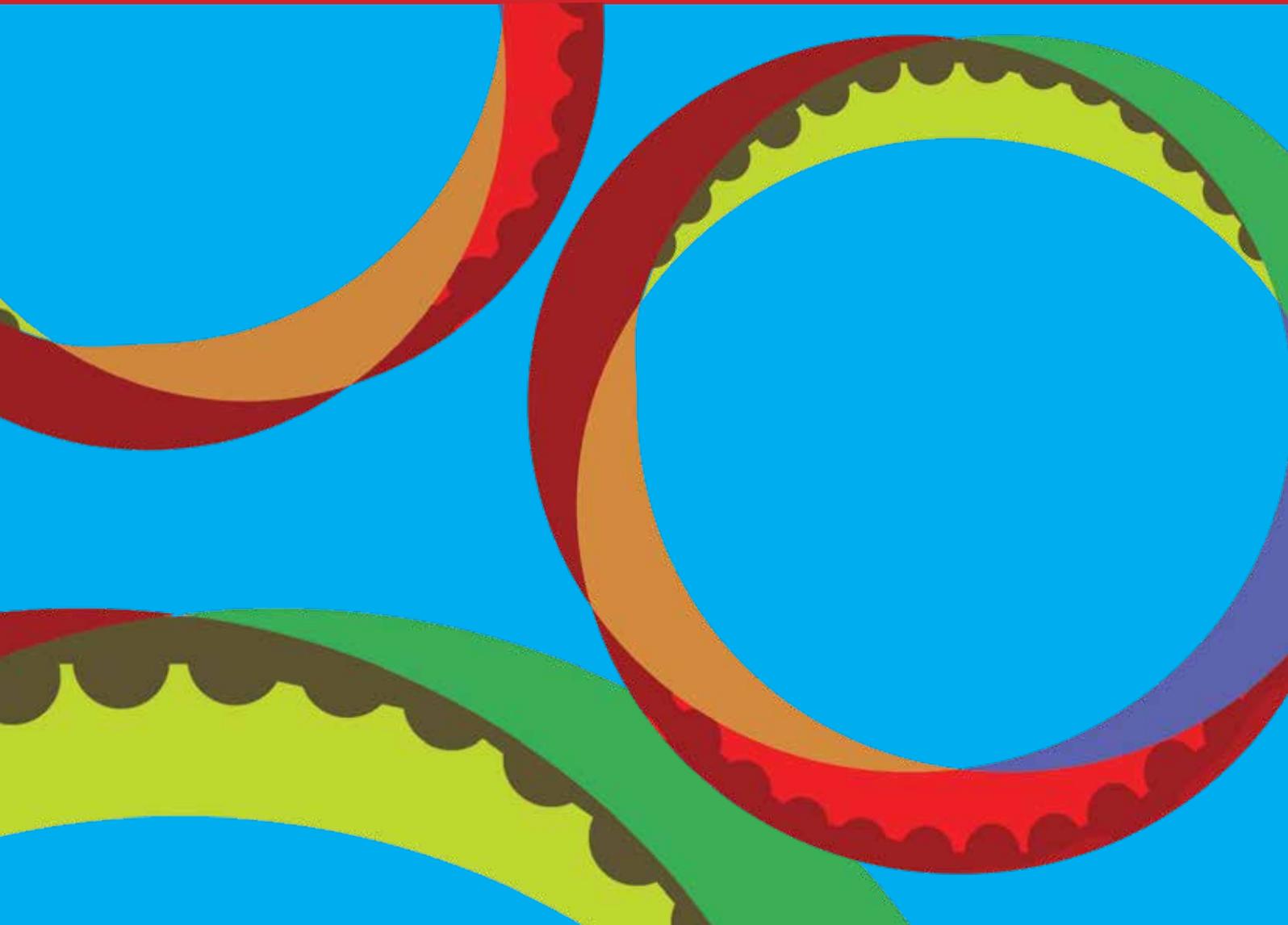


**kidsfirst**  
kindergartens

**ANNUAL REPORT 2017**



# INSPIRATION



## **CORE PURPOSE STATEMENT**

Educating children in their early years

## **VISION PROPOSITION**

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

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

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

## **Excellence**

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

## **Contribution**

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

## **Relationships**

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

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Canterbury Westland Kindergarten Association Inc.  
MO NGA TAMARIKI ME NGA WHĀNAU O WAITAHA ME  
TAI POUTINI

*A touch of rain doesn't dampen this kindergarten's sense of adventure during a forest walk for a group from Kidsfirst Parklands.*

## WE WERE INSPIRED

They say it takes a village to raise a child and that couldn't be more true for kindergarten.

Throughout 2017 at Kidsfirst Kindergartens we celebrated our inspirational 'village.' Our inspiring tamariki, our passionate kaiako/teachers, our amazing parents and caregivers and our wonderfully supportive communities who - together - make up our Kidsfirst whānau.

Tamariki/children are at the heart and soul of each and every one of our over seventy quality kindergartens and early learning centres, spanning Canterbury, Banks Peninsula, Central Otago and the West Coast. Tamariki inspire us with their love for learning, their curiosity, enthusiasm, laughter and playfulness. With each new day in this past kindergarten year, they continued to inspire fantastic new learning journeys of discovery, amazement and wonder.

Our teachers/kaiako, with their passion, imagination and innovation were truly an inspiration throughout 2017. Kidsfirst Kindergartens is one of the most respected early childhood education services in the country. Pivotal to this success are our trained and registered professional teaching teams.

Their expertise and experience, coupled with inspired ideas and creativity, bring lots of new and positive experiences for all tamariki across the network.

Our goal is to not only remain at the heart of the local neighbourhood as an inspirational place of learning for children, but also as a place parents and caregivers feel inspired and welcomed, and with a valued sense of partnership with kaiako/teachers.

It's a place to meet other parents with children the same age, to build a network of friendships and to enjoy a shared, meaningful experience in the 'kindergarten years.'

Kidsfirst is a not-for-profit organisation that dates back over 100 years and this year we continued to be amazed by the many inspiring people within our local communities who wow us with their generosity, focus, creativity, energy and commitment. As well, there's incredibly generous support from local businesses willing to donate their time, materials and expertise to help with our latest kindergarten project. We are hugely grateful for all of this community support.

At Kidsfirst Kindergartens we are so very proud to provide such inspirational places for tamariki, kaiako, families/whānau and communities to learn and grow together.



Kidsfirst Templeton scooped the Heart Foundation's overall South Island winner for their 'Have a Heart' inspired picnic and games day.

**WE WERE INSPIRED  
BY OUR COMMUNITIES**





This year was our Kidsfirst Kindergartens Year of Inspiration!

Where would we be without inspiration? That spark of creativity or bright idea that gets us thinking outside the box. That spurs us to look at something in a new and different way, or from a fresh perspective.

Inspiring others and being inspired go hand in hand at kindergarten. As a Kidsfirst value, Inspiring is all about striving for an ever-improving quality of early childhood education and extending ourselves to be the best that we can be.

Our values drive everything that we do, from the way we teach and guide children all the way through to our organisation's governance.

We are always looking for ways to be **Inspiring** and striving to do more. We're **Engaged** with people, places, opportunities, ideas and our heritage. We're **Proud** of the difference we make in lives, every day, with tamariki and **Whānau** at the heart of everything we do. And we're **Passionate** - we love what we do and it shows.

Opposite page from left to right, top to bottom: Kidsfirst Mount Pleasant celebrate Matariki with a disco. Kidsfirst Summer at the opening of new community centre - Matuku Takotako. Nature's stunning ice sculptures at Kidsfirst Maniototo. Let's get flexible, calming yoga sessions at Kidsfirst Nuffield. Community spirit abounds at a local garden near Kidsfirst Richmond. Cutting the ribbon at Kidsfirst West Rolleston's official open day. Some wonderful whānau connections at Kidsfirst Wales Street. A barrel of autumn laughs at Kidsfirst Kaiapoi North. Gumboots and mud puddles at Kidsfirst Sunbeam.

# CHAIR'S REPORT

Reflecting on 2017, it is impossible to think about Kidsfirst outside of the context of our wider communities and in turn, about New Zealand in the context of its place in the world.

It has been another very challenging year. At a global level, we are certainly all becoming increasingly aware of the very fragile nature of the political and environmental issues that surround us. While New Zealand remains a very beautiful, relatively fortunate and well-off country, we are also a nation with a growing gap between those who have and those who do not. Sadly, we also continue to lead the world in areas we are not proud of, including child abuse statistics and suicide rates.

Just as it is impossible to remove New Zealand from the context of its place in the world, we cannot remove early childhood education from its wider societal context. In many ways, our teachers and kindergartens sit very close to some of these issues, seeing things every day that other New Zealanders encounter only as news headlines. We cannot underestimate the value of the work that is done every day by our kindergartens, work that goes way beyond what most people would consider the role of educators.

Our teachers understand, more than anyone, that every child is unique, every family is different and that sometimes, it's the smallest achievements that mark the greatest gains.

Māori have an excellent expression: Ahakoa he iti, he pounamu. Loosely translated, it means 'although it is small, it is made of greenstone.'

This phrase is so relevant, when we think of the smallest learners in our communities, the youngest minds, just starting out on their formal education journey.

It is the small things that add up to make a big contribution to the life of a child: the tiny moments, the serendipitous opportunities to share an idea, the chance to delight in a moment of enlightenment, and the time and space to laugh together as teachers and children.

It is these small things that change our world for one child at a time, moment by moment, bringing learning that will profoundly affect both our future, and theirs.

Leaving aside the extreme events that make the TV news each night, all of us will, at some stage in our lives, have our personal and professional equilibrium knocked sideways by events in our own lives, and the lives of those we love. Sickness, death, and life changing events happen to so many people, every day. When it happens to us, however, it can literally tip us off our axis.

Each and every family faces loss. Many of our children and families will have lost loved ones over the past year. Those within the Kidsfirst family have not been spared. There is injury, illness, grief, caring for elderly family members, worries and concerns about children, grandchildren and whānau. Yet, still, human beings are remarkably resilient. We get out of bed in the morning, we put ourselves back into the world, and whether we are parents, or educators, or both, many of us share ourselves with a bunch of young children.

