



FAMILY DAY CARE AUSTRALIA  
**ANNUAL REPORT**

2017-2018



Family DAY CARE AUSTRALIA

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# 1.0 Executive Reports



## 1.1 Chief Executive Officer Report

The 2017-2018 financial year saw the sustained cycle of change in the early childhood education and care landscape continue and with it, ongoing pressure on the sector to adapt to its changing environment.

The political landscape has been particularly dynamic and as the national peak body for family day care, we are immersed in this change process. We remain heavily invested in our advocacy on key policy reform and despite a challenging environment throughout 2017-2018, I am extremely proud of what has been achieved; testament I believe, to the organisation's capacity in the policy and advocacy space.

No doubt the transition to the new Child Care Package has been the lead agent of change throughout 2017-2018 and, although we have been broadly supportive of the refinement of the funding framework and the additional investment into the sector, a number of sector wide and family day care specific matters remain on the advocacy agenda.

Representation by way of the Commonwealth Department of Education and Training's Implementation and Transition Stakeholder Reference Group, and each of the three associated Working Groups, provided a strong voice for family day care throughout the

planning process. Likewise, we worked closely with the Department to provide transitional communications support and sector-specific guidance.

Family Day Care Australia's (FDCA) persistent behind the scenes advocacy was reflected in the release of the Minister's and Secretary's Rules accompanying the new Child Care Package. In particular, a more favourable policy outcome to that initially proffered on the matter of care undertaken by relatives was some 18 months in the making.

Likewise, changes to the National Law and Regulations following the review of the National Quality Framework saw FDCA advocate strongly and successfully for a fair and proportionate application of the conditions regarding coordinator ratios and educator caps.

Among the many key regulatory and policy submissions made throughout 2017-2018 our appearance at the public hearing and submission to the *Senate Select Committee on Red Tape - Inquiry into the Effect of Red Tape on Child Care* was particularly strong. Amidst our advocacy for best practice approaches to compliance enforcement, the Senate Committee hearing was a timely opportunity to highlight the cumulative impact of administrative burden and the reductions in operational funding on service and sector viability and administrative compliance. The success of this work was reflected in the Committee's Interim Report containing a recommendation that "the Australian Government, through the Council of Australian Governments, expeditiously work toward reducing the regulatory burden in the sector, including by removing limits on the number of educators in each service."

2017-2018 also remained a period during which significant organisational resources were invested in promoting and managing the image and profile of family day care. A number of strong and strategic media relationships were the mechanism by which we successfully navigated some residual interest in compliance driven media.

Furthermore, our public relations strategy was again effective in promoting and positioning the many and unique benefits of family day care as an option of choice in early childhood education and care. Our key pillars, the Excellence in Family Day Care Awards and National Family Day Care Week continue to drive positive

media and 'tell the story' of family day care from the perspectives of the children, parents and educators for whom the sector plays such an important role in their lives.

Engagement and consultation with the sector throughout 2017-2018 has been crucial in the transition to the new Child Care Package. As a key driver in this process, I have been extremely pleased with what has been achieved in connecting with our members through the National Engagement Program. The feedback from the nationwide, 11 stop, 22 forum program has been overwhelmingly positive and the sentiment that there is a renewed openness, accessibility and accountability of FDCA to its members is extremely strong.

Supporting the sector in pedagogical and operational practice is an important function of FDCA's role as the national peak and in supporting quality outcomes for the children. Professional learning opportunities via the National Engagement Program leveraging both FDCA research and resources and, with the support of key stakeholders including the Australian Children's Education and Care Quality Authority (ACECQA), we have made a significant contribution to this outcome.

Additionally, we were excited to have launched FDCA's new website in October 2017. Despite the inevitable delays the launch has delivered a raft of enhanced functionality to members including broad scale access to the Visions for Quality and Perspectives on Quality resources along with an array of marketing support collateral and resources. Furthermore, the new member locator function is proving highly effective in converting awareness into leads through close to 200 enquiries per week direct to services.

Operationally, throughout 2017-2018, we have been highly effective in the delivery of our member services. We have continued to drive agility and efficiency to support sustainable long term capacity and to support a strong future for family day care.

During the year we undertook a wholesale review and restructure of our insurance services operations. As a result we were able to deliver better value and better coverage for our members while securing the financial underpinning that supports our work as the national peak.

We also invested in technology. Firstly, through the launch of a new cloud based call centre management system. The new system provides significant operational efficiencies, call management functionality, data analytics, reporting, and in turn, has dramatically enhanced the member experience.

Likewise in 2017-2018 we invested in the development of the FDCA National Police Checks system. In response to enhanced fitness and propriety obligations under the new Child Care Package, the FDCA system provides members a tailored, affordable and efficient online application system aimed at reducing the cost and administrative burden of meeting the new requirements.

Despite the continued uncertainty of the environment, I am delighted to have again delivered unprecedented reinvestment into the sector while also delivering a strong bottom line position that underpins the viability of the organisation into the future.

