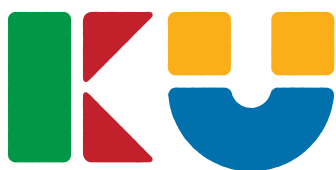


2024 Annual Report

Proudly a not for
profit and for
purpose organisation



Children's Services
Since 1895





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Our Vision

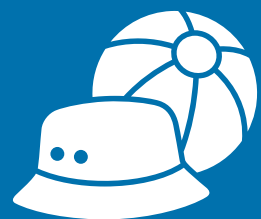
Is to lead and inspire young children's learning for life.



Our Purpose

Is to partner with families and communities to nurture children's learning, development and wellbeing.

Our Values



Childhood

We recognise childhood as a special time in itself; a time for all children to be immersed in secure and trusting relationships and environments that allow them to explore, play, discover and learn. We nurture the development of identity, confidence and capability which form the foundations of a lifelong love of learning. We ensure the voices of children contribute to the work that we do and the decisions we make.



Integrity and Relationships

We act with honesty, openness and consistency. Our relationships are respectful, mutual and reciprocal and are built on trust, authenticity and ethical behaviour. We welcome feedback and make decisions that are responsible and fair.



Leadership

We are driven by the passionate pursuit of quality early childhood education and encourage others to share that journey. We lead by example, drawing on our experience and knowledge to shape early childhood education thinking, policy and practice.



Innovation

We have the courage to pursue bold visions of the future. We are committed to continual professional learning and organisational development. We collaborate and explore new ideas and different ways of thinking.



Sustainability

We acknowledge and consider both our heritage and our future. We embrace our responsibilities within the world around us – to our children and communities, our people, our environments and the long term sustainability of our organisation.



Diversity and Inclusion

We recognise that everyone has their own culture, beliefs, values and strengths contributing to our rich and diverse community. We embrace, advocate for, and invest in the rights of all children to access and actively participate in our programs and have a sense of truly belonging.

Chair and CEO Report

As we reflect on the past twelve months, we celebrate our achievements, growth and the continued implementation of our 2023-2025 Strategic Plan.



We are pleased to present our first joint report as Chair and CEO, marking a new chapter for KU following the retirement of the previous Chair, Sema Whittle, at the 2024 Annual General Meeting. We extend our sincere gratitude to Sema for her nine years of dedicated service as a Director of KU and were delighted to recognise her commitment with a Life Membership.

A heartfelt farewell was also extended to retiring Board Members Elizabeth Hristoforidis and Helen Argiris, who were both honoured with Life Memberships at the AGM in recognition of their significant contributions to KU. We welcomed Alexandra Taylor and Birgitte Maibom to the Board and we appreciate the unique perspectives and contributions they bring to KU.

2024 was a challenging year for KU and the wider sector, facing continued workforce shortages and an increased number of children with high needs in our services and across the sector. We also remained alert to potential changes arising from

a series of government inquiries, including the ACCC Inquiry, Productivity Commission Inquiry, Review of the Inclusion Support Program, NDIS Review, and IPART Inquiry (NSW). We look forward to seeing what recommendations will be implemented by governments in 2025.

In light of these challenges and the evolving broader landscape, we are incredibly proud of what was accomplished as a result of our remarkable staff who bring KU's values to life every day. We are deeply grateful to every one of you.

KU's commitment to educational excellence remained unwavering, and we are proud to sustain our position as the sector leader in the National Quality Standard (NQS) ratings. KU continues to deliver the rigorous national quality benchmark set by the NQS, with 100% of our services rated Excellent, Exceeding or Meeting. 73% have achieved Excellent or Exceeding ratings in comparison to the sector, at 27%.

Achieving this level of quality is only possible because of the

dedication and professionalism of our staff. We take immense pride in fostering an affirming work environment where staff are supported to do their best work and, in 2024, this commitment was recognised through two significant milestones.

We were honoured to again receive the Australian Business Award for Employer of Choice for the ninth consecutive year – a record unmatched in the sector. Additionally, we were delighted to be certified as a 'Great Place to Work' for the first time, a meaningful recognition based solely on confidential feedback from our staff. These accolades affirm the strength of our people-first approach and reinforce our ability to attract, retain and grow a thriving workforce.

It is with great pride that the exceptional achievements of our staff and services were recognised in respected national awards as well as our own internal KU Awards, the details of which are outlined further in this report.

We undertook a restructure of our ECE teams into two focussed streams – ECE Operations and ECE Support. As part of this, we were delighted to appoint Colette Eysers as General Manager, Early Childhood Education Support, bringing additional expertise to our Executive team.

Reflecting our commitment to inclusive practices, safety and wellbeing at KU services, we were proud to release the 4th edition of the *KU Guiding Children's Behaviour* practice guide. This foundational resource was significantly revised in light of the evolving needs of ECE services and continues to be a cornerstone of quality practice at KU.

We upheld our commitment to research-informed practice, embarking on a transformative journey to enhance practice through culturally and linguistically responsive pedagogies. In partnership with the University of South Australia and Western Sydney University, three KU preschools expanded their understanding and presented action research projects in collaboration with leading researchers.

Our professional learning calendar was enriched with a two-week in-residence collaboration with our pedagogical companion, Ann Pelo, who delivered the keynote

at the 2024 KU Annual Conference and led workshops that inspired reflection and growth. These thought-provoking opportunities exemplify the depth and quality of our professional learning program for KU staff.

KU also stayed attuned to developments impacting the early childhood sector. Amid growing concerns of children's safety across the country, we reaffirmed our longstanding and unwavering commitment to child safety and wellbeing. KU became an early adopter of ACECQA's National Model Code on digital safety, evolving our existing protocols for taking and storing photographs and videos of children. We also advanced child safe culture and practice within the sector by submitting responses regarding proposed child safe guides and changes to national child safety arrangements.

We welcomed the reform introduced by the Australian Government's Early Years Strategy 2024-2034 as a positive step towards increased collaboration across government and society, driving improved outcomes for all children.

Another focal point in the sector was wage justice for the early childhood education sector, with continued calls for increased

remuneration for the ECE workforce. KU shares and supports these sentiments, recognising the importance of properly valuing the vital work of early childhood teachers and educators.

Whilst KU pay our staff above the Modern Award, the Australian Government's announcement of a Worker Retention Payment for ECE staff in CCS services was very welcomed for the sector. Although KU did not meet the original criteria for the grant, applications for an exemption will be lodged in 2025.

We also continued to advocate for the importance of early learning and play, endorsing the inaugural International Day of Play and celebrating Early Childhood Australia's Early Learning Matters Week, of which KU was proud to be a major sponsor. These initiatives gave us the opportunity to champion play-based programs and shine a light on the important work of early childhood teachers and educators.

A major highlight in 2024 was our continued expansion in Victoria, with the opening of KU Koo Wee Rup Kindergarten and KU Monash Children's Centre and Kindergarten in January. These were exciting milestones as we warmly welcomed the children, families and staff into the KU community.



The newly built KU Koo Wee Rup service, located on the grounds of Koo Wee Rup Primary School, offers a government-funded kindergarten program for three- and four-year-olds. KU Monash, located near the Monash University Peninsula Campus in Frankston, provides education and care for children between birth to five years. Both services reflect KU's commitment to high-quality, play-based programs.

In addition to these new services, we successfully secured a tender to transfer six Knox City Council Kindergartens in Victoria to KU in 2025. The transfer will allow us to extend our acclaimed approach to early childhood education to families in the Knox area. We look forward to working closely with these communities into the future.

We regularly review our service models to ensure they meet the needs of families. Based on family feedback, we made the decision to transition KU Peninsula Preschool and KU Milperra Preschool from CCS-funded to NSW state-funded community preschools in 2025. As a result, fees at these services will be significantly reduced.

The KU Marcia Burgess Foundation continued to make the KU Difference even greater through another year of growing social impact, made possible by the generous support of donors, trusts and foundations.

A three year, community led program in Wagga Wagga concluded in June, leaving a lasting legacy of stronger connections with the local Wiradjuri peoples and deeper cultural understanding among KU teachers and educators. The Foundation also continued to increase equity of access to early intervention, enabling 28 neurodiverse children from low-income families to receive essential assessments and therapies they might not have otherwise received.

KU made significant progress with our Environmental, Social and Governance (ESG) Plan. By year end, achievements included independent energy efficiency audits; native beehive installations; implementation of Woolworths Junior Landcare Grants; piloting the 'Bin Trim' program; and further expansion of the 'Becoming Eco Smart Together'

program led by Deb Watson, KU's Sustainability Manager.

Our leadership in social responsibility was further demonstrated through the development of *Inclusion Together*, an online resource aimed at supporting collaboration around inclusive practices. Funded by the Australian Government Department of Education, this project was led by the NSW/ACT Inclusion Agency, managed by KU in partnership with Include Me and Gowrie NSW.

We wrapped up the year in style, launching a brand refresh, new KU website and a new digital asset management system in December. These initiatives are a step forward for KU and how we communicate and connect with families, staff and the wider community.

The evolution of our existing brand reflects KU's proud heritage and commitment to excellence, while breathing new life into how we communicate who we are, what we do and our values. The redesigned website enhances how our key audiences engage with KU, offering a more user-friendly and accessible experience. Additionally, our new digital asset management system provides a secure platform for storing and sharing photos and brand assets – safeguarding children's safety in the process.

Looking ahead, 2025 will mark KU's 130th anniversary – 130 years of leading and inspiring young children's learning. As we enter the final year of our 2023-2025 Strategic Plan, we build on this extraordinary legacy to continue to shape a brighter future for children, families and communities.


Helen Conway
Board Chair


Christine Legg
Chief Executive Officer

 On behalf of KU, I proudly congratulate **Christine Legg**, who was honoured with the esteemed **Barbara Creaser Memorial Lecture Award**. This is a well-deserved recognition for her leadership and advocacy in social justice and equity for young children and the wider sector over many years, shaping the legacy and future of the ECE sector in Australia. 

Helen Conway
Chair, Board of Directors



The prestigious Barbara Creaser Memorial Lecture Award is presented by Early Childhood Australia (ECA) each year at the ECA National Conference to a highly respected early childhood professional who has demonstrated outstanding advocacy for social justice and equity on behalf of young children and the sector.



Educational Excellence

We will lead in the National Quality Ratings and improve learning outcomes for all children by proactive innovation and collaboration in the provision of research and evidenced based programs.



Celebrating excellence

KU was proud to celebrate numerous achievements within our community in 2024. We spotlight two prestigious awards that reflect our commitment to high-quality early childhood education and showcase the profound impact that our service teams have on children, families and the wider community.

NEiTA Seed Team Award: KU Macquarie Fields Preschool

In 2024, KU Macquarie Fields Preschool was honoured with the prestigious National Excellence in Teaching Awards (NEiTA) Seed Team Award, recognising their outstanding commitment to early childhood education and care. This accolade celebrates the dedication, innovation and collaborative spirit of the entire team at KU Macquarie Fields Preschool, who have consistently demonstrated excellence in their work with children, families and their local community.



Supporting children's wellbeing

KU Macquarie Fields Preschool places a strong emphasis on supporting the wellbeing of the children in their care. The team implements various initiatives to promote children's wellbeing, such as mindfulness activities, outdoor play and healthy eating programs. These initiatives help children develop resilience, self-regulation and a positive sense of self, laying the foundation for lifelong wellbeing.

Recognising that a child's emotional and social development is just as important as their academic growth, the team creates a warm and welcoming environment where children feel safe, supported and valued.

A culture of respect, inclusion and collaboration

The team at KU Macquarie Fields Preschool work diligently to create a pedagogy of hospitality that welcomes children and families with respectful, non-judgemental sensibility. They advocate through a collective philosophy and responsive pedagogical practices for a profound commitment to inclusion, equity and community.

"We proudly represent more than 29 different cultures at our preschool, and we believe embracing this diversity enriches the learning experience for all our children," says KU Macquarie Fields Director, Jackie Staudinger.

The team have fostered a culture of collegiality, supporting each other and engendering a focus on continual improvement, and expansive and attuned learning for children and families.



Innovative programs and practices

One of the key factors that sets KU Macquarie Fields Preschool apart is their innovative programs and practices. The team is dedicated to continuous improvement and regularly incorporates the latest research and best practices into their curriculum.

Their play-based learning approach encourages children to explore, experiment, and discover the world around them. This approach not only fosters creativity and critical thinking but also helps children develop important social skills.