Our lives don't need to be perfect, and neither do we, to make a positive difference to young lives.

Within both our fragility and resilience, lie so many rich lessons that even the youngest children learn from. Every interaction is another building block.

And here lies the heart of the matter - the more researchers uncover about the ways that humans learn, the more we understand about the significance of and value of each of these interactions. Children's brains are actually being turned on, little by little, through every conversation as they explore, interact with the world and begin to make sense of it.

As teachers, managers, administrators, board members and members of a wider community, we are incredibly privileged to be a part of the world of these children.

Ensuring that the children in our communities are able to have what we believe to be the best early childhood education experience, is at the core of all that Kidsfirst does. In the traditional sense, we are not for profit. However, communities, whānau, and the children themselves profit richly from the work that we do. As a result, wider society and future generations profit too.

We are always excited to be able to bring Kidsfirst to new families and places.

This year, we were thrilled to open our beautiful new kindergarten at West Rolleston, bringing Kidsfirst, and that wonderful tradition of kindergarten, to a new community.

Despite tight budgets and issues around the uncertainty of funding, we have managed to relocate, renovate, and reopen freshly updated services in Hornby, Trengrove, Ilam and Selwyn Street.

We also made very good progress on Kidsfirst Kindergartens The Bays in 2017, and are looking forward to opening its doors in time for term 3, 2018.



Kidsfirst Chair Viv Ruth, speaking at Kidsfirst Niu's first birthday celebrations.

This year also saw a restructure of Kidsfirst's Education Service Managers team and other changes in Birmingham Drive administration. We are thrilled to welcome new faces to the team, who bring with them a wealth of skill and experience that the whole organisation can benefit from.

After many years of growth and positive account balances, 2017 saw Kidsfirst post a deficit. We need to continue, in 2018, to look across the whole organisation for ways to develop, grow and continue to maintain the highest quality services, whilst looking at ways that cost savings can be made. My thanks to all who have contributed to this work - we look forward to the coming year with confidence.

I have a great deal of pride in our multi-skilled, talented Birmingham Drive team. It is a real pleasure and privilege to work with them, in my role as Board Chair.

My respect and pride grows every year for our outstanding teaching teams, working in our kindergartens across Canterbury, the West Coast and Central Otago. Some have been with us for many years and have a wealth of experience, others who have joined us more recently bring exciting and innovative ideas to share.

I am reminded, as I reflect on the year that has been, of the AA Milne quote that hangs on the wall in my office:

"When you see somebody putting their big boots on, you can be sure that adventure is going to happen."

The quote reflects so much of the culture and attitude of those within Kidsfirst today, and in the generations before us, of the kindergarten tradition.

As 2018 approaches I can say with confidence, we are ready with our boots, and adventures will always follow.



Viv Ruth, Board Chair.



Chilling by the sandpit over summer at Kidsfirst Rutland Street.



A celebratory bonfire for Matariki at Kidsfirst Shirley.

# CHIEF EXECUTIVE'S REPORT

It has been another year of challenges as the gap was further widened between the funding Kidsfirst receives for salaries, and the actual costs incurred in delivery. This trend that has emerged over the past three years, combined with the challenges of a sector that is significantly oversupplied, have made conditions very difficult for Kidsfirst.

You can read more in the Summary Financial Report, starting on page 37.

The proliferation of new early childhood centres in Christchurch and in the wider Canterbury district continues to cause us concern. Child spaces are being licensed with no regard to demand or existing network provision, we believe placing the entire early childhood education sector – especially those that are long established - at risk. The continued focus on increasing participation rates without addressing what quality in an early childhood setting means, and what contributes to it, is extremely frustrating.

There was no increase in funding for Early Childhood Education Services in the 2017 Budget, which was a disappointment for everyone, especially community based not-for-profit services. The Education Amendment Bill, passed into law in May 2017 under the National Lead Government, created a further potential squeeze, enabling children to start primary school earlier.

There was hope in many quarters that the 2017 election would provide some relief and while we are hopeful that the coalition government will deliver on their pre-election promises, only time will tell.

Between them, Labour, The Green Party and NZ First promised to increase funding for 100% qualified, registered teachers; restore the requirement for providers to maintain the ratio of this vital group; plan capacity growth more carefully and only provide taxpayer subsidies for new ECE's

if there is an established need; ensure funding for 20 hours early childhood education accurately reflects the cost to parents and centres; urgently and immediately review the funding model for kindergarten.

Along with other providers across the sector focused on quality education and the best interests of tamariki, whānau and communities, we will be watching closely and with a great deal of interest, to see how this government performs against its own commitments.

Despite the constraints, Kidsfirst kept its eyes firmly on the things that matter in 2017.

This was a year of change, planning for change, and implementing change, especially in the Teaching and Learning area.

The release of the revised Te Whāriki (ECE curriculum) and the Education Council's Our Code, Our Standards impacted on and informed the work with teaching teams.

A review of the Education Team was completed mid-year to take a more strategic view. This resulted in a change of structure with two co-leaders appointed in September. Rebecca Chatwin was appointed Manager, Educational Excellence and Raewyn Penman to the role of Manager, Innovation and Collaboration.

All services were formally evaluated for the sixth year using the Kidsfirst developed Areas of Practice Quality Evaluation Indicators tool. The framework, which is recognised by the Education Review Office, provides a strong quality foundation for our teaching and learning activities. A full moderation process of Education Service Managers report ratings, alongside an annual peer review process was carried out in 2017. This is an essential and important part of the annual process to ensure consistency and validity of data.



Chief Executive, Sherryl Wilson, at the official opening of Kidsfirst Kindergartens West Rolleston.

As we do every year, we worked closely with the Education Review Office (ERO) as they completed a relatively small number of reviews. We were proud that our new Diamond Harbour Early Learning Centre was very well rated, especially since it is very unusual for a new service to receive such a positive rating in its first review.

Overall, our services were rated very highly by ERO, whose comments included:

“...a well understood vision and targeted strategic and annual planning systems...”

“...close links between kindergarten plans, internal evaluation, appraisal and professional development.”

“...teachers are well supported by association managers and leaders to achieve... objectives and vision, and to provide high quality learning outcomes for all children.

“...a very strong commitment to providing quality professional development to build on leadership capacity and teacher capacity.

“...high expectations for teaching and learning and equitable outcomes for all children. This includes a strong focus on promoting understandings of and respect for Te Ao Māori (the Māori world) at all levels of the organisation... innovative in its approaches and regularly seeks opportunities to be involved in the wider educational and local communities to promote high quality learning outcomes for all children.”

Kidsfirst's reputation across the sector continued to gain strength in 2017. Again, we provided teaching and support to a number of other smaller Associations - Oamaru, Geraldine, Waimate, South Canterbury, and Ashburton this year – along with two stand-alone community ECE centres.

Our annual Professional Learning Hui was held in April and brought many leaders in the early childhood sector together and professional learning webinars continued throughout the year.

We continue to be involved in Kahui Ako as they transition from Learning Community Clusters. The success of the change seems to be highly dependent on the leadership of the Kahui Ako and their commitment to supporting and fully involving the early childhood education services in the activities of the group.

The dynamics of our teaching workforce is changing, as many long serving teachers look towards retirement and move from full time to part time positions and/or day-to-day relieving. We have been sad to see many familiar faces leave us – at the end of 2017, we said farewell to Head Teachers Sandy Laffey, Angie Dalley, Anne Smith and Albina Jones as permanent staff. Between them, they represented a total of 132 years of service. We were delighted to welcome them back as day-to-day relievers and to bring on board some new faces.

There was a great deal of activity this year in the capital development and property areas: four strengthening and enhancement projects were completed in 2017 to our Ilam, Trengrove, Hornby and Selwyn Street Kindergartens. Greymouth and Wigram Kindergartens returned to their original sites after strengthening and enhancement work was completed in late 2016, to date eight of these projects have been completed.

It proved to be a busy year for our Property Supervisor, who managed 918 day-to-day emergency requests and 40 planned projects. Sixty-four projects were undertaken by local kindergarten communities.

We celebrated the opening of our newest kindergarten in October 2017, welcoming Kidsfirst Kindergartens West Rolleston into the fold. Work progressed on Kidsfirst Kindergartens The Bays, to be completed on the Mt Pleasant Causeway after almost two years in the resource consent stage. Conceptual planning started later in 2017 for a new Wainoni kindergarten, using the same collaborative approach that underpinned earlier developments, including those in Franz Josef and at Diamond Harbour. Ngai Tāhu,

along with teaching staff from four local kindergartens, contractors, architects and our Manager of Business Development, are all part of the planning group.

I was proud and excited to attend the first anniversary celebrations for Kidsfirst Kindergartens Niu Early Learning Centre. Over 400 members of the Tongan community came together for the occasion, which was a spectacular salute to the respect in which Kidsfirst is held as we continue to support the development of culture based early childhood education.

As always, it was the commitment and passion of everybody involved that made this milestone possible.

Those are attributes evident also in the Birmingham Drive Administration Team, who again this year provided a high level of support across the organisation. The size of this tireless group has remained consistent, despite the addition of new services to our network, and the team continues to accept, head on, the challenges presented to them each day.

From a governance perspective, this year saw a largely new Board at the helm, with first term Board Members Janina Konia and Dianne Collier elected, and Viv Ruth and Sherryl Haughie taking on the roles of Chair and Deputy Chair respectively. Erin Elworthy continued her term, while Phillip Roth was reappointed as a seconded member to the Board. Susan Shepherd retired from the Board and was recognised for an impressive six years of service. The Board was welcomed to Greymouth for its October Board Meeting, enjoying a meet-and-greet with staff and parents the night before.

My thanks to the teaching teams and relievers, Birmingham Drive staff and Senior Leadership Team members for their ongoing commitment – despite relentlessly difficult conditions. Kidsfirst continues to provide what we believe to be the very best educational start children can have, in the growing number of communities who are fortunate enough to have a Kidsfirst Kindergarten in their neighbourhood.

I would like to acknowledge the support and guidance of the Board, who face the same tough conditions at a governance level. We are fortunate to have such a wealth of sector, business and community experience at our disposal.

