

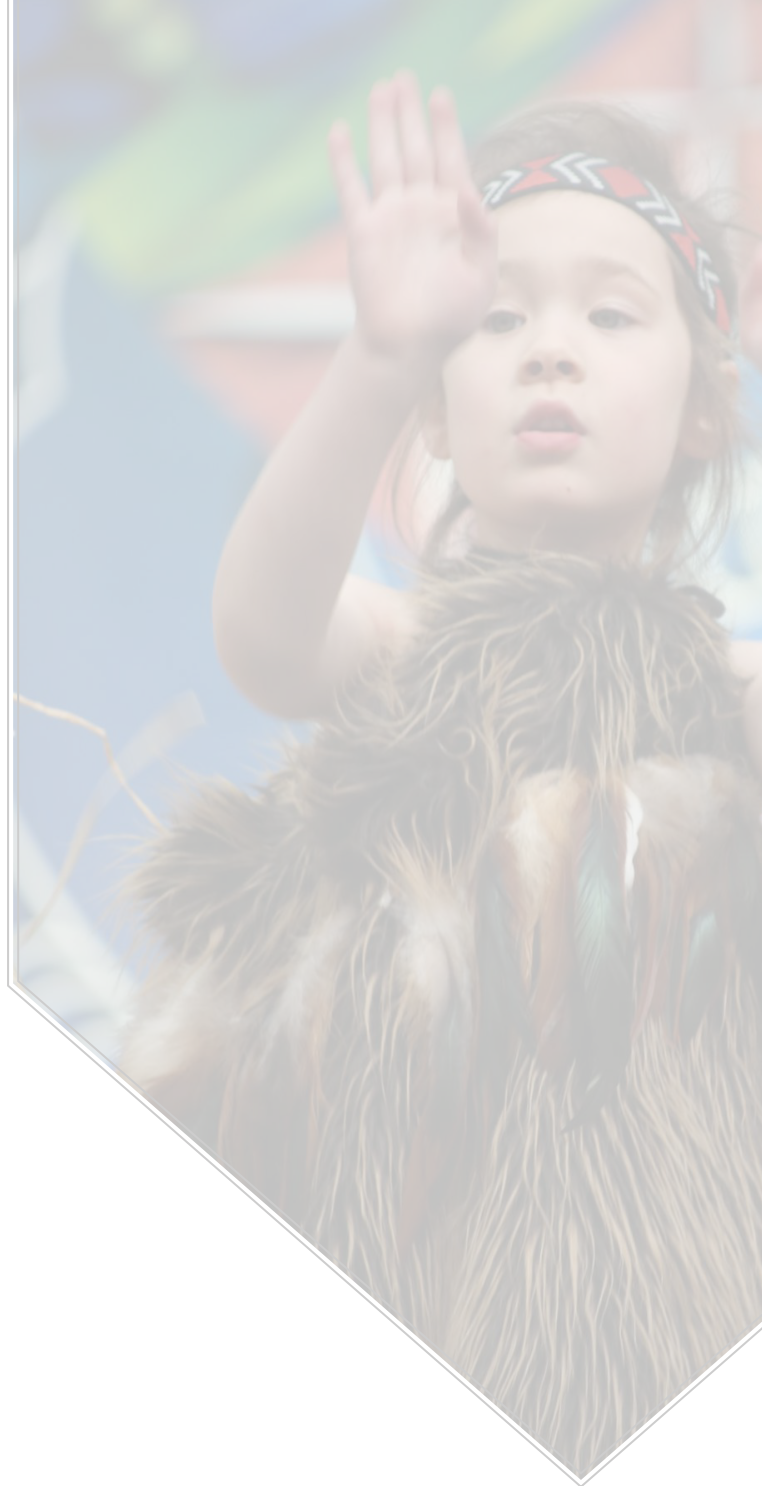
# 2021 ANNUAL REPORT



TE PŪTAHI  
KURA PUHOU  
O AOTEAROA



NEW ZEALAND  
KINDERGARTENS



SUPPORTING

*Local Kindergarten Associations to Thrive*



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This report covers the period 1 April 2020 to 31 March 2021

# OUR PAST – OUR PRESENT – OUR FUTURE

**Author:** Jill Bond

**Source:** Census 2019 & Massey University

**KI TE KĀHORE HE WHAKAKITENGA KA NGARO TE IWI  
WITHOUT FORESIGHT OR VISION, THE PEOPLE WILL BE LOST.**

## OUR PAST

Our founding organisation, the New Zealand Free Kindergarten Union (the Union), began its work in 1912/13. Predominantly focused on Kindergarten teacher training, the Union also contributed to the evolution of policy, and negotiated with successive governments about funding.

The disruption caused by World War 1 meant that the Union was not legally constituted until 1926. Its role was to co-ordinate the work of the five original Free Kindergarten Associations: Dunedin, Invercargill, Christchurch, Wellington, and Auckland. In 1939, the Union was officially recognised by government as representing the views of its members about preschool policy.

Post 1946, there was rapid expansion of the Kindergarten Movement. The Union was pivotal in improving the standards of programmes, buildings, equipment, staffing and qualifications. These foundations culminated in 75 Associations operating 384 Kindergartens affiliated to the Union by 1975.

The New Zealand Free Kindergarten Union changed its name to New Zealand Free Kindergarten Associations Inc in 1994, because of discomfort with the word “Union” and, in 2004, the name was changed to New Zealand Kindergartens Incorporated – Te Pūtahi Kura Puhou o Aotearoa.

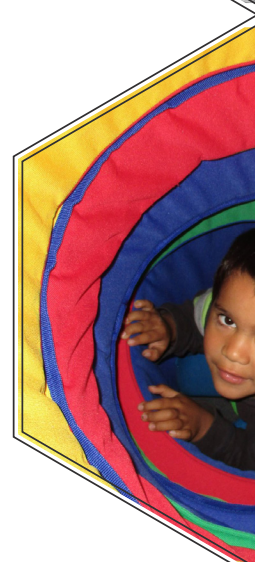
## OUR PRESENT

New Zealand Kindergartens (NZK) is a Peak Body, recognised and respected by government and national agencies, that partners with fourteen of the twenty-eight (50%) local Kindergarten Associations throughout Aotearoa New Zealand. We promote the voice of member Associations in relation to early childhood education policy, provision, pedagogy, workforce, education system-wide transformation, and contemporary leadership and governance. We support local Kindergarten Associations to thrive through the provision of advice, guidance, support, training and development.

