>35,896</b>	<b>1,341</b>	<b>37,237</b>
Net deficit	(2,784)	-	(2,784)
Other comprehensive income	-	-	-
Total comprehensive loss	(2,784)	-	(2,784)
<b>Balance at 31 December 2014</b>	<b>33,112</b>	<b>1,341</b>	<b>34,453</b>

## Statement of Changes in Funds For the Year Ended 31 December 2014

All figures in thousands of AUD.

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

# Statement of Cash Flows For the Year Ended 31 December 2014

	Note	2014	2013
<b>Cash flows from operating activities</b>			
Receipts from customers and grants		82,640	77,970
Finance income		1,303	1,281
Payments to suppliers and employees		(75,881)	(72,701)
<b>Net cash generated by operating activities</b>	<b>12b</b>	<b>8,062</b>	<b>6,550</b>
<b>Cash flow from investing activities</b>			
Payments for property, plant & equipment		(2,279)	(4,509)
Payments for intangibles		(8)	-
Proceeds on sale of fixed assets		-	71
<b>Net cash used in investing activities</b>		<b>(2,287)</b>	<b>(4,438)</b>
Net increase in cash and cash equivalents		5,775	2,112
Cash and cash equivalents at beginning of year		27,003	24,891
<b>Cash and cash equivalents at end of year</b>	<b>4,6,12a</b>	<b>32,778</b>	<b>27,003</b>

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 2014

## 1. Summary of significant accounting policies

### Basis of Preparation

The Crèche and Kindergarten Association Limited (the Company) has elected to early adopt the Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: *Application of Tiers of Australian Accounting Standards and AASB 2010-2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements*. Accordingly, the Company has also early adopted AASB 2011-2: *Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project - Reduced Disclosure Requirements* and AASB 2012-7: *Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements in respect of AASB 2010-6: Amendments to Australian Accounting Standards - Disclosures on Transfers of Financial Assets and AASB 2011-9: Amendments to Australian Accounting Standards - Presentation of Items of Other Comprehensive Income*.

The financial statements are general purpose financial statements that have 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 25 March 2015 by the directors of the Company.

### 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.

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. The Company does not hold title to the centres at Kingston, Kelvin Grove and North Rockhampton. These centres are conducted under a sponsorship agreement with the State Department of Communities, Child Safety and Disability Services. The land for Ithaca, Woodridge and Caboolture is held under Freehold Title. The use of Woodridge and Caboolture land is subject to the terms of the Capital Grants Agreement between the Commonwealth Government and the Company. The funds used to construct the buildings at Mt Gravatt West, Newmarket, Woodridge, Salisbury and Caboolture

were provided by the Commonwealth Government and are subject to a capital grant agreement between the Commonwealth Government and the Company.

#### **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.

#### **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:

<b>Class of fixed asset</b>	<b>Useful life</b>
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.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of 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.

**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 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.

**k. 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.

**l. 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.

**m. 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 a better presentation of financial statements.

**n. 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.

**o. 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 3 and Note 5.

**p. 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 2014

	2014	2013
<b>2. Revenue</b>		
<b>Revenue from operating activities</b>		
- Children's fees	49,492	47,350
- Affiliation fees	827	842
- College income	277	277
- Conference and seminars	396	328
- Other fees and levies	864	874
- Sundry income	1,268	1,426
	<b>53,124</b>	<b>51,097</b>
<b>Government subsidies and grants</b>		
- Department of Social Services (Commonwealth)		
• operational	4,181	2,898
- Department of Employment (Commonwealth)		
• operational	27	37
- Department of Education (Commonwealth)		
• operational	191	188
- Department of Education, Training and Employment (State)		
• operational	1,992	2,224
• 240 set up funding	297	73
• UAP Queensland Kindergarten Funding Scheme	18,521	16,634
• UAP Queensland Kindergarten Funding in Long Day Care	936	953
	<b>26,145</b>	<b>23,007</b>
<b>Finance income</b>		
Finance income	1,511	1,320
<b>Other income</b>		
Parent committee funds recognised	860	734
Fair value of donated assets	30	251
Grants income	1,409	3,333
Rental income	31	35
	<b>2,330</b>	<b>4,353</b>
<b>Total revenue</b>	<b>83,110</b>	<b>79,777</b>

All figures in thousands of AUD.

## Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

	2014	2013
<b>3. Other Expenses</b>		
<b>Other expenses:</b>		
Advertising and marketing	262	294
Audit and Accounting	65	56
Bank charges	407	343
Cleaning	2,464	2,410
Conferences and seminars	475	585
Equipment	598	337
FDC educator expenses	6,688	7,037
Food and functions	84	78
Fringe benefits tax	13	36
Grants expenditure	518	644
Information technology	487	418
Loss on sale of assets	571	99
Motor vehicles	206	193
Occupancy	3,403	3,014
Outsourcing/consultancy	847	1,123
Parent committee funds spent	676	310
Postage, printing, stationary and program materials	1,287	1,359
Repairs and maintenance	507	428
Telephone and internet	762	771
Travel	585	517
Other expenses	353	971
<b>Total other expenses</b>	<b>21,258</b>	<b>21,023</b>
<b>4. Cash and cash equivalents</b>	<b>2014</b>	<b>2013</b>
<b>Current</b>		
<b>Cash at bank</b>	<b>9,038</b>	<b>3,440</b>

All figures in thousands of AUD.

# Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

	2014	2013
<b>5. Trade and other receivables</b>		
<b>Current</b>		
Trade receivables	468	777
Children's fees receivables	542	370
Allowance for impaired receivables	(195)	(305)
Trade and children's fees receivable net	815	842
Goods and services tax (GST) receivable	1,044	2,324
Other receivables	570	985
<b>Total trade and other receivables</b>	<b>2,429</b>	<b>4,151</b>

## (a) Provision for impairment of receivables

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

Balance at the beginning of the year	305	213
- Charge for the year	93	223
- Written off	(203)	(131)
<b>Balance at the end of the year</b>	<b>195</b>	<b>305</b>

	2014	2013
<b>6. Other financial assets</b>		
<b>Current</b>		
Term deposits	23,740	25,563

The term deposits are held to maturity of terms between one and four months. They carry a weighted average fixed interest rate of 3.48%. Due to their short-term nature their carrying value is assumed to approximate their fair value.

	2014	2013
<b>7. Other assets</b>		
<b>Current</b>		
Prepayment	749	656
Security bonds paid	17	24
	<b>766</b>	<b>680</b>

All figures in thousands of AUD.

## Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

	2014	2013
<b>8. Property, plant and equipment</b>		
Capital works in progress	248	2,119
Freehold land - at cost	2,203	2,217
Buildings & leasehold improvements - at cost	12,042	11,299
Less accumulated depreciation	(3,476)	(2,194)
	8,566	9,105
Equipment, furniture & fittings - at cost	10,481	10,592
Less accumulated depreciation	(6,825)	(5,511)
	3,656	5,081
Motor vehicles - at cost	984	966
Less accumulated depreciation	(630)	(588)
	354	378
<b>Total property, plant and equipment</b>	<b>15,027</b>	<b>18,900</b>

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
<b>2014</b>						
<b>Cost</b>						
Balance at the beginning of the year	2,119	2,217	11,299	10,592	966	27,193
Additions	1,886	-	145	226	32	2,289
Transfers and other movements	(1,606)	(14)	1,106	379	14	(121)
Impairment charges (a)	(2,139)	-	-	-	-	(2,139)
Disposals	(12)	-	(508)	(716)	(28)	(1,264)
Balance at the end of the year	248	2,203	12,042	10,481	984	25,958
<b>Accumulated depreciation</b>						
Balance at the beginning of the year	-	-	(2,194)	(5,511)	(588)	(8,293)
Charge for the year	-	-	(1,386)	(1,970)	(58)	(3,414)
Transfers and other movements	-	-	-	83	-	83
Disposals	-	-	104	573	16	693
Balance at the end of the year	-	-	(3,476)	(6,825)	(630)	(10,931)
<b>Net carrying amount</b>						
At the beginning of the year	2,119	2,217	9,105	5,081	378	18,900
At the end of the year	248	2,203	8,566	3,656	354	15,027

(a) Impairment charges relate to the ceased development of the head office and training college, known as the C&K Centre for Excellence, at the former Ithaca TAFE site in Ashgrove.

All figures in thousands of AUD.

# Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

	2014	2013
<b>9. Intangible assets</b>		
Study curriculum - at cost	254	254
Less: accumulated amortisation	(124)	(87)
	130	167
Software - at cost	129	-
Less: accumulated amortisation	(98)	-
	31	-
<b>Total intangibles</b>	<b>161</b>	<b>167</b>

## 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:

2014	Study curriculum	Software	Total
<b>Cost</b>			
Balance at the beginning of the year	254	-	254
Additions	-	8	8
Transfers and other movements	-	121	121
Balance at the end of the year	254	129	383
<b>Accumulated amortisation</b>			
Balance at the beginning of the year	(87)	-	(87)
Charge for the year	(37)	(15)	(52)
Transfers and other movements	-	(83)	(83)
Balance at the end of the year	(124)	(98)	(222)
<b>Net carrying amount</b>			
At the beginning of the year	167	-	167
At the end of the year	130	31	161

	2014	2013
<b>10. Trade and other payables</b>		
<b>Current</b>		
Trade payables	1,952	762
Employee benefits	3,214	2,358
Parent committee funds	1,990	1,862
Other payables and accruals	4,506	4,434
	<b>11,662</b>	<b>9,416</b>

All figures in thousands of AUD.

# Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

## 11. 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).

	2014		Total	2013		Total
	Current	Non-current		Current	Non-current	
Employee benefits	1,571	1,672	3,243	1,412	1,456	2,868
Other provision	20	-	20	-	-	-
	<b>1,591</b>	<b>1,672</b>	<b>3,263</b>	<b>1,412</b>	<b>1,456</b>	<b>2,868</b>

### 2014 Movements in provisions

	Employee Benefits	Other provision	Total
Carrying amount at start of year	2,868	-	2,868
Additional provisions raised during the year	545	20	565
Amount used	(170)	-	(170)
Balance at the end of the year	<b>3,243</b>	<b>20</b>	<b>3,263</b>

All figures in thousands of AUD.

# Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

	2014	2013
<b>12. Cash flow information</b>		
<b>(a) Reconciliation of cash</b>		
Cash on hand and at bank	9,038	3,440
Cash on deposit	23,740	23,563
	<b>32,778</b>	<b>27,003</b>
<b>(b) Reconciliation of net (deficit)/surplus to net cash generated by operating activities</b>		
Net (deficit)/surplus for the year	(2,784)	4,418
Non-cash flows in net surplus from operating activities:		
- Depreciation & amortisation	3,466	2,547
- Impairment charges	2,139	-
- Loss on sale of assets	571	99
- Donated assets (non-cash)	(10)	(215)
(Increase)/decrease in assets:		
- Trade and other receivables	1,722	(1,895)
- Other current assets	(86)	(3)
Increase in liabilities:		
- Trade payables and other liabilities	2,246	884
- Income received in advance	403	249
- Provisions	395	466
<b>Net cash provided by operating activities</b>	<b>8,062</b>	<b>6,550</b>
	<b>2014</b>	<b>2013</b>
<b>13. Capital and leasing commitments</b>		
<b>(a) Operating Lease Commitments</b>		
Payable:		
- not later than 1 year	1,094	721
- later than 1 year but not later than 5 years	2,537	1,006
- greater than 5 years	60	65
	<b>3,691</b>	<b>1,792</b>
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>(b) Capital Expenditure Commitments</b>		
Payable		
<b>- not later than 1 year</b>	<b>108</b>	<b>270</b>

All figures in thousands of AUD.

# Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

## 14. Contingent liabilities and contingent assets

The Company did not have any contingent liabilities or contingent assets as at 31 December 2014. (31 December 2013: Nil).

## 15. Events after statement of financial position date

- (a) One Affiliate Member Service commenced transitioning to Branch status in February 2015. The value of donated assets is not considered material and will be finalised once the transition process has been completed.

## 16. 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 (commenced employment May 2014)
- (c) Joy Murray, temporary Chief Financial Officer and General Manager Corporate Services (from April to May 2014)
- (d) James Barbeler, Chief Financial Officer and General Manager Corporate Services (ceased employment April 2014)
- (e) Kathryn Woods, General Manager Children's Services (commenced employment July 2014)
- (f) Chris Kyranis, Acting General Manager Children's Services (from January to August 2014)
- (g) Marina Cameron, General Manager of People & Culture
- (h) Jessica Wilson, General Manager Business Development & Strategy (commenced employment May 2014)
- (i) Kim Douglas, Senior Manager Marketing & Communication (commenced employment June 2014)
- (j) Katherine Fleming, Company Secretary and General Counsel

	2014	2013
Key management personnel compensation	1,177	1,242

	2014	2013
<b>17. Auditor's remuneration</b>		
Audit of financial report	40	35
Other services	25	21
	<b>65</b>	<b>56</b>

Fees to PricewaterhouseCoopers were only paid in 2014. 2013 figures relate to the previous auditors.

