

ANNUAL REPORT 2025

SUMMARY OF THE YEARS ACHIEVEMENTS
AND FINANCIAL PERFORMANCE



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A WORD FROM THE CHAIR & CEO



PETA BOND
ACTING CHAIR

We are proud to highlight the key achievements and transformative changes made by Emerge Early Years Services in 2025. This year has been marked by significant developments within the early childhood education, with many changes that were introduced in 2025 as part of the Child Safe and Best Start Best Life Reforms. Emerge Early Years Services continues to evolve to meet the needs of families and children and remain dedicated to providing high quality and safe services that focuses on access for all children across the region.

Emerge Early Years Services had significant growth including educators, management staff and services within 2025.

One of our standout achievements was the successful opening of the Dimboola Primary School Kindergarten and Nhill College Kindergarten in collaboration with the Hindmarsh Shire Council and the local Primary Schools. These new facilities have strengthened our capacity to provide quality education, care and learning, ensuring that more children benefit from early learning opportunities and providing options to families in our community.

After working closely with educators and gathering feedback from families, Emerge implemented the Pre-Prep rollout as part of the Best Start Best Life Reforms across our services. This initiative has seen an increase in Pre-Prep hours from 16 to 20 per week across Hindmarsh and Stawell.

In 2025, we also welcomed the transition of Yarriambiack services Hopetoun and Beulah to Emerge Early Years Services. This transition and partnership with Yarriambiack Shire have been pivotal, aligning with our goal of providing access to early education. We are particularly excited about receiving the Child Care Subsidy (CCS), which will enable us to establish long day care services in Hopetoun, pending recruitment of qualified educators.



ELICIA NAPOLI
CEO

This year's Annual Conference Day was a wonderful event, fostering professionalism and collaboration amongst our educators. The entire organisation gathered to network, share insights, and focus on themes such as intentionality in play, leadership and supporting children's needs. This collaborative spirit is essential as we navigate ongoing changes within early childhood education.

Emerge remains committed to child safe reforms that were introduced. We reinforced our policies and practices to ensure a safe environment for all children. This year, we introduced safeguarding training for all educators and strengthen our governance processes to monitor, measure and address safety issues in a proactive manner.

Acknowledging the growth and change within Emerge, we initiated a design consultation with Twiga, focusing on identifying the capabilities needed within the organisation. This process, which will continue throughout 2026, aims to enhance our operational framework to better serve our communities, reinforce our governance and daily operational processes to enhance efficiencies.

Our strategic planning underwent a review, leading to the development of a new strategic plan for 2026-2028 in collaboration with Nine Creeks Consulting. Engaging families, educators, and the Board in this process has been invaluable in shaping the future direction of Emerge. Our Board continued to develop as we welcomed Glenda Hweitt who brings sound early years knowledge and expertise to the organisation.

Additionally, we established a consultative committee with the Australian Education Union (AEU) members and management. This initiative will assist in improving internal processes within Emerge and foster a culture of continuous improvement. 2025 also saw the implementation of the Workers Retention Grant, funded by the Federal Government, which enabled Emerge to support a 15% wage increase for the educators in our early learning centres over the next 2 years. This investment demonstrated the importance of early childhood educators, retaining educators and attracting new employees to the profession. We also acknowledge the challenging circumstances for our educators within the VECTEA agreement as we continue to wait and advocate for improved conditions.

We are also proud to report on the stronger connections Emerge are developing with our partners and stakeholders such as PAGs, RTO's and Local Governments. Their support has been instrumental in our achievements, and we are grateful for their collaboration. We look forward to continuing these partnerships as we work together to enhance early childhood education in our communities.

Looking ahead, we are excited about the ongoing changes within early childhood education and the critical role Emerge plays in shaping positive early learning experiences. We wish to extend our heartfelt gratitude to our dedicated educators and staff who continue to show up, adapt, and innovate in their practice, ensuring that every child receives the best possible start in life.

Thank you for your support and commitment to our mission.

BOARD OF MANAGEMENT 2025



PETA BOND
ACTING CHAIR
Member since 2023



SUE GLOVER
SECRETARY
Member since 2024



DALLAS LANDWEHR
TREASURER
Member since 2017



JO MARTIN
BOARD MEMBER
Member since 2021



KATHERINE DURANT
BOARD MEMBER
Member since 2024



DALTON BURNS
BOARD MEMBER
Member since 2024



ALETHEA GULVIN
BOARD MEMBER
Member since 2024



GLENDA HEWITT
BOARD MEMBER
Member since 2025

VISION



Children in the Wimmera Southern Mallee have access to quality education and care in nurturing environments that support families and caregivers and strengthen communities.



