




Ngā Tamariki  
Puāwai o Tāmaki  
AUCKLAND  
KINDERGARTEN  
ASSOCIATION

ANNUAL REPORT 2025

KIA TŌTIKA  
TE HAERE, KIA  
HAUMARU TE ARA  
WALK WITH  
BALANCE AND  
THE PATH WILL  
BE SAFE





Kotahi te kākano,  
he nui ngā hua o te rākau.  
A tree comes from one seed  
but bears many fruit.

In our commonality we are all different.  
In early learning we celebrate those  
differences while maintaining our  
relationship with each other.

E rere ana ngā mihi ki a koutou katoa,  
i runga ngā āhuatanga o te wā.  
Acknowledgements to you all, in these times.

E ngā mana, e ngā reo, e ngā rau rangatira.  
To all authorities, to all voices,  
to you all as leaders.

Tēnā koutou, tēnā koutou, tēnā koutou katoa.  
Greetings, greetings, greetings.







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# REPORT FROM THE CHAIR AND CHIEF EXECUTIVE

Tēnā koutou katoa and warm Pacific greetings

It is a great privilege to be entrusted with the care and education of tamariki at Ngā Tamariki Puāwai o Tāmaki | Auckland Kindergarten Association. They are our future. In our view, tamariki learning should be at the heart of all decision-making about early childhood education. Access to quality education is our purpose. We work in partnership with parents and whānau to develop the creative, emotional and social skills that tamariki need to walk into brightness, even when the path ahead is uncertain, as suggested by this year's Annual Report theme: *Kia tōtika te haere, kia haumarū te ara. Walk with balance and the path will be safe.*

## Celebrations

We have plenty to celebrate, including a new kindergarten, a reopened kindergarten, and several birthday milestones, including Grey Lynn Kindergarten turning 100. Our longevity and stability is reassuring, but the challenges of this year mean we can't just rely on our heritage. We have always adapted and evolved to meet the times. We plan to continue to do so as we face fiscal constraints, and changing Government policies that seek to re-orient the purpose of ECE to one focused on enabling parents to work rather than education. Some difficult decisions may be ahead.

## Sustaining the network

We closed the financial year with a deficit of \$1,947,000. Parent fees were down, and enrolments and attendance lower than budgeted. We have made progress on some much-needed infrastructure projects highlighted in previous organisational reviews (2018, 2020, 2022), and will continue, but we may need to slow some projects and are looking at where we can cut costs and secure funds in order to be sustainable.

This result comes after several years of high inflation, and a Government Budget subsidy increase of just 0.5 percent – below this year's inflation rate of 2.7% and the smallest increase to ECE subsidies in recent years. Families confront increased restraints on employment and higher costs of everything from butter and eggs to clothing and petrol, and we hear of more families reporting hardship. We are grateful to our communities who share food in their pātaka kai, and generously provide support for those who are unable to. Our own costs have gone up, including Auckland Council rental increases of more than 1000 percent at some of our sites. Our discounted and unrecovered fee amounts have gone up, which reflects the current economic climate. This is unsustainable for us in the long term. It has been timely to undertake another independent organisational review 2025, and we will be using this information to set our sails for the period ahead.

## Changing political environment

It was been a politically tumultuous year across the whole education sector, continuing into the 2025-26 financial year. There were union challenges in the High Court to Pay Equity law changes, which discontinued claims including the Teachers Pay Equity Claim. Primary Teachers held stop work meetings, and Secondary Teachers went on strike.

There is a great deal of uncertainty in Early Childhood Education. Changes were made to pay parity so that education and care services can themselves determine the initial salary step for newly certificated teachers and for certificated teachers who are new to working in the NZ ECE sector. The ECE Reform Bill was introduced. Minister for Regulation and Associate Education Minister Hon. David Seymour announced that ECE service





### Mana tangata – contribution ►

Life Members Robin Houliker, Katherine Souness and Sue Crockett at last year's AGM, contributed to our AKA democracy, along with our Parent and Whānau Group Chairs.



licensing would move from the Ministry of Education to the Education Review Office. There was consultation on the changes to licensing criteria. Changes to teachers' qualifications for ECE began. The ECE Funding Review got underway – prompting AKA whānau, tamariki and kaiako to write postcards stating what they value about qualified teachers. The Ministry is engaging with the sector until December and plans to consult on options mid-2026, before delivering a final report September 2026. We will do our best to hold on to funding for 100% fully qualified teachers and are grateful for whānau support.

### Highlights

Among the highlights of the past financial year, we:

- Secured \$714,000 of flood insurance reimbursement following the 2023 Auckland Anniversary Weekend floods
- Opened Glenavon Kindergarten
- Re-opened Titirangi Kindergarten after a two-year closure
- Progressed Kumanatia Te Rito – our educational excellence and equity project
- Celebrated milestones at Grey Lynn (100), Highland Park, (50) Morningside (50)
- Ensured 80% of kindergartens are supported by Parent Whānau Group Chairs
- Grew our Enviroschools network to 46 kindergartens
- Had support from Auckland Council and Maunga Authority – we made 19 lease renewal applications. Some have new rental costs applied
- Received \$135,000 support from granting bodies
- Fulfilled or progressed improvements suggested by the Education Review Office
- Made submissions to various Government legislation including the Treaty Principles Bill, the Regulatory

Standards Bill, and proposed central Government changes to Auckland traffic speeds. We have continued into the 2025-26 year with submissions on the Early Childhood and Education Care Services 2008 licensing criteria, the Online Casino Gambling Bill, and Education and Training (Early Childhood Education Reform) Amendment Bill

- Made submissions to the Auckland Council Long Term Plan, Annual Plan, and Waste Plan; and to Local Boards asking for community lease rentals to stay as they are currently
- Submitted and appeared before the second Covid-19 Inquiry
- Chair Bruce McLachlan became the first AKA Chair to visit all 112 kindergartens and centres
- CEO Pauline Winter represented AKA on the Early Childhood Education Advisory Committee and the Early Learning Regulatory Advisory Group
- Hosted the Senior Teacher Hui, attended by senior teachers from around the motu
- Held a Head Teacher Hui attended by head teachers and centre managers from our 112 sites
- Held our first hybrid Annual General Meeting, on-line and in person at Sorrento In the Park, with guest speaker Dr Michelle Dickinson.

