



ANNUAL REPORT 2022



Glen
Education
Growing People

ACKNOWLEDGEMENT OF COUNTRY

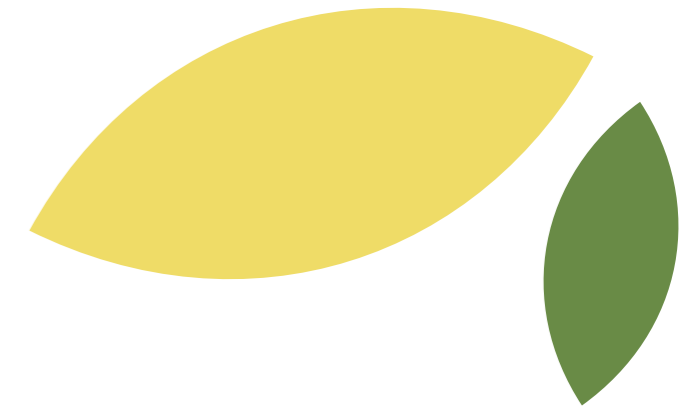
Glen Education respectfully acknowledge Aboriginal people as the traditional custodians of the land. We pay our respects to them, their cultures and to Elders Past, Present and Future.

We recognise and respect your languages, cultural beliefs, and pride within your customs and culture that define your continuing relationships and responsibilities to your land and sea. Glen Education is committed to maintaining and strengthening our partnerships and our respectful relationships with Australia First Nations peoples through our work in the true Spirit of Reconciliation, so that together we can share in increasing opportunities for transformation, equity, and justice.

CHILD SAFE ORGANISATION

Glen Education also believe all children have the right to be and feel safe in environments that respect cultural safety and maintain a culture in which children, their histories, and identities are valued, respected, and cared for. Protecting children from the risks of abuse is embedded in everyday thinking and practice.

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SNAPSHOT

IMPACT



TOTAL NUMBER OF CHILDREN THAT BENEFITTED FROM ONE OF OUR KINDERGARTENS

1214

WITH 10% ATTENDING ADDITIONAL, UNFUNDED DAYS.

QUALITY



3/3 SERVICES

ASSESSED AND RATED AS EXCEEDING THE NATIONAL STANDARD FOR HIGH-QUALITY EDUCATION AND CARE.

GLEN EDUCATION FAMILIES



86%

CHOOSE US BECAUSE OF OUR EXCEPTIONAL QUALITY PROGRAMS AND SERVICE.

73%

ARE SATISFIED WITH THE OVERALL EXPERIENCE.

GLEN EDUCATION PEOPLE



92%

BELIEVE WE HAVE A CLEAR SET OF ORGANISATIONAL VALUES AND BEHAVIOURS THAT GUIDE PRACTICE.

78%
ALIGNMENT

130

79%
ENGAGEMENT

EMPLOYEES WORKING FOR GLEN EDUCATION

GRANT SUCCESS



THE NUMBER OF OPERATIONAL GRANTS RECEIVED FOR 2022 WERE **7** REPRESENTING A TOTAL OF **\$358,813** USED SPECIFICALLY FOR GENERAL OPERATIONS PROGRAMS IN THE AREAS OF

- SCHOOL READINESS
- INCLUSION SUPPORT
- VENTILATION EQUIPMENT
- COVID RELATED EXPENDITURE
- LANDSCAPING

CAPITAL IMPROVEMENTS



THE NUMBER OF CAPITAL GRANTS RECEIVED FOR 2022 WERE **16** REPRESENTING A TOTAL OF **\$459,000** USED SPECIFICALLY FOR CAPITAL IMPROVEMENT PROJECTS IN THE AREAS OF BUILDING DEVELOPMENT, IMPROVEMENTS AND IT BASED EXPENDITURE.



MESSAGE FROM THE CHAIR

It is with great pleasure that I welcome you to the Glen Education annual report for 2022. This report provides an overview of our achievements, challenges, and progress towards our goals as a leading Early Years Manager.

We started the year reflecting on GEKAs history and origins to acknowledge where we came from, and importantly, where we as an organisation wanted to move to. With our expanding reach to neighbouring areas it was time to revisit our name and brand. After extensive stakeholder consultation, we proudly agreed on Glen Education. The Board was grateful to all the staff for their contribution to the development and celebration of our new name.

Throughout the year, we continued to achieve important milestones. We continued to expand to neighbouring areas along with providing additional services to our existing kindergartens. We continued to innovate and adapt to changing circumstances. The positive take-up by families of our additional days and school holiday programs was pleasing, and in future years we look forward to Glen Education bringing even more flexibility to our services.

As a leading Early Years Manager, we are proud to say that despite the lingering challenges brought on by the pandemic, Glen Education continued to make a significant impact in the lives of the children and families we serve. This was possible by the dedication, hard work, and commitment of each and every one of our staff members and volunteers.

In this report, you will find detailed information about our programs, services, and initiatives, as well as updates on our financial performance and future plans. We hope that this report will serve as a source of inspiration and motivation, as we reflect on the progress we have made and look ahead to the future with renewed enthusiasm.

