

kidsfirst

kindergartens

ANNUAL REPORT 2019





**Why
kindy?**

CORE PURPOSE STATEMENT

Educating children in their early years

VISION PROPOSITION

Teachers, whānau, neighbourhoods
– children at the heart of amazing learning

**EHARA TAKU TOA I TE TOA
TAKITAHU ENGARI, HE TOA
TAKITINI.**

**SUCCESS IS NOT THE
WORK OF ONE, BUT THE
WORK OF MANY.**

Excellence

Building on our rich and diverse history to ensure that high quality teaching and learning is delivered through sound management of all resources, ongoing learning, continuous improvement, innovative practice and a commitment to excellence.

Contribution

The contributions, skills and experiences of all our people are recognised and acknowledged in an environment where individual difference and diversity is respected.

Relationships

Positive, respectful relationships at all levels in our organisation contribute to a healthy, safe environment. A partnership with parents is promoted and the relationship that occurs between teachers, children and their families/whānau is recognised as unique.

FRONT COVER: Getting into Gumboot Day, held throughout the nation on April 5th 2019, in support of children's mental health. Good on you Kidsfirst Belfast!

OPPOSITE: Children at Kidsfirst Niu anticipate the celebrations during Tongan Language Week.

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Canterbury Westland Kindergarten
Association Inc.
MŌ NGĀ TAMARIKI ME NGĀ WHĀNAU
O WAITAHA ME TAI POUTINI

One of our kaiako leads the way with a happy lineup of tamarki at Kidsfirst McKenzie during Pajama Day.

THE *value* OF KINDERGARTEN

Kindergarten is special.

Its philosophy of learning through play has long been recognised as the best way for children under five to learn.

While kindergartens have evolved over the years to meet the needs of today's families, they have retained the same principles and values they were originally founded on, providing the opportunity for all children in New Zealand to receive a quality start to their education.

At Kidsfirst Kindergartens, we take pride in bringing high quality early childhood education to tamariki through the unique mix of benefits that make up the value of kindergarten.

So just what is it about a Kidsfirst kindergarten that makes it #BetterBecause?

We grow lifelong learners. We see every child as an individual and have qualified, experienced teaching teams. We're proud to weave culture into every kindergarten day. And our great big backyards offer plenty of room for learning, exploration, adventure and fun.

Kidsfirst Kindergartens is one of the largest and most respected early childhood networks in the country, with close to 70 kindergartens

and early learning centres on the West Coast, throughout Canterbury and Christchurch, on Banks Peninsula and around Central Otago.

Known as the Canterbury Westland Kindergarten Association - Mō Ngā Tamariki Me Ngā Whānau o Waitaha Me Tai Poutini, Kidsfirst is a long-standing not-for-profit organisation, with a turnover that runs into the multi-millions.

While we have undergone some big changes in recent years to give Kidsfirst the strong base necessary to remain a pre-eminent provider of early childhood education, we remain committed to our local communities. For over one hundred years we've had generations of children come to learn, laugh, play, make new friends and new discoveries.

Kidsfirst has always been an innovator, but we never forget the special attributes that make kindergarten such an effective form of early childhood education. Protecting the things that make kindergarten #BetterBecause for future generations is fundamental to all we do.

Titiro whakamuri kokiri whakamua

***Look back and reflect
so you can move forward.***





There's nothing like a nice cold iceblock on a hot day as these children from Kidsfirst Hei Hei can testify.



kidsfirst

kindergartens

Throughout 2019 we took huge pride in celebrating the value of kindergarten.

It was the important philosophies such as our commitment to putting tamariki first and the pursuit of the highest quality of education for our youngest learners that took precedence as we shared the highs and low points of the year.

2019 was all about recognising the value of our kaiako, our people, our families, whānau and communities.

There is no single reason why so many

people entrust their children to us at such an important time. There are many. It truly is that the sum of the parts are greater than the whole.

Our promise is to never forget those things that matter the most to our parents, our role as educators, and to children who come to us to learn and have fun. They trust us to do our very best for them.

We take that responsibility to heart.

Tamariki Ki Mua.

TOP, FROM LEFT TO RIGHT: A wheelathon at Kidsfirst Shirley, Kidsfirst's 2019 AGM; cupcakes for Breast Cancer Awareness at Kidsfirst Hawea; a campfire for Matariki celebrations, Kidsfirst Philipstown celebrated diversity with a BBQ; an excursion (with fish) for Kidsfirst Templeton; a corner of Kidsfirst Selwyn Street's wonderful new Spiritual Garden; even an unexpected downfall of snow can result in a happy smile like this one at Kidsfirst Maniototo; and Kidsfirst MacFarlane Park mittens knitted and donated by a lady from the local community

CHAIR'S REPORT

Kia ora Koutou

Naumai Haere mai

Kia ora te whānau. Kia ora ngā manuhiri. Kia ora rau rangatira ma.

Nau mai haere Mai. Ka nui ngā mihi ki a koutou

Haere mai ki te kaupapa o te rā.

Each year, I wonder if the following year will be one where nothing out of the ordinary happens and I can speak to some of the marvellous things our teachers and have done throughout the year and mention some of the exciting developments happening for tamariki in our services.

But we NEVER seem to manage to have a year where things just drift along smoothly! We've had our share of disasters and tragedies in Canterbury in recent times that we have needed to respond to and of course over the past couple of years, the challenging financial situation has seen us forced to make some hard decisions particularly around the closure of some services and the loss of support staff.

We started 2019 with a plan to build financial stability and needed to make some hard decisions to support this. Now, it is a relief to say that we are firmly headed in the right direction. This incredible turn-around is entirely due to all of the hard mahi of our staff and management. All of you have had a part to play in helping to secure our financial future and from the great work in each of your communities, we saw record waiting lists and enrolments in January and February of this year

We are of course absolutely delighted with the increase in funding for 100% qualified teachers and look forward to the greater level of security that this should bring.

In this digital age, Kidsfirst are continually building our brand through our many online channels. We are really

proud of the work done in this area by Jenny Pitama and the Glass Tower team to increase our online reach to more than 60,000 targeted users. We are now promoting our very own teachers as experts in all things early childhood through Facebook and YouTube, and we know from the interactions that we get from these clips, that our families love and trust you. That's seriously something to be proud of.

We now have four kindergartens that have been operating more than 100 years, three who have done 80+ years, and more than thirty who have already celebrated their 50th birthdays!

Our newest Kindergartens, The Bays and West Rolleston celebrated their 2nd and 3rd birthdays respectively, and we look forward to bringing a second kindergarten to Rolleston in 2021 with the return of our Franz Josef building to Canterbury. Although the closure of Kidsfirst Glacier Country was an incredibly hard decision for the Board, bringing the fully-relocatable building back to Canterbury opens up a whole new opportunity for us.

Within the Education Team our Professional Leaders have consolidated the changes in their new structure and we have been thrilled to be able to retain the services of Clare Wells to work alongside them in developing a programme designed to inspire continued improvement in education delivery across our network.

And to the future. We need to continue looking forward and to ensure that Kindergartens are positioned to meet the needs of our upcoming generations.

While we have a proud kindergarten history of more than a century, we also need to continually adapt and respond to research and evidence enabling us to provide the best

learning environment for our young tamariki in the twenty-first century.

With this vision at the forefront, Kidsfirst have been working with seven other Kindergarten Associations across the country, towards establishing a much larger entity, bigger than any one of these Associations alone. Working across geographical regions from South Otago to Northern Auckland we are looking toward the formation of a new organisation, which will provide over 350 quality not-for-profit early childhood services nationally and will be the single largest ECE provider in the Aotearoa New Zealand.

Known as Kindergartens Aotearoa, the aim is to continue to grow the kindergarten movement and to represent our collective interests to government. Over many years, kindergartens have lacked a united voice at government level with many varied Associations ranging from representing just one kindergarten to more than 100.

We want more children to experience what kindergartens have to offer and we want enduring community based not-for-profit early childhood education services to thrive in this country.

Kindergartens Aotearoa plans to become a trusted service provider with the ability to directly affect change to meet government and community expectations. Not only will we be able to meet the changing needs of communities, families and whānau but also meet the government's ambition to strengthen quality public education and make sure Aotearoa is "the best place to be a child...".

This new entity will bring together eight current associations both large and small with the ability for further Associations to join as time goes on.

While the size of Kindergartens Aotearoa will enable a much greater ability to innovate, to gain economies of scale, and



to maximise collective influence, it is an absolute bottom-line, that local communities remain at our heart.

Each kindergarten will continue to be based firmly in its local community, guided by the needs and aspirations of local whānau. We want every child to continue to experience a kindergarten that is nestled into their community, with passionate and highly skilled teachers, creating rich and diverse learning environments.

For our teaching teams, our families and our communities, the move from operating as 'Kidsfirst' to 'Kindergartens Aotearoa' will not mean fundamental changes to the ways you operate, but we hope will provide for an exciting and sustainable future for kindergartens to grow and develop toward our 20th birthday celebrations.

