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**Government
of South Australia**

**OFFICE FOR EARLY CHILDHOOD
DEVELOPMENT
2024-25 Annual Report**

Office for Early Childhood Development

30 Flinders Street, Adelaide SA 5000

[Office for Early Childhood Development](https://www.oecd.ce.sa.gov.au)

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2024-25 ANNUAL REPORT for the Office for Early Childhood Development

To:

The Hon. B. I. BOYER

Minister for Education, Training and Skills

This annual report will be presented to Parliament to meet the statutory reporting requirements and the requirements of Premier and Cabinet Circular PC013 Annual Reporting.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Office for Early Childhood Development by:

Kim Little

Chief Executive

Date 30/09/2025



Signature

From the Chief Executive



It has been a big year for the Office of Early Childhood Development.

Next year, more than 200 long day care services and 45 government preschools will start offering a universal 3-year-old preschool program. That means over 6000 children across the state – around a third of all children this age - will receive two years of play-based, teacher-led early learning, supported by connections to allied health and other professionals. By 2032, this will be available to all children.

We are also already seeing more Child Health and Development Checks being delivered through our partnership with the Child and Family Health Service and other providers. A Preschool Boost menu is available for partner preschools to select programs and services from to do more to support child development. Two demonstration hubs are opening before the end of 2025. The Aboriginal Co-design Governance Group is driving shared decision-making. A wide range of other, targeted programs have progressed well, for execution next financial year.

For this to come together has taken deep investments in the workforce and quality, a strategic approach to infrastructure, funding modelling and design, careful program development, building strong communication and close relationships at the statewide and local level, and rigorous assessment and agreements.

Of course, none of this is possible without partnerships with the profession, providers and services, peak bodies, Aboriginal leadership and Community, academic experts, and other agencies and levels of government.

It is also underpinned by critical work on corporate processes, information systems, legislation, project and program management, and research and evaluation.

This work comes together with a true team effort. All teams in OECD work on cross-division projects, strengthening the collective impact of the Office.

It's not and won't be perfect. We have a lot to learn from each other, inside and outside the organisation. And we have a long way to go. But it's really started. And it has generated a momentum, a drive to progress and impact, that will continue and build.

Through all of this, the goal remains the same - all South Australia's young children deserve a flying start to life. All children, wherever they are born, into whatever family or community, with their own talents and abilities inside them, deserve to thrive. We are proud to be part of that.