MISSION

We provide safe, welcoming and enriching education and care that supports children's learning and wellbeing, and partners with families, caregivers and communities.

OUR VALUES

Respect

Belonging

Curiosity

Wellbeing

Trust

Quality Education & Care

Our services meet or exceed National Quality Standard (NQS) requirements.

Children are engaged, confident, and supported to develop at their own pace.

We deliver high-quality education and care, informed by leading contemporary practice and ongoing professional learning.

Our environments promote curiosity, play, and wellbeing.

Families, carers and our communities trust EEYS as a benchmark for quality, their feedback is heard and informs ongoing improvement.

Child Safety, Wellbeing & Belonging

We meet or exceed all child safety standards.

Incidents are reduced and effectively managed through a strong culture of care, safety and accountability.

Feedback systems identify and address safety and wellbeing risks promptly and transparently.

Families and carers have confidence in our commitment to child safety and wellbeing.

Inclusive Access & Equity

Families, carers and children in rural communities have equitable access to early learning opportunities.

Our families, carers and children report feeling respected, and a sense of belonging.

Our programs and environments are culturally safe, welcoming and accessible to all.

Children are supported to develop confidence and encouraged to be themselves.

Partnerships with specialist and community services ensure families, children and carers receive timely and appropriate support.

Operational Sustainability & Growth

Our services remain viable, efficient, and aligned to local demand.

We assess growth opportunities based on community need and our capacity to deliver them well.

Our program growth aligns with compulsory Commonwealth and State reform areas, including three-year-old and pre-prep kindergarten.

Internal processes are efficient, consistent, and clearly owned and communicated.

Financial management and forward planning ensure stability and sustainability.

We remain dedicated to regulatory and reform requirements through proactive monitoring and staff training.

Workforce & Leadership Development

We attract and retain skilled staff who align with our values.

Our staff have access to growth, mentoring, and career development opportunities.

Workforce wellbeing improves through a supportive culture, consistent processes, and appropriate support.

Leadership is visible, responsive, accountable, and aligned with organisational goals.

We have a workforce plan that ensures long-term organisational sustainability.

Family & Community Partnerships

Families and carers feel welcomed and engaged in their children's care and learning.

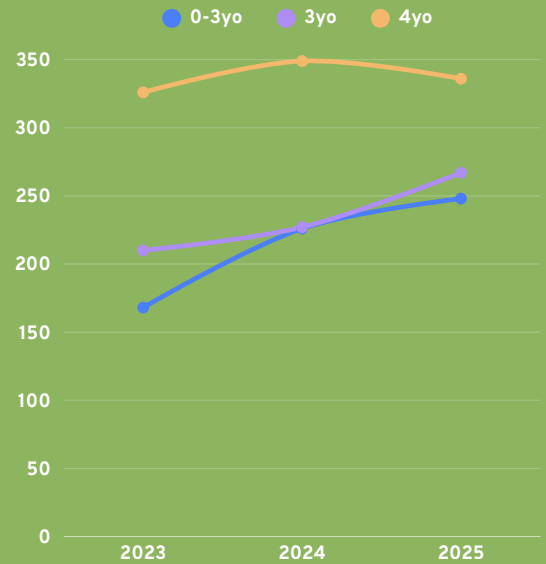
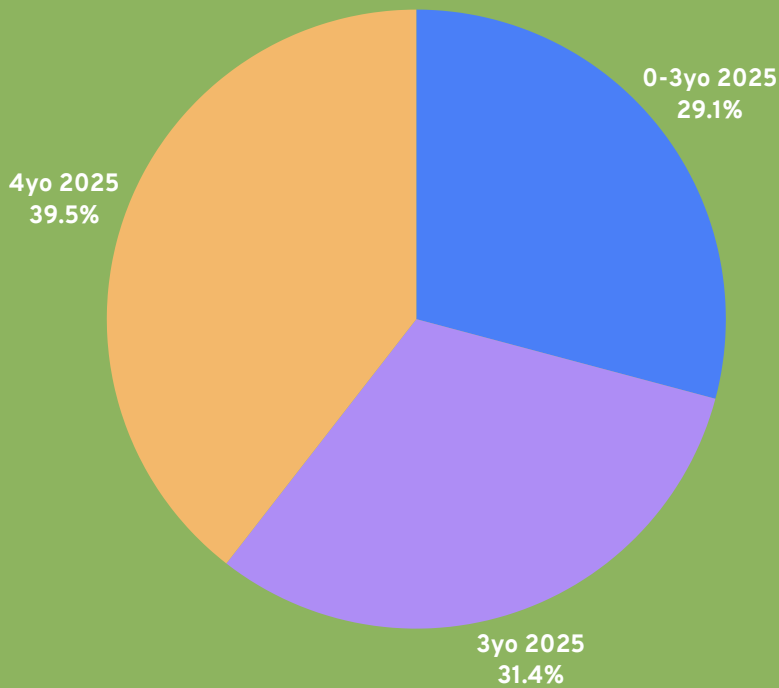
Current and prospective families and carers receive timely, clear, and actionable communication.

