

ANNUAL REPORT

2024-2025





Kath Dickson Family Centre is honoured to acknowledge our Elders, past and present. They have walked this land with us, and before us; today, yesterday and generations long ago. They have lived lives of courage, strength and determination. We recognise their legacy, that each of us now carries. We recognise the path that their footsteps have carved for us. We acknowledge the trust that has been placed in us to continue this journey. We do all of this with respect, reverence and understanding.

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Supporting children to become the best versions of themselves.

By 2035, we will be recognised as the leader in early childhood education and care in Queensland.



We are
CARING



We are
TRUSTWORTHY



We are
INCLUSIVE



We are
ACCOUNTABLE



We strive for
EXCELLENCE

Left: One Mob Dhiyaan Maal by Joanne Torrens

This artwork was specially commissioned to represent Kath Dickson Family Centre and to honour our 50-year journey. Created by Joanne Torrens, a Bigambul, Bundjalung woman who has lived in Toowoomba for the past 30 years, the piece celebrates cultural connections, journeys, and teachings shared with our jarjums (children).

About Us

At Kath Dickson Family Centre, we are all about early childhood, that wonderful and important age from 0–5 years.

We provide child care options, train workers in early childhood education and care, support educators to run their own family day care business, and engage the community with family events and activities, including our Toy Library and playgroups.

We were established in 1975 by Kathleen Dickson, who was a visionary in recognising the need for quality child care options at that time. We have since grown and diversified, but continue to remain true to the vision of supporting families.

Our organisation operates a number of distinct divisions:

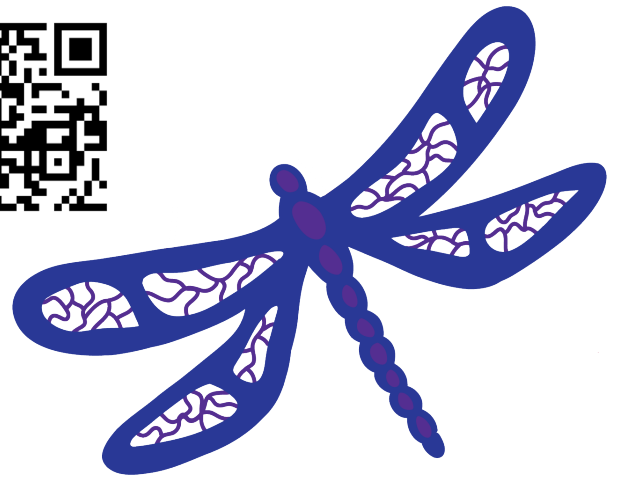
Kath Dickson Institute provides training in nationally recognised qualifications in Early Childhood Education and Care via our network of trainers throughout Queensland.

Kath Dickson Family Day Care enables families to open their homes and offer affordable, flexible, quality child care in their community.

Kath Dickson Education and Care Centres in Toowoomba (Gladstone Street and Toowoomba Central) provide centre-based care, a fully-accredited kindergarten program, as well as places allocated to emergency care for families in crisis.

Kath Dickson Community Programs coordinate a range of events and initiatives to support families and children, particularly for those most in need. This includes our community Toy Library in Crows Nest.

Find out more at kdfc.com.au



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Childhood is made of tiny, unforgettable magical experiences.



Chair's Message

On behalf of the Kath Dickson Family Centre Limited Board of Directors, I am honoured to help celebrate the 50th anniversary of Kath Dickson Family Centre and present our Annual Report for 2025.

I believe this 50th year of KDFC will be remembered as a key milestone for many reasons. Firstly, we saw a program of progressive, diligent business improvement culminating in KDFC achieving the best annual financial result in the organisation's history, opening new opportunities for investing in our charitable community services. An example of this was the launch of our mobile Toy Library service which is bringing joy and educational play to a whole new cohort of children in remote and regional areas.

During FY25 the KDFC Board made the decision to develop the land we own in Kleinton. Four residential blocks are now ready for sale and we look forward to using the revenue to further consolidate the healthy financial position of the organisation.

We welcomed Shelly Burchett to the KDFC Board. She brings a wealth of experience in marketing, business improvement and board governance. With her facilitation, the KDFC Board and leadership team undertook a strategic planning process where we updated the KDFC values, core focus, 3 year and 10 year goals. While the previous KDFC values have served us well for the past 8 years we felt it timely to reflect on what we hold most dear as the organisation evolves.

We realised that KDFC team members are caring, trustworthy, inclusive, accountable and strive for excellence. These values have now become our rallying cry as we move forward together in supporting children to become the best versions of themselves.

In another significant development, the Board has negotiated with Anthony Wood from *EOS International* to generously donate his time to work with the KDFC management team and Board to implement the Entrepreneurial Operating System framework. This will build further on KDFC's ongoing investment in developing a strong and effective leadership team.

The Board is looking forward with great optimism for the coming year as KDFC considers new opportunities to move towards our 2035 goal of being recognized as a leader in early childhood education and care in QLD.

In closing, the Board would like to extend our heartfelt appreciation to our KDFC family of parents, staff, volunteers, and donors who help give the next generation the best possible start in their lives. The kind word, the friendly smile, the helping hand, all touch the heart of a child and help them feel loved and valued in this big world. Every such moment makes the world a better place and gives hope for the future. Such is a life well lived. Thank you for the part you play.

Mark Jocumsen

Chair, Kath Dickson Family Centre Board

Our Board

Mark Jocumsen, *Chair*, is an experienced business strategist with a strong entrepreneurial mindset.

Mick Harding, *Secretary*, is a Director at McConachie Stedman, specialising in accounting and financial planning.

Chris Burke, *Director*, is Managing Director of Quadtech Business Technology, as well as a foster carer of many years.

Susan Sheppard, *Director*, has nearly 30 years' experience in public sector policy and law.

Shelley Burchett, *Director*, is a people-first fractional CMO and strategy facilitator, helping teams set intentional strategies and follow through to achieve them.



CEO's Report

It is with great pride and heartfelt gratitude that I present this year's CEO Report, commemorating 50 years of the Kath Dickson Family Centre.

Since our beginnings in Toowoomba in 1975, we have grown from a local community initiative into a multifaceted organisation operating across Queensland, while never losing sight of our founding purpose—to keep children safe and supported through access to quality education and care.

This milestone invites us to celebrate our past, acknowledge our present, and focus our vision for the future. At the core of our journey has been an unwavering commitment to the wellbeing of children, families, and the communities we serve, especially where disadvantage or access barriers persist. Today, we stand as a trusted not-for-profit organisation delivering early childhood education, family day care, accredited training, toy libraries, and playgroups throughout regional and urban Queensland.

In staying true to Kath Dickson's vision, we continue to offer inclusive, flexible, and meaningful services that empower families and uplift communities. Our programs are designed not just to educate but to inspire children to become the best versions of themselves. This work is only made possible through the dedication and compassion of all staff across the organisation, who embody our vision, mission and values every single day.

Our workforce today is diverse, inclusive, and adaptive, and we are proud to support flexible work arrangements that allow our people to flourish both personally and

professionally. Our ability to respond to emerging needs and challenges—whether social, economic, or environmental—rests on this foundation of care and collaboration.

In 2025, we formally embedded a new set of values and strategic direction to guide us into the future. These principles reflect who we are: Caring, Trustworthy, Inclusive, Accountable, and Striving for Excellence. They help us make decisions that are principled and people-centred, while positioning us to achieve long-term sustainability and growth.

As we celebrate this golden anniversary, we also recognise the importance of working sustainably, minimising our footprint, operating responsibly, and ensuring that the children we nurture today inherit a future they can be proud of. Across all arms of our business, we are taking steps to improve environmental, social, and governance outcomes, and we remain deeply committed to creating a legacy of positive impact.