Thank you for your unwavering support and dedication to our organisation. I am truly grateful for the commitment from our staff, families, children, other stakeholders and my fellow Board members.

Katie Frazer

Katie Frazer
CHAIR



As a leading Early Years Manager, we are proud to say that despite the lingering challenges brought on by the pandemic, Glen Education continued to make a significant impact in the lives of the children and families we serve.



It was certainly an amazing year for the organisation. We are supportive of the Government's investment in early education with the introduction of free kindergarten from 2023."

MESSAGE FROM THE CEO

As I reflect on 2022, it is with an enormous amount of pride and gratitude. The organisation continues to grow from strength to strength, and with a renewed focus on early childhood by our politicians, we are well placed to implement the reforms that will benefit children and their families in the years ahead.

The annual report is reflective of our new brand that was launched at the AGM in May. Following 12 months of consultation with staff, families and stakeholders, Glen Education became a reality. The organisation began as GEKA (Glen Eira Kindergarten Association) back in 2012, with four Committees of Management within the municipality recognising there was a better way to sustain and manage quality early years services. Ten years later, our scope has evolved beyond Glen Eira, to include kindergartens in Monash, Kingston and Bayside; the delivery of holiday care; parent education; inclusion and education support; and the delivery of professional development.

Our new name honours the legacy of our historical roots in Glen Eira. The word 'education' aptly reflects all that we do. We educate children, families, our people, and the wider community, utilising our knowledge, wisdom, and expertise. Our new logo is the Bulbine Lily, which is an Indigenous plant, native to Glen Eira. The logo also pays respect to the place where our historical roots were established.

Our Tag Line - Growing People recognises that we are an organisation that helps people to be the best they can be, to build strong foundations and to reach their full potential. This includes not only the children we educate, but their families. We also have a genuine commitment to growing our staff, and invest a significant amount each year, in professional development, to benefit the growth of our people.

In conjunction with our re-brand, we launched our new strategy. Throughout its development, our stakeholders recognised that whilst there needs to be a focus on sustainability and balanced growth, we want to achieve this by continuing to remain responsive to the communities that we serve. Our reputation within the sector is strong, and this was also identified as a key component in our strategy. A continued focus on quality was paramount, whilst also honouring our differentiation. We are proud of doing things differently to other EYMs. We believe this sets us apart and has enabled us to thrive - particularly over the last few years which have been extremely challenging amidst a pandemic.

Throughout the year, we had three Rating and Assessments (Glen Glover Street, Glen Bentleigh, and Glen McKinnon Kindergartens). All received a rating of exceeding the National Quality Standard. We are the only EYM in the state that has had every service assessed under its management as exceeding.



Our annual family survey was conducted by our external partner, InSync. As per previous years, results varied between the services. However, compared with others in the sector, Glen Education is performing the highest, and overall satisfaction sits at 73% (up from 71% in 2021).

2022 also saw Glen Education undertake its bi-annual staff alignment and engagement survey. The response rate was strong at 84% (98 out of 117 employees) showing that Glen Education has retained its outstanding results from 2020 with both alignment and engagement ranking in the top decile (10%) against the benchmark database. Overall alignment is 78% with engagement at 79%. The results have remained consistent even with the addition of four services since the survey was last completed. It was pleasing to know that staff feel connected to all that we do and are aligned with our purpose.

Throughout the year, we had a dedicated focus on improving our IT processes and data security. With regular stories in the media involving the latest data breach, we decided to undertake a comprehensive cyber audit to review our IT security processes and identify continuous improvement opportunities. We have made a commitment to implementing all of the recommendations from our audit over the coming 12 to 24 months. Whilst no immediate risks were identified, our focus is to strive for high quality in all that we do and our commitment to cyber security is no different.

It was certainly an amazing year for the organisation. We are supportive of the Government's investment in early education with the introduction of free kindergarten from 2023. As the lead up to 30 hours of pre-prep is incrementally rolled-out from 2030, we will continue to adapt and change our model to ensure that every child has access to high quality early years services. None of this can be achieved however without the dedicated staff we have at Glen Education. I am continually amazed by the level of dedication shown by everyone. Going above and beyond is a constant, and every challenge or opportunity is met with enthusiasm and drive. Sincere thanks to everyone that I have had the privilege to work with. This also includes our amazing Board of Directors who trust me to lead the organisation and thrive within a time of constant change.

S. Kolasa

Samantha Kolasa
CEO





STRATEGIC PLAN UPDATE

The new strategic plan for 2022-2024 involves a continued focus on growth beyond the Glen Eira area.

An emphasis has been placed on diversification and commercial endeavours to ensure we are sustainable in the longer term. Our focus is to meet community needs by fully understanding and appreciating local and global trends. Our strategy takes into account changing demographics, Government policy, the increasing need for support services (longer days, allied health, wellbeing), and an opportunity to offer learning experiences beyond early childhood.

One of the four pillars underpinning our strategic plan, is to remain responsive, and this can only be achieved if we continue to engage and really listen to the needs of those in our community. We will continue to work to achieve long term sustainability, commit to the investment of our people, engage with the wider early years sector to ensure innovation, and will strive to ensure children and families have a superior experience that cultivates a positive lifelong impact.