Throughout the last quarter of 2017-2018, we shifted our focus and worked closely with the Board in the development of our 2018-2020 Strategic Plan. Our national member survey provided a primary evidence base around the challenges, opportunities, needs and desires of the membership.

I am delighted by the outcomes of the planning process and as Chief Executive Officer, I am inspired to lead the national peak armed with a clear, concise, well informed road-map for the future that will both resonate with the membership and provide strong and measurable guidance in the delivery of our Mission.

I would like to acknowledge the immense contribution of our Board of Directors and the team at FDCA; I am extremely privileged to have the support of such a dedicated, talented and collegial group of industry and sector professionals.

I am also extremely grateful for the ongoing engagement of our members. Your support is the foundation of our work as the national peak and your tireless passion for early learning impacts hundreds of thousands of children and families across Australia.

**Andrew Paterson**  
**Chief Executive Officer**  
**Family Day Care Australia**



## 1.2 Board Chair Report

It is my pleasure to present the Board Chair's Report for the 2017-2018 financial year.

The year has been another during which early childhood education and care has been firmly entrenched in political and policy debate, and FDCA has remained active and engaged in representing the interests of the services, educators, families and children in family day care.

It has also been another year not without its challenges, but I commend the leadership team for all that they have invested and achieved in establishing FDCA as a truly respected key opinion leader in the early childhood education and care sector; the organisation's commitment and capacity to develop and deliver informed and broadly representative policy positions has ensured that FDCA has been both visible and highly effective in our advocacy function.

Although I am hopeful that the public and political challenges of non-compliance that have plagued the sector in recent years are approaching a close,

and, that the associated regulatory and policy reforms are now in place, there are a number of residual challenges that remain. Among these is the cumulative impact of increased administrative burden that has come as a result of sustained regulatory reform, coupled with the reduction in operational funding, which has impacted significantly on some services' viability; a sector support and advocacy issue high on FDCA's agenda going forward.

2017-2018 has been a wonderfully successful year in balancing reinvestment into the sector while also investing in the organisation and in its long term viability. Through research, resources, events, consultations, products, services and benefits, FDCA has provided tangible, high value support to the work of members, while also proactively driving operational and organisational efficiency that saw a strong bottom line and a sound balance sheet at year's end.

As a Director, among the many highlights of 2017-2018 was the development of the 2018-2020 Strategic Plan. The planning process was highly informed; it placed our membership at the core, it was bold yet pragmatic and ultimately delivered a very clear and very strong statement about the way forward for the national peak and for the sector over coming years.

Following the 2017 Annual General Meeting I was delighted to welcome Phillipa Hargrave and Sarah Fowler as member elected Directors to the Board of FDCA and I would like to take the opportunity to recognise the significant and very valuable contribution of all of my Board colleagues throughout 2017-2018.

Through participation in after hours sub-committee meetings, weekend planning workshops, key issue consultations, organisational events, and stakeholder representation meetings, the investment of time, professional knowledge,

effort and energy of the FDCA Directors cannot be underestimated.

As I approach the end of my term as a Director and as Board Chair, and as I reflect on the experience, I feel privileged to have had the opportunity to contribute to a period of immense transformational change for the national peak body and, I can say with absolute confidence that the organisation is in the best shape of its 30 year history.

The professional skills, knowledge and capabilities, and the collaborative, high performing culture of the Board and Executive are inspiring. The core functions of the Board; governance, strategy and strategic decision making, finance and risk management are supported and informed by transparency, quality reporting, robust frameworks and extensively researched, evidence-based briefings.

I would like to commend Andrew and the team at FDCA for their leadership, drive, innovation and commitment to informing and executing the organisation's Vision and Mission and to supporting the membership.

I wish FDCA and the sector all the very best for 2018-2019.

**Pamela Johns**  
**Director & Chair**  
**Family Day Care Australia**

## 1.3 Director's Report

DIRECTORS - AS AT 30 JUNE 2018

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### Meetings of Directors

Number of face-to-face meetings held during financial year – 4:

- 29 July 2017
- 28 October 2017
- 7 February 2018
- 28 April 2018

Number of teleconferences held during financial year – 2

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### Current Directors



#### **Pamela Lorraine Johns**

**Director and Chair**

Qualifications: Diploma of Early Childhood Education and Care, Diploma of Community Services Welfare, Advanced Diploma in Community Services Management, Certificate III in Children's Services

Board Meetings: Possible: 6 Attendances: 6

Appointed: 27 November 2011



#### **Phillip Gordon Naylor**

**Director and Deputy Chair**

Qualifications: Bachelor of Commerce, Graduate of Australian Institute of Company Directors