Kim Little
Chief Executive
Office for Early Childhood Development

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Overview: about the agency

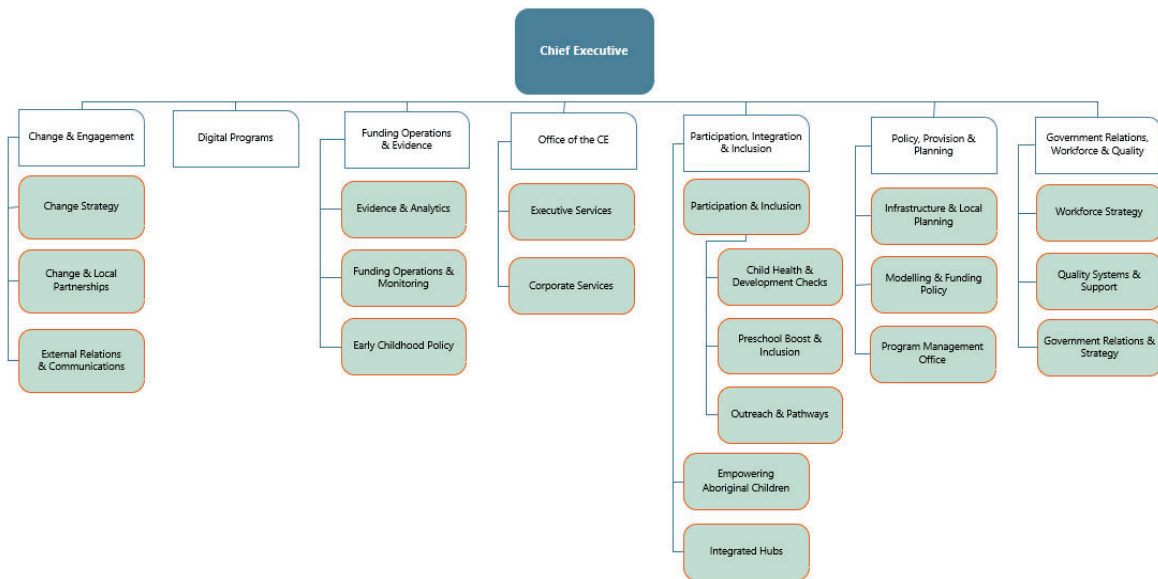
Our strategic focus

| | |
|---|---|
| Our Purpose | To create a fairer and better future for all children in South Australia. |
| Our Vision | To reduce the rate of South Australian children entering school developmentally vulnerable. |
| Our Ways of Working | <p>In the Office for Early Childhood Development, we:</p> <ul style="list-style-type: none"> • are champions for change to create a better system to support children’s development • are stronger when we work across the sector and with other departments and jurisdictions, creating partnerships to make real change in children’s lives • learn from research, Aboriginal ways of knowing, being and doing, services making the biggest impacts and from children and families • respect and show kindness to children, families, communities and people who dedicate themselves to supporting early childhood development. |
| Our functions, objectives and deliverables | <p>The primary function of the Office is to act as a steward of South Australia’s early childhood development system, and in particular to reduce the proportion of children in the state who are developmentally vulnerable when starting school.</p> <p>Additional functions of the Office are:</p> <ul style="list-style-type: none"> • to influence national reforms across early childhood education and care • to facilitate, commission and support research relating to early childhood development • to support and facilitate the development of systems, policies and processes for the secure sharing of data across the early childhood development system • to support the universal reach of child health and development checks • to promote a vision of place-based, responsive and connected service delivery, building early childhood education and care as the backbone of a universal early childhood development system • to promote universal access to 3-and 4-year-old preschool, developing and implementing funding models |

| | |
|------------------------------|---|
| | <p>and connecting preschool providers to the broader early childhood development system</p> <ul style="list-style-type: none"> • to develop, implement and fund fit-for-purpose infrastructure and targeted programs and services, including commissioning integrated service hubs, to support the early childhood development of children at increased risk of developmental vulnerability • to align supports and services with the needs of children by partnering with families, state authorities, non-government organisations and local and Commonwealth governments • to provide overall strategic direction in relation to government early childhood development services • to commission or recommission government services, as required • to promote the recognition of cultural and linguistic diversity of children accessing services within the early childhood development system • to promote the participation of children with disability in the early childhood development system • to promote the participation of children in care, children who are in contact with the child protection system and children who are receiving child and family support services in the early childhood development system • to undertake strategic workforce planning to support early childhood reforms and service provision <p>Specific functions in respect of Aboriginal children are:</p> <ul style="list-style-type: none"> • promoting the cultural safety of early childhood education and care services for Aboriginal children • aligning supports and services with the needs of Aboriginal children by partnering with Aboriginal families and organisations • supporting measures aimed at implementing national agreements relevant to the early childhood development of Aboriginal children • promoting Aboriginal data sovereignty in relation to early childhood development data. |
| <p>Our objectives</p> | <ul style="list-style-type: none"> • Deliver universal preschool programs for all 3-year-olds by 2032. • Unlock potential by providing extra support to children who need it most. |

| | |
|--|--|
| | <ul style="list-style-type: none"> • Work together to empower Aboriginal children. • Build a connected early childhood system for the best start • Grow and support the early childhood workforce. • Steward the early childhood development system. |
|--|--|

Our organisational structure




Changes to the agency

During 2024-25 there were the following changes to the agency’s structure and objectives as a result of internal reviews and the continued progression of the Royal Commission into Early Childhood Education and Care Recommendations.



- Digital Programs separated from Office of the CE to oversee sector-wide ICT system; EC Connect.
- Workforce and Quality expanded following the transfer of the Intergovernmental Relations functions from the Department for Education (DfE) to the OECD.
- Rename of Funding, Operations and Monitoring to Funding, Operations and Evidence.