We continue to focus on providing excellent education for tamariki, knowing that they are learning for the future.

Bruce McLachlan  
**Chair**

Pauline A. Winter  
**Chief Executive**

### ▼ Whakamana – empowerment

Our curriculum recognises and enhances the mana of tamariki, empowering them to grow and learn.



## OUR STRATEGIC FRAMEWORK

### Vision

Excellence in early childhood education continues to be the right of all tamariki.

### Purpose

To ensure tamariki and whānau of Tāmaki Makaurau fully participate in kindergarten and KiNZ early childhood education.

### Mission

Weave Te Whāriki – He whāriki mātauranga mō ngā mokopuna o Aotearoa, through ako and learning through play in the spirit of partnership and respect.

### Our strategic priorities

- Educational excellence
- Whānau and community engagement
- Future focus

### Values

#### **Manawanui / Commitment to Purpose**

To show commitment and dedication

#### **Kotahitanga / Collaboration**

Oneness or unity; working collaboratively towards the same goal

#### **Manaakitanga / Respect**

Caring and respecting each other

#### **Ngākau Pono / Trust**

To act in a way which shows your trust in others and engenders trust in others

#### **Whakamana / Empower**

Supporting others to become stronger and more confident

#### **Atawhai / Kindness**

Sincere use of one's time, talents and resources to better the lives of others by showing compassion, generosity and service





# NGĀ TAMARIKI PUĀWAI O TĀMAKI AKA AT A GLANCE

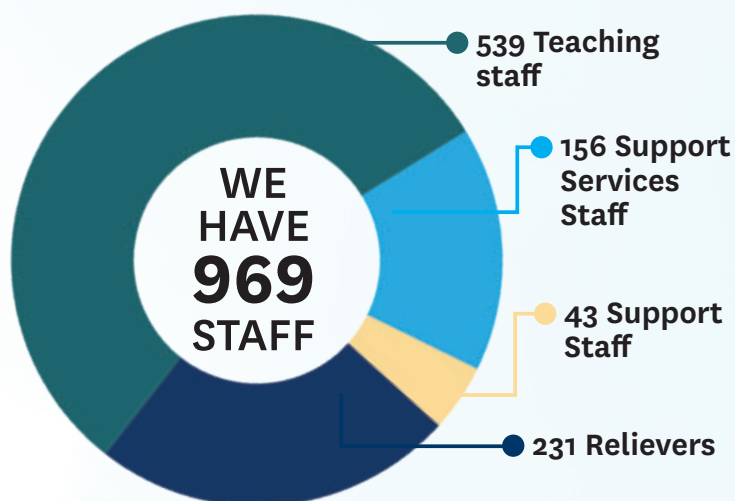
## WE HAVE...

**108** KINDERGARTENS

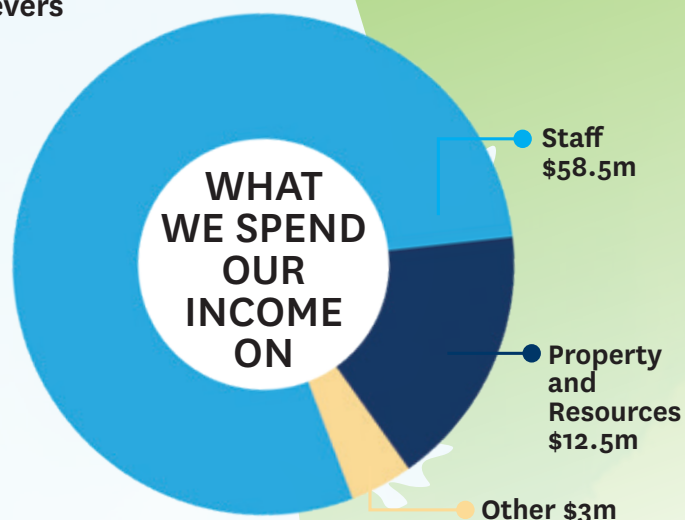
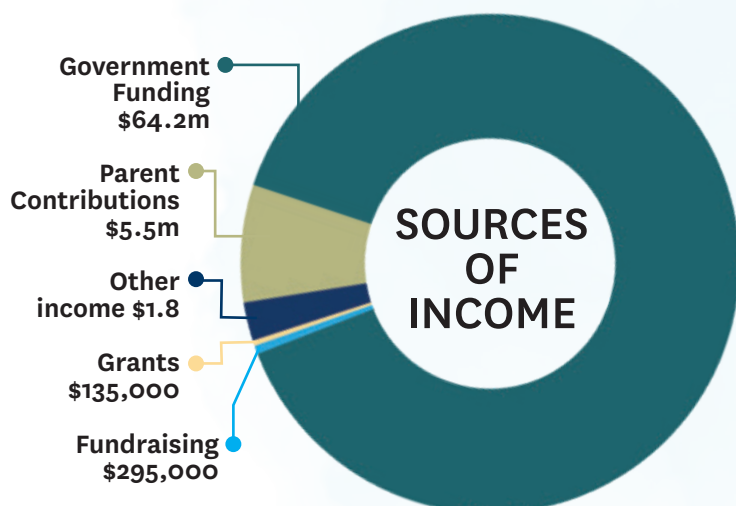
**4** KINZ CENTRES

**46** OF OUR SITES ARE  
ENVIROSCHOOLS

**51** SITES RECEIVE EQUITY  
OR TARGETED FUNDING



THIS YEAR  
WE EDUCATED  
**8,947**  
TAMARIKI



# NGĀ TAMARIKI PUĀWAI O TĀMAKI

## STATEMENT OF SERVICE PERFORMANCE

For the year ended 30 June 2025

Ngā Tamariki Puāwai o Tāmaki – Auckland Kindergarten Association is driven by its vision that excellence in early childhood education continues to be the right of all tamariki. Our mission is to weave Te Whāriki – He whāriki mātauranga mō ngā mokopuna o Aotearoa (New Zealand’s early learning curriculum) through ako and learning through play in the spirit of partnership and respect. Driven by our core values, our strategic goals provide the framework against which we measure the impact of our mahi.

