



# Annual Report

# 2024



**SUPPORTING  
LOCAL KINDERGARTEN  
ASSOCIATIONS TO THRIVE**

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# BOARD CHAIR'S REPORT

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*Mā mua ka kite a muri, mā muri ka ora a mua*

*Those who lead give sight to those who follow,  
those who follow give life to those who lead.*



Ngā mihi o te wā ki a koutou katoa.

It is a pleasure to reflect on all that New Zealand Kindergartens (NZK) has achieved in the past year. A significant highlight for us was the ability to bestow upon James Patea, our outgoing President, a Life Membership to reflect his commitment to the Kindergarten movement. It was a privilege to mihi to James and his whānau as they gathered in Pōneke to honour his time with NZK. Thank you James, Philippa and whānau, for all the contributions you have made to our work over the years.

As part of our constitutional work, we have a new NZK Board with increased size and strength to include:

- a wider range of perspectives
- expertise both from within and outside the sector
- Associations of varying size
- Associations with network and local governance structures.

I feel very lucky to have such committed people offering their time to NZK. As most of you will know, we have an exemplary leader in Jill, who has been supporting members all over the motu. We continue to receive amazing feedback about the responsiveness and depth of support from both Jill and colleagues across the network, as we strengthen relationships among members.

It is an interesting time for early childhood education (ECE) as a sector, and this of course extends to NZK too. We have a changing economic and political landscape, which means our advocacy at national level is as important as ever, and Jill's consistent work with other entities in the ECE sector provides a united voice in discussions with central government.

The four areas of focus for NZK - Leadership Excellence, Governance Excellence, Business Excellence and Advocacy Excellence - will continue to drive the way we invest in and support the network. Support in these areas continues to drive our mahi for and with all Associations, regardless of their governance model, and we are grateful for the generosity shown across the network in sharing resources, best practice, and new, innovative ways of supporting kaimahi and tamariki.

We have the privilege of supporting people at an incredibly important time in their lives, and I am grateful to all those who do this work.

Me mihi ki a koutou katoa.

**Ngā mihi nui,**

A handwritten signature in blue ink, which appears to read 'Sarah Tocker'.

**Sarah Tocker**  
**Board Chair**



# CHIEF EXECUTIVE OFFICER'S REPORT

*Na te whakarongo me te titiro ka puta mai te korero*

*Through listening, looking and thinking,  
we receive wisdom to speak.*



Over the past year, the New Zealand Kindergartens (NZK) network has gone from strength-to-strength. We were delighted to welcome Central Kids and Waikato Kindergarten Associations to our whānau. We were also delighted to welcome back our Northland and Napier Kindergarten Associations. Currently, NZK represents nineteen of the twenty seven local Kindergarten Associations across the motu. We are certainly stronger together, and we are benefitting from the diverse range of skills and talents on offer across our network.

Our network is ably supported by a strong, committed and dedicated board. Our board of nine is focused on ensuring quality, teacher-led early childhood education (ECE) is available across Aotearoa, New Zealand. It is also focused on ensuring sustainability from a fiscal, environmental and climate perspective. This focus is ever-evolving and the job is never done. However, incremental steps enable us to progress.

Changes to the social, economic and political environment have provided the catalyst for ECE Sector Leaders to work together for the greater good of the sector. Leaders from Te Rito Maioha, New Zealand Home Based Childcare Association, Barnardos Aotearoa, Advocates for Early Learning Excellence, Montessori Aotearoa New Zealand, and NZK have shared knowledge, ideas and resources in support of sector change.

Working together has highlighted the diversity of the ECE Sector, and the strength that this provides for tamariki, whānau and community. Focusing on the common threads that weave through the sector has enabled us to lobby government with one voice, while still retaining our unique characteristics. It has also strengthened our public profile through shared media engagement.

During 2023, we formally introduced our new Member Services, underpinned by four pillars: governance excellence, leadership excellence, business excellence, and advocacy excellence. This included the offering of network governance for those local Kindergarten Associations that wished to move from a local governance model. Currently, nine of our nineteen members are supported through network governance. Those Associations with a local board continue to receive governance support, advice and guidance when required. This mixed-model has enabled members to govern in the most appropriate way for their communities.

National advocacy, sector/agency engagements, national hui, training and development, and advice and guidance continue to be critical service offerings for our network. The key deliverables are highlighted in the Statement of Service Performance.

Association visits and training and development provide me with an opportunity to engage directly with our leaders and teaching teams. These engagements enable me to understand the opportunities and challenges faced by Kaiako, and in turn, this influences and informs my approach to national advocacy.

Over the coming years, national advocacy will continue to play a critical role in support of members. The Regulatory Review, the Funding Review, and Sector Pay Parity/Pay Equity work will all shape a different future for ECE. Retaining teacher-led, quality provision with tamariki, whānau and community at the heart of our work will be fundamental to our success.

I wish to place on record my sincere thanks to the Network Leadership Team for their dedication and commitment to growing and strengthening the NZK Network. Their willingness to work together for the advancement and greater good of all members, together with their drive for an enduring and positive future is acknowledged and respected.

I also wish to acknowledge and thank NZK Board members for their unwavering support, commitment and passion for our network. The work done on a voluntary basis delivers significant value and impact, some of which will not be evident for years to come.

To our board chair, Sarah, and deputy board chair, Jean, a huge thank you for always being available, for your wise counsel, for your provocation, and for your passion and commitment for a more equitable future for tamariki.

Collectively, we have achieved a great deal. It is exciting to know that there is more to be done. I look forward to the year ahead - growing and strengthening our network to deliver value and impact for the communities that we serve.

***Ngā mihi nui***



**Jill Bond**  
Chief Executive Officer



# LIFE MEMBERSHIP – JAMES PATEA

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## September 2023

At its Annual General Meeting in September 2023, the New Zealand Kindergartens (NZK) Board and network acknowledged the significant contribution of James Patea by awarding him Life Membership.

