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2019 Annual Report



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Chair Report

Therese Mulherin, Board Chair

This 2019 Annual Report reflects on our 113th year of operation; a year in which I believe we made significant progress towards achieving our vision to be Queensland's pre-eminent provider of early childhood education and care. We built on the immense body of knowledge gained from eleven decades of quality early childhood practice in local communities throughout Queensland, by consistently putting children first - listening, reflecting, educating, caring and advocating.

2019 was the first year of our three-year strategy which looks at new ways of responding to the ever-changing needs of families. Our team developed innovative and enhanced offerings for our





kindergartens that maintain our commitment to providing high-quality early childhood education.

It was also a year of growth as an organisation, with the addition of a newly built C&K childcare centre at Ripley and the decision by three of our affiliated community kindergartens to make the transition to become C&K operated centres: C&K Rowes Bay, C&K Port Douglas, and C&K Mount Louisa. We also welcomed four new community kindergartens to the C&K fold as affiliated kindergartens - Bella Grace Brightwater School Kindergarten, Goodna Headstart Program, Julatten Community Kindergarten and Raceview Congregational Preschool & Kindergarten.

The composition of the Board and director's roles saw several changes over the course of 2019. Jo Darbyshire stepped down as a director in May after seven years of Board service when she was successful in gaining a management role with the organisation.





After six years of Board service, including stewardship as Chair, Cameron Henry retired in June 2019 and subsequently, it was my honour to accept the role of Chair and Brit Ibanez was appointed Deputy Chair. In June, we welcomed Scott Carpenter and Charles Strickland as new directors and Emma Fynes-Clinton retired in December after three years of Board service.

I would like to take this opportunity to acknowledge and thank all my fellow directors for the wealth of experience, guidance and positive contributions they brought to C&K in 2019. In particular, I would like to thank Cameron, Jo and Emma. Each served the organisation with commitment and passion, striving to ensure that C&K was able to deliver on its purpose - to nurture and inspire children to succeed in an ever-changing world.





The leadership of the organisation in 2019 was in the very capable hands of our highly respected CEO, Jane Bourne, and her leadership team which was boosted by the welcome addition of esteemed academic Dr Sandra Cheeseman as Chief Operating Officer in May. Sandra was a member of the core development team for the *Early Years Learning Framework for Australia* and she is truly a leader in the field of early learning and early childhood curriculum.

To every C&K staff member (teachers, educators, assistants, administrators, central support teams and managers) thank you for all that you do. Your dedication to putting children first is the very essence of what makes C&K such a special place.

Finally, my thanks must also go to the families who trust us to support, nurture and guide their children on the crucial first steps in their lifelong learning journey.





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Where Children Come First





CEO Message

Jane Bourne, CEO

In this, my second year as CEO at C&K, I am extremely thankful for the opportunity to lead an organisation that has been the shining example within Queensland's early childhood education and care sector for 113 years. Now more than ever, it is important to recognise that the early childhood sector is immensely important to our communities.

In 2019, we all had a part in implementing new and innovative ways of learning and understanding, continuously seeking better outcomes for families and communities, showing great resilience, and never losing sight of the incredibly important part that we all play in the early childhood education and care sector.





2019 saw us embrace our new Strategic Plan (2019 - 2021), engage in innovative thinking and practice, and continue to adapt to the needs of our children, families, staff and the community, while staying true to our core values, vision and philosophy.

C&K's new curriculum approach, *Listening and Learning Together*, was crafted by teachers, educators, children and families from communities throughout Queensland. This new approach takes into account current research and contemporary practices and was subject to rigorous external review by curriculum advisors. C&K is extremely proud of this approach, and we continue to develop support material to share with our centres and families.

In the early part of the year there was much hardship and sadness in communities when major floods caused centre closures and the loss of material wonders made by children and staff.





However, with the support from so many in the affected communities, and their strength and pride in their centres, we brought them all back to reopen with smiles and welcome. Thank you to everyone!

In June 2019, our teachers and educators had a chance to build new connections and strengthen existing ones at the C&K Queensland Early Education & Care Conference. With over 800 delegates attending, it was a resounding success. We came together to acquire more knowledge and reaffirm our views on early childhood, education, and care. We came together to influence, to listen and to enjoy one another's company.