Working as separate independent Associations has always limited our ability to develop and to coherently respond to changing community needs and government policy. Kindergartens Aotearoa will be well positioned and able to do more than we can do as individual associations now, to enhance and grow the kindergarten movement into a secure future while maintaining true regional and local diverse flavours of each kindergarten service.

No reira e ngā iwi kua whakaronga mai nei.



Viv Ruth, Board Chair.





Race you to the top! Tamariki from Kidsfirst Parklands catch a breath of fresh air on a rainy day at their local Arthur Adcock Memorial Reserve.

CHIEF EXECUTIVE'S REPORT

Every weekday morning, thousands of tamariki come through the doors of our kindergartens.

They arrive on foot, on scooters and runner bikes, or more often than not today, in the back of a car. Mums, Dads, grandparents, aunties and uncles, caregivers, friends and extended whānau entrust their children to our care.

It is an enormous act of trust.

We undertake to do many things for children to make a difference in their lives now and into the future: we learn alongside them, as they discover the world, one another, ideas, thoughts and feelings. Our teaching teams provide encouragement, emotional stability, and the helping hands to guide children in making that next step in their development. We prepare them for school, and for many years beyond.

Kidsfirst services promise whānau all of that - and more - explicitly and implicitly, every day.

Above all else, we promise to keep their children safe.

It's something we think about every day, but it takes on new meaning when sudden and unexpected threats emerge - when quakes strike, floods hit, a city is under siege, or an entire community is grieving.

Once again, our kindergartens met these needs without hesitation following the Christchurch Mosque attacks, opening their doors to all who needed shelter, and providing a safe haven of calm and compassion in the weeks and months that followed. Families from a significant number of our kindergartens lost parents, grandchildren, extended whānau, and in the case of Mucaad Ibrahim, a dearly loved little boy.

Christchurch lost the hard-won sense of safety that had been so painstakingly built following the quakes. And yet

again, Kindergartens were the place whānau turned for connection, stability and sanctuary for their children. Our theme for 2019 was Manaakitanga (wellbeing). We had no way of knowing just how apt that focus would be in the wake of yet another tragedy for Christchurch City.

Again over that period, our people lived up to the most fundamental promise we make to parents every day - to keep their children safe. Yet again, Kindergarten was there to contribute to their local communities in deep, meaningful, and enduring ways.

It is a sad reality that, despite the clear value that is added to the lives of all who come into contact with it, kindergarten continues to struggle to hold its own. Unchecked competition, underfunding and societal changes continued unabated this year. However, there was some good news as our marketing efforts were concentrated on those most in need of enrolments and waitlists and there was significant growth to both. The efforts that these kindergartens made themselves were just as important as the brand-level advertising that supported them, showing just what can happen when the resources of the network are combined with those of individual kindergartens.

As we grappled with workload issues and the need to continue to prioritise the well-being of our workforce, we continued to look for smarter, more effective ways to get the job done.

As hard as we all work to ensure as many communities as possible have access to kindergarten, it is sometimes not possible for us to continue to subsidise those where demand is low or costs are especially high. Sadly, this was the case for the Kidsfirst Glacier Country Early Learning Centre, which closed at the end of the second term of 2019.



We were very grateful to the community and whānau for their efforts to try to secure \$300,000 necessary to keep the kindergarten going for another two years, and shared the disappointment of the people of Franz Josef when the decision was made to close the centre.

The world we live in does not stand still - and one of the biggest challenges in early childhood education is how to prepare tamariki for a future world that will be vastly different from the one we live in now - in ways that we cannot, yet, even imagine.

Stephane Kasreal, co-chair of the World Economic Forum's Global Future Council on Education, Gender and Work, made the point this year that one of the biggest changes he envisions, is the need for people to be in school for the rest of their lives in a multitude of ways. Kindergarten has always recognised the need to grow life-long learners, knowing that what children study in these formative years is not as important as the way they learn - and their learning to learn. The world needs educational approaches that value curiosity, inquisitiveness, supporting tamariki to follow their own interests.

There is increasing recognition that technology and humanity must work hand-in-hand if we are to have a truly balanced society, populated by human beings with strengths in areas that make us distinctly human. Those with the strongest 'soft skills' - compassion, warmth, respect, the ability to collaborate - will be best equipped for life ahead.

What children learn as they are immersed in not only the learning, but the social milieu of their first years of the early childhood years are the skills they will need to help them navigate the world for the rest of their lives. Young minds are open and eager to absorb all around them, and we are fortunate in New Zealand to have a curriculum and teaching profession that knows how to steer and guide what our tamariki take in.



Kidsfirst Hei Hei won the prize for Canterbury's tallest sunflower in Dalton's annual Sunflower competition and painted some pretty impressive pictures in the process.



It was all about family, friends and whānau, music and fun at Kidsfirst Vickery Street when they celebrated Christmas and the end of the kindergarten year.



Kidsfirst Kindergartens Chief Executive speaks to assembled staff during the annual hui.

Our values set us apart, and Kidsfirst's #BetterBecause awards, announced each year at the Annual General Meeting, are one of the ways we celebrate them. This year, we were fortunate to have sponsorship from Grocare, Ricoh, Area Landscapes, Play n' Learn, Tredsafe, Compass Playgrounds, Powershop, BDO and Mortlock McCormack, which enabled us to offer prizes to the winners to the tune of over \$6,500. There were many, many diverse and creative entries from across the network, but all highlighted one or more of the values that underpin all that we do: whānau, engaged, proud, inspiring, and passionate.

The other big event on the Kidsfirst calendar is the Professional Learning Hui, which brings together kaiako from across the Kidsfirst network, and is open to other early childhood educators, too. Also celebrated at the Hui were those who had gained enhanced qualifications this year, and long-service awards for many of our Kidsfirst kaiako and staff. It is so important for future generations that we maintain the strength and integrity of the kindergarten tradition, its resolute commitment to quality, and the vast talent of our teaching teams.

As I look back at the 2019 year, it is with a mix of sadness and pride. Amidst so much pain and loss, Kidsfirst people have again proven their resilience, their tenacity, and what can be achieved when we work together as a whole.

My thanks to the Board - especially Chair, Viv Ruth - for their thoughtful guidance this year, and to the Strategic Leadership team for their professionalism and support.

**Ma tini ma mano ka rapa te whai
Many hands make light work. Unity is strength.**

Sherryll Wilson, Chief Executive



Our Tongan immersion early learning centre, Kidsfirst Niu, celebrated Tongan Language Week with traditional attire, coconut shaving and a special puaka spit roast.



2019 was the Year of the Pig. Engaging with their community, Kidsfirst Hawthornden made traditional dumplings to share as part of their Chinese New Year celebrations.



Kidsfirst Hornby celebrated Samoan language Week with costumes and song, proudly showcasing this important community within our Kidsfirst whānau.



Kidsfirst Phillipstown celebrated Eid al-Fitr, the Muslim festival marking the end of dawn to dusk fasting and a chance for celebration, feasting and gift giving.



THE KIDSFIRST BOARD

It was another challenging and eventful year for the Board of Kidsfirst Kindergartens.

At the Annual General Meeting, we said a sad goodbye to Janina Konia as she completed her time with our Association.

Meanwhile we welcomed Luke van der Broek, who brings a wealth of business experience to the role. He says, *"My vision for the future of Kidsfirst is for it to continue to be an excellent, community focussed provider of education to our young people. To achieve this the Board will need to continue evolving, planning and strategising, to realise Kidsfirst's vision of amazing learning. The vision must be underpinned by having children at the heart of all decisions we make as an organisation."*

It is not easy for the Board to navigate the challenges and opportunities of such a turbulent environment, but careful planning and strategic decision-making have helped us to maintain our position and set sights on a strong future.



Board members:
Top: Dianne Collier and
Janina Konia at the AGM

Kidsfirst welcomed Luke
van den Broek to the
Kidsfirst Board in 2019.

2019

THE YEAR IN REVIEW

It was a year of highs and lows, of happy smiles and the deepest tragedies. However through it all we banded together and showed what Kidsfirst is made of. It's times like this that the values at the heart of our organisation, and within each of us, really matter, and kindergarten shows its true heart and soul as a hub for the community.

It is impossible to start a review of the year anywhere but with the almost unbelievable Mosque attacks that set the country reeling. That sad day touched so many lives in so many ways. Whānau at more than two dozen of our kindergartens were directly affected by the horrific attacks.

Our teaching teams, educational and administrative support teams, extended kindergarten family and whānau did us proud.

We all look back with aroha, mindful that the suffering of so many families goes on. We also recognise the positives of 2019 - the ways we worked collectively to help our communities to rebuild in the wake of such a horrendous event.

From screenprinted butterflies to spiritual gardens, from snow days to trips to the beach, visits to the kindergartens from new people and old friends... there was so much going on.

Here is just a sprinkling of some of that wonderful activity...



Kidsfirst Phillipstown celebrated the 100th birthday of its kindy building in November 2019 with a special week of activities including a community 'flashback' morning tea celebration.



For tamariki, the all time favourites of swings and playing outdoors never gets old. Give a child somewhere to run, hide, or twist and turn on a swing and watch them go.



When six-year old Muhammad Shahan Hussain, now living back in Pakistan, heard about the Christchurch Terror Attacks he sent a letter of support to his friends at Kidsfirst Avonhead.