The preschool team draws on specific educational approaches including Circle of Security, Marte Meo, Early Learning and Literacy Initiatives (ELLI), Early Start Denver Model (ESDM) and nature-based pedagogy. Many of the team have participated in specialised training and have become certified in these approaches.

Ongoing professional development and family engagement

A considered approach to research and ongoing professional development has helped to establish a safe space for the teaching team to engage in a rigorous reflective process.

They co-design learning opportunities that are attuned to children's varied capabilities and curiosities, while carefully designed communication strategies invite families to share in rich stories of relationship and learning. This helps to nurture a sense of belonging that encourages confidence among many families in their growing parenting skills.

Community connections

The team is transparent in their support of children, families and the community. They network widely, attend community events and host occasions for community group connections. Through relationship-based pedagogies and research-informed practices, they ensure sustained connections with families, the community, early childhood professionals and multidisciplinary teams toward achieving the best outcomes for children.

A well-deserved recognition

The NEiTA Seed Team Award is a well-deserved recognition of the exceptional work being done at KU Macquarie Fields Preschool and follows their 'Excellent' rating awarded by ACECQA in 2022. Their dedication to quality education, innovative practices, professional development and children's wellbeing sets a benchmark for early childhood education professionals everywhere.



HESTA Individual Leadership Award: Katrina Hendry

KU is proud to celebrate KU West Pymble Preschool Director, Katrina Hendry, who was awarded the 2024 HESTA Early Childhood Education & Care (ECEC) Individual Leadership Award. This highly regarded national award recognises Katrina's transformative impact on early childhood education, shaped by her tenure in The Gambia, Africa, and extensive academic and practical experience.

A journey of dedication and excellence

Katrina Hendry's journey in early childhood education spans over three decades, defined by her unwavering commitment to providing high-quality education and care. Her career has taken her across the globe, from Australia to The Gambia, where she has worked tirelessly to improve early childhood services and advocate for children's rights.

Katrina's tenure in The Gambia was particularly influential in shaping her approach to early childhood education. There, she embraced the diverse cultural, environmental and economic contexts, which enriched her understanding and practice. Her experiences abroad have deeply informed her work at KU West Pymble Preschool, where she fosters a culture of inclusivity, sustainability and active citizenship.

Innovative leadership at KU West Pymble Preschool

At KU West Pymble, Katrina has been a beacon of innovation and excellence. She has implemented numerous initiatives that have significantly enhanced the quality of education and care provided at the service. Her leadership style is collaborative, empowering educators to continuously develop their skills and embrace innovative practices.

A key pillar of Katrina's leadership is her commitment to professional development. She ensures that her team has access to ongoing training and resources, enabling them to stay abreast of the latest research and best practices in early childhood education. This dedication to professional growth has created a dynamic and motivated team of educators who are passionate about their work.

Katrina also places a strong emphasis on sustainability and environmental education. Under her leadership, KU West Pymble Preschool has integrated sustainable practices into its daily operations and curriculum. Children are encouraged to engage with nature, learn about environmental stewardship, and develop a sense of responsibility towards the planet.

Recognition and impact

Winning the HESTA Individual Leadership Award is a testament to Katrina's exceptional contributions to early childhood education. The award highlights her ability to inspire and lead, as well as her dedication to creating positive change in the lives of children and their families.

"This award is the highest recognition of appreciation for my contribution in leading early childhood services over 30 years. My work has always been done in

collaboration with great teams and within organisations that facilitate and promote professional growth," says Katrina.

Katrina's impact extends beyond the walls of KU West Pymble Preschool. She is a respected voice in the early childhood education community, advocating for policies and practices that support the wellbeing and development of all children. Her work has been instrumental in shaping the practices of her teams that have significantly impacted positively on the lives of many young children and their families.

Looking ahead

As Katrina Hendry continues her journey, she remains committed to her vision of providing accessible, high-quality early childhood education for all children. Her leadership at KU West Pymble Preschool will undoubtedly continue to inspire and influence the next generation of educators and leaders in the field.

Culturally and Linguistically Responsive Pedagogies Project

In March 2024, KU embarked on a transformative journey with the University of South Australia and Western Sydney University to enhance early childhood practices through culturally and linguistically responsive pedagogies. This project aligns with KU's core values of childhood, leadership, innovation, diversity and inclusion.

As part of this project, KU Briar Cottage Preschool, KU Georges Hall Preschool, and KU Shalvey Preschool joined a professional learning community to expand their understanding of culturally responsive pedagogies. The service teams engaged with research literature, examined their assumptions and taken-for-granted practices, and challenged deficit approaches.

They broadened their knowledge of the 'atmospheric walls' that can exclude or create discomfort for people who do not fit dominant norms and gained an appreciation of the cultural and linguistic 'funds of knowledge' held by children and families that can improve learning experiences for children.

The service teams examined their practices, asking key questions:

- How do we gather data about children's funds of identity and funds of knowledge in a timely manner?
- How can we learn about families' expectations of learning at the preschool?
- How can we increase the visibility of home languages in our early learning environment?



Simone Lange,
Director
KU Georges
Hall Preschool

“ We critically reflected on the importance of building trusting relationships and communication strategies to engage families. We identified the importance of getting to know families and explored more culturally inclusive methods of gathering information to understand families’ aspirations for their children. ”

Through deep listening and critical action research, each service designed and implemented culturally and linguistically responsive practices. The service teams refined their practices through an iterative cycle of planning, action, analysis, and reflection, adapting and improving their approaches based on data and evidence. The teams co-created meaningful and relevant solutions tailored to each setting and implemented strategies that value the cultural and linguistic assets of children and families.

The research team provided mentorship to support educators’ investigation of practice and to ensure that plans were grounded in theory and research evidence. Quantitative and qualitative methods were used to analyse practices and develop new insights, and collaborative efforts ensured that the responses were contextually appropriate.

In late 2024, the service teams presented their findings to the professional learning community and invited colleagues at Western Sydney University. KU Briar Cottage Preschool and KU Shalvey Preschool also presented at the Culturally and Linguistically Responsive Pedagogies in Early Childhood Education Conference in South Australia.

The service teams reflected on the strong relational and inclusive philosophies that were foundational to making culturally responsive pedagogies evident in their everyday practice. The educators expressed ongoing commitment to developing their cultural knowledges collaboratively with children and families, building culturally safe and welcoming environments. Practices that are deeply connected to children’s and families’ cultural identities promote feelings of belonging. When children and families are given opportunities to contribute their unique knowledge and perspectives, educational practices can become more responsive to their needs and values.

This project highlights how recognising and valuing cultural and linguistic diversity can create a supportive network that promotes mutual respect and improves educational outcomes for children. As we continue to deliver, lead and inspire educational excellence, culturally responsive pedagogies can enhance participation and create environments where children and families feel seen, heard and included.

“ We implemented an auditory welcome in our foyer that showcases all the languages spoken for the children to explore as part of their welcome and goodbye rituals and introduced more books and bilingual stories spoken audibly into the learning environment. ”

Emma Forbes,
Director
KU Shalvey
Preschool

Jenelle Williams,
Director
KU Briar Cottage
Preschool

“ By developing and using a family mapping tool as part of our orientation process, the amount and relevance of data collected from families has increased. We determined that the priority is building the relationship that supports families to feel comfortable to share details of their life worlds. ”

The project has achieved significant outcomes, including:

- enhancing educators’ understanding of culturally and linguistically responsive practices;
- developing contextually meaningful practices that are relevant and effective;
- supporting educators to be critical thinkers and creators of research knowledge to foster a culture of quality improvement and innovation; and
- promoting the professional growth of educators to lead and inspire others in the early childhood education sector.

KU remains committed to research-informed practice and fostering culturally inclusive and responsive approaches. The project is continuing with another cycle of action research planned for 2025. Reflections from the learning community meetings and presentations will inform the development of resources and recommendations for policy and practice. We will further disseminate the findings of this important work to sustain pedagogical change.



Our new practice guide: Guiding Children’s Behaviour, 4th edition

In 2024, KU’s Education and Support Team proudly released the 4th Edition of the KU Guiding Children’s Behaviour publication. The first edition of this resource was created in 2007.

In light of the changing needs of early childhood education (ECE) services, we undertook a significant rewrite of this resource to enhance inclusive practices, safety and wellbeing at KU services.

The evolution of this resource demonstrates our strong commitment to the KU values and the implementation of quality education in KU services. It aims to support teachers and educators to provide inclusive environments in which all children have equitable access to resources, participation and opportunities to engage in learning.

This practice guide provides a framework for service teams to enhance their programs and respond to children’s behaviour in the context of their ECE service. It is a foundational KU resource that is based on the ‘Teaching Pyramid’, a model developed by Fox et al. (2003). This model was originally developed

as a tiered response for early childhood teachers and educators to support children’s emerging social competence, including preventing and responding to challenging behaviour in young children.

It is an expectation at KU that teams consistently engage with this practice guide to support their provision of quality learning environments for all children. The belief that children “do well if they can” (Greene, 2021) underpins the mindset required to engage successfully with this guide, including components relating to children requiring individualised supports.

Within ECE services, there can be ‘tricky’ moments, including when a child is experiencing great stress. The relationships that are built between teachers, educators and children during moments of calm will carry them through these difficult situations.



The practice guide aims to support teachers and educators to develop:

- their knowledge of the whole child, including the role and impact of child development on children’s behaviours;
- quality social environments that promote children’s emotional security, wellbeing and development, and teach social competencies;
- quality physical environments that are responsive, safe and inclusive;
- skills to interpret and respond to individual children’s challenging behaviours and implement preventative measures and interventions; and
- individualised plans that promote safety, reduce challenging behaviours and increase the team’s responsiveness.

KU’s Early Childhood Education teams support services to understand, utilise and implement this practice guide. New training modules have been developed to support its implementation within services. Our Education Support Managers trialled the delivery of the four training modules to ten KU services from October to December 2024. Positive feedback was received from services and there is a strong focus on making this training available for as many service teams as possible in 2025.

Thriving Workforce

Placing our people at the heart of all we do, we constantly reimagine and co-create a world of work where our people and our purpose thrive in harmony in a supportive and inclusive culture.



KU an Employer of Choice and ‘Great Place to Work’

The KU People Plan has been instrumental in securing KU’s independent recognition as an Employer of Choice for an unprecedented ninth consecutive year in 2024 and the awarding of a new citation, the certification of KU as a ‘Great Place to Work’.



The KU People Plan makes a clear statement about how KU values and treats its people, and the culture we wish to foster to enable everyone to achieve and sustain excellence in all areas of our activity, including quality pedagogy, research, inclusion and administration. It aims to ensure that KU remains an acknowledged employer of choice with a culture, policies and procedures that hold us to the highest standard, whilst providing a stimulating and rewarding environment for our people, and a competitive and sustainable advantage for the organisation.

The early childhood education sector continues to operate in a complex and challenging period. While staff availability pressures eased in 2024, sector staffing shortages remained for quality, experienced candidates and the industrial and macro-economic environment combined to raise general angst in the workforce.

KU remains committed to attracting, recruiting, and retaining the most capable staff across all areas of activity to maintain

and enhance KU’s sector leading reputation. With declining worker participation in the ECE sector and staff qualification shortages continuing to increase competition in our sector, KU strives to be world leading in our approach to managing and supporting our very talented people. Staff engagement, growth and innovation is vital. Fostering the talent, ideas and collaboration of our people is crucial to our success.

KU continues to leverage our groundbreaking research project into leadership attributes and skills to future-proof the sector and continues to advocate for a suitably skilled and remunerated workforce to meet future needs.

The KU People Plan has underpinned KU’s sustained recognition as a sector leading employer, reflected in the prestigious citations we received in 2024 – Employer of Choice for the ninth consecutive year, and certification as a ‘Great Place to Work’.

“ KU has been the most supportive organisation I have worked for in a career spanning almost 40 years. I’ve benefitted professionally and personally from several opportunities to upskill, and the benefit of supportive mentoring from my immediate managers has been invaluable. ”

Dianne Enks
Education Support Manager



Employer of Choice 2016-2024

The independently assessed recognition as an Employer of Choice is a reflection of a fully integrated approach to people planning and management which places people at the centre of all we do. This is built across six fundamental pillars: Organisational Culture; Leadership and Strategy; Employee Education, Training and Development; Employee Health, Safety and Satisfaction; Performance Management; and Recognition and Remuneration.

Organisational Culture

KU’s values are embedded into our culture and not only influence the organisation’s work, but the way staff work with each other and the broader community.