Our Minister

The Hon Blair Boyer MP is the Minister for Education, Training and Skills.

| | |
|---|---|
|  | <p>Blair lives in the North Eastern suburbs of Adelaide with his wife and three daughters. He grew up on the family farm in rural South West Victoria, not far from Mount Gambier. He was elected to represent the State electorate of Wright in 2018 and was appointed Minister for Education Training and Skills in March 2022. Blair is passionate about education and believes that a strong, affordable and accessible public education system is the key to equality.</p> |
|---|---|

Our Executive team

| | |
|---|---|
|  | <p>Kim Little is the Chief Executive of the Office for Early Childhood Development. Working with her team and across governments and departments, Aboriginal leaders, sector stakeholders, unions, the professions, parents and the community, she is tasked with leading the design and implementation of the landmark reforms flowing from the Royal Commission into Early Childhood Education and Care.</p> <p>She brings her expertise in education and social policy issues to the table as South Australia embarks on bold reforms to increase the number of children starting school developmentally on track.</p> |
|  | <p>Jason Turner is the Chief Information Officer and is responsible for the digital strategy for OECD and leading the implementation of the technology solutions. The digital capabilities will support and facilitate the development of systems, policies and processes for the secure sharing of early childhood data. The digital roadmap includes the establishment of initial operational capabilities that will be a contributory foundation to future objectives, including the development of a universal child development system.</p> |

| | |
|---|--|
|  | <p>Natalie Atkinson is the Executive Director of Participation, Integration and Inclusion and is responsible for leading the design and delivery of additional supports to unlock the potential of all children. This includes reforms led by a dedicated Empowering Aboriginal Children team aligned to Closing the Gap commitments.</p> |
|  | <p>Nicole Lynch is the Executive Director of Policy, Provision and Planning and is responsible for overarching budget, provisioning, and infrastructure strategy, including market modelling and funding model design. This division also has responsibility for whole-of-reform program management.</p> |
|  | <p>Bec Curtain is the Executive Director, Government Relations, Workforce and Quality and is responsible for leading intergovernmental relations and South Australia's influence of national reforms in early childhood, and work to grow and support the early childhood workforce and support quality improvement in the sector. This includes working with the sector to design innovative approaches to increasing the supply, diversity and quality of the workforce.</p> |
|  | <p>Georgy Grundy is the Director of Funding Operations and Evidence. Georgy's team oversees the partnership conditions, contracting arrangements and associated funding for the new preschool program; monitors program delivery and oversees research, data and evidence to drive quality and reduce developmental vulnerability; and works with rural and remote communities to provide support and advice on addressing childcare shortages.</p> |



Hannah Turnbull is the Director of Change and Engagement and is responsible for leading a strategic approach to communications, engagement and change to drive transformative early childhood reforms in South Australia. This includes responsibility for the establishment and management of the Office’s local teams.

Legislation administered by the agency

Office for Early Childhood Development Act 2024.

Other related agencies (within the Minister’s area/s of responsibility)

Department for Education

Department for State Development

TAFESA

The agency at a glance

Office for Early Childhood Development at a glance

3-year-old preschool roll-out

Over 200 Flying Start preschool partners in long day care services across the state, as well as **45 government services** announced to offer 3-year-old preschool in 2026. This is accelerating the roll-out to benefit 6000 children in the first year on the roll-out.

Local Teams supporting the early childhood education sector with South Australia's early childhood reforms, including the roll-out of 3-year-old preschool.

Local Team representatives made over **730 visits** to early childhood services across SA.



Infrastructure

South Australian Preschool Infrastructure Strategy launched in December 2024.

\$40 million dedicated to preschool infrastructure over 4 years through grants program.

Growing the workforce

Financial support approved for about **300 people studying** early childhood qualifications.

Immediate Action Plan for Aboriginal Workforce Strategy released, co-designed with Aboriginal leaders, sector experts and Community members.

\$10.9 million invested in a new partnership with Gowrie SA, focused of growing and supporting early childhood career pathways

Improving outcomes for children

Aboriginal Co-design Governance Group established to oversee dedicated and universal reforms that ensure Aboriginal children retain and increase the benefits of 3-year-old preschool.

\$13.3 million to expand Child and Family Health Service (CaFHS) so child health and development checks reach more families.

New integrated hubs announced in Port Pirie, Elizabeth Vale (both opening term 4, 2025), Hackham West, Lake Windemere and The Parks (opening term 1, 2027).

Upgraded Early Years SA App

released in June 2025.
22,795+ total downloads.
3,000+ weekly sessions.