### Educational Excellence

**Outcome:** Tamariki’s learning is supported by qualified teachers who provide a balance of child-initiated play-based experiences, using tamariki strengths and interests, along with intentional teaching strategies consistent with Te Whāriki.

#### Priorities

- Deliver high quality early childhood education
- Teaching and learning pedagogy is culturally responsive
- Value fully qualified teachers

KEY ACTIVITY	TARGET	2025	2024	COMMENTARY
<b>Build educator and leader knowledge, culture and capability</b>	<b>100%</b> of our kindergartens achieved the 100% qualified teacher funding band.	98%	84%	Value is placed on fully qualified teachers.
<b>Organisation-wide internal and external evaluation processes use evidence to inform learner-centred decision making</b>	<b>100%</b> of the network are engaging in internal evaluation.	100%	100%	Internal evaluation processes are established in the services with teams guided by specialists, drawing on Ngā Aronga Whai Hua (quality framework for early childhood education in New Zealand). Focussed on continuous improvement to curriculum.

#### ▼ Whānau tangata – family and community

Tamariki learn and develop best when their culture, knowledge and community are affirmed.



#### ▲ Mana aotūroa – exploration

Children learn through active exploration of the environment.





## Whānau and Community Engagement

**Outcome:** Whānau are able to participate in tamariki learning, using and supporting their kindergarten's services.

### Priorities

- Deliver services our communities want
- Engage with whānau in their tamariki learning
- Build strong resilient relationships with our communities
- Ensure kindergartens are a community resource

KEY ACTIVITY	TARGET	2025	2024	COMMENTARY
<b>Whānau are able to participate in tamariki learning</b>	<b>80%</b> of kindergartens have a PWG representative.	80%	83%	PWG is the Association's Parent and Whānau Group.
<b>Communities use and support their kindergarten's services</b>	<b>85%</b> enrolment across all sites.	86%	87%	This is based on an average over the financial year.

## Future Focus

**Outcome:** We make an influential contribution to the early learning sector and take a leadership role for kindergartens.

### Priorities

- Be an effective leader in the early learning sector
- Maintain and promote the kindergarten point of difference

KEY ACTIVITY	TARGET	2025	2024	COMMENTARY
<b>We take a leadership role for kindergartens</b>	Remain an active voice on the Early Childhood Advisory Committee (ECAC). Attend all 4 hui.	3 hui attended	2 hui attended	The purpose of ECAC is to foster a relationship between Government and the early learning sector to achieve common goals.

The above Statement of Service Performance includes changes in disclosure from the prior year, with some items removed to focus on the most significant measures and outcomes, providing a clearer and more concise presentation of performance.

# STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES

For the year ended 30 June 2025

Revenue	Note	2025	2024
Government funding		64,229	59,688
Grant revenue		135	289
Parent contributions		5,493	5,399
Fundraising revenue		295	297
Interest income		865	1,081
Other sundry revenue		945	1,345
<b>Total revenue</b>	3	<b>71,962</b>	<b>68,099</b>
<b>Expenses</b>			
Staff	4	58,470	54,905
Professional and consultancy fees		2,049	1,215
Property and resources		9,878	9,251
Depreciation	11	2,598	2,527
Loss/(gain) on sale or disposal of non-current assets		9	12
Office administration		704	710
Marketing and public relations		201	130
<b>Total expenses</b>		<b>73,909</b>	<b>68,751</b>
<b>(Deficit)/Surplus for the year</b>		<b>(1,947)</b>	<b>(652)</b>
<b>Total comprehensive revenue</b>		<b>(1,947)</b>	<b>(652)</b>

This statement should be read in conjunction with the notes to the financial statements.



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

Current assets	Note	2025	2024
Cash and cash equivalents	18(a)	9,307	9,625
Trade and other receivables	7	1,650	2,103
Taxes receivable	9	176	146
Other assets	10	70	90
<b>Total current assets</b>		<b>11,203</b>	<b>11,964</b>
<b>Non-current assets</b>			
Property, plant and equipment	11	20,321	21,083
<b>Total non-current assets</b>		<b>20,321</b>	<b>21,083</b>
<b>Total assets</b>		<b>31,524</b>	<b>33,047</b>
<b>Current liabilities</b>			
Trade and other payables	12	1,441	1,359
Income in advance	13	1,065	1,050
Employee entitlements		3,578	3,272
Taxes payable	9	692	671
Provisions	14	20	20
<b>Total current liabilities</b>		<b>6,796</b>	<b>6,372</b>
<b>Total liabilities</b>		<b>6,796</b>	<b>6,372</b>
<b>Net assets</b>		<b>24,728</b>	<b>26,675</b>
<b>Net assets/equity</b>			
Accumulated comprehensive revenue and expense		24,728	26,675
<b>Total net assets/equity</b>		<b>24,728</b>	<b>26,675</b>

This statement should be read in conjunction with the notes to the financial statements.

On behalf of Auckland Kindergarten Association Board:



**Bruce McLachlan**  
Chair

29 October 2025



**John Gillon**  
Deputy Chair

29 October 2025



# CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS/EQUITY

For the year ended 30 June 2025

	2025	2024
<b>Accumulated comprehensive revenue and expense at the start of the year</b>	<b>26,675</b>	<b>27,327</b>
(Deficit)/Surplus for the year	(1,947)	(652)
<b>Accumulated comprehensive revenue and expense at the end of the year</b>	<b>24,728</b>	<b>26,675</b>

This statement should be read in conjunction with the notes to the financial statements.

# CONSOLIDATED CASHFLOW STATEMENT

For the year ended 30 June 2025

<b>Cash flows from operating activities</b>	<b>Note</b>	<b>2025</b>	<b>2024</b>
Government funding received		65,030	61,668
Grant revenue received		116	252
Parent contributions received		5,456	5,373
Fundraising revenue received		295	297
Interest received		923	941
Other sundry revenue received		577	276
Payments to employees		(58,142)	(55,810)
Payments to suppliers		(12,731)	(11,391)
<b>Net cash provided by/(used in) operating activities</b>	<b>18(b)</b>	<b>1,524</b>	<b>1,606</b>
<b>Cash flow used in investing activities</b>			
Payment for property, plant and equipment		(1,842)	(3,138)
<b>Net cash used in investing activities</b>		<b>(1,842)</b>	<b>(3,138)</b>
Net increase/(decrease) in cash and cash equivalents		(318)	(1,532)
Cash and cash equivalents at the beginning of the period		9,625	11,157
<b>Cash and cash equivalents at the end of the period</b>	<b>18(a)</b>	<b>9,307</b>	<b>9,625</b>

This statement should be read in conjunction with the notes to the financial statements.