In evaluating our objectives, the need to clearly define our purpose was evident, in ensuring we could strengthen our overarching vision for delivering high-quality service provision and responsiveness to the community, enabled by exceptional leadership and management."

Executive Management Team



The Glen Education 2022-24 strategy has an ongoing focus on sustainability, coupled with balanced growth. In achieving this, the organisation will:

1. Remain responsive
2. Maintain its positive and professional reputation
3. Sustain quality
4. Honor our differentiation

VISION
The leading provider of innovative, professional and inclusive early years education that delivers excellence in learning

PURPOSE
To deliver high quality service provision and responsiveness to the community, enabled by exceptional leadership and management

VALUES
Respect
Authenticity
Integrity
Community
Celebration
Excellence

STRATEGIC GOALS AND OUTCOMES

Sustainability in an ever-changing environment

Decisions will consider the financial, ethical, environmental, social, and governance factors of each opportunity, to ensure ongoing relevance and perpetuity.

Exceptional people, programs, and purpose

Transformation will take place through our people. By being authentic, we will make a difference, provide a sense of meaning, and align our business interests with our higher purpose.

Superior child and family experience

High quality outcomes will be at the forefront of all that we do. We will go above and beyond to create a positive lifelong impact, whilst fostering a sense of community.

Effective and efficient operations

Business operations will be performed with optimum usage of resources. Our success will be evident through our ability to deliver high quality programs and services that are reflective of our agility and preferable to our competitors.

Strong and influential thought leadership

Knowledge, perspectives, experiences, and resources will be shared for the purpose of building credibility, trust, loyalty, and influence. Through the extension of previous ideas beyond their traditional boundaries, we will enable a platform for innovation and creativity.



REBRANDING GEKA TO GLEN EDUCATION

Our organisation has a remarkable history of success, starting over a decade ago when dedicated parent volunteers came together to establish an organisation that could better manage Early Years education in their community. Glen Eira Kindergarten Association (GEKA) was created with the support of local and state governments, founded on the belief that our mission is to cultivate people's growth through exceptional service delivery and an unwavering commitment to the development of our staff via outstanding leadership and management.

Over the years, GEKA has built a strong reputation, synonymous with providing high-quality, accessible, and professional education and care services, that consistently surpass National Standards. Our new name, Glen Education, represents the voices within our community, honouring our roots in Glen Eira while also recognising our organisation's growth and expanded geographic footprint.

Our goal is to achieve sustainable growth that serves the community by providing evidence-based, inclusive, learning programs and services for children and families.



Congratulations on a successful new identity! The name and branding look and sound great. I love the use of the indigenous Bulbine Lily and the significance of this to Glen Eira."

Representative, Department of Education.

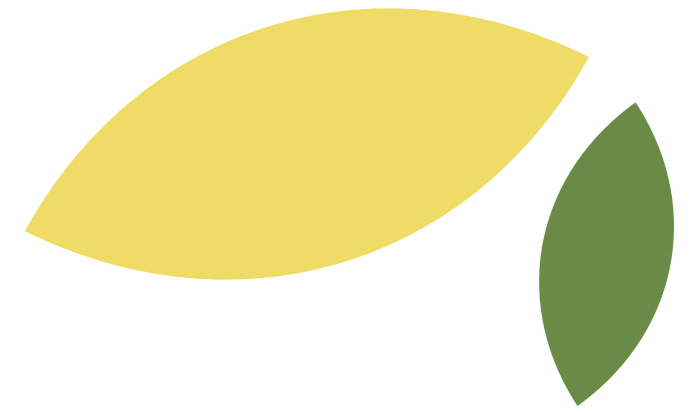


I am really proud to work for an organisation that drives education for the benefit of the whole community. For children and the community, this means a strong foundation for lifelong success, for families it means providing the wrap around support needed to thrive and for our people it means the opportunity to grow and develop, both personally and professionally."

Melissa MacMaster, General Manager, Operations, Education and Pedagogy, Glen Education.



Respect Authenticity Integrity



GLEN EDUCATION VALUES

When Glen Education (then GEKA) was established in 2012, a set of five core values were established for the organisation. These included: Respect; Authenticity; Integrity; Community; Celebration.

It was important for staff, children, and their families to understand how the organisation was going to grow and develop, by articulating what was important.

Throughout the next decade, these values played an important part in building a positive culture within the organisation, and how we approached opportunities and challenges along the way.

Throughout our rebranding from GEKA to Glen Education, multiple consultations took place with our key stakeholders. The word 'excellence' was used repeatedly to explain the work that we do. It was important to capture this feedback as part of our re-brand. We know that values are over-arching – they act as a guide to how an organisation should approach everything it does and its interactions. As a result, Glen Education added a sixth value – excellence – to further describe what is a priority in helping us to create the type of values we want now and into the future.

In our 2022 annual report, we have used our values to showcase the work that we do.

Community Celebration Excellence

RESPECT EXTENDED HOURS FOR FAMILIES

At the end of each year, Glen Education takes the time to ask all families (via a survey) what improvements or additions they would like to see to our programs. Consistently, the desire for more kindergarten hours comes up as the number one theme. Our staff recognise that finding a suitable balance between work and life is a challenge for all workers, especially working parents. The ability to successfully combine work, family commitments and personal life is important for the well-being of all members in a household.