Kidsfirst needs all the dedication, commitment and expertise available in order to navigate this extremely difficult period of its history. I am confident that we have the right people on board to weather this extended storm and I look forward to being able to report on the creative, resourceful and innovative ways that they are helping us to do that.

Sherryl

Sherryl Wilson, Chief Executive



Kidsfirst Kindergartens West Rolleston in progress, as seen from the edge of the incredible new sandpit.



Teachers who added to their qualifications or celebrated long service milestones were recognised at the Kidsfirst Professional Learning Hui.



Kidsfirst Greymouth were welcomed back to their newly refurbished kindergarten with a Māori blessing from a local iwi kaumātua/elder.



CE, Sherryl Wilson, helps to cut the cake at Kidsfirst Isleworth's 50th birthday celebrations.



There were stars hung from the ceiling and a special cake to celebrate Matariki at Kidsfirst Hei Hei.



## THE KIDSFIRST BOARD



Top: Board Chair Viv Ruth, Dianne Collier and Janina Konia. Above: Phillip Roth, Sherryl Haughie, Erin Elworthy.

This year the Kidsfirst Board once again balanced the dual roles of governance and vision - helping to ensure the association is not only in sound shape today, but is also well positioned for the challenges and opportunities of tomorrow.

More perhaps than any other year, 2017 showed what a diverse network Kidsfirst Kindergartens has developed into - with board meetings held not only in Christchurch but also in Central Otago and on the West Coast.

There were celebrations too, recognising the significant first birthday of Kidsfirst Niu, the annual Kidsfirst At Our Heart Awards, the opening of the wonderful new kindergarten in West Rolleston and so much more...

# 2017

## THE YEAR IN REVIEW

### Our 5 big inspirations

Every year we strive to provide the best standard in early childhood education and care that we can, to help tamariki reach their full potential on their own unique learning journey.

The kindergarten philosophy has long been recognised as the best way for children under five to learn, exposing them to new ideas and gently guiding their attention and curiosity to turn every activity into an inspiring learning opportunity.

Children are in good hands with our fully registered and experienced teaching teams who expertly weave New Zealand's world renowned early childhood bicultural curriculum, Te Whāriki, into our daily kindergarten programme.

Here are five of the things, as early childhood educators, we find inspirational, and that cover some of the many different aspects of what we do.

We're inspired to:

**Make a real difference in the lives of children, in their growth, development and happiness.**

**Foster a greater appreciation of our bicultural responsibilities and to lead by example.**

**Raise the level of early childhood education through our professionalism, enthusiasm and innovation.**

**Really become part of our local neighbourhoods, in a two-way exchange that benefits both our communities and us.**

**Encourage a lifelong love of learning in our tamariki.**



Chair Viv Ruth, CE Sherryl Wilson, Māori Cultural Advisor Denise Sheat and Te Taumutu Rūnanga at the Kidsfirst Kindergartens West Rolleston blessing.



Kidsfirst Cromwell kindergarten with their brand new signage, delivered to all seven Kidsfirst Kindergartens' centres across Central Otago.



The Hon. Dr Nick Smith, was welcomed to Kidsfirst Kaiapoi North for a ceremonial tree planting to celebrate the return of the neighbouring Domain from the Crown, back to the Waimakariri District.



Kidsfirst Ilam celebrated the vibrant, colourful South Indian cultural festival of Onam with the creation of a beautiful, floral carpet at kindergarten.

# INSPIRATION ALL AROUND

## **There's always something new and exciting happening at our kindergartens or early learning centres to inspire.**

Kidsfirst Kindergartens is one of the largest and most respected early childhood services in the country, dedicated to maintaining excellence in early childhood education. For over one hundred years generations of children have come to us to learn, laugh, play, make friends, discover new things, to grow – and to be inspired.

Kindergarten years are a crucial time when a child lays the foundations they will continue to build on for years to come. Our curriculum, along with the kindergarten experience is designed to help children make a seamless transition to school and ensure that children are well-prepared in literacy and numeracy and social skills for their next educational step.

Exploring new ideas through discussion, books or the latest technology, creative art projects, extending community and cultural connections, sharing new whānau connections or finding unique ways to celebrate Matariki, winning Healthy

Heart Awards, bringing a wedding day to kindergarten or sending letters around New Zealand or the world. Or maintaining environmental sustainability and getting out and about to explore our local communities, or in nature... these are just some of the diverse inspiring learning opportunities we embrace.

This year we were creatively inspired, with many new vibrant kindergarten murals appearing around the network. We won eco-friendly art competitions with colourful floral wreaths made from recycled egg cartons and held art exhibitions with our children's beautiful artwork hung from floor to ceiling and wall to wall.

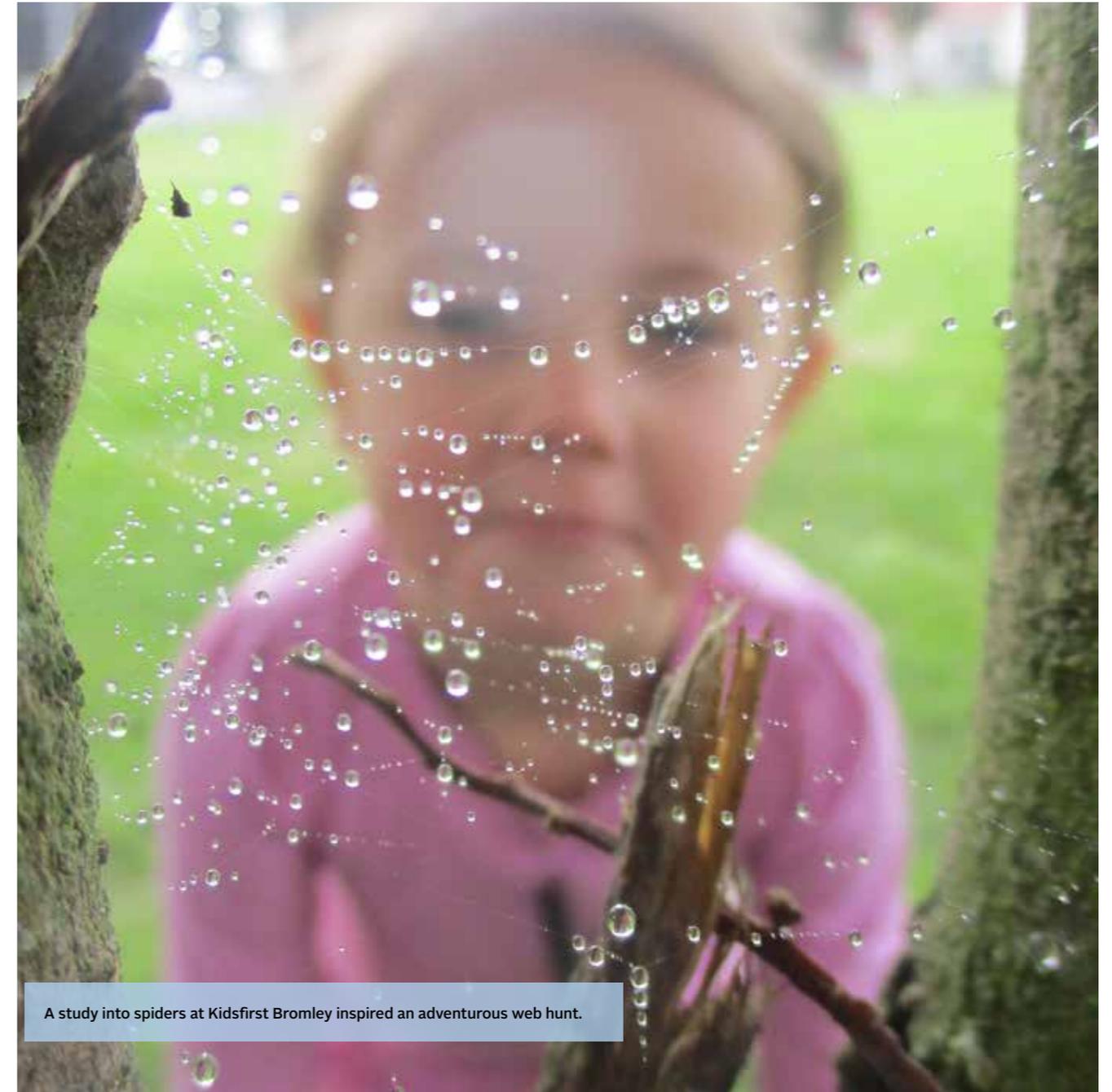
We were inspired to plant and help nurture community gardens, have learnt more about caterpillars and chrysalises (after frequent visits from monarch butterflies). We've made healthy, hearty soups from vegetables harvested from our kindergarten gardens and baked scones and cakes to share. We've had fun wheelathons to fundraise for extra resources for tamariki, as well as fundraised for good causes such as the Cancer Society or Help for the Homeless.

We sang at cultural performances, learnt about green screen technology, planted tulips and recorded snippets of kiwi kindergarten life in a book destined for friends in Japan. One child was inspired to write a letter of appreciation to British celebrated naturalist documentary maker, David Attenborough - and got a hand-written letter from him in return!

We had bright ideas to get involved with our local community - such as performing at the opening of the new Sumner community centre - Matuku Takotako - or showing kaitiakitanga (guardianship) by helping to collect rubbish from local parks or reserves. We've invited local experts – sports coaches and a vet to name but a few – to share their expertise with tamariki.

We handmade a birthday card to celebrate a neighbour's 100th birthday and shared nursery rhymes, songs and colourful Christmas decorations during a visit with the elderly residents of a local rest home.

Yet, this is just the tip of the iceberg of the incredibly inspired learning around our network during 2017.



A study into spiders at Kidsfirst Bromley inspired an adventurous web hunt.



Kidsfirst MacFarlane Park were delighted to be offered their very own kindergarten patch at a local community garden, set up "by the community - for the community."



Fantastic artwork by an amazing Kidsfirst Edmonds Smith Street mum, in a book inspired by her daughter's journey over the last 18 months at kindergarten.