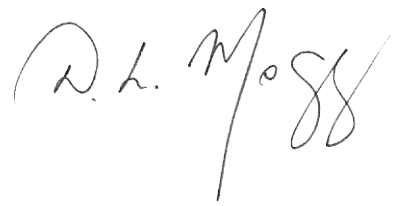
Our partnerships continue to play a vital role in this journey. From government agencies and local businesses to health and education networks, we are proud to work alongside a broad range of stakeholders to offer holistic support to the families and communities we serve.

As we reflect on half a century of service, it is clear that our success has been built on strong foundations, visionary leadership, and a shared belief in the transformative power of early education. Looking ahead, we are resolute in our efforts to strengthen those foundations and ensure that Kath Dickson Family Centre is here for another

50 years and beyond—supporting families, empowering children, and enriching communities.

To our Board of Directors, thank you for your guidance, governance, and strategic leadership. And to our incredible staff across all sites and services—thank you for your passion, your resilience, and the joy you bring to children’s lives each day. I am endlessly proud of what we achieve together.

Here’s to the past 50 years—and the many more to come.



Debby Mogg

*Chief Executive Officer,
Kath Dickson Family Centre*

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**When children are
engaged, learning
happens naturally.**





Kath Dickson Institute

This year has been one of transformation, growth, and continued commitment to excellence at Kath Dickson Institute.

While the vocational education and training sector continues to evolve, we have remained focused on delivering high-quality, industry-relevant training that meets the needs of our students, communities, and employers.

Growth and Student Outcomes

- Total enrolments reached 879 marking a 59% increase compared to the 2023–2024 financial year.
- Completions rose to 290 students up from 209 in the previous year.
- Student satisfaction remains outstanding with 99% positive feedback in our most recent Learner Questionnaire.

Rural and Remote Pilot 2024

In alignment with the Queensland Government's commitment to equitable access to training, Kath Dickson Institute proudly participated in the 2024 Rural and Remote Pilot, supported by the Department of Trade, Employment and Training (DTET).

Through this program, we extended funded training opportunities to eligible learners in geographically isolated areas. Training was delivered across 19 rural and remote locations, including Biloela, Longreach, Tambo, Richmond, and Winton.

Key outcomes included:

- Enrolment of 56 students under pilot arrangements
- Strengthened partnerships with local

councils and employers

- Support for workforce development in key regional areas

This initiative has significantly advanced our equity and inclusion objectives and will continue to inform our delivery strategy into 2025 and beyond.

Compliance and Quality

Maintaining excellence in compliance and quality has been central to our work this year. Regular internal audits, policy reviews, and validation activities ensured ongoing adherence to ASQA standards and sustained our strong compliance record.

We refined operational processes through enhanced reporting and tracking systems, including KSF reporting, trainer competency reviews, and the Unit Changes Register. These improvements increased transparency, streamlined workflows, and strengthened decision-making across the organisation.

Training quality was elevated through:

- Regular moderation and validation sessions
- Updates to TAS documents
- Ongoing review of trainer vocational competencies
- Strengthened assessment mapping to ensure alignment with performance criteria and industry standards

A major milestone was preparing for the *2025 Standards for RTOs*. All required documentation was completed, ensuring a smooth transition when the new standards take effect.

Investment in staff development also remained a priority. Our training team attended the National VET Conference in Brisbane gaining insights into assessment design, learner engagement, AI in education, and maintaining industry currency. These experiences have strengthened the professional capability of our trainers and reinforced best practice across the Institute.

Innovation and Development

We continued to advance innovation in our training delivery, ensuring our models remain flexible, learner-focused, and responsive to the changing needs of industry and community.

Future Directions

Looking ahead, our strategic priorities include:

- Expanding our reach into more early

childhood services across Queensland

- Strengthening our presence in regional and remote communities
- Enhancing the use of data analytics to support evidence-based delivery
- Ensuring full alignment with the 2025 Standards for RTOs across all operational areas

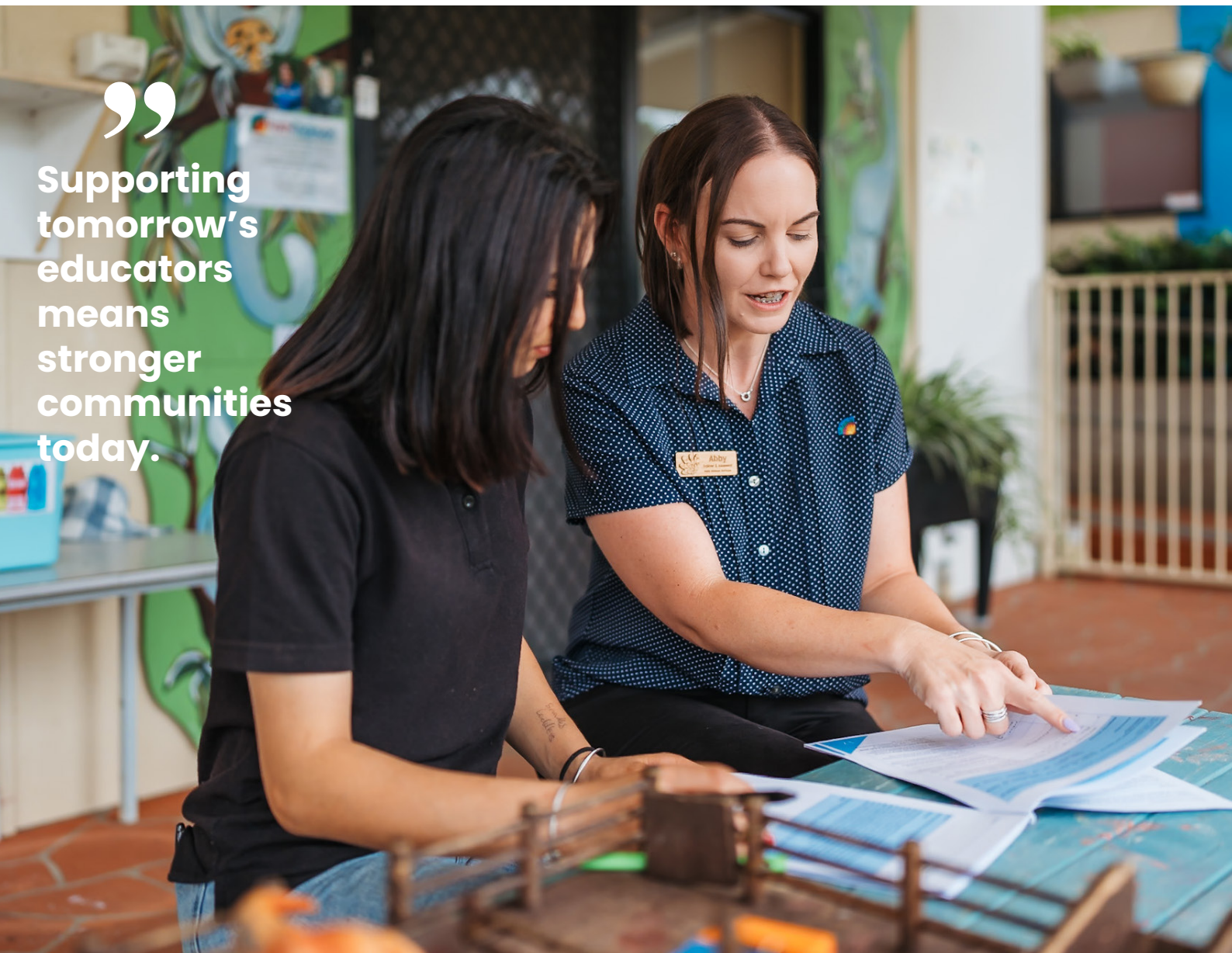
Acknowledgements

Our achievements this year would not have been possible without the dedication and professionalism of our team. We extend our sincere thanks to our trainers and assessors, administrative staff, industry partners, and—most importantly—our learners. Your commitment and collaboration continue to shape the future of Kath Dickson Institute.