Our modern entity is steeped in the history and fabric of early childhood education within New Zealand. We are a Not-For-Profit Incorporated Society and registered charity, governed by a board made up of elected and appointed members. We demonstrate best practice governance through the adoption of the New Zealand Institute of Directors’ Four Pillars methodology.

Collectively our members:

- educate and care for more than 7,000 children who participate at 161 kindergartens and six centres
- are supported by 22 senior teachers, 169 head teachers, and more than 835 teachers.





Our teaching staff are 100% qualified. They are registered teachers, and they are covered by the same legislation and code of practice as teachers in schools.

In addition to working with our member Associations, we work in partnership with Early Childhood Leadership (ECL) – Counties Manukau, Waikato, and Central Kids Kindergarten Associations. We work closely with lead ECE Peak Bodies including Montessori New Zealand, Te Rito Maioha, and the Early Childhood Council. We also work with government, government agencies, the social sector, the compulsory education sector, and the not-for-profit and business sectors.

## OUR FUTURE

The future of kindergarten in New Zealand will depend on the public value and social impact that is delivered by our movement. Public value is defined as the value that an organisation contributes to society. Social impact is defined as a significant, positive change that addresses a pressing social challenge.

New Zealand and the world is in a state of exponential change. With change comes expectations of increased value and impact. People are becoming increasingly discerning about how they live their lives and how they use their resources. The Kindergarten Movement has seen the impact of this over many decades. Once, we enjoyed a monopoly of early childhood education provision. Now we compete in an open market model. We know that:

- based on the 2019 Census, 198,923 children were enrolled in early childhood education
- the Kindergarten Movement represents 14% of all children enrolled in early childhood education
- of the 14% of children, the ethnicity mix is:
  - 16% European
  - 14% Māori
  - 12% Pacific
  - 12% Asian
  - 09% Unknown
- in 2030, there will be six million people in New Zealand
- two-thirds of regions will experience population stagnation or decline
- Auckland, Waikato and Bay of Plenty made up 50% of New Zealand's population in 2018
- by 2038, that will increase to 55%
- by 2030, ethnic diversity within New Zealand will change:
  - Pakeha/European – majority-minority
  - 15.3% Māori
  - 8.4% Pacific
  - 18% Asian (36% in Auckland)
- 25% of the population will soon be aged over 65 (1.2 million people)
- the 65+ age group will account for most of the population growth in 56 out of 67 territorial authorities
- the 65+ age group will be larger than the 0-14 age group
- more workers will retire than enter the workforce
- there is a declining fertility rate – from 4.3 births per woman in the 1950s to 1.61 in November 2020, with further decline predicted
- there are 800 fewer births in total year-on-year.

All these factors contribute to changes within the local communities that we serve. They impact on our market share, on our workforce, on our teaching and learning practice, on our leadership and business practice, and on our governance practice.

We cannot just be aware of these changes; we need to accommodate them and possibly predict them. This will require us to change and adapt our traditional ways of working to meet the needs of the communities that we serve.

We may have a proud history but, if we are to have a bright future, we need to be prepared to lead sustainable change, and it needs to start now.



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# PRESIDENT'S REPORT

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## KO IA KĀHORE NEI E RAPU, TĒ KITEA THOSE WHO DO NOT SEEK, SHALL NOT FIND

New Zealand Kindergartens (NZK) represents fourteen local Kindergarten Associations throughout Aotearoa New Zealand. Our focus is to support our members to thrive. Over the course of the year, we did this with energy, professionalism and heart.

As part of the team of five million, our members excelled in the support of staff, tamariki, whānau and community during the Covid-19 lock-down and alert level changes. The NZK network worked collaboratively and at pace to ensure that timely and accurate information was available, and that we complied with all requirements.

We acknowledge and thank the Government and the Ministry of Education for the support accorded to our network and to the education sector during this difficult and challenging time, and in particular, the continuance of funding. The certainty of funding enabled Associations to focus on the wellbeing and care of their community.

During the year, we experienced a significant change in our network. In July 2020, as a result of a formal mediation process, eight Associations - Auckland, Northern Auckland, Taranaki, Tauranga, Wellington, Napier, Canterbury and South Otago - resigned their membership.

The resignations were a result of irreconcilable differences between the eight Associations and NZK in relation to the establishment of a single entity, Kindergartens Aotearoa, to own and manage the twenty-five Associations formerly represented by NZK.

The resignation of the eight Associations reduced NZK's annual member levy income from \$413,892 (31 March 2020) to \$174,268 (1 April 2021) - a \$239,624 or 58% reduction. We continue to work with our newly formed network to develop a financial sustainability model to ensure the longevity of NZK.



Over the year, NZK services have been expanded to meet the needs of our members. Based on the response to the 2020 Performance Review, members appreciate the support, advice and guidance offered by our Chief Executive, Jill Bond. Associations have engaged in sessions focused on strategic planning, operational planning, governance training, bespoke leadership development, risk management training and change management.

The board has benefited greatly from the guidance of Board Advisor Dr Dave George, and I acknowledge and thank him for his expertise and consultancy. He has enabled us to develop an effective board culture which is focused on high trust and low compliance. This has supported our board to navigate the challenges that we have faced, and to help shape our future.

I am particularly proud of the way in which the board has adopted the use of technology to enable us to meet on a regular basis, and to work in an agile and nimble way. I am also proud of our increased engagement with local Association Board Chairs and Members through Zoom meetings, and the publication of Board 2 Board. The introduction of individual NZK Board Member portfolios has enabled our board to utilise its skills to advance specific work for NZK. It's also enabled Jill to have direct access to skills and expertise to help guide and shape her work.