Through annual employee engagement surveys, the degree to which KU staff connect with these cultural values is measured. The 2024 survey reported an overall engagement rate of 91%. KU proactively pursues diversity in teams and is producing the next generation of leaders who will continue to drive KU forward. Reflecting this, 94% of staff agreed that KU is a diverse and inclusive workplace where people feel valued and safe to bring their whole selves to work.

Leadership and Strategy

The KU values are modelled at Board and Executive level at every opportunity. This can be attested to by the breadth of engagement of the workforce across many varied service models and programs, and the quality outcomes that KU delivers for children and families. In 2024, KU continued to implement its strategic leadership plan (2022-2025).

Education, Training and Development

The best and brightest talent are proud to work for KU and are deeply connected to the organisation’s purpose. KU is proud to nurture careers that can last a lifetime. KU has developed a unique Professional Learning and Development Framework to build the skills, behaviour and expertise now and well into the future. In 2024, KU continued to innovate through our unique program to support our teachers to achieve Highly Accomplished Lead Teacher (HALT) status.

Health, Safety and Satisfaction

At KU we have a three-year plan focused on holistic wellness which is central to our commitment to mental and physical health and wellbeing, building resilience, and implementing psychosocial job design in addition to building employee financial security and using kindness to deepen connection.

In 2024, KU continued to expand the KUPlus program, introduced a very well-received partnership with 'Fitness Passport' for staff, piloted a proactive core strengthening health program and extended KU's support to staff experiencing family and domestic violence with expanded leave provisions and the implementation of Ask Izzy (an online resource and referral tool).

Performance Management

Performance management at KU is a continuous process of appraisal, review and professional development and collaboration, designed to help identify employees' strengths and determine clear career pathways. This approach supports staff retention and effective talent and succession planning.

Recognition and Remuneration

KU's conditions of employment include some of the highest rates of pay in the sector for staff employed under two Enterprise Agreements – the KU Children's Services Teachers Agreement and the KU Children's Services Administrative Employees Agreement.

As a not for profit and for purpose organisation with limited resources, KU works doubly hard to ensure the workforce know their commitment is appreciated. In addition to KUPlus, other recognitions include individual and team 'Making the KU Difference Awards'.



“I have appreciated the opportunities for professional development provided by KU since I commenced teaching as a newly qualified teacher. Equally rewarding is having management who not only support and recognise our practice but also challenge and inspire us to strive for excellence.”

Jenelle Williams,
Director, KU Briar Cottage Preschool



Great Place to Work 2024

In 2024, KU for the first time received recognition as a 'Great Place to Work'. What makes this recognition so special, is that it is based solely on direct confidential feedback from our staff.

The Great Place to Work certification signals to the world that we have created an organisational culture our employees value and appreciate. It confirms that KU has created a work environment that fosters trust, fairness, respect, and camaraderie among our employees.

This recognition supports KU to attract and retain high-quality talented staff, supports employee engagement and satisfaction, and contributes to our overall quality standards.

“Our people are the life force of our organisation, at the heart of all we do and all we achieve. Together we live our values, constantly reimagining and co-creating our world of work where our people and our purpose thrive in harmony in a supportive and inclusive culture.” Christine Legg, KU Chief Executive Officer

Making the KU Difference Awards



Every year, KU honours staff commitment, contribution and innovation through the annual Making the KU Difference Awards.

These awards recognise individuals and teams who have gone above and beyond their normal duties to achieve great outcomes. They reinforce how valued and important each recipient's commitment, talent and passion are.

Beyond acknowledging the efforts of recipients, the Making the KU Difference Awards also serve as an inspiration to others and form a force that lifts and inspires the performance of all KU staff.

Congratulations to all our 2024 recipients:

For making the KU difference for children

- Alicia Hackfath, KU ANSTO Children's Centre
- Christine Lee, KU Macquarie Fields Preschool
- KU St Ives Barra Brui Preschool Team

For making the KU difference for families

- Gaye Ryberg, Education Support Manager

For making the KU difference for communities

- Oriana Blanco and the KU Inner West Supported Playgroups Team

For making the KU difference for staff

- Di Enks, Education Support Manager
- Jennifer Green, Education and Quality Manager

For making the KU difference to quality

- Megan Dodds, KU Corrimal East Preschool

For making the KU difference through sustainability

- KU ANSTO Children's Centre Team

For making the KU difference through innovation

- Deb Watson, Manager, Sustainability

For making the KU difference by representing KU

- Carolyn Wilson, NSW/ACT Inclusion Agency

For making the KU difference in commitment to Aboriginal and Torres Strait Islander Peoples

- Bree Perkins, KU Kahibah Road Children's Centre

For making the KU difference for inclusion

- KU Cheltenham Memorial Preschool Team
- KU Fairfield AMEP Child Care Centre Team
- KU Faulconbridge Children's Centre Cockatoo Room Team

The KU Marcia Burgess Award

- KU Briar Cottage Preschool Team

KUSA Years of Service Awards



KU deeply values the commitment of our staff who choose to grow and evolve their careers at KU, and we know our families and children highly value these dedicated individuals who commit to building long-term relationships within their community.

Each year, the KU Staff Association (KUSA) recognises the tenure of KU staff as they reach the milestones of 10, 15, 20, 25, 30, 35, and 40 years of service.

Traditionally, we take time each year at the KU Annual Conference to honour our long-serving staff and recognise their valued contributions to KU. It is always a highlight of the conference to witness the delight and pride of the recipients and all those who are present to support them as their names are called and as they come to the podium to be presented with their award by the Chief Executive Officer and the Chair of the KU Board. To mark the milestone, KUSA Years of Service award recipients receive a modest engraved gift selected by the KUSA team.

The KUSA Years of Service Awards are a testament to a thriving and inclusive KU community, where individuals and diverse teams work together to uphold our promise of delivering high-quality early education to children and families at KU.

Our long-serving staff bring a rich tapestry of experiences, thoughts and perspectives, adding colour to our collective story. They are interwoven with our commitment to embracing diversity and honouring the uniqueness of children, families, colleagues and the communities we encounter.

They have navigated the changing patterns, expectations, joys and challenges of our work over many—and for some—many, many years.

They share a depth of knowing, an acute sense of responsible leadership and also a capacity to be curious, open and flexible.

They have influenced, and have been influenced, by the diverse roles and experience of co-workers that include educators, casual staff, inclusion specialists, Central Office staff and support staff – all of which are important and meld together to create an image of a strong learning community that is transformed by the intersection and interactions of each diverse role.

These, knowledgeable, resilient, dedicated colleagues have demonstrated an unwavering commitment to a strong professional identity, and they are recognised for their tenure, and the diverse interests, abilities, backgrounds and experiences that have helped to give shape to the KU community where everyone can play, learn and flourish.

Meet Karen



Karen Penfold, Director at KU Randwick Coogee Preschool, was recognised for 30 years of service in 2024. She has dedicated her career to building strong relationships and enriching children's lives.

What has kept you at KU?

I love working for KU and I enjoy having the opportunities to connect with children, families, educators and the wider KU community.

I could not be happier with how I feel as a Director in a KU service. I continue to really like my work of making a difference to the lives of children, families and educators within our community and the ability to meet new people and reconnect with older educators within the organisation.

This is what is so special about KU and makes me feel so proud to be a part of this KU community. Knowing that I can call someone at any time and they will be there for me makes a big difference in my life.

What opportunities has working at KU given you?

Working for KU, you can move within the organisation and you always have opportunities to learn more through professional learning and network within the KU community.

Attending the KU conference each year is certainly a highlight for me to come together and celebrate with a wonderful group of people that have the same values and interests.

What would you tell someone if they were considering taking a job at KU?

I would say go for it and don't look back. KU is a wonderful place to work with many great opportunities. Yes, take the position – it will change your life.

Meet Mervat



Mervat Nashid is the Coordinator at KU Fairfield AMEP, which provides early education and care to Adult Migrant English Program families. She was recognised for 20 years of service in 2024.

What has kept you at KU?

I have stayed at KU because I feel motivated by the KU difference that impacts children's lives, whether it's providing support, guidance or care, advocating for children, or fostering positive change.

I feel highly valued and appreciate the great teamwork and support from my AMEP colleagues and management. I also appreciate the support from other CO teams who help me to do my job effectively.

What do you enjoy most about working at KU?

KU is a great not for profit organisation and I like that children and their safety and wellbeing always come first.

What opportunities has working at KU given you?

We support hundreds of migrant families each year and I can see the huge difference that my AMEP team makes to the settlement of the children and their families.

I have been able to learn so much about diverse cultures and attend many wonderful trainings and conferences.

When I compare my time when I started at KU as a Child Care Educator two decades ago and now as KU Fairfield AMEP Coordinator, I have a huge sense of professional achievement and accomplishment. I have developed strong leadership skills and work with an amazing team.

Financially Sustainable

We will be financially strong and sustainable with robust systems and processes which underpin growth and operations of the organisation.



Strategic growth and future plans

KU is focused on strategic growth aimed at expanding our reach and impact and building strong partnerships and connections.

Our focus includes the development of new services, the transfer of existing services, consultancy work and the continuous improvement of educational programs and practices. KU's commitment to excellence and innovation is evident in our approach to early childhood education, which prioritises the needs of children and families while fostering a love of learning and curiosity. This commitment has driven our growth, ensuring that more children and families have access to quality early education.

KU's expansion in Victoria

Established in 1895, KU has a long history of providing high-quality early childhood education and care in Australia and leads in the National Quality Standard. KU has been an Early Years Manager in Victoria since 1993, offering a range of services including community-based and work-based education and care, kindergarten programs, professional learning programs, and consulting services.

KU has expanded its presence in Victoria through the establishment of new services, the transfer of existing services and offering specialised

consultancy services. This success has been due to a combination of strategic planning, quality improvement, and community engagement. Victorian growth is important to KU as our values align with the Victorian Government's Best Start, Best Life reform agenda, which aims to transform early childhood education and ensure children receive the best start in life.

In 2024, we celebrated the opening of two new services in Victoria – KU Monash Children's Centre and Kindergarten, and KU Koo Wee Rup Kindergarten.



KU Monash Children's Centre and Kindergarten

Located in Frankston near the Monash University Peninsula Campus, KU Monash Children's Centre and Kindergarten exemplifies KU's dedication to providing exceptional early childhood education. The service, which commenced operations in January 2024, offers a safe and nurturing environment for infants, toddlers, and kindergarten-aged children, and focuses on the power of learning and development through relationships, play and exploration.

The service's large, shared playground provides opportunities for siblings to naturally connect throughout the day, sharing in each other's achievements and fostering connections from home. In the dining room, children interact with the chef, providing feedback on meals and learning about ingredients in new menu items. They also participate in harvesting their own food, reinforcing the service's commitment to teaching children about sustainability and building their connection with nature and the land.

The team utilises both the Victorian and National Early Years Learning Frameworks to develop a program where each child is seen as a unique, capable learner with the right to be heard and to shape their world. A child-led approach honours children's voices and creates open-ended opportunities for them to explore, wonder and grow.

Understanding the diverse family dynamics within the community, the team supports each child's individual pace, encouraging questions and reflections that enrich their learning experience. Through inclusive practices, educators model acceptance and teach children about diversity, equity and kindness.

The highly experienced and dedicated teachers and educators are committed to fostering a sense of belonging and confidence in each child, creating a positive foundation for lifelong learning.

KU Koo Wee Rup Kindergarten

KU Koo Wee Rup Kindergarten opened to children in January 2024, with an official opening by local MP Jordan Crugnale in June 2024. The service is another testament to KU's growth and commitment to quality education in Victoria.

Located on the grounds of Koo Wee Rup Primary School, this purpose-built, architecturally designed kindergarten offers a high-quality government funded educational program for three- and four-year-old children. The kindergarten's location makes a convenient choice for families and supports strong connections with the school and the local community.

Director Melissa Luxford and her team quickly became a part of the school and local community life by participating in reading sessions with foundation students at the primary school and involving themselves in community events.

Teachers from foundation classrooms visit the kindergarten regularly, establishing a positive rapport with children in an environment where the children already feel comfortable. The kindergarten children were also able to attend school events such as Book Week which provided them with opportunities to become familiar with the school environment prior to their official transition to school commencing.

Throughout the year these connections coupled with the delivery of a quality play-based program have seen KU Koo Wee Rup begin 2025 with double the enrolments from the previous year.