2020 is seeing our communities and the entire early childhood education and care sector facing an unprecedented and challenging time. To all our centre staff, our Kedron staff teams and our early childhood teams who work tirelessly throughout Queensland,





I thank you for your contribution to the achievements of 2019 and for helping C&K adapt to the new environment in which we all find ourselves in 2020. Your support has been invaluable.

To the centres who have chosen to affiliate with C&K, I see this as an immense privilege. We all work together to support our children, families, and our communities. C&K is proud to be your Central Governing Body (CGB), and to support you and your wider community.

I would like to thank my colleagues in the executive team Dr Sandra Cheeseman and Mark Stones for their creativity, enthusiasm, and profound dedication to seizing opportunities to reignite our organisation. C&K would not be the organisation it is today if it were not for the Board Members, led by Board Chair Therese Mulherin. This Voluntary Board has worked with us and for us, throughout the year. Thank you, all Members, from all of us!





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About C&K





Our Organisation

Since 1907, C&K has provided children with high-quality early education and care from the tip of Cape York to the NSW border. C&K is proudly not-for-profit and invests in its people, centres and communities to ensure that Queensland children have access to quality early education and care.

C&K is committed to achieving its vision of being Queensland's pre-eminent provider of early education and care. C&K will achieve this by living its values; putting children first, respecting each other, and working with integrity and striving for excellence in everything we do.

In 2019, our 338 centres (branch kindergartens and childcares, and affiliated kindergartens and childcares), educated and cared for over 18,000 children.





Our Organisation (continued)

In 2019, C&K became the Central Governing Body (CGB) of the Queensland Department of Education's Kindergarten Inclusion and Support Scheme (KISS) for all affiliated and branch kindergarten. This created an opportunity for C&K to revise the KISS application and assessment process to ensure that available funding was distributed in equitable ways to further build the inclusive capabilities of affiliated and branch kindergartens. KISS funding applications for 2019-20 were assessed on both an individual child and group of children basis, with 630 children from 188 branch and affiliated kindergartens being able to support all children to access and participate in high quality inclusive kindergarten programs.