All figures in thousands of AUD.

# Notes to the Financial Statements (continued) For the Year Ended 31 December 2014

## 18. 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.

	2014	2013
Legal fees paid to Shand Taylor	12,299	51,068

John Sneddon is a partner of Shand Taylor and is a Director on the Board. His remuneration for his services to the Board of C&K is Nil (2013: Nil).

BDO Queensland	5,000	8,000
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Bernard Curran is a Partner of BDO Queensland and Chair of the Board. His remuneration for his services to the Board of C&K is Nil (2013: Nil).

## 19. 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	2014	2013
<b>Financial assets at amortised cost</b>			
Cash and cash equivalents	4	9,038	3,440
Other financial assets	6	23,740	23,563
Trade and other receivables		1,387	1,827
<b>Total financial assets</b>		<b>34,165</b>	<b>28,830</b>
<b>Financial liabilities at amortised cost</b>			
Trade and other payables		3,624	3,386

## 20. Economic dependence

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

## 21. 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.

## 22. Public company limited details

The registered office of the Crèche and Kindergarten Association Limited is:  
C & K Association Limited  
257 Gympie Road  
Kedron

All figures in thousands of AUD.

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 47 to 64, are in accordance with the Corporations Act 2001 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 2014 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 25 day of March 2015

## Directors' Declaration For the Year Ended 31 December 2014

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

THE CRECHE AND KINDERGARTEN ASSOCIATION LIMITED  
ACN 150 737 849

## 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 2014, 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.

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

## 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 (ACNC) Act 2012, including:

- a. giving a true and fair view of the Company's financial position as at 31 December 2014 and of its performance for the year ended on that date; and
- b. complying with Australian Accounting Standards – Reduced Disclosure Requirements.



PricewaterhouseCoopers



Andrew Weeden  
Partner

Brisbane  
25 March 2015

**PricewaterhouseCoopers, ABN 52 780 433 757**

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under Professional Standards Legislation.

# Funding and Grants

In addition to government funding of more than \$26m, C&K was successful in its applications and success rate for grants in 2014. A total of 253 grant applications were submitted with 155 being successful, totalling \$2.4m, of which \$1.4m was spent in 2014. The grant funding received is being used for a variety of purposes including resources, toys and equipment, playground upgrades and landscaping, multi-cultural resources and programs, and professional development.

C&K would like to acknowledge and thank all the funding bodies in 2014.

## Government funding providers

Australian Government

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

Queensland Government

- The Department of Education, Training and Employment
- Department of Justice and Attorney-General

Government grants

- Queensland Government Department of Education, Training and Employment
- Supporting Diversity in Kindergarten Community Engagement Grants
  - Kindergarten Professional Development Program

Department of Justice and Attorney-General - Gambling Community Benefit Fund

## Other grants

Anglo American Metallurgical Coal Pty Ltd

Arrow Energy Brighter Futures

Bendigo Bank

BHP Billiton

Breakwater Island Casino

Brisbane City Council

Bundaberg Regional Council

Cairns Regional Council

Cancer Council Queensland

Carl Judge, Member for Yeerongpilly

CFMEU Union

Child Protection Week

Energex Limited

Ergon Energy

Foundation for Rural & Regional Renewal

Gold Coast City Council

Graham Perrett, Federal Member for Moreton

Ipswich City Council

Isaac Regional Council

Junior Landcare Australia, Coles & Yates

Logan City Council

Moggill Mt Crosby Lions Club

New Hope Group

North Queensland Bulk Ports

Quest News Limited

Redlands City Council

Rockhampton Regional Council

Rotary Club

Suncorp Insurance & Queensland Police Service - Safer Queensland

Sunshine Coast Regional Council

Telstra Foundation

Workforce Council

C&K relies on government funding and grants to continue to provide quality early childhood education and care and maintain and improve services and programs.

Ava  
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Sarah  
17:35

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1. Morning Tea



2.





*Where children come first*

**The Creche and Kindergarten Association Limited**

**257 Gympie Rd Kedron, Qld 4031**

**T: 07 3552 5333 | F: 07 3356 7976**

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