The kindergarten's philosophy places emphasis on the voices of children, recognising that they can be valuable co-contributors to the design of the program. Children are empowered to make decisions regarding issues that impact their learning, from determining play spaces, daily routines and creating topics for inquiry-based learning. This promotion of each child's agency combined with multi-age groups provides an abundance of peer-to-peer learning whilst also promoting opportunities for collaboration, research and investigation.

Another key component of the program at KU Koo Wee Rup Kindergarten is its strong commitment to inclusion and the provision of opportunities that allow all children to succeed in a manner that reflects their individual learning disposition. The educators work alongside families to ensure that the needs of each child are met, which creates a safe, nurturing and supportive environment. Families are valued as children's first teachers, and the team works collaboratively to develop individual learning goals that reflect the whole child.



Successful tender to transfer six Knox City Council services to KU in 2025

In addition to establishing new services, KU is also expanding its presence in Victoria by transferring existing services. One notable example is the successful tender to transfer six Knox City Council sessional kindergartens to KU in 2025. The transfer will allow KU to extend its high-quality early

childhood education and care to more families in the Knox area, further solidifying our presence in Victoria.

With our successful tender to transfer these six kindergartens into the KU family in 2025, KU achieved its Strategic Growth goal for 2024.

Specialist consultancy services

In 2024, KU delivered specialist early education and care consultancy work by partnering with local councils, architectural firms and community organisations across NSW, Queensland and Victoria. Consultancy projects included early education and care feasibility studies, service reviews and centre facility design reviews.

Two larger consultancy projects included a centre design review for the City of Sydney and an early education and care feasibility study for Gidgee Healing.

Engaged by the City of Sydney Council in NSW, KU provided specialist early education and care advice that has informed the design of a childcare centre on the 'Fig and Wattle' site in Pymont, with the consultancy continuing in 2025.

An early education and care feasibility study was undertaken for Gidgee Healing in Mount Isa, Queensland, with the aim of identifying early education and care solutions to support their staff and facilitate their participation in the workforce. The study's scope included examining local early education and care availability, assessing potential sites for centre development and proposing various options.

KU’s approach to cyber resilience

KU continues to have a critical focus on cybersecurity, resilience and emerging challenges.

In 2024, KU maintained an increasing level of investment in our IT staff and systems to ensure that we are well-positioned to meet the current and future challenges of ensuring a zero tolerance environment. Ongoing collaboration with key strategic partners remains essential in maintaining a strong network infrastructure through enhancing backup systems and security.

Key security improvements in 2024 included the broader implementation of multi-factor authentication and enhanced security for all devices connected to our network, which has delivered advanced threat protection, real-time proactive threat detection and proactive threat hunting capabilities.

Additionally, we established and recruited an additional cybersecurity specialist role, which has enabled us to continuously improve our detection and response to security incidents. KU experienced no significant cybersecurity compromises in 2024. However, the threat from cyber criminals or ‘bad actors’ remains ever-present and increasing, reinforcing the need for continuous evolution and vigilance in both KU’s IT architecture and end-user capabilities.

In 2024, the evolving threats and impacts from open source AI became increasingly apparent, and AI has emerged as a significant threat in the context of IT security. Cyber attackers are increasingly leveraging AI to enhance the sophistication and effectiveness of their attacks. AI-powered tools enable attackers to automate and scale their operations, making it easier to craft convincing phishing emails, develop advanced malware, and exploit newly discovered security gaps before they can be fixed (zero-day vulnerabilities).

These AI-driven attacks are often more difficult to detect and mitigate, posing a substantial challenge for IT security teams. As AI technology continues to evolve, it is crucial for KU to stay vigilant and adopt advanced security measures to counter these emerging threats.

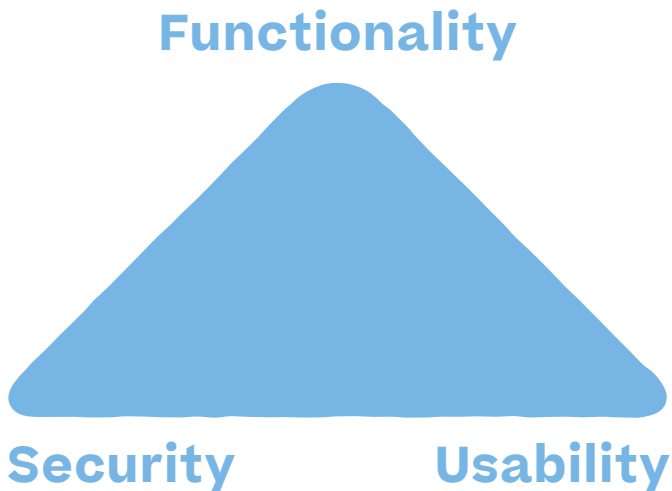
KU continued to actively partner with the Australia Signals Directorate and utilise the latest information and intelligence to support and inform our design, measurement, monitoring and responses to cybersecurity.

In 2024, we continued to run an expanded internal staff education program which includes an active phishing program supported by a multi-layered skills and awareness development program. Our ‘human firewall’ remains one of our most effective defences against cyber-attack.

We also continued our aggressive third party penetration testing of KU’s own systems and on critical third party provided Software as a Service (SaaS) systems. For the first time since COVID we held a large-scale, external specialist facilitated, face-to-face cyber crisis simulation in the form of a ransomware attack. These exercises are insightful, informative and, we believe, essential to the continuous improvement of our cyber risk management.

As we progress our cybersecurity journey, we face a perpetual challenge of balancing Security, Functionality, and Usability. In the depicted triangle, each corner represents one of these crucial elements:

- 1. **Security:** One corner is Security, guarding our systems and data against threats. We must design with potential vulnerabilities and risks in mind. We adopt a zero day position here.
- 2. **Functionality:** On another corner lies Functionality, representing our system's capabilities and efficiency. Striking a balance between functionality and security is essential.
- 3. **Usability:** Lastly, Usability reflects user-friendliness. Ensuring ease of use is vital, but not at the expense of security or functionality.



We aim to collaboratively make informed decisions that prioritise systems security and support operational effectiveness and user experience. Our goal is equilibrium, not sacrificing one aspect for another.

In response to emerging threats and challenges, and to deliver the level of security that KU staff and families have a right to expect, we maintained our growing emphasis on developing, implementing and evolving comprehensive cyber strategies to build cyber resilience. This includes regular updates to security protocols, continuous monitoring and employee training. KU recognises the importance of strong public-private partnerships in defending against cyber threats, as well as the government's significant investment in enhancing cyber domain capabilities.

Social Responsibility

We will be at the forefront of social responsibility, supporting all children and families to access our early childhood services and programs with a strong commitment towards the global transition to a more sustainable world.



KU’s Environmental, Social and Governance (ESG) plan

“Humanity and the planet we share with all living things face some big challenges. Educators and children have important and active roles to play in creating and promoting sustainable communities.”

Belonging, Being and Becoming:
The Early Years Learning Framework for Australia (V2.0)

KU has a long and proud history of commitment to delivering social benefit, not only as a proudly not for profit organisation but as an organisation that in our day-to-day work has the opportunity to impact the future. We approach this through a lens of hope and optimism, recognising and encouraging the power of creative problem-solving in addressing some of the global sustainability challenges that confront us all.

In the development of the KU Environmental, Social and Governance (ESG) plan, all KU staff, families and children were engaged in the process. KU wanted to ensure all voices were heard and a coalition for change was established. Of course, this was a large-scale undertaking, which was led by Deb Watson, KU Manager, Sustainability. With a deep understanding of KU developed over 16 years of service with KU and lifelong commitment to sustainability—which grew from a childhood immersed in nature—Deb is very aware of how childhood shapes ecological awareness and our sense of purpose.



Early in 2024, the KU Board endorsed the consolidated KU ESG Strategy 2024–2025, and we commenced the implementation in incremental steps. We selected three United Nations Sustainable Development Goals aligned to KU values to underpin and guide our ESG plan:



Take urgent action to combat climate change and its impacts.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Promote just, peaceful, and inclusive societies.

We established Executive ESG KPIs developed in line with the Australian Institute of Company Directors (AICD) and Climate Governance Initiative Australia *Principles for setting climate targets* (August 2024) and the AICD's *A director's guide to mandatory climate reporting* (September 2024). These create accountability at the highest level of our organisation and keep us accountable.



KU’s ESG ambitions are clear:

- KU is recognised as an exemplar of ESG awareness, practice, innovation, advocacy and action.
- KU’s ESG performance underpins our Employment Value Proposition (EVP) and is reflected in staff engagement and retention outcomes.
- Children, families, suppliers and partners value and engage with KU’s ESG position and education opportunities, and as a result the coalition for action is expanded.

In 2024 our ESG achievements included:

- **Independent energy efficiency audits** completed at 99 KU services in NSW, covering refrigeration, hot water, air conditioning, lighting and solar power. Independent opportunities were identified and implemented, such as light globe replacements, consolidation of refrigeration and water tank optimisation. These audits will move forward as a cyclical action in the ESG Road Map.
- **44 KU services are now hosting native bee hives.**
- **14 KU services implemented Woolworths Junior Landcare Grants.**
- **Pilot of the ‘Bin Trim’ program** in targeted KU services for effective waste management. Based on the results of the pilot, it is expected that this program will be expanded in 2025.
- **Continued expansion of the Becoming Eco Smart Together (BEST) program**, which is designed to support early childhood education communities to become more sustainably aware. Each year, additional services join BEST, beginning a never-ending journey, continually reviewing practices, and embedding a sustainable lens into their philosophy and program. Children experience positive relationships of belonging with the Earth, coming to comprehend that even our small actions have impact.



Deb Watson
Manager, Sustainability

“ We have had many stories which began as a result of BEST – for some the change was instant, for others it has been ongoing and evolved in ways we didn't foresee in the beginning. We have seen how these projects have linked to other areas of our program. Product purchases are more informed, and cycles of growth within the natural environment have captured change, e.g. drought to excess rainfall. Children sharing their story, standing up to take action and feeling the connection with nature has been significant. ”

In addition, we baselined staff awareness of the KU ESG Plan through our annual employee engagement survey. The results indicated that over 60% of staff were very aware or moderately aware of the ESG Plan. We will continue to monitor staff awareness and engagement in the KU ESG Plan to ensure we continue to expand the opportunities to create meaningful impacts. This baseline will inform the KU ESG KPIs and support the establishment of a dynamic KU ESG reporting framework that will prepare KU to fulfill its Group 3 2027 reporting obligations.

We look forward to continuing the grassroots nature of the KU ESG Plan, driven by the cross-functional staff-led KU ESG Working Party. This will be

supported by a strong internal communications plan including dissemination of ESG information, activities and results via the KU Bulletin staff newsletter; establishing a dedicated myKU ESG portal; and the development of online learning modules including the exploration of KU’s ESG objectives.

There is further opportunity for creating impact and change as we continuously deepen our engagement with the UN Sustainable Development Goals, considering newly identified opportunities to review consumption and energy use, while also continuing to support the inclusion of biodiversity within service playgrounds and creating social change.

KU Marcia Burgess Foundation grows its social impact

Initiatives funded through the generous support of our community of donors, trusts and foundations made for another great year of achievements as the KU Marcia Burgess Foundation grows its social impact.

We spotlight two major initiatives in 2024 – a community led program in Wagga Wagga, and increasing equity of access to early intervention. The KU Marcia Burgess Foundation also provided fee assistance, opening further opportunities for Aboriginal and/or Torres Strait Islander families to access KU’s early childhood education, and supported delivery of 112 hours of the Dharawal Early Language Program by the Gujaga Foundation funded by the CommBank Staff Foundation and donations.

Community led program in Wagga Wagga

Connections and conversations with local Wiradjuri peoples and the community created opportunities to yarn, listen and reflect on cultural learnings. The achievements of this program are a testament to the generosity of the Wagga Wagga Aboriginal community, the Cultural Facilitator, KU’s Aboriginal and Torres Strait Islander Programs Manager, and KU’s five local preschools.

The KU Marcia Burgess Foundation is grateful for two large grants received from Frank Leyden Tot-Ed Trust, a starting grant from The Clark Family Foundation, and public donations, which funded this three-year program concluding in June 2024.

A locally based Cultural Facilitator attended Aboriginal services, cementing greater awareness of quality early education, where to go for support, and providing information for Aboriginal families outside their immediate networks. As a skilled early childhood educator, their support for Aboriginal families in KU services and participation in local playgroups, network groups and drop-in services was coupled with a genuine interest and understanding in conversations with Aboriginal families.