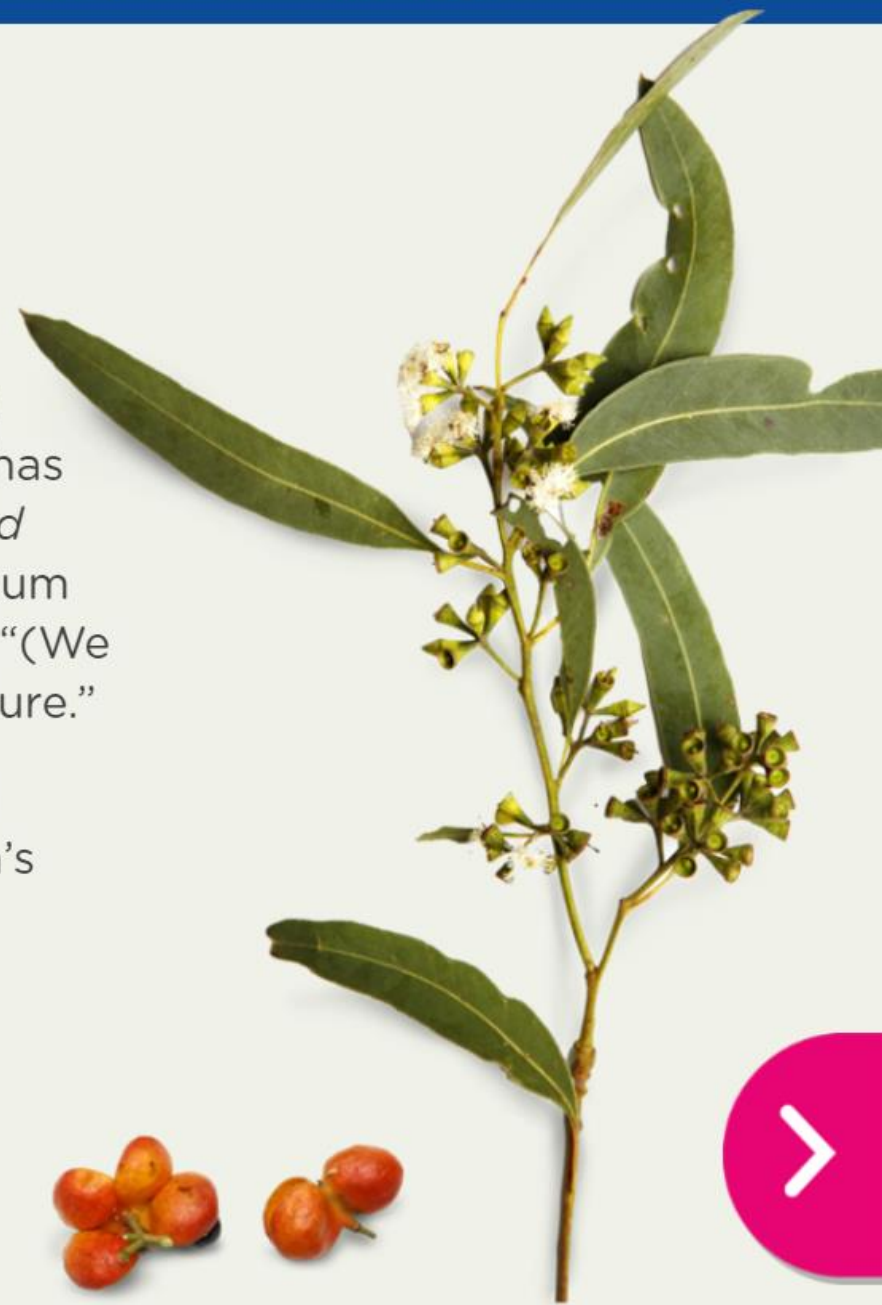




Our Organisation (continued)

C&K continued to build on its 2016 Reconciliation Action Plan (RAP) by giving cultural integrity to its everyday pedagogy and practice. This commitment to Australia's First Nations Peoples has become one of the philosophical commitments of *Listening and Learning Together: The C&K Curriculum Approach*. C&K Napranum Early Childhood Centre teacher, Trisha Schuh, said of this work: "(We are) honouring our past, to teach our present, to create our future."

C&K teachers and educators across the state continue to learn more about First Nations Peoples' history and support children's learning through the daily acknowledgment adopted by many centres that is unique to country and unique to its children, who craft and write their own additions of honouring elders and traditional custodians.





Our Organisation (continued)

Listening and Learning Together: The C&K Curriculum Approach was accredited from December 1st, 2019. The C&K Approach, sets out the values, commitments and visions for children's learning that underpin curriculum in C&K centres and to support educators' to bring these to life in ways that realise the expectations described in *The Early Years Learning Framework for Australia* (EYLF), and the *Queensland Kindergarten Learning Guideline* (QKLG). Supported online through the C&K Education Hub, this approach is a professional resource for all educators who work with and alongside children from birth through to the transition to school.





Our Organisation (continued)

The C&K College of Early Education prepared 215 students with the skills and knowledge to start or grow their careers in early childhood education and care. The College continued to see positive outcomes for students, with an Australian Skills Quality Authority (ASQA) report showing 90% of students being very satisfied/satisfied by the training provided and 89% being very satisfied/satisfied with the knowledge and professionalism of trainers.

C&K engaged in a range of points of community connection and inclusive partnerships to elevate children's early education outcomes and deliver better access for all children to quality early education and care.