## I inspire you inspire me

**At every one of our over seventy quality kindergartens and early learning centres across our network, there's so much happening to inspire tamariki – and of course for them to inspire us! As we strive to capture a child's imagination, we very often find it is they who spark ours!**

Tamariki bring new inspiration with them everyday. They are curious, filled with intrigue – and have many questions that need answers!

Sometimes a whole topic of investigation or further exploration

at kindergarten can come from one simple idea, an encounter or a burning question. It may be from a comment they make, an idea bounced off Mum, Dad or a teacher, from a book or looking online, a happening at home, something Grandma said, or even an interesting discovery on the way to kindergarten.

"Our children inspire us every day," says Kidsfirst Lincoln teacher, Helen Smith. "It could be as simple as a child spotting a hedgehog in the garden and suddenly we are all wondering... "Where is it? How do we find it? What do they eat?"

And can we dig up some worms to encourage the hedgehog to come out for a visit?"

Soon the hedgehog might have a name, and then it's on to researching hedgehogs online or in books, children are pretending to be one in imaginative play, or it turns up with its tell tale spiky coat in their artwork.

Throughout 2017 we've had the delight and privilege to be a part of children's brand new discoveries and see, first hand, their inspirations and imaginations run wild.

There's plenty of inspiration to be found in the playroom. Whether it's honing early childhood reading, literacy or numeracy skills. Integrating the latest technology into the kindergarten each day brings new inspiration too – and our contemporary young learners are naturals at it!

Internet based activities, drawing on touchscreen devices or using smartphones to take photos and videos provides not only inspired but enriching learning opportunities that strengthen technical skills as well.

Inspiration can be found in the playground too and on any given day a child may be pretending to be a super hero or a mermaid, chased by dragons or dinosaurs (or on the hunt for their eggs). They could be sailing out on a sandpit sea to discover pirate treasure or pulling up the land of Aotearoa with their giant Maui fish hooks.

Growing and learning go hand in hand at kindergarten and this is especially true in our inspiring outdoor Kidsfirst environments. We pride ourselves on our spacious, open, lush, colourful, abundant garden and playground areas. Each one unique, all lovingly tended to throughout the seasons and the perfect places to inspire good things to grow.

One of the ways we teach children about environmental sustainability is to plant and care for these gardens. This year our children have certainly been inspired in the garden and loved time outside with trusty trowel and watering can. Under their curious, watchful eyes plants flourished.

From literacy and numeracy to reading and creating beautiful artworks, investigating the creatures we share the world with to learning about the stars of Matariki. From gardening to dress ups to painting to baking - children are inspired by anything and everything.

Across our network throughout 2017 there was so much happening at each and every one of our Kidsfirst centres to inspire our children – and of course for them to inspire us!



Kidsfirst Hokitika Teacher Annette Copping and the team helped tamariki create a beautiful, patchwork blanket to tell a visual story of the Treaty of Waitangi.



To celebrate diversity in their kindergarten community, Kidsfirst McKenzie held an 'international day' with families invited to wear traditional dress, perform songs and share their favourite cultural foods.



Kidsfirst Glacier Country are blessed with beautiful native forest at their doorstep and take regular bush walks to enjoy it all.

## TAMARIKI ARE INSPIRING



Phone a friend. A moment of shared learning captured beautifully at Kidsfirst Wales Street.

**Children see the world through wonderfully different eyes and inspire us to do the same – looking at it from their fresh, imaginative perspective.**

From intently watching the tiniest bug on a leaf, to seeing different shapes morph in the fluffy white clouds above, the bright colours of a rainbow, to hailstones bouncing down from a dark, stormy sky. A baby duckling, a new lamb, a buzzy bee, a Christmas tree, a digger, a steam train, or a shooting star – seeing new things and exploring new ideas brings opportunities for fantastic learning and amazing discoveries.

Inspired by the Māori myth and legend creation story, Kidsfirst Cotswold created guardians to protect and preside over their treasured garden. Each guardian had an important and well thought out role to play - Haumia with his knowledge of wild and uncultivated foods, Rongo's agricultural skills, Tāwhirimātea with his ability to blow the cool winds and Te Ra's beaming hot rays.

There was an abundance of inspiration when Kidsfirst

Templeton tamariki were planning their fruit and vegetable garden. The eldest children took responsibility for the job of plant buying at Mitre 10 Mega in Hornby, on behalf of the younger ones.

Diverse learner Jonty, was certainly an inspiration and brought a smile to people's faces. A medical condition meant he required a wheelchair and had lots of learning challenges, but he progressed in leaps and bounds at Kidsfirst Templeton before successfully transitioning to school.

Inspired by the hardy, rural flavour of their region, Kidsfirst Maniototo children dropped everything they were doing, rolled up their sleeves and got stuck in to complete the task at hand - spreading stones and gravel around their swamped kindergarten playground area - all done in half an hour flat!

Born in the age of the internet, our naturally tech savvy tamariki enjoy instantaneous connectivity to a world of learning opportunities at their fingertips. Kidsfirst are well-resourced in Information and Communication Technology (ICT) and it's great to see tamariki seamlessly integrate their use of technology to source new information about the world around them. For example, children at Kidsfirst Mathers Road were quick to jump online to find out more about intriguing Komodo dragons and lizards.

Little chefs at Kidsfirst Ngaire Larcombe were inspired to make a batch of hot cheese scones for builders starting work on the new fire station next to the kindergarten. One child had remembered another time they'd baked morning tea scones for some road workers, says teacher Zdenka Reading. "And he made the fantastic suggestion to bake for the new builders too."

Children at Kidsfirst MacFarlane Park watched workers have some slam dunk basketball fun over the fence during a lunch break that inspired children to set up their kindergarten goal post and shoot some hoops of their own. And over on the West Coast a local beekeeper was invited to Kidsfirst Karoro to share her passion and knowledge about honey bees with inquisitive tamariki.



Kidsfirst Wakatipu world post. Tamariki explored their whakapapa (cultural identity) with letter writing to extended whānau both in New Zealand and overseas.



Tamariki came to Kidsfirst Papanui dressed in yellow for their very own daffodil day Cancer Society gold coin fundraiser.



Kidsfirst Niu perform at a community event to support the visiting Tonga National Rugby League Team – Mate Ma'a Tonga.

This past year Central Otago's Kidsfirst Wakatipu tamariki explored their whakapapa, (genealogy/cultural identity) and the wider community, with letter writing to extended whānau all over New Zealand and parts of the world! What a great opportunity to make connections and share a slice of kindergarten life with family in far away places.

Kidsfirst Cashmere children decorated star biscuits for Matariki (Māori New Year) celebrations. They explored Aotearoa's heritage and learnt lots of new things together including Māori legends, poi and waiata (song). As part of their celebrations they put on a concert and had shared kai and hearty pumpkin soup with whānau.

During the Canterbury Port Hills fires Kidsfirst Cashmere's tamariki watched intrigued as helicopters and aeroplanes buzzed overhead, on their way to fight the flames. One child was inspired to paint a helicopter - then added a big smudge of black paint for the billows of smoke it was flying through.

On the move for their kindergarten refurbishment, Kidsfirst Hornby tamariki created and painted a sturdy waka for all, from old furniture no longer needed. Children helped design, make and paint the waka and were really proud of their creation. He waka eke noa – We are all in the same boat.



Kidsfirst Wigram grandmothers from the 'Chinese Love Art Troupe' brought their exquisite, traditional story telling with music and dance to kindergarten.



Our Kidsfirst teachers strive to celebrate and affirm our Māori heritage, seen here exploring Māori myths and legends at Kidsfirst Cotswold Ave.



A visit from a delightful newborn lamb was a spring highlight for tamariki at Kidsfirst Hei Hei.



Kidsfirst Richmond took a trip to Living Springs and had up-close encounters with the animals there.



A local beekeeper was invited to Kidsfirst Karoro to share her passion and knowledge about honey bees with inquisitive tamariki.



Kidsfirst Shirley mum Randie walks to kindergarten to drop her children, then kindly picks up the sign to put out on her return home.



Part of the family at both Kidsfirst Bush Street and Kidsfirst Mairehau, grandparent helper Don makes a sweet pea tee-pee.

## WE WERE INSPIRED BY PARENTS

We often hear from teachers about how fortunate we are to have the support of parents and extended whānau.

Kidsfirst Ilam head teacher, Christine Putt says, “Kindergarten parents really seem to appreciate what we do as teachers but also, they really add to the programme themselves, getting involved and - when they can - giving so freely of their time.”

Kindergarten is also an important connection point for many parents in their local community and they show their appreciation in many ways - sitting with children at kindergarten to read a picturebook, being another pair of eyes

in the playground, sharing their passion for sport, helping to file artwork, fundraising at a wheelathon or being chef at a sausage sizzle.

“There are countless ways parents help us out,” says Kidsfirst Maniototo teacher, Theresa Souness. “Whenever we head out to the school or library, for walks around our community, or further afield, we are so grateful for the assistance of parents.”

Kidsfirst Karoro head teacher, Tim Eden-Calcott loves that parents feel at home in their West Coast kindergarten. “They’ve really made this place their own, we feel like a family - not a place.”

Parents inspire by contributing great ideas. Kidsfirst Wakatipu teacher, Aimee Cornforth asked parents “How would you celebrate Matariki?” for inspiration on ways to celebrate the Māori New Year.

“Parents and grandparents will often pop by our kindergarten and sit with children to read stories,” says Kidsfirst Cashmere teacher, Hannah Lawrence. “Or bring us morning tea, or do odd jobs like gardening and handiwork around the kindergarten, we are so lucky.”

To all of our inspirational parents we say a huge, appreciative thank you!



Georgia and Tate welcomed their Dad, Ben to Kidsfirst Wales Street kindergarten to talk to children about his experience fighting the Canterbury Port Hills fires.



## AND OUR COMMUNITIES INSPIRED US TOO!

**Where would we be without our communities - our neighbours, friends and supporters who kindly offer us their time and their services.**

Our communities ground us, welcome us and inspire us. We are at the heart of our local communities, and we have a sense of community that runs deep. We work closely with parents, whānau and our wider communities to broaden children's horizons and expand neighbourhood connections.