In 2019 we focussed on The Value Of Kindergarten, featuring all the things that make us #BetterBecause - from our big backyards to our approach to our teachers and educational commitment.

All our AROHĀ



The 15 March shootings at two Christchurch Mosques sent shockwaves through the close-knit Kidsfirst whānau community, as it did throughout New Zealand.

Families of nine of our kindergartens were directly impacted by death or injury.

Tragically, four year old Mucaad, who attended Kidsfirst Edmonds Smith kindergarten, was one of those killed in the attacks.

Kindergarten has always had a special role to play when communities are rocked by tragedy. As they did in the Christchurch quakes and Pike River disaster, our teaching teams provided much needed routines and calm, and a place where tamariki and whānau could leave the awfulness of the outside world at the door.

Practical support and fees relief were provided to families directly impacted by the tragedy.



Let's look through the eyes of our tamariki and learn from them. They do not immediately see culture or religion, or colour... instead, they see a friend. They see more of what we share and what binds us together, rather than what drives us apart. They do not see what we label as 'diversity' as anything but normal, and neither should we. Nau mai, tauti mai, haere mai.

Celebrating Holi Day was a great way to add a splash of cultural richness and colour at Kidsfirst Phillipstown...



KEEPING CONNECTED

Some things stay with you for a long time. And for many people that's the memories they have of kindergarten and their attachment to those very special early years.

There were so many great examples of that this year. While we're used to seeing generations of the same family come through our kindy gates, but the Howard family of Hokitika took it to a whole new level, turning out in force to the annual wheel-a-thon with past and present kindy kids.

Elsewhere, kindergarten teachers said a warm hello to people with strong connections to 'their' kindy - some having come there 40, 50, or even 60 plus years before.

The kindergarten message is always clear:
Welcome back, come on in.



Back in one of his favourite spots: Kidsfirst Hei Hei got a visit from former kindy kid Glen Urquhart 40 years after his time there, he was welcomed in and made himself right at home.



Say hello to the Howard family - a big part of the Kidsfirst Hokitika kindergarten whānau for two generations now. (Pictured at the kindergarten's annual Wheel-a-Thon fundraiser.)



Irene Gray, grandmother of a current kindy kid was transported back to her own kindergarten days when she spotted herself in a photo of a picnic held many years ago.



Tamariki from Kidsfirst Shirley took a step back in time to explore the Canterbury Museum on a visit to discover more about early Māori and European life in Ōtautahi/Christchurch.



Kidsfirst Opawa St Martins fundraised in their local community to help raise enough money to adopt a kākāpō named Rangi.

EVERY CHILD IS UNIQUE

Whatever it is that sparks the imagination of tamariki our teachers are quick to run with it and turn it into a learning opportunity. The aim is to inspire children to wonder, learn and extend their learning, through their own interests.

Some children choose books, technology or arts and crafts. Others get active outside in the fresh air or find inspiration in the garden. Sometimes it's learning about science that flicks the switch or finding a passion for music, drama or cooking. At others, it's the excitement of welcoming family,

friends or visitors from the community and finding out more about people and the world around them. "We had an amazing turnout of around 100 people and a warm, friendly atmosphere for the blessing of our new carved pou/pillar taonga at Kidsfirst Wakatipu," says head teacher, Sally Hogg.

"Kindergarten tamariki both past and present sang waiaita together and were excited to be involved in the event."

Koru patterns in the steel frame were made to represent the dawn and the sleeping child waking to begin their

day of learning, while the pou's name Te Pito o Te Aroha (The Seed of Love) reflects the importance of education being nurtured with love. Kidsfirst Shirley took a step back in time to explore the Canterbury Museum and discovered more about early Māori life and what Ōtautahi/Christchurch looked like before European settlement.

Looking up at towering life-like moas, feeling the smooth surface of a huge slab of pounamu (greenstone) and taking a ride on the 'Penny Farthing' bicycle were just some of the many

highlights of their day, planned as a wrap-up to a whole community discovery into what the region was like in the past.

Exploring parts of Canterbury had already taken Shirley tamariki on adventures to Waikākāriki (Horseshoe Lake), Burwood Wetlands and Riccarton Bush to see the original lay of the land before Christchurch started to take shape.

Another time, the kindergarten took a Gondola ride to the top of the Port Hills. Here, in 1850, the first immigrants to arrive in Lyttelton, would have climbed up the Bridle Path and caught their first glimpse over the Canterbury Plains looking out on a very different landscape, to what we see today.

“Our visit to the Museum gave us a visual tour of the early life of Māori as well as the first European settlers to Otautahi and really helped to bring together all of the experiences of our previous trips,” says teacher, Anita Stowell.

For tamariki at Kidsfirst Lady May, a snuggle with the adorable guinea pig, Archie - named after the new royal baby - was the highlight of a visit from the SPCA.

Having pets and animals visit at kindergarten is an enriching experience for tamariki. And talking about the importance of taking care of our animal friends helps them to have more empathy for other living things.

The SPCA (Society for the Protection of Cruelty to Animals) helps protect over 45000 animals (who may be sick, injured, lost, abused or abandoned) in local communities throughout New Zealand every year.

“Our visitor from the SPCA talked all about what animals need to survive - food, water, shelter and, of course, love!” says head teacher, Anna Johnson.

At the end of one talk the children were very excited to engage with Archie, who had waited patiently in his cage before being allowed out for pats.



Nala from Kuri, a Christchurch doggy daycare centre, helped for the children learn more about safety around dogs at Kidsfirst Papanui.



Archie, the SPCA guinea pig, visited Kidsfirst Lady May to help tamariki learn more about looking after animals.



If it weren't for my gumboots! Kidsfirst Greymouth tamariki explore outdoors with a brand new set of wet weather gear.

SPACE TO EXPLORE OUR WORLD



Making snow angels, building a snowman and making happy face emojis in the fresh powder was all part of the fun of a snow day at Kidsfirst Maniototo.

There's always lots to learn at kindergarten, no matter the time of year - and lots to love. Each new season brings fresh opportunities for tamariki to explore and discover more about the world around them.

Even in the cooler winter months there are still so many ways our tamariki can enjoy exploring the great outdoors at kindergarten: splashing in puddles with gumboots, catching raindrops on the tongue, preparing the vegetable garden for the spring, and listening to the crunch of frost underfoot.

Central Otago's Kidsfirst Maniototo is set against an ever-changing natural backdrop, especially in winter, when snow can bring unexpected opportunities for play and discovery. The tamariki found many different ways to interact with a surprise dumping of white - from drawing smiley faces in it with gloved fingers to throwing themselves into the fun on the snow-covered ground.

Tamariki happily played outside all day long,” says head teacher, Deb McNally, “There’s so much fun and learning to be had when there are new elements like snow to explore outdoors.”

On the West Coast, Kidsfirst Greymouth tamariki looked to the heavens with new interest after an extensive study of our solar system.

The long, dark crystal-clear night sky over Aotearoa, with all of the stars and planets twinkling brightly, make the heavens appear closer to earth - the perfect conditions for stargazing.

“After having their interest in the galaxy sparked our tamariki were eager to discover more. They fast became experts on our solar system,” says head teacher, Tracy Jennings.

“It was a great topic that allowed all age groups to be involved through play, art, IT, books, games, puzzles and music.”

A change of season brings new appreciation for the beauty of nature and this is especially true when our spacious big backyards burst back to life in the spring.

Whether it’s with a brand new gardening project, a spring clean, or getting out and about to see and do new things, spring is a great time to renew and embrace whānau involvement and community connections.

As with all of our kindergartens and early learning centres, kaiako at Kidsfirst Hei Hei are passionate about sustainability and are always looking for opportunities to encourage tamariki to develop a sense of kaitiakitanga (guardianship) for their environment.

This year, Kidsfirst Kindergartens Hei Hei invited a representative from Growing Kiwi Gardeners to share gardening tips with tamariki, as well as some of the ways to keep plants growing well and the planet healthy.



Kidsfirst Selwyn St children were instrumental in planning a spiritual garden in their big backyard - a tranquil space for everybody to enjoy.



It’s so important for children to have open outdoor spaces for play and exploration. Great big backyards are a hallmark of kindergarten.



Tamariki from Kidsfirst Hawthornden helped park rangers at Avonhead Park with new plantings ahead of spring.

“Tamariki were shown how to carefully place seeds into empty yoghurt pottles that would be ready to plant out in our kindergarten garden, in warmer weather,” says teacher Niki. “Recycled bottles were used as watering cans.”

Kidsfirst Broomfield spruced up their big backyard with a major update to their landscaping.

“A large, under-utilised outdoor area was brought to life with a new rock riverbed, wooden swing bridge, boulders and native plantings,” says head teacher, Rosie Hatton. “It looks a lot more appealing and is now fit for pupose too.”

Tamariki made the most of the new landscaping over the warmer spring and summer months and the space will continue to evolve as the seasons change.

Hapaitia te ara tika pumau ai te rangatiratanga mo nga uri whakatipu.

Foster the pathway of knowledge to strength, independence and growth for future generations.



