



2018–2020
FAMILY DAY CARE AUSTRALIA
STRATEGIC PLAN





ABOUT FAMILY DAY CARE AUSTRALIA

Family Day
Care Australia
(FDCA) is the
peak body for
family day care.

We are an apolitical, independent, not for profit, national member association representing 18,850¹ family day care educators and 688¹ approved family day care services.

FDCA is governed by a volunteer Board comprising member elected and Board appointed Directors and is managed by a professional, executive leadership team.

FDCA has, for 30 years, represented the interests of the sector and its members and has provided support and leadership throughout the ongoing evolution of both family day care and the broader early childhood education and care (ECEC) sector.

From its humble beginnings in 1971 family day care has evolved from a 'cottage industry' to become a vital component of Australia's ECEC landscape.

Today, the dedicated professionals in family day care deliver 16% of all approved childcare in Australia, supporting 207,000² children and 118,000² families through quality, flexible, accessible ECEC.

Although the period 2014-2017 presented the sector and the national peak with many challenges, we are proud of all that has been achieved.

However, as we look ahead toward a new era for the sector we reframe our thinking and reset our strategic objectives to tackle new challenges and to seize new opportunities.

We realign our goals with the needs of our members and importantly, we seek to leverage the many and unique capabilities of family day care to support more children and families, and to secure a strong and viable future for the sector.

1. FDCA Sector Profile Report December 2017

2. Commonwealth Department of Education and Training, Early Childhood and Child Care in Summary, March quarter 2017

FOUNDATIONS FOR PLANNING

OUR MEMBERS VOICE

As a member association, the needs, challenges and opinions of our members provides a fundamental foundation in establishing our strategic priorities.

In late 2017 FDCA commissioned an independent member survey to establish benchmarks including member satisfaction, to provide insight into what members like and what they want more of, to explore the key issues and challenges facing the sector, and to inform our strategic planning process to ensure that the national peak is aligned with the needs of its members.

While the 100 page report provides a comprehensive analysis of each of these issues, a number of consistent findings were identified including:

- A significant increase in the organisation's Net Promoter Score and member satisfaction rating
- Consistent sector challenges including image and profile, regulatory and administrative burden and sector viability
- A desire for awareness and promotion, strong advocacy, opportunities for professional learning, development and networks, and for support with operational management and professional practice

The importance and prevalence of these key themes throughout the survey findings provided significant guidance in framing our strategic priorities and they are reflected throughout our strategic goals for 2018-2020.



A SNAPSHOT OF OUR ENVIRONMENT

Over the last seven years, through the development and implementation of the National Quality Framework, the Productivity Commission Review, regulatory reform in response to compliance challenges and most recently, the New Child Care Package, a dynamic and changing landscape has remained the constant for the sector.

The sector has been impacted by reputational challenges, targeted regulatory reform, a tightening of the funding envelope and increasing administrative burden. The nature of work is changing as are the needs of families and children. Similarly, the 'educator profile' in family day care has evolved and the service landscape is vastly different.

As the national peak, in 2018 FDCA is well placed to lead the sector; we have strong organisational capacity and governance, a lean, agile and efficient structure, strong stakeholder relationships, a sound financial position and good member engagement.

Likewise, there are significant opportunities for family day care given its many and unique strengths to support the diverse needs of children and families. With the requisite support, funding and infrastructure the sector is agile, flexible, and scalable in delivering high quality outcomes for children.

Family day care provides wonderful experiences for children that cannot be duplicated in other environments and it provides rewarding career opportunities for professional early childhood educators.

As we look ahead we consider the current internal and external environment in shaping the organisation's strategic priorities.



VISION, MISSION, VALUES

VISION

Family day care is the natural choice.

MISSION

To represent, support and promote the family day care sector in delivering high quality early childhood education and care to more Australian children.

ACHIEVING OUR VISION

- 1** Our Vision requires a political, policy and regulatory environment that embraces the uniqueness, importance and capabilities of family day care and that enables a strong, viable and widely accessible sector.
- 2** Our Vision demands consistently high quality outcomes for children in family day care.
- 3** Our Vision requires strong awareness and understanding of the many and unique benefits of family day care for children, families and educators.

Underpinned by our Values and guided by our Mission we will achieve our goals and together we will realise our Vision.

VALUES

EQUITY

Equitable access and the removal of barriers to high quality early childhood education for all children. Equity is a core underpinning of FDCA's organisational culture

PROFESSIONALISM

Ongoing improvement in, and recognition of, the sector as professional early childhood educators and administrators. A professional sector needs a highly professional national peak

EXCELLENCE

Excellent outcomes for children in family day care underpins a strong and viable future for family day care. Excellent outcomes from FDCA will support the sector in this objective

COLLABORATION

Collaborative partnerships between services, educators, families and children are key underpinnings of quality in family day care. FDCA, the sector and stakeholders are partners in achieving our vision



2018–2020 **STRATEGIC** SNAPSHOT

VISION:

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MISSION:

To represent, support and promote the family day care sector in delivering high quality early childhood education and care to more Australian children

PRIORITIES	GOALS	IMPACTS
REPRESENT	<ul style="list-style-type: none"> Provide strong leadership, a united national voice and future directions for family day care through effective, broadly representative, consultative and evidence-based advocacy on key policy issues Champion a political, policy and regulatory environment that embraces the uniqueness, importance and capabilities of family day care and enables a strong, viable, accessible and evolving sector 	<p>Positive % of advocacy outcomes for family day care</p> <p>Representation on all key stakeholder reference groups</p>
SUPPORT	<ul style="list-style-type: none"> Support ongoing improvement in pedagogical and operational practice, and outcomes for children in family day care, through research, resources, professional learning opportunities and professional networks Support the sector in the effective and efficient management of, and compliance with, the administrative, business and regulatory requirements of family day care 	<p>Increase the % of services 'meeting' or 'exceeding' the NQS from 43% to 66%</p> <p>Increase FDCA's Educator and Service Net Promoter Score from +35 and +41 to +50</p>
PROMOTE	<ul style="list-style-type: none"> Raise awareness and position family day care on its unique strengths in delivering high quality early childhood education and care to support long term sector viability and growth through marketing, public relations and strategic media management Raise awareness and position family day care as a career of choice to support services in the recruitment of professional early childhood educators in areas of need and opportunity 	<p>Increase FDCA website average monthly 'unique visitors' by 15% to 15,600/month</p> <p>Increase FDCA average monthly locator leads by 20% to 1165/month</p> <p>Establish baseline measures of awareness and perception of users and non-users of family day care and increase by 10%</p>
ORGANISATION	<ul style="list-style-type: none"> Ensure sustainable, ongoing and valued services to members through innovation, diversification, organisational capacity, operational efficiency, good governance and strong financial management 	<p>Increase the % of operating services as members from 81% to 90%</p> <p>Increase the % of satisfied/very satisfied members from 69% (e) and 63% (s) to 75%</p> <p>Achieve annual 5% net surplus & expenses / reserves ratio of 10</p>



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