“Our families are grateful for the extra support of the Cultural Facilitator. As Manager of Playgroups NSW Aboriginal Programs and Connected Beginnings I would like this to continue ... but also us supporting KU and working together for better educational outcomes for First Nations families.”
- Kellie, Connected Beginnings.

Led by recognised and professional Wiradjuri community leaders, with involvement of Wiradjuri Elders, the *Connecting to Country Professional Learning* for KU educators was held from April to May. The training supported a process of listening to and respecting local Wiradjuri cultures, histories and protocols, and reinforced the value of continuing community engagement.

KU preschools were beneficiaries of Wiradjuri peoples delivering cultural knowledges, Language, art and weaving workshops, and supported in acquiring cultural educational resources. Enrolments and positive word-of-mouth referrals to KU increased, along with Aunties talking about their experiences with KU services.



Increasing equity of access to early intervention

During 2024, funding provided by the Collier Charitable Fund and donations received by supporters enabled 28 neurodiverse children from low-income families to access vital early intervention and support before starting school, including:

- 18 speech and language assessments
- 1 occupational therapy assessment
- 1 psychology assessment
- 86 speech and language therapy sessions
- 48 early intervention/ESDM therapy sessions
- 9 psychology therapy sessions
- 45 group therapy sessions

The positive social impact of this program to assist children who may not otherwise have been able to access professional allied health services has been widespread in:

- supporting children’s cognitive development, expressive and receptive language skills, and motor skills;
- building children’s self-confidence and social skills for inclusion in learning activities, play, and in friendships;
- improving transition to school, educational and life outcomes;
- equipping families with strategies to assist their child’s development and navigate healthcare and the NDIS system now and in the longer term; and
- improving health and social outcomes both for children and their families.

The KU Marcia Burgess Foundation is the charitable entity of KU Children’s Services. All donations \$2 and over are tax-deductible.

ABN: 85 383 844 260

Inclusion Together

KU leads the development of a new resource to help inclusion teams to work better, together.



Inclusion Together is a new, online resource that supports families and carers, early childhood education and care (ECEC) services and early childhood intervention (ECI) professionals to work together to strengthen inclusion and support children with disability and developmental differences to play, learn, develop and thrive.

In 2016, a working group of key stakeholders developed a resource to navigate some issues that arose during the rollout of the National Disability

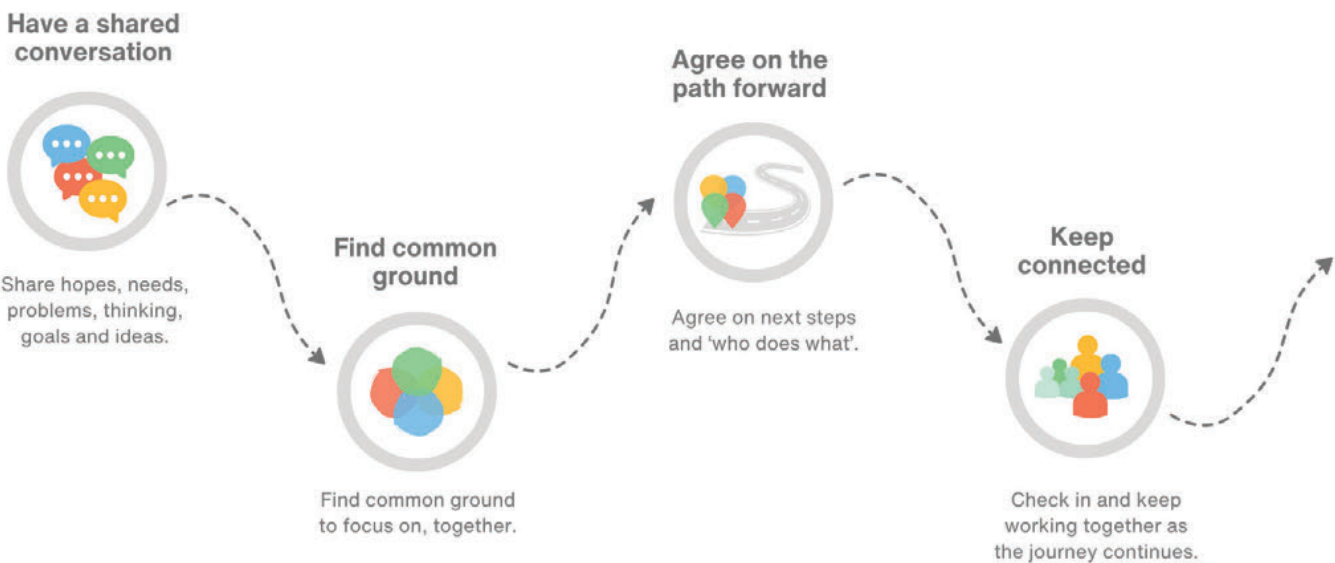
Insurance Scheme. The *Working Together Agreement* resource was developed to support ECEC services, ECI professionals, and families to work together.

The NSW/ACT Inclusion Agency, which is managed by KU in partnership with Include Me and Gowrie NSW, invited the original working group to come back together in 2022 to review the resource. There was an identified need to increase accessibility to the resource, and to strengthen awareness of the importance and benefits of working together to

support the inclusion of children with disability and developmental differences in ECEC settings.

Inclusion Together was developed through a collaborative project funded by the Australian Government Department of Education. The NSW/ACT Inclusion Agency led this project in collaboration with relevant stakeholders including ACECQA, Early Childhood Australia, Family Advocacy, Reimagine Australia and early intervention organisations.

Inclusion Together supports teamwork by providing team members with a map to support their working together journey. The map highlights four key collaboration steps:



For each of the four steps, families and carers, ECEC services and ECI professionals are provided with targeted information and resources, including short videos offering insights from team members' unique perspectives.

The resource is further supported by recommendations on best practice; practical help for when there are bumps in the road; and frequently asked questions. Best practice is underpinned by the evidence-based principles and practices of the National Quality Framework.

Inclusion Together highlights children as important members of the inclusion team. A 'team with the child' includes the 'voice' of the child, the adults supporting them, as well as their peers and siblings. The resource helps families and carers, ECEC services and ECI professionals to seek and listen to the voices of children and consider what is important both to and for the child in decision-making.

This free online resource empowers all stakeholders and inclusion teams to work better, together.

Board of Directors and Executive Team



Board of Directors



Helen Conway
BA, LL.B, FAICD, MICDA,
Member of Chief
Executive Women
Appointed 21 June 2024



Sema Whittle
B.Bus, M.Mngt, GAICD
Retired 28 May 2024



Norman Pack
BCom, MBA, FCPA,
GAICD



Helen Argiris
BCom, Fellow of CAANZ,
UNSW Business School
Alumni Leader, GAICD
Retired 9 April 2024



Prof. Patricia Eadie
BSpeech Pathology,
Grad Dip, PhD, Fellow
of Speech Pathology
Australia



Joshua Gilbert
BCom, RG146 Graduate
Diploma, GAICD



Prof. Linda Harrison
BSc (Hons), MSc, DipT
(EC), MEd, PhD, GAICD



Elisa Holmes
BA, LL.B. (Hons), BCL,
MPhil, GAICD



Elizabeth Hristoforidis
BCom, LL.B., MLM,
GAICD
Retired 28 May 2024



Birgitte Maibom
BA, MA, MBA, GAICD
Appointed 28 May 2024



Ana Marinkovic
BA, MBA, MAICD



Alexandra Taylor
BBus, CA, GAICD
Appointed 28 May 2024

Executive Team



Christine Legg
Chief Executive Officer



Walter Galanti
Chief Financial Officer



Colette Evers
General Manager,
Early Childhood
Education Support
*Appointed 16
September 2024*



Natalie Grenfell
General Manager,
Inclusion Programs



Jane Robinson
General Manager, People
Services & IT

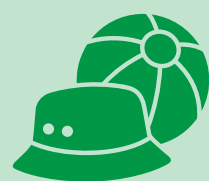


Cherylanne Williams
General Manager, Early
Childhood Education
Operations

Snapshot 2024



Our Family



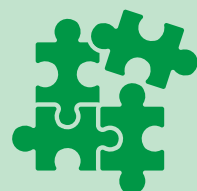
12,400 children
11,468 families
experienced the KU Difference.



130 services and programs
provided early education and care services
directly to children and families.



2,178 staff
helped us make the KU Difference, including
31 Aboriginal and/or Torres Strait Islander staff.



4,158 members
formed the foundational basis of KU's
constitutional and governance status.

Our Impact

KU Family Programs

644

families increased their child's engagement with the community through KU Family Programs.

Aboriginal and/or Torres Strait Islander children

309

Aboriginal and/or Torres Strait Islander children accessed early childhood education through KU services.

Adult Migrant English Program (AMEP)

1,155

children from refugee and new migrant families were welcomed to Australia through early childhood education in KU's AMEP services.

Children with additional needs

1,024

children with additional needs were included in KU services assisted by KU's Equity, Education and Support team.

Early intervention and allied health

6,647

early intervention and allied health sessions delivered.

Social impact investment

4.8m

dollars invested by KU, of its own funds, in socially impactful programs.

KU Marcia Burgess Foundation

26,813

dollars raised by the KU Marcia Burgess Foundation.

Inclusion Agency

10,685

early childhood education services were supported by KU Inclusion Agency staff.

Inclusion Development Fund Manager

14,776

early childhood education services were eligible to apply for funded support through KU's Inclusion Development Fund Manager.

KU learning and development reach

7,634

educators and support staff furthered their professional learning through KU's learning and development programs.

KU learning and development sessions

305

learning and development sessions were delivered for educators and staff nationally.

KU Annual Conference

436

KU staff attended KU's Annual Conference.

Student awards and sponsorships

4

early childhood education university students supported through KU's student awards and professional learning sponsorships.

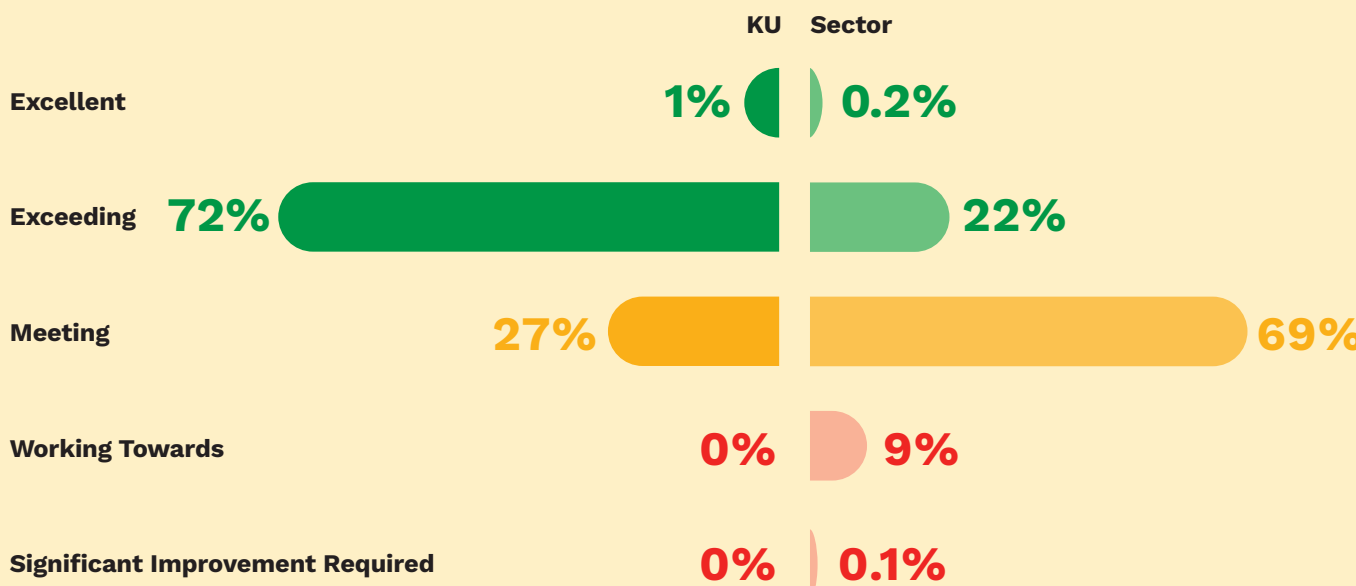
Research

21

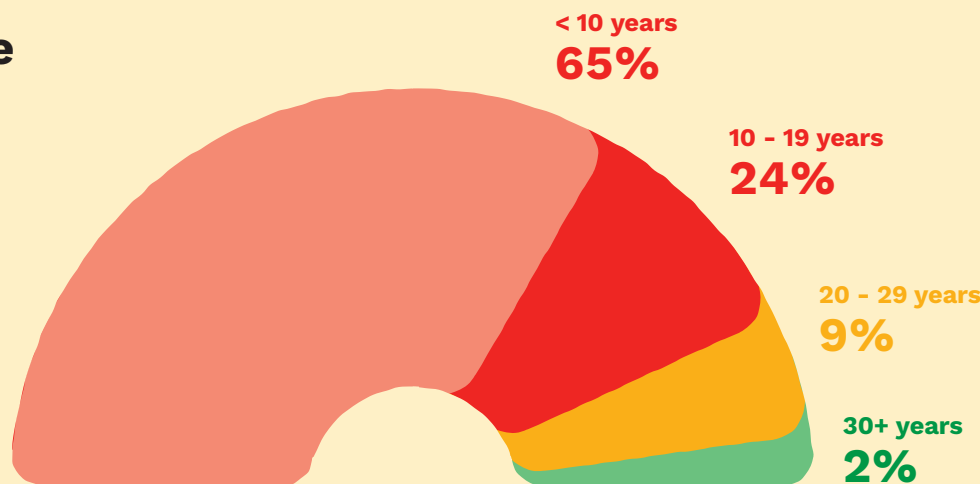
research projects were participated in.