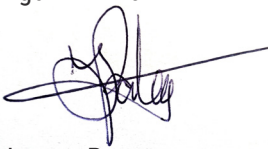
On behalf of the NZK Board, I acknowledge and thank Jill and Joanne Newth, our Office Manager, for their commitment and tireless work on behalf of our members. This year has been particularly challenging. They have proactively promoted NZK in multiple forums – government, not-for-profit, business and social sectors. They have also sought opportunities, embraced change, and continued to deliver outstanding results, including an unqualified annual audit.

We know that by standing together we are stronger. This has been well proven over the course of the year. I acknowledge and thank the members of the NZK Board for their resilience, their forward thinking, their availability, and their commitment to our mahi.

I also pay tribute to our members. Thank you for your continued support of NZK, for your dedication and support of local communities, and for the positive difference that you make to the lives of children and young people.

The board and I look forward to continuing our work together to ensure that every child has the opportunity to access and participate in affordable early childhood education.

Ngā mihi nui



James Patea  
President

“IT HAS BEEN A CHALLENGING YEAR AND NZK HAS FACED SOME SIGNIFICANT CHALLENGES, YET JILL AND BOARD HAVE RISEN TO TAKE THESE HEAD ON.”

*Association Leader*



“We have built a solid foundation which will enable us to progress and deliver our ambitious work programme during 2021. We need to continue momentum, work at pace, and be ready to take advantage of opportunities that will come our way - Bring it on!”

*Association Leader*



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# CHIEF EXECUTIVE'S REPORT

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KI TE KOTAHI TE KĀKAHO KA WHATI,  
KI TE KĀPUIA, E KORE E WHATI.  
ALONE WE CAN BE BROKEN,  
STANDING TOGETHER, WE ARE INVINCIBLE.

This year has been characterised by challenge, change and opportunity.

It has been a privilege to lead NZK and to be part of the unique network that we have created. The forums that we have established to enable people to share their knowledge and ideas, and to ask questions, has enabled all members to lead and to follow.

During the year, Local Association Leaders and Local Association Boards delivered NZK a clear mandate to grow and strengthen the network and the NZK brand. This culminated in a comprehensive work programme being discussed at the Association Leaders' Retreat August 2020, and subsequently agreed and endorsed by the NZK Board.

At the Retreat, it was agreed that we would:

- develop an Operating Model that reflected our new way of working
- refresh the NZK Strategic Plan to reflect our focus on supporting local Kindergarten Associations to thrive
- develop and implement:
  - a national suite of policies and procedures for all Associations to use
  - an on-line resource library
  - new-member criteria/processes
  - a Qualmark certification process
  - a new NZK Constitution.

This work programme has been my primary focus during the year, together with training, development, advice and guidance, consultancy, and national advocacy.



**“The evolution of NZK under Jill's leadership has made me more confident that appropriate support is available . . . . and that we are moving forward as an organisation.”**

***Association Board Chair***



The use of a Tiger Team to progress the development of a national suite of policies and procedures has been impactful. Not only has work been progressed, but connections have been strengthened, people have learned from each other, and leadership opportunities have been positively embraced.

Ongoing engagement with Association leadership teams, head teachers and boards remains a highlight of my role. Being “invited in” to work with and to promote best practice is an opportunity that I do not take lightly. I view this continued engagement as an indicator that members receive value from our engagements, and this is a critical part of the servant leadership model that we have introduced through our operating model. Engagements also provide me with an invaluable learning opportunity, and I thank members for their continued confidence and support.

National advocacy has been a significant focus of my work as evidenced in our Annual Performance Report. Engaging with government, the Ministry of Education, early childhood education sector leads, compulsory education sector leads, not-for-profit and business, gives an opportunity to promote the services that we provide and to advocate for systemic change that will benefit tamariki, whānau and community. Attendance at national conferences accords the same opportunity, and I have enjoyed participating at the New Zealand School Trustees Association Conference and the Institute of Directors Conference.



I am proud of the work that we have delivered over the year. We have embraced technology and used this to our advantage. Communication has been enhanced through the publication of Leader to Leader. National hui have provided us with an opportunity to network, learn, debate and have fun. None of this is possible without sound and professional administration and support. I acknowledge and thank Joanne for her dedication to NZK and to our mahi. Not only does she support our work, she also supports local Associations through her work on national contracts, financial guidance, websites and technology.

My sincere thanks and gratitude go to the members of our NZK Board. Their unwavering support, trust and confidence, and their willingness to always be available, enables me to work at pace and deliver member expectations.

Over the coming year, we will continue to have challenges to face. Internally, we need to progress the work programme mandated during 2020. We need to find a sustainable funding model to enable NZK to continue its work. We will also need to grapple with the changing demographic of New Zealand society, and consider how we can enable and sustain accessible, affordable and appropriate early childhood provision for the communities we serve.

Nāku noa, nā

A handwritten signature in black ink that reads "Jill Bond". The signature is written in a cursive style.

Jill Bond  
Chief Executive

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# LIFE MEMBERS

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"I believe the new direction NZK is providing excellent support for Associations and is operating in a collaborative and inclusive structure."

— Association Leader

"I think the NZK Board has a healthy attitude of seeking to grow its own capabilities. That can only be a good thing."

Association Board Chair

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# RECOGNITION OF LONG SERVICE

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NZK acknowledges the contribution of teachers and professional leaders, support staff, management and Association office staff, committee members, Association Board Members and Kindergarten volunteers to the lives of young children, their families and whānau and community.

We acknowledge:

Angela O'Connor	South Canterbury Kindergarten Association
Anne Maree Bailey	South Canterbury Kindergarten Association
Beverley O'Connor	South Canterbury Kindergarten Association
Carol Sinclair	South Canterbury Kindergarten Association
Christine Facer	South Canterbury Kindergarten Association
Jan Turnbull	South Canterbury Kindergarten Association
Kathleen Squire	South Canterbury Kindergarten Association
Lucia Wielsma	Marlborough Kindergarten Association
Nicola Robertson	South Canterbury Kindergarten Association
Rosemary (Rose) Grigor	South Canterbury Kindergarten Association
Tracey Nelson	South Canterbury Kindergarten Association

**“2020 was a year like no other, we were all challenged & stretched to limits both professionally & personally. During our journey through covid response we saw our kindergarten network go from strength to strength. Embracing increased use of technology to connect, and connect everyone did. The level of engagement, sharing of thoughts & integrity shown has paved the way with solid foundations for how we support each other in the future. ”**

***NZK Board Member***

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# BOARD

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## PRESIDENT



### JAMES PATEA

James has been our President since September 2017.