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

## 1. Basis of Preparation

The financial statements of Ngā Tamariki Puāwai o Tāmaki – Auckland Kindergarten Association are for the year ended 30 June 2025. The financial statements were authorised by the Board of Directors on 29 October 2025. The following accounting policies that materially affect the measurement of financial performance, financial position and cash flows have been applied:

### Reporting Entity

Ngā Tamariki Puāwai o Tāmaki – Auckland Kindergarten Association was founded in 1908 and is domiciled in New Zealand. Ngā Tamariki Puāwai o Tāmaki – Auckland Kindergarten Association is registered as a charitable entity under the Charities Act 2005. The financial statements comprise Ngā Tamariki Puāwai o Tāmaki – Auckland Kindergarten Association (the Association), which includes its constituent kindergartens and its wholly owned controlled entity, Kindergarten NZ Limited (collectively, the Group).

The principal activity of the Group is the provision of early childhood education.

### Statement of Compliance

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and the requirements of the Charities Act 2005. For the purposes of complying with NZ GAAP, the Group is a public benefit entity.

The financial statements comply with New Zealand Public Benefit Entity International Public Sector Accounting Standards. The financial statements also comply with Tier 1 Public Benefit Entity International Public Sector Accounting Standards.

### Measurement Base

The financial statements for the Group have been prepared on the basis of historical cost.

### Functional and presentation currency

All transactions and balances are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000) unless otherwise stated. The functional currency of the Group is New Zealand dollars.

### Use of judgements and estimates

In the process of applying the accounting policies, management makes judgements, estimates and assumptions. Actual results may differ from these estimates. Information about critical judgements that have the most significant effect on the amounts recognised in the financial statements are included below:

### Provisions (Note 14: Provisions)

A provision is recognised for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event.
- it is probable that an outflow of future economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

### Contingent liabilities (Note 15: Commitments and Contingencies)

Contractual lease obligations require the Group to make good the conditions of land and buildings upon terminating a lease and vacating the premises. Estimation and assumptions are made in determining the likelihood, amount and timing of cash necessary to settle the obligations.

Contractual lease obligations for leases assigned to a third party require the Group to pay the outstanding rent due to the lessor should the assignee default on the lease. Estimation and assumptions are made in determining the likelihood, amount and timing of cash necessary to settle the obligations.

## Statement of Accounting Policies

### Basis of consolidation

Controlled entities are investees controlled by the Group. The Group controls an investee if it is exposed to, or has rights to, variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The financial statements of the controlled entities are included in the Group's financial statements from the date on which control commences until the date control ceases.

All intra-group balances and transactions, and unrealised income and expenses resulting from intra-group transactions, are eliminated on consolidation. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

When the Group loses control over a controlled entity, it derecognises the related assets and liabilities, and any other components of equity. Any interest in the former controlled entity is measured at fair value when control is lost.

### Business combination

Business combinations are accounted for using the acquisition method. The consideration transferred in the acquisition is measured at fair value at the acquisition date. Acquisition related costs are expensed as incurred, except if they are related to the issue of debt or equity securities.

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Goodwill is initially measured at cost, being the excess of the consideration transferred, and the fair value net identifiable assets acquired, and liabilities assumed. Any gain on a bargain purchase is recognised in surplus or deficit immediately. After initial recognition goodwill is measured at cost less any accumulated impairment losses.

## PBE IPSAS 41 Financial instruments

PBE IPSAS 41 consolidates the accounting for financial instruments into three key areas: classification and measurement, impairment, and hedge accounting.

### (i) Classification and Measurement of financial assets and liabilities

Under PBE IPSAS 41, financial assets are subsequently measured at fair value through surplus or deficit (FVTSD), amortised cost or fair value through surplus or deficit (FVTSD) or amortised cost. Financial instruments measured at amortised cost replaces the previous measurement category: loans and receivables, the change in category is outlined in the below table. The classifications are based on two criteria:

- (1) the Group's business model for management of the assets: and
- (2) whether the instruments' contractual cash flows represent 'solely payments of principal and interest' on the principal amount outstanding.

The assessment of whether contractual cash flows on debt instruments are solely comprised of principal and interest are made based on the facts and circumstances as at the initial recognition of the assets.

Receivables from exchange and non-exchange transactions and term deposits are classified as Loans and Receivables and are held to collect contractual cash flows and give rise to cash flows representing solely payments of principal and interest. These are classified and measured as Debt instruments at amortised cost.

### (ii) Impairment

PBE IPSAS 41 requires the Group to recognise an allowance for ECL's for all debt instruments not held at fair value through surplus and deficit.

PBE FRS 48 Service Performance Reporting is effective for financial years beginning on or after 1 January 2022. The standard seeks to guide entities in defining what service performance information is and how this should be reported in their annual reports. FY23 was the first year the Group presented the Statement of Service Performance (see pages 8 to 9 of the annual report).

## Financial Assets

Financial assets are classified, at initial recognition, and subsequently measured at amortised costs, and fair value through surplus or deficit.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of short-term receivables and payables that do not contain a significant financing component, or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial not at fair value through surplus or deficit, transaction costs.

In order for a financial asset to be classified and measured at amortised cost it needs to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified at fair value through surplus or deficit, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows.

### (i) Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of financial performance.

After initial recognition the financial assets in this category are measured at fair value with gains or loss on re-measurement recognised in surplus or deficit. The Group has not recognised any financial assets in this category.

### (ii) Debt instruments at amortised costs

Debt instruments at amortised costs are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12-months after the balance date, which are included in non-current assets.

After initial recognition, they are subsequently measured at amortised cost using the effective interest method (EIF) and are subject to impairment. Gains and losses are recognised in

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

surplus or deficit when the asset is derecognised, modified or impaired.

The Group's cash and cash equivalents, trade receivables and taxes receivable are categorised as debt instruments at amortised costs.