There's so much to be learned from involving people who bring fresh perspectives, new skills and positive influences to children's learning.

On the edge of Christchurch East's earthquake red zone, and walking distance from Kidsfirst Shirley, is the Richmond Community Garden. Here lovingly tended vegetables - and community spirit - abound. Kindergarten children come to visit to learn about the joys of growing your own vegetables.

Favourite books inspired fun dress up days at Kidsfirst Richmond and Kidsfirst Hornby. The Alan Duff Charitable Foundation is proud to provide free books to over 100,000 children across New Zealand communities every year. As part of this initiative, tamariki from both kindergartens unwrapped a surprise book to take home and enjoy.

It was thumbs up from children at Kidsfirst Aranui, who enjoyed some nutritious extra lunch options as part of Christchurch chef Ben Atkinson's community buy one - gift two, 'Fill Their Lunchbox' initiative. And for Matariki, Kidsfirst Nuffield helped teach children about collective responsibility and giving back to their community with food generously donated from kindergarten families for the 'Help for the Homeless' charity.

Community connections run strong at Kidsfirst Burnham and they often venture out to see what's happening in their

neighbourhood. "Our children have a real curiosity for their learning environment and also the wider community," says Kidsfirst Burnham head teacher, Birgit Bracewell. One such trip inspired children to show kaitiakitanga/guardianship for their local environment, taking responsibility to tidy up rubbish they'd seen en route. What a great example of manaakitanga - showing respect, generosity and care for each other and the wider community.

We're always amazed by the generous support of our local business communities too. Bunnings Warehouse Shirley kindly gifted a playhouse to Kidsfirst MacFarlane Park, and also fruit and vegetable seedlings to help establish their very own planter boxes, at a new community garden.

When Kidsfirst Karoro wanted to do a playground revamp, parents, whānau, neighbours, the local BNZ - in fact the whole community - all got involved. And our Central Otago kindergartens are constantly surprised and amazed by the generous support of their local communities as well.

Kidsfirst Maniototo were excited to be the lucky recipients of a brand new, shiny, red ride-on tractor, thanks to local farm suppliers Gavin Denston (of JJ Limited) and tractor company Massey Ferguson. And every year the community rallies to back Kidsfirst Frankton's big annual fundraiser, donating wonderful prizes for their 'Auction of promises.' "Everybody gets behind us," says teacher, Sally Ibbotson.

We welcome the opportunity to share, explore and celebrate the different cultural traditions of our Kidsfirst global kindergarten community. From India's Diwali, to Chinese New Year or Pasifika festivals - we embrace it all.

Kidsfirst Hornby came to kindergarten dressed in beautiful, traditional Pasifika attire as part of a cultural day. Celebrating the Hindu festival, 'Holi Day,' added a bright splash of colour to Kidsfirst Wigram's day. Traditional clothing was also worn at Kidsfirst Niu as part of their Tongan language week celebrations and Kidsfirst Ilam celebrated the vibrant South Indian festival of Onam with the creation of a beautiful floral carpet.



The Māori legend of Aoraki is brought to life in Kidsfirst Linwood's beautiful new playground woodlights.



Kidsfirst Northcote was recognised with a Healthy Heart Gold Pā-Harakeke (flourishing) Award, for consistently promoting healthy heart messages at kindergarten.

# TEACHERS INSPIRE EVERY DAY

Our passionate teachers are certainly inspiring. Providing creative, fantastic, fun, new learning opportunities for children - every day.

Professionally trained, 100% qualified teachers with an ongoing commitment to professional development and the support of a large and active umbrella organisation can make all the difference to how a child learns and grows important social skills over these crucial early learning years.

You can see the difference that our emphasis on strong values and providing excellence in teaching and learning makes, in our consistently positive education review results from The New Zealand Education Review Office (ERO).

Whatever it is that sparks the imagination of children our

teachers are quick to run with it and make the most of every learning opportunity. They want to inspire children to wonder, learn and to extend discovery through enquiry and awe.

Helping to encourage and reinforce environmental sustainability this year was head teacher, Kathy Harford and the inspirational team at Kidsfirst Cotswold. They took a bus trip to the EcoShop to see the children's winning Little Petals artwork and, while they were there, picked up some great pre-loved items to repurpose creatively back at kindergarten.

It was nature inspired learning at Kidsfirst Lady May and Kidsfirst Lincoln with an excursion to explore Riccarton Bush/Pūtarīngamotu, a hidden gem of original native forest, in the heart of Christchurch suburbia.



Fakakoloa Aotearoa 'Aki 'Ae Nofo 'A Kainga / Enriching Aotearoa with our Family Values was the theme for this year's Tongan language week, celebrated here by our Tongan immersion early learning centre, Kidsfirst Niu.



Making the most of their wonderful local Wycola Park Reserve was the Kidsfirst Hei Hei kindergarten community - who ended the term with a Teddy Bear's picnic.

Biculturalism is important to us at Kidsfirst and acknowledged in the many unique ways teachers were inspired to celebrate our heritage throughout 2017. When the seven star cluster of Matariki rises in the winter sky it is time to celebrate a new year, the natural world, the togetherness of whānau, and new beginnings. Teachers at Kidsfirst Hei Hei arranged for children, whānau and friends to celebrate Matariki traditions with shared vegetable soup, waiata (song), poi and a special cake topped with stars.

Stories told in Te Ao Māori are traditionally verbalised rather than read. This year (with her passion for fabric appliqué) Kidsfirst Hokitika teacher, Annette Copping created a textured patchwork blanket to show our Te Tiriti o Waitangi story in a visual and tactile way, so that it was easier for children to understand.

We were amazed by the way our teachers were inspired to share their own special life events with tamariki too. Kidsfirst Cashmere teacher, Hannah Lawrence collected the beautiful

decorations and floral bouquets from her wedding day to set up as a 'boutique' for tamariki at kindergarten. And Kidsfirst Vickery Street teacher, Jenny Moore brought her dog Alfie to join in at kindergarten - he even had his own profile book!

Kidsfirst Lincoln teachers helped tamariki arrange to send a letter and some of their artwork to Queen Elizabeth in England, to wish her a happy 90th birthday and were delighted to get a thank you card in return all the way from Buckingham Palace. And in a fantastic example of teacher collaboration Kidsfirst Wakatipu's 'Kindergarten Ted' and 'Spencer Bear' from Kidsfirst Sunbeam travelled via post, to spend time at each kindergarten, and reported back with photographs and new discoveries from Christchurch and Central Otago.

One of our teachers said, "It's fantastic to be a part of an organisation that supports learning for all." While a card from a parent for Kidsfirst Hawthornden read, "Thank you so much for the absolutely incredible job you do as teachers. I'm so inspired by the passion and dedication you bring to your work."



Delighted to share in some post wedding celebrations of their teacher tying the knot, were these children at Kidsfirst Cashmere.



Our AGM is a chance for teachers to gather together, catch up and recognise each other's achievements. In 2017 it was live-streamed for the first time across our regions.

**The At Our Heart Awards (AOHA) reflect the core values of Kidsfirst Kindergartens. Awards were presented at the Annual General Meeting held in May 2017.**

**Engaged - Kidsfirst Templeton**

The Kidsfirst Templeton teaching team involved the children in both the planning and evaluation of their many trips outside the kindergarten gates. They linked whānau and bicultural awareness into all that they did and this showed through in the children's creative vision in both their artwork and drama productions.

**Engaged - Meleane Mahina**

From our Tongan Immersion centre, Kidsfirst Niu, Meleane was recognised for her special role during its transition from the Tongan community to our Kidsfirst whānau. Of Tongan descent, Meleane was determined to maintain an ECE option for local Tongan families, and felt a responsibility to offer them a kindergarten that operates in the Tongan way.

**Proud - Kidsfirst Vickery St**

Kidsfirst Vickery Street completely refreshed their programme and environment to provide rich resources and provocations for their new mixed age group, including 2 year olds and diverse learners. The kindergarten transformed itself from one that had been struggling with roll numbers to being full with a waiting list.

**Proud - Kidsfirst Kendal Ave**

After moving back into their building in 2015, the teaching team went about completely rejuvenating and revamping their outdoor space. It was an extensive journey of self review for the team, connecting them to their place and local people. Collaboration was key – including murals to encourage inquiry and conversations, sandpit posts which engaged local artist and Pasifika advisor, Pauline Luafutu-Simpson - with manaakitanga (respect), whanaungatanga and ako evident.

**Whānau - Kidsfirst Redwood**

The team developed a strong bicultural connection and learnt more about their tangata whenua (place-based education). To further extend their knowledge, they made

a special journey to Waitangi with their Kidsfirst Kaitautoko (Bicultural Advisor) to gain a deeper understanding of New Zealand's history, Te Tiriti o Waitangi (The Treaty of Waitangi) and its implications.

**Passionate - Kidsfirst Greymouth**

Relocated to a local church while earthquake repairs were completed, the teaching and learning were carried out to such a high standard that when they hosted ERO they earned an outstanding report. On returning to their renovated building they helped to showcase Kidsfirst with a story on the front page of their local newspaper.

**Inspiring - Kidsfirst Sunbeam**

From hosting Japanese cultural groups, visiting the local marae and welcoming other kindergartens to join in their learning adventures, the kindergarten demonstrated teaching and learning that both engaged with and supported their community. They helped train students from the University of Canterbury and Ara Institute, and each member of the teaching team was involved in various local groups and working parties. They also presented a hugely popular session at the Kidsfirst Professional Learning Hui.

**Kidsfirst Health & Safety Innovation Award - Kidsfirst Maniototo**

During the winter months, icy mornings meant two teachers fell on the kindergarten stairs, so the Kidsfirst Maniototo teaching team found a solution by using initiative to install artificial turf to ensure it wouldn't happen again.