A brand, new spacious sandpit now features as part of Kidsfirst Bromley's big backyard, with plenty of room for exploration, fun and play.



Colour has always been something associated with kindy, and so has being able to get outside and make a creative mess.



Tamariki from Kidsfirst Redwood making the most of their wonderful outdoor area and watching some of the wildlife these big backyards attract.



Surprise! Toasted huhu bugs were on the breakfast menu as Kidsfirst Hawea celebrated Matariki with a 'fire' theme.



A redesigned playground at Kidsfirst Terrace connects children to the local environment and provided practical spaces for play and exploration.



Books have been a favourite at kindergarten, since we first started teaching, well over a century ago. They still draw a crowd today.



Planting seeds at Kidsfirst Hei Hei is great fun for tamaraki and also teaches them how things grow, how to nurture them, about sustainability and our natural environment.

GROWING LIFELONG LEARNERS

Helping children grow into confident, contributing, independent beings with a strong sense of curiosity and interest in the world around them is a big part of what kindergarten is all about.

Having everyday experiences that build on a child's ideas and theories, receiving encouragement from interested, attentive adults who foster a sense of excitement and wonderment - these things spark a love of learning in a child that can stay with them for a lifetime.

Research confirms what kindergarten has known for generations: children learn best when they are following their own interests, at their own pace, and having fun in the process. And our teachers are always on the lookout for new ways to inspire learning.

Observing the life cycle of the monarch butterfly/kahuku at their kindergarten inspired Central Otago's Kidsfirst Maniototo tamariki to create some wonderful screen-printed butterfly art.

"Tamariki kept a close eye on the kahuku caterpillars that hatched onto swan plants in our kindergarten garden," says teacher, Theresa

Souness. "And continued to watch, intrigued as they grew round and plump before turning into a chrysalis."

The importance of birds, bees and butterflies was the theme at the region's local A&P show for 2019. They decided to immortalise their beautiful winged friends with screenprints as part of the show's art exhibition.

"The project was a big hit with the children, who loved the bright colours, bold patterns and the big surprise at the end on seeing their creation completed."



Children were excited to decorate their own cupcakes as part of a tour of the bakery at Countdown Church Corner.



A new carved pou (pillar) taonga at Kidsfirst Wakatipu was blessed with water from Lake Wakatipu.

CELEBRATING OUR CULTURE

The celebration of Matariki (the Māori New Year) has strong links to the Kidsfirst value of whānau – making and maintaining connections and putting people at the heart of all that we do.

The annual event brings opportunities to educate tamariki, connect with communities, explore more of our bicultural heritage and stimulate children's imaginations.

Matariki translates to the 'eyes of God' or 'little eyes.' When this seven star cluster reappears on the mid-winter horizon, it is considered to be a kaitiaki (guardian) of the year to come. Traditionally, it's a time to celebrate with whānau and friends, to reflect on the past and to look to the future.

Kidsfirst Hawea head teacher, Kylie Arnesen says, "Matariki celebrations are a wonderful chance for our kindergarten

community to make connections with other families and to get to know each other better."

In what was a new experience for many at the kindergarten, huhu grubs were on the menu, as part of shared kiwiana-inspired kai. A firepit made the outdoors cosy and was the perfect spot to toast a huhu or two.

"Supporting our tamariki to be good kaitiaki (guardians) of the land is an important aspect of our kindergarten philosophy, and events such as Matariki help us to strengthen this understanding," says Kylie.

The imaginations of all ages ran wild at Kidsfirst Phillipstown's Matariki event, as tamariki and their whānau shared their hopes and dreams for the year ahead written on glittering stars hung from the ceiling.

Head teacher, Kathy Harford says, “Involving our community in our celebrations is one of the many ways tamariki get to share what they learn at kindergarten, reinforce connections with family and friends and be proud of what they achieve.”

Kidsfirst Shirley turned into a ‘soup kitchen’ in the lead up to their Matariki celebrations, preparing tasty pumpkin and vegetable soup to share with whānau. Disco kanikani (dancing), creating playful shadows on the wall with a light projector and toasting marshmallows on the campfire outdoors all made for a special night out at kindergarten.

“It’s always really exciting for tamariki to come back to kindergarten after dark,” says head teacher Julie Brown.

Kidsfirst Wales St tamariki starred in a special kindergarten movie to tell the story of how the stars of Matariki came to be. Legend has it, after his parents Rangi and Papa were forced apart by his brother, Tāwhirimātea (the god of the winds) threw his eyes to the heavens in anger and they formed the many different constellations of the night sky.

“Tamariki had helped to create our Matariki movie props,” says head teacher, June King. “And they were so proud to have their whānau along to kindergarten to watch their film and to sing, dance and share kai.”

To help parents and whānau discover more about Matariki, Kidsfirst McKenzie held a treasure hunt to find stars dotted around the kindergarten, each with a different quiz question about the Māori New Year.

“Quiz contestants could also enter a draw to win our Matariki prize – a box packed with fresh fruit and vegetables.” says teacher, Marilyn Gray. “We also shared a storybook about Tutu the Taniwha and enjoyed a breakfast hākari (feast) together.”

A big thank you to all of the kaiako, tamariki, whānau and friends across our Kidsfirst family who helped to make our Matariki celebrations a very bright spot on the winter kindergarten calendar for 2019.



There are many murals around our various Kidsfirst kindergartens, many of which feature references to our native NZ landscape and bird and other wildlife found here.



Tamariki at Wales Street took part in a special video for Matariki that encouraged confidence in speaking Te Reo Māori.

EVERYBODY'S WELCOME HERE

Kidsfirst is an organisation known and loved for our open doors, our welcoming of all people, and our incredible diversity. Manaakitanga (caring) is at the core of who we are and everything we do.

Before the Christchurch mosque attacks on 15th of March 2019, the idea that any of our children may end up in a lockdown with such shocking events happening just streets away would have seemed inconceivable. Children actually losing their lives under such senseless circumstance was also beyond comprehension.

The events brought home how very interconnected we are, with many of our Kidsfirst whānau impacted by the horrific loss of lives within our Muslim Community.

For our teaching teams at kindergarten – as it was for parents at home – the focus became about helping our children to feel safe and secure as we tried to make sense of what had happened. It was a time to slow down, to listen and to care for everyone around us.

In the days and weeks that followed we were amazed and inspired by the aroha and support that shone through in our communities in celebration of diversity and unity. We received many heartfelt messages of love, including one from a very special friend - six-year old Muhammad Shahan Hussain.

In 2016, Shahan had attended Kidsfirst Avonhead and had fond memories of the kindergarten and the city before moving back to his homeland. Now back in Pakistan, his



Kidsfirst Nuffied received a donation from 'The Rockabilly Show & Shine team' – a local group of hot rod car enthusiasts and rock'n'roll fanatics who create fun events to raise funds in generous support of their local community.



Kidsfirst Karoro held their own Autumn Harvest Festival, inviting the whānau, family, friends and the local community to share in a celebration of the season.

mother said he was very sad to hear what had happened and expressed his feelings in a letter with a message of love and support for his friends here.

"I heard about the sad incident in Christchurch. I am very sad," he wrote, "New Zealand is a peaceful country. I have good memories. I do not want its peace to be spoiled. I support all my New Zealand friends. They are also sad. I am with them. I love New Zealand very, very much."

At Kidsfirst Phillipstown, tamariki, kaiako and whānau held a celebration of diversity and unity in the community, with candles and shared kai at kindergarten.

Parents pitched in to lend a hand with the breakfast bbq, to spend quality time with their tamariki and to chat with and give support to each other. Tamariki had created beautiful hand-painted tea-light candles for everyone to take home.

"Every candle is unique just like every one of us," said Kathy Harford, head teacher.

A week on from the Christchurch terror attack Kidsfirst Wales Street joined the Colour your Day fundraiser embraced by thousands throughout Aotearoa, New Zealand.

"To celebrate our people and to aroha tētahi ki tētahi – show love to one another we joined the nation to stand together on this day," says head teacher, June King. "Tamariki wore bright colours and we hung the flags of our kindergarten community on the kindergarten fence. Many of our parents commented on how much impact the flags had as they arrived at kindergarten."

"That's my Cambodia flag!" said one child on arrival at kindergarten. He was excited to see his special flag on display, providing a wonderful sense of belonging for him and his whānau.

Parents were invited for morning tea and tamariki painted an artwork with pictures of themselves at kindergarten and to acknowledge that, "We are whānau."



Belfast planting day at the Styx Mill Reserve saw parents and caregivers working alongside our kaiako and tamariki in helping to regenerate the vegetation destroyed by fire.



Tamariki, kaiako and whānau at Kidsfirst Phillipstown showed their love and support in celebration of diversity and unity in our community, with candles and shared kai at kindergarten.

The Kidsfirst Kindertartens Better Because Values Awards recognise the kindertartens, early learning centres and individuals who epitomise our core values – Inspiring, Passionate, Proud, Engaged and Whānau. In 2019, two brand new award categories were introduced, a Kidsfirst Champion Award, to recognise individual excellence, and a special Board Award.

Passionate award, sponsored by Grocare:

Kidsfirst Kindertartens Cotswold.

