



Annual Report 2025





Acknowledgement of Country

C&K acknowledges and pays its respects to the Traditional Custodians of the lands on which we live and work and honour their continuing connection to land, sea, and community. C&K also pays respect to all Elders past, present and emerging.

C&K recognises that the footprints of our offices and centres are located across Queensland and our learning communities have been shaped, and will continue to be shaped, by the influences of Aboriginal and Torres Strait Islander cultures, wisdoms, and knowledge.

Honouring First Nations Peoples' histories, perspectives and continuing connections to land, sea and sky in all early childhood programs deepens everyone's learning; to learn from, and with, the longest living culture in the world, and to walk together for a better future for all.

C&K's early childhood centres recognise that an innovative early childhood curriculum is richest when it connects past, present, and future. The C&K Curriculum Approach, Listening and Learning Together, draws on our 118-year history of commitment to early childhood education, reflects current research and policy, and enables scope for embracing the future.

C&K - Where every child flourishes

C&K is one of Queensland's largest early childhood education providers, with a legacy spanning 118 years.

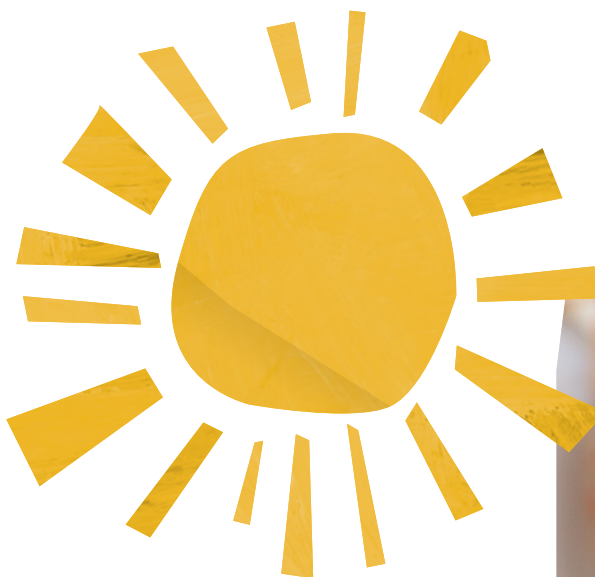
We have a network of 139 C&K kindergartens and 45 C&K childcare centres across Queensland. We proudly partner with our 141 affiliated kindergartens, which operate as independent incorporated associations and are managed by volunteer management committees, usually made up of parents and guardians. Together we are proud to shape the learning journey for over 18,000 children each year.

Our play-based education approach nurtures children's curiosity, creativity, and love for learning, helping to build the foundations for lifelong wellbeing.

We constantly strive to achieve our vision of creating environments that allow children to flourish. This includes fostering respectful, inclusive and supportive spaces for children, families and staff.

C&K is committed to providing high quality, affordable, and accessible early childhood education and care to families across Queensland. Our dedicated and professional workforce create nurturing environments where children can learn, grow and receive the best possible start in life.

C&K is recognised as a sector leader through our informed advocacy, research and information sharing, contributing to a positive future for early childhood education and care in Australia.



C&K Robinson Road Childcare Centre



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A message from our Chair Associate Professor Megan Gibson

It has been a privilege to take on the role of Chair of C&K in a year which saw early childhood education and care at the forefront of policy reform and the political agenda. 2025 was a year marked by significant change across policy and leadership. We welcomed a new Queensland Minister for Early Childhood Education, the Hon John-Paul Langbroek MP, as well as a new Federal Minister for Early Childhood Education, the Hon Jess Walsh.

The federal election shone a spotlight on universal early childhood education and care, with the quality, safety and accessibility of early childhood education and care (ECEC) put sharply into focus. The Australian Government passed legislation to remove the Child Care Activity Test, ensuring a guarantee of three days of subsidised ECEC for all children. C&K welcomes this additional investment in ECEC and remains committed to advocating for funding arrangements that promote the long-term viability and growth of early childhood education and care programs. We also saw major regulatory reforms to strengthen safeguarding, increase funding to build workforce capacity and improve access to universal and affordable ECEC, including the Building Early Education Fund and the Early Education Service Delivery Price project.

Throughout this evolving landscape, C&K's commitment to providing safe, inclusive and high quality education and care has remained steadfast. We are ahead of the curve in delivering our mandatory safety training and supporting our teachers and educators to do what they do best – supporting children to flourish.

On behalf of the C&K Board, I want to thank our CEO, Dr Sandra Cheeseman, for leading C&K through an extraordinary year and for her tireless advocacy to improve outcomes for all Queensland children. I also want to acknowledge the dedication of our Board's Deputy Chair, Dr Christina Turner, as well as our Chairs of Committees, and all members of the Board. This year we welcomed three new Board members: Elizabeth Jameson AM, Dr Louise Thomas and Professor Marnee Shay, whose collective expertise and experience will strengthen our governance and leadership.

As we look to the future, I am confident that we are well placed to continue to positively shape the lives of Queensland children, delivering transformative early education that is embedded with care.

Associate Professor Megan Gibson
Chair



A message from our CEO Dr Sandra Cheeseman

As I reflect on 2025, I am filled with pride and gratitude at what we have achieved together during such a significant year. An unprecedented focus on early childhood education and care - including the highest ever investment into our sector - reinforced how vital the ECEC sector is and how important it is that we continue to have a strong voice at the table.

Since 1907, C&K has proudly nurtured children, and almost 120 years on, we remain committed to putting children first and delivering safe, high-quality and inclusive education and care. I am incredibly proud of our teachers and educators, whose wisdom, skill and commitment not only help children to learn and grow, but strengthen Queensland's communities and shapes the future of early learning.

Joy was a defining theme of our work this year. At C&K, we know joy is not a luxury in early childhood education; it is foundational. Our partnership with QPAC and Out of the Box celebrated the concept of joy through the power of the arts in early learning. We also explored the future of our sector at our National Early Years Summit, where we imagined the bold shifts needed in the coming years to ensure every child has the best possible start in life.

In 2025, we saw two centres, Kingaroy Community Kindergarten and Hughenden Kindergarten and Early Childhood Centre, transition from affiliate centres to C&K managed centres. Three of our centres moved to kindergarten with extended hours, expanding access for families and strengthening education outcomes for children. This year also tested our resilience, with the impacts of ex-Tropical Cyclone Alfred temporarily closing 108 centres across south east Queensland, while floodwaters in North Queensland forced the closure of C&K Ingham Community Kindergarten & Preschool and a temporary move for children and educators as the centre was rebuilt. I was pleased to be able to recognise the persistence, commitment and tenacity of our C&K Ingham Kindergarten Director Kate Hinschen at our Gala Awards as this year's CEO award winner. Kate was a worthy winner for her exceptional work to maintain a kindergarten program for children despite significant challenges.

I am proud to be C&K's Reconciliation Champion, delivering on our commitments in our second Innovate Reconciliation Action Plan (RAP). Expanding our cultural knowledge and embedding that into our decision making and everyday practice is an important role for us as a learning and culturally impactful organisation.

I want to thank our newly elected Chair of the C&K Board, Associate Professor Megan Gibson, who brings an incredible depth of care, expertise and leadership to C&K. Together with the contributions of our dedicated Board members, we have had a sound platform to navigate a year of reform and opportunities. In 2025, the role of Company Secretary and General Counsel was also elevated to our Executive Management Group, recognising the importance of this work in supporting our Board and organisation. C&K's reputation for high quality early learning exists because of our people. I want to express my sincere thanks to our staff, families, partners and stakeholders for working alongside us to improve the trajectories of children's lives.

As we look to 2026 and beyond, our focus extends beyond our work today to the future we are shaping. With strong foundations in place, we will continue to deliver safe, high quality and inclusive early education and care, while advocating for a sector that is valued, respected and sustainably funded.

Dr Sandra Cheeseman
CEO



Our Vision: Where every child flourishes



Our children and families

C&K delivers excellence in early childhood education and care so all children can access the highest quality learning experiences.

We embed continuous improvement practices to exceed the National Quality Standard and will implement a sector-leading Education Strategy.

We implement child safe principles and enhance our learning environments to create safe, nurturing spaces that inspire growth and development for all children.



Our people

C&K attracts and retains exceptional individuals who are passionate about early childhood education.

We are committed to building a capable workforce that aligns with our strategic objectives, while prioritising the safety and wellbeing of our people.

We foster a positive and joyful workplace culture, inspiring teams to thrive, collaborate, and deliver excellence in everything they do.



Our organisation

C&K adopts secure and integrated technologies to enhance operational efficiency and innovation.

We deliver sustainable business outcomes through strong compliance, financial responsibility, and environmental and social stewardship.

We enhance our organisational capability to adapt to changing contexts and invest in diversification and growth to align with our strategic priorities and community needs.



Our influence

C&K expands our impact and reach through meaningful partnerships and collaborations that benefit the early childhood education sector.

We are influential thought leaders, advocates, and innovators that use a strong, evidence-based voice to shape the future of early education.

We amplify our reputation and impact through knowledge sharing, ensuring our expertise and contributions are widely recognised and valued.



C&K Mt Gravatt East Community Kindergarten



C&K Thornlands Childcare Centre



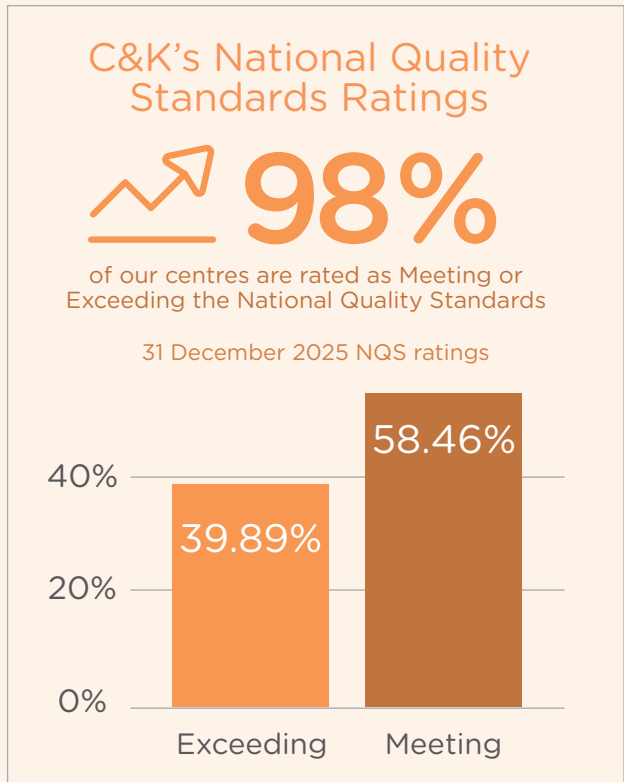
C&K Stretton Community Kindergarten

Achieving our purpose

C&K's purpose is to nurture and inspire children to succeed in an ever-changing world.



Children of C&K 18,707*		
5,486 attending branch kindergartens		6,933 attending affiliated centres
4,711 attending branch childcare centres	1,472 attending extended hours centres	126 attending OSHC
<small>*Some children attended more than one C&K centre during 2025. For example, a child may have attended both a C&K kindergarten and a C&K childcare centre. The overall number of children who attended a C&K centre during 2025 will therefore be less than the sum of the number of children who attended each centre type.</small>		



C&K Centres 325	
184 branch centres	141 affiliated centres

Highest Performing Quality Area

Quality Area 5

Relationships with children

Facilities

Number of approved centres for the Queensland Government funded Capital Works program

32 branch centres	83 affiliated centres
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C&K centres increased in the achievement of each exceeding theme across **all quality areas**. The strongest area of growth was quality area

2.2 - Each child is protected.

2025 highlights



We renewed our partnership with the Queensland Performing Arts Centre (QPAC) as a Principal Partner of the Out of the Box Festival 2025. This vibrant, biennial celebration, which is for children aged eight years and under, reflects our commitment to fostering creativity, imagination, and play-based learning in early childhood.