The agency’s performance

| Agency specific objectives and performance | | |
|--|---|--|
| Agency objectives | Indicators | Performance |
| Deliver quality universal preschools for all 3-year-olds by 2023 | Provide a clear plan for the staged roll-out for 3-year-old preschool, to guide sector action and partnership. | More than 200 long day care services will begin offering the Flying Start 3-year-old preschool program in 2026, alongside 45 government preschools. |
| Unlock potential by providing extra support to children who need it most | Plan targeted initiatives to support children most in need, including integrated hubs and 30-hour preschool places. | <p>Preschool Boost pre-approved online menu of programs and services developed for preschools to buy in child development supports.</p> <p>Three integrated hubs selected for commencement in 2027 in addition to Port Pirie and Elizabeth Vale demonstration sites and open Registration of interest process run for additional partners.</p> |

| | | |
|--|--|--|
| <p>Work together to empower Aboriginal children</p> | <p>Support genuine shared decision making and co-design, backed by additional investment to help Close the Gap</p> | <p>Statewide community co-design engagement undertaken by Aboriginal consultants, informing scoping of an Aboriginal Early Childhood Strategy and Aboriginal Workforce Strategy in partnership with the South Australian Aboriginal Community Controlled Organisation Network and overseen by a specially formed and co-chaired Aboriginal Co-design Governance Group.</p> <p>Launched the workforce Immediate Action Plan that was co-designed with Aboriginal leaders, sector experts and Community members to build a stronger, more inclusive early childhood workforce in South Australia ahead of the longer-term Aboriginal Workforce Strategy.</p> |
| <p>Build a connected early childhood system for the best start</p> | <p>Sector leaders are well connected to the reform agenda and each other</p> <p>Parents are supported with high quality information and connection to services</p> | <p>Minister’s Early Childhood Advisory Forum (MECAF) continues as a key channel for consultation and engagement with sector leaders on reform initiatives.</p> <p>Annual Extended MECAF held in June included more the 300 sector representatives coming together in preparation for the first year of the roll-out.</p> <p>Maintain and expand the Early Years app, providing trusted information for</p> |

| | | |
|---|--|--|
| | | <p>parents; reminders to organise child health and development checks, immunisations, dental checks and when to start preschool and school enrolments; and connecting parents with early years providers</p> <p>A \$13.3 million child health and development check expansion investment to build on CaFHS' existing screening service delivery and increase their reach across the state, funding up to an additional 50,000 checks across three years.</p> |
| <p>Grow and support the early childhood workforce</p> | <p>Implement the Workforce Strategy to attract, train and retain a quality early childhood workforce.</p> | <p>Approximately 300 students supported to undertake early childhood qualifications.</p> <p>Key initiatives to grow and support the workforce implemented including pathways program to support students from diverse backgrounds; grants to bolster workforce capacity and foster collaboration between professionals and services; support for leadership development; and lifting the quality of early childhood services.</p> |
| <p>Steward the early childhood development system</p> | <p>Establish the Office for Early Childhood Development to act as a steward of the South Australia's early childhood development system and reduce the proportion of children in the state who are developmentally vulnerable when starting school</p> | <p>The Office of Early Childhood Development Act 2024 passed through both houses of Parliament formally establishing the Office for Early Childhood Development.</p> |

Employment opportunity programs

OECD is committed to being an inclusive workplace that reflects the diversity of the South Australian community. As at 30 June 2025, the OECD workforce comprised of:

- 92 per cent women
- 88 per cent female executive
- 4 per cent of employees identifying as Aboriginal

Aboriginal Leadership Committee

OECD is committed to providing opportunities for the Aboriginal voice to be front and centre in all the work we do. The Aboriginal Leadership Committee (ALC) has been established to:

- provide a culturally safe space to discuss issues that are impacting the cultural responsiveness of OECD and associated projects
- provide a forum for Aboriginal employees to have their voice heard
- provide strategic cultural advice to OECD wide projects
- monitor the cultural safety and appropriateness of the OECD and advise OECD Executive of any concerns
- provide professional network and support structures for Aboriginal employees.