Board Meetings: Possible: 6 Attendances: 6

Appointed: 3 May 2016



#### **Priscilla Christine Schwanz**

**Director**

Qualifications: Diploma of Children's Services

Board Meetings: Possible: 6 Attendances: 6

Appointed: 27 November 2011



#### **Tamzin Lee**

**Director**

Qualifications: Bachelor of Laws, Bachelor of International Business

Board Meetings: Possible: 6 Attendances: 5

Appointed: 25 November 2016





### **Saleh Ibrahim**

#### **Director**

Qualifications: Diploma of Early Childhood Teaching, Bachelor of Social Science, Certificate IV Training & Assessment, New South Wales Justice of the Peace

Board Meetings: Possible: 6    Attendances: 5

Appointed: 26 November 2016



### **Sarah Mary Fowler**

#### **Director**

Qualifications: Diploma of Children's Services, Diploma of Management

Board Meetings: Possible: 4    Attendances: 4

Appointed: 28 October 2017



### **Phillipa Therese Hargrave**

#### **Director**

Qualifications: Diploma of Children's Services, Certificate IV in Leadership and Management

Board Meetings: Possible: 4    Attendances: 3

Appointed: 28 October 2017

## **Former Directors**



### **Patricia Ann Alston**

#### **Director**

Qualifications: Advanced Diploma of Community Sector Management, Advanced Diploma in Children's Services, Diploma of Children's Services, Diploma of Business Management, Certificate IV Training & Assessment

Board Meetings: Possible: 2    Attendances: 2

Appointed: 29 July 2010

Resigned: 28 October 2017



### **Jennifer Kathleen Broadbent**

#### **Director**

Qualifications: Diploma of Children's Services (Early Education and Care), Certificate III in Children's Services, Commonwealth Marriage Celebrant, Victorian Justice of the Peace

Board Meetings: Possible: 2    Attendances: 2

Appointed: 13 September 2008

Resigned: 13 September 2017

# 2.0 Strategy and Mission

## Mission

To provide national leadership and foster excellence in early childhood education and care, through strong advocacy, research, collaborative networks and sector innovation.

## Values

- Equity
- Professionalism
- Excellence
- Collaboration

## Strategic Directions

### Leadership

Demonstrating national leadership in the early childhood education and care sector

### Organisation

Enhancing organisational capacity and agility

### Membership

Promoting and supporting members

### Children

Fostering strong learning and developmental outcomes for children

### Services

Driving service innovation, prosperity and professionalism



# 3.0 Leadership

FDCA demonstrates national leadership and fosters excellence in early childhood education and care, through strong advocacy, research, collaborative networks and sector innovation. As the not for profit national peak body for family day care, we are here to support, promote and represent the sector in delivering quality outcomes for children.

From lobbying government and partnering with leading academics on groundbreaking research projects to promoting and positioning family day care as the 'option of choice' in early childhood education and care, to sourcing and delivering essential member services, and in connecting and engaging the sector in shared leadership, FDCA is working towards a stronger future for family day care.

Recognised nationally by government sector stakeholders and media as a key opinion leader for early childhood education and care and the authoritative voice on behalf of the family day care sector, FDCA develops the frameworks and structures to engage and connect the sector to facilitate collaboration and a strong united voice.

We are committed to supporting and investing in the membership; FDCA initiates and drives the national agenda on home-based care models.

Strategic Deliverables:

- Recognised nationally by government, sector stakeholders and media as a key opinion leader for early childhood education and care and the key opinion leader for family day care.
- Development of frameworks and structures to engage and connect the sector to facilitate collaboration and a strong united voice.
- Initiating and driving the national agenda on home-based care models.

## 3.1 Advocacy

Throughout the 2017-2018 financial year, FDCA has given precedence to a coherent and evidence-based advocacy strategy at a national level, developed through direct consultation mechanisms with both service and educator members. FDCA consistently engaged the broader membership in consultation through electronic surveys, face-to-face engagement through the National Engagement Program (NEP) and targeted consultation with key stakeholders in our staunch commitment to representing the interests of the FDCA membership.

FDCA regularly liaises directly with the Executive levels of the Australian Government Department of Education and Training, the Federal Minister for Education, the Shadow Minister for Early Childhood Education and Development, State and Territory Regulatory Authorities, the Australian Children's Education and Care Quality Authority (ACECQA), and other external early childhood education and care key stakeholders in order to promote our shared interests and ensure that our policy positions are heard and inform all major policy decisions have an effect on the family day care sector.

### Key Outcomes:

- FDCA made a submission to the *Senate Select Committee on Red Tape – Inquiry into the Effect of Red Tape on Child Care*, and appeared as witnesses at the public hearing, highlighting relevant operational issues, arising from recent reforms, which have increased red tape and are impacting on the sector's viability, namely:
  - i) Reduction in operational funding and lack of recognition of the co-regulatory model;
  - ii) The imposition of a cap on the number of educators per service; and
  - iii) The imposition of family day care coordinator / educator ratios.

As a result, the Committee's Interim Report that "the Australian Government, through the Council of Australian Governments, expeditiously work toward reducing the regulatory burden in the Family Day Care sector, including by removing limits on the number of educators in each service."