We welcomed C&K Hughenden Kindergarten & Early Childhood Centre and C&K Kingaroy Community Kindergarten into the portfolio of branch centres, providing a further 63 places.

C&K was successful in gaining a \$250,000 grant from the Department of Trade, Employment and Training (DTET) for C&K College to develop a suite of 5 micro-credentials on behalf of the ECEC sector. These focused on leadership in child safety, risk management and supervision.

C&K was thrilled to deliver the final instalment of the Australian Government funded 15% award wage increase for eligible employees in C&K centres, recognising their vital contribution and supporting workforce stability across the sector. C&K was pleased to be one of the first early childhood providers to pass on this important wage rise to employees.



The C&K Qualifications Pathways Program approved more than 210 scholarship agreements in 2025, with 35 scholars completing their qualifications. This demonstrates strong momentum to build skills, leadership, and capability across the sector.

We celebrated the excellence of our centres, teachers, and educators through national recognition of their work. This included:

HESTA Early Childhood Education & Care Awards | Winner, Advancing Pedagogy & Practice
C&K Ascot Community Kindergarten

TEACHX Awards | Winner, Innovation in Teaching
Rebecca Bowen, C&K Oaks Beach Community Kindergarten

Reimagine Australia National Awards | 2025 Leader of the Year
Claire Allsop, C&K Principal Advisor of Inclusion





C&K Redbank Plains Community Kindergarten

Delivering excellence in early childhood education & care

C&K continues to deliver excellence in early childhood education and care, underpinned by Australia's world leading National Quality Standards. We were proud to have 41 centres undertake assessment and rating in 2025, with 100% meeting or exceeding the NQS.

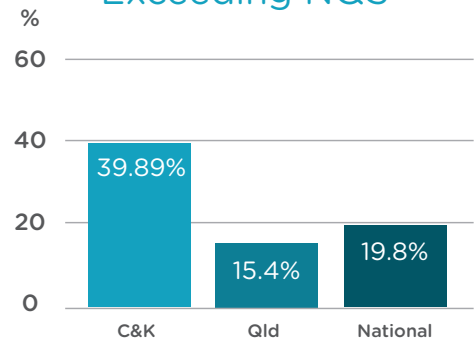
Congratulations to the following centres who were rated Exceeding in 2025:

- C&K Augusta Community Kindergarten
- C&K Banksia Beach Community Kindergarten
- C&K Canungra Community Kindergarten
- C&K Coomera Springs Community Kindergarten
- C&K Dixon Street Early Years Centre
- C&K Durack Community Kindergarten
- C&K Gumdale Community Kindergarten
- C&K Holloways Beach Community Kindergarten
- C&K Kuluin Community Kindergarten
- C&K Moorooka Community Kindergarten
- C&K Oakey Community Kindergarten
- C&K Palm Beach Community Kindergarten
- C&K Park Lake Community Kindergarten
- C&K Rosalie Community Kindergarten and Preschool
- C&K Salisbury Community Childcare Centre



of our centres rate Meeting or Exceeding the National Quality Standard

C&K Centres rated Exceeding NQS*



*Total number of C&K Branch centres rated Exceeding National Quality Standards compared to Queensland and national averages

Commitment to quality and safety

At C&K, children’s safety and wellbeing are at the heart of everything we do. We are committed to creating safe, supportive, and respectful early learning environments where every child feels valued, protected, and free to grow into their full potential.

We believe that safe and nurturing spaces are essential for children to learn, explore, and thrive. That is why we prioritise children’s rights and wellbeing by fostering inclusive, culturally safe, and respectful environments, places where every child feels confident to speak up if something does not feel right.

Child protection and safeguarding is a shared responsibility at C&K, across leadership, governance, employees, volunteers, and families. As a signatory to the Queensland Statement of Shared Commitment, C&K recognises that every interaction counts in creating an environment where children feel safe, secure and confident.

C&K employees embrace this safeguarding culture and enforce our zero tolerance for any abusive or inappropriate actions. They do this by creating inclusive, culturally safe, and nurturing environments where children are empowered to thrive through quality relationships and voice their perspectives with confidence, knowing that they will be heard and taken seriously.

Highlights

- C&K College delivered a stand-alone new unit of competency *Identify and report children and young people at risk* to 776 teachers and educators.
- Established the Child Safeguarding Steering Group to provide leadership and governance initiatives that strengthen safeguarding.
- Professor Benoit Leclerc from Griffith University’s School of Criminology and Criminal Justice shared evidence-based insights on child sex offenders.
- Submitted to Queensland Family and Child Commission Review of System Responses to Child Sexual Abuse and was quoted in the In Plain Sight report.
- C&K signed the Queensland Government’s Statement of Shared Commitment – Every Interaction Counts and all centres explored how that statement could be embedded in practice.
- Developed new policies and procedures to strengthen C&K’s approach to digital devices, online technologies and children’s images.
- C&K staff presented *From Happy Snaps to Safety*, sparking new resources and professional learning to help teachers and educators balance documentation needs with children’s rights to safety, privacy and consent in an increasingly digital world.

DELIVERING EXCELLENCE IN EARLY CHILDHOOD EDUCATION & CARE



Queensland's Minister for Education and the Arts, the Honourable John-Paul Langbroek MP and Deputy Director General of Early Childhood Education and Care, Tania Porter, joined C&K CEO Dr Sandra Cheeseman on a visit to C&K Lutwyche Windsor Kindergarten and Preschool.

Strengthening capability and deepening belonging

In 2025, C&K continued to strengthen inclusive practice across our network through targeted leadership, professional learning and the Kindy Uplift program, supporting every child to participate, belong and thrive.

C&K is proud to be part of the Queensland Government's Kindy Uplift program to respond to children's learning and development needs and lift outcomes for kindergarten children.

In collaboration with creative, experienced and passionate teachers, we launched a new Professional Toolkit, an extensive series of videos and practice guides designed to spark curiosity and challenge educators and teachers to step out of their comfort zone and try something different to enrich the lives of children.

The videos span a wealth of topics including embedding puppetry and storytelling with props, supporting inclusion through rich relationships and Auslan (Australian Sign Language), nature play and bush craft, and embedding First Nations perspective.

Investing in futures with affordable and accessible early childhood education

Every child in Queensland deserves the opportunity to benefit from high quality early childhood education and care. Making high quality kindergarten and childcare affordable and accessible is at the heart of our vision, and we are proud to support the Queensland Government's Great Start to Kindy and Free Kindy programs. These programs help more families access kindy and give children the strong start they deserve.

C&K has embedded the first Early Childhood Coordinator (ECC) into the Gladstone community, as part of the Queensland Government's Putting Queensland Kids First initiative. This role is the first of 36 ECC positions that will be rolled out across the state to improve pathways and connections for parents and carers to access family support services. The ECC provides early intervention support for families of children aged 0-8, through free, personalised guidance on a range of services including kindergarten enrolments, playgroups, childhood developmental screening and navigating referral pathways for speech, behaviour, or learning concerns.



Story of Practice

C&K Walkervale Community Kindergarten

Learning from Country: Bush Tucker, Science and Global Citizenship

At C&K Walkervale Community Kindergarten, children deepened their connection to Country through hands-on learning about bush tucker and First Nations knowledge systems. Working with Dean from Bush Tucker and Earth's Magic, children tasted native foods and plants. Children also explored farming, food production and sustainability, before planting and caring for their own vegetables in the kindergarten garden.

Story of Practice

C&K Kuluin Community Kindergarten

Strengthening Inclusion Through Relationships

Participation in Circle of Security programs had a transformative impact at C&K Kuluin Community Kindergarten. Educators deepened their understanding of relationships and emotional regulation, enabling more intentional and responsive support for children. This resulted in children with complex needs participating more confidently and developing emotional regulation skills, while educators experienced reduced stress and increased confidence.

Story of Practice

C&K Banksia Beach Community Kindergarten

Seeing Behaviour Through a Neuroscience Lens

Educators at C&K Banksia Beach Community Kindergarten engaged in a professional learning series with Dr Debbie Miller, exploring neuroscience, emotional regulation and brain development, informed by the work of Dr Bruce Perry. Through coaching and reflective dialogue, educators strengthened their understanding of what happens in the brain when children experience dysregulation and how to embed practices that support calm, connection and inclusion.

Achieving outcomes through innovation, in partnership with the Parkville Institute

Now in its third year, C&K's partnership with the Parkville Institute is delivering an intensive early learning program for children and families experiencing significant vulnerability.

The program at C&K Dixon Street Early Years Centre replicates the Early Years Education Program (EYEP), which demonstrated strong developmental outcomes in its trial phase. Children attending the program experience safe, respectful and trusted relationships, while educators deepen their expertise in relational pedagogy and trauma-informed practice. A multidisciplinary leadership team, including a Centre Coordinator, Pedagogical Leader, Infant Mental Health Consultant and Family Practitioner, provide coordinated support for children, families and staff. This is reinforced through reflective supervision and weekly team planning to ensure decisions are in each child's best interests.

In partnership with the University of Melbourne, the program captures data on child development outcomes. Parkville Institute plays a vital role in bridging the gap between lived experience, evidence and policy, ensuring that research is grounded in real-world contexts and informs systemic change. Together, C&K and Parkville Institute are demonstrating how innovation, evidence and partnerships can deliver meaningful, lasting outcomes for children and families.

DELIVERING EXCELLENCE IN EARLY
CHILDHOOD EDUCATION & CARE



Community impact

C&K teachers and educators play a vital role as advocates for their local communities and causes that are meaningful to their children and families. In 2025 C&K centres got behind causes and celebrations such as Harmony Week, International Women's Day, Earth Hour, Nature Play Week, National Simultaneous Storytime, Reconciliation Week, Refugee Week, NAIDOC Week, R U OK Day, National Children's Week, Diwali, and International Day of Persons with Disabilities.

Celebrating generations of high quality early learning

Two incredible C&K affiliated kindergartens celebrated significant milestones in 2025. Florence Kindergarten and Preschool celebrated 70 years, and Chapel Hill Community Kindergarten celebrated 60 years. For decades, these kindergartens have nurtured generations of children with quality learning, strong community ties and a deep commitment to putting children's wellbeing first.

Creating evidence-based insights

C&K continued to invest and participate in meaningful research and partnerships to drive high quality, evidence based pedagogical practices that improve outcomes for children.

Two C&K research symposiums with guest speakers who have conducted research in our centres were held in May and September. C&K educators also shared their experiences as research participants, highlighting how educators can shape evidence-based practice. There was good attendance at the session and valuable insights on how research contributes to professional growth, a culture of research and informs policy.

Two longer term research projects were completed in 2025:

- *Engaging Families in Early Education* identified the educational and care needs of families facing economic adversity. This project developed professional development programs and resources to support stronger engagement with families.
- Three C&K centres in Ipswich and Inala were involved in building an evidence base on how interactions and communication support children's socioemotional wellbeing through coregulation and self-regulation.

Learnings from the *Reggio Emilia* study tour have created a ripple effect throughout the Metro North Coast Region, fundamentally shifting how the team views the image of children and teachers as competent, thoughtful individuals. This has led to an ongoing partnership with Reggio Australia President, Kate Mount, as the team engages in deep reflective practice.

The Global Citizenship Community of Practice, which commenced in 2024 in Metro North Coast, built on its solid foundations and extended to all regions. Participants shared their research insights and learning outcomes with the broader educational community, deepening understanding of the vital role of educators and teachers in nurturing children as active, capable citizens.

DELIVERING EXCELLENCE IN EARLY CHILDHOOD EDUCATION & CARE

C&K was proud to partner with universities and organisations to undertake research, including:

- Australian Research Council
- University of Queensland
- University of Melbourne
- Queensland University of Technology
- University of Sydney
- Southern Cross University
- Griffith University
- University of New England
- Macquarie University
- Parkville Institute
- Queensland Department of Education
- Australian Education Research Organisation
- Australian Council for Educational Research
- Mission Australia



Creativity and the arts

2025 saw C&K proudly continue its partnership with QPAC, strengthening our shared commitment to creativity in early learning. Throughout the year, children and families across our centres benefited from greater access to performances, workshops and artistic encounters that many may not otherwise have been able to enjoy. Educators also took part in dedicated professional learning that deepened their creative practice and inspired new approaches in their centres. This renewed partnership not only expanded the presence of the arts in our learning environments, but also helped reinforce the arts as a key pillar of the high-quality, holistic education C&K delivers.