Our Results

KU Quality (NQS Ratings)



Staff Tenure



Staff Retention Rates
92%



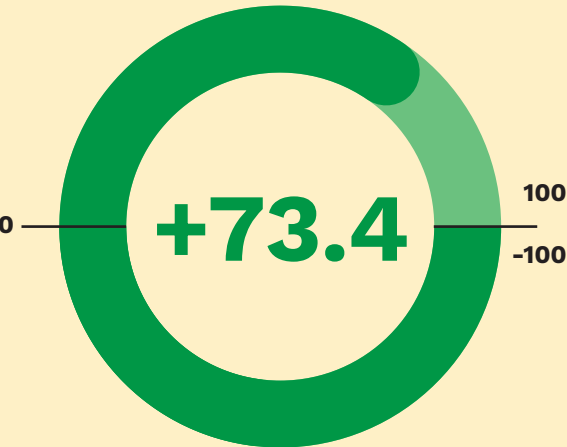
Staff Engagement Rate
91%



Employee Net Promoter Score



Net Promoter Score (Families)



Financial Report



Directors' Report

The Directors present their report on KU Children's Services (the company) for the financial year ended 31 December 2024.

Operating Result and Cash Flow

KU's finances are overseen by KU's Board of Directors and KU's Audit & Risk Management Committee who review the financial reports regularly and provide strategic direction to KU management.

KU is a financially viable organisation with a strong balance sheet and adequate reserves. KU's long history of responsible financial management confirms KU is financially sound and progressive with a solid balance sheet and cash reserves, enabling it to pursue its strategic objectives. KU has no subsidiary or related organisations.

At 31 December 2024, KU had a net surplus of \$1,432,431 (2023: net surplus of \$808,482), total assets of \$116,095,589 (2023: \$119,422,373) and net assets of \$40,442,209 (2023: \$39,009,778).

Short and Long Term Objectives of the Company

KU Children's Services has been operating continually since 1895 and has a strong commitment to the provision of high quality early education and care, inclusion and social responsibility.

The KU Strategic Plan guided operations during 2024 which sets out key priorities (see 'Our Pillars') for the organisation. KU's ongoing focus on the key priority areas ensured the organisational objectives continued to be pursued and achieved.

Our Vision

is to lead and inspire young children's learning for life.

Our Purpose

is to partner with families and communities to nurture children's learning, development and wellbeing.

Our Pillars

1. Educational excellence
2. Thriving workforce
3. Financially sustainable
4. Social responsibility

Principal Activities of the Company

The principal activities of KU during the current year have been the provision of early childhood education and care services. There were no changes to the principal activities during the year.

Performance Measurement

The Annual Report of the Company details the achievements and performance over the past year measured against the strategic goals. KU continued to achieve and perform strongly when measured against these strategic goals. KU's key performance indicators are utilisation, staff turnover and financial performance of individual services.

Company Limited by Guarantee

The Company is incorporated as a company limited by guarantee. In accordance with the Constitution, every member of the Company undertakes to contribute \$2 to the assets of the Company in the event of it being wound up, while he/she is a member or within one year after he/she ceases to be a member.

The Company has 4,158 members (2023: 3,553 members).

Auditor's Independence Declaration

A copy of the auditor's independence declaration is set out immediately after this directors' report.

Directors

The names of the Directors of the Company who have held office during or since the end of the financial year are:

Director’s Name & Qualifications	Special Responsibilities
Helen Conway BA, LL.B., FAICD, MICDA, Member of Chief Executive Women	Chair of the Board (from 21 June 2024) Board Member (from 21 June 2024) Member of People & Remuneration Committee (from 21 June 2024) Member of Audit & Risk Management Committee (from 21 June 2024)
Sema Whittle B.Bus, M.Mngt, GAICD	Chair of the Board (until 28 May 2024) Board Member (until 28 May 2024) Chair of People & Remuneration Committee (until 28 May 2024)
Norman Pack BCom, MBA, FCPA, GAICD	Board Member Acting Chair of the Board (from 28 May 2024 to 21 June 2024) Deputy Chair of the Board (from 21 February 2024 to 28 May 2024) (from 21 June 2024) Chair of Audit & Risk Management Committee (from 21 February 2024) Member of Audit & Risk Management Committee (until 21 February 2024) Member of Education Advisory Group (formerly Education Committee) (until 28 May 2024) Member of People & Remuneration Committee (from 28 May 2024)
Helen Argiris BCom, Fellow of CAANZ, UNSW Business School Alumni Leader, GAICD	Board Member (until 9 April 2024) Deputy Chair of the Board (until 21 February 2024) Chair of Audit & Risk Management Committee (until 21 February 2024) Member of People & Remuneration Committee (until 21 February 2024)
Prof. Patricia Eadie BSpeech Pathology, Grad Dip, PhD, Fellow of Speech Pathology Australia	Board Member Member of Education Advisory Group (formerly Education Committee)
Joshua Gilbert BCom, RG146 Graduate Diploma, GAICD	Board Member Chair of KU Marcia Burgess Foundation Committee (from 28 May 2024) Member of KU Marcia Burgess Foundation Committee (until 28 May 2024)
Prof. Linda Harrison BSc (Hons), MSc, DipT (EC), MEd, PhD, GAICD	Board Member Chair of Education Advisory Group (formerly Education Committee)
Elisa Holmes BA, LL.B. (Hons), BCL, MPhil, GAICD	Board Member Acting Deputy Chair of the Board (from 28 May 2024 to 21 June 2024) Member of KU Marcia Burgess Foundation Committee
Elizabeth Hristoforidis BCom, LL.B., MLM, GAICD	Board Member (until 28 May 2024) Chair of KU Marcia Burgess Foundation Committee (until 28 May 2024) Member of Audit & Risk Management Committee (from 21 February 2024 to 28 May 2024) Member of People & Remuneration Committee (until 28 May 2024)
Birgitte Maibom BA, MA, MBA, GAICD	Board Member (from 28 May 2024) Member of Education Advisory Group (formerly Education Committee) (from 28 May 2024) Member of KU Marcia Burgess Foundation Committee (from 28 May 2024) Member of Audit & Risk Management Committee (from 6 September 2024)
Ana Marinkovic BA, MBA, MAICD	Board Member Member of Audit & Risk Management Committee
Alexandra Taylor BBus, CA, GAICD	Board Member (from 28 May 2024) Chair of People & Remuneration Committee (from 28 May 2024)

Directors’ Attendance at Board Meetings (1 January to 31 December 2024)

The following table sets out the number of Directors’ meetings (including meetings of committees of Directors) held during the financial year and the number of meetings attended by each Director (while they were a Director or committee member).

Directors	Board of Directors		Audit & Risk Management Committee		Education Advisory Group (formerly Education Committee)		People & Remuneration Committee		KU Marcia Burgess Foundation Committee	
	A	B	A	B	A	B	A	B	A	B
Helen Conway	5	5	3	3	-	-	3	3	-	-
Sema Whittle*	3	3	-	-	-	-	2	2	-	-
Norman Pack	9	9	5	5	1	1	3	3	-	-
Helen Argiris**	2	-	1	1	-	-	2	-	-	-
Prof. Patricia Eadie	9	8	-	-	4	3	-	-	-	-
Joshua Gilbert	9	6	-	-	-	-	-	-	3	2
Prof. Linda Harrison	9	9	-	-	4	4	-	-	-	-
Elisa Holmes	9	9	-	-	-	-	-	-	3	2
Elizabeth Hristoforidis*	3	3	1	1	-	-	2	2	1	1
Birgitte Maibom	6	6	2	2	3	3	-	-	2	2
Ana Marinkovic	9	5	5	2	-	-	-	-	-	-
Alexandra Taylor	6	6	-	-	-	-	3	3	-	-

A Number of meetings held during the year while the Director was a member of the Board or Committee.
B Number of meetings attended by the Director during the year while the Director was a member of the Board or Committee.

Please note:
* Director retired from the Board and Committee(s) at AGM
**Director retired from Board and Committees at an agreed date

The auditor's independence declaration is included on page 62.

Signed in accordance with a resolution of the Directors.

On behalf of the Directors

Helen Conway
Chair, Board of Directors
Sydney, 25 March 2025

Norman Pack
Chair, Audit & Risk Management Committee
Sydney, 25 March 2025



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Auditor’s Independence Declaration to the
Directors of KU Children’s Services

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2024 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012*, in relation to the audit, and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Yours sincerely,

Crowe Audit Australia

Crowe Audit Australia

Alison Swansborough

Partner

25 March 2025
Sydney

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Independent Auditor’s Report to the Members of
KU Children’s Services

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of KU Children’s Services (the “Company”), which comprises the statement of financial position as at 31 December 2024, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, and the declaration by the Board of Directors.

In our opinion, the accompanying financial report of the Company has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), including:

- (a) giving a true and fair view of the Company’s financial position as at 31 December 2024 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 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 Company in accordance with the ethical requirements of the Accounting Professional & 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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Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's Annual Report for the year ended 31 December 2024, 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 Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the ACNC Act, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

The directors of the Company are responsible for overseeing the Company'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 Company'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 Company'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 Company to cease to continue as a going concern.
- 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 the directors 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.

Crowe Audit Australia

Crowe Audit Australia



Alison Swansborough
Partner

25 March 2025
Sydney

Directors’ Declaration

The Directors declare that:

- (i) 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; and
- (ii) in the Directors’ opinion, the attached financial statements and notes thereto are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 (Cth) and Charitable Fundraising Act 1991, including compliance with accounting standards, and give a true and fair view of the financial position and performance of the Company.

Signed in accordance with a resolution of the Directors made pursuant to S.60.15 of the Australian Charities and Not-for-profits Commission Regulations 2022.

On behalf of the Directors

Helen Conway
Chair, Board of Directors
Sydney, 25 March 2025

Norman Pack
Chair, Audit & Risk Management Committee
Sydney, 25 March 2025

Declaration by Board of Directors in Respect of Fundraising Appeals

In the opinion of the Board of Directors:

- (i) the financial statements give a true and fair view of all income and expenditure of the Company with respect to fundraising appeals;
- (ii) the Statement of Financial Position gives a true and fair view of the state of affairs with respect to fundraising appeals;
- (iii) the provisions of the Charitable Fundraising Act 1991 and the regulations under that Act and the conditions attached to the authority are complied with; and
- (iv) the internal controls exercised by the Company are appropriate and effective in accounting for all income received.