James was the President of NZK from September 2017 to September 2023. Prior to this, he was a board member and chair for Inspired Kindergartens, Tauranga. He was also a member of the Board of Trustees for the Welcome Bay School in Tauranga.

As the board chair, James brought a wealth of knowledge and expertise to his role. He was passionate about education, and about the role that early childhood education played in the formative years of a child. As a trained teacher, and as co-owner of an early childhood service with his wife Phillipa, he understood the challenges faced by our network.

James was a staunch advocate for the evolving mahi of our network. He was especially supportive of cross-sector collaboration, government and sector advocacy, and working/reference group involvement. He understood the need for change, and a need to focus on a sustainable future. For this reason, he championed the re-focus of the NZK strategic plan, to enable the Peak Body to support the work of members to thrive in the delivery of fit-for-purpose, teacher-led, quality early childhood education for generations to come.

In her presentation speech to James, Sarah Tocker expressed the gratitude and appreciation of the network for his integrity, loyalty, and dedication to Kindergarten and to the network. She also acknowledged Phillipa and their children for the time that James spent on NZK mahi and not with the whānau.

We wish James and his whānau every happiness and success for the future. We know that whatever James does, he will do it with passion and commitment, and he will make a significant impact, just as he has for New Zealand Kindergartens.





# INTERNATIONAL FROEBEL SOCIETY CONFERENCE

*June 2023*

It was a privilege to represent New Zealand Kindergartens (NZK) at the 10th Biennial International Froebel Society Conference held at Maynooth University, Ireland.

The theme of the conference was Childhood Today – A Froebelian Perspective.

Over one hundred participants travelled from around the globe to attend the conference. I was the furthest afield, and this was greeted with enthusiasm and joy by the conference organisers and attendees.

The conference programme was a mix of international keynote speakers and small-group workshops/presentations. In total, fifty presentations were delivered. Topics included child rights, curriculum and pedagogy, teaching informed through the voice of the child, and Froebelian pedagogy.

Participants experienced knowledge and expertise shared by:

- Dr Mathias Urban, Desmond Chair of Early Childhood Education and Director of the Early Childhood Research Centre at Dublin University
- Professor Nóirín Hayes, Visiting Professor at the School of Education, Trinity College Dublin, and Professor Emerita, Centre for Social and Educational Research, Technological University Dublin
- Professor Tina Bruce CBE, an Honorary Visiting Professor at the University of Roehampton where she was Director of the Centre for Early Childhood Studies
- Dr Jane Read, Emeritus Fellow at the University of Roehampton, London.

The topics discussed were thought-provoking and challenging. The common themes that emerged reinforced that early childhood education is a worldwide public good that is not well resourced by governments, and is not valued in the same way that compulsory sector education is. Despite this, the passion, energy and enthusiasm for continual improvement through evidence, data and research continues.

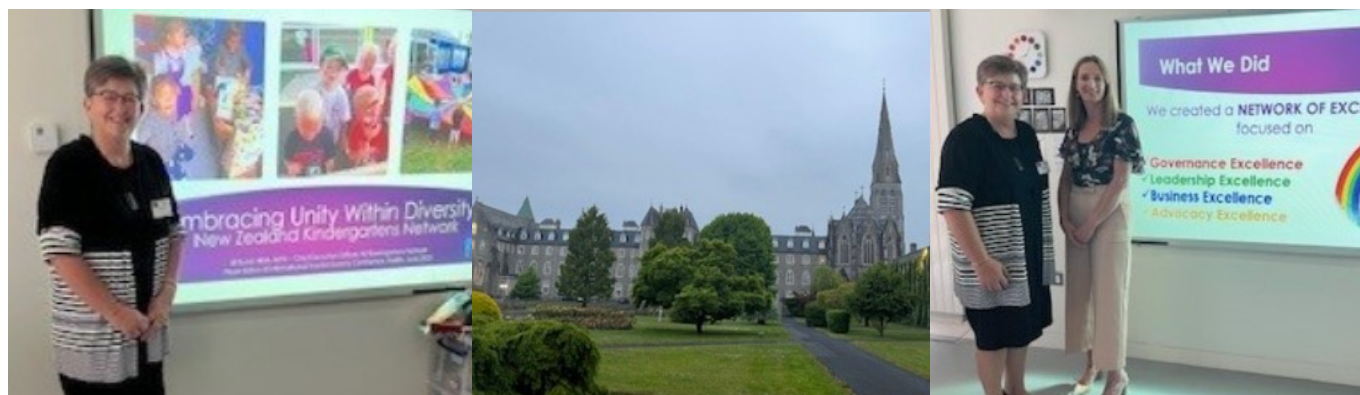
It was an honour to have a paper accepted for the conference, and to present on the evolution of the NZK Network, under the theme of Embracing Unity Within Diversity to ensure the delivery of fit-for-purpose, teacher-led, quality early childhood education for generations to come.

Workshop participants were impressed by the methodology used to evolve our network, and our focus on the four pillars of governance excellence, leadership excellence, business excellence, and advocacy excellence. As a result of the presentation, I was invited to work online with members of the Maynooth University, to assist them with project methodology for transforming social service support in Dublin.

The impact of attending the conference has been enduring. While much of the information was focused on teaching and learning practice, the Froebelian principles equally apply to our four pillars. Embedding the principles remains a work-in-progress, and one that I am continually exploring.

I wish to thank the NZK Board for their support in enabling me to attend the conference and grow my knowledge and understanding, as well as sharing the work that our network has progressed.

**Jill Bond**  
**Chief Executive Officer**



# Froebelian principles

## Unity and connectedness

Everything in the universe is connected. The more one is aware of this unity, the deeper the understanding of oneself, others, nature and the wider world. Children are whole beings whose thoughts, feelings and actions are interrelated. Young children learn in a holistic way and learning should never be compartmentalised for everything links.