Tree of Hope at Out of the Box Festival 2025

Investing in safe, inspiring and sustainable learning environments

In 2025, C&K continued to make significant, long-term investments in the environments in which children learn, play and grow. Through restoration works, targeted upgrades and the delivery of the Queensland Government's Capital Works Funding Program, we strengthened safety, accessibility and inclusion across branch and affiliate kindergartens and childcare centres, ensuring spaces support high-quality early learning now and into the future.

\$4.6 million was approved for 80 affiliated centres for upgrades to essential infrastructure such as kitchens, bathrooms and air conditioning. A further \$1.9 million was allocated to branch centres, with projects progressing through assessment and delivery.

As part of our commitment to environmental sustainability, C&K supported our centres to reduce their environmental impact by committing \$450,000 towards new solar power systems to be installed across our network. The first project was completed in 2025.

These investments play a critical role in maintaining contemporary learning environments that meet the needs of children, families and educators, and to improve safety, inclusion and participation in kindergartens across Queensland.



C&K Thornlands Childcare Centre



C&K Ingham Community Kindergarten and Preschool reopening

Rebuilding after the flood

C&K Ingham Community Kindergarten and Preschool was inundated by the February 2025 floods in North Queensland. Severe damage from excessive local rainfall forced the centre to close for several months while extensive repairs were completed.

Maintaining continuity for children was a key priority, and the C&K Ingham team worked with C&K Central and local services to secure an empty room at a nearby, independent early childhood centre. This allowed C&K Ingham's teaching team to set up and continue the delivery of the C&K kindergarten program in a temporary space, minimising disruption to children's learning and development.

Thanks to the unwavering commitment and dedication of both the local and central office teams throughout this challenging period, the centre was restored and reopened in October 2025. This refurbished and refreshed space will support the community and its families for many years to come.



Commitment to Reconciliation at C&K

In 2025, C&K focused on supporting reconciliation in everything we do. We made significant progress towards embedding Aboriginal and Torres Strait Islander perspectives across our organisation, guided by our Innovate Reconciliation Action Plan December 2023 - December 2025 (RAP).



C&K Mackay Children and Family Centre

Amplifying children’s voices is core to our work, and we demonstrated this by producing a children-led Acknowledgement of Country video for the C&K Conference with children across Queensland acknowledging the traditional lands their centres are on. The video reflected how reconciliation can begin in early childhood, through listening, learning and connection, and featured non-identifying images of children’s hands and feet on Country.

C&K leaders continued to strengthen their understanding of reconciliation by directly engaging with Aboriginal and Torres Strait Islander communities. Our Executive Team joined our Chair and several Board members on a visit to the Ration Shed at Cherbourg, deepening their cultural knowledge and reinforcing the importance of place-based learning and leadership.

Our people continued to build cultural capability through engaging with the Continuous Cultural Capability Framework, embedding cultural reflection into our ongoing professional reflective processes. We continued a strong level of staff engagement with reconciliation, with 79% feeling confident they were able to embed Aboriginal and Torres Strait Islander’s perspectives and contribute to reconciliation. They also participated in events including QPAC’s Walk for Reconciliation and Cultural Connections Day at Bayview, which provided valuable opportunities for cultural learning and authentic relationship-building with First Nations community members. Attendance at the SNAICC National Conference further strengthened our commitment to learning from and listening to First Nations-informed, sector-leading practice.

We further embedded reconciliation by introducing the ‘Celebrating Reconciliation’ category into C&K’s monthly Living Professional Excellence Awards. The award recognises the contributions and commitment to reconciliation by individuals and teams, reinforcing that reconciliation is everyone’s responsibility and every action matters.

Far North Queensland Kindy Uplift Symposium

The inaugural Far North Queensland Kindy Uplift Symposium – Embedding First Nations’ Perspectives was held in Cairns, with nearly 200 delegates exploring cultural perspectives, traditional knowledge, and the role of kinship in early childhood education.

Kuranda Community Kindergarten and C&K Kirwan Kindergarten both shared their award-winning reconciliation journeys. Kuranda presented their evolving Language and Cultural Project, which involved embedding local stories, protocols, and the Djabuguy language into daily practice and creating a children’s language book.

C&K Kirwan shared their Community of Practice around Cultural Responsiveness project, demonstrating how they incorporated reflection and reconciliation into their centre, through initiatives like the Kindy Community Cupboard, which provides essential items to families in need. We thank the staff of both kindergartens for sharing their stories and ongoing leadership in reconciliation.



C&K Robinson Road Childcare Centre

Thriving organisation

As a not-for-profit organisation, children remain at the centre of all our decisions. This purpose guides our robust systems and practices, including our strong commitment to protecting the privacy and confidentiality of all information entrusted to us. We handle personal and sensitive data with care, using secure processes and adhering to relevant privacy laws. Confidentiality is embedded in daily operations, supported by regular staff training. Through these practices, we strive to create a safe, trusted environment for children, families and our wider community.



Welcomed two centres as C&K branches:
C&K Hughenden Kindergarten & Early Childhood
Centre and C&K Kingaroy Community Kindergarten



Transitioned 3 centres to Kindergarten
with extended hours, offering longer hours
to 88 families.

Our role as a Central Governing Body

C&K's partnership with 141 affiliated centres across Queensland is central to supporting children to learn, grow and thrive. These centres operate as independent incorporated associations, governed by volunteer management committees, typically made up of parents and guardians.

United by a shared commitment to quality, inclusion and strong relationships, C&K provides trusted leadership, professional learning, resources and operational support to help affiliated centres maintain the highest standards of early childhood education and care. Through this sustainable partnership model, C&K continues to lead and innovate, supporting parent committees in their important role.



Little Miracles Kindergarten



C&K St Catherines Community Kindergarten



Exceptional workforce

We know that the essential component of high-quality early childhood education is qualified early childhood teachers and educators who are supported and inspired to be their best.

Strengthening our workforce

C&K’s proud history of valuing our workforce by committing to above-award wages, focus on connecting to the joy of working with young children, and targeted campaigns to focus on employee wellbeing and safety have seen positive results in 2025. We are thrilled that our retention rate has grown by 4.3 percentage points to 82.2%, confirming that C&K are a sought-after employer and our people want to stay.

Our initiatives in 2025 that contributed to these successes include:

- Delivering the 15% Australian Government’s Worker Retention Payment Grant to eligible employees.
- Empowering our people, and welcoming new employees, through investing in targeted induction, onboarding and professional learning.
- New collaboration campaigns and opportunities for our people to take active roles in workplace, health and safety.
- Implementing important policies like the Right to Disconnect.
- Launching the Building Your Professional Toolkit to support teachers and educators to build their professional knowledge, skills and creativity.
- Rewarding and recognising our people through the Living Professional Excellence Awards and C&K Awards.

<p>C&K workforce snapshot</p> <p>2,352 employees</p>		
<p>657 full-time</p>	<p>735 part-time</p>	<p>960 casual/relief</p>
<p>3.2% identify as Aboriginal and/or Torres Strait Islander</p>		<p>82.2% employee retention</p>



C&K Upper Kedron Childcare Centre

C&K College

The C&K College of Early Childhood - C&K's Registered Training Organisation (RTO) - provides Vocational Education for C&K employees, affiliate centre employees and external students studying the Certificate III or Diploma of Children's Services.

In 2025, C&K College consolidated the growth it made in the previous year, with an average monthly enrolment of 212 students, representing an increase of around 37 additional students each month.

51 course completions

 **21%**
increase in enrolments from 2024

In 2025 C&K was successful in securing a \$250,000 grant from the Department of Trade, Employment and Training (DTET) to develop a suite of 5 micro-credentials on behalf of the ECEC sector. The micro-credentials will address skills gaps and strengthen leaders' confidence in key areas including child-safety, risk management and supervision. The program will deliver an estimated 10 to 15 hours of training, for up to 450 participants from partner organisations, ensuring their skills remain relevant to the sector's changing needs. This includes:

- Leading a risk-aware culture in ECEC settings
- Leading a child safe culture
- Leading to strengthen governance in ECEC settings
- Leading for meaningful adult-child interactions in ECEC settings
- Leading for high quality supervision and learning in early childhood education and care settings



C&K Robinson Road Childcare Centre

Recognising and rewarding our people

115 C&K people and teams acknowledged in 2025 in C&K's Living Professional Excellence Awards

Celebrating our long-term employees

35 celebrated **15 years**

6 celebrated **20 years**

4 celebrated **25+ years** (including 1 recognition of 40 years of service)



Our people at C&K Thornlands Childcare Centre, C&K St Catherines Community Kindergarten and C&K Upper Kedron Childcare Centre

Recognising and celebrating Joy

In 2025, C&K placed Joy at the centre of our identity, practice, and purpose. Joy became more than a theme for the year; it became a lens through which we viewed our work, our connections and our impact.

By encouraging our teams to pause, reflect and ask themselves, *What brought me Joy today*, we acknowledged the profound role that Joy plays in shaping meaningful teaching and learning experiences.

Across our organisation we celebrated the educators and teams who brought curiosity, imagination and warmth into children's everyday experiences, reinforcing the heart and identity that early childhood education thrives on.

In recognising and celebrating Joy, we reaffirmed our commitment to nurturing communities where everyone can grow, connect, and experience the richness that joyful learning brings.

C&K Awards

The C&K Awards recognise and celebrate the extraordinary efforts and achievements of people across C&K who embrace our organisation’s vision and values. Held annually as part of the C&K Conference, the C&K Awards recognise employees across six categories, shining a light on their innovation, leadership and commitment to First Nations culture in their teaching.

Congratulations to our 2025 winners



Winc Education
Curious Mindset Award
Rebecca Walsh,
Bayview Kindergarten

Rebecca was recognised for over a decade of creative, child-led programming focused on sustainability, connection to Country and nurturing curiosity.



Winc Education
Playful Pedagogy Award
Natalie McDougall, C&K Slade
Point Community Kindergarten

Natalie was recognised for her innovative use of a puppet named Edgar to support children’s emotional regulation, storytelling, and transition to school.



Department of Education
Inspiring Impact Award
Lynette Harding, C&K Coomera
Community Kindergarten

Lynette was recognised for her passionate, ongoing commitment to cultural inclusion and connection, embedded throughout more than 25 years of practice.



HESTA Reconciliation
in Action Award
C&K Kirwan Community
Kindergarten

The Kirwan team was recognised for their ongoing commitment to reconciliation and their meaningful engagement with local Aboriginal and Torres Strait Islander families.



MTA Emeritus Professor
Mary Mahoney AO Award
for Excellence in Early
Childhood Education and Care
C&K Moranbah Community
Kindergarten

The Moranbah team was recognised for their transformative practice, empowering children to advocate for the redesign of their outdoor play space and present their ideas directly to Isaac Council Mayor Kelly Vea Vea.



The C&K CEO Award
Kate Hinschen, C&K Ingham
Community Kindergarten

Kate was recognised for her exceptional leadership during Ex-Tropical Cyclone Alfred, ensuring the safety of children and staff as the centre was cut off by floods. She also led efforts to move into a temporary centre while C&K Ingham was rebuilt.

C&K Conference

The 2025 C&K Conference, proudly presented by Winc Education, brought together more than 685 early childhood education and care professionals for two days of connection, learning and celebration under the theme of Joy.

The program opened with Directors' Day, where leaders explored C&K's strategic priorities in education, leadership and safeguarding before gathering for the Modern Teaching Aids C&K Gala Awards to honour educators whose creativity and innovation inspires Joy in their communities.

Conference Day welcomed attendees for a full program of keynote presentations, educator-led workshops, reflective activities and a lively exhibitor tradeshow. The sessions encouraged participants to explore what Joy looks like in practice - through play, culture, inclusion, creativity, wellbeing, and community connection.