He has served as the Board Chair of Inspired Kindergartens in Tauranga, and a Trustee of the Welcome Bay School Board.

James has multiple family business interests including co-ownership of an early childhood service. He is actively involved in basketball at a local and national level, and has successfully coached many teams. James is a qualified teacher, and currently works in a leadership role for Trustpower Baypark.

## BOARD MEMBERS



### BECKY WALKER

Becky was elected to the New Zealand Kindergartens Board in September 2019.

Becky and her partner own and operate their family farm on the West Coast of the South Island. She has a background in business accounting, administration and management.

She is a member of the Westport Kindergarten Association Board, and served three years as the Chair of the Board.



### JULIE CRAIG

Julie was elected to the New Zealand Kindergartens Board in September 2019.

She is the General Manager for the Oamaru Kindergarten Association, a position that she has held for over seven years.

Julie is passionate about making a difference for staff, tamariki, whānau, and community. She is a life-long learner and actively searches out new ways of doing things to ensure that services are appropriate, affordable and accessible. The Association is well connected with the education and social sectors, and is recognised as a key contributor to positively shaping young lives.





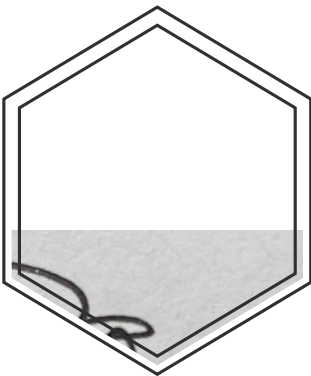
## SARAH TOCKER

Sarah coaches people and facilitates conversations that make teams and organisations better, that equip people to respond capably to change, to genuinely nurture employees, and to confidently face hard choices.

She makes herself available to coach individuals who want to improve their performance and to work across an organisation or specific teams. She works with people to identify where they are stuck and designs strategies to change that.

Sarah assists people by talking about inclusion (more than diversity, a commitment to bring in people and their ideas in a way that works, that sticks and that genuinely makes a difference to customers as well as staff); systems thinking (seeing the patterns that emerge or can be predicted within an organisation, looking across an organisation and its relationships inside and outside of itself); and honesty (developing leaders who own their mistakes, learn from them and model this behaviour for their team).

Sarah has been a member of the New Zealand Kindergartens Board since April 2019.



## DR JEAN MARTIN

Jean was appointed to the New Zealand Kindergartens Board in April 2019.

She has recently joined the fast growing ranks of New Zealand's parturum segura retirees. Prior to this she has had an extensive career in organisational development in senior executive roles in government, commercial and for purpose sectors nationally and internationally.

Her experience includes Housing New Zealand, Immigration New Zealand, Ministry of Education, Group Manager OD/HR New Zealand Customs Service, Director People Capability & Culture Fiji Revenue and Customs Service, and Principal Advisor Corporate Social Outcomes, Downer New Limited. During her time in Fiji she was also on the board of the Fiji Bank.

Over the years she has gathered a PhD, an MBA (dist.) and an M. Mgt. With overseas travel currently not an option she is endeavouring to ensure that she avoids the domesticum numen ailment well known to be on the lookout for anyone recently embarked from a long journey on the busy express! Apart from that, a key focus for her is to contribute to making a sustainable and measurable difference. She continues to be passionate about ensuring organisations deliver totally excellent value and services that meet the changing needs of their customers.

**“The Board has led with integrity, courage, and discipline during a very difficult period.”**

*Association Leader*

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# LEADERSHIP

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## CHIEF EXECUTIVE OFFICER



### JILL BOND

Jill has been our Chief Executive since February 2019.

She is a contemporary leader, and a skilled and experienced senior public servant with over thirty years working in executive and senior leadership roles in Health, Education and Housing. She has a strong operational/ programme delivery background which is complemented by strategic and executive expertise.

Jill has a Master of Business Administration and a Master of Public Administration. She is an inaugural member of the Australian and New Zealand School of Government (ANZSOG) Alumni Advisory Council.

## OFFICE MANAGER



### JOANNE NEWTH

Joanne has a background in IT, accounting and administration, and has worked in both the public and private sectors. Joanne's introduction to Kindergarten was through her daughters, when she became involved with the local Johnsonville Kindergarten.

From 1996 to 1999, Joanne was committee secretary and an elected member of the Wellington Region Free Kindergarten Association (now He Whānau Manaaki) Board where she held positions on the executive, staffing and finance committees.





## ASHBURTON FREE KINDERGARTEN ASSOCIATION

**BARBARA KIRK, MANAGER**

**EMAIL:** barbara.kirk@ashkindy.co.nz

**PHONE:** 03 308 3779



## DANNEVIRKE KINDERGARTEN ASSOCIATION

**ANTOINETTE PERRY, MANAGER**

**EMAIL:** manager@dvka.co.nz

**PHONE:** 06 374 5880



## DUNEDIN KINDERGARTEN ASSOCIATION

**CHRISTINE KERR, GENERAL MANAGER**

**EMAIL:** christine@dk.org.nz

**PHONE:** 03 455 8892



## GERALDINE DISTRICT FREE KINDERGARTEN ASSOCIATION

**HELEN MAY, MANAGER**

**EMAIL:** gm.gdfka@xtra.co.nz

**PHONE:** 03 693 7161



## HERETAUNGA FREE KINDERGARTEN ASSOCIATION

**FIONA MASON, GENERAL MANAGER**

**EMAIL:** fiona.mason@hfka.co.nz

**PHONE:** 06 876 0135 x1



## HUTT CITY KINDERGARTEN ASSOCIATION

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

EMAIL: charmaine.hakaraia@huttkindergartens.org.nz  
norma.roberts@huttkindergartens.org.nz