The team at Kidsfirst Cotswold showed a commitment to kaitiakitanga. A worm farm, composting, collecting rain water, making fire bricks, becoming plastic bag-free and creating a 'Bishops Box' (to share fresh produce with the local community) are all ways the kindertarten does their bit for Papatūānuku (the land).

Highly Commended, sponsored by Ricoh:

Kidsfirst Kindertartens Ilam.

Proud award, sponsored by BDO:

Kidsfirst Kindertartens Greymouth.

The Kidsfirst Greymouth team focussed on helping to secure the future of their kindertarten in a highly competitive market. They continued to play their part in keeping the kindertarten alive and viable, with community events and fundraisers that helped to inspire new enrolments.

Highly Commended, sponsored by Powershop:

Kidsfirst Kindertartens Selwyn St.

Engaged award, sponsored by Compass Playgrounds:

Kidsfirst Kindertartens Phillipstown.

The Kidsfirst Phillipstown team embraced the diversity of their community to listen, reflect and respond to their kindertarten in amazing ways. They put huge effort into celebrating the diverse cultures around them and engaged the wider community with events that brought whānau together.

Highly Commended, sponsored by Powershop:

Kidsfirst Kindertartens Belfast.

Whānau award, sponsored by Area Landscapes:

Kidsfirst Kindertartens Riccarton.

The Kidsfirst Riccarton team put people at their heart. Determined to do the very best for their whānau, they set up a dental hygiene programme at kindertarten as well as a support group to help families affected by the Christchurch Mosque Attacks.

Highly commended, sponsored by Play n Learn:

Kidsfirst Kindertartens Hokitika.

Inspiring award, sponsored by Tredsafe:

Kidsfirst Kindertartens Diamond Harbour.

The team at Kidsfirst Diamond Harbour challenged the status quo to strive for excellence. They continued their involvement with their Kahui Ako (community of learning) including a two year Teacher Led Research Initiative with their adjacent school, to improve school transitions.

Kidsfirst Board Exemplary Award, sponsor - Area Landscapes:

Kidsfirst Kindertartens Wales St.

This award recognised Kidsfirst Wales Street's commitment to our bicultural heritage and the principles of the Treaty of Waitangi. To celebrate Matariki, the kindertarten involved all tamariki in the creation of a movie to tell the local legend of (Māori god) Tū Te Raki-whānoa, the son of Aoraki who shaped Te Waipounamu/the South Island.

Values Champion, sponsored by Mortlock McCormack Law:

Adele Puddy from **Kidsfirst Kindertartens Cotswold.**

In her relatively new role as head teacher, Adele Puddy led her team by example. They were inspired by her wonderful teaching energy, the creative ideas she transformed into reality, and her "can do" attitude. Nothing was too big of a challenge, if it was seen to positively impact the tamariki and the kindertarten.

Highly commended Values Champion, sponsored by Powershop:

Tracy Jennings from Kidsfirst Kindertartens Greymouth.

AT OUR HEART AWARDS



Top to bottom, left to right: Kidsfirst Riccarton with the Whānau award; Kidsfirst Diamond Harbour proved themselves to be Inspiring; Kidsfirst Phillipstown were Engaged; Kidsfirst Cotswold took the Passionate award; there was an impressive turnout of staff and parents, Kidsfirst Belfast, proud to be highly commended in the Engaged category.



REPORT CARD AGAINST 2019 ANNUAL PLAN

Relationships, Values, Culture: At the heart of who we are, what we do and how we do it.

Strategic Objective 1:

To lead the way in educational programmes through a platform of innovation and growth:

Action: Review how the organisation acknowledges the status of Māori as tangata whenua.

Achievements:

- Teaching teams and individual teachers have continued to progress work plans. Documentation and pedagogical practice is reflecting growth and progression with evidence of te reo, tikanga principles, and whakatauki within assessment and planning documentation. There is also growth in the use of te reo with evidence of increasing complexity across teaching teams.
- Work surrounding cultural narratives is at varying stages of progression across teaching teams. Some teams were given their cultural narrative by Pouhere Ako Māori, other teams have engaged directly with local runanga to research and develop these and others are yet to engage with this work.

Action: Develop the organisation with a focus on growing the principles of equity and excellence throughout teaching and learning.

Achievements:

- The Education Team's collaborative approach to work with teaching teams

within focus areas is beginning to build capacity and capability across the team as a whole.

- Managers are seeking and utilizing individual strengths and skill sets within the team to support specialist work within teaching teams.
- Individual teams are currently involved through external agencies in research opportunities.

Strategic Objective 2:

Continually improve and enhance existing systems and infrastructure supporting our service delivery:

Action: To review the Association's governing documents.

Achievements:

Teaching teams aware of the roles and The Association's constitution reviewed by the Board.

Action: Embed the new structure of the Education Services Team.

Achievements:

External consultants employed to work with the team to progress the co-leadership model and provided updates to the Chief Executive along with recommendations.

Proposal for change consultation paper written, feedback considered and implementation began.

Facilitator appointed to support and guide the team in a new way of working. Three additional positions identified:

- Education Manager
- Learning Support Manager
- Pouhere Ako Māori Advisor

Action: Our teaching workforce supports excellence in teaching and learning in all services.

Achievements:

- An intern from the University of Canterbury engaged to investigate an induction programme for teaching staff including those staff promoted to leadership roles.
- Draft parameters were developed to appoint staff to the Association instead of to individual kindergartens

Action: Review our financial infrastructure focusing on banking facilities, insurance coverage, finance and investment strategy including reserve funding policy.

Current Position:

- **Banking**
Taking into account the current banking situation in Australia, the challenges faced by that sector, and the Governor of Reserve Bank of New Zealand recent comments concerning Australian owned banks, which currently has 88% of the New Zealand market, the focus was changed to what Kiwibank (New Zealand) can offer.

Action: Roll out new hardware to teaching staff and train teaching staff in the use of new technologies.

 **Achievements:**

- Project reviewed with recommendations (including lessons learnt) in preparation of the next implementation in 2021 of new ICT hardware and software.

Action: Implementation of Stage One of three-four technology roadmap.

 **Achievements:**

- Leveraged the Microsoft Not for Profit financial benefits
- For some of the other projects delays were caused due to the Association's firewall needed to be replaced which resulted in a virtualized firewall being set up.

Strategic Objective 3:

Identify and leverage business opportunities in the education environment to build revenue streams, increase participation; and invest back into our communities.

Action: Maintain and increase enrolments and child funded hours through marketing and promotions at an organizational level and individual service level.

 **Achievements:**

- External marketing strategy completed which resulted in:
 - launch of new website
 - head office roles and responsibilities and systems finalized to support marketing strategy.
- Sales pipelines, supporting systems including CMS and reporting functions to improve the internal role in the sale process completed.

- Identified targeted support for those kindergartens with low rolls, improved management of wait lists and understanding the impact of the introduction of fees.
- Developed and implemented Focus 24 Group with the intent to build waitlists, enrolments and community connections.
- New sale resources were developed.
- Reviews of the promotional kit and physical signage of individual sites were completed.



FINANCIAL PERFORMANCE

The year ended 31 December 2019 has seen the Association achieve a significant turn-around in financial performance.

The financial performance before non-cash items has improved from a deficit of \$315k in the 2018 year to a surplus of \$927k in the 2019 year.

While revenue from Government Funding reduced by \$1,135K during the year (largely due to the closure of a number of kindergartens at the end of 2018 and during 2019) there was a corresponding decrease of \$1,047k. in staff expenses. As explained in Note 1 of the Notes to the Financial Statements expenditure of \$808k classified as "Utilities" has, in 2019 been included in Property Expenses, whereas in 2018 this item was included in Administration Expenses. Tight financial control of the balance of Administration, Property and other Expenses has given rise to overall savings of \$433k over similar categories of expenditure in 2018.

For the 2019 year Kidsfirst re-introduced attendance fees, contributing a further \$1,142k of revenue for the year.

The Association's overall surplus of \$1,278k in 2019 also benefitted by movement in non-cash items:

- a significantly lower impairment charge for property, plant and equipment of \$624k.
- The release of the balance of provision for building repairs (\$366k) considered no longer required by the Board after final settlement of insurance claims related to the 2011 Christchurch earthquakes.
- an adjustment in respect of Equity Funding for kindergarten improvements (equipment, resources, teaching and learning initiatives etc) that had previously been received from the Ministry of Education and held as a Grant Received in Advance. The initial spending of \$521k had been funded internally by Kidsfirst as kindergarten improvements were undertaken over recent years. On completion of these improvements, the Equity Funding held in Grant Received in Advance has now been recognised as income for the Association.

A number of kindergarten properties were subject to revaluation during 2019 resulting in a reduction of the carrying values of these properties by \$772k.

The net result of the above has been an increase in the Equity of Kidsfirst by approximately \$500k between 31 December 2018 and 31 December 2019. This has resulted in total equity of \$32.8m, which provides a very strong base for future operations and development.

Reinforcing the strong performance of Kidsfirst during the 2019 year is the net cash flow, from operating activities, which has improved by \$1,260k over the 2018 year – largely due to the re-introduction of attendance fees across all kindergartens in the Association.