## *Derecognition*

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's Statement of Financial Position) when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement, and either:
  - (a) the Group has transferred substantially all the risks and rewards of the asset, or
  - (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged, waived, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, then such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Statement of Financial Performance.

## *Impairment of financial assets*

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit. The Group considers writing off a financial asset primarily when the debt is older than 6 months and there are no ongoing financial transactions with the other party involved.

## *Financial liabilities*

Financial liabilities at amortised cost are classified at initial recognition and included in trade payables. All financial liabilities are recognised initially at fair value and, in the case of loans and borrowing and payables, net of directly attributable transactions costs. The Group's financial liabilities include payables under exchange transactions, income in advance, employee entitlements and taxes payable.

## *Subsequent measurement*

After initial recognition, payables are subsequently measured at amortised costs using the effective interest rate (EIR)

method. Gains or losses are recognised in surplus or deficit when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as office administration costs in the Statement of Financial Performance.

## **Impairment of non-financial assets**

Non-financial assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An annual internal review of asset values is performed at the end of each financial year. External factors, such as changes in expected future processes, technology and economic conditions, are also monitored to assess for indicators of impairment. If any indication of impairment exists, an estimate of the asset's recoverable amount is calculated.

An impairment loss is recognised for any amount by which the asset's carrying amount exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is determined using a discounted cash flow model. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

Any impairment losses are recognised in surplus or deficit. Non-financial assets that suffered impairment are tested for possible reversal of the impairment whenever events or changes in circumstances indicate that the impairment may have reversed.

## **Property, plant and equipment**

Land and Buildings include buildings which have been purchased with government assistance and are recorded at historical cost. Whilst the Group is responsible for the care and maintenance of these buildings, there may be restrictions on the entitlements to any proceeds from a sale or disposition of such land and buildings.

Land used but not owned by the Group, is not attributed any value in the Group's accounts.

Buildings used by the Group, under a lease to occupy, are not attributed a value on commencement of the lease. Any improvements of a capital nature required to ensure the buildings meet the needs of the Group are capitalised and depreciated over their estimated economic useful life.



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

Depreciation is provided on property, plant and equipment, including buildings developed and owned by the Group, but excluding land.

Depreciation is calculated on a straight-line basis so as to write off the net cost of an asset over its expected useful life to its estimated residual value. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each annual reporting period.

Buildings erected on land owned by the Group are depreciated at the rate of 3% per annum on cost. Other buildings used by the Group are depreciated at rates calculated to amortise the cost of the buildings over their useful economic life.

The following estimated useful lives are used in the calculation of depreciation:

Buildings	25–50 Years
Building Improvements	5–25 Years
Playgrounds	10 Years
Plant and Equipment	5 Years

## Employee benefits

Provision is made for benefits accruing to employees in respect of salaries and wages and annual leave where it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits are recorded at nominal values. The value of provisions recognised reflect accrued entitlements at balance date calculated at the prevailing rates of pay.

## Leases

Payments made under operating leases are charged to surplus or deficit on a straight-line basis over the period of the lease. Any lease incentives are amortised over the estimated occupancy periods and offset against lease expenditure in surplus or deficit. The estimated occupancy period is based on the contractual terms of the lease and is reviewed annually.

## Taxes

### Current tax

Auckland Kindergarten Association, along with its controlled entity is a registered charitable entity. The Inland Revenue Department has confirmed that the charitable entity is exempt from income tax.

### Goods and services tax

All revenues and expenses are recognised net of goods and services tax (GST). Any GST on expenses that is not

recoverable is recognised in surplus or deficit. Receivables and payables are recognised inclusive of any applicable GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statement of Financial Position.

## Revenue recognition

Revenue is recognised and measured at the fair value of the consideration received or receivable to the extent it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured.

Revenue is classified as exchange and non-exchange. The Group has determined exchange transactions to include interest revenue and parent fees. All other sources are considered to be non-exchange.

### Government funding

Government funding is recognised in surplus or deficit on completion of the relevant services.

### Grant revenue

The recognition of revenue from grants depends on whether the grant comes with any stipulations imposed. Stipulations that are conditions specifically require the Group to return the grant if they are not used in the way stipulated, resulting in the recognition of a liability that is subsequently recognised as revenue as and when the conditions are satisfied.

Stipulations that are restrictions do not specifically require the Group to return the grant received if they are not utilised in the way stipulated, and therefore do not result in the recognition of liability, which results in the immediate recognition of revenue.

### Parent contributions

Parent contributions include parent fees and optional charges. Parent fees are recognised in surplus or deficit on completion of the relevant services. Parent optional charges are recognised in surplus or deficit on receipt.

### Fundraising revenue and donations

Money raised from fundraising activities and donations is recognised in surplus or deficit when received.

### Interest revenue

Interest revenue is recognised using the effective interest method.

### Donated services

The work of kindergartens is partly dependent on the voluntary service of parents, caregivers and the general

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

public. Since these services are not normally purchased by the Group and because of the difficulty of determining their value with reliability, donated services are not recognised in these financial statements.

## 3. Revenue

Government funding	Note	2025	2024
Operational funding		62,541	57,734
Equity funding	20	1,459	1,737
Targeted funding		229	217
<b>Total Government funding</b>		<b>64,229</b>	<b>59,688</b>
Grant revenue		135	289
Parent contributions		5,493	5,399
Fundraising revenue		295	297
Interest revenue		865	1,081
Other sundry revenue	3(a)	945	1,345
<b>Total revenue</b>		<b>71,962</b>	<b>68,099</b>

### 3(a) Other sundry revenue includes funding

- Received from the Ministry of Education for Incredible Years and Incredible Beginnings programmes \$20k (2024: \$464k)
- Received from Ministry of Social Development for Covid leave payments \$nil (2024: \$14k).
- Received from ACC \$318k (2024: \$486k)
- Received and receivable from the Groups insurance company \$327k (2024: \$164k)

## 4. Staff

	2025	2024
Salaries and wages	56,904	53,349
Defined contribution - KiwiSaver	1,566	1,556
	<b>58,470</b>	<b>54,905</b>

## 5. Remuneration of Auditors

	2025	2024
Audit of the financial statements	69	66
	<b>69</b>	<b>66</b>

Ngā Tamariki Puāwai o Tāmaki - Auckland Kindergarten Association Group is audited by Crowe New Zealand Audit Partnership.