Respect is one of Glen Education's core values. It reminds us to every day to remain responsive in carrying out our vision and purpose and to listen to the feedback we receive. Whilst current Government funding does not allow for more than 15 hours a week of funded four-year-old kindergarten, we recognise our responsibility to families in following through on the feedback they take the time to provide each and every year. The introduction of extended hours for families saw a real change to how we deliver our programs. This new offering drew many questions from our stakeholders. It was different, it was a change, however it was needed within our community. In 2022, 10 per cent of our families took up the option of extended hours. We wanted to think outside of the box and respect the needs of our families. The feedback has been overwhelmingly positive, and we will continue to have this as an option for our families well into the future.

AUTHENTICITY TALENT MAPPING AND SUCCESSION PLANNING FOR OUR PEOPLE

When Glen Education set about developing its strategic plan for the next three years, the consensus was that in order to achieve all that we had planned, our people were critical in bringing this to fruition.

We included 'Exceptional, People, Programs and Purpose' as a strategic goal, but underlying that premise, was the notion that we would achieve this by being authentic. With a national workforce shortage in the early childhood sector, Glen Education invested significantly in talent mapping throughout 2022 for our leaders and administrative staff. To implement our new strategy with authenticity, we identified that we wanted to identify our top performers and high-potential employees. This then followed a commitment to develop their skillsets for future leadership positions that are pivotal to our business goals. Talent mapping helps companies grow strategically, and with the pending changes in Government policy, we want to be well positioned to adapt with confidence.

Throughout the year, it also became evident that our staff were being recognised in the sector for their leadership, agility, wisdom, and knowledge. Our reputation for quality services is exceptional, and whilst this places Glen Education in an enviable position, it also makes us vulnerable to staff being offered roles elsewhere. To mitigate against this risk, and as a follow on from our investment in talent mapping, succession planning was a key project in 2022. This process of developing talent to replace executive, leadership, or other key employees when they transition to another role or leave the company is particularly relevant given the current job market, and our success. To deliver on our strategy of exceptional people through being authentic, many honest conversations were had with our staff. We learned about their career aspirations, personal goals, and have developed plans to ensure the success of our individual staff, and the organisation more broadly.





INTEGRITY

SUPPORTING THE ST KILDA STEINER KINDERGARTEN COMMUNITY

Glen Education opened its heart and its doors to the St Kilda Steiner Kindergarten community in 2022. After more than 20 years at the one premises, St Kilda Steiner Kindergarten needed to temporarily relocate. With their new site not ready for operations, they reached out to us to see if we could help with accommodation.

With the support of Glen Eira City Council and the Department of Education, we were able to come to an arrangement, so the kindergarten did not need to close its doors or operations to the community. By reconfiguring the timetable at Glen Orrong Road Kindergarten, we were able to maximise the use of the front room of the kindergarten to free up the back room for use by the Steiner team. While under no obligation, we had a strong moral commitment to support the service to co-locate with us, so the wider community could continue to access a Steiner kindergarten. We also saw an opportunity to partner with the local kindergarten, to learn from each other's unique educational philosophy and to grow together as professionals while being co-located.



Thank you so much for sharing your Glen Orrong Road kinder with us this year. It has been a huge year for us all and was so amazing to have a lovely space to exist in and continue the kinder from.... [although] many compromises had to be made by your staff, I thank them so much for their generosity and for maintaining good relationships with us, all despite the things we had to navigate."

Teacher from Steiner Kindergarten Educational team



On behalf of St Kilda Steiner Kindergarten, we thank you again, with deep gratitude, for the opportunity our kinder had to be in in your location last year."

Cindy Fenn, Vice President,
Steiner Committee of Management

COMMUNITY

WELCOME TO TWO NEW KINDERGARTENS TO THE GLEN EDUCATION COMMUNITY

We successfully partnered with educators, children, and families as we transitioned the Glen Caulfield Primary Kindergarten and Glen St John's kindergarten into our growing community, taking our number of kindergartens to 14.

Glen St John's Kindergarten (Bayside Council)

The kindergarten was previously managed by a Committee of Management, who recognised us for our commitment to exceptional quality and the long-term sustainability of services. We commend the Committee on their work and acknowledge the dedication and effort it takes to operate a kindergarten under complex legislation, in a volunteer capacity. Consultation with the community and a unanimous vote to join, saw the partnership successfully secured.

Our partnership with Glen St John's has meant we have been able to expand into a fourth local community. We are excited to partner with councils and local businesses in the community to care for the environment, and enrich the lives of more people, via the delivery of high-quality and responsive support.



Glen Caulfield Primary Kindergarten (Glen Eira Council)

While we have been discussing the idea of transitioning the Caulfield Primary Kindergarten, across several years, the community officially made the changeover to our management in December 2021. We welcomed the incredible members of the educational team to have worked in partnership with them to continue to deliver high quality services for children and their families. We have also invested significant funding and countless hours into upgrading educational resources and beautifying the environments, to optimise learning. We acknowledge the Department of Education's ongoing financial commitment, in sustaining the heritage overlay of the building, into the foreseeable future.



