



FAMILY DAY CARE AUSTRALIA
ANNUAL REPORT
2022-2023

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1.0 EXECUTIVE REPORTS

1.1 CHIEF EXECUTIVE OFFICER REPORT



The 2022-23 financial year has seen an unprecedented spotlight on the Early Childhood Education and Care (ECEC) sector which has seen sustained and significant program, policy and regulatory consultation, analysis and reform.

Amidst the activity, Family Day Care Australia (FDCA) has been front and centre as an active advocate and valued advisor to governments, and in ensuring that the family day care voice is well represented. Consultations and submissions to the myriad of government inquiries were an important focus throughout the year and included, among others; the Australian Competition and Consumer Commission (ACCC) review; the Productivity Commission Inquiry; the Senate Inquiry in the 'Cheaper Childcare Bill'; the 2023-24 Pre-Budget Submission; the federal Department of Education's Hourly CCS Rate Cap consultation; the National Vision for ECEC; the National Early Years Strategy; the NSW Childcare and Opportunity Fund; the NSW Independent Pricing and Regulatory Tribunal (IPART) review; the National Quality Framework Review, the In-Home Care Review, and the South Australian Royal Commission.

Throughout the period FDCA also remained actively engaged with the Federal Minister for Education, the Minister for Early Childhood Education, the Shadow Minister for Early Childhood Education, the Executive levels of the Australian Government Department of Education, the Australian Children's Education and Care Quality Authority (ACECQA) and state and territory Regulatory Authorities.

Notable is FDCA's strengthening role as a key stakeholder to the Commonwealth Department of Education who have engaged FDCA in the delivery of several important projects. The first of two major projects was the Educator Demographics Research Project aimed at better informing the Department's ongoing sector engagement and support initiatives. The Department also engaged FDCA to develop

a suite of educative and guidance materials, tools, and communications for family day care providers, educators and families to support the transition to the mandatory electronic collection of gap fee payments.

A key strategic priority for FDCA remains advocacy towards a political, policy and regulatory environment that embraces the uniqueness, importance and capabilities of family day care, and towards driving the national agenda for a strong and sustainable family day care into the future. Across the year, we have been buoyed by the shifting lens of governments to a renewed focus on the capabilities of family day care to better support children, families and communities across Australia. We know that for many families, family day care is their option of choice, but for many other it is their only choice; the challenges of the widely publicised 'childcare deserts', the workforce crisis and the ECEC supply issues across regional, rural and remote communities have all been important drivers in the renewed focus of governments.

In this context, throughout the period, FDCA has seen significant interest from industry seeking solutions to the growing impact of childcare shortages on workforce participation. We continue to work with BHP in the establishment of a supported program to recruit family day care educators in regional Queensland, and more recently, we are exploring opportunities to leverage family day care to support the Commonwealth Department of Defence.

Alongside our work in representing our membership, we are equally committed to our work in supporting and promoting the membership. We support our members in continuous improvement and in the delivery of quality practice by way of dedicated advice, professional learning, networking opportunities and member resources. A highlight of 2022-23 was the hugely successful National Conference in Tasmania. After the isolation and struggles of COVID-19, over 400 delegates came together to connect, learn and engage, and with a 94% post conference satisfaction survey result, the event was incredibly well received.

Similarly, throughout the period, we saw the ongoing success of our Member Engagement Program. Our online professional development series achieved an average reach of 3,232 per episode across the

1.0 EXECUTIVE REPORTS (CONT.)

streaming platforms. The online events were also complemented by the trial of small 'FDCA Connect' events in Canberra and Perth.

Affordable and accessible online professional development opportunities are an important part of our work in supporting the sector and in 2022-23 we saw the addition of 10 new courses onto the Learning Hub, with engagement growing to over 3,600 active users. Among the new additions the Your Home, Your Business, learning module was launched, and the much-anticipated "Role of the Coordinator: Leading Quality" completed for launch early in the new financial year.

FDCA also remained committed to, and highly engaged in raising the profile of family day care nationally, and to positioning family day care as both the option of choice in ECEC, and increasingly importantly, as a career of choice.

The Excellence in Family Day Care Awards and National Family Day Care Week remain the central pillars in our public relations efforts and are effective vehicles for strategic media engagement.