- The Education and Care Services National Law Amendment Act 2017 commenced on 1 October 2017 which made a number of regulatory changes, including the imposition of educator caps and coordinator ratios. FDCA actively applied pressure to those state and territory regulatory authorities that were taking an excessively draconian approach to ensure fair and proportionate implementation of educator caps across jurisdictions.
- Throughout the first half of the 2017-2018 financial year, FDCA completed the member consultation relating to family day care billing practices. The findings highlighted that the average cost of non-standard hours care (approximately \$14.00) is not adequately catered for under the Child Care Subsidy (CCS) fee cap. This has informed our position in relation to advocating for systems that better support or incentivise the provision of non-standard hours care, for example, through our input into the evaluation of the Child Care Package.
- FDCA represented the sector in a consultation funded by ACECQA to inform a project which aims to develop further guidance in relation to educational leadership. FDCA emphasised the unique challenges facing educational leaders within a family day care context.

## 3.2 The Child Care Package

2 July 2018 will see a raft of new legislative requirements introduced under the *Family Assistance Legislation Amendment (Jobs for Families Child Care Package) Act 2017*. Throughout the 2017-2018 financial year, FDCA has continuously engaged with the Department of Education and Training through a number

of channels (such as the Implementation and Transition Reference Group, the Minister's and Secretary's Rules Working Group, the Communications Working Group, and the new Child Care IT system Working Group) in relation to the key elements of the Child Care Package to ensure the best possible outcomes for the sector regarding matters relating to the changes to the family assistance legislation.

### Key Outcomes:

- Under the Jobs for Families Child Care Package, a number of new powers have been allocated to the Minister for Education and the Secretary of the Department of Education and Training. Following ongoing consultation, a position paper was presented to the Department specifically in relation to the proposed Ministerial Rules around eligibility for Commonwealth fee assistance and conditions for continued approval for family day care undertaken by relatives. The original policy proposal involved the imposition of a blanket ban on all forms of care undertaken by relatives. However, FDCA advocated for, and achieved, a proportionate regulatory solution to the problem which would not unduly impact on legitimate service delivery.
- FDCA was awarded a Commonwealth Services Contract with the Department of Education and Training to assist in better connecting FDCA's network of educators, services and families in the provision of necessary information regarding the changes being implemented under the Child Care Package.
- FDCA conducted a pilot with a number of high quality services testing the Provider Digital Access (PRODA) ID registration process in which communications and templates were developed to assist services and educators engage with the registration process. The pilot was largely successful, and as such, FDCA subsequently utilised the findings from the pilot to develop and disseminate support communications to all FDCA service members across Australia.



- In response to the opening of applications for the Community Child Care Fund (CCCF) in August 2017, FDCA developed the FDCA Priority Area report to assist services assess their eligibility for the CCCF. The FDCA Priority Area report assisted the family day care sector to secure almost \$23.5m in CCCF grants which was allocated to 84 family day care services.
- In July 2017, FDCA assisted the Department of Education and Training in the development of the Childcare Services Business Support Resource, through a consultation undertaken by PricewaterhouseCoopers. The purpose of the business support tools was to help child care services prepare for the transition to the new arrangements and provide practical mechanisms by which services can review their operations in the context of the new child care system.
- The Australian Institute of Family Studies (AIFS) is leading a consortium of researchers to evaluate the Australian Government's Child Care Package. FDCA regularly engages with AIFS and other researchers in the consortium in order to inform the structural nature of the evaluation in order to ensure that a family day care specific context is considered throughout the evaluation, which spans three years.

## 4.0 Organisation

To ensure FDCA meets its objectives as national peak body of the family day care sector, FDCA strives to enhance organisational capacity and agility.

Strategic Deliverables:

- Development, implementation and promotion of a new organisational structure.
- Develop and maintain strong and effective infrastructure, systems and processes.
- Identify, develop and maintain new income streams to support a strong financial base.

### 4.1 Organisational Capacity and Agility

Throughout 2017-2018 FDCA has implemented a number of strategic decisions to ensure organisational capacity and agility remained at an optimum level.

**Key Outcomes:**

- The implementation of cloud based call centre software.
- Implementation of a new human resources information system.
- Continual review of organisational structure to ensure efficient allocation of resources across the functional areas of the organisation.

### 4.2 Insurance Services

Throughout 2017-2018 FDCA continued to offer a competitive and comprehensive insurance program for educator and service members.

**Key Outcomes:**

- Educator family day care package coverages increased:
  - Personal accident for children increased from \$15,000 to \$30,000

- Accidental death for educators increased from \$10,000 to \$30,000
- Fines and penalties increased from \$25,000 to \$50,000
- Service family day care package coverages increased:
  - Commercial Legal Expense increased from \$50,000 to \$100,000
  - Additional cover of fines and penalties limited to \$50,000
- Decrease in premiums on educator and service policies.
- Remained insurer of choice for providers and educators through competitive premiums and tailored comprehensive cover for the family day care sector.