| Program name | Performance |
|--|---|
| <p>Disability Access and Inclusion</p> | <p>The OECD has actively contributed towards the State Disability Inclusion Plan 2025-2029; accepting responsibility for leading and/or co-leading 3 measures within domain 2: Education and Employment.</p> <p>Additionally, the OECD has committed to the State’s Multicultural Ambassador program to take actionable progress against South Australia’s Multicultural Charter Principles.</p> <p>The OECD is committed to a safe, inclusive and diverse workplace proudly celebrating:</p> <ul style="list-style-type: none"> • Harmony Week • International Day Against Homophobia, Biphobia and Transphobia |
| <p>Reconciliation</p> | <p>The OECD is in the final stages of drafting our inaugural Reflect Reconciliation Action Plan (RAP) anticipated to be released 2025. The RAP will strive to build strong foundations, so that the OECD can continue to build and expand on our relationships to engage in reconciliation meaningfully.</p> <p>The OECD proudly adopts Aboriginal Cultural considerations in the workplace through:</p> <ul style="list-style-type: none"> • A considered and education-forward Reconciliation Week program of events. • Encouraging all staff to participate in annual NAIDOC march and local community events. • Investing in learning and education with Kaurna language sessions and promotion of an acknowledgement of Country that is from the heart. |

Agency performance management and development systems

| Performance management and development system | Performance |
|---|--|
| <p>The OECD’s approach is guided by the Department for Education’s Performance Development Policy and Guideline.</p> <p>Employees and their managers are expected to engage in regular performance and development conversations, including bi-annual review.</p> <p>Implementation is monitored via the Human Resource System (HRS).</p> | <p>As part of the OECD’s establishment, recruitment of the planned OECD structure has seen 75% of the existing workforce recruited in 2024-25 and 45% of the workforce starting in between 1 January 2025 to 30 June 2025.</p> <p>This scale at pace has focused on induction programs, familiarising staff with the complexity of the reforms, planning & program design.</p> <p>Subsequently, as at 30 June 2025, 50% of employees had a current performance and development review.</p> |

Work health, safety and return to work programs

| Program name | Performance |
|---------------------------|---|
| WHS policies and programs | <p>The OECD has adopted Department for Education WHS policies and procedures.</p> <p>To 30 June 2025 there have been no incidents or hazards to report.</p> |

| Workplace injury claims | Current Year 2024-25 | Past Year 2023-24 | % Change (+ / -) |
|---|-------------------------|----------------------|---------------------|
| Total new workplace injury claims | 0 | 0 | 0% |
| Fatalities | 0 | 0 | 0% |
| Seriously injured workers* | 0 | 0 | 0% |
| Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE) | 0 | 0 | 0% |

**number of claimants assessed during the reporting period as having a whole person impairment meeting the relevant threshold under the Return to Work Act 2014 (Part 2 Division 5)*

| Work health and safety regulations | Current Year 2024-25 | Past Year 2023-24 | % Change (+ / -) |
|--|---------------------------------|------------------------------|-----------------------------|
| Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>) | 0 | 0 | 0% |
| Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>) | 0 | 0 | 0% |

| Return to work costs** | Current Year 2024-25 | Past Year 2023-24 | % Change (+ / -) |
|---|---------------------------------|------------------------------|-----------------------------|
| Total gross workers compensation expenditure (\$) | 0 | 0 | 0% |
| Income support payments – gross (\$) | 0 | 0 | 0% |

**before third party recovery

Executive employment in the agency

| Executive classification | Number of executives |
|---------------------------------|-----------------------------|
| Chief Executive | 1 |
| SA Executive Services Level 1 | 4 |
| SA Executive Services Level 2 | 4 |

Data for previous years is available at: [insert hyperlink to specific data.sa page and ensure data sources are referenced.](#)

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2024-2025 are attached to this report.

| Statement of Comprehensive Income | 2024-25 Budget \$000s | 2024-25 Actual \$000s | Variation \$000s | 2023-24 Actual \$000s |
|--|------------------------------|------------------------------|-------------------------|------------------------------|
| Total Income | 44,973 | 45,130 | 157 | 8,033 |
| Total Expenses | 45,710 | 38,250 | (7,460) | 7,632 |
| Net Result | (737) | 6,880 | 7,617 | 401 |
| Total Comprehensive Result | (737) | 6,880 | 7,617 | 401 |

| Statement of Financial Position | 2024-25 Budget \$000s | 2024-25 Actual \$000s | Variation \$000s | 2023-24 Actual \$000s |
|--|------------------------------|------------------------------|-------------------------|------------------------------|
| Current assets | 2,255 | 13,247 | 10,992 | 2,992 |
| Non-current assets | 81 | 85 | 4 | 81 |
| Total assets | 2,336 | 13,332 | 10,996 | 3,073 |
| Current liabilities | 1,413 | 3,627 | 2,214 | 1,411 |
| Non-current liabilities | 1,259 | 2,424 | 1,165 | 1,261 |
| Total liabilities | 2,672 | 6,051 | 3,379 | 2,672 |
| Net assets | (336) | 7,281 | 7,617 | 401 |
| Equity | (336) | 7,281 | 7,617 | 401 |