Families and carers have the opportunity to provide us with input and feedback.

Active partnerships with local organisations strengthen service delivery, visibility and community value.

ENROLMENT FIGURES

851 total children enrolled with Emerge Early Years Services in 2025.



FINANCIALS

Overview of Financial Performance

During 2025, the organisation maintained a stable financial position. Total revenue for the year was \$11,359,483, representing an increase of 28% compared with the prior year, primarily driven by increase in funding to support our kindergarten services including funding for the School Readiness Program and the acquisition of services from the Yarriambiack Shire Council. Total expenditure for 2025 was \$10,996,087, reflecting increased operational activity in line with our revenue and increase in services, resulting in a net profit of \$363,396. The organisation recorded a total comprehensive income result for the year of \$453,321.

Net assets as at year-end stood at \$2,869,824, providing a sound liquidity position to support ongoing operations and strategic priorities. Overall, the organisation remains financially sustainable, with appropriate governance and financial controls in place to manage future risks and opportunities.

REVENUE

\$11.36M

an increase from the previous year

+28%

EXPENDITURE

\$11M

up from last year

+29%

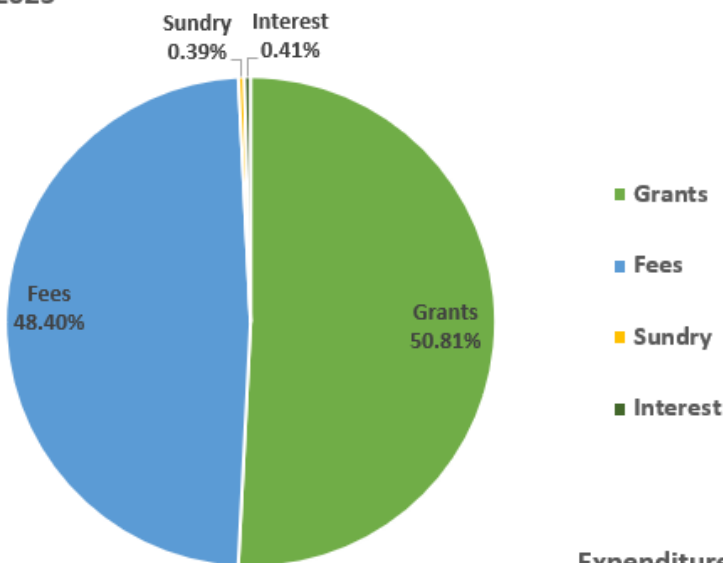
NET PROFIT

\$0.45M

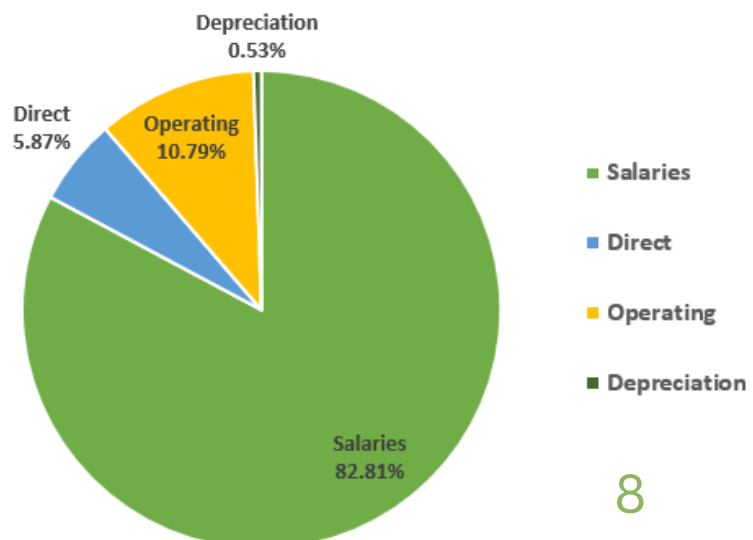
a decrease from the previous year

-32%

Revenue 2025



Expenditure 2025





KEY FINANCIAL METRICS & RATIOS

28%

Increase in Revenue

2.4

Current Ratio

Total Assets	\$4,705,438
Total Liabilities	\$1,835,614
Total Income	\$11,359,483
Total Expenditure	\$10,996,087
Operating Net Profit	\$363,396
Total Comprehensive Income	\$453,321

OUR PEOPLE

69	Certificate III Educators
66	Diploma Educators
32	Early Childhood Teachers
2	Educational Leaders
4	Early Years Coordinators
8	Executive Team and Administration staff
22	Educators studying
5	Support staff (cook and cleaners)
186	Total staff at Emerge Early Years Services in 2025 <i>Snapshot from December 2025</i>

Assessment and Rating in 2025

We take great pride in our services, which were assessed and rated as meeting quality standards in 2025. We celebrate this significant achievement and remain dedicated to fostering continuous improvement.

- Beulah Outreach Program – MEETING all areas.
- Natimuk Preschool – MEETING and EXCEEDING in Quality Areas 3, 5, 6.



PARTNERSHIPS



LOCAL AND STATE GOVERNMENT

Strong partnerships with local and state government are essential to delivering high-quality care and education for children from birth to six years. We are proud to work alongside communities that value children and the early years profession.

PARENT ADVISORY GROUPS