Lee-anne Lipp

Director, Kath Dickson Institute

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Supporting
tomorrow’s
educators
means
stronger
communities
today.





Kath Dickson

Family Day Care

This year marks an extraordinary milestone for Kath Dickson Family Day Care—our 50th year of continuous operation.

As the longest-serving family day care scheme in Queensland, we are proud to celebrate half a century of nurturing children, supporting families, and empowering educators across our region.

We are deeply fortunate to have sustained our service for five decades. This longevity is a testament to the dedication and passion of the many individuals who have shaped our journey. From our founding days to the present, our history is rich with the contributions of visionary managers, compassionate educators, and the countless children and families who have entrusted us with their care and learning.

Each chapter of our story has been written by people who believed in the power of community-based early childhood education. Past managers laid the groundwork for a responsive and inclusive service. Educators have brought warmth, creativity, and professionalism to their roles, creating safe and stimulating environments for children to thrive. Families have been our partners, sharing their hopes and dreams and helping us evolve to meet changing needs.

In 2025, we've taken bold steps to deepen our presence in local communities. We launched three new community play sessions in Roma, Chinchilla, and Miles—each designed to foster meaningful relationships with families and children. These sessions are more than just play; they are vibrant hubs where we model diverse approaches to supporting children's

development, offer guidance to families, and create connections.

These initiatives have strengthened our visibility and relevance in regional Queensland, reinforcing our commitment to being a trusted and accessible resource for families. They also provide educators with opportunities to engage with the broader community, share best practices, and build networks of support.

One of our most significant achievements this year has been the growth in our educator numbers. This expansion reflects the tireless work of our coordination unit, whose support, mentorship, and professionalism continue to attract and retain high-quality educators. Their efforts ensure that our educators feel confident, capable, and connected—qualities that directly benefit the children in their care.

This growth is vital for our service. It allows us to reach more families, offer diverse care options, and maintain high standards of education and wellbeing. It also signals the strength and sustainability of our model, even in a rapidly changing sector.

We continue to nurture strong partnerships with Play Matters and Family Day Care Queensland. These collaborations have enriched our service delivery and provided valuable opportunities for shared learning. Our annual Messy Play Day, held in partnership with Play Matters, was a joyful celebration of creativity, sensory exploration, and community engagement. Events like these highlight the importance of play in early childhood and bring families together in meaningful ways.

We've also contributed to the broader family day care community by assisting Family Day Care Australia in developing resources for services transitioning to gap fee payments. Sharing our expertise and insights helps strengthen the sector and supports equitable access to care for families nationwide.

Our 50-year celebration is more than a milestone—it's a moment to reflect on the values that have sustained us and the vision that propels us forward. It's a recognition of the thousands of lives we've touched, the communities we've served, and the enduring impact of family day care as a model of early childhood education.

As we look ahead, we remain committed to innovation, inclusion, and excellence. We

will continue to build strong community connections, support our educators, and advocate for the wellbeing of children and families. The past 50 years have laid a powerful foundation—and the future holds even greater promise.

Here's to the next chapter in the Kath Dickson Family Day Care story.

"Celebrating 50 years of excellence, education, and unwavering commitment. Our legacy is built on the dedication of many—and our future will be shaped by the same enduring spirit."

Kelly Mills

Service Manager

Kath Dickson Family Day Care

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**Everyday
care creates
extraordinary
bonds that
last.**





KATH DICKSON EDUCATION & CARE CENTRE

Toowoomba Central

As I approach my fifth year as Director of our centre, I've been reflecting on the journey we've taken together and the wonderful community we've built.

A few key aspects stand out—our dedicated team of educators, our bright and curious children who inspire us every day, and our valued and supportive families, and our unwavering commitment to continuous improvement.

We are fortunate to have a long-standing, highly skilled cohort of 19 educators who are here for all the right reasons. Each brings their own unique talents—whether it's music, culture, gardening, cooking, or something else entirely—that enrich the daily experiences of our children. Our succession planning strategy has proven invaluable, with capable and inspiring Responsible People leading the team in my absence. Their dedication and leadership are deeply appreciated.

We are currently supporting close to 80 children and their families, working alongside parents to help children thrive in their learning, development, and wellbeing. Our continuous improvement plan remains at the heart of everything we do, ensuring that we are better at our work every single day. Together with our team and families, we are building on our strengths and working towards embedding exceeding practices across all areas of our service.

Health and safety continue to be our highest priority—our baseline for all decision-making. This year, we introduced a PIN code entry system to further strengthen security for children, families, and staff.

Community connections remain close to our hearts. We have continued our partnerships with organisations such as the RSPCA, Tony's Community Kitchen, and the Cancer Council, as well as supporting Jeans for Genes Day. The children also enjoyed visits from local emergency services—ambulance, police, and fire brigade—helping them understand and connect with important community roles. Word of mouth continues to be our strongest form of promotion, with families regularly sharing glowing feedback about our centre.

This year also saw the introduction of our Bush Kindy program, offering our kindergarten children regular opportunities to connect with land and nature at Lake Annand. Each week, the children walk together to the lake, where they engage in unstructured, nature-based play, observing their surroundings while developing a sense of care and respect for the environment. These experiences nurture curiosity, resilience, and problem-solving skills, while fostering a deep connection to Country and an appreciation for the natural world around them.

As part of our ongoing commitment to sustainability and environmental education, this year we have partnered with Fields Dragon to introduce meaningful, hands-on learning experiences for our children. Through their guidance, we have learned how to collect and manage our bio-waste in ways that benefit the environment. This year, the children participated in the Hatchling Program, excitedly observing the journey from egg to chick, and celebrating the arrival of six adorable chickens who later

went to live with one of our families. Our connection with nature has been further enriched through special visits from piglets and ducklings, creating joyful, memorable moments while fostering a deeper understanding of animal care and the role we play in a sustainable future.

Our furry friends also continue to play a special role in our community. In addition to our beloved centre dog, Hazel, we now have her sister Maeve visiting regularly. Their presence supports children's wellbeing, empathy, and joy in countless ways.

Looking ahead, we have exciting plans:

- Increasing excursion opportunities for our Kindergarten children, including trips

via public transport to explore the wider world.

- Expanding our all-day indoor/outdoor program to include all age groups.
- Creating a special keepsake book for our Kindergarten cohort—a surprise gift to celebrate their year.

Finally, I would like to express my sincere thanks to the entire Kath Dickson organisation for their ongoing support of our centre and all divisions. It is a privilege to lead such a passionate team and to be part of a thriving, connected community.

Nicole McLucas

Director, Kath Dickson Education and Care Centre (Toowoomba Central)



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**Nature teaches
lessons classrooms
alone can't ever hold.**



KATH DICKSON EDUCATION & CARE CENTRE

Gladstone Street

This past year has been a wonderful opportunity to reflect on our ongoing commitment to connection, kindness, and community.

None of this could have been achieved without the dedication and passion of our incredible team of Educators. Their tireless support for children, families, and the broader community ensures that every child at Gladstone Street has the best possible start in life.

At Gladstone Street, we live by the saying, “Come in as friends & leave as family.” This phrase means different things to different people – whether it’s the ongoing support found in a simple chat, a referral to community partners for additional assistance, an answered question, a place of opportunity, or simply a place that has heart. Over the past year, this spirit has truly come alive. New friends have joined the family, while others have embarked on their next journey to Prep. Our Educators have achieved new qualifications with support from the Kath Dickson Institute trainers and continue to expand their skillsets to maintain leadership in early childhood education.

We have seen firsthand the vital role the Kath Dickson Family Centre plays for the families attending the centres and the strength of our community connections. Highlights this year include ongoing participation in the Wilsonton Early Learning Years Network Under 5s Day at Wine Drive Park, partnerships with numerous community agencies to support family needs, and enriching the Kindergarten children’s understanding of community through regular excursions to the local

library. The children have even spread kindness by creating Christmas cards for the local community. Most importantly, Gladstone Street remains a “home away from home” for families—a place where they feel supported to Belong, Be, and Become.