Equity Funding

During 2004, the Government of the day introduced an initiative to the Early Childhood Sector as a further step in the Government's commitment to:

- reduce educational disparities between different groups in New Zealand
- reduce barriers to participation faced by those groups that are under-represented in ECE services
- support ECE services in raising their level of educational achievement

This initiative, entitled Equity Funding is still in place today.

Equity funding is available only to licensed early childhood education services that operate in low socio-economic communities who may have:

- significant numbers of children with special education needs, or
- originate from non-English speaking backgrounds, or
- are based on language and culture other than English.

In addition licensed early childhood education services that operate in isolated areas also qualify for Equity Funding.

In 2019, a total of \$420k was received in Equity Funding on behalf of the **following thirty-three kindergartens/centres;**

Kidsfirst Kindergartens:

- Alexandra • Linwood • Bromley
- MacFarlane Park • Broomfield
- McKenzie • Cromwell • Mathers Road
- Edmond Smith Street • Maniototo
- Frankton • Ngaire Larcombe
- Greymouth • Northcote
- Hargest Crescent • Nuffield

- Hawea • Phillipstown
- Hei Hei • Portsmouth Street
- Hokitika • Richmond • Hoon Hay
- Selwyn Street • Hornby • Terrace
- Karoro • Wakatipu • Kendal Avenue
- Wigram • Lady May

Kidsfirst Early Learning Centres:

Glacier Country [for a six month period] Niu

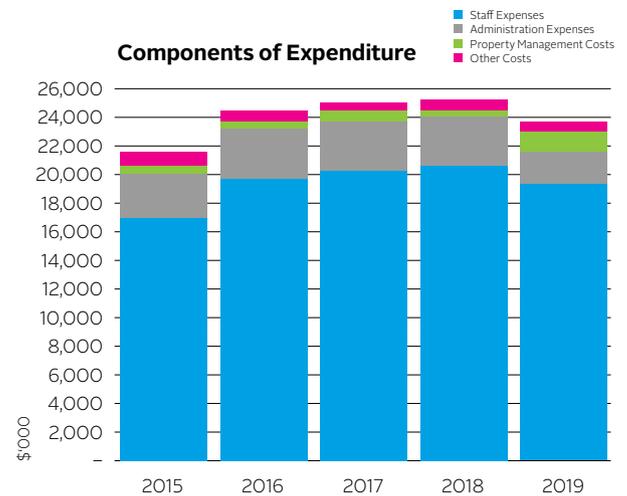
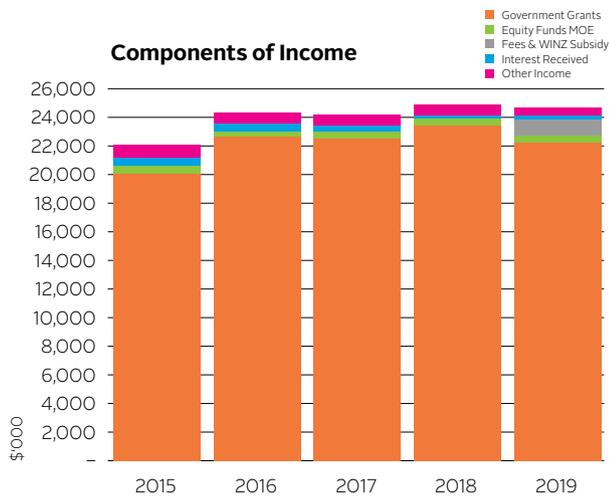
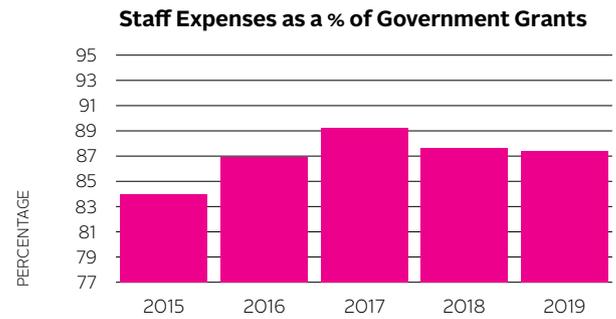
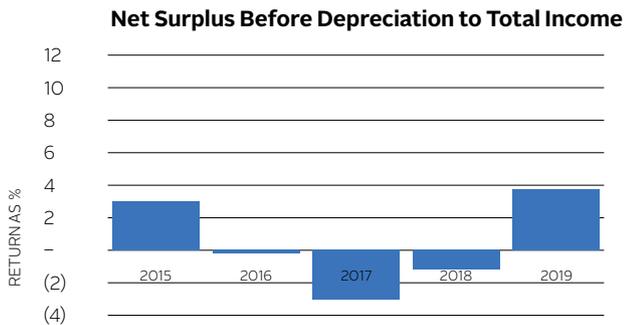
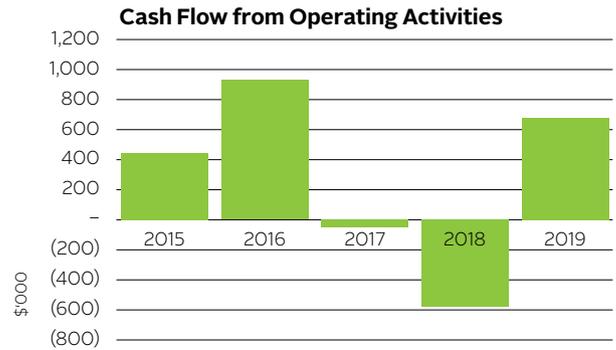
The funding received in 2019 was spent in a variety of ways with equity funding goals in mind. This included:

- specialist assistance in the area of social competency to provide professional development for teaching staff.
- purchase of resources and equipment to promote language development, gross motor skills, sensory experiences, etc.
- increasing tamariki's confidence and knowledge about how to keep their bodies healthy through physically active play.
- improved teacher ratios to create better learning outcomes for individual children and groups of children that require additional support.
- strengthening relationships with priority learners, Pasifika and Māori families to create better learning outcomes for our Akonga.
- purchasing of new technology aimed to support children to document their own learning.
- promotion and purchase of nutritious food and children's clothing such as children's rain jackets and sunhats.
- purchasing of Māori and Pasifika resources and promoting the acquisition of Te Reo Māori.

- accessing professional development opportunities
- providing specialised learning experiences outside and within the kindergarten/centre to make connections with our communities and cultures.
- improving the outdoor and indoor environments to enhance children's interests, learning and wellbeing; parents'/whanau and community engagement.
- supporting and extending the learning programme goals through the engagement of visitors and groups.
- encouraging self care, visual awareness of themselves as children so that these skills can be used in the home environment to support whānua to be engaged in their child's learning.
- supporting children to identify where their family comes from in the context of the wider world and affirm their cultural origins.
- providing funding and transportation assistance for tamariki to attend our services.
- purchasing of resources and equipment to support our two and three years old to have a sense of belonging through exploration.
- providing parent education opportunities and resources.

This funding continues to be invaluable in supporting our kindergartens/centres that serve low socio-economic and isolated communities. As a result, the Association has been able to redirect some of its own financial resources to support kindergartens and centres that do not qualify for Equity Funding but which also face significant challenges

FINANCIAL OVERVIEW



OUR FINANCIAL PERFORMANCE

	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000
Financial Performance:					
Government grants	22,277	23,412	22,574	22,609	20,125
Equity funds MOE	420	502	440	459	416
Fees & WINZ Subsidy	1,207	65	107	138	149
Interest received	186	200	403	555	696
Other income	541	688	662	559	702
Total income	24,632	24,868	24,187	24,320	22,088
Staff expenses	19,487	20,534	20,160	19,661	16,898
Administration expenses	2,204	3,525	3,520	3,479	3,200
Property management costs	1,334	459	695	606	569
Other costs	679	666	568	616	765
Total expenditure	23,704	25,183	24,943	24,362	21,434
Net operating surplus (deficit) before non-cash items	927	(315)	(756)	(42)	654
Non-cash items	351	(1,106)	(389)	(131)	(189)
Revaluation of property plant and equipment	(772)	39	-	1,936	-
Total comprehensive revenue and expenses	506	(1,383)	(1,145)	1,763	465
Financial Position:					
Current assets	9,055	9,119	11,795	15,322	15,449
Property plant equipment and capital work in progress	29,668	30,400	29,272	26,336	20,297
Total assets	38,722	39,519	41,067	41,658	35,745
Current liabilities	5,913	7,216	7,381	6,827	6,513
Net assets	32,809	32,303	33,686	34,831	29,232
General funds	32,809	32,303	33,686	34,831	29,232

	2019 \$'000	2018 \$'000	2017 \$'000	2016 \$'000	2015 \$'000
Changes in Net Assets:					
Opening net assets	32,303	33,686	34,831	29,232	28,767
Net surplus (deficit) for the year	1,278	(1,422)	(1,145)	(173)	465
Revaluation of property plant and equipment	(772)	39	-	1,936	-
Equity recognised on merger	-	-	-	3,836	-
Closing net assets	32,809	32,303	33,686	34,831	29,232
Closing net assets is comprised of:					
Retained earnings	15,170	13,892	15,313	16,459	16,632
Revaluation reserve	8,833	9,605	9,566	9,566	7,630
Capital reserve	4,970	4,970	4,970	4,970	4,970
Central Otago reserve	3,836	3,836	3,836	3,836	-
Closing net assets	32,809	32,303	33,686	34,831	29,232
Cash Flows:					
Cash flows from (applied to) operating activities	673	(587)	(59)	928	438
Cash flows from (applied to) investing/financing activities	(671)	558	62	(913)	(414)
Net increase/(decrease) in cash held	2	(29)	3	15	24
Add opening cash brought forward	68	97	94	79	55
Ending cash carried forward	70	68	97	94	79

Ratios:					
Net operating surplus (deficit) as a % of total income	3.77	(1.27)	(3.12)	(0.17)	2.96
Staff expenses as a % of government grants	87.48	87.71	89.31	86.96	83.96
Property costs plus fixed assets purchased	1,921	2,654	4,282	1,328	5,220

FULL FINANCIAL STATEMENTS AVAILABLE

This summary financial report has been extracted from the full audited financial statements of the Association for the year ended 31 December 2019. The full financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and they comply with the Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. For the purpose of complying with NZ GAAP, the Association is a public entity not-for-profit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS on the basis that it does not have a public accountability and it is not defined as large.