PHONE: 04 920 9804



## MARLBOROUGH KINDERGARTEN ASSOCIATION

CORINA NAUS, GENERAL MANAGER

EMAIL: generalmanager@mka.org.nz

PHONE: 03 478 4800



## NELSON DISTRICT FREE KINDERGARTEN ASSOCIATION

CRAIG VERCOE, CHIEF EXECUTIVE OFFICER

EMAIL: craig.vercoe@ntk.org.nz

PHONE: 03 546 7683



## OAMARU FREE KINDERGARTEN ASSOCIATION

JULIE CRAIG, GENERAL MANAGER

EMAIL: gm@oamarukindergarten.co.nz

PHONE: 03 434 2422



## RUAHINE KINDERGARTEN ASSOCIATION

ALISON RUDZKI, CHIEF EXECUTIVE OFFICER

EMAIL: alison.rudzki@rka.org.nz

PHONE: 06 357 8264 x6





## SOUTH CANTERBURY FREE KINDERGARTEN ASSOCIATION

**DAVE HAWKEY, GENERAL MANAGER**

**EMAIL:** [dave@scfka.org.nz](mailto:dave@scfka.org.nz)

**PHONE:** 03 688 3098



## SOUTHLAND FREE KINDERGARTEN ASSOCIATION

**NIKKI MCROBIE, GENERAL MANAGER**

**EMAIL:** [nikki.mcrobie@ska.co.nz](mailto:nikki.mcrobie@ska.co.nz)

**PHONE:** 03 214 0237 x1



## TE AROHA FREE KINDERGARTEN ASSOCIATION

**KAREN ROBINSON, MANAGER**

**EMAIL:** [karen@taka.org.nz](mailto:karen@taka.org.nz)

**PHONE:** 07 884 8749



## WESTPORT KINDERGARTEN ASSOCIATION

**CATE BARRY, GENERAL MANAGER**

**EMAIL:** [office@westportkindergarten.nz](mailto:office@westportkindergarten.nz)

**PHONE:** 03 789 8237



# STATEMENT OF SERVICE PERFORMANCE

## DESCRIPTION OF THE ENTITY'S OUTCOMES

- To support affordable access to quality early childhood education for all children in New Zealand/Aotearoa
- To assist Member Associations to provide and develop high quality and accessible early childhood education services
- To support and promote the interests of Member Associations
- To do all things which shall be thought to be conducive to the carrying out of the above objectives and the furtherance of Early Childhood Education.

## INFLUENCE OUTPUTS

8

**NZK TIGER TEAM MEETINGS**

8

**PUBLICATIONS /  
REPORTS / PAPERS /  
MEDIA / CAMPAIGNS**

21

**STRATEGIC RELATIONSHIP MEETINGS**



38

**NZK REPRESENTATION AT EXTERNAL ADVISORY GROUP MEETINGS**

1

**Submission**

1

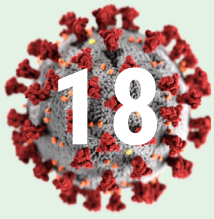
**BARGAINING ROUND**



38

**SECTOR ENGAGEMENT MEETINGS**

## CEO ENGAGEMENT



18 Association Leader Zoom Meetings - COVID-19

17

ASSOCIATION LEADER BUSINESS ZOOM MEETINGS

6

Leader to Leader Publications

58

ADVICE AND GUIDANCE ENGAGEMENTS WITH ASSOCIATIONS



21 ASSOCIATION VISITS

29

GROWING AND STRENGTHENING GOVERNANCE AND LEADERSHIP Association Training and Development Sessions

## BOARD ENGAGEMENT

11

NZK BOARD MEETINGS



9

NZK BOARD ENGAGEMENTS WITH MEMBER ASSOCIATIONS

27 Engagements with NZK CEO

## HUI

TE PŪTAHI  
KURA PUHOU  
O AOTEAROA



NEW ZEALAND KINDERGARTENS

1 Association Leaders Hui

1 Association Leaders Retreat

1 Senior Teacher Hui

1 Annual General Meeting

## ADMINISTRATION OUTPUTS



1

SURVEY

# OUR OPERATING MODEL

## Our Reason for Being

- we support Local Kindergarten Associations to thrive
- our primary customers are Kindergarten Associations
- on behalf of our Members, we engage with and influence Government, central agencies, supporting businesses and the not-for-profit sector
- we exist because our Members back us.

## Our Member Services

### We provide the following services for our Members:

- national advocacy and representation
- centralised policy development and review
- national employment contract negotiations
- Qual Mark accreditation
- advice, guidance and hands-on assistance
- best-practice code of conduct and compliance monitoring
- best-practice Constitutional arrangements and compliance monitoring
- training and development for Boards, Association Leaders, Leadership Teams and staff
- on-line resource library
- group-discount schemes.

## Our Ways of Working

- our approach is underpinned by servant-leadership focussed on the growth and well-being of people and the communities they belong to
- our NZK network operates through representative democracy
- our NZK CEO is the Kaitiaki of Membership benefits, services, values and expectations
- our NZK CEO is the conductor and co-ordinator of the NZK network.

## Our People

### NZK is a small dynamic entity that works at pace. Our people include:

- an elected and appointed Board
- our CEO who provides national advocacy and representation, and delivers services to Association Leaders, staff and Boards
- our Office Manager who provides administrative, financial, website and publication services as well as direct engagement with Association Leaders and staff
- our Communication Specialist who is contracted on an as-needed basis
- when required, we contract Specialist advice and guidance.

## Our Enablers

### We deliver value to our Members by using the following enablers:

- Local Kindergarten Association Boards
- Local Kindergarten Association Leaders and staff
- centralised policy framework
- Qual Mark accreditation
- enhanced use of technology
- national, regional and local networks.

## Organising Model

### Our organising model reflects our size and our ways of working:

- our Board focusses on the Four Pillars of Governance – determining purpose, effective governance culture, holding to account and effective compliance
- our NZK CEO reports to Board and the Office Manager reports to the NZK CEO
- our Board and NZK CEO are accountable to Members – effectiveness is determined by an annual customer satisfaction and performance survey.





# OUR STRATEGIC PLAN 2020 - 2026

## OUR PURPOSE

New Zealand Kindergartens supports Local Kindergarten Associations to thrive.