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

Helen Conway
Chair, Board of Directors
Sydney, 25 March 2025

Norman Pack
Chair, Audit & Risk Management Committee
Sydney, 25 March 2025

Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 31 December 2024

	Note	2024 \$	2023 \$
Revenue from fees	5 (i)	65,000,036	58,474,331
Revenue from non-capital government funding	5 (ii)	110,270,144	100,619,437
Other revenue	5 (iii)	8,878,574	7,128,989
		184,148,754	166,222,757
Employee costs		142,840,621	127,811,748
Operational expenses		13,596,027	13,257,927
Occupancy expenses		7,690,810	6,263,766
Depreciation	8	2,641,455	2,359,328
Amortisation		1,684,632	2,389,456
Depreciation & amortisation	5 (v)	4,326,087	4,748,784
Administrative expenses		8,396,060	6,716,133
Repairs & maintenance		3,655,711	2,781,714
Marketing expenses		634,824	576,187
Finance costs	5 (v)	201,203	214,649
Disposals and asset write-off		33,908	1,835,150
Other expenses		1,425,175	1,441,322
		182,800,426	165,647,380
Surplus (deficit) from ordinary operations		1,348,328	575,377
Other income			
Government capital grant funding	5 (iv)	84,103	233,105
Surplus (deficit) for the year		1,432,431	808,482
Total comprehensive income for the year		1,432,431	808,482

The 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 2024

	Note	2024 \$	2023 \$
Assets			
Current assets			
Cash and cash equivalents		39,160,400	63,915,364
Term deposits		27,500,000	7,500,000
Trade and other receivables	6	5,055,543	3,577,498
Other assets	7	977,508	1,437,648
Total current assets		72,693,451	76,430,510
Non-current assets			
Right-of-use assets	15	3,377,155	4,461,202
Property, plant and equipment	8	40,024,983	38,530,661
Total non-current assets		43,402,138	42,991,863
Total assets		116,095,589	119,422,373
Liabilities			
Current liabilities			
Trade and other payables	9	18,080,458	22,546,399
Lease liabilities	10	1,743,336	1,980,385
Unearned income	11	28,881,467	28,983,466
Provisions	12	21,268,386	20,322,449
Total current liabilities		69,973,647	73,832,699
Non-current liabilities			
Non current provisions	12	3,370,086	3,295,599
Lease liabilities	10	2,309,647	3,284,297
Total non-current liabilities		5,679,733	6,579,896
Total liabilities		75,653,380	80,412,595
Net Assets		40,442,209	39,009,778
Equity			
Retained earnings			
General funds	13	39,404,253	37,971,822
Fundraising reserve	14	1,037,956	1,037,956
Total retained earnings		40,442,209	39,009,778

The above Statement of Financial Position should be read in conjunction with the notes

Statement of Changes in Equity for the Year Ended 31 December 2024

	General Funds \$	Fundraising Reserve \$	Total \$
Balance at 1 January 2023	37,163,340	1,037,956	38,201,296
Surplus for the year	808,482	-	808,482
Balance at 31 December 2023	37,971,822	1,037,956	39,009,778
Balance at 1 January 2024	37,971,822	1,037,956	39,009,778
Surplus for the year	1,432,431	-	1,432,431
Balance at 31 December 2024	39,404,253	1,037,956	40,442,209

The above Statement of Changes in Equity should be read in conjunction with the notes

Statement of Cash Flows for the Year Ended 31 December 2024

	2024 \$	2023 \$
Cash flows from operating activities		
Receipts from customers, government bodies and centres	155,584,510	138,382,899
Receipts from brokered programs	27,986,844	36,076,399
Payments to suppliers and employees	(150,102,032)	(122,717,844)
Allocations to recipients of brokered programs	(34,664,660)	(28,828,746)
Net cash (utilised in)/generated by operating activities	(1,195,338)	22,912,709
Cash flows from investing activities		
Payment for property, plant and equipment	(4,146,805)	(2,791,241)
Receipts from government capital grants	424,805	252,372
Interest received	2,214,560	1,624,025
Finance costs	(8,268)	(19,497)
Investments - term deposits	(20,000,000)	(5,000,000)
Proceeds from disposal of fixed assets	645	1,000
Net cash (utilised in)/generated by investing activities	(21,515,064)	(5,933,341)
Cash flows from financing activities		
Payment of lease liabilities	(2,044,562)	(3,083,158)
Net cash (utilised)/generated by financing activities	(2,044,562)	(3,083,158)
Net increase/(decrease) in cash and cash equivalents	(24,754,964)	13,896,210
Cash and cash equivalents at the beginning of the financial year	63,915,364	50,019,154
Cash and cash equivalents at the end of the financial period	39,160,400	63,915,364
Non-cash investing and financing activities		
Additions to the right-of-use assets	561,515	1,249,877
	561,515	1,249,877

The above Statement of Cash Flows should be read in conjunction with the notes

Notes to the Financial Statements for the Year Ended 31 December 2024

1. Corporate Information

The financial statements of KU Children's Services (the Company) for the year ended 31 December 2024 were authorised for issue in accordance with a resolution of the Directors on 25 March 2025.

The Company is incorporated as a company limited by guarantee. The financial statements are presented in Australian dollars, which is KU Children's Services' functional and presentation currency.

2. Application of New and Revised Australian Accounting Standards

Amendments to Accounting Standards that are mandatorily effective for the current reporting period

The Company has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for an accounting period that begins on or after 1 January 2024.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

3. Material Accounting Policy Information

Statement of compliance

The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012, the Charitable Fundraising Act 1991, and associated regulations as appropriate for not-for-profit oriented entities.

Basis of preparation

The financial report has been prepared on the basis of historical cost. Cost is based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars. The following material accounting policies have been adopted in the preparation and presentation of the financial report. The accounting principles adopted are consistent with those of the previous financial year, unless otherwise stated.

a) Property, plant and equipment

Land and buildings, leasehold improvements, furniture and office equipment, motor vehicles and computers are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition of the item. In the event that settlement of all or part of the purchase consideration is deferred, cost is determined by discounting the amounts payable in the future to their present value as at the date of acquisition.

Depreciation is provided on furniture and office equipment, motor vehicles and computers, including freehold and leasehold buildings but excluding land. Depreciation is calculated on a straight line basis so as to write off the net cost of each asset over its expected useful life to its estimated residual value. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period.

The useful life of an asset is determined by Management in line with guidelines as specified in AASB 16 *Property, Plant and Equipment*. The below estimates of useful life per class of asset are provided as a guide only. The actual estimation and application of the useful life and salvage value of the asset is a reasonable judgement made by Management based on the experience of the entity with similar assets.

The following estimated useful lives are used as a guide in the calculation of depreciation:

- Buildings owned: 33-50 years
- Buildings fixtures and fittings: 5-40 years
- Leasehold improvements: lease term or 5-15 years
- Furniture and fittings: 5-40 years
- Computers and hardware: 3-5 years
- Motor vehicles: 4-10 years

The Company reviews its estimate of the useful lives of leasehold improvements at each reporting date, based on the period over which an asset is expected to be available for use by the Company. Land is carried at cost and is not depreciated.

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

3. Summary of Accounting Policies
(continued)

b) Employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave, long service leave and rostered days off when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of employee benefits expected to be settled within 12 months are measured using the remuneration rate expected to apply at the time of settlement.

Liabilities recognised in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the Company in respect of services provided by employees up to reporting date.

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

c) Financial instruments

Trade and other receivables

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

Impairment of trade and other receivables

The Company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, adjusted for any loss allowance.

The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

d) Impairment

The carrying values of property, plant and equipment are reviewed for impairment at each reporting date, with the recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

The recoverable amount of property, plant and equipment is the higher of fair value less costs to sell and value in use. Depreciated replacement cost is used to determine value in use. Depreciated replacement cost is the current replacement cost of an item of plant and equipment less, where applicable, accumulated depreciation to date, calculated on the basis of such cost.

e) Leases

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable.
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date.

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

The lease liability is presented as a separate line in the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as a separate line in the Statement of Financial Position.

The Company applies AASB 136 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'Property, Plant and Equipment' policy.

The Company has the right to use certain buildings for children's services under concessionary lease terms up to 10 years each. The Company applies the accounting policy choice under AASB 16 to measure the right-of-use-assets at cost.

f) Revenue recognition

The Company recognises income from its main revenue/income streams, as listed below:

- Government grants
- Donations
- Capital grants
- Parent fees

Government grants and donations

When the Company receives government grants, donations and bequests that are in the scope of AASB 1058 (being a transaction where

the consideration paid to acquire an asset is significantly less than fair value principally to enable the Company to further its objectives), it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied.

In all other cases (where the contract is not 'enforceable' or the performance obligations are not 'sufficiently specific'), the transaction is accounted for under AASB 1058 where the Company:

- Recognises the asset in accordance with the requirements of other relevant applicable Australian Accounting Standards (e.g. AASB 9, AASB 16, AASB 116 and AASB 138)
- Considers whether any other financial statement elements should be recognised ('related amounts') in accordance with the relevant applicable Australian Accounting Standard including:
 - contributions by owners (AASB 1004)
 - a lease liability (AASB 16)
 - a financial instrument (AASB 9)
 - a provision (AASB 137)
- Recognises income immediately in profit or loss for the excess of the initial carrying amount of the asset over any related amounts recognised.

Capital grants

For capital grants received under an enforceable agreement where it includes a transfer to enable the Company to acquire or construct a recognisable non-financial asset to identified specifications which will be controlled by the Company when completed, the Company recognises a liability for the excess of the fair value of the transfer over any related amounts recognised and recognises income as it satisfies its obligations under the transfer.

g) Income tax

The Company is exempt under the Income Tax Assessment Act, as it is an income tax exempt charitable entity. As a consequence, there is no income tax attributable to the operating result.

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

3. Summary of Accounting Policies
(continued)

h) General funds and reserves

General funds

The general funds represent the retained earnings of the Company that are not designated for particular purposes.

Fundraising reserve

The fundraising reserve arises from the accumulated surpluses generated as a result of the efforts of parents and staff to allow services to purchase toys and equipment, to assist the service to expand and develop to meet local needs and to allow parents to share in the life of the service and to make a concrete contribution to their children's lives.

i) Trade and other payables

Trade payables and other payables represent 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 within 30 days. The carrying amount of the creditors and payables is deemed to reflect fair value.

j) Unearned income

The liability for unearned income is the unutilised amounts of grants received on the condition that specified services are delivered or conditions are fulfilled. The services are usually provided or the conditions usually fulfilled within 12 months of receipt of the grant. Where the amount received is in respect of services to be provided over a period that exceeds 12 months after the reporting date or the conditions will only be satisfied more than 12 months after the reporting date, the liability is discounted and presented as non-current.

k) Comparatives

Comparatives have been realigned where necessary, to agree with current year presentation. There was no change in the profit or net assets.

4. Critical accounting judgements
and key sources of estimation
uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other various factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the critical judgements that management has made in the process of applying the Company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

4.1 Employee entitlements

Management judgement is applied in determining the following key assumptions used in the calculation of long service leave at balance date:

- discounted future increases in wages and salaries;
- discounted future on-cost rates; and
- experience of employee departures and period of service including future years in which long service leave is expected to be taken.

4.2 Estimation of useful lives of assets

As described at 3(a) above, the Company reviews the estimated useful lives of property, plant and equipment at the end of each reporting period.

4.3 Impairment

In assessing impairment, the Company estimates the recoverable amount of each asset based on the depreciable replacement cost in accordance with AASB 136 *Impairment of assets*.

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

4.4 Impairment of trade and other receivables

The Company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

4.5 Revenue recognition

To determine if a grant contract should be accounted for under AASB 1058 or AASB 15, the Company has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Company has applied significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant contracts, review of accompanying documentation (e.g. activity work plans) and holding discussions with relevant parties.

Income recognition from grants received by the Company have been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

Determining the timing of satisfaction of performance obligations (and therefore whether to use an output or input method to recognise revenue over time) requires particular judgement in the case of grant contracts not directly linked to enrolment numbers. In most cases the best measure of performance obligations being satisfied was determined to be the Input method. As such revenue is recognised on these types of contracts as costs are incurred as this was determined to be the most accurate measure of satisfaction of performance obligations.

4.6 Leases (Company as a lessee)

Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the

lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the company's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right of use asset, with similar terms, security and economic environment.

Concessionary leases

The Company leases various buildings from local councils with significantly below-market terms and conditions principally to enable it to further its objectives in the provision of childcare services.

The lease terms are between 1 - 10 years for buildings including any fixtures and improvements, to operate site as childcare centres or related services. The lease payments are typically \$1 per annum, plus outgoings contributions as agreed in each instance.

As outlined in the Company's accounting policy in Note 3, the Company has elected to measure these leases at cost.