Emerge Early Years Services acknowledge the important role that our Parent Advisory Groups (PAG's) play in our services. We thank the PAG's for volunteering their time and having an invested interest and commitment to our services.

OTHER PARTNERSHIPS

We value our partnerships with stakeholders who support the delivery of early childhood education that meets the unique needs of the Wimmera region.

KEY PRIORITIES FOR 2026

Emerge Early Years Services is enthusiastic about the opportunities and developments that lie ahead in 2026.

Endorsing the New Strategic Plan

- Approval of the new strategic plan that outlines our vision and goals for the upcoming years.
- Commitment to aligning our initiatives with the strategic objectives.

Implementing the Organisation Design

- Introduction of an Organisation Design aimed at improving support for services.
- Focus on creating efficient and effective processes to optimise our operations and enhance service quality.

New Services

- Being the successful tender for Horsham Kindergarten located at Horsham College school site as part of the Department of Education reforms.
- Finalising transition with Yarriambiack Services including Minyip, Rupanyup and Warracknabeal Memorial Kindergarten.
- Implementation and commencement of early learning within Hopetoun.

Strengthening Child Safe Practices

- Ongoing commitment to enhancing child safe practices and processes within all services.

Leadership Coaching and Mentoring

- Provision of coaching and mentoring programs for Early Childhood teachers, room leaders, and managers.

Strengthening Collaboration Across Services

- Continued efforts to promote collaboration among services, encouraging networking and shared learning.



Marrang Kindergarten



Nhill College Kindergarten

THANK YOU

The Board and CEO at Emerge Early Years Services would like to extend our heartfelt gratitude for to our educators, administration and management teams. We know that our teams play the most crucial role in positively impacted the lives of children, families and the community. We recognise the efforts our team put into adapting to changes and implementing new strategies, ensuring that we remain at the forefront of our purpose.

We appreciate the teams' proactive approach to addressing child safety, consistently prioritising the well-being of our children and high-quality education. Your attention and innovative thinking have been instrumental in fostering a safe and nurturing environment where children can thrive.

Thank you for your continuous efforts, your teamwork and resilience. We look forward to continuing to create a stronger and united organisation with you.



Bani Manya Kindergarten - 3yo



Marrang Kindergarten



Beulah Outreach Preschool



Bani Manya Kindergarten - 4yo



Hopetoun Kindergarten



Nhill College Kindergarten



Dimboola Primary School Kindergarten



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