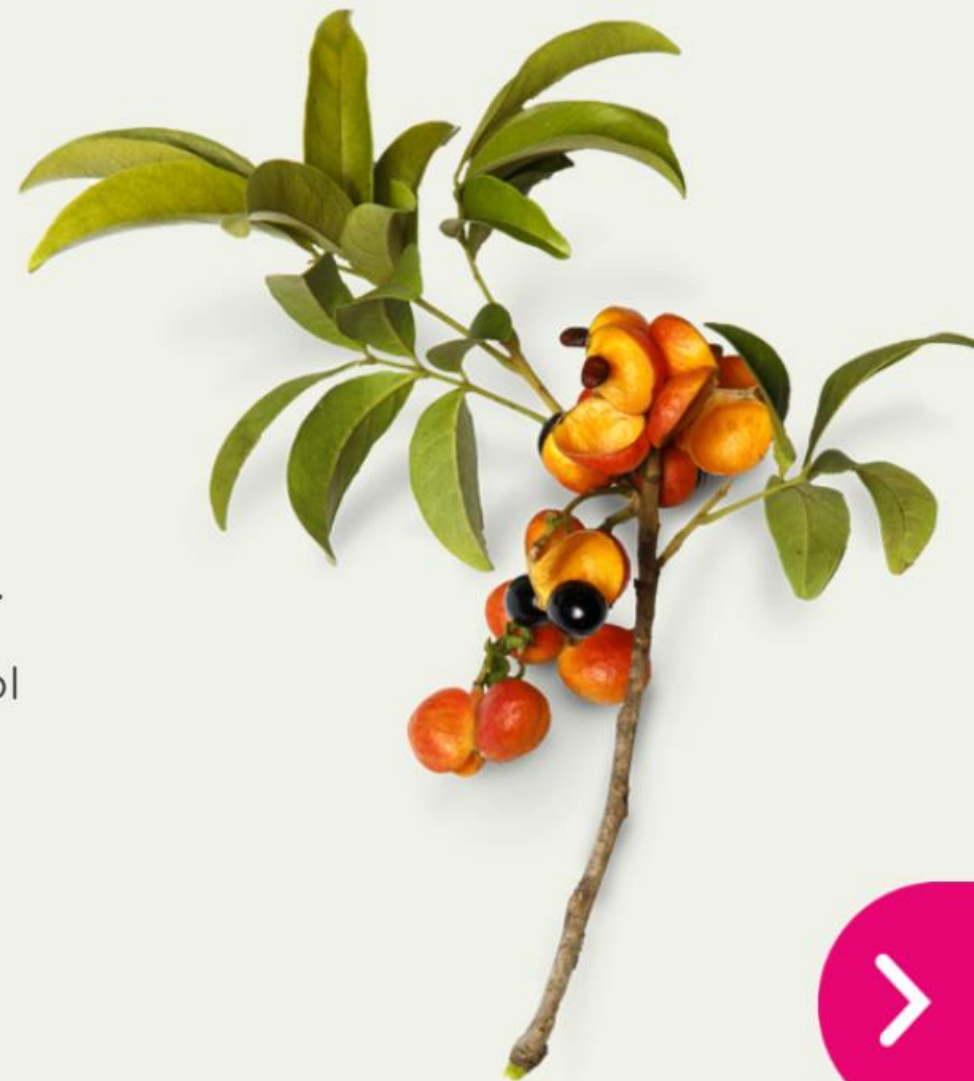
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C&Ks Across Queensland

C&K continued to grow its network of centres in Queensland. C&K kindergarten and childcare environments offer unique spaces that ignite imaginations and foster curiosity as children explore, experiment, play and learn.

C&K welcomes to its fold these new branch centres: C&K Rowes Bay, C&K Port Douglas and C&K Mount Louisa.

It is a privilege to have C&K Bella Grace Brightwater School Kindergarten, Goodna Headstart Program, Julatten Community Kindergarten, and Raceview Congregational Preschool & Kindergarten affiliate with C&K in 2019 - welcome!





C&Ks Across Queensland

Childcare
4,492

Affiliated
kindergartens
6,918

18,922
children
attended
C&K centres

Outside
School Hours
Care
133

Kindergarten
7,379





C&Ks Across Queensland

Centres

140 Kindergarten
37 Childcare Centres

177
Branch
centres

160
Affiliated
centres





Exceeding Quality Standard

43 C&K centres were assessed in 2019.

With 97 percent of centres 'Meeting' or 'Exceeding' the National Quality Standards, C&K centres continued to shine well above National results





Our People

C&K is proud of its more than 2,000 dedicated teachers, educators and support employees who truly believe that children come first. The commitment and pride in what they do is evident in the quality and consistency of the education and care provided across all centres. C&K continues to have one of the lowest rates of employee turnover in the sector and regularly seeks employee feedback in order to improve upon and strengthen employee outcomes.

2035

Total
number of
employees

1098

Total number of
full-time and
part-time
employees

937

Total number
of casual
employees

13.24%

OVERALL
EMPLOYEE
TURNOVER



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Outstanding Parent Satisfaction

C&K's Net Promoter Score (an index used to measure a customer's willingness to promote a company's service to others) was significantly higher than the sector average of 33.

+33%

SECTOR
AVERAGE

+73%

C&K NPS
SCORE





Innovation and Excellence Awards

Each year, C&K recognises the outstanding performances from those centres and employees who embody the C&K values, who innovate and excel in building strong foundations for children, families and the community.