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

5. (Deficit)/Surplus for the year

	2024 \$	2023 \$
Revenue from contracts with customers		
Disaggregation of revenue		
The disaggregation of revenue from contracts with customers is as follows:		
All revenue is derived from within Australia		
(i) Revenue from fees		
Parent's fees	65,000,036	58,474,331
(ii) Revenue from non-capital government funding		
Government funding	110,270,144	100,619,437
(iii) Other revenue		
Other revenue from ordinary operations consisted of the following items:		
Management fees	4,580,914	4,272,878
Gross fundraising income	105,413	90,152
Interest income	2,214,560	1,624,025
Consultancy fees	1,091,511	979,278
Sales of publications and courses	99,075	86,779
Sponsor support	566,784	(68,022)
Other sundry revenue	220,317	143,899
	8,878,574	7,128,989
(iv) Other income		
Government capital grant funding	84,103	233,105
(v) Surplus		
Surplus has been arrived at after charging the following items:		
Depreciation		
Property, plant and equipment	(2,641,455)	(2,359,328)
Right-of-use assets	(1,684,632)	(2,389,456)
Total depreciation	(4,326,087)	(4,748,784)
Net expected credit losses and bad debts written off	(64,296)	(3,621)
Finance costs		
Interest on lease liabilities	(201,203)	(214,649)
	(201,203)	(214,649)
Lease payments		
Short-term and low value leases	3,902,376	2,171,293
	3,902,376	2,171,293
Gain/(Loss) on disposal of assets	(33,908)	(1,835,150)

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

6. Trade and Other Receivables

	2024 \$	2023 \$
Trade receivables		
Trade receivables	3,682,347	1,669,018
Allowance for expected credit losses	(92,221)	(32,106)
Accrued income	1,251,618	328,938
	4,841,744	1,965,850
Other receivables		
Other receivables	213,798	50,705
Grants due from Government	1	1,560,943
	5,055,543	3,577,498

7. Other Assets

	2024 \$	2023 \$
Prepayments	977,508	1,437,648
	977,508	1,437,648

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

8. Property, Plant and Equipment

	Land and buildings \$	Leasehold improvements \$	Furniture and office equipment \$	Motor vehicles \$	Make good \$	Total \$
Gross Carrying Amount						
Balance at 1 January 2024	27,450,302	28,929,100	5,921,465	73,438	1,866,658	64,240,963
Additions	465,102	2,264,849	1,336,584	-	-	4,066,535
Reverse assets under construction (WIP) 2023	(27,763)	(278,055)	(7,636)	-	-	(313,454)
Current WIP uncapitalised	64,913	327,901	910	-	-	393,724
Transferred to right-of-use assets	-	-	-	-	-	-
Disposals	-	(955)	(12,082)	-	-	(13,037)
As at 31 December 2024	27,952,554	31,242,840	7,239,241	73,438	1,866,658	68,374,731
Accumulated Depreciation						
Balance at 1 January 2024	(3,572,698)	(16,530,645)	(3,870,799)	(73,438)	(1,662,722)	(25,710,302)
Disposals	114	-	1,895	-	-	2,009
Write-offs	-	-	-	-	-	-
Depreciation expense	(424,373)	(1,398,989)	(636,415)	-	(181,678)	(2,641,455)
As at 31 December 2024	(3,996,957)	(17,929,634)	(4,505,319)	(73,438)	(1,844,400)	(28,349,748)
Net Book Value						
As at 31 December 2023	23,877,604	12,398,455	2,050,666	-	203,936	38,530,661
As at 31 December 2024	23,955,597	13,313,206	2,733,922	-	22,258	40,024,983

Notes to the Financial Statements for the Year Ended 31 December 2024 (continued)

9. Trade and Other Payables

	2024 \$	2023 \$
Salary and superannuation accruals	1,213,370	4,637,506
Prepaid centre fees and holding deposits	4,783,455	3,479,460
GST payable	906,763	629,902
Other payables and accruals	3,981,356	3,527,610
Trade payables	585,061	3,815,175
WBS & brokered program surpluses	6,610,453	6,456,746
	18,080,458	22,546,399

10. Lease Liabilities

	2024 \$	2023 \$
(a) Current liabilities		
Lease liability	1,743,336	1,980,385
(b) Non-current liabilities		
Lease liability	2,309,647	3,284,297
Future lease payments		
Future lease payments are due as follows :		
within one year	1,743,336	1,980,385
one to five years	2,257,797	3,061,208
more than five years	51,850	223,089
	4,052,983	5,264,682

<i>Reconciliations</i>		
Reconciliations of lease liabilities (current and non-current) at the beginning and end of the financial year are set out below:		
Balance at beginning of year	5,264,682	4,969,730
Modifications	70,144	-
Additions	561,515	3,163,461
Repayment of lease liabilities	(2,044,562)	(3,083,158)
Interest	201,203	214,649
Balance at end of year	4,052,983	5,264,682

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

11. Unearned Income

	2024 \$	2023 \$
Prepaid government funding	22,937,796	24,347,212
Prepaid special education income	5,943,671	4,636,254
	<u>28,881,467</u>	<u>28,983,466</u>

12. Provisions

	2024 \$	2023 \$
Current		
Employee benefits:		
Provision for annual leave and rostered days off	11,965,510	10,685,502
Provision for long service leave	8,308,991	8,643,062
	<u>20,274,501</u>	<u>19,328,564</u>
Provision for make good liability:		
Make good liability	993,885	993,885
	<u>21,268,386</u>	<u>20,322,449</u>
Non-current		
Employee benefits:		
Provision for long service leave	2,497,353	2,422,866
Provision for make good liability:		
Make good liability	872,733	872,733
	<u>3,370,086</u>	<u>3,295,599</u>

13. General Funds

	2024 \$	2023 \$
Balance at beginning of financial year	37,971,822	37,163,340
Net surplus	1,432,431	808,482
Balance at end of financial year	<u>39,404,253</u>	<u>37,971,822</u>

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

14. Fundraising Reserve

	2024 \$	2023 \$
Balance at beginning of financial year	1,037,956	1,037,956
Balance at end of financial year	<u>1,037,956</u>	<u>1,037,956</u>

The fundraising reserve arises from the accumulated efforts of parents and staff to allow services to purchase optional toys and equipment, to assist the service to expand and develop to meet local needs and to allow parents to share in the life of the service and to make a concrete contribution to their children's lives.

15. Non-Current Assets - Right-of-Use Assets

	2024 \$	2023 \$
Right-of-use assets	8,573,561	13,006,827
Less: Accumulated depreciation	(5,196,406)	(8,545,625)
Balance at end of financial year	<u>3,377,155</u>	<u>4,461,202</u>

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial period are set out below.

Balance at beginning of year	4,461,202	3,276,661
Additions	561,515	1,249,877
Disposals	(31,074)	-
Adjustments	70,144	2,324,120
Depreciation expense	(1,684,632)	(2,389,456)
Balance at end of year	<u>3,377,155</u>	<u>4,461,202</u>

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

16. Contingent Liabilities

The Company has given the following bank guarantees to various landlords:

	2024 \$	2023 \$
Bank Guarantee 12 September 2016 to Abalon Properties Pty Ltd	7,400	7,400
Bank Guarantee 12 September 2016 to Kearley Investments Pty Ltd	9,900	9,900
Bank Guarantee 31 March 2021 to James Tsun-Ming Wong	-	22,000
Bank Guarantee 30 April 2015 to Marrickville Council	15,400	15,400
Bank Guarantee 19 June 2021 to Monarch (Sales) Pty Limited	36,300	36,300
	69,000	91,000

At various times claims are made against the entity in regards to historical events. These claims are managed by management and directors in conjunction with legal representatives and insurers.

17. Economic Dependency

As disclosed at Note 5, a significant source of revenue is government funding. This funding supports programs for early childhood education and care.

18. Related Party Disclosures

a) Directors’ compensation

The Directors act in an honorary capacity and receive no compensation for their services (2023: nil).

b) Transactions with Director-related entities

During the year, no amounts were paid to Director-related parties. No amounts are payable to or receivable from Directors or Director-related entities at the reporting date. If a Director utilises the services of KU Children’s Services they pay the arms length market rates for provision of these services.

c) Key management personnel remuneration

The aggregate compensation of the key executive management personnel of the Company is set out below:

Aggregate compensation	1,999,373	1,869,173
------------------------	-----------	-----------

KU Executive salaries are independently benchmarked regularly by a specialist remuneration consultancy firm, against open market and not for profit sector trends.

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

19. Commitments and Contingencies

The company had no commitments or contingent liabilities as at 31 December 2024 (2023: nil).

20. Events After the Reporting Period

No matter or circumstance has arisen since 31 December 2024 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

21. Information & Declarations to be Furnished Under the Charitable Fundraising Act 1991

Under this Act, KU Children's Services holds a single authority to fundraise for KU centres. The authority does not extend to services which KU manages on behalf of another organisation. Preparation of the following information reflects the level of disclosure existing in management systems in use by the organisation.

(a) Statement of Fundraising Income and Expenditure

Detailed income statement for the year ended 31 December 2024

	2024 \$	2023 \$
Raffles	2,682	360
Functions	51,765	76,541
Sale of items	30,078	9,941
Interest	33	29
Donations	20,855	3,281
Gross proceeds from fundraising	105,413	90,152
Raffles	(498)	(1,660)
Functions	(68,939)	(54,427)
Sale of items	(35,479)	(29,403)
Total cost of fundraising	(104,916)	(85,490)
Net proceeds from fundraising	497	4,662

(b) Accounting Principles and Methods Adopted in Fundraising Accounts

The fundraising financial statements have been prepared on an accrual basis and in accordance with Australian Accounting Standards as per Note 3.

(c) Application of Fundraising Proceeds

Opening balance	1,037,956	1,037,956
Net proceeds from fundraising	497	4,662
Centre improvement and equipment	(497)	(4,662)
Total Reserve at year end	1,037,956	1,037,956

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

21. Information & Declarations to be Furnished Under the Charitable Fundraising Act 1991 (continued)

(d) Details of Gross Income and Aggregate Expenditure of Appeals Conducted Jointly with Traders

For the purpose of this note all fundraising involving the Sale of Items (e.g. chocolates, sun hats, sunscreen, etc) is deemed to have involved a trader.

	2024 \$	2023 \$
Gross income received from sale of items	30,078	9,941
Total expenditure incurred	35,479	29,403

(e) Forms of Fundraising Appeals Conducted in 2024

For the purposes of reporting under the requirements of the Charitable Fundraising Act 1991, KU Children's Services classifies all fundraising activities under five categories; raffles, functions, sale of items, donations and interest.

(f) Key Indicators for Fundraising Activities

Total Cost of Fundraising \$104,916 (2023: \$85,490) divided by Gross Income from Fundraising \$105,413 (2023: \$90,152) equals 100% (2023: 95%).

Net Surplus from Fundraising \$497 (2023: \$4,662) divided by Gross Income from Fundraising \$105,413 (2023: \$90,152) equals 0.5% (2023: 5%).

Notes to the Financial Statements
for the Year Ended 31 December 2024 (continued)

22. Government Grant Funding

During the course of the calendar year specific Government Funding that required acquittal reporting included the following programs:

Program	Funding \$ 30/06/2024	Funding \$ 30/06/2023
Acquittal for the year ended		
KU Inner West Supported Playgroups – NSW Department of Communities and Justice	428,908	432,223
KU Newcastle Supported Playgroups – NSW Department of Communities and Justice	130,225	163,071
Inclusion Development Fund Manager (IDFM) – Commonwealth Department of Education	2,515,000	5,263,292
IDFM Project Funding – Commonwealth Department of Education	793,449	-
Inclusion Agency – Commonwealth Department of Education	24,081,153	30,590,308
Steps to Starting School – The Smith Family	122,976	115,000
KU Starting Points - 1 - Start Strong Pathways Program NSW D.O.E	155,805	155,805
KU Starting Points - 2 - Start Strong Pathways Program NSW D.O.E	362,655	362,655
Commonwealth Individualised Grant – Briar Cottage	23,000	-

23. Remuneration of Auditors

During the year the following fees were paid or payable for services provided by Crowe Audit Australia, and prior year by Crowe Audit Australia, and Deloitte Touche Tohmatsu.

	2024 \$	2023 \$
Audit of the financial statements & acquittals		
Crowe Audit Australia	169,450	150,027
Deloitte Touche Tohmatsu	-	134,475
	169,450	284,502

24. Additional Company Information

KU Children’s Services is a public company limited by guarantee, incorporated and operating in Australia.

Principal Registered Office and Principal Place of Business
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Children’s Services
Since 1895

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ABN 89 000 006 137
ACN 000 006 137
Authority holder under the provisions of
Section 16 of the Charitable Fundraising Act 1991.
Fundraising Authority No. CFN 10313

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