Consultant disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

| Consultancies | Purpose | \$ Actual payment |
|--|----------------|--------------------------|
| All consultancies below \$10,000 each - combined | Various | Nil |

Consultancies with a contract value above \$10,000 each

| Consultancies | Purpose | \$ Actual payment |
|----------------------------------|---------------------------|--------------------------|
| Oconnor Marsden & Associates P/L | Probity advisory services | \$19,620 |
| | Total | \$19,620 |

Data for previous years is available at: www.earlychildhood.sa.gov.au/about/open-government/annual-report

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractor disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

Contractors with a contract value below \$10,000

| Contractors | Purpose | \$ Actual payment |
|--|----------------|--------------------------|
| All contractors below \$10,000 each - combined | Various | \$110,870 |

Contractors with a contract value above \$10,000 each

| Contractors | Purpose | \$ Actual payment |
|-------------------------------|--|--------------------------|
| Hays Specialist Recruitment | Temporary administration and information technology staff and recruitment services | \$1,120,796 |
| Lady Gowrie Child Centre Inc. | Early childhood workforce development strategy, Flying Start Pathways Program Provision of a Preschool Teaching Toolkit and face to face professional learning to support the provision of high quality 3- and 4-year-old preschool | \$966,768 |

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| Contractors | Purpose | \$ Actual payment |
|--|---|--------------------------|
| Australian Children's Education & Care Quality Authority | Deliver the Quality Uplift program for services working towards the National Quality Standards | \$763,030 |
| KPMG | Design and delivery of sector infrastructure supports and specialist infrastructure advice | \$564,956 |
| The Busy Group Ltd | Provision of specialised scholarship management services for the Qualify SA Scholarship Program | \$480,500 |
| Deloitte Access Economics | Development of specialist preschool provision planning model | \$338,547 |
| MTL Consulting Services | Develop and facilitate Aboriginal co-design engagement sessions across the state | \$332,599 |
| Paxus Australia Pty Ltd | Temporary administration and information technology staffmar | \$332,487 |
| The Kids Research Institute | Evaluation of the Child Development Health Check (CDHC) pilots | \$240,698 |
| Changelogic | Contractor services to provide strategic leadership of OECD Program Management Office (PMO) | \$218,400 |
| Chamonix It Management | Information technology business analyst services to scope our requirements for a future technology solution | \$123,859 |
| Hoban Recruitment Pty Ltd | Temporary staffing | \$94,238 |

| Contractors | Purpose | \$ Actual payment |
|--------------------------------|--|--------------------------|
| Outsidein Group | Options analysis paper on Contextual and Reflective Practices to inform the Multidisciplinary Workforce Strategy | \$49,605 |
| Murdoch Children's Research | Researcher in Residence (RiR) model | \$46,049 |
| Synergy IQ Pty Ltd | Organisational design and change support | \$44,224 |
| University Of South Australia | Review of the Early Years mobile application – evaluation framework and data collection | \$40,441 |
| Halcyon Knights Pty Ltd | Temporary staffing | \$40,034 |
| KWP & Partners | Reform public awareness and communication collateral development including development designer services and art work | \$40,000 |
| BDO Services Pty Ltd | Strategic risk assessment and development of risk management strategies and financial advisory services | \$34,403 |
| The Good Trouble Group Pty Ltd | Stakeholder engagement and development of key findings to inform the early childhood multi-disciplinary workforce strategy | \$33,000 |
| Tauondi Aboriginal Corp | Aboriginal career development pathways – stakeholder engagement and data collection report | \$30,600 |
| Jessica Graham | Policy development and project management services | \$24,512 |

| Contractors | Purpose | \$ Actual payment |
|--------------------------------|---|--------------------------|
| KSJ Consulting Service Pty Ltd | Aboriginal culturally responsive recruitment practice guides and FAQs | \$22,727 |
| Flinders University | Temporary staffing | \$19,299 |
| Parenting Research Centre | Evaluation support for the child health development check pilots being delivered by Children’s Centres and Family Day Care | \$18,582 |
| The University of Adelaide | Panel assessor for providers for preschool supports | \$16,364 |
| Hudson Global Resources (Aust) | Temporary staffing | \$15,080 |
| Ochre Dawn Pty Ltd | Facilitation of interactive workshops | \$11,533 |
| McGregor Tan Research | Focus group concept testing of reform communications and messaging with families, prospective parents and early childhood workforce representatives | \$11,500 |
| Randstad Pty Ltd | Temporary staffing | \$11,148 |
| | Total | \$ 6,085,976 |