## Creativity and the power of symbols

Creativity is about children representing their own ideas in their own way, supported by a nurturing environment and people. As children begin to use and make symbols they express their inner thoughts and ideas and make meaning. Over time, literal reflections of everyday life, community and culture become more abstract and nuanced.

## The central importance of play

Play is part of being human and helps children to relate their inner worlds of feelings, ideas and lived experiences taking them to new levels of thinking, feeling, imagining and creating and is a resource for the future. Children have ownership of their play. Froebelian education values the contribution of adults offering 'freedom with guidance' to enrich play as a learning context.

## Engaging with nature

Experience and understanding of nature and our place in it, is an essential aspect of Froebelian practice. Through real life experiences, children learn about the interrelationship of all living things. This helps them to think about the bigger questions of the environment, sustainability and climate change.

## Knowledgeable, nurturing educators

Early childhood educators who engage in their own learning and believe in principled and reflective practice are a key aspect of a Froebelian approach. Froebelian educators facilitate and guide, rather than instruct. They provide rich real life experiences and observe children carefully, supporting and extending their interests through 'freedom with guidance'.

## Autonomous learners

Each child is unique and what children can do rather than what they cannot, is the starting point for a child's learning. Children learn best by doing things for themselves and from becoming more aware of their own learning. Froebelian educators respect children for who they are and value them for their efforts. Helping children to reflect is a key feature of a Froebelian education.

## The value of childhood in its own right

Childhood is not merely a preparation for the next stage in learning. Learning begins at birth and continues throughout life.

## Relationships matter

The relationships of every child with themselves, their parents, carers, family and wider community are valued. Relationships are of central importance in a child's life.





# NZK LIFE MEMBERS

NZK LIFE MEMBERS	
Averil Robertson	Karen Boyes
Brian Elliott	Lynda Boyd
Edie Martin	Lynne Bruce
Elizabeth Beatson	Michael Meadowcroft
Frank Bourgeois	Sheryll Wilson
James Patea	Tony Rhodes
Jean Tidy	Trevor Helm
Jeremy Neild	Wendy Logan



# RECOGNITION OF LONG SERVICE

New Zealand Kindergartens recognises and acknowledges the contribution of all staff and volunteer board members in the provision of quality teacher-led early childhood education and the ongoing support of tamariki, whānau and community.

## We acknowledge:

10 YEARS OR MORE				
Dannevirke Kindergarten Association			25+ YEARS	
Anna Peters	Fiona Robson	Hilary Hirst	Antoinette Perry	
Dunedin Kindergarten Association				
Maria Hunt	Michelle Vercoe	Nigel Benn		
Tania McIlroy	Sheryl McKay	Susan Edwards		
Marlborough Kindergarten Association				
Char Morison	Cherie Shoemark	Cindy Cross	Gwenda Jones	
Debbie Waring Jones	Jennifer Ritchie	Kate McVie		
Cynthia Rangi	Michelle Tilbury	Sarah Greenslade		
Corina Naus	Lyn Stark	Raewyn Geddis		
Oamaru Kindergarten Association				
Julie Craig	Kelly Jones	Lenore Fraser		
Sue Mareta-Ria	Sarah Newlands	Mel Read		
Sue McCone				
Heretaunga Kindergarten Association				
Amanda McDonald	Angela Jasmin	Barbara (Papara) Wano	Ann Drinkrow	Bridget Richardson
Frances Blake	Janine Curran	Julia Morgan	Judith Lambert	Fiona Francois
Lynda Cushing	Kim Kuring	Kylie Gilmore	Karen McLaughlin	Desraie Wolff
Margot Morris	Mathew James	Valerie Robertshaw	Lianne Herbison	Raewyn West
Sharon Sciascia	Bridget Annabell	Wendy Gough	Rachel Furniss	
Carole Mooney	Mandy Pedersen	Julieanne Millner		
Leigh Saunders	Susan White	Sarah Hopkins		
South Canterbury Kindergarten Association				
Angie Mansfield	Lana Hay	Mellanie Fraser-Tate		
Michelle Heintz				
Hutt City Kindergarten Association			40 YEARS	
Debbie Henderson	Kirsten Gawn	Krysia Rodway	Pippa Groser	
Nathalie Pettigrew	Patricia Newton			

# OUR BOARD

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## **SARAH TOCKER - CHAIR** **BOARD-APPOINTED**

Sarah has been on our board since April 2019. In September 2023, Sarah was appointed to the position of Board Chair. She is the Director of Liminality. She coaches people and facilitates conversations that equip teams and organisations with the skills to respond and cope with change, to genuinely nurture employees and to confidently face hard choices. Sarah lives on the Kāpiti Coast.

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## **DR JEAN MARTIN - DEPUTY CHAIR** **BOARD-APPOINTED**

Jean has been on our board since April 2019. In September 2023, Jean was appointed to the position of Deputy Board Chair. She is an independent organisational development executive with extensive leadership, business, and governance experience. She has worked with public, private, and For-Purpose organisations within New Zealand and globally. Jean lives in Christchurch.

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## **ALISON THOM** **BOARD-APPOINTED**

Alison joined our board in April 2023. She serves as a Public Member on the New Zealand Media Council, and coordinates the Breakfast Club at her local primary school. Alison has been at the forefront of leading systemic change that embeds improved quality outcomes for tamariki, whānau, community and government. Alison lives in Ōtaki

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## **MYLES FERRIS** **BOARD-APPOINTED**

Myles joined our board in April 2023. He is the Director of Mana Awhina Consultancy Limited. He is at the forefront of the battle to enable and embolden Māori Education in Aotearoa. He has been a school principal, and is the immediate Past President of Te Akatea - Tumuaki Māori o Aotearoa (NZ Māori Principals Association). Myles lives in Northland.