## OUR STRATEGIC PRIORITIES

Our focus is on quality, sustainability and customer service. Our work is underpinned by the principles of the Te Tiriti o Waitangi.

### QUALITY

A focus on quality enables us to:

- Lead governance, leadership and business best practice
- Influence and lead teacher practice, growth and development
- Engage with and influence Government and central agencies
- Deliver Qual Mark accreditation

### SUSTAINABILITY

A focus on sustainability enables us to:

- Invest our time, resources and expertise for greatest impact
- Maximise the use of technology
- Plan for the future including succession planning
- Strengthen the Kindergarten Movement within local communities

### CUSTOMER SERVICE

A focus on customer service enables us to:

- Lead through servant-leadership focussed on the growth and well-being of people and the communities they belong to
- Develop and deliver Member Services that are relevant and fit for purpose
- Work with agility and at pace
- Strengthen the NZK network



## OUR WAYS OF WORKING

Our work is underpinned by five core values

**Whanaungatanga** – kinship and collectivism

**Manaakitanga** – reciprocity and goodwill

**Kotahitanga** – unity

**Aroha** – compassion, affection and regard

**Kia Manawanui** – perseverance, determination, persistence and dedication





**NEW ZEALAND KINDERGARTENS INC**  
**FINANCIAL PERFORMANCE REPORT**  
**31 MARCH 2021**





# NEW ZEALAND KINDERGARTENS INC

## STATEMENT OF SERVICE PERFORMANCE

### For the year ended 31 March 2021

#### LEGAL NAME OF ENTITY

New Zealand Kindergartens Incorporated (NZK).

#### TYPE OF ENTITY AND LEGAL BASIS

Incorporated as a Incorporated Society under the Incorporated Societies Act 1908.  
Registered as a Charity (CC28763) under the Charities Act 2005.

#### ENTITY'S PURPOSE OR MISSION STATEMENT

Growing and strengthening kindergarten.

#### ENTITY STRUCTURE & GOVERNANCE

Entity is governed by a Board of 7 Board Members.

#### ON THE NZK BOARD

President	James Patea
Member	Julie Craig
Member	Jean Martin
Member	Sarah Tocker
Member	Becky Walker
Member	Vacant
Member	Vacant

#### MAIN SOURCES OF CASH & RESOURCES

NZK receives cash or resources from:

- Levies from Member Associations.

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

NZK levies Member Associations.

#### ADDITIONAL INFORMATION

Independent Assurance Practitioner

Moore Markhams Wellington Audit  
Wellington

Solicitor

Lisa Hansen  
Barristers.Com  
P O Box 5577  
Wellington 6145

Banker

ASB, Porirua

Registered Office

165 Mark Ave, Wellington 6037  
(027) 4950 282  
contact@nzkindergarten.org.nz  
www.nzkindergarten.org.nz

# NEW ZEALAND KINDERGARTENS INC

## STATEMENT OF SERVICE PERFORMANCE

### For the year ended 31 March 2021

#### DESCRIPTION OF THE ENTITY'S OUTCOMES - CONSTITUTIONAL OBJECTS

- To support affordable access to quality early childhood education for all children in New Zealand/ Aotearoa
- To assist Member Associations to provide and develop high quality and accessible early childhood education services
- To support and promote the interests of Member Associations
- To do all things which shall be thought to be conducive to the carrying out of the above objects and the furtherance of Early Childhood Education.

#### DESCRIPTION AND QUANTIFICATION OF THE ENTITY'S OUTPUTS

	2021	2020
--	------	------

##### ENGAGEMENT OUTPUTS

##### BOARD

Board meetings	11	19
Board engagement with Members - Management and Governance	9	7
Board engagement with CEO	27	-

##### HUI

Senior teacher hui	1	1
Association leaders hui and retreat	2	1
Annual General Meeting	1	1
National meetings	0	1

##### CEO - including provision of professional development for Boards and Association Leaders

Association leaders engagement - COVID-19	18	8
Association leaders engagement	17	-
Association visits	21	20
Advice and guidance engagement with associations	58	11
Growing and strengthening governance and leadership - association training and development	29	14
Leader to Leader publications	6	-

##### INFLUENCE OUTPUTS

NZK tiger teams - meetings	8	9
NZK representation at external advisory group meetings	38	29
Publications / reports / papers / media / campaigns	8	11
Sector engagement meetings	38	20
Strategic relationship meetings	21	11
Bargaining	1	1
Submissions	1	4

##### ADMINISTRATION OUTPUTS

Lodgement of historical archives to Alexander Turnbull Library	0	1
Surveys	1	0



# NEW ZEALAND KINDERGARTENS INC

## STATEMENT OF FINANCIAL PERFORMANCE

### For the year ended 31 March 2021

	Note	2021	2020
<b>REVENUE</b>			
Levies and meeting registrations	1	297,091	418,533
Interest, dividends and other investment revenue		5,540	7,963
Other revenue	1	39,735	104,949
<b>Total Revenue</b>		<b>342,366</b>	<b>531,445</b>
<b>EXPENSES</b>			
Personnel and Board costs	2	254,413	295,314
Costs related to providing goods or services	2	84,023	150,476
Other expenses	2	7,633	65,967
<b>Total Expenses</b>		<b>357,068</b>	<b>511,757</b>
<b>Surplus/(Deficit) for the year</b>		<b>(14,702)</b>	<b>19,688</b>



# NEW ZEALAND KINDERGARTENS INC

## STATEMENT OF FINANCIAL POSITION

### For the year ended 31 March 2021

ASSETS	Note	2021	2020
<b>Current Assets</b>			
Bank accounts and cash	3	50,804	68,884
Debtors and prepayments	3	27,963	26,270
Term deposit		300,591	275,401
<b>Total Current Assets</b>		<b>379,358</b>	<b>370,555</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	5	7,787	8,583
Intangible assets - website		15,105	24,645
<b>Total Non-Current Assets</b>		<b>22,892</b>	<b>33,228</b>
<b>Total Assets</b>		<b>402,251</b>	<b>403,783</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Creditors and accrued expenses	4	16,136	19,818
Employee costs payable	4	31,776	14,924
<b>Total Current Liabilities</b>		<b>47,912</b>	<b>34,742</b>
<b>Total Liabilities</b>		<b>47,912</b>	<b>34,742</b>
<b>Total Assets less Total Liabilities (Net Assets)</b>		<b>354,338</b>	<b>369,042</b>
<b>ACCUMULATED FUNDS</b>			
Accumulated surpluses or (deficits)	6	354,338	369,042
Reserves	6	-	-
<b>Total Accumulated Funds</b>		<b>354,338</b>	<b>369,042</b>

