

SUSTAINABILITY REPORT 2025



CEO message



Welcome to Kath Dickson Family Centre's 2025 ESG Report, our second report reflecting on our environmental, social, and governance initiatives.

As an organisation committed to continuous improvement, we are learning as we go, exploring how we can make a meaningful impact on our communities, our people, and our environment.

This report highlights the progress we have made over the past year, while also recognising areas where we can do more. Through this process, we are identifying our key areas of focus, building on successes, and embedding sustainability, inclusion, and strong governance into everything we do.

I am proud of the dedication of our staff, educators, and volunteers who are helping us grow and learn, ensuring that our services not only support children and families but also contribute positively to the wider community.

Debby Mogg
CEO, Kath Dickson Family Centre



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.

Find out more at kdfc.com.au

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.

Left: One Mob Dhiilyaan 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).

Environmental impact

Our goal is to embed environmental sustainability throughout our operations to drive efficiencies and responsible resource use, including reducing energy, water, and resource consumption as well as greenhouse gas emissions. We commit to working to reduce the emissions, water and energy consumption, and waste associated with our operations.

Our achievements in 2025:

Emissions & energy efficiency

During 2025, strategic investments included fleet replacement, vehicle efficiency, and exploration of carbon offsetting through Carbon Positive Australia.

Scope 1 emissions were reduced to 18 tonnes by replacing older diesel vehicles with fuel-efficient models, saving over 5,000 litres of fuel. Scope 2 emissions saw a slight increase due to electricity usage at centres.

Energy efficiency initiatives implemented during 2025 include replacing printers with energy-conscious models, implementing closing checklists for electricity and water, and staff-led efforts to reduce air conditioner use. Signage, reminders, and annual servicing reinforce energy-conscious practices across all centres.

Waste reduction & digital transition

Across the organisation, we have digitised forms and processes wherever possible to reduce paper use.

Family Day Care created 72 fillable forms, with 85% uptake by educators, and the coordination unit records visits and checks digitally. Kath Dickson Institute digitised 16 forms, covering enrolment to completion, and Toy Library membership forms are all online.

Students now receive most diploma and certificate resources electronically, saving over 2 million pages since 2022. Policies, procedures, meeting agendas, and minutes are also shared digitally. Online professional development further reduces the need for printed materials.

Sustainable procurement

Sustainable purchasing is embedded in operations. Porcelain crockery and stainless-

steel containers replaced plastic tableware at Kath Dickson Education & Care Centre Toowoomba Central, while second-hand items have been introduced at our Gladstone Street centre to reduce cost and environmental impact.

Toys in our services are purchased from Australian and First Nations-owned companies, prioritising sustainability, durability, and ethical sourcing, including QToys, Tenderleaf, Hape, KindtoKidz, and My Happy Helpers.

The Kath Dickson Toy Library repurposed 357 pre-loved toys in 2025, diverting approximately 150kg from landfill while providing educational and social benefits for children.

Travel & fleet

Travel is coordinated to minimise emissions, with Kath Dickson Family Day Care educator visits grouped by suburb, carpooling encouraged, and overnight stays strategically planned.

E10 fuel is used across our fleet, where available, accounting for 21% of petrol consumption. Total fuel consumption across all vehicles was 13,568 litres, generating 31,880 kg CO₂e.

Biodiversity & local environmental impact

Biodiversity initiatives include the Toy Library native garden, planted with melaleucas, bottle trees, and grevilleas, requiring minimal watering and supported by volunteers. Green waste (14,400 litres over six months) from our two Toowoomba centres is diverted to Dragon Fields for composting.

Families engage with environmental programs, including farm visits, QR code resources, and egg-hatching programs, connecting children to nature and reducing local waste.

Scope 1: Fuel

TOTAL 2024-25 FY		
	Litres	Kg CO2e
Ethanol	2,640	25
Unleaded	10,111	16,159
Diesel	818	2,222
TOTAL	13,568	31,880

Scope 2: Electricity

TOTAL 2024-25 FY		
	kWh Used	CO2e
Toowoomba Central	27,618	20,161
Gladstone St Centre	23,060	16,834
TOTAL 2024-25 FY	50,679	36,995
kWh Solar Credits		
Gladstone St Centre	5,531	

Scope 3: All other sources

TOTAL 2024-25 FY	
	kg CO2e
Business Travel	19,771
Capital Goods	28,254
Purchased Goods and Services	109,505
Upstream Transportation and Distribution	501
Waste Generated in Operations	10,116
TOTAL	168,146

ASSESSMENT SUMMARY	
	kg CO2e
Scope 1 emissions	18,406
Scope 2 emissions (Location based method)	36,995
Scope 3 emissions	168,146
Total emissions (kg CO2-e)	223,547
Tonnes CO2e	224
Offsets Purchased (Tonnes)	224
CO2e for 2024-25 FY	0



Social responsibility

Our goal is to promote diversity, equity, inclusion, and wellbeing in everything we do, internally and in our communities. We commit to providing quality education opportunities for children and adults, and work environments where people are engaged and thrive. By integrating these objectives, we aim to build resilient communities and ensure that no one is left behind in our collective progress toward a better world.