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## **CHRISTINE HALL** **MEMBER ELECTED**

Christine joined our board in September 2023. She is the Chief Executive Officer, Central Kids Kindergarten Association. She has a social sector background and a strong focus on sustainability. Christine has a passion for developing and using digital tools to simplify work and maximise data to inform decision making and influence policy settings. She uses a multi-agency approach to progress the work of the Association and actively grows, develops and maintains partnerships to maximise outcomes.

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## **JULIE CRAIG** **MEMBER-ELECTED**

Julie joined our board in September 2019. She is the General Manager for the Oamaru Kindergarten Association, a position that she has held for the past ten years. She is passionate about making a difference for staff, tamariki, whānau and community, and ensures that the Association is an integral part of the communities that it serves. Julie lives in Oamaru.



# OUR BOARD

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**NORMA ROBERTS**  
**MEMBER-ELECTED**

Norma joined our board in April 2022. She is the General Manager – Professional Services for our Hutt City Kindergarten Association. She has been involved in early childhood education for more than forty five years, and is dedicated to ensuring the provision of quality, teacher-led services. Norma lives in Petone.

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**STEPHANIE NEWBURY**  
**MEMBER ELECTED**

Stephanie (Steph) joined our board in September 2023. She served on the Westport Kindergarten Association Board for eight years and held the position of Board Chair for two and a half years. She was an active participant in the evolution of the Network of Excellence and served on the steering group to guide and shape the work that was progressed. Steph has a strong focus on the future, on people, and on the environment. She works in the field of emergency management where she supports communities to prepare, respond and recover from natural disasters. She lives in Westport, and with her husband runs their environmental management business.

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**VENUS SOOD-GUY**  
**MEMBER ELECTED**

Venus joined our board in September 2023. She served on the Nelson Tasman Kindergarten Association Board for six years and held the position of Board Chair for four and a half years. She was an active participant in the evolution of the Network of Excellence and served on the steering group to guide and shape the work that was progressed. Venus has a strong focus on people, on sustainability, and working in an environment where respect and inclusion is experienced by all. She is a Chartered Member of the New Zealand Institute of Directors, the Chair of the Nelson Tasman Chamber of Commerce, and a Board Member of Sport Tasman. Venus lives in Nelson.



# OUR NETWORK LEADERSHIP TEAM



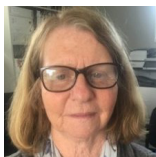
**JILL BOND**  
**CHIEF EXECUTIVE OFFICER**

Jill is a contemporary leader and a positive disruptor. For the past five years she has enjoyed working in the For-Purpose Sector as our Chief Executive Officer.

Prior to joining New Zealand Kindergartens, she enjoyed an expansive career in the public sector where she held senior and executive leadership roles in Housing, Education and Health.

Jill has a passion and skill for enabling people, teams and organisations to grow and develop, so they can deliver sustainable fit-for-purpose services that deliver significant value and impact. Having worked in strategic and operational roles, as well as with Ministers of the Crown, Jill understands organisational systems and design, governance, policy and practice, change leadership, and resource management. Her ability to paint a compelling picture for change enables her to engage the hearts, minds, and hands of others to work towards a common goal, and to enjoy positive outcomes and success.

She has a Master of Business Administration from Waikato University and a Master of Public Administration from the Australian and New Zealand School of Government in conjunction with Victoria University. Jill served on the Australian and New Zealand School of Government Alumni Advisory Council for four years, and is a Member of the New Zealand Institute of Directors.



**ASHBURTON FREE KINDERGARTEN ASSOCIATION**

**BARBARA KIRK, MANAGER**

**Email:**            **barbara.kirk@ashkindy.co.nz**  
**Phone:**           **03 308 3779**



**CENTRAL KIDS**

**CHRISTINE HALL, CHIEF EXECUTIVE**

**Email:**            **c.hall@centralkids.org.nz**  
**Phone:**           **0508 454 633**



**DANNEVIRKE KINDERGARTEN ASSOCIATION**

**ANTOINETTE PERRY, MANAGER**

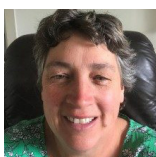
**Email:**            **manager@dvka.co.nz**  
**Phone:**           **06 374 5880**



**DUNEDIN KINDERGARTEN ASSOCIATION**

**DELLA HENDERSON, GENERAL MANAGER**

**Email:**            **della@dk.org.nz**  
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**GERALDINE DISTRICT FREE KINDERGARTEN ASSOCIATION**

**HELEN MAY, MANAGER**

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# OUR NETWORK LEADERSHIP TEAM



## HERETAUNGA FREE KINDERGARTEN ASSOCIATION

### SCOTT JENYNS, GENERAL MANAGER

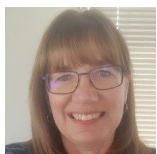
Email: [scott.jenyns@hfka.co.nz](mailto:scott.jenyns@hfka.co.nz)  
Phone: 06 876 0135



## HUTT CITY KINDERGARTEN ASSOCIATION

### CHARMAINE HAKARAIA, GENERAL MANAGER OPERATIONS NORMA ROBERTS, GENERAL MANAGER PROFESSIONAL SERVICES

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## MARLBOROUGH KINDERGARTEN ASSOCIATION

### CORINA NAUS, GENERAL MANAGER

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## NAPIER KINDERGARTEN ASSOCIATION

### HELEN MCNAUGHTEN, GENERAL MANAGER

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## NELSON TASMAN KINDERGARTEN ASSOCIATION

### CRAIG VERCOE, CHIEF EXECUTIVE OFFICER

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## NORTHLAND KINDERGARTEN ASSOCIATION

### RICHARD STOREY, CHIEF EXECUTIVE

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## OAMARU FREE KINDERGARTEN ASSOCIATION

### JULIE CRAIG, GENERAL MANAGER

Email: [gm@oamarukindergarten.co.nz](mailto:gm@oamarukindergarten.co.nz)  
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## RUAHINE KINDERGARTEN ASSOCIATION