One of the most positive things that have happened to me since started with Glen Education is the relationship I have developed with my colleagues. I feel a great sense of belonging as everyone is genuine and authentic in their interactions, which aligns with the values of Glen Education. I know that I can explore the different possibilities and still have my team's support when I make mistakes. Mistakes are opportunities for us to learn, grow and develop and I am thankful that I am in an environment where mistakes are seen as part of learning. Even at the very beginning I felt supported and heard by the Glen leaders. Knowing that I have leaders that I can go to for support, brings me a lot of comfort and reassurance."

Joy, Early Childhood Teacher,
Glen Caulfield Primary Kindergarten.

The benefit I have felt being part of Glen Education over the past year is [around] consistency from management, especially Education and WHS guidance and support, which is not always possible with a volunteer committee. We have also had a generous budget which has enabled us to upgrade some of our furniture and learning resources."

Beccy, Early Childhood Educator,
Glen St John's Kindergarten.

CELEBRATION 10 YEARS OF GEKA-GLEN EDUCATION

We proudly celebrated our 10 Year anniversary among the community this year. Two events were held, one for current employees and one for past employees, families, and community partners. We were honoured to have one of the founding partners and the previous CEO, attend the community event, along with DET and GEC representatives and a small number of families and employees.

"I am truly blessed to work for such a proud organisation!"

Wida, Early Childhood Educator

"Perfectly celebrated, thank you so much for sharing"

Kate, Early Childhood Teacher

"Sincerely, thank you and the team for the generous gift and for organising beautiful celebration. I've enjoyed working with Glen Education this year and have learned so much from management's guidance. I'm proud to be a part of such a hardworking, supportive, and innovative team. Looking forward to continuing my growing career in the coming years with you."

Leila, Early Childhood Educator

"Congratulations on the ten-year celebration with Glen Education and for the amazing achievements. A big thank you and much appreciation"

Liz P, Early Childhood Educator

Thank you dearly for the generous gift, I truly appreciate it. There's never a day I don't advocate for GEKA/Glen Education as it was the best decision our then, committee made. I feel very fortunate to be part of this amazing organisation. Thank you for all your commitment, support, and friendships."

Sally, Early Childhood Educator and Leader



EXCELLENCE EXCEEDING THE NATIONAL STANDARDS AT GLEN EDUCATION

The National Quality Standard (NQS) is a key aspect of the National Quality Framework. The NQS consists of seven quality areas, each containing standards and elements, that children's education and care services are assessed and rated against. Three out of three services were rated and assessed against the National

Standard, and all received a result of Exceeding. Congratulations to Glen Glover Street Kindergarten, Glen Bentleigh Kindergarten and Glen McKinnon Kindergarten.



Leadership arrangements within the service facilitated ongoing mentoring to develop each educator's strengths, skills, and knowledge. The approved provider employed specialised staff to support educators with pedagogy, inclusion, customer service and WHS. The leadership team and educators frequently reflected on how the service could adapt their practice, programs, resources, and systems to cater to children and families' changing needs and contexts."

Authorised Officer,
Department of Education



Glen Bentleigh Kindergarten

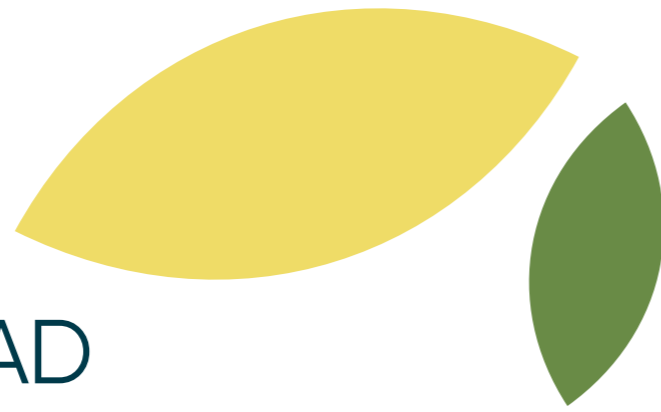


Glen Glover Street Kindergarten



Glen McKinnon Kindergarten

LOOKING TO THE YEAR AHEAD



As we set our sights on the year ahead, we are proud to have expanded our services beyond the Glen Eira community, thanks to our strong reputation for providing exceptional Early Years education and care.

In addition to managing more kindergartens, we now offer holiday care, parent education, inclusion, education support and professional development. Our unwavering commitment to sustainable growth means that we are dedicated to serving the community by providing evidence-based, inclusive, learning programs and services for children and families. Looking ahead, we remain committed to building on our success and continuing to deliver innovative and impactful services that meet the evolving needs of our stakeholders.

Systems

As we look ahead to 2023, we remain committed to improving our systems and processes across all areas of our organisation. Building on the groundwork from 2022, we will continue to test, trial, and review systems and technologies to provide an improved platform for our people, partners, and families. This includes upgrading systems to enhance payroll, human resource information, customer enrolment information, and improved communications internally and externally.