THE QUEENSLAND

**EARLY EDUCATION
& CARE CONFERENCE**

PEOPLE | PLACES | SPACES





2019 Excellence and Innovation Award Winners



Reconciliation Award -
Kylie Goodwin



**Education and Care
Excellence Award - C&K**
Jinibara Community
Kindergarten



**Safety and Wellbeing
Award - C&K Kingston**
Kindergarten



**Professional Excellence
Award -**
Belinda Rule



**Community Leadership
Award - Koobara Aboriginal
& Islander Family Resources
Centre Inc.**



**Emeritus Professor Mary
Mahoney AO Award for
Excellence in Early
Childhood Education and
Care - Belinda Rule**



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Financials/Director's Report

C&K achieved a net surplus of \$0.6m in 2019 (this was a surplus of \$2.2m before the impact of new lease accounting standards; refer to the financial statements for details). C&K, as a not-for-profit, reinvests all its surpluses back into its business to further its goal of being Queensland's pre-eminent provider of education and care.

C&K invested over \$2.9m directly in supporting vulnerable children and their educators in 2019.

A new childcare centre was opened in Ripley early in the year as part of the continuation of C&K's growth strategy, while the centres it opened in 2017 and 2018 continued to experience increasing numbers of children attending.

C&K's program of improving the indoor and outdoor spaces at its centres continued with over \$1.2m spent on making sure its centres continue to be safe and well-maintained, and a further \$1.0m on capital upgrades.

[Download Full Financial Report](#)



Connected & Engaged

Connecting with its communities as well as the broader early education and care sector, is key to C&K maintaining and strengthening its reputation as the pre-eminent provider of early childhood education and care in Queensland.

C&K invites you to discover more below



NAIDOC week

[1](#)[2](#)[3](#)[4](#)[5](#)



Connected & Engaged

Connecting with its communities as well as the broader early education and care sector, is key to C&K maintaining and strengthening its reputation as the pre-eminent provider of early childhood education and care in Queensland.

C&K invites you to discover more below



**World
Science
Festival
Brisbane**

1

2

3

4

5





Connected & Engaged

C&K Ripley Childcare Centre opened in March 2019 and at that time, was the first childcare to be built in the new community. Offering 87 places, caring and education for children from six weeks to five years, C&K Ripley was an exciting new addition to the C&K family.



C&K Ripley Childcare Centre

[1](#)[2](#)[3](#)[4](#)[5](#)



Connected & Engaged

The C&K Queensland Early Education and Care Conference (QEEC) was held on the Gold Coast in June with over 800 delegates in attendance. The event was a success and delegates were resoundingly positive about the revised format, new location and organisation of the event.



C&K Queensland Early Education and Care Conference

[1](#)[2](#)[3](#)[4](#)[5](#)



Connected & Engaged

C&K Regional Symposiums were held during August and September in four locations across Queensland, with the focus being on the revised *Listening and Learning Together: C&K Curriculum Approach*.



C&K Regional Symposium

[1](#)[2](#)[3](#)[4](#)[5](#)