### 4.3 Information Technology

FDCA continues to review its technology needs to ensure systems and processes remain efficient, meet member needs and provide the necessary statistical reporting the organisation requires.

**Key Outcomes:**

- Launch of new FDCA website and member relationship management software.
- Launch of online insurance renewal system for educator members.
- Transition of key organisational systems and function to the cloud.

### 4.4 FDCA National Police Checks

Under the new Child Care Package, requirements were put in place for family day care providers and educators in regards to obtaining a National Police Check. FDCA developed an online platform to

administer national police checks that was easy to use, competitively priced, and tailored for the family day care sector.

**Key Outcomes:**

- FDCA became an accredited organisation to administer National Police Checks.
- FDCA members being able to access the cheapest online Police Check in the market.
- User friendly technology and 100% online to help decrease administrative burden.
- Informative website with frequently asked questions to help with the transition.

- Four reports published in 2017-2018 (June 2017, September 2017, December 2017 and March 2018).
- Provides FDCA with strong evidence based data for organisational functions and strategy.

## 4.5 Family Day Care Sector Profile Report

The Family Day Care Sector Profile report provides information and analysis relating to the general profile of the family day care sector, the number and location of educators and services by remoteness area and socioeconomic disadvantage, educators' age, and services' National Quality Standard (NQS) quality ratings awarded by ACECQA.

The report analyses a number of data sources, including FDCA member data, the ACECQA National Register and data from the Australian Bureau of Statistics, to provide these ongoing insights into the nature of the family day care sector.

**Key Outcomes:**

- The increased knowledge of the demographic profile of the family day care sector to key stakeholders across Australia, including the Australian Government, State and Territory Governments, key early childhood education and care sector stakeholders and notable early childhood education and care academics.



# 5.0 Membership

Our members are central to all the decisions that we make. As the not for profit national peak body for family day care, we are here to support, promote and represent our members in delivering quality outcomes for children.

Strategic Deliverables:

- Develop an integrated and consolidated national membership framework.
- Establish a membership benefits model.
- Developing and promoting an integrated reciprocal engagement strategy.

## 5.1 FDCA Website

In October 2017 a new FDCA website was launched to provide our members with access to contemporary, high quality information and resources at the click of a button. The site was also designed to reflect the professional nature of the family day care sector.

The new website allowed members to access a range of exclusive member content and resources and also introduced an upgraded family day care locator which on average generated close to 1,100 family day care enquiries per month during the November to June period.

**Key Outcomes:**

- Professional look and feel for family day care with a new layout to make information easy to find.
- Upgraded family day care locator with free listings for all members.
- Exclusive member access to professional development resources.
- Free Marketing Resources Hub access for members.
- Online insurance renewal and new policy transactions capabilities.

## 5.2 2018 National Conference

During 2017-2018 FDCA undertook a range of tasks in the lead up to the FDCA 2018 National Conference being held on Queensland's Gold Coast in September 2018.

This included releasing the call for abstracts and subsequently putting together a selection of diverse workshop options for delegates, as well as securing additional keynote speakers for the conference (Dr Sandy Farquhar and Hayley Lewis) to accompany Maria Aarts.

**Key Outcomes:**

- Secured a range of presenters to deliver a wide variety of workshop and keynote sessions.
- Provided an opportunity for members to attend a high-level event with professional development opportunities.
- Developed mechanisms to allow members to purchase tickets over a period of time rather than a single payment.

## 5.3 2017 Excellence in Family Day Care Awards






The 2017 Excellence in Family Day Care Awards showcased the exceptional work done by family day care services and educators across Australia. The awards saw a record number of nominations with 3,211 nominations placed.

The awards programs also continued to play a key role in FDCA's media and public relations strategy by generating positive media coverage for the sector with over 100 stories being published.

**Key Outcomes:**

- National media coverage across a range of platforms.

- Celebration of educator and service excellence across the sector.
- Promotion of the unique benefits of family day care.

	MEDIUM	VOLUME	AUDIENCE	ASR
	ONLINE	48	1,072	ASR \$11,650
	PRINT	38	701,388	ASR \$36,227
	RADIO - FM	5	11,300	ASR \$345
	RADIO - AM	9	N/A	ASR \$1,592
	TV	4	58,000	ASR \$16,495
	<b>TOTAL</b>	<b>104</b>	<b>771,760*</b>	<b>ASR \$66,309*</b>

\*Not all audience and ASR figures are available on all stories.





## 5.4 2018 National Family Day Care Week

In 2018 National Family Day Care Week, celebrated from May 7 -13, saw educators, services and other family day care sector stakeholders celebrate family day care with a variety of activities and events. Proactive media engagement for members who registered National Family Day Care Week celebrations resulted in 39 media stories across the country.

The “National Family Day Care Week Picnic in the Park” was held at Kambah in the ACT.