As we embrace new technologies, we also recognise the importance of managing risk, particularly in light of the increasing prevalence of cybercrimes worldwide. To this end, we will prioritise embedding tools and professional development into our day-to-day operations, to ensure that we remain safe and secure. We are confident that these efforts will enable us to continue to deliver exceptional service to our stakeholders and position us for success in the years to come.

New Kindergartens

We ended 2022 with the transition of three kindergartens across Glen Eira, Kingston and Stonnington.

The addition of these services increases the total number of kindergartens in the Glen Education community to 17, and sees us working in partnership with five local councils, with the addition of Stonnington.

Glen Education Serrell Street Kindergarten (Stonnington), was at risk of closing, due to a varying number of complexities. Many families rallied together and worked diligently to engage Glen Education as the Early Years Manager. With the support of the Department of Education and Stonnington City Council, the kindergarten can now continue long into the future.

We are excited to open the doors to a newly established service on the grounds of St Patrick's Primary School, Murrumbeena (Glen Eira). This brand-new service, which will educate and care for up to 33 children a day, was made possible through a grant from the Department of Education, and a significant investment from Glen Education. This will be our second kindergarten on the school grounds of Melbourne Archdiocese Catholic Schools (MACS).

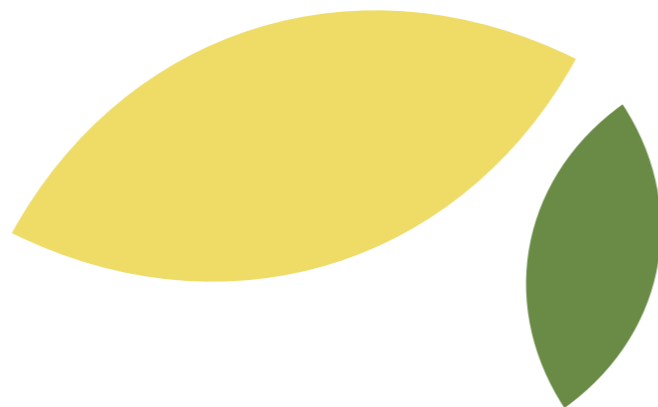
We will also welcome Glen Aspendale North Kindergarten, our second in the city of Kingston. The kindergarten was previously managed by a Committee of Management, who recognised Glen Education for our commitment to exceptional quality and the long-term sustainability, of services. We welcome all three kindergartens and their families in 2023.



It's been a wonderful transition for us to join with Glen Education. Glen Education has supported all staff, families, children to join in the Glen Education community and continued to strengthen our ability to work in partnership with local community groups, local businesses, and schools. This means we have meaningful connections, not only with children and families, but also within our surrounding community."

Preeti, Early Childhood Educator,
Glen St John's Kindergarten

FINANCIAL REPORT



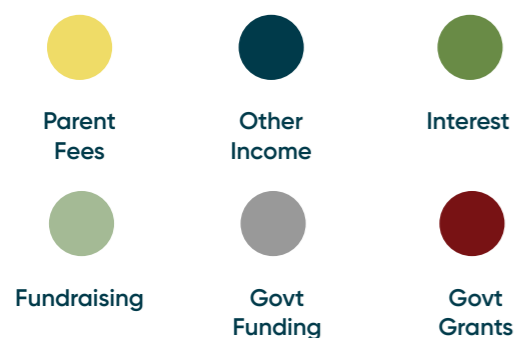
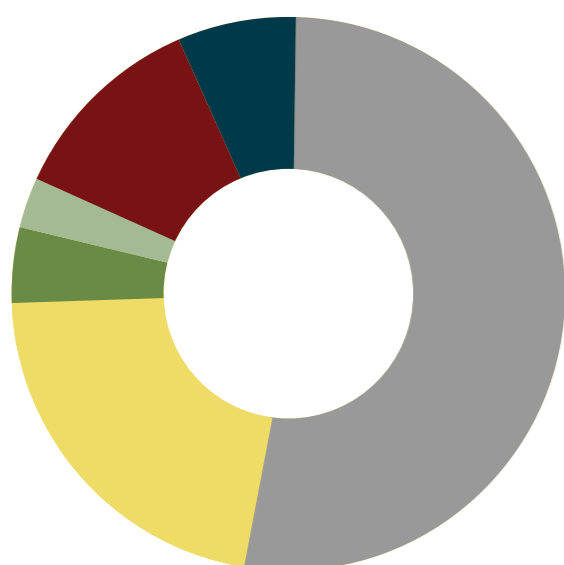
FINANCIAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2022

We are pleased to present the audited financial statements for the year ended 31 December 2022. The audit was conducted by Crowe Australasia, an external and independent audit and accounting firm. The financial statements give a true and fair view of the financial position of Glen Education as at 31 December 2022.