The centre could not be the special place it is without its families. We continue to learn how best to care for and support them so they can watch their children grow into confident and competent individuals.

Our steadfast commitment to providing high-quality and inclusive education programs is grounded in the recognition of the critical importance of the early years in laying the foundation for lifelong learning and wellbeing. For us, inclusion means family—it means that everyone belongs and is connected. From greeting children in their first language to spending time assisting families with whatever support they require, we ensure that all feel welcomed and valued. The first language morning greetings have expanded beautifully this year, reflecting the growing number of Culturally and Linguistically Diverse families in our care. Our commitment to inclusion ensures that every child’s uniqueness is respected and celebrated.

Through reflective conversations and open, honest communication with families, these bonds continue to strengthen. Educators actively engage in ongoing professional development, critical reflection, and teamwork to continually improve and grow in their roles.

There is a strong commitment to actively engage in consultation and advocacy, and

to curate professional learning opportunities to strengthen and shape the future direction of early childhood education and care. Kath Dickson Education & Care is proud of its long history of nurturing generations of lifelong learners. The secret to this longevity is simple — children are kept at the centre of everything, adapting to changing environments, and innovating to remain leaders in providing high-quality early childhood education and care.

This growth and success would not be possible without the unwavering support and partnership of the wider Kath Dickson organisation — the true “Kath Dickson Family.” From Debby, the CEO, to the Kath Dickson Institute, to Sam and Cheyne in Marketing, the dedicated Finance team, and the sister centre at Jennings Street, everyone is deeply appreciated for being part of such a supportive and visionary organisation. Their advocacy supports our

team, but it was the dedication, expertise, and commitment of our Educators that were the driving forces behind achieving the “Meeting” rating in the Assessment & Rating visit earlier this year — a true testament to their outstanding efforts.

The team is encouraged and empowered to be the best they can be while maintaining an open mindset for continual learning and improvement.

It is an absolute pleasure to serve as Centre Director of Kath Dickson Education & Care Centre, Gladstone Street, and to work alongside such a wonderful team of Educators. There is great excitement and inspiration to see where the next 50 years will take this terrific organisation. What an adventure it is to be a part of!

Kate Dougall

Director, Kath Dickson Education and Care Centre (Gladstone Street)

“
Community
connections
spark curiosity
and lasting
respect.”





Community Programs

This year has been one of growth, accessibility and inclusion for the Kath Dickson Community Toy Library and playgroups.

Our greatest achievement has been the addition of our mobile toy library, the Toy Bus, bringing the joy of play directly to families, schools and communities across south west Queensland. By reaching children in regional, rural and remote areas, the Toy Bus ensures that an increased number of families have the numerous benefits of toy library membership accessible to them, allowing them to feel included in such a service.

Through consolidation of toy library processes and wider promotion, our toy library has enjoyed considerable growth this year with increases of membership by 45% and toy loans by 68%.

Toy libraries matter because they fulfill economic, social, sustainable and educational needs within each and every family and community.

Economically they save families money, reduce the pressure to constantly buy new toys and provide volunteering pathways to paid employment.

Socially they are hubs of community connections where families meet, share and support each other within an inclusive and equitable space.

Sustainably they allow borrowing rather than buying, reduce waste, extend the life of toys and model sustainable choices for children – of the 221 million toys imported to Australia each year, a shocking 51%, or 113 million toys,

become waste within 12 months.

Educationally, through play, children develop creativity, problem solving, communication and social skills along with their parents as first educators.

I recently attended the national toy library conference on Whadjuk Noongar lands, in Perth. Toy libraries across Australia are fortunate to be guided and inspired by one national peak body, providing collaborative and consistent aspirations and governance. This year the key theme was accessibility and inclusion, reinforcing the mission that every child, regardless of circumstance, geography or ability, deserves the opportunity to learn and grow through play. The theme also reinforced the goals of Kath Dickson Communities services, to further strive towards increased accessibility and inclusion through appropriate toy library and playgroup times, locations and environments for all abilities.

Through the Toy Bus we have been fortunate to strengthen our services with early childhood partnerships in southern Queensland, to enhance young family and rural community support holistically. We are also thrilled to be able to use the Toy Bus to deliver beautifully crafted wooden toys to rural and remote families and communities, on behalf of Farm Angels. Through the colourful and meaningful artwork on the Toy Bus we have been able to create a moving celebration of our commitment to reconciliation with First Nations, particularly through the symbols of travel, meeting places, connection, change and transformation.

With a strong foundation in place for the Kath Dickson Community Toy Library in Crows Nest, and the Toy Bus extending its commitment to more regional, rural and remote communities, we look forward to

continuing to expand opportunities for children and families through play.

Trish Mullins

Community Programs Coordinator



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**The journey begins—
play and learning on
wheels.**



Financial Report

The 2024–25 financial year has been a year of growth and impact.

While we have navigated challenges, we have also achieved important milestones that strengthen both our financial sustainability and our ability to serve the community. Below is a summary of our journey throughout the year..

Financial Performance: Our revenue for the year came primarily from customer payments and some government grants. Customer payments included student fees, childcare fees, and family day care levies. Total revenue for the year was \$5,982,322, representing a 14.9% increase compared to the previous year.

Other income of \$82,434, included wage subsidies, insurance claim proceeds, interest, and gains from the disposal of assets.

Community Programs: We remain committed to supporting initiatives that benefit the community. A total of \$182,956 was allocated to the Community Toy Library and Playgroups.

These programs are primarily subsidised by our other departments, generating only \$3,725 in income and receiving \$84,551 in grants. The Grants this year enabled the purchase of a Mobile Toy Library Van and toys, which will extend our reach to regional families in 2025–26.

ESG and Strategy: This year, we took measurable steps toward improving sustainability and embedding long-term strategy:

- Adopted EOS processes to strengthen

governance and accountability.

- Finalised our next strategic plan, providing a clear roadmap for growth.
- Upgraded our fleet, selling five cars (2 diesel, 3 petrol) and purchasing four more fuel-efficient vehicles, partly funded by a small loan. This reduced our Scope 1 carbon emissions.
- Implemented a Vehicle Replacement Strategy to ensure ongoing cost efficiency and environmental responsibility.

Further details are provided in our Sustainability Report.

Culture and People:

- Applied for the Worker Retention Payment Program, ensuring we can better reward and retain our centre staff.
- Launched GoI through Employment Hero, providing staff access to over 100,000 training courses.
- Partnered with SBS to deliver monthly cultural and diversity training modules, including First Nations awareness, cultural diversity, generational diversity, and disability inclusion.

Significant Investments:

- Property Acquisition: Purchased the Centre on Jennings St, ensuring continuity after the lease expiry in December 2024. This move secures a long-term asset that strengthens our balance sheet.
- Kleinton Development: Progressed the subdivision project, with lots expected to

be registered and available for sale in the 2025-26 financial year.

Future Outlook: This year has been one of both consolidation and growth, marked by significant investments in our people, programs, and infrastructure, all while maintaining a strong financial position.

KDFC remains financially stable with a strong commitment to responsible financial management. Looking forward,

we will continue to balance growth with sustainability, strengthen our social commitments, and uphold a high standard of governance.

I would like to sincerely thank, our staff, the Board and our volunteers for their dedication and contribution.

Elleh Radke

Finance Manager, Kath Dickson Family Centre



Kath Dickson Family Centre Limited

ABN 21 717 720 330

Financial Statements

For the year ended 30 June 2025

Directors Report

The directors present their report on Kath Dickson Family Centre Limited (referred to hereafter as the 'Company') for the financial year ended 30 June 2025.