C&K Conference MC Catharine Hydon



Tree of Hope at C&K Maranoa Community Kindergarten

Tree of Hope

In 2025, C&K partnered with QPAC and the Out of the Box festival to deliver Tree of Hope workshops across four rural communities - C&K Maranoa in Roma, C&K Walker Street in Bundaberg, C&K Sunset in Mount Isa, and C&K White Rock in Cairns. These workshops invited children to reflect on the idea of 'Hope' and express their thoughts through guided creative experiences led by visiting artists and arts educators. Children explored different artistic techniques and contributed individual pieces that captured their feelings, ideas and aspirations.

These artworks were later combined into a statewide installation showcased at the 2025 Out of the Box festival in Brisbane, highlighting the voices and perspective of children from diverse regional locations. The workshops strengthened children's confidence in creative expression and reinforced the importance of the arts in early childhood education, while also supporting educators in building their capacity to facilitate rich, arts-based learning.



C&K Rosalie Community Kindergarten

Leadership & Collaboration

C&K has been well represented at a national level at a variety of conferences in 2025 including ECA, ECTA, Australian Association for Research In Education, Early Years Teaching Conference, Intergenerational Practice Conference, Re-imagine Conference and Wonders of Wisdom. Presentation topics included Supporting Connections through Play, The Shifting Role of Educators as Inquirers, Thriving Through Transitions: The Essential Role of Teachers in Supporting Children with Complex Trauma in Early Childhood, Forest School and the Community Classroom and All Children, All Learning.

Advancing innovation

Six teachers and educators from within C&K showcased their expertise at the C&K Conference and have been supported to continue to share their presentations externally.

Recognised leadership

C&K experts were recognised and celebrated in external awards:



HESTA Early Childhood Education & Care Awards
C&K Ascot Community Kindergarten was awarded the Advancing Pedagogy & Practice Award for its 'Proud to Be Me' initiative, which empowers children aged from three to five to express their authentic selves, build emotional awareness, and respect diversity.



TEACHX Awards
C&K Oaks Beach Community Kindergarten teacher, Rebecca Bowen, won the Merline Muldoon Memorial Award for Innovation in Teaching, recognising her thoughtful approach to rekindling curiosity in an age of instant gratification, through outdoor learning and slow pedagogy.



Reimagine Australia National Awards
C&K's Principal Advisor of Inclusion, Claire Allsop, was named 2025 Leader of the Year, recognising her exceptional leadership in embedding inclusion in early childhood education and care.

Partnerships to expand our impact

In 2025 C&K entered into partnerships and collaborations that focused on expanding our impact with value aligned organisations. We proudly partnered with:

- Queensland Performing Arts Centre and were the Principal Partner of *Out of the Box*
- The Queensland Government on community events, including *G'Day Little Queenslanders*
- Empire Theatre to deliver *Thrive on Arts* in Toowoomba,
- Children's Rights Queensland to deliver the *Children's Week Awards*
- Reggio Emilia Australia Information Exchange to bring *Mosaic of Marks, Words, Materials* and the *Words, Materials Exhibition*, to Central Queensland.

These partnerships enrich early learning experiences, celebrate children's voices, creativity and identity, and connect our people to the joy of working with young children.



C&K QPAC Partnership 2025



WHERE
CHILDREN
COME FIRST



C&K Rosalie Community Kindergarten



The Early Years and Shadow Minister for Youth Justice, the Hon Di Farmer and ALP Member for Bundaberg, Tom Smith, at C&K Walkervale Community Kindergarten



Little Miracles Kindergarten

Building relationships with decision makers to deliver outcomes for children

Following the Queensland Election in late 2024, C&K welcomed Minister for Education and the Arts, John-Paul Langbroek MP to Lutwyche Windsor Kindergarten and Preschool to welcome the 2025 kindergarten year. C&K works closely with the Queensland Government to deliver a range of government funded programs and initiatives, such as Kindy Uplift, the Qualifications Pathway Program, Great Start to Kindy and Free Kindy, and operate 85 kindergartens that are co-located with State Schools. In late 2025, C&K also welcomed The Queensland Early Childhood Workforce Strategy 2025–2028 and initiatives aimed at workforce capability, including the Positive Behaviour Guidance Coaching Program and Leadership and Management Program.

Early childhood education and care was a top issue at the May federal election and we welcomed many visits from MPs and candidates into C&K centres to advocate for the importance of high-quality provision. C&K were proud to host and meet with politicians from across the political spectrum, including Deputy Prime Minister Richard Marles MP, Treasurer Jim Chalmers MP and Shadow Minister for Early Childhood Education Angie Bell MP. Following a year of rich policy advocacy in 2024, C&K was thrilled to welcome significant investments by the Albanese Government, including the removal of the activity test to establish a Three Day Guarantee, the Building Early Education Fund and the Service Delivery Price as key building blocks toward universal early childhood education and care. C&K has a key seat at the table as stakeholders in the delivery of these reforms.



C&K CEO, Dr Sandra Cheeseman, and other early childhood education and care leaders joined Queensland Education Minister, John-Paul Langbroek, to finalise work on a Statement of Shared Commitment to children's safety.

Collaborating to achieve change

C&K CEO, Dr Sandra Cheeseman, and other senior leaders actively participated in key sector groups to contribute to shaping the future of early learning including:

- Early Childhood Australia
- HumanAbility
- Partner Network for the Australian Research Council Centre of Excellence for the Digital Child
- Ministerial Expert Advisory Group for the Preschool Outcomes Measure
- Thriving Queensland Kids Partnership
- Logan Together Leadership Table
- Early Childhood Development Council with the Centre for Policy Development
- Early Learning and Care Council of Australia (ELACCA)
- Thrive by Five

Funding

C&K acknowledges the essential support of the Australian and Queensland Governments in helping create environments where every child can flourish. Australian Government funding - including the Child Care Subsidy, Community Child Care Fund and Inclusion Support Program - supports families to access affordable, high-quality early learning. The Queensland Government's continued investment through initiatives such as Free Kindy, Kindy Uplift and Capital Works Funding strengthens access to quality kindergarten programs, supports our workforce and enhances learning environments, particularly for children from vulnerable and diverse backgrounds. These partnerships enable C&K to deliver inclusive, high-quality early childhood education and care across Queensland.

Grants

We extend our gratitude to the generous organisations that provided C&K with grants in 2025. These financial and in-kind contributions play a pivotal role in supporting us to deliver exceptional early childhood education and care by enhancing the resources, programs, and services we offer.

As a not-for-profit organisation, these contributions enable us to innovate and expand our reach, ensuring children have access to high quality learning experiences that set them up for lifelong success. We thank the following organisations for their partnership and acknowledge the transformative impact of their support on Queensland children.

- Australian Department of Education
- Australian Department of Families, Seniors, Disability Services and Child Safety
- Queensland Department of Education
- Queensland Department of Justice and Attorney-General
- Peter Russo MP, Member for Toohey
- Cr Steve Griffiths, Councillor for Moorooka Ward
- Cr Steven Huang, Councillor for MacGregor Ward
- Queensland Family and Child Commission
- Brisbane City Council
- City of Gold Coast
- Isaac Regional Council
- Anglo American
- Best Wilson Buckley Family Law
- Cancer Council Queensland
- Children's Rights Queensland
- CS Energy
- Foxleigh Mine
- Glencore
- Greater Bank
- Grill'd
- Indigenous Literacy Foundation
- Longreach Youth Services & Resource Centre
- Play Matters
- Queensland Child Protection Week
- RACQ
- Variety Club
- Yancoal

Conference

We also extend our thanks to those organisations that supported us with sponsorship and exhibiting at the 2025 C&K Conference and Gala Awards.

Sponsors

- Winc Education
- Queensland Department of Education
- HESTA
- The Resilience Project
- Childcare Now
- EWL Wealth
- Modern Teaching Aids
- Sensory Super Heroes



C&K Conference 2025

Exhibitors

- ANZUK Education
- Awe & Wonder
- Bellbird Early Education Resources
- Bush Kindy Australia
- Deadly Ed
- Delivering Dental
- Early Childhood Australia
- Early Start Australia
- Education National
- Essential Resources Australia
- Expect a Star
- Grocorp
- HESTA
- Kids Gourmet Food
- Kidsoft
- Learning Connections
- Macrosphere
- Madison Sport
- Panda Baby Supplies
- Peak Marketing
- Play to Learn
- QBD Books
- Redlands Children's Therapy Centre
- Riley Callie Resources
- Smart Group
- Songlines
- Summer Hill Kids
- Sunshine Sign and Sing
- Supa Dupa Kids
- Super Cheap Books
- Synergy Education
- Therapy Alliance Group
- Wildlings Forest School
- Winc Education
- Yay 4 Play



C&K Conference 2025





Annual financial report 2025

The Creche & Kindergarten
Association Limited

ABN 59 150 737 849

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Directors' report

Your directors present this report on The Creche and Kindergarten Association Limited (“C&K” or “the Company”), for the year ended 31 December 2025.



Associate Professor Megan Gibson
DIRECTOR (non-executive)
 PhD, MEd, BEd (EC), DipT (EC)

- Appointed Chair on 29 May 2025
- Appointed Deputy Chair on 24 July 2024
- Board member since 19 May 2016

An Associate Professor in the School of Early Childhood at Queensland University of Technology, Dr Megan Gibson is also a respected researcher in her field. Her background as an early childhood educator with experience in teaching and leadership positions, culminated in her role as Director of an industry-leading childcare centre in Brisbane. Her award-winning doctoral research examined the professional identities of early childhood educators. This work combined with her extensive professional experience have laid the foundations for her ongoing interest in the early childhood workforce, leadership, professionalism and sustainability. In her current role at QUT, Megan is responsible for teacher education units on leadership, professionalism and health and wellbeing.

Committee Responsibilities:

- Early Years and Innovation (Chair until 20 June 2025, then ordinary member)



Dr Christina Turner
DIRECTOR (non-executive)
 PhD (HRM), MAppLaw, MBusCoach, GCMgt, GAICD, FGIA, FIML, FAHRI, FAIM

- Appointed Deputy Chair on 29 May 2025
- Board member since 23 June 2021

Dr Christina Turner is a HRM and governance specialist. Her career has included heading up HR functions in national and multi-national, public and private sector organisations including ABC Learning Centres, the University of the Sunshine Coast, and QSuper Ltd. A past president of the Australian Human Resources Institute, Christina has also held a number of non-executive director roles on public, private and not-for-profit boards, as well as government and Governor-in-Council appointments to panels, commissions of inquiry, and tribunals. Christina is also currently the Board Chair of Duchesne College.

Committee Responsibilities:

- People and Culture (Chair)

Directors' report (continued)

For the year ended 31 December 2025



Charles Strickland

DIRECTOR (non-executive)

B. IntBus, B. Com, GAICD, FCA, CPA

- Board member since 21 June 2019

Charles Strickland is the Chief Financial Officer and Head of Quality at the Queensland Audit Office where he has responsibility for the financial management of the QAO, their audit methodology, audit and accounting advice, the quality assurance program, and preparing the office to deliver assurance for climate-related financial disclosures. With audit and assurance experiences across general government administration, including the health and local government sectors, he brings a commitment to improving the lives of Queenslanders through his work. He has a strong background in audit, risk, and governance. Charles is a firm believer in quality education and giving young people every opportunity to succeed, in the past serving on his local school P&C as treasurer, and coaching junior hockey teams.

Committee Responsibilities:

- Audit, Risk and Finance (Chair)



Scott Carpenter

DIRECTOR (non-executive)

M. Business Process Management,
Prince 2 Practitioner, GAICD, Cert. IV TAE

- Board member since 26 June 2019

Scott Carpenter works to bridge the gap between technology and business and improve organisational performance by aligning IT solutions to business needs. He applies appropriate best practice methodologies, frameworks and models coupled with technology solutions to achieve long term business objectives. Scott strongly believes in the ability of education to positively change someone's life and to support young people to achieve.