### ALISON RUDZKI, CHIEF EXECUTIVE OFFICER

Email: [alison.rudzki@rka.org.nz](mailto:alison.rudzki@rka.org.nz)  
Phone: 027 782 4466

# OUR NETWORK LEADERSHIP TEAM



## SOUTHLAND FREE KINDERGARTEN ASSOCIATION

**PATRICK EDWARDS, GENERAL MANAGER**

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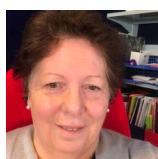


## SOUTH CANTERBURY FREE KINDERGARTEN ASSOCIATION

**TANIA ROSE, GENERAL MANAGER**

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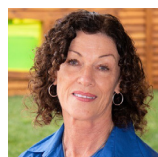


## TE AROHA FREE KINDERGARTEN ASSOCIATION

**KAREN ROBINSON, MANAGER**

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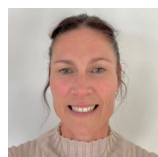


## WAIKATO KINDERGARTEN ASSOCIATION

**EDNA FRAME, CHIEF EXECUTIVE OFFICER**

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Phone: 0800 244 537

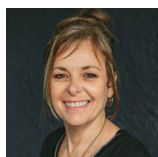


## WAIMATE KINDERGARTEN ASSOCIATION

**TERINA EADE, GENERAL MANAGER**

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## WESTPORT KINDERGARTEN ASSOCIATION

**CATE BARRY, GENERAL MANAGER**

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# NZK PURPOSE & STRATEGIC PLAN 2023 - 2028

## OUR PURPOSE:

The New Zealand Kindergartens Network supports Local Kindergarten Associations to thrive in the delivery of fit-for-purpose, teacher-led, quality early childhood education for generations to come.



## OUR STRATEGIC PRIORITIES:

Our efforts and resources are focused on learners at the centre, barrier-free access, and quality teaching and leadership. Our work is embedded in the principles of Te Tiriti O Waitangi.

LEARNERS AT THE CENTRE	BARRIER-FREE ACCESS	QUALITY TEACHING & LEADERSHIP
<p>EVERYONE WITHIN OUR NETWORK IS A LEARNER AND AT THE CENTRE OF OUR EDUCATIONAL EFFORTS.</p> <p><b>WE FOCUS ON:</b></p> <ul style="list-style-type: none"><li>» Influencing and leading teacher practice, growth and development</li><li>» Implementing the NZK Network Workforce Development Strategy to grow and strengthen capability and capacity</li><li>» Implementing the NZK Network Qual Mark and accreditation standards.</li></ul>	<p>GREAT OPPORTUNITIES AND OUTCOMES ARE IN REACH OF EVERY MEMBER OF OUR NETWORK.</p> <p><b>WE FOCUS ON:</b></p> <ul style="list-style-type: none"><li>» Investing our time, resources and expertise for greatest educational and social impact</li><li>» Providing contemporary strategic governance and related legal compliance services</li><li>» Providing contemporary business excellence to maximise productivity, maximise value, and minimise risk.</li></ul>	<p>OUR NETWORK STRIVES TO REDUCE DISPARITY AND IMPROVE EQUITABLE OUTCOMES FOR ALL.</p> <p><b>WE FOCUS ON:</b></p> <ul style="list-style-type: none"><li>» Leading through servant-leadership, teaming, and systems thinking to deliver sustainable approaches and opportunities</li><li>» Providing contemporary strategic and operational leadership and related legal compliance services</li><li>» Delivering national and local advocacy excellence to influence policy, strategy and outcomes.</li></ul>





# NZK PURPOSE & STRATEGIC PLAN 2023 - 2028

## OUR WAYS OF WORKING

Our work is underpinned by six core principles inspired by the Good Governance Code - Waehere Whakahaere Tika.

PRINCIPLE ONE	PRINCIPLE TWO	PRINCIPLE THREE
<b>Rangatiratanga and Impactful, Purposeful Leadership</b>  Effective leaders and governors are clear about the purpose of their organisation, and their leadership is focused on ensuring the organisation delivers maximum impact. They provide strong foundations for their organisation and the communities it serves.	<b>Whanaungatanga/ Whakawhanaungatanga and Connected Leadership</b>  Effective leaders and governors understand the importance of relationships and connections. They unite to fulfil the purpose of their organisation, building strong relationships with each other and those they serve.	<b>Tuakititanga and Diverse and Inclusive Leadership</b>  Effective leadership teams and governance boards are as diverse as the communities they serve. They draw on the experiences of all team members and seek to enhance the integrity and leadership of all individuals. They understand the importance of people and identity.
PRINCIPLE FOUR	PRINCIPLE FIVE	PRINCIPLE SIX
<b>Manaakitanga and Integrity</b>  Effective leaders and governors understand their accountability to each other and their accountability to those who support and fund their kaupapa and those they serve. They seek and gain trust by always working with care, integrity, reciprocity, and respect.	<b>Kaitiakitanga and Transparent and Open Leadership</b>  Effective leaders and governors are trusted by the communities they serve, their staff and volunteers, and their funders. They seek to ensure their kaupapa is sustainable over time. They seek genuine feedback and are willing to adapt and learn to best serve their communities.	<b>Pono and Effective Governance and Leadership Processes</b>  Effective leaders and governors do things right. They have good internal processes and policies in place so that they operate legally, ethically, and effectively. Having streamlined processes means leaders and governors can focus on operations, strategy, and impact.