## 6. Key Management Personnel

	2025	2024
Key management personnel compensation comprises:		
Board member fees - 7 FTE people (2024: 7 FTE people)	204	202
Executive Leadership Team - 6 FTE people (2024: 6 FTE people)	1,390	1,371
	<b>1,594</b>	<b>1,573</b>

Key Management personnel include the Chief Executive Officer, permanent, seconded or contract members of the Executive Leadership Team, and Board Directors.

## 7. Trade and other Receivables

	2025	2024
<b>Non exchange transactions</b>		
Funding receivable	838	1,217
Insurance receivable	714	618
Interest receivable	83	140
<b>Exchange Transactions</b>		
Debtors	122	252
Provision for expected credit loss	(107)	(124)
	<b>1,650</b>	<b>2,103</b>

## 8. Administration Costs

Administration costs include the movement in provision for estimated credit loss expense of \$29k (2024: \$32k) and bad debt expense incurred of \$46k (2024: \$37k).

Estimated credit loss provision	2025	2024
Opening balance	(124)	(128)
Additional provision made	(29)	(32)
Amounts used	46	37
<b>Closing balance</b>	<b>(107)</b>	<b>(124)</b>

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025



## 9. Taxes receivable/(payable)

	2025	2024
Payroll tax (PAYE)	(692)	(671)
Goods and services tax (GST)	176	146
	<b>(516)</b>	<b>(525)</b>

## 10. Other Assets

	2025	2024
Prepayments	72	90
	<b>72</b>	<b>90</b>

## 11. Property Plant and Equipment

The Group has disposed of the property, plant and equipment that has been assessed to be materially damaged during the year. The Group has not impaired any property, plant and equipment in the year as all materially damaged property, plant and equipment has been disposed of.

	Land	Buildings	Playgrounds	Plant and Equipment	Total
Gross value at 30 June 2023	342	33,206	10,219	7,419	51,186
Additions	-	1,646	1,060	830	3,536
Disposals	-	(6)	(423)	(1,195)	(1,624)
Gross value at 30 June 2024	342	34,846	10,856	7,054	53,098
Additions	-	811	594	440	1,846
Disposals	-	(8)	(443)	(224)	(675)
<b>Gross value at 30 June 2025</b>	<b>342</b>	<b>35,649</b>	<b>11,007</b>	<b>7,270</b>	<b>54,268</b>
Accumulated depreciation at 30 June 2023	-	(16,905)	(7,537)	(6,334)	(30,776)
Disposals	-	4	418	866	1,288
Depreciation expense	-	(1,478)	(602)	(448)	(2,527)
Accumulated depreciation at 30 June 2024	-	(18,379)	(7,721)	(5,916)	(32,015)
Disposals	-	8	435	224	666
Depreciation expense	-	(1,522)	(627)	(449)	(2,598)
<b>Accumulated depreciation at 30 June 2025</b>	<b>-</b>	<b>(19,894)</b>	<b>(7,913)</b>	<b>(6,141)</b>	<b>(33,947)</b>
Net book value					
At 30 June 2024	342	16,467	3,135	1,138	21,083
<b>At 30 June 2025</b>	<b>342</b>	<b>15,755</b>	<b>3,095</b>	<b>1,129</b>	<b>20,321</b>



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025



## 12. Trade and Other Payables

Payables from exchange transactions	2025	2024
Trade and other payables	1,441	1,359
	<b>1,441</b>	<b>1,359</b>

All creditors are due within 50 days of purchase. The Group has financial risk management policies in place to ensure that all payables are paid within the credit timeframe.

## 13. Income in Advance

Income in advance from non exchange transactions	2025	2024
Equity funding for disadvantaged	677	668
Grant funding in advance	48	66
Other income in advance	340	316
	<b>1,065</b>	<b>1,050</b>

## 14. Provisions

Make good	2025	2024
Opening balance	20	20
Existing provisions	-	-
Reversal of previously recognised provisions	-	-
<b>Closing balance</b>	<b>20</b>	<b>20</b>

The provisions for make good arose from one non-cancellable contract where the Group is required to reinstate the condition of a leased asset to its condition as it was at the commencement of the lease.

## 15. Commitments and Contingencies

Operating lease commitments	2025	2024
Payable within 1 year	542	516
Payable after 1 year and within 5 years	595	1,137
Payable after 5 years	-	-
	<b>1,137</b>	<b>1,653</b>

Capital commitments	2025	2024
Property upgrades	57	76
	<b>57</b>	<b>76</b>

### Contingent Liabilities

The Group assigned the leases of one early childhood education centre (Lease 1) and two development sites (Lease 2 and Lease 3) in 2019. Under New Zealand Law the Group remains liable to the landlord for the payment of rent and the performance of the covenants of each lease until the end of the term of each lease. The Group is contingently liable to the landlord, following the date of assignment, in the event of a default by the assignee. The Group is not able to determine the likelihood or timing of any default or reliably estimate the cost of any default and has made no provision for any costs of a default. In addition, the Group has provided to the landlord of Lease 1 a bank guarantee irrevocable until and including the first renewal date and equivalent to twelve months passing rent. The bank guarantee has been provided as security for the observance and performance of the terms and conditions contained in the lease.

## 15. Commitments and Contingencies (continued)

### Operating lease commitments

	Anniversary date	1st renewal date	Annual rent at date of assignment	Full years since assignment	Fixed rent increase
Lease 1	18th April	18/04/2030	\$306,306	6	2% per annum
Lease 2	8th October	26/08/2033	\$312,000	6	2% per annum
Lease 3	16th June	16/06/2032	\$283,920	6	2% per annum

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025



## 16. Subsequent Events

There are no subsequent events after reporting date.

## 17. Related Party Disclosures

A member of the Executive Leadership Team of The Group is also a board member of Tui Ora Limited. Included in Professional and Consultancy fees is \$36k (2024: \$10k) for the provision of services by Tui Ora Limited to The Group. Included within Creditors is nil (2024: \$nil) due to Tui Ora Limited.