Board of Directors

The following persons were directors of Kath Dickson Family Centre Limited for the year ended 30 June 2025 and up to the date of this report, unless otherwise noted:

- Mark Jocumsen
- Michael (Mick) Harding
- Christopher (Chris) Burke
- Susan (Sue) Sheppard
- Melisa Cross - resignation date: 29 Oct 2024
- Michelle (Shelley) Burchett - commencement date: 22 Jul 2025

Principal activities

The principal activities of Kath Dickson Family Centre Limited during the financial year were to provide support to families, parents and children by providing:

- quality child care through child care centres and family day care programs
- approved kindergarten programs
- early childhood studies through our training institute
- a community toy library, with planning and preparation for the launch of the mobile toy library in July 2025.
- community playgroups

The Jennings Street premises was purchased on 30 July 2024 for \$2,970,000.

The Toowoomba Regional Council approved the Development Application on 21 May 2024, to reconfigure 1 Oval St, Kleinton block into 4 lots. This sub-development is in progress and is expected to result in sales during the 2025-26 financial year.

No other significant changes in the nature of the Company's activity occurred during the financial year.

Short Term Objectives

- Implement marketing and ESG (Environment, Social, Governance) strategies
- Expand community reach through accessibility
- Build customer base and revenue through marketing
- Embed EOS Practices into the business
- Commence the new 10-year strategic plan
- Complete the subdivision of Oval Street, Kleinton block
- Launch the mobile Toy Library to Southwest Queensland
- Invest in staff training and workforce development to strengthen service delivery

These objectives are focused on strengthening sustainability and enhancing the support we provide to children, students and families across Queensland.

Long Term Objectives

- Continue embedding EOS practices into the business
- Progress and deliver on the 10-year strategic plan
- Enhance ESG practices across operations
- Grow customer base and further expand community reach

Directors Report

- Broaden registered training organisation areas and services offered
- Maintain and strengthen financial sustainability to support long-term delivery of services
- Foster strong governance and compliance culture
- Leverage technology and innovation to improve accessibility and service quality
- Strengthen the organisation's role as a sector leader in early childhood education and community support

Operating Results

The profit for the Company after providing for income tax amounted to \$311,992, (2024: loss of \$32,225).

Information on Directors

Mark Jocusen - Chairman

Qualifications: Bachelor of Engineering - Manufacturing and Materials, Prince2 Foundation Certificate in Project Management, Agile Certified Professional, Certificate in Advanced Project Management Techniques, Certification in Production and Inventory Management - CPIM

Experience: Mark is an experienced business strategy and ERP implementation consultant with a strong strategic and entrepreneurial flair. He has 13 years' experience as a client-side ERP project manager (SAP, Pronto & Microsoft Dynamics 365), establishing and leading internal project teams while engaging consultants as required. He also has 7 years' experience running his own business improvement coaching and consulting business working with over 100 small business owners in the Toowoomba and Surat Basin Region.

Mick Harding - Treasurer

Qualifications: FCPA B Com

Experience: Fellow Certified Practising Accountant: A testament to Mick's dedication and expertise in the field of accounting, The FCPA designation is a recognition of leadership, experience and commitment to the accounting profession.

With over 25 years of experience as an accountant, Mick has an expansive knowledge of financial management, taxation, auditing, and business advisory. His decades of hands-on experience have honed his skills in ensuring financial accuracy, compliance, and strategic financial planning.

Mick's dedication goes beyond his professional work. As a long-standing member of our local community, he understands the nuances and needs of our local businesses and residents. His firm has been a pillar in the community, offering support, guidance, and expert services to many.

Additionally, he has been a part of the KDFC board since 2018.

Chris Burke - Secretary

Qualifications: Microsoft Certified Systems Engineer

Experience: Chris began business as an IT Support Provider in the late 90's, and with many twists and turns, now operates a sizable Technology and Communications business in Toowoomba. A lifelong learner and problem solver, with a focus on leadership styles and skills, Chris pursues opportunities for improved process and efficiency in all facets of professional and personal life. He and his wife Melinda are both passionate about children welfare issues and are themselves foster carers, having had numerous additions over the years to their nuclear family of 4 children. They are currently long term carers for sibling 6 and 7 year old.

Sue Sheppard - Director

Qualifications: Bachelor of Laws, Barrister of the Supreme Court (not practising)

Directors Report

Experience: Sue has worked mainly in public sector policy and law with almost 30 years experience across diverse issues in federal, state and local government. She has undertaken extensive work, on First Nations issues, commencing with the Royal Commission into Aboriginal Deaths in Custody.

Shelley Burchett - Director

Qualifications: Bachelor of Business & Commerce (Marketing)

Experience: Shelley is a Fractional Chief Marketing Officer, Director At Large, and Strategy Facilitator who brings a solution-focused approach to marketing strategy and implementation. With over 15 years of experience working across diverse sectors in regional Queensland, she specialises in helping organizations develop clear, actionable strategies and guiding leadership teams through successful implementation.

As founder of Ink + Think, Shelley provides structured strategic guidance to leadership teams, from C-Suite level strategy development through to practical project execution. Her approach emphasises ensuring all voices are heard, supporting leadership teams in their decision-making, and developing strategies that achieve meaningful outcomes.

Beyond her commercial work, Shelley is deeply engaged in the regional community, serving as Director At Large for IPWEA-QNT, Board Member of Toowoomba Chamber of Commerce, Board Member of Kath Dickson Family Centre, and Committee Member of the Headstone Healing project.

Meeting of Board of Directors

	Eligible to Attend	Number Attended
Mark Jocusen	13	13
Mick Harding	13	10
Chris Burke	13	9
Sue Sheppard	13	10
Shelley Burchett	4	3
Melisa Cross	5	3

Liability of Members on Winding Up

Should the Company wind up operations, the liability of members is limited to an amount not exceeding \$10. As at 30 June 2025 there were 5 members.

Indemnifying Office or Auditor

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the company.

Proceedings on Behalf of the Company

No person has applied for leave of Court to bring proceedings on behalf of the company, or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

The company was not a party to any such proceedings during the year.

Signed in accordance with a resolution of the Board of Directors:



Director: Michelle Burchett

Dated: 07/10/2025



AUDITORS INDEPENDENCE DECLARATION
TO THE DIRECTORS OF KATH DICKSON FAMILY CENTRE LIMITED

In accordance with the requirements of section 307C of the *Corporations Act 2001*, as lead auditor for the audit of Kath Dickson Family Centre Limited for the period ended 30 June 2025, I declare to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the review; and
- b) No contraventions of any applicable code of professional conduct in relation to the review.

JG Audit & Assurance

JG Audit and Assurance Pty Ltd

A handwritten signature in black ink, appearing to read 'Galvin'.

Jessica Galvin, Director JG Audit and Assurance Pty Ltd

Dated: 7 October 2025

TOOWOOMBA

ABN: 80 638 726 084 **P:** 0478 704 356 **W:** www.jgaudit.com.au
E: jess@jgaudit.com.au **A:** Toowoomba QLD 4350

Liability limited by a scheme approved under Professional Standards Legislation



Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

	Note	2025	2024
		\$	\$
Revenue	2	6,064,838	5,376,544
Employee benefits expense		(4,654,210)	(4,255,147)
Depreciation expense		(95,431)	(203,637)
Finance expenses		(102,331)	(16,843)
Program resources		(133,825)	(127,154)
Other expenses	3	(767,050)	(622,256)
Surplus before income tax expenses		311,992	151,506
Income tax expense		-	-
Surplus/ (deficit) after income tax expense		311,992	151,506
Other comprehensive (loss)		-	(183,731)
Total comprehensive profit/(loss)		311,992	(32,225)

The accompanying notes form part of these financial statements.