The Board has elected to report in accordance with Tier 2 Not-For-Profit PBE Accounting Standards and in doing so has taken advantage of all applicable Reduced Disclosure Regime (RDR) disclosure concessions.

The functional and presentation currency is New Zealand Dollars and has been presented to the nearest thousand dollars (\$000's) unless otherwise stated.

The full financial statements were authorised for issue on 03 July 2020 by the Board.

The summarised financial report does not include all of the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements, but copies of the full financial statements and the qualified auditor's opinion, dated 03 July 2020, can be obtained from the Chief Executive, Kidsfirst Kindergartens, PO Box 8089, Riccarton, Christchurch 8440 or telephone Kidsfirst's head office on 03 338 1303.

The summary financial report complies with PBE Standards as they relate to summary financial statements.



REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of Canterbury Westland Kindergarten Association (Inc)

Opinion

The summary financial statements, which under the heading Our Financial Performance comprise the summary statement of financial position as at 31 December 2019, the summary statement of comprehensive revenue and expenses, and summary statement of cash flows for the year then ended, are derived from the audited financial statements of Canterbury Westland Kindergarten Association (Inc) for the year ended 31 December 2019. We expressed a qualified audit opinion on those financial statements in our report dated 03 July 2020.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements.

Other Information

The Board are responsible for the other information. The other information comprises all the other information in the Annual Report outside the statements that are under the heading Our Financial Performance.

Our opinion on the summary financial statements does not cover the other information and we do not express

any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary financial statements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the summary financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, 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.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed a qualified audit opinion on the audited financial statements in our report dated 03 July 2020.

The basis for our qualified audit opinion was that as with other organisations of a similar nature control over income from fundraising and donations prior to being recorded is limited and there are no practical audit procedures to determine the effect of this limited control.

Board's Responsibility for the Summary Financial Statements

The Board is responsible for the preparation of the summary financial statements in accordance with Public Benefit Entity standards.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), Engagements to Report on Summary Financial Statements.

Other than in our capacity as auditor we have no relationship with, or interests in, Canterbury Westland Kindergarten Association (Inc).

**AINGER TOMLIN AUDIT LIMITED
Christchurch
03 July 2020**



We remember
Carol Eggleston

Passionate about early childhood education, pragmatic, humble and with a wonderful sense of humour, Carol contributed so much over the years to what we now know as Kidsfirst Kindergartens. She was a teacher, a Supervising Head Teacher (for over 20 years) and even wrote a book about our Association. She also contributed significantly to our own special centenary publication. She will be missed by many and we extend our deepest sympathy to her friends and family.

Carol storytelling with children in the early 1950's at Waimairi kindergarten.

In Memorium:

Lynley Burson

Head teacher Kidsfirst Nuffield before her retirement.

Sharon Booth

Life Member of Central Kindergarten Association.

Annie Davies

Former head teacher of Hawea kindergarten.



Kidsfirst Hawea hosted their very own Pink Ribbon Breakfast at the kindergarten to support a family impacted by breast cancer



At Kidsfirst Niu, Tongan language week is a very special time on the annual calendar when everybody gets together to celebrate and have a great time.



Our teachers are recognised by Kidsfirst with our service awards. Here are Jocelyn Cameron and Vicki Hishon who have been with us for over 35 years.



Kidsfirst The Bays were out in force at the local Estuary Fest, spreading the word about how kindergarten is a great choice for young learners.

MARKETING



The 2019 year followed a particularly difficult 2018, as the cumulative impacts of years of government underfunding and ongoing unchecked growth of early childhood services continued to hit hard. These services were closed in 2018, forty support staff were made redundant, and the 30 Hours Free fees initiative was withdrawn as Kidsfirst took measures to protect the financial sustainability of the network.

As a result of these changes, the marketing budget had to work harder than ever in 2019 to continue to acquire more waitlist entries and enrolments and also to mitigate the losses of government funding from the three closed kindergartens, and whānau unable to pay the newly introduced fees over and above the government's 20 Free Hours.

Our marketing 'mantra' for 2019 became more relevant than ever. All our activity had to be focused on further entrenching kindergarten as worth waiting for, worth paying for, and worth the effort.

As we received and analysed more data from our digital marketing channels, we were better able to ensure the impact of every marketing dollar and make swift changes where things

were not going as well as we would like.

In 2019 a great deal more was able to be done with kindergarten teaching teams with a new focus on marketing by the Manager, Business Development. One of the key understandings gained in 2018 was that the internal motivation and skills of kindergarten teams are a vital component of our marketing mix. While Google, Facebook and other marketing channels promote and position the brand, the kindergartens are often key to making the final step towards capturing and enrolment or waitlist applications, or an important 'touch point' along the way.

New 'brand' materials (promoting the Kidsfirst and kindergarten difference) were introduced in 2019, along with templates for more localised promotion.

Budget pressures forced us to pivot our marketing strategy again in 2019. We could no longer afford to promote the entire network, and with a greater understanding of the numbers, the marketing dynamics of each kindergarten, and the need, we were able to whittle the list of promoted kindergartens down to the one-third of the network with consistently low rolls or waitlists. These kindergartens then received the lion's-share of resources and a package of marketing support that included concentrated localised strategic planning, skill building, geographically targeted digital marketing and close data analysis and monitoring.

Targeted Get More fees promotions were made available through a limited number of kindergartens to improve access for low income families and maintain Kidsfirst's price



You're
always
WELCOME
here

52%

**increase in waitlist numbers in
'Focus' kindergartens.**

24%

**increase in waitlist numbers across
all Kidsfirst Kindergartens.**

competitiveness in areas with large numbers of private providers - and of course to increase child-funded hours. Later in the year, Stay and Play sessions - drop in play groups for waitlist parents and others interested in finding out more about the kindergarten experience - were added, and promoted widely.

By the end of 2019, more than half of Kidsfirst services were receiving some form of brand-level marketing support across a number of programmes. A mix of this, the fees promotions and promotional activity undertaken by the kindergartens themselves, waitlists in those 'Focus' kindergartens increased 52% this year. Network-wide, there was a 24% increase in waitlist numbers.