Key Outcomes:

- National media coverage across a range of platforms.
- Promotion of the unique benefits of family day care.
- An inclusive event that encouraged educators, services, families and other stakeholders to unite in celebration of the sector.
- Continuation of the “National Family Day Care Week Picnic in the Park”.

	MEDIUM	VOLUME	AUDIENCE	ASR
	ONLINE	10	340	ASR \$3,658
	PRINT	22	349,057	ASR \$22,968
	RADIO - FM	4	N/A	ASR \$168
	TV	3	51,000	ASR \$8,799
	<b>TOTAL</b>	<b>39</b>	<b>400,397*</b>	<b>ASR \$35,593.*</b>

\*Not all audience and ASR figures are available on all stories.

## 5.5 Family Day Care National Online Advertising Campaign

During 2017-2018 FDCA ran a paid online advertising campaign showcasing family day care as an option of choice for early childhood education and care. The campaign also promoted family day care as a potential career choice for individuals interested in a career in early childhood education and care.

The campaign ran from 27 November 2017 through to 30 June 2018 and spanned across Facebook, YouTube and Google Search, using video and search engine marketing (SEM).

Each medium performed well throughout the campaign with the stand out performer being the SEM campaign. The SEM campaign resulted in more than 25,000 unique visitors and over 34,000 page views for the FDCA website. The Facebook component of the campaign also performed well, reaching over 1 million users, while videos were shown to over 146,000 people on YouTube.

### Key Outcomes:

- Promotion of the unique benefits of family day care to a nationwide audience.
- Increased traffic to the FDCA website.
- Increased leads for members via the family day care locator.

## 5.6 Pregnancy, Babies and Children's Expo Road Show

Throughout 2017-2018 FDCA continued to highlight the benefits of family day care in front of new and expectant parents by exhibiting at five major Pregnancy, Babies and Children's Expos. Our presence at the expos continues to raise the awareness of the family day care sector to a key target market.

### Key Outcomes:

- Target audience reach of over 71,000 across Australia.
- Continued increase of awareness across the target market.
- Opportunities provided for local services to engage with new and expectant parents in a face-to-face environment.

## 5.7 Insurance Educational Resource

FDCA developed an insurance educational video that identified common risks that a family day care educator may experience and where their insurance would cover those risks. The video also promoted FDCA's insurance products and can be used as a great tool for services with their educator inductions.

### Key Outcomes:

- Promote FDCA's national leadership in the delivery of insurance products.
- Increase member's knowledge on insurance requirements and coverage.
- Provide service members with an induction tool for new educators.

## 5.8 Member Communications

As a member driven organisation, it is key that FDCA continues to keep our members informed in regards to key sector information as well as member initiatives.

### Key Outcomes:

- Four editions of JiGSAW sent to all members in 2017-2018.
- Weekly communications to members via our e-newsletter Family Day Care Matters with an open rate of 38.3%.
- Continued penetration through social media with an increase of 63% in our Facebook following.

# 6.0 Children

As the national peak body for family day care, fostering strong learning and development outcomes for children is at the heart of everything FDCA does.

Strategic Deliverables:

- Initiating and contributing to policy development relating to children.
- Initiating and supporting research in family day care to establish a strong evidence base.
- Promoting and supporting high quality approved service and educator practice.

## 6.1 Wellbeing Campaign

Evidence indicates that being a family day care educator is often physically, mentally and emotionally demanding. In recognition of this, FDCA commenced a new campaign called *Your Wellbeing Matters – information and tips for family day care educators*. The campaign involves a variety of communication and engagement strategies to promote awareness of educators' personal wellbeing, support professional reflection and foster connection and networking among educators.

**Key Outcomes:**

- Strengthening the mental health and wellbeing of educators, which in turn leads to better wellbeing of children in family day care settings.
- Opportunities for professional reflection activities for educators on actively maintaining their own mental health and wellbeing and opportunities to build positive relationships with peers can assist in managing stress and building personal resilience.
- The creation of a curated resource hub on the FDCA website to promote key messages and house links to existing online resources and avenues of support.

## 6.2 Everyone Benefits Campaign

FDCA continues to be an organisational partner in the Early Childhood Australia directed "Early Learning: Everyone Benefits" Campaign. The campaign focuses on advocating for adequate investment in and access to quality early childhood education and care programs for Australia's children and aims to deliver broad scale increases in awareness of the significant benefits of quality early childhood programs.

This year FDCA also assisted in the preparation of *Early Learning Matters Week* which would see a number of Federal Members of Parliament attending early learning environments during the week of 5-12 August 2018.

**Key Outcomes:**

- The ongoing promotion of the importance of early learning across Australia, including the important role of family day care.
- Assisted in the preparation of *Early Learning Matters Week*.

## 6.3 Child Safe Child Friendly Resource

In November 2017, FDCA completed the development of a resource designed to assist in facilitating increased levels of children's safety in family day care services across Australia. The resource will be developed into an interactive online professional learning and self-reflection tool for FDCA educator and service members in the 2018-2019 financial year.