Our achievements in 2025:

Inclusion & wellbeing

Inclusion and community engagement are a priority across all Kath Dickson Family Centre programs.

Our playgroups welcome children from diverse backgrounds, and our mobile Toy Bus provides a valuable service to regionally isolated communities including Chinchilla, Roma, Mitchell, Cunnamulla, and Quilpie. Support for inclusivity is strengthened through collaboration with programs like Play Matters, which assist families and children with additional needs.

Community partnerships enhance social responsibility. Centres collaborate with the RSPCA, fundraising and hosting incursions with live animals, and with *Tony's Community Kitchen*, collecting non-perishable items to donate to homelessness initiatives. *Be You* mental health programs support educator wellbeing across divisions, with regular check-ins and wellbeing tools integrated into performance reviews.

Volunteering and local engagement are key. The *Toowoomba Women's Shed* created and repaired dress-up costumes and baby bibs, supporting reuse and community connections. Our Gladstone Street centre provides childcare for parents attending English language courses at TAFE, offering culturally responsive practices and first-language support.

The Kath Dickson Institute maintains face-to-face delivery, with 877 students enrolled and 33 online-only learners. Learners report high satisfaction with trainers, resources, and workplace tasks. Programs like the Community Safety Program and FDC QLD gap fee support

ensure equitable access and safety for children and families.

Staff development & communication

Professional development and wellbeing are core priorities. Family Day Care coordinators completed child protection training and ongoing inclusion and wellbeing PD. Toowoomba Central educators access online PD covering Cultural Diversity, Safe Sleep, First Nations Learning, and Teamwork. Institute staff attend VET and ECEC industry sessions, including emotional wellbeing and engagement strategies.

Monthly leadership updates and newsletters enhance communication and transparency, sharing strategy, compliance updates, and good news. Annual face-to-face trainer meetings foster collaboration, quality discussions, and team building.

Local employment is supported through the Toy Library, providing workforce re-entry opportunities. Staff wellbeing initiatives include weekly informal catch-ups, bi-weekly individual sessions, and access to Employee Assistance Programs. Staff report high morale, positive collaboration, and strong retention as a result of these initiatives.

Reconciliation & culture

Cultural engagement is embedded through our First Nations initiatives, including commissioned artwork by Joanne Torrens displayed at centres, on Institute learner guides, marketing materials, and uniforms. These initiatives promote cultural awareness and strengthen community connections.



Governance practices

Our goal is to implement robust governance practices by ensuring transparent decision-making, maintaining high ethical standards, and fostering accountability throughout the organisation. We commit to regularly reviewing and updating policies to comply with legal requirements and industry best practices to maintain the highest levels of business integrity.

Our achievements in 2025:

Strategy & oversight

Kath Dickson Family Centre's 2025 Strategic Plan incorporates a 10-year vision, 3-year picture, and 1-year goals, tracked via EOS tools including Level 10 meetings, Scorecards, Rocks, and V/TO. EOS has improved transparency, streamlined strategy processes, and ensured milestone visibility across teams.

Corporate values were updated in June 2025 to align with growth, inclusion, and ESG principles. Staff engagement includes monthly recognition of departmental value implementation.

Financial governance is strengthened through budgets, audits, and reporting to ACNC, ASIC, and the Office of Fair Trading. Lean Agile Business Model reviews identified administrative gaps, improved training systems, and supported ESG efficiencies.

A centralised Marketing Hub via SharePoint ensures consistent messaging, version control, and collaboration across business units.

Policy & risk management

Policy review and development occurs annually across all divisions, with ESG principles embedded. Family Day Care reviewed 107 policies, the Institute reviewed 38, and Finance

and Toy Library divisions also updated relevant procedures.

Annual self-assessments and formal risk tools address WHS, compliance, inclusion, and sustainability. Toy Library risk assessments in April 2025 added safety warnings and step ladders for accessibility. ECEC services use ACECQA self-assessment to guide QIP and service improvements.

Staff schedules are monitored to support wellbeing, with improvements in retention and workplace quality. Board members complete governance training, maintain a skills matrix, and ensure ESG oversight. Family Day Care undertakes ongoing self-assessments to progress toward exceeding NQS standards.

Toy Library governance

The Toy Library updated policies and procedures in April 2025, enhancing safety, inclusion, and operational standards. Risk assessments informed practical improvements, with the next review scheduled for April 2026.

Accreditation with Toy Libraries Australia is in progress, with completion expected in 2027, ensuring adherence to quality standards and fostering community trust.





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