Data for previous years is available at: www.earlychildhood.sa.gov.au/about/open-government/annual-report The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Risk management

Risk and audit at a glance

During 2024-25, the OECD focused on strengthening controls related to:

- Financial management
- Procurement

Strategic level reform risk mitigation Fraud detected in the agency

| Category/nature of fraud | Number of instances |
|--------------------------|---------------------|
| Maladministration | 0 |
| Misconduct | 0 |
| Corruption | 0 |

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

Under a Service Level Agreement with DfE, the OECD is included in DfE’s Financial Management Compliance Program (FMCP). A number of monitoring activities exist to ensure that internal control weaknesses are identified, reported, and addressed in a timely manner. As well as the internal audit program, the FMCP is conducted to ensure that risks of non-compliance with policy and legislative requirements from a financial management perspective are being reviewed and evaluated on an annual basis.

Under the administrative arrangements between the Department and OECD, OECD in participates in the Department’s FMCP. This helps meet OECD’s financial management obligations in line with the *Public Finance and Audit Act 1987* and Treasurer’s Instructions and supports production of the financial statements.

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

Nil Insert number

Data for previous years is available at: www.earlychildhood.sa.gov.au/about/open-government/annual-report

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Public complaints

Number of public complaints reported

| Complaint categories | Sub-categories | Example | Number of Complaints 2024-25 |
|------------------------|-----------------------|--|------------------------------|
| Professional behaviour | Staff attitude | Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency | 1 |
| Professional behaviour | Staff competency | Failure to action service request; poorly informed decisions; incorrect or incomplete service provided | 0 |
| Professional behaviour | Staff knowledge | Lack of service specific knowledge; incomplete or out-of-date knowledge | 0 |
| Communication | Communication quality | Inadequate, delayed or absent communication with customer | 0 |
| Communication | Confidentiality | Customer's confidentiality or privacy not respected; information shared incorrectly | 0 |
| Service delivery | Systems/technology | System offline; inaccessible to customer; incorrect result/information provided; poor system design | 0 |
| Service delivery | Access to services | Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities | 0 |
| Service delivery | Process | Processing error; incorrect process used; delay in processing application; process not customer responsive | 0 |
| Policy | Policy application | Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given | 0 |
| Policy | Policy content | Policy content difficult to understand; policy | 0 |

| Complaint categories | Sub-categories | Example | Number of Complaints 2024-25 |
|-----------------------------|------------------------|---|-------------------------------------|
| | | unreasonable or disadvantages customer | |
| Service quality | Information | Incorrect, incomplete, out-dated or inadequate information; not fit for purpose | 0 |
| Service quality | Access to information | Information difficult to understand, hard to find or difficult to use; not plain English | 0 |
| Service quality | Timeliness | Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met | 0 |
| Service quality | Safety | Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness | 0 |
| Service quality | Service responsiveness | Service design doesn't meet customer needs; poor service fit with customer expectations | 0 |
| No case to answer | No case to answer | Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate | 0 |
| | | Total | 1 |

| Additional Metrics | Total |
|--|--------------|
| Number of positive feedback comments | N/A |
| Number of negative feedback comments | 1 |
| Total number of feedback comments | 0 |
| % complaints resolved within policy timeframes | 100% |

Data for previous years is available at: www.earlychildhood.sa.gov.au/about/open-government/annual-report

Service Improvements

The Office for Early Childhood Development has established a dedicated hotline for public enquiries that can be contacted by phone on 1800 868 657 Monday to Friday 9am to 5pm ACST or email oe.cd.engage@sa.gov.au.

Compliance Statement

| | |
|---|---|
| Office for Early Childhood Development is compliant with Premier and Cabinet Circular 039 – complaint management in the South Australian public sector | Y |
| The Office for Early Childhood Development has communicated the content of PC 039 and the agency’s related complaints policies and procedures to employees. | Y |

Appendix: Audited financial statements 2024-25