## 18. Reconciliation of Cashflow from Operating Activities

### (a) Reconciliation of cash and cash equivalents

For the purposes of the Cash Flow Statement, cash and cash equivalents includes cash on hand, in banks and in short term deposits of less than 90 days. Cash and cash equivalents at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Statement of Financial Position as follows:

	2025	2024
Cash on hand	1	4
Cash in bank	2,806	2,621
Short term deposits	6,500	7,000
	<b>9,307</b>	<b>9,625</b>

In addition to the above, the Group has a credit card facility of \$250k (2024: \$250k).

### (b) Reconciliation of profit for the period to net cash flows from operating activities

	2025	2024
(Deficit) / surplus for the year	(1,947)	(652)
Loss / (gain) on sale or disposal of non-current assets	9	12
Depreciation of non-current assets	2,598	2,527

### Changes in net assets and liabilities:

#### (Increase)/decrease in assets:

Current receivables	734	1,341
Other current assets	(10)	(156)

#### Increase/(decrease) in liabilities:

Current payables	140	(1,466)
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<b>Net cash inflow provided by operating activities</b>	<b>1,524</b>	<b>1,606</b>
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Gross cash flows are presented exclusive of GST.

### (c) Restrictions on cash received

Cash received from grants is restricted to the purpose for which the grant was approved.

Equity funding and targeted funding for disadvantaged is received from the Government for the expressed purpose of making early learning opportunities available for all Auckland children. There is no specific timeframe or obligation on the Group to spend these funds. Refer to Note 20: Equity Funding & Note 21: Targeted Funding for further details.

## 19. Financial Instruments

All financial instruments to which the Group is a party are recognised in the financial statements.

There are no changes from the previous year in how the Group manages its credit risk, interest risk and liquidity risk.

### (a) Credit risk management

In the normal course of business, the Group incurs credit risk from trade and other receivables and banking institutions.

The Group manages its exposure to credit risk by:

- (i) holding cash and cash equivalents and term deposits with New Zealand registered banking institutions; and
- (ii) maintaining credit control procedures over trade and other receivables.

The Group has no significant concentration of credit risk; however, the Group only deals with one bank currently, the ASB, and its trade receivable is from the Ministry of Education. The maximum exposure at balance date is equal to the total amount of cash and cash equivalents, short term deposits and trade and other receivables disclosed in the Statement of Financial Position.

The Group does not require any collateral or security to support financial instruments it holds due to the low risk associated with the realisation of these instruments.

### (b) Interest rate risk management

The interest rate risk on funds held is managed through the use of term investments, held until maturity. The interest rate risk associated with short term deposits is considered minimal as the Group's deposits mature within 3 months from investment date.

### (c) Liquidity risk management

Liquidity risk is the risk that the Group will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining

# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

sufficient cash and cash equivalents on hand as disclosed in Note 18: Reconciliation of Cashflow from Operating Activities.

All financial liabilities fall due within 50 days of balance date.

## (d) Capital risk management

The Group manages its capital to ensure that the Group will be able to continue as a going concern.

The capital structure of the Group consists of net assets/equity, comprising accumulated comprehensive revenue and expense as disclosed on the Statement of Changes in Net Assets/Equity.

The Group's overall strategy remains unchanged from 2024.

There are no externally imposed capital requirements on the Group.

## (e) Fair values

Management considers that the carrying amount of financial assets and financial liabilities recorded in the financial statements approximates their fair value.

## (f) Categories of financial instruments

### Consolidated at 30 June 2025

Financial assets	Debt instruments at amortised cost	Financial liabilities at amortised cost	Total
Cash and cash equivalents	9,307	-	9,307
Trade and other receivables	1,369	-	1,369
Taxes receivable	176	-	176
<b>Total financial assets</b>	<b>10,852</b>	<b>-</b>	<b>10,852</b>
Liabilities			
Trade and other payables	-	1,441	1,441
Employee entitlements	-	3,578	3,578
Taxes payable	-	692	692
<b>Total financial liabilities</b>	<b>-</b>	<b>5,711</b>	<b>5,711</b>

### Consolidated at 30 June 2024

Assets	Debt instruments at amortised cost	Financial liabilities at amortised cost	Total
Cash and cash equivalents	9,625	-	9,625
Trade and other receivables	2,103	-	2,103
Taxes receivable	146	-	146
<b>Total financial assets</b>	<b>11,874</b>	<b>-</b>	<b>11,874</b>
Liabilities			
Trade and other payables	-	1,379	1,379
Employee entitlements	-	3,272	3,272
Taxes payable	-	671	671
<b>Total financial liabilities</b>	<b>-</b>	<b>5,322</b>	<b>5,322</b>



# NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

## 20. Equity Funding

Equity funding received from the Government provides targeted funding to make early learning opportunities available for all Auckland children.

Equity funding income:	2025	2024
Low socio economic	989	1,129
Special needs & non-English speaking backgrounds	470	608
	<b>1,459</b>	<b>1,737</b>
Equity funding utilised:	2025	2024
Discounted parent contributions	989	1,421
Learning Support	165	144
Other	305	172
	<b>1,459</b>	<b>1,737</b>

During the year the Group focused on increasing the participation of children in early learning by offering parents from 41 communities discounted parent contributions.

## 21. Target Funding

Targeted funding for the disadvantaged received from the Government provides targeted funding to make early learning opportunities available for all Auckland children.

	2025	2024
Target funding for the disadvantaged income	229	217
Target funding utilised	2025	2024
Discounted parent contributions	222	126
Learning Support	5	-
Other	2	91
	<b>229</b>	<b>217</b>

**INDEPENDENT AUDITOR'S REPORT****To the Members of Auckland Kindergarten Association**Main +64 9 303 4586  
Fax +64 9 309 1198  
[www.crowe.nz](http://www.crowe.nz)**Opinion**

We have audited the consolidated general purpose financial report of Auckland Kindergarten Association (the Association) and its controlled entities (the Group) which comprise the consolidated financial statements on pages 10 to 22, and the consolidated service performance information on pages 8 and 9. The complete set of consolidated financial statements comprise the consolidated statement of financial position as at 30 June 2025, and the consolidated statement of comprehensive revenue and expense, consolidated statement of changes in net assets/equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated general purpose financial report presents fairly, in all material respects:

- the consolidated financial position of the Group as at 30 June 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended; and
- the consolidated service performance of the Group for the year ended 30 June 2025 in that the consolidated service performance information is appropriate and meaningful and prepared in accordance with the entity's measurement bases or evaluation methods

in accordance with Public Benefit Entity Accounting Standards issued by the New Zealand Accounting Standards Board.