Committee Responsibilities:

- Nil

Directors' report (continued)

For the year ended 31 December 2025



Geoff Hirst

DIRECTOR (non-executive)

B. Com (Accounting and Economics),
GAICD, CIA, CCSA, PMIIA

- Board member since 14 July 2020

Geoff Hirst is a Director of Aurecon, specialising in infrastructure, sustainable design, and ESG. An authentic executive leader with 25 years of professional finance, audit, and risk advisory experience. Geoff also has extensive global experience, particularly in the Education sector and professional services industry, with two Big-4 consulting firms, and as the Managing Director and Market Leader for Protiviti. With expertise in business risk advisory, implementing complex governance programs and change, differentiated value, and business resilience, Geoff has provided assurance and risk advisory outcomes on a variety of risk-based transactions, including business performance, joint ventures, major projects, divestments, and acquisitions. He has also had executive leadership roles within industries including Queensland Health, major infrastructure development, and transport.

Committee Responsibilities:

- Audit, Risk and Finance



Pauline Elliott

DIRECTOR (non-executive)

BA, MProfEc

- Board member since 23 June 2021

Pauline Elliott enjoyed a successful career in the Queensland public sector holding senior executive roles in Queensland Treasury, Department of Energy and Water Supply and Queensland Treasury Corporation. Pauline has extensive experience in financial and commercial matters, a deep understanding of government processes and public policy development, and has worked across multiple industry sectors including energy, transport, and telecommunications. Pauline is now a consultant providing services to organisations seeking support in business strategy, commercial transactions, and complex stakeholder engagement.

Committee Responsibilities:

- People and Culture

Directors' report (continued)

For the year ended 31 December 2025



Elizabeth Jameson AM

DIRECTOR (non-executive)

BA (Japanese), LLB (Hons), LSDA, FAICD

- Board member since 1 January 2025

Elizabeth Jameson AM is a corporate/commercial lawyer and governance professional, having founded respected national governance consultancy, Board Matters in 2002 after a successful legal career. She has been intrigued by, and specialised in, the work of boards and the field of governance ever since. Elizabeth has been a life member of, and periodic governance adviser to, C&K since becoming involved with constitutional reform in the late 2000s. In addition to being a governance consultant and educator (spending 17 years as a facilitator for the Australian Institute of Company Directors in its national and international programs), Elizabeth has maintained an active portfolio of directorships over the past 30 years. This included 14 years as a Director, and ultimately President and Chair, of RACQ until 2022. Elizabeth currently chairs the board of Endeavour Foundation and is a member of the board of the Institute for Urban Indigenous Health as well as a private company in the tourism accommodation industry. She is also an independent member of the Nominations and Governance Committee of Chief Executive Women.

Committee Responsibilities:

- Audit, Risk and Finance



Dr Louise Thomas

DIRECTOR (non-executive)

MEd (Early Childhood Education), PhD (Education)

- Board member since 1 January 2025

Dr Louise Thomas has over 40 years of experience in the education sector. Her career has included teaching, leadership and consultative work across community based early childhood education, independent and government education sectors, and multiple universities. This career has included a range of leadership roles, including professional development and training manager at C&K. During her time at Australian Catholic University Louise held several leadership positions within the Faculty of Education and Arts. These roles included: Deputy Head of Education, Learning and Teaching (Qld); Acting Head of Education (Qld); National Director, Early Childhood Education; National Director, Accreditation. Dr Thomas' PhD (2009) research focused on early childhood educators' constructions of professional identity and ethics. Her thesis was awarded the Queensland University of Technology's Executive Dean award for outstanding research degree thesis. Her post-doctoral research and writing has built a platform of expertise in the areas of early childhood teacher identity, ethics, leadership, professional growth, and writing as a professional and research practice. Louise has extensive international and national publications, and research collaborations.

Committee Responsibilities:

- Early Years and Innovation (Chair)

Directors' report (continued)

For the year ended 31 December 2025

Directors who retired during 2025



Professor Marnee Shay

DIRECTOR (non-executive)

PhD, MEd(res), GradDipEd, BIndigenous Studies

- Board member since 1 January 2025

Marnee Shay is a Professor and Deputy Head of School in the School of Education at the University of Queensland. She is nationally recognised for her research and expertise in Aboriginal and Torres Strait Islander Education, educational policy and youth studies. Her maternal family are from the Ngen'giwumirri language group, Daly River region (Northern Territory). She grew up in South East Queensland. Marnee's research has substantially impacted policy and practice in her field. Her work has focused on developing Indigenous-based evidence and applying strengths-based approaches in knowledge production. She has served on multiple Government and School boards, including the Indigenous Forum on the Australian Research Council. Marnee is a qualified and experienced Queensland registered teacher.

Committee Responsibilities:

- Early Years and Innovation



Therese Mulherin

CHAIR (non-executive)

BOccThy, GAICD

- Appointed Chair on 27 March 2019
- Appointed Deputy Chair on 6 September 2017
- Board member from 30 May 2013 until her retirement on 28 May 2025

Therese Mulherin has had an extensive career as a non-executive director, executive leader, and strategic advisor to executive teams and Boards. She has a clinical allied health background in Occupational Therapy and is experienced in the effective delivery of human services including early childhood education and care, health and injury rehabilitation, aged care, disability, and employment services. Therese's experience spans large national service organisations, outsourced government contracts, strategy development, stakeholder management and change management.

Committee Responsibilities:

- Audit, Risk and Finance

Directors' report (continued)

For the year ended 31 December 2025

Company Secretary

Vaughan Reed was appointed to the position of Company Secretary on 22 April 2024.

Meetings of Directors in 2025

Director	Board		Audit Risk and Finance Committee		People and Culture Committee		Early Years and Innovation Committee*	
	A	B	A	B	A	B	A	B
Therese Mulherin	3	3	2	2	-	-	-	-
Megan Gibson	6	6	-	-	-	-	4	4
Christina Turner	6	6	-	-	4	4	-	-
Charles Strickland	6	6	6	6	-	-	-	-
Geoff Hirst	6	6	6	6	-	-	-	-
Scott Carpenter	6	6	-	-	-	-	-	-
Pauline Elliott	6	6	-	-	4	4	-	-
Elizabeth Jameson	5	6	4	4	-	-	-	-
Louise Thomas	6	6	-	-	-	-	2	2
Marnee Shay	5	6	-	-	-	-	2	2

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

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

* This Committee includes an independent external expert

**The Nominations Committee was dissolved for 2025

Principal Activities

The principal activities of C&K (a not-for-profit company) remain unchanged during the financial year and included:

- providing the highest standard of early childhood education and care;
- operating its own early childhood branch services;
- administering public funds as a Central Governing Body;
- delivering training and qualifications for the early childhood education and care sector;
- providing business operations and curriculum support to affiliated community managed early childhood services; and
- advocating for and promoting the interests of children and the sector.

Purpose

C&K has an unwavering commitment to children and its organisational purpose is 'to nurture and inspire children to succeed in an ever-changing world'. The organisation is focused on delivering high quality education and care for young children and driving positive social change for children and their families.

Vision and strategy

The 'C&K Strategic Plan 2024 - 2026' includes a vision for Queensland where every child flourishes.

Directors' report (continued)

For the year ended 31 December 2025

C&K's strategy focusses on four key pillars and their associated goals:

Pillar	Goal
Our CHILDREN AND FAMILIES	C&K delivers excellence in early childhood education and care
Our PEOPLE	C&K's workforce is exceptional
Our ORGANISATION	C&K is a thriving organisation
Our INFLUENCE	C&K is the recognised leader in early childhood education and care

C&K is committed to embedding Reconciliation and growing as a culturally enriched organisation.

Performance Measures

C&K reviews its key performance indicators and sets targets and measures linked to its strategic objectives on an annual basis. Directors regularly review and monitor C&K's performance with the CEO and executive leaders.

C&K measures organisational performance across four goals:

- **C&K delivers excellence in early childhood education and care:** The standard of our early childhood education and care services as measured against the National Quality Framework.
- **C&K's workforce is exceptional:** The extent to which we can attract, retain, and nurture our diverse, safe, and engaged workforce.
- **C&K is a thriving organisation:** The effectiveness and efficiency with which we manage our resources and operations.
- **C&K is the recognised leader in early childhood education and care:** The extent to which we are recognised by our families, government and other stakeholders as a high-quality provider and influential thought leaders and innovators in early childhood education and care.

Review of Operations and Results

The 2025 year saw an increase in funding commitments by both the Queensland and Federal governments to provide support to our workforce and facilities that enable the provision of quality early childhood education programs.

The Worker Retention Payment Grant has seen an additional \$7.4m flow through to our staff in Child Care Subsidy (CCS) funded services in the form of higher wages. These increased wages have assisted to stabilise our childcare workforce with a voluntary retention rate of 78.7% (overall C&K 80.3%).

The Queensland Government provides up to 600 hours per year of a kindergarten program free for all eligible aged children. 8,366 children accessed the free kindy program in C&K's high-quality sessional kindergarten, kindergarten with extended hours and long day care centres.

Focus on support for the learning and development of educators occurred through programs such as Qualifications Pathways, Kindy Uplift, Positive Behaviour Guidance Coaching and Leadership and

Directors' report (continued)

For the year ended 31 December 2025

Management programs. These initiatives support both quality educational outcomes and long-term workforce capability.

C&K's commitment to high-quality early childhood environments remained a priority in 2025 with significant investment in centre upgrades and refurbishments. C&K invested \$5.1m into property upgrades including installation of solar panels, safe playgrounds, fencing, kitchens, bathrooms and painting of our centres.

C&K's positive financial result was underpinned by strong enrolment figures throughout the year. Feedback from C&K families through the annual parent survey highlighted the quality of our teachers and educators who deliver our inclusive education programs as key drivers of satisfaction.

The 2025 financial result reflects prudent financial management, including the timing and treatment of grant revenue, careful management of operating costs, and a continued focus on long-term sustainability. Consistent with our not-for-profit purpose, operating surpluses are retained to support future service delivery, maintain appropriate operating reserves and fund planned strategic and capital initiatives that align to C&K's mission.

Key Operating Results

Total Revenue	\$189.8m	Revenue increased by \$24.8m (15.1%) compared to 2024. <ul style="list-style-type: none"> \$7.4m is the Federal Worker Retention Payment Grant funding (passed on to eligible employees); \$1.1m Capital Works Upgrade Funding; \$15.6m relate to increased fees, kindergarten funding and other government funded programs; and \$0.9m additional finance and other income.
Total Expenses	\$182.5m	Total expenses increased by \$20.4m (12.6%) compared to 2024, driven by increased salary and wages including Worker Retention Payment Grant expenses, newly transitioned centres, professional development related costs, and increased depreciation expenses.
Operating surplus/(deficit)	\$7.3m	The operating surplus is \$7.3m in 2025 (3.9% of total revenue) increased from \$2.9m in 2024.
Net surplus/(deficit)	\$8.5m	The 2025 net result includes \$1.1m fair value movement of assets.
Net Assets	\$66.1m	Net assets increased by the net surplus in 2025, up from \$57.7m in 2024.
Cashflow from operations	\$16.6m	Cashflow from operations includes \$7.1m of net grant funding received for a capital works program for distribution in 2026.

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. As at 31 December 2025 the total amount members would contribute is \$840 (2024: \$840).

Significant changes in the state of affairs

There were no significant changes to the state of affairs of the Company that occurred in the financial year.

Directors' report (continued)

For the year ended 31 December 2025

Events since the end of the financial year

No matter or circumstance has occurred subsequent to the period end that has significantly affected, or may significantly affect, the operations or the Company, the results of those operations or the state of affairs of the Company in subsequent financial periods.

Likely developments and expected results of operations

In the foreseeable future it is expected that the Company will continue its principal activities as described in this report.

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 \$56,265 (2024: \$48,615) to insure the directors and officers 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 the insurance against legal costs and those relating to other liabilities.

Auditor's Appointment

Grant Thornton commences as our external auditor in 2025 in accordance with section 327 of the Corporations Act 2001.