For and on behalf of the board:



President



Board member



Chief Executive

16 JULY 2021

Date authorised for issue

# NEW ZEALAND KINDERGARTENS INC

## STATEMENT OF CASH FLOWS

### For the year ended 31 March 2021

	Note	2021	2020
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Cash was received from:</b>			
Levies and meeting registrations		297,091	418,533
Interest, dividends and other investment revenue		4,982	7,974
Other income		39,735	104,949
Net GST		2,725	(2,635)
		<b>344,534</b>	<b>528,820</b>
<b>Cash was applied to:</b>			
Payments to suppliers and employees		(335,605)	(486,751)
		<b>(335,605)</b>	<b>(486,751)</b>
<b>Net cash flows from operating activities</b>		<b>8,929</b>	<b>42,069</b>
<b>CASH FLOWS FROM INVESTING &amp; FINANCING ACTIVITIES</b>			
Cash receipt from sale of property, plant and equipment		1,584	-
Cash receipt from sale of investment		275,401	-
Payment for purchase of investment		(300,591)	(45,401)
Payment for property, plant and equipment		(3,402)	(3,939)
Payment for intangible asset		-	-
<b>Net cash flows from investing &amp; financing activities</b>		<b>(27,009)</b>	<b>(49,340)</b>
<b>Net increase/(decrease) in cash</b>		<b>(18,080)</b>	<b>(7,271)</b>
Opening bank accounts and cash		68,884	76,154
<b>Closing bank accounts and cash</b>		<b>50,804</b>	<b>68,884</b>
<b>This is represented by:</b>			
Bank accounts & Cash	3	50,804	68,884



# NEW ZEALAND KINDERGARTENS INC

## STATEMENT OF ACCOUNTING POLICIES

### For the year ended 31 March 2021

#### **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 entity will continue to operate in the foreseeable future.

#### **GST**

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

#### **SPECIFIC ACCOUNTING POLICIES**

##### **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 & Cash**

Bank accounts & cash in the Statement of Cash Flows comprise cash balances and bank balances.

##### **Revenue from sale of services**

Revenue is recorded based on the stage of completion of the service at balance date.

#### **PARTICULAR ACCOUNTING POLICIES**

##### **Fixed Assets**

Fixed Assets owned by the New Zealand Kindergartens Inc are recorded at cost less accumulated depreciation.

##### **Depreciation**

Depreciation is provided on a straight line basis at rates that will write off the cost of the assets over their estimated useful lives as follows:

Furniture and Equipment	3-10 years
Office Equipment	3-10 years
Computer Equipment and Software	3-10 years
Other Fixed Assets - purchased for kitchen upgrade - returned and refunded June 2020	

##### **Intangible Assets**

Amortisation is provided on a straight line basis at a rate that will write off the cost of the asset over the estimated useful life as follows:

Website - 4 years @ 25%

##### **Accounts Receivable**

Accounts receivable are recorded at the net realisable value.

##### **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 (Last year - Nil)



# NEW ZEALAND KINDERGARTENS INC

## NOTES TO THE PERFORMANCE REPORT

### For the year ended 31 March 2021

<b>NOTE 1: ANALYSIS OF REVENUE</b>	<b>2021</b>	<b>2020</b>
<b>Revenue Item Analysis</b>		
<b>Levies and meeting registrations</b>		
Subscriptions from members	289,578	418,533
Member meeting fees	7,513	-
<b>Total</b>	<b>297,091</b>	<b>418,533</b>
<b>Other revenue</b>		
Other income - rebates	39,568	33,602
Sundry income	167	7,000
Other income - Tiki Atu Working group	-	64,348
<b>Total</b>	<b>39,735</b>	<b>104,949</b>
 <b>NOTE 2: ANALYSIS OF EXPENSES</b>	 <b>2021</b>	 <b>2020</b>
<b>Expense Item Analysis</b>		
<b>Personnel and board costs</b>		
Salary & Wages	254,851	242,923
Contractors	2,000	-
Professional development	-	12,715
Board expenses and fees	8,058	39,251
Recruitment	-	-
ACC Levies	504	424
<b>Total</b>	<b>265,413</b>	<b>295,314</b>
<b>Costs related to providing services</b>		
Legal	6,339	2,215
National contracts management	-	5,062
Operational	31,358	44,378
Meeting expenses	22,295	48,275
Policy development	-	4,666
Business development	82	-
Rent and home office allowance	8,356	31,200
Review engagement fees	3,439	3,188
Amortisation	9,540	9,540
Depreciation	2,614	1,951
<b>Total</b>	<b>84,023</b>	<b>150,476</b>
<b>Other expenses</b>		
Tiki Atu Working Group	-	61,232
K2026 - one organisation reserve	-	-
Heritage project reserve	-	-
Rebates	7,633	4,735
<b>Total</b>	<b>7,633</b>	<b>65,967</b>

# NEW ZEALAND KINDERGARTENS INC

## NOTES TO THE PERFORMANCE REPORT

### For the year ended 31 March 2021

NOTE 3: ANALYSIS OF ASSETS		2021	2020
Asset Item	Analysis		
Bank accounts and cash			
	Petty cash	-	56
	Bank account call	50,804	68,221
	Bank account savings	-	607
	<b>Total</b>	<b>50,804</b>	<b>68,884</b>
Debtors and prepayments			
	Accounts receivable	22,210	24,089
	Prepaid expenses	5,752	2,181
	<b>Total</b>	<b>27,963</b>	<b>26,270</b>