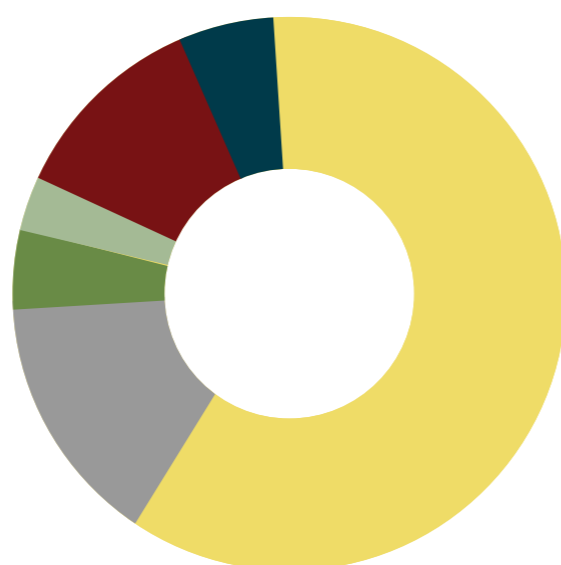
Overview

The organisation reported total revenue of \$8,549,932 (2021: \$6,979,746) and generated a surplus of \$19,940 (2021: \$669,652). The increase in revenue is primarily due to the acquisition of three new services throughout the year, and the subsequent increase in revenue from State Government funding and parent fees.

2022 Income



2022 Expenses



Where the money came from

Income	2022	2021
	\$	\$
Parent Fees	2,735,982	2,536,782
Other income	336,184	975,937
Interest	83,978	2,097
Fundraising	60,215	28,371
Govt Funding	4,562,423	3,244,042
Govt Grants	771,149	192,517
TOTAL INCOME	8,549,932	6,979,746

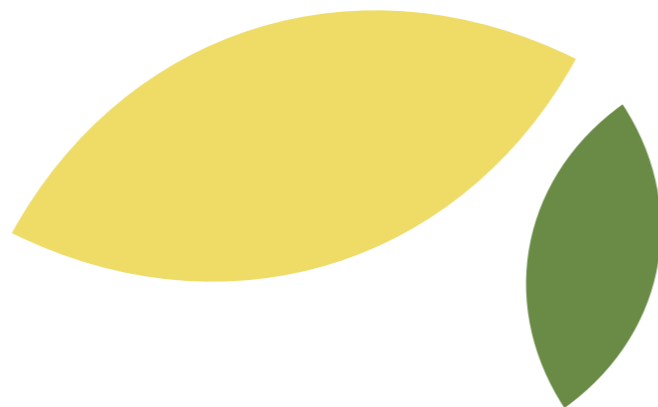
Government funding represents the main source of income throughout 2022. Glen Education was also in receipt of significant grant monies. Parent fees contributed largely to revenue in both funded and unfunded programs. The operating income is further supplemented by fundraising income generated by Volunteer Parent Groups. In 2022, fundraising income totalled \$60,215 (2021: \$28,371).

Where the money was spent

Operating Expenses	2022	2021
	\$	\$
Staff Costs	6,152,471	4,822,606
Accounting & Audit	15,828	26,477
Cleaning	257,927	195,937
Fundraising	12,095	55,132
Incursion/Excursion	106,228	27,526
IT & Website	147,845	52,407
Professional Development	39,575	50,179
Depreciation	358,116	336,336
Programs & Administration	1,367,487	743,493
TOTAL EXPENSES	8,457,571	6,310,094

The year has seen a continued commitment to invest into people and systems to safeguard the future of the organisation. Significant investment in our quality programs, IT systems, cybersecurity, and our rebranding upgrade has been the focus of our 2022 budget.

OUR PEOPLE & PARTNERS



Our children and families:

Thank you to everyone that has chosen a Glen Education Kindergarten this past year for your early year's education.

Our people:

We are indebted to our people (educators, support teams, leadership, and management teams) for their dedication and commitment to delivering high-quality programs. We know that the work you do, makes a difference in the lives of many people.

Our volunteers:

Thank you to our parent volunteers for their support to build social connections within the community and to raise funds so we can enhance our programs.

Local Government:

-  Glen Eira Council
-  Monash Council
-  Kingston Council
-  Bayside Council

Our partners:

-  The Department of Education
-  Victorian School Building Authority
-  Local Primary and Secondary Schools
-  Early Childhood Australia
-  Early Learning Association Australia
-  Play Australia
-  Yooralla
-  Family Life
-  Melbourne Archdiocese of Catholic Schools (MACS)
-  Holy Nativity Anglican Church
-  Uniting Church



"I know I am so fortunate to belong to such a supportive and positive organisation and look forward to the next chapter."