Auditor's Independence

A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not-for-profits Commission (ACNC) Act 2012 is set out on page 48 and forms part of the Directors' Report.

Rounding Off

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the Directors' Report. Amounts in the Financial Report and Directors' Report have been rounded off in accordance with the instrument to the nearest thousand dollars unless otherwise stated.

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



Associate Professor Megan Gibson, Chair of the Board of Directors
25 March 2026



Charles Strickland, Chair of the Audit, Risk and Finance Committee
25 March 2026

Auditor's Independence Declaration



Grant Thornton Audit Pty Ltd
King George Central
Level 18
145 Ann Street
Brisbane QLD 4000
GPO Box 1008
Brisbane QLD 4001
T +61 7 3222 0200

Auditor's Independence Declaration

To the Directors of The Creche and Kindergarten Association Limited

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of The Creche and Kindergarten Association Limited for the year ended 31 December 2025, 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.

Grant Thornton

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

H. E. Hiscox

H E Hiscox
Partner - Audit & Assurance

Brisbane, 25 March 2026

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Statement of Profit or Loss and other Comprehensive Income

For the year ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Revenue from contracts with customers	1	178,416	161,910
Finance income	2	3,878	2,994
Other income	3	7,549	96
Total revenue and other operating income		189,843	165,000
Employee costs	4	140,682	121,851
Depreciation and amortisation expenses	8,9,14	6,645	5,724
Supplies and services	5	29,785	29,223
Finance costs	14	5,409	5,342
Total expenses		182,521	162,140
Operating surplus / (deficit)		7,322	2,860
Changes in the fair value of financial assets		1,136	2,727
Impairment charges	9	-	(499)
Gain/(loss) on sale of assets		(49)	166
Fair value of donated assets		27	1,517
Franking credit received		30	36
Net non-operating income / (expense)		1,144	3,947
Net surplus / (deficit)		8,466	6,807
Total comprehensive income / (loss)		8,466	6,807

All figures in thousands of AUD, unless advised otherwise.
The above statement of profit or loss and other comprehensive
income should be read in conjunction with the accompanying notes.

Statement of Financial Position

As at 31 December 2025

	Note	2025 \$'000	2024 \$'000
Current assets			
Cash and cash equivalents	6	7,792	9,321
Trade and other receivables	7	7,222	3,199
Other financial assets	6	66,086	54,086
Prepayments and security bonds		2,985	2,094
Total current assets		84,085	68,700
Non-current assets			
Property, plant and equipment	8	26,241	24,474
Intangible assets	9	3,153	3,190
Other financial assets	6	25,853	24,755
Right-of-use assets	14	73,741	76,383
Total non-current assets		128,988	128,802
Total assets		213,073	197,502
Current liabilities			
Trade and other payables	10	19,024	16,634
Contract liabilities	1b	23,606	19,416
Provisions	11	5,822	5,377
Lease liabilities	14	1,076	895
Total current liabilities		49,528	42,322
Non-current liabilities			
Provisions	11	5,831	5,782
Lease liabilities	14	91,567	91,717
Total non-current liabilities		97,398	97,499
Total liabilities		146,926	139,821
Net assets		66,147	57,681
Funds			
Accumulated funds		66,147	57,681
Total funds		66,147	57,681

All figures in thousands of AUD, unless advised otherwise.
The above statement of financial position should be read in conjunction with the accompanying notes.

The Creche and Kindergarten Association Limited, ABN 59 150 737 849

Statement of Changes in Funds

For the Year Ended 31 December 2025

	Accumulated Funds \$'000	Total \$'000
Balance at 31 December 2023	50,874	50,874
Net surplus	6,807	6,807
Total comprehensive income	6,807	6,807
Balance at 31 December 2024	57,681	57,681
Net surplus	8,466	8,466
Total comprehensive income	8,466	8,466
Balance at 31 December 2025	66,147	66,147

All figures in thousands of AUD, unless advised otherwise.
The above statement of changes in funds should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Receipts from customers and grants		257,821	242,545
Finance income received		3,593	2,964
Payments to suppliers and employees		(239,673)	(219,586)
Interest paid on lease liabilities		(5,138)	(4,825)
Net cash generated from operating activities		16,603	21,098
Cash flow from investing activities			
Proceeds from sale of fixed assets		-	198
Franking credit received		66	84
Proceeds from/(payments to) investments in term deposits		(12,000)	(18,000)
Payments for property, plant & equipment		(5,122)	(4,249)
Proceeds from financial assets at fair value through profit or loss		-	9,050
Payments to financial assets at fair value through profit or loss		-	(9,050)
Net cash used in investing activities		(17,056)	(21,967)
Cash flow from financing activities			
Principal paid on lease liabilities		(1,076)	(895)
Net cash used in financing activities		(1,076)	(895)
Net decrease in cash and cash equivalents		(1,529)	(1,764)
Cash and cash equivalents at beginning of year		9,321	11,085
Cash and cash equivalents at end of year	6	7,792	9,321

All figures in thousands of AUD, unless advised otherwise.
The above statement of cash flows should be read in conjunction with the accompanying notes.

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Notes to the Financial Statements

For the year ended 31 December 2025

1. Revenue from contracts with customers

(a) Disaggregation of revenue from contracts with customers

The Company recognises revenue from the transfer of services over time and at a point in time for the following revenue streams:

	2025 \$'000	2024 \$'000
Revenue recognised over time		
Revenue from the provision of childcare & kindergarten services	172,859	156,621
Central Governing Body activities	3,977	3,845
Registered Training Organisation income	534	330
Community Advisory Group Fundraising	468	518
	<u>177,838</u>	<u>161,314</u>
Revenue recognised at a point in time		
All other streams	578	596
	<u>578</u>	<u>596</u>
Total revenue from contracts with customers	<u>178,416</u>	<u>161,910</u>

(b) Assets and liabilities related to contracts with customers

The Company has recognised the following assets and liabilities related to contracts with customers.

	2025 \$'000	2024 \$'000
Funding received in advance	23,606	19,416
Total current contract liabilities	<u>23,606</u>	<u>19,416</u>

Contract liabilities represent the fair value of that portion of the consideration received in respect of grants and funding received and in advance for which the performance obligation has not yet been satisfied.

As a Central Governing Body (CGB), C&K was appointed in 2024 as administrator of the two year Capital Works Upgrade Funding Program. The program provides \$15.1m to eligible kindergarten services to support minor capital works, prioritising projects which increase enrolment capacity or improve building access and safety. At balance date, \$4.5m of project funds have been distributed, with the remaining funds to be expended on projects in 2026.

ACCOUNTING POLICY

Revenue and other income

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of discounts and refunds.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

1. Revenue from contracts with customers (continued)

Provision of childcare and kindergarten services

Grants and Government funding are recognised at fair value when the right to receive the funding has been established (when specific performance obligations or services have been met). 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 recognized as unearned income until the service has been delivered.

Parent and other fees are recognised in the period in which the service was provided. Fees are charged on an equivalent daily basis and any monies received in advance of the actual booking days are recognised as an unearned revenue liability.

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 income on receipt of the funds.

Central Governing Body activities

C&K acts as a CGB for the distribution of the Queensland Kindergarten Funding (and other programs) to not-for-profit community kindergartens (branches – C&K owned, and independent affiliated centres). Fees for performing CGB activities are recognised over the time the services are provided. Affiliated kindergartens, which are managed by Volunteer Management Committees, enter into an agreement to be affiliated with C&K and are charged membership fees to receive a range of support services over the agreement period. Membership fees are recognised over time.

Registered Training Organisation (RTO) income

C&K operates an RTO and receives income from students and various government bodies. Income from government bodies (primary income source) is recognised when the required performance obligation to be eligible for the income has been achieved. Student fees are recognised based on the course units completed in the period.

Community Advisory Group (CAG)

CAG are advisory groups consisting of parents, guardians, and other community members, and raise funds to spend on activities or assets based on recommendations of the CAG. Fundraising is recognised as income when funds are utilised for the approved purpose through procurement of goods and services.

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

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

2. Finance income

	2025	2024
	\$'000	\$'000
Interest from financial assets held for cash management purposes	<u>3,878</u>	<u>2,994</u>

ACCOUNTING POLICY**Interest**

Interest revenue is recognised on an accrual basis. For fixed term deposits the accrual is based on the actual fixed rate secured for each of the individual deposits.

3. Other income

	2025	2024
	\$'000	\$'000
Federal wage subsidy funding	7,403	-
Other income	<u>146</u>	<u>96</u>
	<u>7,549</u>	<u>96</u>

ACCOUNTING POLICY

The Early Childhood Education and Care (ECEC) Worker Retention Payment is a two-year federal grant program designed to increase wages for eligible childcare workers. Revenue from the Worker Retention Payment grant is received in arrears and is fully passed onto eligible employees. The income is recognised when payments to eligible employees have been distributed.

4. Employee costs

	2025	2024
	\$'000	\$'000
Salaries and wages	119,999	104,536
Contributions to defined contribution plans	13,685	11,270
Professional development expenses	4,308	3,424
Other employee expenses	<u>2,690</u>	<u>2,621</u>
	<u>140,682</u>	<u>121,851</u>

ACCOUNTING POLICY**Contributions to defined contribution plans**

The Company pays contributions to certain defined contribution plans. These contributions are recognised in profit or loss in the periods during which services are rendered by employees.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

5. Supplies and services

	2025	2024
	\$'000	\$'000
Advertising and marketing	1,165	1,196
Bank charges	449	275
Cleaning	5,665	5,247
Conferences and seminars	537	532
Centre equipment and resources	2,316	2,786
Medical expenses	267	266
Provision of food for children	2,502	2,605
Grants expenditure	164	202
Information technology	2,100	2,001
Motor vehicles	272	211
Occupancy	6,176	6,292
Consultancy	822	960
Postage, printing, stationery and program materials	1,249	1,524
Repairs and maintenance	2,315	1,974
Telephone and internet	892	866
Travel	1,086	1,075
Other expenses	1,808	1,211
	<u>29,785</u>	<u>29,223</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

6. Cash and cash equivalents and other financial assets

	2025 \$'000	2024 \$'000
Current		
Cash and cash equivalents	<u>7,792</u>	<u>9,321</u>
Other current financial assets		
Term deposits	<u>66,086</u>	<u>54,086</u>
Other non-current financial assets		
Managed investment funds at fair value through the profit or loss	<u>25,853</u>	<u>24,755</u>

ACCOUNTING POLICY

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on deposit with financial institutions where the original terms of maturity are less than three months.

Term deposits

The term deposits are held to maturity of terms between three and twelve months. They carry a weighted average fixed interest rate as at 31 December 2025 of 4.19% (2024: 5.00%). Due to their short-term nature their carrying value is assumed to approximate their fair value. The Company has \$1,085,800 (in whole dollars of AUD) (2024: \$1,085,800) in term deposits that have been pledged as security for the Company's guarantees provided by Westpac Banking Corporation and Commonwealth Bank of Australia as set out in note 13.

Investments and other financial assets

The Company classifies its financial assets in the following categories:

i. Financial assets at amortised cost

The Company classifies its financial assets at amortised cost only if both of the following criteria are met:

- the assets are held within a business model with the objective of collecting the contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

ii. Financial assets at fair value through profit or loss

The Company classifies the following financial assets at fair value through profit or loss:

- equity investments that are held for trading, and
- equity investments for which the entity has not elected to recognise fair value gains and losses through other comprehensive income.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

6. Cash and cash equivalents and other financial assets (continued)

Management determines the classification of its investments in managed funds at initial recognition. The financial assets are presented as non-current assets unless they mature, or management intends to dispose of them within 12 months of the end of the reporting period.