Statement of Financial Position

As at 30 June 2025

	Notes	2025 \$	2024 \$
Current Assets			
Cash and cash equivalents		623,946	1,119,734
Trade and other receivables		572,302	421,034
Land held for re-sale	4	927,774	-
Prepayments		31,754	35,274
<i>Total current assets</i>		<u>2,155,776</u>	<u>1,576,042</u>
Non-Current Assets			
Trade and other receivables		-	16,225
Property, plant and equipment	5	3,043,323	851,402
Intangible assets		85,000	85,000
Right of use assets	6	-	21,085
<i>Total non-current assets</i>		<u>3,128,323</u>	<u>973,712</u>
<i>Total Assets</i>		5,284,100	2,549,754
Current Liabilities			
Trade and other payables	7	527,178	456,324
Lease liabilities	6	-	24,714
Provisions	8	341,183	309,263
Borrowings	9	166,513	510
<i>Total current liabilities</i>		<u>1,034,874</u>	<u>790,810</u>
Non-Current Liabilities			
Provisions	8	86,452	88,771
Borrowings	9	2,180,607	-
<i>Total non-current liabilities</i>		<u>2,267,059</u>	<u>88,771</u>
<i>Total liabilities</i>		3,301,933	879,581
Net assets		1,982,165	1,670,174
Equity			
Reserves		693,599	693,599
Retained surplus		1,288,566	976,575
Total equity		1,982,165	1,670,174

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

For the Year Ended 30 June 2025

	Reserves \$	Retained Surplus \$	Total \$
Balance as at 1 July 2023	877,330	825,069	1,702,399
Surplus after income tax expense for the year	-	151,506	151,506
Other comprehensive (loss) for the year, net of tax	(183,731)	-	(183,731)
Total comprehensive (loss) for the period	(183,731)	151,506	(32,225)
Balance as at 30 June 2024	693,599	976,575	1,670,174
Balance as at 1 July 2024	693,599	976,575	1,670,174
Surplus after income tax expense for the year	-	311,992	311,992
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive profit for the period	-	311,992	311,992
Balance as at 30 June 2025	693,599	1,288,566	1,982,165

The accompanying notes form part of these financial statements.

Statement of Cash Flows

For the Year Ended 30 June 2025

	Note	2025	2024
		\$	\$
Cash flows from operating activities			
Receipts from customers		5,928,441	5,283,188
Payments to suppliers		(5,504,929)	(5,134,715)
Interest paid		(102,331)	(6,766)
Interest received		8,458	13097
Net cash provided by/ (used in) operating activities	10	329,640	154,804
Cash flows from investing activities			
Purchase of property, plant and equipment		(3,153,968)	(63,179)
Proceeds from disposal of property, plant & equipment		37,182	1,000,000
Net cash provided by/ (used in) investing activities		(3,116,786)	936,821
Cash flows from financing activities			
Proceeds from borrowings		2,600,701	-
Repayment of borrowings		(254,091)	(194,134)
Payments to lease		(55,252)	(147,567)
Net cash provided by/ (used in) financing activities		2,291,358	(341,701)
Net increase/ (decrease) in cash and cash equivalents		(495,789)	749,924
Cash and cash equivalents at the beginning of the financial year		1,119,733	369,809
Cash and cash equivalents at the end of the financial year		623,946	1,119,733

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies

Nature of Operations

These financial statements cover Kath Dickson Family Centre Limited (here within referred to as Kath Dickson) as an individual entity.

Kath Dickson Family Centre Limited is a public company limited by guarantee, incorporated and domiciled in Australia.

The principal activities of Kath Dickson is the provision of child care and education services.

Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not for profits Commission Act 2012. The entity is a not for profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements are presented in Australian dollars, which is Kath Dickson's functional and presentation currency.

Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements, except for the cash flow, have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

The financial statements were authorised for issue on the date of the directors declaration was signed.

Current/ Non-Current Classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the Company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

New or amended Accounting Standards and Interpretations Adopted

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the company for the annual reporting period ended 30 June 2025. The company's assessment of the impact of these new or amended Accounting Standards and Interpretations, most relevant to the company, are set out below.

AASB 18 Presentation and Disclosure in Financial Statements

This standard is applicable to annual reporting periods beginning on or after 1 January 2027 and early adoption is permitted. The standard replaces AASB 101 'Presentation of Financial Statements', with many of the original disclosure requirements retained and there will be no impact on the recognition and measurement of items in the financial statements. But the standard will affect presentation and disclosure in the financial statements, including introducing five categories in the statement of profit or loss and other comprehensive income: operating, investing, financing, income taxes and discontinued operations. The standard introduces two mandatory sub-totals in the statement: 'Operating profit' and 'Profit before financing and income taxes'. There are also new disclosure requirements for 'management-defined performance measures', such as earnings before interest, taxes, depreciation and amortisation ('EBITDA') or 'adjusted profit'. The standard provides enhanced guidance on grouping of information (aggregation and disaggregation), including whether to present this information in the primary financial statements or in the notes. The company will adopt this standard from 1 July 2027 and it is expected that there will be a significant change to the layout of the statement of profit or loss and other comprehensive income.

Accounting Policies

a) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

b) Income tax

As the company is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

c) Property, plant and equipment

Land and Buildings are carried at fair value. The land and buildings were independently valued by Herron Todd White in October 2021, with the exception of Jennings Street as disclosed in note 5.

All other classes of property, plant and equipment are carried at cost, and where applicable, less any accumulated depreciation and impairment losses.

Plant and equipment that has been contributed at no cost, or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

The cost of fixed assets constructions within the company includes the cost of materials, direct labor, and an appropriate proportion of fixed and variable overheads.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

c) Property, plant and equipment (continued)

Subsequent costs are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

Depreciation

The depreciable amount of all fixed assets including building and capitalised leased assets, is depreciated on a straight line basis over their useful lives to the company commencing from the time the asset is held ready for use. Leased assets and leasehold improvements are depreciated over the shorter or either the unexpired period of the lease or the estimated useful lives of the assets.

The depreciation rates used for each class of depreciable assets are:

<u>Class of Asset</u>	<u>Depreciation Rate</u>
Buildings	2.50%
Plant and Equipment	7.5% to 20%
Motor Vehicles	12.50%
Office Equipment	7.5% to 20%

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting period date.

An assets carrying amount is written down immediately to its recoverable amount if the assets carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

d) Assets held for resale

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continued use. They are measured at the lower of their carrying amount and fair value less costs of disposal. For non-current assets or assets of disposal groups to be classified as held for sale, they must be available for immediate sale in their present condition and their sale must be highly probable.

Non-current assets classified as held for sale and the assets of disposal groups classified as held for sale are presented separately on the face of the statement of financial position, in current assets.

e) Leases

At the inception of a contract, the Entity assesses if the contract contains or is a lease. If there is a lease present, a right of use asset and a corresponding lease liability is recognised by the Entity where the Entity is a lessee. However, all contracts that are classified as short term leases (leases with remaining lease terms of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight line basis over the term of the lease.

The right of use asset comprises the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date, as well as any initial direct costs.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

e) Leases (continued)

The subsequent measurement of the right to use assets is at cost less accumulated depreciation and impairment costs.

Right to use assets are depreciated over the lease term or the useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right to use asset reflects that the Entity anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

f) Contract assets

Contract assets are recognised when the company has transferred goods or services to the customer but where the company is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

g) Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

h) Contract liabilities

Contract liabilities represent the company's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the company recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the company has transferred the goods or services to the customer.

i) Employee Benefits

Short term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at cost without factoring in future wage and salary levels, experience of employee departures and periods of service. Expected future payments are not discounted using market yields at the reporting date on national government bonds with terms to maturity and currency to calculate the estimated future cash outflows.

Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

j) Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

j) Fair value measurement (continued)

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

k) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented on a gross basis.

l) Revenue

The company recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Contributed assets

The entity at times receives assets from the government and other parties for nil or nominal consideration in order to further its objectives. On initial recognition of an asset, the company recognises other related amounts being lease liability, financial instruments, provision, revenue or contract liability arising from a contract with customer.