Total number of
children enrolled
2,933

Total number of children
accessing free ECE hours
2,340

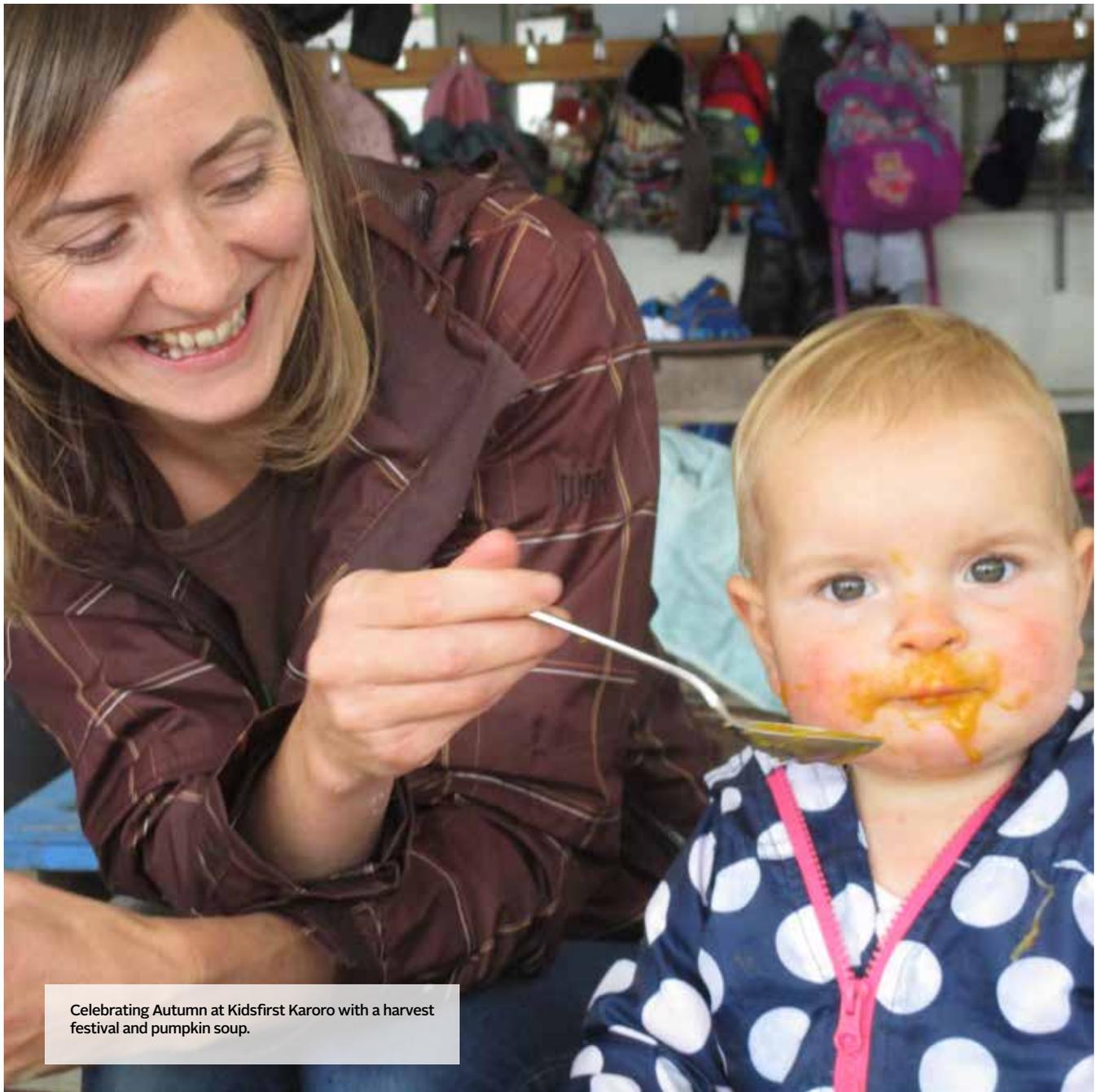
Total number of
children on waiting lists
738

Permanent Teaching Staff	215
Long-Term Relieving Teaching Staff	51
Short-Term Relieving Teaching Staff	64
Untrained teachers	4
Administration Staff	9
Education Service Managers	6
Management Staff	3
Total:	352



Opposite: Kidsfirst Maniototo created wonderful butterfly prints.

This page: Kidsfirst Linwood, with the much appreciated help of parents, friends and whānau, took an excursion to the Estuary/Ihutai.



Celebrating Autumn at Kidsfirst Karoro with a harvest festival and pumpkin soup.



Kidsfirst Templeton tamariki, kaiako and whānau discovered more about the amazing local natural habitat on a day trip to Te Waihora/Lake Ellesmere.



Christchurch City Council park rangers invited the tamariki from Kidsfirst Belfast to help regenerate an area of the local Styx Mill Reserve destroyed by fire, with new plantings.



Celebrating Our People. Aroha tētahi ki tētahi – Showing love to one another. Kidsfirst Wales Street joined a day of colour to celebrate Aotearoa, New Zealand.



Kidsfirst Wakatipu celebrated their 30th birthday and also a milestone 30 years as head teacher for Sally Hogg.

ACKNOWLEDGEMENTS

Canterbury Westland Kindergarten Association Inc. wishes to thank the following for their support in 2019:

All the kindergartens that have assisted by supporting other kindergartens.

All of the volunteers who donate their valuable time to support their local kindergarten.

All the businesses that donated goods and services to support the fundraising initiatives of kindergarten communities.

The Rata Foundation, Central Lakes District Trust, and all other charitable and public trusts for their continuing financial support of our kindergartens.

The Sand Dune Mail who generously contributed to the establishment of The Bays kindergarten.

DIRECTORY

BOARD MEMBERS AS AT 31 DECEMBER 2019

Viv Ruth	Board Chair
Dianne Collier	Deputy Board Chair
Ashleigh Schuyf	
Phillip Roth	Seconded Board Member
Erin Elworthy	
Janina Collier	Board Member up until May 2019
Luke van den Broek	Board Member from May 2019

EX OFFICIO

Sherryll Wilson	Chief Executive
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LIFE MEMBERS CANTERBURY/WESTLAND

Mrs H Angel	Mrs S Bain	Mrs L Boyd
Mrs M Calder	Mrs M Dawson	Mr J H M Dawson
Mrs S Hunt	Mrs C Jelley	Mrs C Leach
Mrs G Marsden	Dr S Stanley-Bowden	Mrs A Stevenson
Mrs G Tyler-Merrick	Mrs J Whale	

LIFE MEMBERS CENTRAL OTAGO

Mrs S Boom	Mrs L Duggan	Mrs S Fulton
Mrs J Hinton	Mrs S Symons	Mrs A Sutton
Mrs H Whiting		

CHIEF EXECUTIVE

Sherryll Wilson

ACCOUNTING ADVISER

BDO Christchurch Limited

LAWYER

Andrew Logan, Mortlock McCormack Law



Kidsfirst Greymouth tamariki looked to the heavens with new interest over the winter months after an extensive study into the solar system.

OUR COMMUNITY

Kidsfirst Kindergartens Alexandra
Kidsfirst Kindergartens Avonhead
Kidsfirst Kindergartens Beckenham
Kidsfirst Kindergartens Belfast
Kidsfirst Kindergartens Bromley
Kidsfirst Kindergartens Broomfield
Kidsfirst Kindergartens Burnham
Kidsfirst Kindergartens Bush Street
Kidsfirst Kindergartens Cashmere
Kidsfirst Kindergartens Cotswold Avenue
Kidsfirst Kindergartens Cromwell
Kidsfirst Diamond Harbour Early Learning Centre
Kidsfirst Kindergartens Edmonds Smith Street
Kidsfirst Kindergartens Frankton
Kidsfirst Kindergartens Greymouth
Kidsfirst Kindergartens Halswell
Kidsfirst Kindergartens Hargest Crescent
Kidsfirst Kindergartens Hawea
Kidsfirst Kindergartens Hawthornden
Kidsfirst Kindergartens Hei Hei
Kidsfirst Kindergartens Hokitika
Kidsfirst Kindergartens Hoon Hay
Kidsfirst Kindergartens Hornby
Kidsfirst Kindergartens Ilam
Kidsfirst Kindergartens Isleworth Road
Kidsfirst Kindergartens Karoro
Kidsfirst Kindergartens Kendal Avenue
Kidsfirst Kindergartens King Street
Kidsfirst Kindergartens Lady May
Kidsfirst Kindergartens Lincoln
Kidsfirst Kindergartens Linwood
Kidsfirst Kindergartens Lyttelton
Kidsfirst Kindergartens MacFarlane Park
Kidsfirst Kindergartens Maniototo

Kidsfirst Kindergartens Mairehau
Kidsfirst Kindergartens Mathers Road
Kidsfirst Kindergartens McKenzie
Kidsfirst Kindergartens Mt Pleasant
Kidsfirst Kindergartens Ngaire Larcombe
Kidsfirst Niu Early Learning Centre
Kidsfirst Kindergartens North New Brighton
Kidsfirst Kindergartens Northcote
Kidsfirst Kindergartens Nuffield
Kidsfirst Kindergartens Opawa St Martins
Kidsfirst Kindergartens Papanui
Kidsfirst Kindergartens Parklands
Kidsfirst Kindergartens Phillipstown
Kidsfirst Kindergartens Pitcairn Crescent
Kidsfirst Kindergartens Portsmouth Street
Kidsfirst Kindergartens Queenspark
Kidsfirst Kindergartens Redwood
Kidsfirst Kindergartens Riccarton
Kidsfirst Kindergartens Richmond
Kidsfirst Kindergartens Rutland Street
Kidsfirst Kindergartens Selwyn Street
Kidsfirst Kindergartens Shirley
Kidsfirst Kindergartens South Brighton
Kidsfirst Kindergartens Sumner
Kidsfirst Kindergartens Sunbeam
Kidsfirst Kindergartens Templeton
Kidsfirst Kindergartens Terrace
Kidsfirst Kindergartens The Bays
Kidsfirst Kindergartens Trengrove
Kidsfirst Kindergartens Vickery Street
Kidsfirst Kindergartens Wakatipu
Kidsfirst Kindergartens Wales Street
Kidsfirst Kindergartens West Rolleston
Kidsfirst Kindergartens Wigram
Kidsfirst Kindergartens Woolley Street

Kidsfirst Wales St children celebrated Matariki with a string of activities and events.



Kidsfirst Kindergartens is a registered charity under the Charities Act 2005 (registration number CC30259). Kidsfirst is also a provider of the Government's 20 hours ECE.

For additional general information contact Kidsfirst Kindergartens Head Office, PO Box 8089 Riccarton, Christchurch 8440 email: questions@kidsfirst.org.nz

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kindergartens

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