Recognition and derecognition

Purchases and sales of financial assets are recognised on trade-date, the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

Financial assets at fair value through profit or loss, including managed investment funds, are subsequently carried at fair value. Fair value is determined based on current bid prices for all quoted investments.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

7. Trade and other receivables

	2025	2024
	\$'000	\$'000
Current		
Trade receivables	859	229
Children's fees receivable	599	368
Goods and services tax receivable	735	1,350
Government funding and grants receivable	4,475	929
Other receivables	742	460
Provision for expected credit loss	(188)	(137)
	<u>7,222</u>	<u>3,199</u>

Movement in the provision for expected credit loss is as follows:

Balance at the beginning of the year	137	240
- Charge for the year	108	49
- Written off	(57)	(152)
Balance at the end of the year	<u>188</u>	<u>137</u>

ACCOUNTING POLICY**Trade and other receivables**

Trade and other receivables are recognised at fair value and subsequently measured at amortised cost less provision for expected credit loss. The Company applies the simplified approach to providing for expected credit losses prescribed by AASB 9, which requires the use of the lifetime expected loss provision for all trade receivables.

Impairment

The Company assesses on a forward-looking basis the expected credit losses associated with its assets carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

8. Property, plant and equipment

	2025	2024
	\$'000	\$'000
Capital works in progress	<u>525</u>	<u>1,052</u>
Freehold land - at cost	<u>2,038</u>	<u>1,982</u>
Buildings & leasehold improvements - at cost	34,067	31,790
Less accumulated depreciation	<u>(15,314)</u>	<u>(13,811)</u>
	<u>18,753</u>	<u>17,979</u>
Equipment, furniture & fittings - at cost	11,336	8,502
Less accumulated depreciation	<u>(6,436)</u>	<u>(5,066)</u>
	<u>4,900</u>	<u>3,436</u>
Motor vehicles - at cost	50	50
Less accumulated depreciation	<u>(25)</u>	<u>(25)</u>
	<u>25</u>	<u>25</u>
Total property, plant and equipment	<u>26,241</u>	<u>24,474</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

8. Property, plant and equipment (continued)

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
2025						
\$'000						
Cost						
Balance at the beginning of the year	1,052	1,982	31,790	8,502	50	43,376
Additions	5,277	-	(148)	-	-	5,129
Transfers and other movements	(5,804)	56	2,644	2,834	-	(270)
Disposals	-	-	(219)	-	-	(219)
Balance at the end of the year	<u>525</u>	<u>2,038</u>	<u>34,067</u>	<u>11,336</u>	<u>50</u>	<u>48,016</u>
Accumulated depreciation						
Balance at the beginning of the year	-	-	(13,811)	(5,066)	(25)	(18,902)
Charge for the year	-	-	(1,674)	(1,370)	-	(3,044)
Disposals	-	-	171	-	-	171
Balance at the end of the year	<u>-</u>	<u>-</u>	<u>(15,314)</u>	<u>(6,436)</u>	<u>(25)</u>	<u>(21,775)</u>
Net carrying amount						
At the beginning of the year	1,052	1,982	17,979	3,436	25	24,474
At the end of the year	<u>525</u>	<u>2,038</u>	<u>18,753</u>	<u>4,900</u>	<u>25</u>	<u>26,241</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

8. Property, plant and equipment (continued)

ACCOUNTING POLICY

Property, Plant and Equipment

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

Capital Works in Progress

Capital works, donations and acquisitions in progress or for purposes not yet determined are carried at cost. Cost includes professional fees. Expenditure that is not directly attributable to the acquisition of assets at the time of recognition are charged to profit or loss during the reporting period.

Land and buildings

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.

Buildings on crown land

No value is recorded for land held under Deed of Grant in Trust from the Crown, 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. Buildings on Crown Land are shown at original cost less depreciation.

All other property, plant and equipment

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

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

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

8. Property, plant and equipment (continued)

Depreciation

All property, plant and equipment, excluding freehold land and leasehold improvements, are 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 on a straight-line basis 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 useful lives used for each class of depreciable assets are:

Class of fixed asset	Useful life
Buildings and leasehold improvements	Lower of lease life or 3 - 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.

An asset's carrying amount is written down to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

9. Intangible assets

	2025 \$'000	2024 \$'000
Curriculum - at cost	251	251
Less: accumulated amortisation	<u>(251)</u>	<u>(222)</u>
	-	29
Software - at cost	138	138
Less: accumulated amortisation	<u>(138)</u>	<u>(138)</u>
	-	-
Goodwill - at cost	10,212	10,212
Less: accumulated impairment	<u>(7,235)</u>	<u>(7,235)</u>
	<u>2,977</u>	<u>2,977</u>
Lease premiums and other rights - at cost	269	269
Less: accumulated amortisation	<u>(93)</u>	<u>(85)</u>
	<u>176</u>	<u>184</u>
Total intangible assets	<u>3,153</u>	<u>3,190</u>

	Curriculum	Software	Goodwill	Lease premiums and other rights	Total
2025 \$'000 Cost					
Balance at the beginning of the year	251	138	10,212	269	10,870
Additions	-	-	-	-	-
Transfers and other movements	-	-	-	-	-
Disposals/Write off	-	-	-	-	-
Balance at the end of the year	<u>251</u>	<u>138</u>	<u>10,212</u>	<u>269</u>	<u>10,870</u>
Accumulated amortisation/impairment					
Balance at the beginning of the year	(222)	(138)	(7,235)	(85)	(7,680)
Charge for the year	(29)	-	-	(8)	(37)
Transfers and other movements	-	-	-	-	-
Disposals/Write off	-	-	-	-	-
Balance at the end of the year	<u>(251)</u>	<u>(138)</u>	<u>(7,235)</u>	<u>(93)</u>	<u>(7,717)</u>
Net carrying amount					
At the beginning of the year	29	-	2,977	184	3,190
At the end of the year	<u>-</u>	<u>-</u>	<u>2,977</u>	<u>176</u>	<u>3,153</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

9. Intangible assets (continued)

Key assumptions used for value-in-use calculation

The Company tests whether the goodwill shown above, originally recognised as part of a three-centre acquisition in 2016, has suffered any impairment on an annual basis.

For the purpose of assessing impairment, all childcare centres are grouped and reviewed for impairment as a cash generating unit (CGU). The recoverable amount of the CGU was determined based on value-in-use calculations which require the use of assumptions. The calculations use cash flow projections based on financial budgets and forecasts approved by management covering a five-year period. Cash flows beyond the five-year period are extrapolated using estimated growth rates.

The impairment model uses the following key attributes:

- Discount rate of 10.0% (2024: 10.0%)
- Revenue growth during forecast period of 3.75% (2024: 3.75%)
- Expense growth during forecast period of 3.50% (2024: 3.50%)
- Terminal growth rate of 2.5% (2024: 2.5%)

Impairment charge

After applying reasonable sensitivity analysis to the impairment model assumptions, management has determined that no impairment of goodwill was required for 2025 (2024: \$499,087 whole dollars).

ACCOUNTING POLICY

Business combinations

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a business comprises the:

- fair values of the assets transferred,
- liabilities incurred to the former owners of the acquired business,
- fair value of any asset or liability resulting from a contingent consideration arrangement, and
- fair value of any pre-existing equity interest in the business.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

9. Intangible assets (continued)

Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss.

Impairment of assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal, and the calculated value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

Lease premiums and other rights

Separately acquired lease premiums and other rights are shown at historical cost. Lease premiums and other rights acquired in a business combination are recognised at fair value at the acquisition date. They have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

Amortisation of lease premiums is calculated using a straight-line basis to allocate costs over the period of the lease term including options. The one held asset has a life of 30 years, with 21 years remaining.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

10. Trade and other payables

	2025 \$'000	2024 \$'000
Current		
Trade payables	1,903	442
Employee benefits	12,557	9,872
Other payables and accruals	4,564	6,320
	<u>19,024</u>	<u>16,634</u>

ACCOUNTING POLICY

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.

Employee benefits

Employee benefit liabilities for wages and salaries, including annual leave and superannuation payments 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 expected to be settled later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

Balances in note 10 include accrued salaries and wages, annual leave, and superannuation liabilities.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

11. Provisions

	2025 \$'000			2024 \$'000		
	Current	Non-current	Total	Current	Non-current	Total
Employee benefits	5,822	2,968	8,790	5,377	2,774	8,151
Make good provision	-	2,863	2,863	-	3,008	3,008
Total	5,822	5,831	11,653	5,377	5,782	11,159

Movements

	Employee benefits	Make good provision	Total
2025			
Carrying amount at start of year	8,151	3,008	11,159
Charged/(credited) to profit or loss			
- additional provision recognised	1,226	-	1,226
- decrease in provision	-	(148)	(148)
- unwinding of discount	-	135	135
Amount used/reversed	(587)	(132)	(719)
Balance at the end of the year	<u>8,790</u>	<u>2,863</u>	<u>11,653</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

11. Provisions (continued)

Provisions

Provisions are made 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 an 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.

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. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

11. Provisions (continued)

Make good provision

Provisions for make good obligations are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated.

The Company is required to restore its leased premises at the end of the respective lease terms. A provision has been recognised for the present value of the estimated expenditure required to remove any leasehold improvements or to refurbish the areas in accordance with the lease agreement.

These costs have been capitalised as part of the cost of leasehold improvements and are amortised over the term of the lease unless acquired as part of a business combination. If a provision is required to be recognised as part of a business combination, then it is included in goodwill on acquisition.

12. Capital commitments

	2025 \$'000	2024 \$'000
(a) Capital expenditure commitments		
Payable		
- not later than 1 year	<u>1,240</u>	<u>157</u>

13. Contingencies

	2025 \$'000	2024 \$'000
Guarantees		
Bank guarantees issued in support of rental agreements	<u>1,086</u>	<u>1,086</u>

The Company did not have any other contingent liabilities or contingent assets as at 31 December 2025 (31 December 2024: Nil).

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

14. Leases**(a) Amounts recognised in the statement of financial position**

The following right-of-use assets have been capitalised:

	2025 \$'000	2024 \$'000
Right-of-use assets		
Buildings	72,910	75,713
Vehicles	827	665
Printers	4	5
	<u>73,741</u>	<u>76,383</u>
Lease liabilities		
Current	1,076	895
Non-Current	91,567	91,717
	<u>92,643</u>	<u>92,612</u>

Additions to the right-of-use assets during the 2025 year were \$921,277 (in whole dollars of AUD).

(b) Amounts recognised in the statement of profit or loss and other comprehensive income

The statement of profit or loss and other comprehensive income shows the following amounts related to leases:

	2025 \$'000	2024 \$'000
Depreciation charge of right-of-use assets		
Buildings	(3,233)	(3,200)
Vehicles	(330)	(267)
Printers	(1)	-
	<u>(3,564)</u>	<u>(3,467)</u>
Interest expense	<u>(5,409)</u>	<u>(5,342)</u>
Expense relating to short-term leases and low-value assets	<u>(185)</u>	<u>(168)</u>

(c) Future lease payments

Future lease payments in relation to lease liabilities as at period end are as follows:

	2025 \$'000	2024 \$'000
Within one year	6,403	6,029
Later than one year but no later than five years	25,952	24,940
Later than five years	169,897	176,294
	<u>202,252</u>	<u>207,263</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

14. Leases (continued)

Finance Costs

The interest expense shown in note 14.(b) relating to right-of-use assets represents the total value of finance costs as reported in the Statement of profit or loss and other comprehensive income.

ACCOUNTING POLICY

The Company's leasing activities and how these are accounted for

The Company leases various childcare and kindergarten centre properties, offices, motor vehicles and equipment. Rental contracts are typically made for fixed periods of 3 to 30 years but may have extension options.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Company.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- a) fixed payments (including in-substance fixed payments), less any lease incentives receivable
- b) variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- c) amounts expected to be payable by the Company under residual value guarantees
- d) payments of penalties for terminating the lease, if the lease term reflects the Company exercising that option.

Lease payments to be made under extension options are also included in the measurement of the liability when the Company is reasonably certain to exercise these options.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Company, the Company's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Company:

- a) where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received
- b) uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by C&K, which does not have recent third-party financing, and
- c) makes adjustments specific to the lease, e.g. term and security

The Company is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset. Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

14. Leases (continued)

The value of right-of-use assets comprising the following:

- a) the amount of the initial measurement of lease liability;
- b) any lease payments made at or before the commencement date less any lease incentives received; and
- c) any initial direct costs.