Grants

Grants under arrangements that contain enforceable and sufficiently specific performance obligations are initially recognised as a liability (unspent grant funds), and subsequently recognised as income as, or when, the company satisfied the conditions under the grant agreement. The liability is unwound when the costs are incurred on the grant.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

l) Revenue (continued)

Assets arising under arrangements that do not contain enforceable and sufficiently specific performance obligations are recognised at fair value in income when the company obtains control of the asset.

Capital Grants

When the company receives a capital grant, it recognises a liability for the excess of the initial carrying amount of the financial asset received over any related amounts (being contributions by owners, lease liability, financial instruments, provision, revenue or contract liability arising from a contract with a customer) recognised under other Australian accounting standards.

The company recognises income in profit or loss when or as the company satisfies its obligations under terms of the grant.

Services

Service fees are recognised as revenue when the company has performed the service for the family or student.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other Revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Volunteer services

The company has elected not to recognise the volunteer services as either revenue or other from of contribution received. As such, any related consumption or capitalisation of such resources received is also not recognised.

m) Comparative figures

Comparative information reflects the audited 2024 financial statements.

n) Critical Accounting Estimates and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

n) Critical Accounting Estimates and Judgements (continued)

Useful lives of depreciable assets

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates related to technical obsolescence that may change the utility of certain software and IT equipment.

Long Service Leave

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Land and Buildings held at market valuation

Land and Buildings are carried at fair value. The land and buildings were independently valued by Herron Todd White in October 2021, with the exception of Jennings Street as disclosed in note 5. The valuation takes into account asset condition and current sales of similar assets to estimate the market valuation of the assets.

Key estimates – lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the consolidated entity's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Key estimates – incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

m) Financial Instruments

Recognition

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the Entity becomes party to the contractual provisions of the financial instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

m) Financial Instruments (continued)

Financial Assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Entity classifies its financial assets into the following categories, those measured at:

- Amortised cost
- Fair value through profit or loss (FVPL)

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables which is presented within other expenses.

Financial assets are not reclassified subsequent to their initial recognition unless the Entity changes its business model for managing financial assets.

Amortised Cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and,
- the contractual terms give rise on specified dates to cash flows are solely payments principal and interest on the principal amount outstanding.

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Entity's cash and cash equivalents, trade and most other receivables fall into this category of financial instruments.

Impairment of Financial Assets

AASB 9's impairment requirements use more forward-looking information to recognise expected credit losses - the 'expected credit losses (ECL) model'. Impairment of financial assets is recognised on an expected credit loss (ECL) basis for the following assets:

- financial assets measured at amortised cost; and
- contract assets.

When determining whether the credit risk of a financial assets has increased significantly since initial recognition and when estimating ECL, the Entity considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Entity's historical experience and informed credit assessment and including forward looking information.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Trade receivables and contract assets

Impairment of trade receivables and contract assets have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Entity has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default. The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 1: Statement of Significant Accounting Policies (continued)

m) Financial Instruments (continued)

Where the Entity renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Other financial assets measured at amortised cost

Impairment of other financial assets measured at amortised cost are determined using the expected credit loss model in AASB 9. On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Financial Liabilities

The financial liabilities of the Entity comprise of trade and other payables, and bank loans.

The Entity measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

Note 2: Revenue

	2025	2024
	\$	\$
Grant income	321,181	131,987
Operational revenue	5,658,513	5,071,586
Donations and fundraising	-	-
Interest received	8,458	13,097
Gain on disposal of property, plant and equipment	31,920	157,535
Insurance claim proceeds	6,942	-
Wage subsidy	35,114	1,126
Other income	2,710	1,212
	<u>6,064,838</u>	<u>5,376,544</u>

Note 3: Other Expenses

General office	335,557	291,552
Accounting and audit	10,008	10,400
Building and utilities	138,103	108,523
Funding expense	104,393	34,196
Motor vehicle	84,064	95,952
Doubtful debt expense	5,501	-
Loss on disposal of property, plant and equipment	-	1,953
Information technology	89,423	79,679
Total other expenses	<u>767,050</u>	<u>622,255</u>

Notes to the Financial Statements

For the year ended 30 June 2025

Note 4: Assets Held for Sale

	2025	2024
	\$	\$
Oval Street	927,774	-
	<u>927,774</u>	<u>-</u>

During the 2025 financial year, development costs were incurred on the Oval Street property to prepare it for subdivision and eventual sale. The land is expected to be sold in the 2026 financial year.

Note 5. Property, Plant and Equipment*Property, plant and equipment*

Freehold land at valuation	-	450,000
Buildings at valuation	2,700,000	-
Other land and buildings	2,450	192,753
Furniture, plant and equipment	327,172	295,895
Motor vehicles	403,505	410,653
	<u>3,433,127</u>	<u>1,349,301</u>
<i>Accumulated Depreciation</i>		
Furniture, plant and equipment	(238,478)	(217,943)
Motor vehicles	(151,326)	(279,956)
	<u>(389,804)</u>	<u>(497,899)</u>
Net Property, Plant and Equipment	a 3,043,323	851,402

Notes to the Financial Statements

For the year ended 30 June 2025

Note 5: Property, Plant and Equipment (continued)

a. Property, Plant and Equipment movements schedule

	Land & Buildings	Plant & Equipment	Motor Vehicles	Total
	\$	\$	\$	
Written Down Balance at 1 July 2024	642,753	77,953	130,696	851,402
Additions	2,987,471	42,361	176,841	3,206,672
Disposals	-	-	(12,631)	(12,631)
Reclassification	(927,774)	-	-	(927,774)
Depreciation	-	(31,620)	(42,727)	(74,346)
Balance at 30 June 2025	2,702,449	88,694	252,179	3,043,322

Revaluation

The board has adopted a policy of revaluing freehold land and buildings to fair value every three years. Fair value is the amount for which the assets could be exchanged between a knowledgeable willing buyer and a knowledgeable willing seller in an arms length transaction at value date. The assets were revalued on 27 October 2021 by independent qualifier valuer Herron Todd White Property Services.

The Jennings Street property is held at cost, as it was purchased on 27 September 2024. Given the purchase is in the 2025 financial year, the Directors believe the cost is in line with market value.

Note 6: Lease Assets and Lease Liabilities

a) Lease assets	2025	2024
	\$	\$
Leased Buildings	-	580,991
Accumulated Depreciation	-	(559,906)
	<u>-</u>	<u>21,085</u>

Reconciliations of the carrying amount of lease assets at the beginning and end of the financial year:

	Leased Buildings	Total
	\$	\$
Written Down Balance at 1 July 2024	21,085	21,085
Disposals	(21,085)	(21,085)
Depreciation	-	-
Balance at 30 June 2025	<u>-</u>	<u>-</u>

Notes to the Financial Statements

For the year ended 30 June 2025

Note 6: Lease Assets and Lease Liabilities (continued)

b) Lease liabilities

	2025	2024
	\$	\$
<i>Current</i>		
Lease liability - building	-	24,714
	-	24,714
Total carrying amount of lease liabilities	-	24,714

c) Lease expenses and cashflows

Interest expense on lease liabilities	3,956	10,078
Depreciation expense on lease assets	21,084	125,141
Cash outflow in relation to leases	55,252	147,567

Note 7: Trade and Other Payables

Trade payables	28,409	32,191
Other payables and accruals:		
Student fees in advance	228,327	231,221
Payroll liabilities	33,681	29,774
Tax liabilities (PAYG/GST)	43,990	48,092
Accrued expenses	175,822	94,233
Deferred income	10,000	-
Other payables	6,949	20,812
	527,178	456,324

Note 8: Provisions**Current**

Provision for annual leave	266,971	251,526
Provision for long service leave	65,747	50,418
Provision for TOIL	8,465	7,318
	341,183	309,263

Non-current

Provision for long service leave	86,452	88,771
	86,452	88,771

Notes to the Financial Statements

For the year ended 30 June 2025

Note 9: Borrowings

	2025	2024
	\$	\$
Current		
Credit card (CBA)	1,631	510
Business Loan (CBA)	141,540	-
Equipment Finance	23,342	-
	166,513	510
Non-current		
Equipment Finance	52,147	-
Development loan	380,000	-
Business Loan (CBA)	1,748,460	-
	2,180,607	-
Total borrowings	2,347,120	510

The business loan and development loan is secured by registered mortgages over the properties situated at 5 Jennings Street, South Toowoomba and 1 Oval Street, Kleinton.

