



# Select Committee on the Early Childhood Education and Care Sector in Victoria

**Hearing Date:** 24 February 2026

**Question[s] taken on notice**

**Directed to:** Affinity Education

Group **Received date:** 10 March 2026

## 1. Sarah MANSFIELD, p. 10

**Question Asked:**

Previously you were talking about improving transparency. You have said it is because they are context-specific, but even an aggregate indication of these breaches is not available?

**Glen HURLEY:** I do not have that data here in front of me. I can take it on notice.

**Response:** Regulatory data regarding compliance actions, quality ratings and enforcement outcomes for both us as an individual operator but also across the sector is publicly reported by the regulator through the Australian Government's Starting Blocks website and related ACECQA publications. That platform is designed to provide transparent, standardised information to families and the community.

In relation to incident notifications and regulatory matters, those are formally reported to, assessed and, where relevant, published by the relevant state regulatory authorities under the National Quality Framework. It is ultimately a matter for the regulator to determine what information is aggregated and reported publicly, to ensure consistency and appropriate context across the entire sector.

From our perspective, our focus is on meeting our reporting obligations in full, working constructively with regulators, and continuously strengthening our systems and oversight to improve quality and safety outcomes. We remain committed to transparency within the framework established by the National Quality Framework.

## 2. Sarah MANSFIELD, p. 11

**Question Asked:**

Are you able to take on notice, perhaps, what incentive structures existed prior to you taking on leadership at Affinity?

**Glen HURLEY:** Sure.

**Response:** Affinity Education Group's executive incentive framework has historically reflected the dual responsibilities inherent in operating within

the National Quality Framework, namely delivering high-quality education and care outcomes for children, while ensuring the organisation remains financially sustainable and operationally robust in order to ensure our families and the communities that we serve have access to stable, affordable and reliable early education and care.

As with most organisations in the sector, executive Key Performance Indicators (KPIs) have encompassed a balanced set of measures aligned to safety, quality, operational effectiveness and financial stewardship.

Incentive structures have evolved over time, consistent with heightened regulatory focus, community expectations and Board oversight. The Board regularly reviews executive performance frameworks to ensure alignment with contemporary regulatory standards and organisational priorities.

Under the current leadership structure:

- Child safety, regulatory compliance and quality outcomes sit at the core of executive performance assessment.
- Performance measures include regulatory compliance metrics, quality ratings, incident management standards, educator capability and workforce stability indicators.
- Financial performance measures relate primarily to sustainability, occupancy and responsible cost management, recognising that financial stability enables continued investment in educators, training, safety systems and learning resources.
- Importantly, material compliance or quality failures operate as a disqualifier within the incentive framework.

This approach reflects the Board's clear position that safety and quality are foundational and non-negotiable.

For operational leaders, including Area Managers and Centre Managers, incentive arrangements have primarily comprised fixed remuneration, supplemented in some cases by retention-based bonuses designed to promote leadership continuity and workforce stability. These retention arrangements are tenure-based and not linked to financial performance metrics.