Expected costs for restoration clauses where included in lease agreements are provided for separately to right-of-use assets in PP&E as 'Make Good Provision' (leasehold improvement) assets.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Company is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. The Company has chosen not to revalue the right-of-use buildings held by the Company.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets (deemed to be less than AUD \$5,000) are recognised as incurred as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less, low-value assets comprise of IT equipment.

Peppercorn Leases

The Company operates 143 branch centres on properties leased under 'peppercorn' arrangements, with annual lease values ranging from AUD \$1 to \$1,000 dollars, with lease terms ranging from three to 75 years. The Company's financial performance is supported by, and dependent on, access to these peppercorn lease terms. Due to the challenges for not-for-profits in determining fair value for specific purpose leases (e.g. community kindergartens), peppercorn leases are measured at cost and are therefore determined to be low-value for AASB 16 purposes.

15. Subsequent events

No matter or circumstance has occurred subsequent to the end of the reporting period that has significantly affected, or may significantly affect, the operations or the Company, the results of those operations or the state of affairs of the Company in subsequent financial periods.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

16. Key management personnel compensation

Compensation for those having authority and responsibility for planning, directing and controlling the Company's activities, directly or indirectly (including directors, where applicable), is:

	2025	2024
	\$'000	\$'000
Key management personnel compensation	<u>1,676</u>	<u>1,538</u>

The year-on-year increase is due to filling of vacant board director positions, inclusion of the General Counsel and Company Secretary position into the Executive Management Group from the end of September 2025, and annual salary inflation.

There were no other related party transactions in the year to 31 December 2025 (2024: none).

17. Auditor's remuneration

	2025	2024
	\$'000	\$'000
Audit of financial statements and grant acquittals	<u>82</u>	<u>75</u>
	<u>82</u>	<u>75</u>

No non-audit services were provided in the current or comparative period.

18. Summary of other material accounting policies

This note provides a list of the material accounting policies adopted in the preparation of these financial statements to the extent they have not already been disclosed in the other notes above. These policies have been consistently applied to the years presented, unless otherwise stated.

(a) Reporting Entity and Basis of Preparation

The financial statements cover The Creche and Kindergarten Association Limited as an individual entity. The Creche and Kindergarten Association Limited (the Company) is a not-for-profit company limited by guarantee. It is incorporated and domiciled in Australia and its registered office is at 257 Gympie Road, Kedron, QLD.

The financial statements for the Company are a Tier 2 general purpose financial report which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures of the Australian Accounting Standards Board (AASB) and as required by the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012*.

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current financial assets. 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 2026 by the Directors of the Company. The Directors have the power to amend and reissue the financial statements.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

18. Summary of other material accounting policies (continued)

(b) New and amended standards adopted by the company

The Company has adopted all new and revised Standards and amendments thereof and Interpretations effective for the current year that are relevant to the Company. None have a material impact on C&K's financial statements.

The Company has not elected to early-adopt any standard, amendment or interpretation which is not yet in effect.

(c) Income tax

The Company is a charitable institution for the purposes of Australian taxation legislation and is therefore exempt from income tax. The Company as a charitable institution has access to charity concessions under the income tax, FBT and GST laws. A charitable institution is defined by the Australian Taxation Office (ATO).

(d) 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 ATO. In these circumstances 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.

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.

(e) Comparative figures

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period. Comparative information reflects the audited 2024 financial statements noting the following:

- Statement of cashflows has moved from a "net-of-tax" reporting method to a "gross" basis, where cash receipts and payments include the GST component.

(f) 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 7 and Note 9.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

18. Summary of other material accounting policies (continued)

(g) Reserves policy

To ensure the long-term viability and sustainability of the organisation, the Company aims to achieve a minimum level of available financial reserves to protect the organisation, employees' entitlements, and other committed expenditure. The reserves policy, as set by the C&K Board, targets a minimum level of reserves of approximately four months of annual budgeted operational expenditure.

19. Economic dependence

The operations of all our early childhood services benefit from the continued support by the federal and state governments.

20. Funding receipts and expenditure

Queensland Government Department of Education Office of Early Childhood and Care

This special purpose note is included to satisfy Queensland Government requirements to show state government funding received by C&K and related expenditure/disbursements applied in 2025.

Additional expenditure and/or funding disbursements related to the Queensland Kindergarten Funding 2025, Kindy Uplift, Place Based Solutions 2025 and the Great Start to Kindy program, have been applied subsequent to the period reporting date and will be disclosed in the 2026 Funding receipts and expenditure note.

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

20. Funding receipts and expenditure (continued)

Projects	Total	Central	Branch	Affiliate
Balance of undisbursed funds as at the beginning of the year	<u>17,010</u>			
Receipts \$'000				
State Government Grants for 2025				
QKF Semester 1 2024	577	(70)	647	-
QKF Semester 2 2024	260	-	1,188	(928)
QKF Semester 1 2025	56,442	-	27,002	29,440
QKF Semester 2 2025	53,779	-	24,237	29,542
QKF in Long Day Care	7,327	-	7,327	-
LDC Paid Planning Days 2025	139	-	139	-
Great Start to Kindy Semester 2 2021	(292)	(292)	-	-
Great Start to Kindy Semester 2 2022	16	16	-	-
Great Start to Kindy Semester 2 2023	(1,138)	(1,138)	-	-
Great Start to Kindy Semester 2 2024	217	217	-	-
Great Start to Kindy Semester 2 2025	1,253	-	393	860
Kindy Uplift Program 2022	(1,631)	(1,681)	-	50
Kindy Uplift Program 2023	(1,172)	(1,166)	-	(6)
Kindy Uplift Program 2024	(1,836)	-	(771)	(1,065)
Kindy Uplift Program 2025	9,324	-	4,579	4,745
Kindy Uplift Program 2025 Non-aligned	746	746	-	-
Kindy Uplift Program 2025 Admin	1,025	1,025	-	-
Kindy Uplift Program 2025 Organisational Capability	513	513	-	-
Transitional Funding	(480)	(480)	-	-
Place Based Solutions 2024	2,362	1,676	80	606
Place Based Solutions 2025	694	-	117	577
CGB Capital Works Upgrade Funding	2,662	-	494	2,168
CGB Capital Works Upgrade Admin Funding	133	133	-	-
CGB Capital Works Upgrade Leased Assets Funding	4,300	-	4,180	120
Qualifications Pathways Program Admin Funding	125	125	-	-
Qualifications Pathways Program Scholarship Funding	768	768	-	-
Kindergarten Learning Progression Tool	(8)	(10)	-	2
CCS System Licensing Costs 2025	256	-	118	138
Sector Support Practicum Placement Scheme	(124)	(124)	-	-
Positive Behaviour Guidance Coaching Program	300	300	-	-
Leadership and Management Program	263	263	-	-
Kindergarten Inclusion Support Scheme	6,142	70	3,036	3,036
Kindergarten Inclusion Support Scheme Pilot Program	899	899	-	-
Mackay Children and Family Centre	1,484	-	1,484	-
Limited Hours Care Programs	(27)	-	(27)	-
Early Childhood Coordinator Pilot Program	114	114	-	-
CGB Assurance & Governance Funding	3,208	3,208	-	-
Interest	171	-	-	171
Total Receipts	<u>148,791</u>	<u>5,112</u>	<u>74,223</u>	<u>69,456</u>

Notes to the Financial Statements (continued)

For the year ended 31 December 2025

20. Funding receipts and expenditure (continued)

Expenditure \$'000	Total	Central	Branch	Affiliate
QKF Semester 1 2023	312	-	310	2
QKF Semester 2 2023	131	-	20	111
QKF Semester 1 2024	60	-	60	-
QKF Semester 2 2024	767	-	30	737
QKF Semester 1 2025	56,068	-	26,671	29,397
QKF Semester 2 2025	51,878	-	24,640	27,238
QKF in Long Day Care	5,383	-	5,383	-
LDC Paid Planning Days 2024	10	-	10	-
LDC Paid Planning Days 2025	3	-	3	-
Great Start to Kindy Semester 2 2024	220	-	-	220
Great Start to Kindy Semester 2 2025	984	-	447	537
Kindy Uplift Program 2024	(1,033)	-	-	(1,033)
Kindy Uplift Program 2024 Non-aligned	159	-	-	159
Kindy Uplift Program 2025	8,211	-	4,070	4,141
Kindy Uplift Program 2025 Non-aligned	1,229	1,229	-	-
Kindy Uplift Program 2025 Admin	1,025	1,025	-	-
Kindy Uplift Program 2025 Organisational Capability	450	450	-	-
Place Based Solutions 2024	6	-	-	6
Place Based Solutions 2025	497	-	71	426
CGB Capital Works Upgrade Funding	4,125	-	766	3,359
CGB Capital Works Upgrade Admin Funding	288	288	-	-
CGB Capital Works Upgrade Leased Assets Funding	-	-	-	-
Qualifications Pathways Program Admin Funding	125	125	-	-
Qualifications Pathways Program Scholarship Funding	984	984	-	-
CCS System Licensing Costs 2025	249	-	116	133
Positive Behaviour Guidance Coaching Program	83	83	-	-
Leadership and Management Program	19	19	-	-
Kindergarten Inclusion Support Scheme	6,995	-	3,400	3,595
Mackay Children and Family Centre	1,484	-	1,484	-
Limited Hours Care Programs	74	-	74	-
Early Childhood Coordinator Pilot Program	99	99	-	-
CGB Assurance & Governance Funding	3,208	3,208	-	-
Administrative Support	12,269	-	12,269	-
Volunteer Management Committee	4,616	-	-	4,616
Total Expenditure	160,978	7,510	79,824	73,644
Net grant expenditure for 2025	(12,187)	(2,398)	(5,601)	(4,188)
Balance contributed by C&K	16,714			
Balance of undisbursed funds at the end of the year	21,537			

*QKF means Queensland Kindergarten Funding.

Receipts shown as negative values represent unearned amounts recouped by government or redistributed to other funded programs where permitted, rather than expended or disbursed funds. Expenditure for Kindy Uplift 2024 shown as negative represents recoupments of unspent funding previously distributed to affiliated community kindergartens.

Directors' Declaration

For the year ended 31 December 2025

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

1. The financial statements and notes, as set out on pages 49 to 79, are in accordance with the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012* and:
 - a. comply with Australian Accounting Standards – Simplified Disclosures and Australian Charities and Not-for-profits Commission Regulations 2022; and
 - b. give a true and fair view of the financial position of the Company as at 31 December 2025 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.

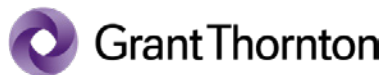


Associate Professor Megan Gibson, Chair of the Board of Directors
25 March 2026



Charles Strickland, Chair of the Audit, Risk and Finance Committee
25 March 2026

Independent Auditor's Report



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Independent Auditor's Report

To the Members of The Creche and Kindergarten Association Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of The Creche and Kindergarten Association Limited (the "Registered Entity"), which comprises the statement of financial position as at 31 December 2025, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and the Directors' declaration.

In our opinion, the financial report of The Creche and Kindergarten Association Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a giving a true and fair view of the Registered Entity's financial position as at 31 December 2025 and of its financial performance for the year then ended; and
- b complying with Australian Accounting Standards - *AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

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Independent Auditor's Report (continued)

Other information

The Directors are responsible for the other information. The other information comprises the information included in the Registered Entity's annual report for the year ended 31 December 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the financial report

The Directors of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – *AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the ACNC Act, 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.

In preparing the financial report, the Directors are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Registered Entity or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the Registered Entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Registered Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Registered Entity to cease to continue as a going concern.

Independent Auditor's Report (continued)

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Grant Thornton

Grant Thornton Audit Pty Ltd
Chartered Accountants

H. E. Hiscox

H E Hiscox
Partner – Audit & Assurance

Brisbane, 25 March 2026



The Creche and Kindergarten Association Limited
257 Gympie Rd Kedron, Qld 4031

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