Note 10: Cash Flow Information

	2025	2024
	\$	\$
<i>Reconciliation of surplus after income tax to net cash from operating activities</i>		
Surplus after income tax	311,992	151,506
Non-cash flows in profit:		
- depreciation	95,431	203,637
- finance costs associated with lease	3,956	10,078
- bad debts written off	33,952	5,040
- (Gain)/Loss on disposal of assets	(31,920)	(155,582)
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	(135,043)	(43,768)
- decrease in prepayments	3,520	(11,628)
- (decrease) in trade and other creditors	11,045	32,434
- increase/(decrease) in employee provisions	29,602	(424)
- increase in income in advance	7,105	(36,489)
Net cash provided by operating activities	329,640	154,805

Notes to the Financial Statements

For the year ended 30 June 2025

Note 11: Remuneration of Auditors

Audit of the financial statements	2025	2024
	\$	\$
- JG Audit and Assurance	10,500	10,000

Note 12: Key Management Personnel Compensation

- short-term employee benefits	302,315	277,997
	<u>302,315</u>	<u>277,997</u>

Note 13: Related Party Transactions*Key management personnel*

Disclosures relating to key management personnel are set out in note 12.

Transactions with related parties

Transaction	Note	2025 \$
<u>Expenses</u>		
Accounting	<i>a</i>	2,348
Wages	<i>b</i>	<u>87,013</u>

a) Accounting fees were paid to a director's related party. The fees charged are based on market rates and are payable under normal payment terms.

b) Wages were paid to family members of key management personnel.

Receivable from and payable to related parties

There were no material trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current or previous reporting date.

Note 14: Contingent Liabilities*Redress*

The Company is participating in the National Redress Scheme. Using the Australian Government of Social Services Redress Liability estimator as at 30 June 2025, the Company's estimated number of participants was 5 and the liability estimate was \$380,000.

Notes to the Financial Statements

For the year ended 30 June 2025

Note 14: Contingent Liabilities (continued)

Australian Taxation Office

In February 2014, the Kath Dickson Family Centre Entity approached the Australian Taxation office for consideration of a debt waiver in relation to a taxation debt of \$503,598 carried forward from prior periods. In response to the debt waiver application on 26 May 2014 the Australian Taxation Office advised "that the taxation debt owed by Kath Dickson Family Centre Entity Inc. has been deemed 'non pursued' and would only be reraised should the Entity fail to meet its taxation obligations in the future".

On the 8 August 2016, the Entity transitioned to a Company Limited by Guarantee whilst retaining the original ABN and Tax Status. The liability remains an obligation of the Company Limited by Guarantee, Kath Dickson Family Centre Limited. As the liability is contingent upon the company's failure to meet its future tax obligations, and compliance with those obligations is in the control of the company, it is considered appropriate that the liability be classified as contingent.

The company had no other contingent liabilities as at 30 June 2025 and 30 June 2024.

Note 15: Commitments

Commitments at reporting date are payable as follows:

	2025	2024
	\$	\$
<i>Commitments for acquisition of PP&E</i>	98,220	125,676
	<u>98,220</u>	<u>125,676</u>

During the 2024 financial year, the development project at 1 Oval Street Kleinton commenced, with approval obtained from the Toowoomba Regional Council in May 2024. At date of signing the financial statements, \$24,012 of additional expenditure has been incurred post balance date. The Oval street property is expected to be sold in the 2026 financial year.

The company had no other commitments for expenditure as at 30 June 2025 and 30 June 2024.

Note 16: Events After the Reporting Period

No matters or circumstances have arisen since 30 June 2025 that have significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Note 17: Members Guarantee

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute to a maximum of \$10 each towards meeting any outstanding obligations of the company. At 30 June 2025 the number of members was 5. The combined total amount that members of the company are liable to contribute if the company is wound up is \$50.

Note 18: Company's Details

Principal place of business and registered office is:

Kath Dickson Family Centre Limited

5 Jennings Street

TOOWOOMBA QLD 4350

Directors Report

In the opinion of the Director's:

- a) The attached general purpose financial statements have been prepared for the purposes of complying with the *Australian Charities and Not-for-profit Commission Act 2012* and associated regulations to prepare and distribute financial statements to the members of Kath Dickson Family Centre Limited;
- b) The attached financial statements and notes comply with the accounting standards as described in note 1 to the financial statements and other mandatory professional reporting requirements;
- c) The financial statements and notes present a true and fair view the company's financial position at 30 June 2025 and of its performance for the financial year ended; and
- d) There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors.

On behalf of the directors



Director: Michelle Burchett

Dated: 07/10/2025



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
KATH DICKSON FAMILY CENTRE LIMITED**

Opinion

We have audited the financial report of Kath Dickson Family Centre Limited (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of cashflows and statement of changes in equity for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the directors declaration.

In our opinion, the accompanying financial report of Kath Dickson Family Centre Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-Profit Commission Act 2012*, including:

- Giving a true and fair view of the registered Company's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- Complying with the Australian Accounting Standards to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-Profit Commission Regulation 2013*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Australian Charities and Not-for-Profit Commission Act 2012*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditors report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and those charged with governance for the financial report

Management is responsible for the preparation and fair presentation of the financial report and has determined that the basis of preparation as described in note 1 is appropriate to meet the requirements of the *Australian Charities and Not-for-Profit Commission Act 2012* and the needs of the members. Managements responsibility also includes such internal control as management determines is necessary to enable the preparation of the financial report that gives fair presentation and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's responsibilities for the audit of the financial report

Our objective is to obtain reasonable assurance about whether the 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 the

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Australian Auditing Standards 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 economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, 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 in order to design audit procedure that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the registered entity's internal control.
- Evaluate the appropriateness of accounting polices used and the reasonableness of accounting estimates and related disclosures made by the Company.
- Conclude on the appropriateness of the Company's use of the going concern basis or accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company'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 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 Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves a true and fair view.

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information contained in the Company's Annual Report for the year ended 30 June 2025 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the 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.

JG Audit & Assurance

JG Audit & Assurance

Jalvin

Jessica Galvin, Dated: 10 October 2025

Toowoomba

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OUR FOUNDER AND OUR INSPIRATION



Kath Dickson

1910–2003

*Inspirational Educator and
Community Champion*

Kath Dickson dedicated her life to education and community service, leaving an enduring legacy in Toowoomba and beyond.

Kath was one of Queensland's first graduate teachers. She taught in both rural and urban schools, where her leadership and passion for the arts and children's wellbeing shone.

During World War II, she served as a Captain in the Australian Army Medical Women's Service, working across the Pacific in education and reconstruction efforts. After the war, she became one of Queensland's first female principals, leading schools in Mackay, Rockhampton, and Toowoomba.

Retiring in 1975, Kath pioneered family day care in Toowoomba, establishing the Kath Dickson Family Centre, Queensland's first family day care scheme. She also founded a Toy Library to provide practical support for disadvantaged families and children.

A tireless volunteer, Kath was an active member of numerous organisations, including the Red Cross, Girl Guides, and Amnesty International, where she became Australia's longest-serving member. In 1976, she was awarded the Order of the British Empire (OBE) for her lifelong dedication to community.

Her legacy as a compassionate leader and advocate for children's wellbeing, education, and the arts continues to inspire us all..

Listen to Kath Dickson's extraordinary life story in her own words:





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