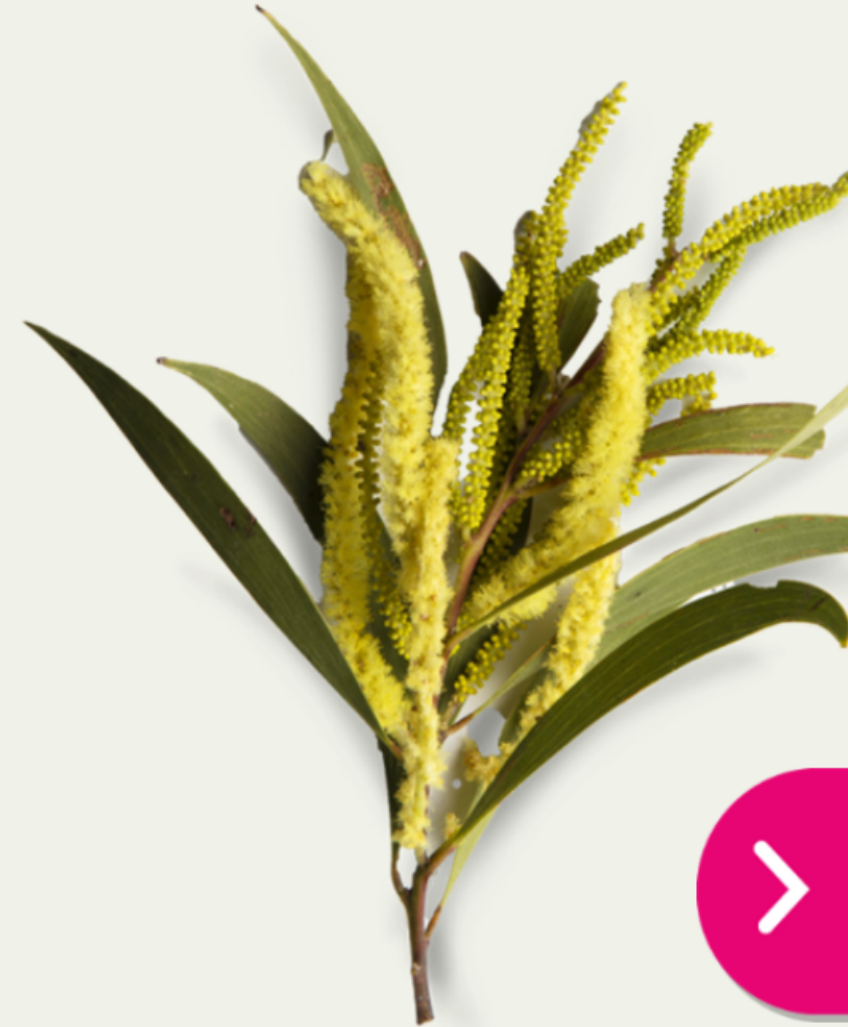


Early Childhood Education and Care Awards

In 2019, C&K were recognised on an organisational and individual level for its dedication to excellence in the early childhood education and care sector.

UQ Partners in Research Excellence Award

C&K participated as a research partner in UQ's Institute of Social Science Research project into sleep in children. The project was led by Dr Sally Staton, with the following partners: Prof Karen Thorpe, Ass Prof Simon Smith, Dr. Sandy Houen, Qld Department of Education, Australian Children's Education & Care Quality Authority (ACECQA), and the Family Day Care Association, Qld. C&K was awarded a commendation for its work in the project.





Early Childhood Education and Care Awards (continued)

Trisha Schuh - C&K Napranum Early Childhood Centre

Trisha was awarded the Deakin Uni Vice-Chancellors Medal for outstanding contribution to Indigenous Communities through education.

Belinda Rule - C&K Eimeo Road Community Kindergarten

Belinda was nominated as a finalist in the 2019 Queensland College of Teachers (QCT) awards.

Sue Taylor - C&K Flagstone Community Kindergarten

Sue was successful in winning her Community Kindergarten's local award for "Most Loved Teacher." The award was a local real estate sponsored award open to all teachers and nominated by the public.





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Our Board



Therese Mulherin



Brit Ibanez



Wesley Aird



Genevieve
Atkinson



Scott Carpenter



Megan Gibson



Charles Strickland





Directors (retired during 2019)



Cameron
Henry



Joanne
Darbyshire



Emma Fynes-
Clinton



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Grants Received

C&K would like to acknowledge and thank the following funding bodies for their support in 2019:

Australian Government:

Department of Education, Skills and Employment

Department of Home Affairs

Department of Industry, Science, Energy and Resources

Department of Infrastructure, Transport, Regional Development and Communications

Department of the Prime Minister and Cabinet



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Grants Received

C&K would like to acknowledge and thank the following funding bodies for their support in 2019:

Queensland Government:

Department of Aboriginal and Torres Strait Islander Partnerships

Department of Education

Department of Justice and Attorney-General

Department of Local Government, Racing and Multicultural Affairs



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Grants Received

C&K would like to acknowledge and thank the following funding bodies for their support in 2019:

Grants:

Anglo American Metallurgical Coal Pty Ltd

Ansvar Insurance

Banana Shire Council

Beacon Real Estate

Blue Fin Fishing Club

Brisbane City Council

Cairns Regional Council

Cancer Council Queensland

CS Energy Ltd



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Grants Received

C&K would like to acknowledge and thank the following funding bodies for their support in 2019:

Grants:

MyOwnVet Veterinary Surgery

Peter Russo MP (State Member for Toohey)

Queensland Child Protection Week Committee

Rockhampton Regional Council

Shell Energy Australia Pty Ltd

South Burnett Regional Council

Club Southside

The Salvation Army

Uniting Care Community