NOTE 4: ANALYSIS OF LIABILITIES		2021	2020
Liabilities Item	Analysis		
Creditors and accrued expenses			
	Accounts payable	11,048	14,528
	Credit cards	1,888	2,290
	Accrued review fee	3,200	3,000
	<b>Total</b>	<b>16,136</b>	<b>19,818</b>
Employee costs payable			
	Annual leave accrual	25,522	8,999
	PAYE and other taxes owing at balance date	6,254	5,925
	<b>Total</b>	<b>31,776</b>	<b>14,924</b>

### NOTE 5: PROPERTY PLANT & EQUIPMENT

This Year					
Asset Class	Opening carrying amount	Purchases	Sales / (Disposals)	Current year depreciation	Closing carrying amount
Furniture and fixtures	1,995	-	65	59	1,671
Computers	5,070	3,402	-	2,355	6,117
Other fixed assets	1,518	-	1,518	-	-
<b>Total</b>	<b>8,583</b>	<b>3,402</b>	<b>1,584</b>	<b>2,614</b>	<b>7,787</b>

Last Year					
Asset Class	Opening carrying amount	Purchases	Sales / (Disposals)	Current year depreciation	Closing carrying amount
Furniture and fixtures	1,681	560	-	246	1,995
Computers	4,915	1,860	-	1,705	5,070
Other fixed assets	-	1,518	-	-	1,518
<b>Total</b>	<b>6,595</b>	<b>3,939</b>	<b>-</b>	<b>1,951</b>	<b>8,583</b>

# NEW ZEALAND KINDERGARTENS INC

## NOTES TO THE PERFORMANCE REPORT

### For the year ended 31 March 2021

#### NOTE 6: CHANGES IN ACCUMULATED FUNDS

This Year Description	Accumulated Surpluses or (Deficits)	Reserves	Total
Opening Balance	369,040	-	369,040
Surplus/(Deficit)	(14,702)	-	(14,702)
Expenses transfer to Reserves	-	-	-
Transfer from Reserves	-	-	-
<b>Closing Balance</b>	<b>354,338</b>	<b>-</b>	<b>354,338</b>

Last Year Description	Accumulated Surpluses or (Deficits)	Reserves	Total
Opening Balance	351,318	(1,966)	349,352
Surplus/(Deficit)	19,688	-	19,688
Expenses transfer to Reserves	-	-	-
Transfer to Reserves	(1,966)	1,966	-
<b>Closing Balance</b>	<b>369,040</b>	<b>-</b>	<b>369,040</b>



# NEW ZEALAND KINDERGARTENS INC

## NOTES TO THE PERFORMANCE REPORT

### For the year ended 31 March 2021

#### NOTE 7: COMMITMENTS

NZK has entered into a lease of a Ricoh photocopier which expires December 2023 as follows:

	2021	2020
Not later than 1 year	1,943	2,220
Later than one year and not later than five years	3,399	5,342
<b>Total</b>	<b>5,342</b>	<b>7,562</b>

#### NOTE 8: CONTINGENT LIABILITIES

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

#### NOTE 9: RELATED PARTY TRANSACTIONS

Description of relationship	Description of transaction	2021	2020
Transactions with trustees	Honorarium	4,400	7,800
Board Members parent - professional services	Purchase of services	-	1,380
Board Member - professional services contracted prior to Board Membership	Purchase of services	-	3,182
<b>Total</b>		<b>4,400</b>	<b>12,362</b>

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

#### NOTE 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. (Last year: nil)

#### NOTE 11: OTHER DISCLOSURES

##### Assets used as security for liabilities

No assets have been used as security for liabilities at reporting date. (Last year: Nil)



# Independent assurance practitioner's review report

## To the Members of New Zealand Kindergartens Incorporated

We have reviewed the accompanying performance report of New Zealand Kindergartens Incorporated on pages 2 to 13, which comprises of the entity information, the statement of service performance, the statement of financial performance and statement of cash flows for the year ended 31 March 2021, the statement of financial position as at 31 March 2021, and the statement of accounting policies and other explanatory information.

### The responsibility of the Board for the performance report

The Board are responsible on behalf of the entity for:

- a) identifying suitable outcomes and outputs and quantification methods where practicable to report in the statement of service performance
- b) the preparation and fair presentation of the performance report in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) Standard issued in New Zealand by the New Zealand Accounting Standards Board, and
- c) for such internal control as the Board determine is necessary to enable the preparation of the performance report that is free from material misstatement, whether due to fraud or error.

### Assurance Practitioner's Responsibility

Our responsibility is to express a conclusion on the performance report. We conducted our review of the financial information (consisting of the statement of financial performance, statement of financial position, statement of cash flows, statement of accounting policies and notes to the performance report) in accordance with 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", and the review of the non-financial information (consisting of the entity information and statement of service performance) in accordance with the International Standard on Assurance Engagements (New Zealand) ISAE (NZ) 3000 (Revised). Those standards require us to conclude whether anything has come to our attention that causes us to believe that the performance report, taken as a whole, is not prepared in all material respects in accordance with the Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) Standard. Those standards also require that we comply with ethical requirements.

A review of the Performance Report in accordance with ISRE (NZ) 2400 and ISAE (NZ) 3000 (Revised) is a limited assurance engagement. A review of the statement of service performance also involves performing procedures to obtain evidence and evaluating the suitability of the reported outcomes, outputs and quantification methods used. We performed procedures, primarily consisting of making enquiries of management and others within the entity, as appropriate, and applied analytical procedures, and evaluated the evidence obtained. The procedures selected depend on our judgement, including the areas identified where a material misstatement is likely to arise.

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) and ISAE (NZ) 3000 (Revised). Accordingly, we do not express an audit opinion on the performance report.

Other than in our capacity as assurance practitioner we have no relationship with, or interests in, New Zealand Kindergartens Incorporated.

**Conclusion**

Based on our review, nothing has come to our attention that causes us to believe that this performance report does not present fairly, in all material respects, the entity information and the financial position of New Zealand Kindergartens Incorporated as at 31 March 2021 and its financial performance, cash flows and service performance for the year then ended in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) Standard.

Moore Markhams

**Moore Markhams Wellington Audit** | Chartered Accountants, Wellington, New Zealand  
16 July 2021

# THANK YOU

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



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