**Key Outcomes:**

- Promotion of increased and ongoing professional learning and critical reflection in relation to all aspects of children's safety in family day care settings.
- Decrease incidents of children's physical harm within family day care services.



## 6.4 Research

The Research Plan 2017-2019 was completed in July 2017. The plan seeks to provide the foundation for the scoping and delivery potential future research projects, both internal and external, that support the Mission, Values and Strategic Directions of FDCA. A number of specific research projects have already commenced, including:

- The *Engagement in early childhood education in the context of disadvantage* project, which aims to investigate what life is like for families on low incomes, and how government policy and ECEC services' practices may act as barriers or enablers to these families' utilisation of ECEC services.
- The University of Queensland remote flexibility project, which explores innovative and flexible models of home-based early childhood education and care models around Australia, with a particular focus on those in a remote context.

### Key Outcomes:

- A formal commitment to investment in research to ensure a strong evidence base, which will also inform FDCA's future advocacy priorities and reinforce FDCA as a leader in driving the national research agenda on home-based early childhood education and care models.
- Development of a larger family day care specific evidence base that supports better operational and pedagogical practice, which in turn supports better learning and developmental outcomes for children.
- Development of consistent infrastructure that supports implementation, stakeholder engagement, accountability and evaluation.

# 7.0 Services

FDCA strives to drive service innovation, prosperity and professionalism.

Strategic Deliverables:

- Professionalism: Development of an FDCA program of excellence.
- Innovation: Identify and build relationships to locate and promote innovative thinking and practice.
- Prosperity: To assist services to develop sustainable business models.

## 7.1 FDCA National Engagement Program

Continuing on from a first successful National Engagement Program across 2016-2017 the program continued into 2017-2018 as part of FDCA's efforts to connect, consult and support the sector.

The program continued to deliver face-to-face service and educator forums in regional and metropolitan hubs across Australia. Each forum was delivered by FDCA along with a variety of sector specialists.

Free to attend for FDCA members, the forums provided a conduit between the grassroots of the sector and the national peak and offered members the opportunity to inform the work and directions of FDCA; providing a louder voice at the local level.

### Key Outcomes:

- 22 forums for FDCA members across Australia in 2017-2018.
- Provided an opportunity for FDCA service and educator members to receive free professional development from internal and external stakeholders.
- Provided members an opportunity to have direct conversations with the national peak.

## 7.2 FDCA Excellence Fund

The Excellence Fund provides small grants to FDCA members and represents FDCAs ongoing commitment to both reinvesting directly back into our members and the sector, and fostering excellent organisational and pedagogical practice. In the 2017-2018 financial year, following a rigorous evaluation process, two outstanding applications were selected from the thirty applications received:

- *Coastwide Family Day Care* utilised their Excellence Fund grant to conduct the Early Language Development in a Digital World initiative which will deliver professional development to educators to build skills and capacity to foster innovative practice and positive child language development outcomes in children from birth to two years and 11 months.
- *Family Day Care Sydney Wide* utilised their Excellence Fund grant to build educators' confidence, cultural competence, capacity and skill in identifying and educating children who require early intervention as well as supporting families through the early intervention journey.

### Key Outcomes:

- Fostering innovative organisational and/or pedagogical practice, and hence better learning and developmental outcomes for Australian children.
- Reinvestment of FDCA member-derived revenue directly in the family day care sector.

## 8.0 Financial Reports

Please be advised that the following financial information has been extracted from the full Audited Financial Report of FDCA. This information does not represent a Financial Report pursuant to the Corporations Act 2001.

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

**Auditor's Independence Declaration Under Section 307C of the Corporations Act 2001 to the Directors of Family Day Care Australia Limited**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2018 there have been no contraventions of:

- (i) the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

**FORTUNITY ASSURANCE**



**T R Davidson**  
**Partner**

155 The Entrance Road  
ERINA NSW

Dated: 26<sup>th</sup> September, 2018

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

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**Independent Audit Report to the Members of**  
**Family Day Care Australia Limited**

**Report on the Financial Report**

**Opinion**

We have audited the financial report of Family Day Care Australia Limited (the company), which comprises the statement of financial position as at 30 June, 2018, the statement of profit or loss and other comprehensive income, statement of changes equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

In our opinion, the accompanying financial report of Family Day Care Australia Limited is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the company's financial position as at 30 June, 2018 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

**Basis of Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of Family Day Care Australia Limited, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Other Information**

Those charged with governance are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June, 2018, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.



**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

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**Independent Audit Report To The Members**  
**Of Family Day Care Australia Limited**

**Other Information (continued...)**

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this report.

**Responsibilities of the Directors for the Financial Report**

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian accounting Standards – Reduced Disclosure Requirements and the *Corporations Act 2001* and for such internal control as the directors determine as necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**Auditor's Responsibilities for the Audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

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**Independent Audit Report To The Members**  
**Of Family Day Care Australia Limited**

**Auditor's Responsibilities for the Audit of the Financial Report (continued...)**

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including significant deficiencies in internal control that we identify during our audit.