**Also recognised at the AGM for showing the values:**

- Engaged – Kidsfirst Shirley, Kidsfirst Wakatipu Whānau – Kidsfirst Cotswold, Kidsfirst Wales St**
- Passionate – Kidsfirst Ilam, Kidsfirst Portsmouth St**
- Inspiring – Kidsfirst Riccarton, Kidsfirst Belfast**
- Health & Safety Innovation Award – Kidsfirst Broomfield**

# AND WE INSPIRED EACH OTHER



Top to bottom left to right:  
 The AGM was live-streamed for the first time.  
 A very proud teaching team from Vickery Street. Chief Executive Sherryl Wilson.  
 Retiring Chair Susan Shepherd. Broomfield's Health & Safety certificate winners. Retiring Cultural Adviser Denise Sheat. Meleane Mahina and head teacher Stephanie Olliver from our Niu Early Learning Centre.

# REPORT CARD AGAINST 2017 ANNUAL PLAN

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

## Strategic Objective 1:

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

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

### Achievements:

- Meetings held throughout the year with Ngāi Tahu's education representatives.

**Action: Review how bicultural support is delivered within the organisation.**

### Achievements:

Review completed which identified the need to have a bi-cultural advisor employed by the association. The review also considered the:

- long term sustainability of such a role.
- how the role is to be funded.
- impact of the role on the work of the Education Services Managers and the team.

Framework developed that provides:

- a clear understanding of the role including boundaries and key performance indicators.

**Action: Develop a database of parent education offered in each kindergarten/centre.**

### Achievements:

- Survey completed across all services on parent education offered during the last two years, the effectiveness of each offering and the identification of other parent education opportunities not currently provided.

**Action: Develop a database of parent education networks currently available.**

### Achievements:

- Database established and available to all teachers/kaiako.

**Action: Develop a marketing strategy which is deliberate in its approach to inform parents about the value and importance of a kindergarten experience and where the voice of the child is heard.**

### Achievements:

- 2017 marketing strategy approved and "Kidsfirst 2017 Our Year of Inspiration" theme in place with a deliberate focus on tamariki, teachers, parents and community.

**Action: Establish research capabilities and partnerships.**

### Achievements:

- Terms of Reference written for project, writer appointed, draft report peer reviewed and final report including recommendations finalised.

## Strategic Objective 2:

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

**Action: Transition effectively Central Otago Kindergartens and staff into Kidsfirst.**

### Achievements:

#### Professional Development

Teaching staff share expertise, knowledge, information across the seven kindergartens and a culture of sharing is evident amongst head teachers.

#### Marketing

New signage reflecting Kidsfirst in place.

#### Information Computer Technology

As part of the association's wide ICT strategy alternative options re WAN were fully investigated and a preferred ICT platform identified.

#### Governance

Two Central Otago Kindergarten Parent Forum meetings held in Cromwell in May and November.

**Action: Review the functions of the Education Services Team and the Cultural Education Advisor and how they support teaching and learning in our services.**

### Achievements:

- Final report received by Chief Executive and shared with the Board, Strategic Leadership Team and the Education Services Team.
- Agreement reached on new structure and team leader positions advertised and appointments made in August with positions becoming operational in September.

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

### Achievements:

- Planning sessions held, analysis of information undertaken which resulted in the identification of ICT hardware and software and what on-going support was required.
- Final report received after being peer reviewed.
- Tender process completed, preferred supplier identified.
- Board approval sought and obtained and implementation plan developed.
- Roll out of new [and the return of old] equipment occurred during terms two, three and four.
- Training of staff ongoing covering new ICT hardware and software.

**Action: Investigate how we can improve confidence and usage of Kidsfirst online.**

### Achievements:

- Discussions held around writing a base image that can be deployed when we next upgrade laptops.

## Strategic Objective 3:

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

**Action: To increase building strength and enhance the learning environment of ten Kidsfirst services as a result of the Canterbury/Christchurch earthquakes.**

### Achievements:

- Strengthening and enhancement of Trengrove, Ilam and Selwyn Kindergartens were completed and each kindergarten relocated back on time and successfully relicensed by the Ministry of Education.
- A total of seven kindergartens have now been successfully strengthened and enhanced during 2016 - 2017.

**Action: Build new services for the communities of Rolleston, The Bays, and the eastern suburbs of Christchurch.**

### Achievements:

#### The Bays

Building company appointed and contract reviewed by legal advisors.

Revised cashflow projections and building consent application prepared.

#### Rolleston

Our newest kindergarten named "Kidsfirst Kindergartens West Rolleston" officially opened in October after a very successful open day. The kindergarten operates all year round and caters for children aged 2 – 6 years of age.

**Action: Identify services and implement term break programmes in one-two areas of Christchurch.**

### Achievements:

- Parameters for the term break programmes identified and NZEI informed.
- Identified potential areas and kindergartens. Staff support and interest gauged.
- Promotional and enrolment material developed for parents.
- Aranui ELC, which was already open during the term break, piloted the offering of unused spaces to neighbouring kindergartens.
- Post evaluation undertaken indicated success of the pilot programme.

**Action: Investigate other revenue streams to support future aspirations.**

### Achievements:

- The number of two year olds and child funded hours claimed for this group of children increased in our services.

# FINANCIAL PERFORMANCE

The 2017 year has been one of financial challenge for Kidsfirst and has reaffirmed a trend that has been emerging over the past three years. The indicators of this trend have been somewhat obscured by the reporting of both increases in property valuations (in 2016), and the release of a significant amount of the Provision for Building Repairs in the 2015–2016 years.

The trend, that is now entrenched, in the results of the past three years is the increasing gap between the total amount of salaries paid by Kidsfirst and the amount of government bulk funding received to meet this salary cost. In 2014 salaries represented 81.9% of government funding received while in 2016 this had increased to 86.96%, and in 2017 to 89.31% of government funding. In dollar terms, in the 2017 year government grants in aggregate decreased by \$54k while the salary costs of the Association increased by \$499k. Kidsfirst is currently exploring ways in which both government and the Association can address this issue including modifying the existing operating model<sup>1</sup>.

Total income in 2017 has also been impacted by a decline in interest received (lower by \$152k) compared to 2016 due to both lower interest rates and a decline in funds held on deposit of \$3.4m. These funds were used to develop a new kindergarten (West Rolleston) and refurbish some existing kindergarten buildings.

Whereas in 2016 the deficit for the year was reduced by the release of \$361k from the Provision for Building Repairs - in the 2017 Year this release amounted to just \$15k.

For reasons stated above the overall net deficit for 2017 was \$1.14m compared to \$173k in 2016.

This result is also reflected in the Statement of Cash Flows where net cash flows from operating activities have reduced by \$987k from \$928k positive to \$59k cash flow deficit. The main contributors to this have been the reduction in government grants received (by \$468k); the reduction in interest received (by \$128k); and the increase in payments to employees (by \$460k).

Having dealt with the principal factors affecting the 2017 financial performance compared with 2016 and earlier years, it is pleasing to report that the Association remains in a very strong financial position with net assets as at 31 December 2017 of \$33.7m compared to \$34.8m in 2016. These assets comprise property and other fixed assets of \$29.2m; bank accounts, deposits and other current assets of \$11.8m; offset by liabilities (including income received in advance) of \$7.4m. This provides an extremely sound financial base for Kidsfirst as it looks to the future.

As noted earlier the significant challenge for Kidsfirst to address is the continuation or review of its current operating model when the largest cost of operating, staff salaries, is now consistently exceeding the funding available from government to meet this cost.

We continue to look at pro-active ways to ensure that our operating and funding model works to serve Kidsfirst in this ever changing and challenging environment.

<sup>1</sup> Hipkins, C. (2018) Education Aotearoa; NZEI Te Riu Roa “Kindergartens got the double whammy in the sense that funding was cut up front by the National Government with the cut to 100 percent funding for qualified teachers and then it was frozen. So, over time, the effect that’s had on kindergartens was huge”.

## Equity Funding

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

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

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

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

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

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

In 2017, a total of \$440,000 (a decrease of \$19,000

from 2016) was received in Equity Funding on behalf of the following thirty-one kindergartens/centres;

### Kidsfirst Kindergartens

- Alexandra • Bromley
- Broomfield • Cromwell
- Edmonds Smith Street
- Frankton • Greymouth
- Hawea • Hei Hei • Hokitika
- Hoon Hay • Hornby • Karoro
- Kendal Avenue • Lady May
- Linwood • MacFarlane Park
- McKenzie • Mathers Road
- Maniototo • Northcote
- Nuffield • Phillipstown
- Portsmouth Street
- Richmond • Terrace
- Selwyn Street • Wakatipu

### Kidsfirst Early Learning Centres:

- Aranui • Glacier Country • Niu Kidsfirst Kindergartens Wigram did not have their Equity Funding reinstated after strengthening and enhancement work took place on their kindergarten building late 2016. This decision by the Ministry of Education not to reinstate Wigram’s equity funding was the subject of a review in late 2017.

The funding received in 2017 was spent in a variety of ways with equity funding goals in mind. This included:

- contracting specialist support in the area of social

competency to provide professional development for teaching staff.

- employment of additional staff, including a qualified Māori Resource Teacher, to enable teachers to work closely with whānau within sessions, and provide more opportunities for sustained interaction with individual and small groups of children.

- strengthening connections to school to improve children’s transition from kindergarten to school.

- strengthening relationships with priority learners, Pasifika and Māori families to create better learning outcomes for our ākonga.

- purchasing of new technology aimed to support children to document their own learning.

- purchasing food and children’s clothing such as children’s rain jackets and sunhats.

- purchasing of Māori and Pasifika resources and promoting the acquisition of Te Reo Māori.

- assessing professional development opportunities.

- providing specialised learning experiences outside and within the kindergarten/

centre to make connections with our communities.

- improving the outdoor and indoor environments to enhance children’s interests and learning; parents/whānau and community engagement.

- supporting and extending the learning programme goals through the engagement of visitors.

- encouraging self care, visual awareness of themselves as children so that these skills can be used in the home environment to support whānau to be engaged in their child’s learning.