# NEW ZEALAND KINDERGARTENS PERFORMANCE REPORT

31ST MARCH 2024





# NEW ZEALAND KINDERGARTENS INC

## ENTITY INFORMATION

### FOR THE YEAR ENDED 31 MARCH 2024

#### ‘WHO ARE WE?’, ‘WHY DO WE EXIST?’

##### LEGAL NAME OF ENTITY

New Zealand Kindergartens Incorporated Te Putahi Kura Puhou o Aotearoa Manatōpū

##### ENTITY TYPE AND LEGAL BASIS

Incorporated as an Incorporated Society under the Incorporated Societies Act 1908

Registered as a Charity (CC28763) under the Charities Act 2005

##### ENTITY’S PURPOSE OR MISSION

To support local Kindergarten Associations to thrive in the delivery of fit-for-purpose, teacher-led, quality early childhood education for generations to come.

##### ENTITY STRUCTURE

The entity is governed by an elected and appointed board of no more than nine people.

##### ON THE NZK BOARD:

<b>Member &amp; Board Chair:</b>	Sarah Tocker	<b>Member:</b>	Stephanie Newburry
<b>Member &amp; Deputy Board Chair:</b>	Dr Jean Martin	<b>Member:</b>	Myles Ferris
<b>Member:</b>	Christine Hall	<b>Member:</b>	Alison Thom
<b>Member:</b>	Norma Roberts	<b>Member:</b>	Venus Sood-Guy
<b>Member:</b>	Julie Craig		

##### MAIN SOURCES OF ENTITY’S CASH AND RESOURCES

Member Association Levies and supplier rebates.

##### MAIN METHODS USED BY ENTITY TO RAISE FUNDS

Member Association Levies and supplier rebates.

##### ENTITY’S RELIANCE ON VOLUNTEERS AND DONATED GOODS OR SERVICES

The members on the governing body are all volunteers, and are paid an honorarium. The entity does not receive donated goods.

ADDITIONAL INFORMATION			
Independent Assurance Practitioner		Audit Professionals Limited Dunedin	
Banker		ASB Porirua	
Barrister & Solicitor		Lisa Hansen Barristers.com Wellington	Heaney and Partners Barrister and Solicitors Heaneypartners.com Auckland
CONTACT INFORMATION			
Registered Office	6 Fairway Oaks Drive, Waikanae Beach, Waikanae 5036		
Postal Address	6 Fairway Oaks Drive, Waikanae Beach, Waikanae 5036		
Website	<a href="http://www.nzkindergarten.org.nz/">http://www.nzkindergarten.org.nz/</a>		
Phone	027 495 0282		
Email	<a href="mailto:contact@nzkindergarten.org.nz">contact@nzkindergarten.org.nz</a>		

# NEW ZEALAND KINDERGARTENS INC APPROVAL OF FINANCIAL REPORT

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## FOR THE YEAR ENDED 31 MARCH 2024

New Zealand Kindergartens Incorporated is pleased to present the approved financial report including the historical financial statements of New Zealand Kindergartens Incorporated for year ended 31 March 2024.

### APPROVED



**Jill Bond**  
NZK Chief Executive Officer  
Date: 14 June 2024



**Sarah Tocker**  
NZK Board Chair  
Date: 14 June 2024

# STATEMENT OF SERVICE PERFORMANCE

## FOR THE YEAR ENDED 31 MARCH 2024

### 'WHAT DID WE DO?', 'WHEN DID WE DO IT?'

#### Description of Entity's Outcomes

The NZK Constitution states that the purpose of the entity is to support local Kindergarten Associations to thrive and deliver fit-for-purpose, teacher-led, quality early childhood education for decades to come.

This is achieved by, but not restricted to the delivery of:

- » Governance Excellence
- » Leadership Excellence
- » Business Excellence
- » Advocacy Excellence.

The Constitution was ratified at a Special General Meeting on 30 March 2023. The Constitution reflects the changes to the entity, and the changes to the New Zealand Charities Act.

The delivery of the object is contemporised in the current NZK Strategic Plan 2023 to 2028. This states that the purpose of the entity is to support local Kindergarten Associations in the delivery of fit-for-purpose, teacher-led, quality early childhood education for generations to come. The strategic priorities focus on Learners at the Centre, Barrier-Free Access, and Quality Teaching and Leadership. Our work is embedded in the principles of Te Tiriti o Waitangi.

For the period 1 April 2023 to 31 March 2024 inclusive, NZK has excelled in the delivery of its objective and purpose.

2024 2023

#### Description and Quantification of the Entity's Outputs

##### ENGAGEMENT OUTPUTS

##### NZK Board Engagement

Board meetings	7	10
Board engagement with Members - Management and Governance	1	-
Board engagement with CEO	15	14
Board to Board Publications	3	3

##### National Hui

Association leaders hui and retreat	2	2
Annual General Meeting	1	1
National meetings	3	2

##### CEO Engagement

Network engagement Zoom hui (Association Leaders)	19	17
Association visits	5	18
Advice and guidance	57	41
Association training and development	16	8

##### INFLUENCE OUTPUTS

NZK representation at external advisory group meetings	8	14
Sector engagement meetings	50	13
External consultancy and brokering	30	-
Internal consultancy	49	-
Public relations	16	-
Relationship management internal	13	-
Collective contracts and bargaining	3	14
NZK tiger teams - meetings	5	5
NZK Network Operating Model Development	-	13
Strategic relationship meetings	-	37
Publications / reports / papers / media / campaigns	-	12

The total quantum of all significant engagements from 1 April 2023 to 31 March 2024 inclusive, is 303.

# STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 MARCH 2024

'HOW WAS IT FUNDED?', 'WHAT DID IT COST?'

	NOTES	2024	2023
		\$	\$
<b>Revenue</b>			
Fees, subscriptions and other revenue from members	1	354,663	319,774
Interest, dividends and other investment revenue	1	14,923	8,631
Revenue from providing goods or services	1	131,537	41,520
Other revenue	1	1,739	600
<b>Total Revenue</b>		<b>502,862</b>	<b>370,525</b>
<b>Expenses</b>			
Personnel and board costs	2	380,256	230,916
Costs related to providing goods or services	2	116,593	102,088
<b>Total Expenses</b>		<b>496,849</b>	<b>333,004</b>
<b>Surplus for the Year</b>		<b>6,013</b>	<b>37,521</b>

# STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2024

'WHAT THE ENTITY OWNS?', 'WHAT THE ENTITY OWES?'