**Basis for Opinion**

We conducted our audit of the consolidated financial statements in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and the audit of the consolidated service performance information in accordance with the ISAs (NZ) and New Zealand Auditing Standard (NZ AS) 1 (Revised) *The Audit of Service Performance Information*. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated General Purpose Financial Report* section of our report. We are independent of the Group in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Group.

**Information Other Than the Consolidated General Purpose Financial Report and Auditor's Report**

The Association are responsible for the other information. The other information comprises the information included in the Annual report on pages 4 to 7 and 26 to 29 but does not include the consolidated general purpose financial report and our auditor's report thereon.

Our opinion on the consolidated general purpose financial report does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe New Zealand Audit Partnership an affiliate of Findex (Aust) Pty Ltd.

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In connection with our audit of the consolidated general purpose financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated general purpose financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, 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.

### **Board's Responsibilities for the Consolidated General Purpose Financial Report**

The Board are responsible on behalf of the Group for:

- (a) the preparation and fair presentation of the consolidated financial statements in accordance with Public Benefit Entity Accounting Standards issued by the New Zealand Accounting Standards Board;
- (b) the selection of elements/aspects of service performance measures and/or descriptions and measurement bases or evaluation methods that present consolidated service performance information that is appropriate and meaningful in accordance with Public Benefit Entity Accounting Standards ;
- (c) the preparation and fair presentation of consolidated service performance information in accordance with the entity's measurement bases or evaluation methods, in accordance with Public Benefit Entity Accounting Standards;
- (d) the overall presentation, structure and content of the consolidated service performance information in accordance with Public Benefit Entity Accounting Standards; and
- (e) such internal control as the Board determine is necessary to enable the preparation of the consolidated financial statements and consolidated service performance information that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated general purpose financial report, the Board are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Consolidated General Purpose Financial Report**

Our objectives are to obtain reasonable assurance about whether the consolidated general purpose financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this consolidated general purpose financial report.

As part of an audit in accordance with ISAs (NZ) and NZ AS 1 (Revised), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and the consolidated service performance information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit of the consolidated financial statements and the consolidated service performance information in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Obtain an understanding of the process applied by the entity to select its elements/aspects of service performance, performance measures and/or descriptions and the measurement bases or evaluation methods.
- Evaluate whether the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the entity's consolidated service performance in accordance with the Public Benefit Entity Accounting Standards.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Group and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated general purpose financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated general purpose financial report, including the disclosures, and whether the consolidated general purpose financial report represents the underlying transactions, events and elements/aspects of service performance in accordance with Public Benefit Entity Accounting Standards in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information and service performance information of the entities or business units within the Group as a basis for forming an opinion on the consolidated general purpose financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Restriction on Use**

This report is made solely to the Members of the Association, as a body. Our audit has been undertaken so that we might state to the Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members as a body, for our audit work, for this report, or for the opinions we have formed.



**Crowe New Zealand Audit Partnership**

Dated at Auckland this 4th day of November 2025



## OUR BOARD



**Bruce McLachlan**  
Board Chair  
Member Audit Risk  
Assurance Committee



**John Gillon**  
Deputy Chair  
Member Audit Risk  
Assurance Committee



**Professor Tania Ka'ai**  
Māori Director  
Member Audit Risk  
Assurance Committee



**Ankita Sharma**  
Teacher Director



**Dannielle Chandler**  
Community Director

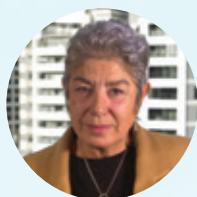


**Michelle Moffitt**  
Community Director



**Andrew Simms**  
Community Director  
Member Audit Risk  
Assurance Committee

## OUR EXECUTIVE LEADERSHIP TEAM



**Pauline A. Winter**  
Chief Executive Officer



**Amanda Lanuola-Dunlop**  
General Manager  
Education and Innovation



**Sarah Caunter**  
General Manager  
People and Capability



**Toni Nealie**  
General Manager Strategy,  
Governance and Advocacy;  
Acting Community Engagement



### ▲ Ngā hononga – relationships

Playing with friends to sort and stack builds relational skills, communication, and maths and science learning.

# ACKNOWLEDGEMENTS

We are very grateful to the following organisations for funding, donations, advice and support:

- ASB
- Auckland Airport Community Trust
- Auckland Council
- Auckland Local Boards: Albert-Eden, Howick, Māngere-Ōtāhuhu, Ōtara- Papatoetoe, Whau
- BlueSky Community Trust
- Bunnings
- Constellation Community Trust
- Dragon Community Trust
- Early Childhood Council
- Four Winds Foundation
- Kāinga Ora
- Lion Foundation
- Mangawhai Community Opportunity Shop Trust
- Mercury Energy
- Milestone Foundation Limited
- Ministry of Education
- Mitre 10
- NZEI Te Riu Roa
- North and South Trust
- NZ Community Trust
- Pub Charity
- Roskill Together Trust
- Sir Michael Jones Foundation
- Sustainable Schools
- Teaching Council of Aotearoa New Zealand
- The Trusts Community Foundation
- Toimata Foundation
- Unitec
- Watercare

### We also acknowledge our Life Members:

Sue Crockett  
Jeremy Drummond ONZM  
Denise Iverson  
Hewitt Harrison  
Robin Houliker  
Katherine Souness

**Thank you to the kindergartens who feature in our photographs.**

**And to our whānau, business partners and communities who support AKA kindergartens.**







### ▲ Mana atua – wellbeing

All children have the right to have their health and wellbeing promoted and protected. Visiting firefighters teach about safety.



### ▲ Transition to school and kura

Smoothing the path to school helps tamariki on their learning journey.

### Te Ao – learning about the world ►

Playing, imagining, inventing and experimenting is how tamariki develop as competent thinkers.



### ▲ Valued kaiako

Our qualified teachers provide quality education.







▲ **Kotahitanga**  
– **holistic development**

Tamariki grow in cognitive (hinengaro), physical (tinana), emotional (whatumanawa), spiritual (wairua), social and cultural dimensions while at kindergarten.





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