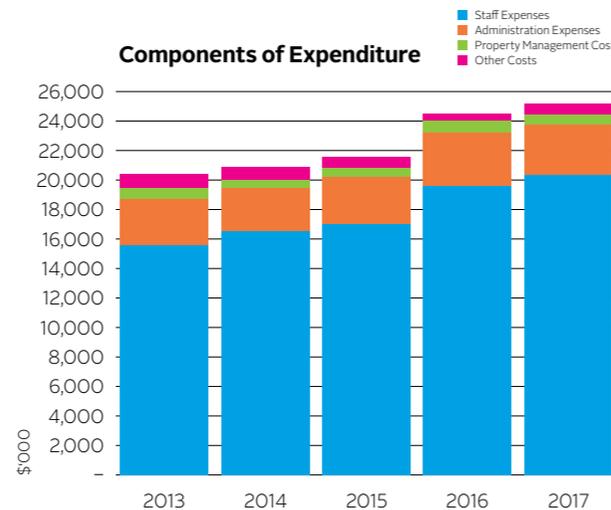
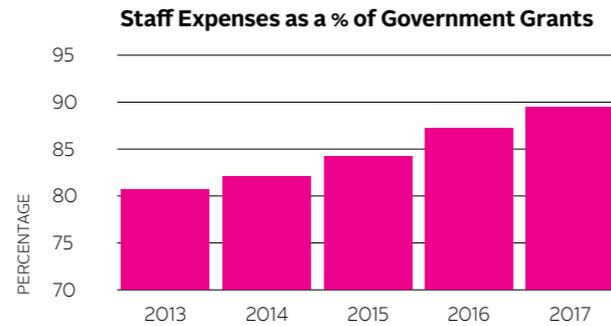
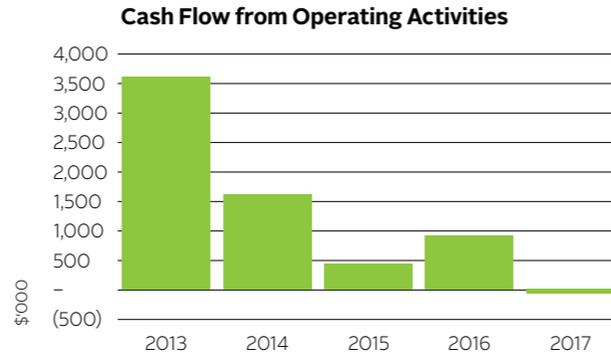
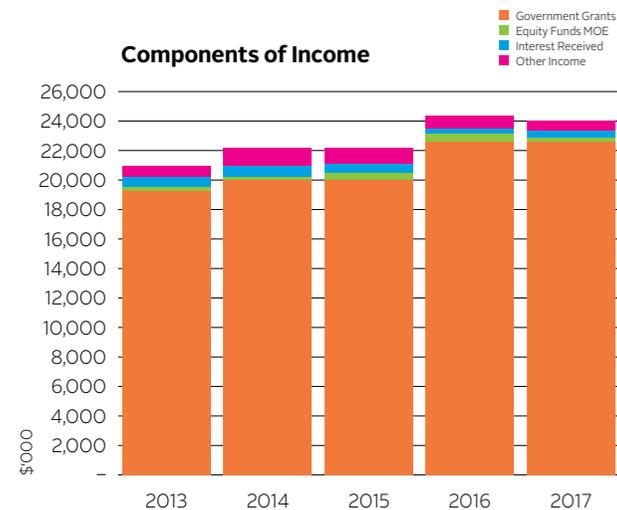
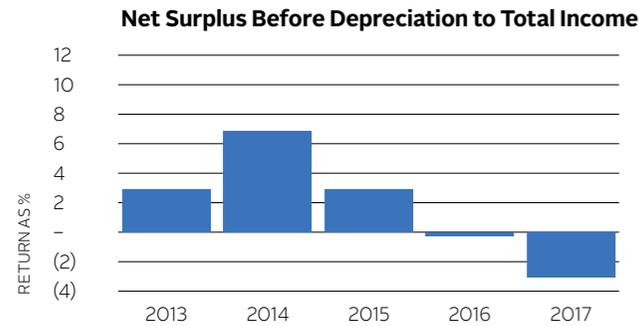
- purchasing curriculum resources and equipment.

- providing assistance for children to attend our Pasifika centre.

- recruiting personnel with Tongan language proficiency.

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

# FINANCIAL OVERVIEW



## OUR FINANCIAL PERFORMANCE

	2017	2016	2015	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial Performance:</b>					
Government grants	22,574	22,609	20,125	19,949	19,222
Equity funds MOE	440	459	416	425	322
Interest received	403	555	696	705	632
Other income	770	697	851	1,185	712
<b>Total income</b>	<b>24,187</b>	<b>24,320</b>	<b>22,088</b>	<b>22,264</b>	<b>20,888</b>

Staff expenses	20,160	19,661	16,898	16,348	15,470
Administration expenses	3,520	3,479	3,200	3,006	3,182
Property management costs	695	606	569	548	733
Other costs	568	616	765	856	893
<b>Total expenditure</b>	<b>24,943</b>	<b>24,362</b>	<b>21,433</b>	<b>20,759</b>	<b>20,278</b>

<b>Net operating surplus (deficit) before non-cash items</b>	<b>(756)</b>	<b>(42)</b>	<b>655</b>	<b>1,505</b>	<b>610</b>
Non-cash items	(389)	(131)	(189)	(113)	(344)
Revaluation of property plant and equipment	-	1,936	-	170	2,528
<b>Total comprehensive revenue and expenses</b>	<b>(1,145)</b>	<b>1,763</b>	<b>466</b>	<b>1,562</b>	<b>2,794</b>

<b>Financial Position:</b>					
Current assets	11,795	15,322	15,449	17,488	17,959
Property plant and capital work in progress	29,272	26,336	20,297	17,996	15,864
<b>Total assets</b>	<b>41,067</b>	<b>41,658</b>	<b>35,745</b>	<b>35,484</b>	<b>33,823</b>
Current liabilities	7,381	6,827	6,513	6,717	6,618
<b>Net assets</b>	<b>33,686</b>	<b>34,831</b>	<b>29,232</b>	<b>28,767</b>	<b>27,205</b>
<b>General funds</b>	<b>33,686</b>	<b>34,831</b>	<b>29,232</b>	<b>28,767</b>	<b>27,205</b>

Note: Financial year ends 31 December

	2017	2016	2015	2014	2013
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Changes in Net Assets:</b>					
Opening net assets	34,831	29,232	28,767	27,205	24,411
Net surplus (deficit) for the year	(1,145)	(173)	466	1,392	266
Revaluation of property plant and equipment	-	1,936	-	170	2,528
Equity recognised on merger	-	3,836	-	-	-
<b>Closing net assets</b>	<b>33,686</b>	<b>34,831</b>	<b>29,232</b>	<b>28,767</b>	<b>27,205</b>

<b>Closing net assets is comprised of:</b>					
Retained earnings	15,313	16,459	16,632	14,389	12,997
Revaluation reserve	9,566	9,566	7,630	7,669	7,500
Kindergarten development reserve	-	-	-	1,738	1,738
Capital reserve	4,970	4,970	4,970	4,970	4,970
Central Otago reserve	3,836	3,836	-	-	-
<b>Closing net assets</b>	<b>33,686</b>	<b>34,831</b>	<b>29,232</b>	<b>28,767</b>	<b>27,205</b>

<b>Cash Flows:</b>					
Cash flows from (applied to) operating activities	(59)	928	438	1,626	3,597
Cash flows from (applied to) investing/financing activities	62	(913)	(414)	(2,171)	(3,375)
<b>Net increase/(decrease) in cash held</b>	<b>3</b>	<b>15</b>	<b>24</b>	<b>(545)</b>	<b>222</b>
Add opening cash brought forward	94	79	55	601	379
Ending cash carried forward	97	94	79	55	601

<b>Ratios:</b>					
Net operating surplus (deficit) as a % of total income	(3.12)	(0.17)	2.97	6.76	2.91
Staff expenses as a % of government grants	89.31	86.96	83.96	81.95	80.48
Property costs plus fixed assets purchased	4,282	1,328	5,220	872	939

# FULL FINANCIAL STATEMENTS AVAILABLE

This summary financial report has been extracted from the full audited financial statements of the Association for the year ended 31 December 2017. The full financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and they comply with the Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. For the purpose of complying with NZ GAAP, the Association is a public entity not-for-profit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS on the basis that it does not have a public accountability and it is not defined as large.

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

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

The full financial statements were authorised for issue on 03 May 2018 by the Board.

The summarised financial report does not include all of the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements, but copies of the full financial statements and the qualified auditor's opinion, dated 03 May 2018, can be obtained from the Chief Executive, Kidsfirst Kindergartens, PO Box 8089, Riccarton, Christchurch 8440 or telephone Kidsfirst's head office on 03 338 1303.

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



Adventurous play in one of the many inspirational outdoor environments provided at Kidsfirst Kindergartens.

## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of Canterbury Westland Kindergarten Association (Inc)

### Opinion

The summary financial statements, which under the heading Our Financial Performance comprise the summary statement of financial position as at 31 December 2017, the summary statement of comprehensive revenue and expenses, and summary statement of cash flows for the year then ended, are derived from the audited financial statements of Canterbury Westland Kindergarten Association (Inc) for the year ended 31 December 2017. We expressed a qualified audit opinion on those financial statements in our report dated 3 May 2018.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements. However, the summary financial statements are misstated to the equivalent extent as the audited financial statements of Canterbury Westland Kindergarten Association (Inc) for the year ended 31 December 2017.

### Other Information

The Board are responsible for the other information. The other information comprises all the other information in the Annual Report outside the

statements that are under the heading Our Financial Performance.

Our opinion on the summary financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary financial statements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the summary financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Summary Financial Statements

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

### The Audited Financial Statements and Our Report Thereon

We expressed a qualified audit opinion on the audited financial statements in our report dated 3 May 2018. The basis for our qualified audit opinion was that as with other organisations of a similar nature control over income from fundraising and donations prior to being recorded is limited and there are no practical audit procedures to determine the effect of this limited control.

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

The Board is responsible for the preparation of the summary financial statements.