Merilyn,
Early Childhood Teacher

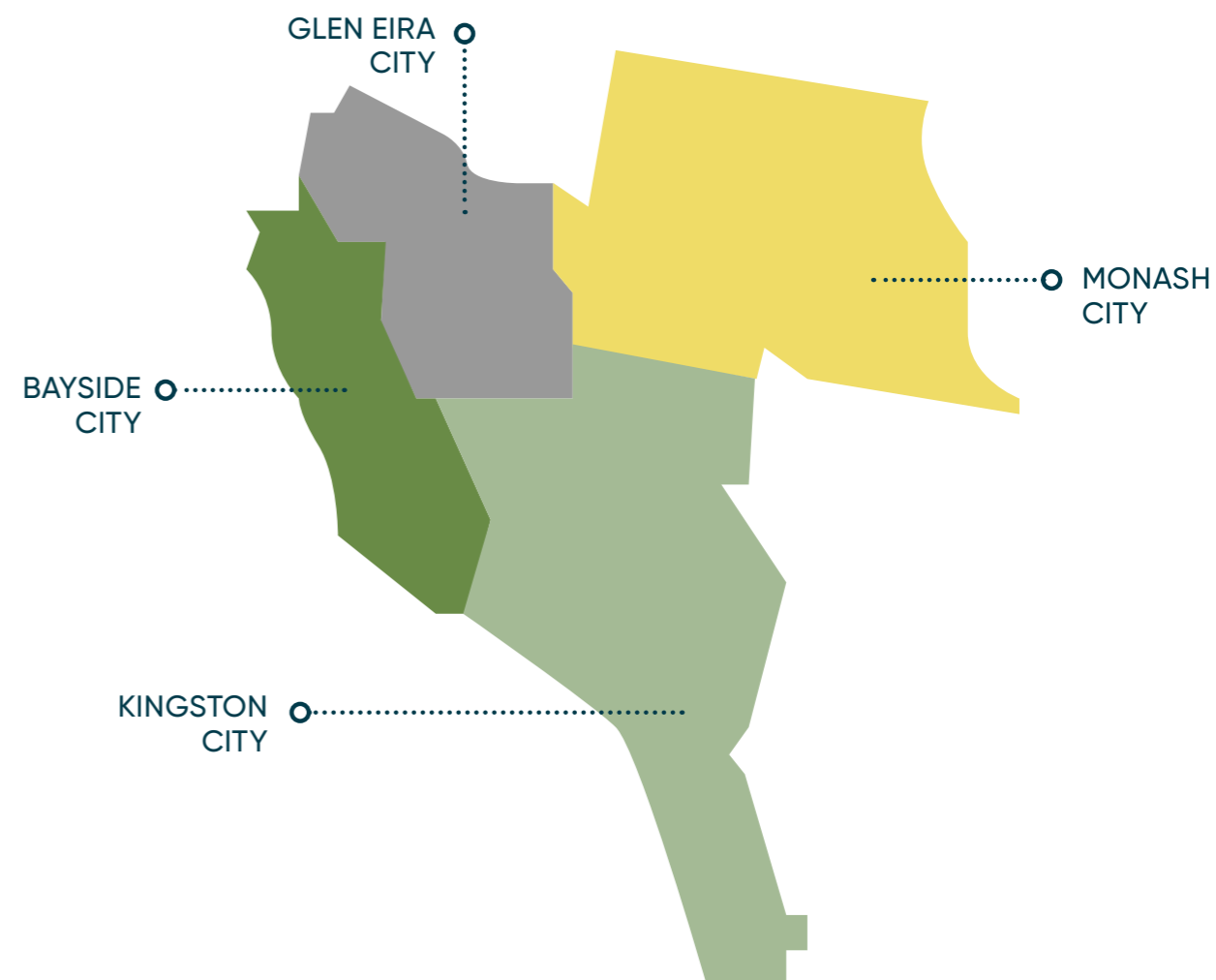


GLEN EDUCATION PARTNERS

4 LOCAL

GOVERNMENT AREAS

-  GLEN EIRA CITY
-  MONASH CITY
-  BAYSIDE CITY
-  KINGSTON CITY



OUR SERVICES

**Glen Education
Aspendale North Kindergarten**
13 Connewarra Avenue,
Aspendale

**Glen Education
Bentleigh Kindergarten**
9 Higgins Road,
Bentleigh

**Glen Education
Bentleigh East Kindergarten**
202 East Boundary Road,
Bentleigh East

**Glen Education
Brady Road Kindergarten**
84 Brady Road,
Bentleigh East

**Glen Education
Carnegie Kindergarten**
51A Truganini Road,
Carnegie

**Glen Education
Caulfield Primary Kindergarten**
724A Glenhuntly Road,
Caulfield South

**Glen Education
Caulfield South Kindergarten**
1C Birch Street,
Caulfield South

**Glen Education
Centre Road Kindergarten**
850-852 Centre Road,
Bentleigh East

**Glen Education
Chelsea Kindergarten**
36 Glenola Road,
Chelsea

**Glen Education
Glover Street Kindergarten**
11 Glover Sreet,
Bentleigh East

**Glen Education
McKinnon Kindergarten**
220 McKinnon Road,
McKinnon

**Glen Education
Murrumbeena Kindergarten**
1A Blythe Street,
Murrumbeena

**Glen Education
Orrong Road Kindergarten**
55 Orrong Road,
Elsterwick

**Glen Education
Sacred Heart Kindergarten**
2 Mora Avenue,
Oakleigh

**Glen Education
Serrell Street Kindergarten**
54 Serrell Street,
Malvern

**Glen Education
St John's Kindergarten**
14-16 Darcy Avenue,
Sandringham

**Glen Education
St Patrick's Kindergarten**
3 Dalny Road,
Murrumbeena



NOTES



**Glen
Education**

Growing People

Glen Education Head Office

Virginia Park Level 1, 2 North Drive
236 – 262 East Boundary Road
Bentleigh East VIC 3165

gleneducation.org.au