	NOTES	31 MAR 2024	31 MAR 2023
		\$	\$
<b>Assets</b>			
<b>Current Assets</b>			
Bank accounts and cash	3	331,201	105,775
Debtors and prepayments	3	21,129	10,282
Bank term deposits		-	246,612
<b>Total Current Assets</b>		<b>352,330</b>	<b>362,669</b>
<b>Non-Current Assets</b>			
Plant and Equipment	5	787	1,614
<b>Total Non-Current Assets</b>		<b>787</b>	<b>1,614</b>
<b>Total Assets</b>		<b>353,117</b>	<b>364,283</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Creditors and accrued expenses	4	22,864	8,223
Employee costs payable	4	24,228	16,703
Membership subscriptions received in advance		-	39,345
<b>Total Current Liabilities</b>		<b>47,092</b>	<b>64,271</b>
<b>Total Liabilities</b>		<b>47,092</b>	<b>64,271</b>
<b>Total Assets less Total Liabilities (Net Assets)</b>		<b>306,025</b>	<b>300,012</b>
<b>Accumulated Funds</b>			
Accumulated surpluses	6	306,025	300,012
<b>Total Accumulated Funds</b>		<b>306,025</b>	<b>300,012</b>



# STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	\$	\$
<b>Statement of Cash Flows</b>		
<b>Cash flows from operating activities</b>		
<b>Cash was received from:</b>		
Fees, subscriptions and other revenue from members	319,103	334,054
Interest, dividends and other investment revenue	14,972	9,069
Receipts from providing goods or services	37,500	59,020
Other receipts	1,739	600
Net GST received	10,346	12,556
<b>Total Cash was received from:</b>	<b>383,660</b>	<b>415,299</b>
<b>Cash was applied to:</b>		
Payments to suppliers and employees	(404,847)	(341,887)
<b>Total Cash was applied to:</b>	<b>(404,847)</b>	<b>(341,887)</b>
<b>Total Cash flows (to)/from operating activities</b>	<b>(21,187)</b>	<b>73,412</b>
<b>Cash flows from investing &amp; financing activities</b>		
Receipt from matured bank deposits	246,612	155,531
Payment for new bank deposits	-	(307,143)
<b>Net cash flows from/(to) investing &amp; financing activities</b>	<b>246,612</b>	<b>(151,612)</b>
Net increase/(decrease) in cash	225,425	(78,200)
Opening bank accounts and cash	105,775	183,975
Closing bank accounts and cash	331,201	105,775

Note that the Bank and cash balances above exclude Bank term deposits which are shown separately.

# STATEMENT OF ACCOUNTING POLICIES

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## FOR THE YEAR ENDED 31 MARCH 2024

### 'HOW DID WE DO OUR ACCOUNTING?'

#### **Basis of Preparation**

New Zealand Kindergartens Inc has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not for profit) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the Society will continue to operate in the foreseeable future.

#### **Goods and Services Tax (GST)**

The Society is registered for GST. All amounts are recorded exclusive of GST, except for Debtors and Creditors which are stated inclusive of GST.

#### **Income Tax**

New Zealand Kindergartens is a registered charitable entity under the Charities Act 2005, and accordingly is exempt from income tax under sections CW41 and CW42 of the Income Tax Act 2007.

#### **Bank Accounts and Cash**

Bank accounts & cash in the Statement of Cash Flows comprise cash balances where their original maturities of 90 days or less.

#### **Revenue**

Revenue is recorded in the year that it relates to, except for rebates from suppliers which are recognised as revenue when received by the Society.

#### **Computers**

Computers owned by New Zealand Kindergartens Inc are recorded at cost less accumulated depreciation, which is based on the estimated useful lives of the assets which are 3-10 years.

#### **Accounts Receivable**

Accounts receivable are recorded at the amounts charged less any asserted potential bad debts.

#### **Liabilities**

Liabilities are recognised when the goods and services to which they relate are received. Liabilities are carried at the amount of cash which is required to settle those liabilities.

#### **Changes in Accounting Policies**

There have been no changes in accounting policies. All policies have been applied on bases consistent with those used throughout the period.

# NOTES TO THE PERFORMANCE REPORT

## FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	\$	\$
<b>1. Analysis of Revenue</b>		
<b>Fees, subscriptions and other revenue from members</b>		
Subscriptions from members	309,023	263,219
Member meeting fees	44,859	39,055
Services provided to members	781	17,500
<b>Total Fees, subscriptions and other revenue from members</b>	<b>354,663</b>	<b>319,774</b>
<b>Interest, dividends and other investment revenue</b>		
Interest Income	14,923	8,631
<b>Total Interest, dividends and other investment revenue</b>	<b>14,923</b>	<b>8,631</b>
<b>Revenue from providing goods or services</b>		
Rebates from insurance	37,500	30,000
Rebates from office suppliers	11,946	11,520
Recovery of Board and Contractor expenses	82,091	-
<b>Total Revenue from providing goods or services</b>	<b>131,537</b>	<b>41,520</b>
<b>Other revenue</b>		
Covid-19 leave receipt	1,739	600
<b>Total Other revenue</b>	<b>1,739</b>	<b>600</b>