**FORTUNITY ASSURANCE**



**T R Davidson**  
**Partner**

155 The Entrance Road  
ERINA NSW 2250

Dated: 26<sup>th</sup> September 2018

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

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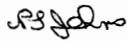
**Directors' Declaration**

The directors of the company declare that:

1. The financial statements and the notes are in accordance with the Corporations Act 2001 and:
  - (a) comply with Accounting Standards; and
  - (b) give a true and fair view of the financial position as at 30 June 2018 and of the performance for the year ended on that date of the company;
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

On behalf of the Directors



P Johns  
**Director/(Chair)**

Dated at Gosford 25<sup>th</sup> September 2018

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

**Statement of Profit or Loss & Other Comprehensive Income**  
**For The Year Ended 30 June 2018**

	Note	2018 \$	2017 \$
Revenue – Services & Other Revenue	2	4,965,323	5,573,073
Other Income	2	45,599	40,555
Auditors, legal and other expenses		(12,500)	(21,406)
Depreciation and amortisation expenses	3	(120,144)	(63,579)
Employee benefits expenses		(2,200,252)	(2,550,531)
Lease expenses		(61,928)	(42,397)
Other expenses	3	(1,985,449)	(2,186,112)
Impairment of assets	7	-	-
Surplus/(Deficit) before income tax		<u>630,649</u>	<u>749,603</u>
Income Tax Expense		-	-
Current year Surplus/(Deficit)		<u>630,649</u>	<u>749,603</u>
Other Comprehensive Income		-	-
Total Comprehensive Income/(Loss) for the Year		<u>630,649</u>	<u>749,603</u>

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

**Statement of Changes in Equity**  
**For The Year Ended 30 June 2018**

	Retained Profits	Total
Balance 1 July 2016		
Comprehensive Income	2,238,600	2,238,600
Surplus attributable to members of the company	749,603	749,603
Balance 30 June 2017	<u>2,988,203</u>	<u>2,988,203</u>
Surplus attributable to members of the company	630,649	630,649
Balance 30 June 2018	<u>3,618,852</u>	<u>3,618,852</u>

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

**Statement of Financial Position**  
**As At 30 June 2018**

	Note	2018 \$	2017 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash & cash equivalents	4	3,444,256	2,565,376
Other financial assets	5	30,297	183,180
Trade and other receivables	6	221,663	90,447
<b>Total Current Assets</b>		<u>3,696,216</u>	<u>2,839,003</u>
<b>Non-Current Assets</b>			
Property, plant and equipment	7	1,917,234	1,875,190
Other financial assets	5	-	869
<b>Total Non-Current Assets</b>		<u>1,917,234</u>	<u>1,876,059</u>
<b>Total Assets</b>		<u>5,613,450</u>	<u>4,715,062</u>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	8	1,421,429	1,172,028
Employee entitlements	9	217,579	216,787
<b>Total Current Liabilities</b>		<u>1,639,008</u>	<u>1,388,815</u>
<b>Non-Current Liabilities</b>			
Employee entitlements	9	127,945	110,399
Borrowings	10	227,645	227,645
<b>Total Non-Current Liabilities</b>		<u>355,590</u>	<u>338,044</u>
<b>Total Liabilities</b>		<u>1,994,598</u>	<u>1,726,859</u>
<b>Net Assets</b>		<u>3,618,852</u>	<u>2,988,203</u>
<b>Equity</b>			
Retained surplus	11	3,618,852	2,988,203
<b>Total Equity</b>		<u>3,618,852</u>	<u>2,988,203</u>

**Family Day Care Australia Limited**  
**ABN 93 094 436 021**

**Statement of Cash Flows**  
**For The Year Ended 30 June 2018**

	Note	2018 \$	2017 \$
<b>Cash Flows from Operating Activities</b>			
Receipts from customers and other revenue		4,951,120	5,569,459
Payments to suppliers and employees		(4,107,079)	(4,712,368)
Interest Received		45,599	38,374
<b>Net cash (used in)/provided by operating activities</b>	12(b)	889,640	895,465
<b>Cash Flows from Investing Activities</b>			
Proceeds from sale of assets		-	14,000
Payments for property, plant & equipment		(164,512)	(7,767)
<b>Net cash used in investing activities</b>		(164,512)	6,233
<b>Cash Flows from Financing Activities</b>			
Repayments of borrowings		-	(472,355)
Increase in borrowings		-	-
<b>Net cash provided by (used in) financing activities</b>		-	(472,355)
Net Increase/(Decrease) in cash held		725,128	429,343
<b>Cash at beginning of financial year</b>		2,749,425	2,320,082
<b>Cash at the end of the financial year</b>	12(a)	3,474,553	2,749,425



Family DAY CARE AUSTRALIA