### Auditor's Responsibility

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

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

**AINGER TOMLIN AUDIT LIMITED**  
**Christchurch**  
**3 May 2018**



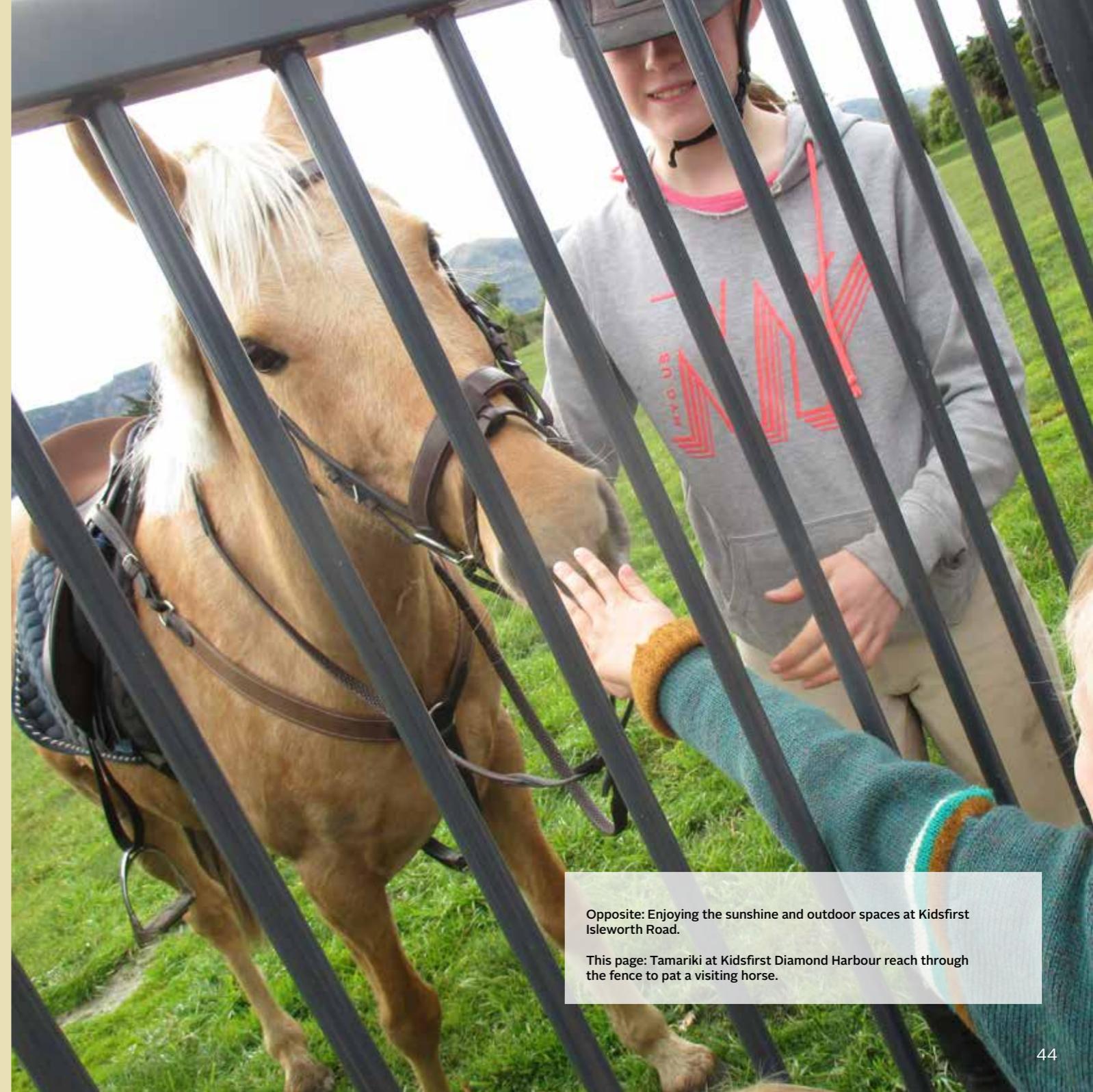
# FACTS AND FIGURES

Total number of  
children enrolled  
**2,855**

Total number of children  
accessing free ECE hours  
**2,403**

Total number of  
children on waiting lists  
**637**

Permanent Teaching Staff	<b>163</b>
Long-Term Relieving Teaching Staff	<b>132</b>
Short-Term Relieving Teaching Staff	<b>57</b>
Support Staff	<b>43</b>
Administration Staff	<b>10</b>
Education Service Managers	<b>8</b>
Management Staff	<b>5</b>
Total:	<b>418</b>



Opposite: Enjoying the sunshine and outdoor spaces at Kidsfirst Isleworth Road.

This page: Tamariki at Kidsfirst Diamond Harbour reach through the fence to pat a visiting horse.



Kidsfirst Kindergarten's Life Member Joan Whale was thrilled to attend the Kidsfirst AGM and Awards night 2017, as a special guest along with her daughter and husband.



Kidsfirst Kindergartens Broomfield tamariki having fun in a image taken by the teachers - winner of the Year of Inspiration photo competition. It sums up so much about the joy of kindergarten.

## ACKNOWLEDGEMENTS

Canterbury Westland Kindergarten Association Inc. wishes to thank the following for their support in 2017:

All the kindergartens that have assisted by supporting other kindergartens.

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

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

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

## DIRECTORY

### BOARD MEMBERS AS AT 31 DECEMBER 2017

<b>Susan Shepherd</b>	Board Chair (resigned 31 May 2017)
<b>Phillip Roth</b>	
<b>Viv Ruth</b>	Board Chair (effective from 30 June 2017)
<b>Sherryl Haughie</b>	Deputy Chair (effective from 30 June 2017)
<b>Erin Elworthy</b>	
<b>Dianne Collier</b>	effective from June 2017
<b>Janina Konia</b>	effective from June 2017

### EX OFFICIO

**Sherryl Wilson** Chief Executive

### LIFE MEMBERS CANTERBURY/WESTLAND

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

### LIFE MEMBERS CENTRAL OTAGO

<b>Mrs S Boom</b>	<b>Mrs L Duggan</b>	<b>Mrs S Fulton</b>
<b>Mrs J Hinton</b>	<b>Mrs S Symons</b>	<b>Mrs A Sutton</b>
<b>Mrs H Whiting</b>		

### CHIEF EXECUTIVE

Sherryl Wilson

### ACCOUNTING ADVISER

BDO Christchurch Limited

### LAWYER

Andrew Logan, Mortlock McCormack Law



Tamariki exploring with tree-climbing at Kidsfirst Burnham.

## OUR COMMUNITY

Kidsfirst Kindergartens Alexandra	Kidsfirst Kindergartens Mairehau
Kidsfirst Aranui Early Learning Centre	Kidsfirst Kindergartens Mathers Road
Kidsfirst Kindergartens Avonhead	Kidsfirst Kindergartens McKenzie
Kidsfirst Kindergartens Beckenham	Kidsfirst Kindergartens Mt Pleasant
Kidsfirst Kindergartens Belfast	Kidsfirst Kindergartens Ngairi Larcombe
Kidsfirst Kindergartens Bromley	Kidsfirst Niu Early Learning Centre
Kidsfirst Kindergartens Broomfield	Kidsfirst Kindergartens North New Brighton
Kidsfirst Kindergartens Burnham	Kidsfirst Kindergartens Northcote
Kidsfirst Kindergartens Bush Street	Kidsfirst Kindergartens Nuffield
Kidsfirst Kindergartens Cashmere	Kidsfirst Kindergartens Opawa St Martins
Kidsfirst Kindergartens Cotswold Avenue	Kidsfirst Kindergartens Papanui
Kidsfirst Kindergartens Cromwell	Kidsfirst Kindergartens Parklands
Kidsfirst Diamond Harbour Early Learning Centre	Kidsfirst Kindergartens Phillipstown
Kidsfirst Kindergartens Edmonds Smith Street	Kidsfirst Kindergartens Pitcairn Crescent
Kidsfirst Kindergartens Frankton	Kidsfirst Kindergartens Portsmouth Street
Kidsfirst Glacier Country Early Learning Centre	Kidsfirst Kindergartens Queenspark
Kidsfirst Kindergartens Greymouth	Kidsfirst Kindergartens Redwood
Kidsfirst Kindergartens Halswell	Kidsfirst Kindergartens Riccarton
Kidsfirst Kindergartens Hargest Crescent	Kidsfirst Kindergartens Richmond
Kidsfirst Kindergartens Hawea	Kidsfirst Kindergartens Rutland Street
Kidsfirst Kindergartens Hawthornden	Kidsfirst Kindergartens Selwyn Street
Kidsfirst Kindergartens Hei Hei	Kidsfirst Kindergartens Shirley
Kidsfirst Kindergartens Hillmorton	Kidsfirst Kindergartens South Brighton
Kidsfirst Kindergartens Hokitika	Kidsfirst Kindergartens Sumner
Kidsfirst Kindergartens Hoon Hay	Kidsfirst Kindergartens Sunbeam
Kidsfirst Kindergartens Hornby	Kidsfirst Kindergartens Templeton
Kidsfirst Kindergartens Ilam	Kidsfirst Kindergartens Terrace
Kidsfirst Kindergartens Isleworth Road	Kidsfirst Kindergartens Trengrove
Kidsfirst Kindergartens Kaiapoi North	Kidsfirst Kindergartens Vickery Street
Kidsfirst Kindergartens Karoro	Kidsfirst Kindergartens Wakatipu
Kidsfirst Kindergartens Kendal Avenue	Kidsfirst Kindergartens Wales Street
Kidsfirst Kindergartens King Street	Kidsfirst Kindergartens West Rolleston
Kidsfirst Kindergartens Lady May	Kidsfirst Kindergartens Wigram
Kidsfirst Kindergartens Lincoln	Kidsfirst Kindergartens Woolley Street
Kidsfirst Kindergartens Linwood	
Kidsfirst Kindergartens Lyttelton	
Kidsfirst Kindergartens MacFarlane Park	
Kidsfirst Kindergartens Maniototo	

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

For additional general information contact  
Kidsfirst Kindergartens Head Office,  
PO Box 8089 Riccarton, Christchurch 8440  
43 Birmingham Drive  
Middleton, Christchurch 8024  
Phone +64 3 338 1303, Fax +64 3 338 1086  
[www.kidsfirst.co.nz](http://www.kidsfirst.co.nz)

# kidsfirst

kindergartens

## ANNUAL REPORT 2017