	2024	2023
	\$	\$
<b>2. Analysis of Expenses</b>		
<b>Personnel and board costs</b>		
Salaries	269,785	209,027
Contractors	58,430	10,694
Professional Development	4,247	1,351
Board expenses and fees	47,649	9,385
ACC Levy	145	460
<b>Total Personnel and board costs</b>	<b>380,256</b>	<b>230,916</b>
<b>Costs related to providing goods or services</b>		
Legal Expenses	1,227	4,880
Operational	105,852	80,180
Meeting expenses	-	2,569
Amortisation Expense - website	-	5,565
Depreciation	828	828
Rent and home office allowance	3,142	2,874
Review engagement fees	5,544	5,190
<b>Total Costs related to providing goods or services</b>	<b>116,593</b>	<b>102,088</b>



# NOTES TO THE PERFORMANCE REPORT

## FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	\$	\$
<b>3. Analysis of Assets</b>		
<b>Bank accounts and cash</b>		
Bank current account	331,201	105,775
<b>Total Bank accounts and cash</b>	<b>331,201</b>	<b>105,775</b>
<b>Debtors and prepayments</b>		
Accounts receivable	8,161	-
Interest accrued	-	49
Prepayments	12,968	10,233
<b>Total Debtors and prepayments</b>	<b>21,129</b>	<b>10,282</b>
	2024	2023
	\$	\$
<b>4. Analysis of Liabilities</b>		
<b>Creditors and accrued expenses</b>		
Accounts Payable	3,136	-
GST payable	14,885	4,539
Owing on Credit cards	1,743	584
Accrued review fee	3,100	3,100
<b>Total Creditors and accrued expenses</b>	<b>22,864</b>	<b>8,223</b>
<b>Employee costs payable</b>		
Annual Leave Provision	12,824	7,223
Wages Payables	11,404	9,480
<b>Total Employee costs payable</b>	<b>24,228</b>	<b>16,703</b>
	2024	2023
	\$	\$
<b>5. Plant and Equipment</b>		
<b>Computers</b>		
Computers owned	4,138	4,138
Accumulated depreciation - Computers owned	(3,351)	(2,524)
<b>Total Computers</b>	<b>787</b>	<b>1,614</b>
<b>Total Plant and Equipment</b>	<b>787</b>	<b>1,614</b>

# NOTES TO THE PERFORMANCE REPORT

## FOR THE YEAR ENDED 31 MARCH 2024

	2024	2023
	\$	\$
<b>6. Accumulated Funds</b>		
<b>Accumulated Funds</b>		
Opening Balance	300,012	262,491
Accumulated surpluses	6,013	37,521
<b>Total Accumulated Funds</b>	<b>306,025</b>	<b>300,012</b>
<b>Total Accumulated Funds</b>	<b>306,025</b>	<b>300,012</b>

### 7. Commitments

The Society has no operating or capital commitments at 31 March 2024. (Last year: nil)

### 8. Contingent Liabilities and Guarantees

At balance date there were no known contingent liabilities (Last year: nil)

	2024	2023
	\$	\$
<b>9. Related Parties</b>		
<b>Description of relationship</b>		
Transactions with trustees (Honorarium)	2,200	800
<b>Total</b>	<b>2,200</b>	<b>800</b>

There are no amounts due from or to related parties at balance date (Last year: nil)

### 10. Events after balance date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report.

# INDEPENDENT ASSURANCE PRACTITIONER'S REVIEW REPORT

FOR THE YEAR ENDED 31 MARCH 2024



## ***Independent Assurance Practitioner's Review Report***

to the members of New Zealand Kindergartens Incorporated Te Putahi Kura Puhou o Aotearoa Manatopu

### ***Report on the Financial Statements***

We have reviewed the accompanying financial statements contained in the performance report of New Zealand Kindergartens Incorporated Te Putahi Kura Puhou o Aotearoa Manatopu which comprise the statement of financial position as at 31 March 2024, and the statement of financial performance and statement of cash flows for the year then ended, and the statement of accounting policies and the notes to the performance report that include other explanatory information.

### ***Board's Responsibility for the Financial Statements***

The Board members are responsible for the preparation and fair presentation of the financial statements in accordance with the accounting standard, Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) and for such internal controls as the Board members determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Assurance Practitioner's Responsibility***

Our responsibility is to express a conclusion on the accompanying financial statements. We conducted our review in accordance with the International Standard on Review Engagements (New Zealand) (ISRE (NZ)) 2400, *Review of Historical Financial Statements Performed by an Assurance Practitioner who is not the Auditor of the Entity*. ISRE (NZ) 2400 requires us to conclude whether anything has come to our attention that causes us to believe that the financial statements, taken as a whole, are not prepared in all material respects in accordance with the applicable financial reporting framework. This Standard also requires us to comply with relevant ethical requirements.

A review of financial statements in accordance with ISRE (NZ) 2400 is a limited assurance engagement. We perform procedures, primarily consisting of making enquiries of management and others within the entity as appropriate, applying analytical procedures and evaluating the evidence obtained.

The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing (New Zealand). Accordingly, we do not express an audit opinion on these financial statements.

Other than in our capacity as assurance practitioner we have no relationship with, or interests in the Society.

### ***Conclusion***

Based on our review, nothing has come to our attention that causes us to believe that the financial statements for the year ended 31 March 2024 as set out in the accompanying performance report do not present fairly, in all material respects, the financial position of New Zealand Kindergartens Incorporated Te Putahi Kura Puhou o Aotearoa Manatopu as at 31 March 2024 and its financial performance and cash flows for the year then ended, in accordance with the Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit).

### ***Restriction on Distribution or Use***

This report is made solely to the members of New Zealand Kindergartens Incorporated Te Putahi Kura Puhou o Aotearoa Manatopu, as a body. Our review work has been undertaken so that we might state to the members those matters which we are required to state to them in a review report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's members, as a body, for our review procedures, for this report or for the conclusion we have formed.

A handwritten signature in black ink, appearing to read 'Audit Professionals Limited'.

Chartered Accountants  
14 June 2024

Dunedin





# THANK YOU

**New Zealand Kindergartens thanks the following sponsors  
for their support of our organisation and local Kindergarten  
Associations**



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## **New Zealand Kindergartens**

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