In 2022, the Awards Gala Dinner returned to the big stage as part of our National Conference. The awards themselves attracted over 3,400 nominations with a media reach in excess of 200,000.

National Family Day Care week was again a successful and engaging sector celebration with 215 events across the country and strong social media engagement. At FDCA's own event in WA we were excited to be joined by the Hon Dr Anne Aly MP, Federal Minister for Early Childhood Education.

Mindful of the broader ECEC workforce issues and the specific challenges of new educator recruitment in family day care, the 'Your Business, Their Future' national recruitment program is a vitally important function of FDCA in support of our approved service members. Through the program we have created a new educator pipeline which has seen FDCA present over 150 'pre-qualified' leads to approved service members, dramatically reducing the workload and duplication of effort across the sector.

Operationally, throughout 2022-23, FDCA remained focussed on building internal capabilities, driving organisational agility, efficiency and innovation to ensure long term viability and to maximise our capacity for sector reinvestment. Ongoing strategic investment in technology continues to enhance our internal

system capabilities and in turn, process refinement, management information and ultimately, better outcomes for members.

I would like to thank FDCA's Board of Directors for their invaluable contributions throughout 2022-23; my team and I are incredibly well supported by this very dedicated, talented and collaborative group of industry and sector professionals. To my team, your professionalism, expertise and dedication to the sector are an ongoing source of support and inspiration.

I am of course, deeply grateful for the support of our members. Your passion for serving the children, families and communities you support is unwavering and is irreplaceable, and your engagement with FDCA, as your national peak body, is central to our work.

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 2022-23 financial year.

In a year of seemingly relentless ECEC review across all levels of government, and during which the capacity of the broader ECEC sector has been strained, it is

increasingly apparent that the capabilities of family day care are aligning, or re-aligning in some cases, with the needs and objectives of children, families, communities, industry, and governments.

Amidst this highly dynamic environment, FDCA's role as a highly respected key opinion leader in the ECEC sector has never been more important. Shaping a political and regulatory environment that embraces the unique capacity and strengths of family day care to be agile and responsive to individuals' and communities' needs, remains a key strategic focus, as such, our place as a representative across all key stakeholder forums is critical.

Equally important is FDCA's role in connecting, consulting and supporting the membership, and for me, the FDCA 2022 National Conference was a notable highlight. It was inspiring to see first-hand the re-engagement between, friends and colleagues, and with FDCA, and the ensuing reinvigoration, after what was an extended isolation through the COVID-19 period.

A core function of the Board is to monitor the organisation's performance against its strategic objectives and KPIs, and FDCA continues to meet and exceed its benchmarks. The annual Board and Executive 'Key Initiatives' workshop serves to embed strategy into operations and underpins the efficient and effective application of resources towards achieving our Mission and Vision.

Among the many important initiatives of FDCA during 2022-23 our ongoing efforts in supporting approved services in educator recruitment has been an important innovation in our membership offering, particularly in light of the broader workforce challenges across the ECEC sector. Likewise, the Excellence in Family Day Care Awards continue to showcase to the broader public the invaluable and rewarding work of our sector. The Member Engagement Program keeps us connected to the membership while providing important professional

development opportunities, as does our ever-expanding Leaning Hub.

We have conducted a number of important research initiatives throughout 2022-23 that will inform future initiatives of FDCA. We explored in more details the nature and impact of administrative burden in family day care, while also initiating a project exploring the drivers for educator's exiting the sector. We worked with the Department of Education to undertake a detailed socio-demographic analysis of the sector and we undertook an awareness and perception survey that will provide important public and user perceptions of family day care while also establishing a KPI baseline to measure future performance.

As an organisation and as a Board we remain committed to strong governance as a foundation for sustainable long-term success and viability. A formal annual schedule of Board governance training, policy and skills review, compliance assessment, and Committee composition ensures that reflection and ongoing improvement are central to the governance practice of our Board.

The Committees of the Board remain central to our governance operations and architecture, supporting the important fiduciary functions of the Board. Likewise, the Advisory Committee framework continues to serve as an important consultative mechanism.

In 2022-23 FDCA achieved another sound bottom line result, in line with budget and our strategic target. In a tightening financial environment, the organisation has achieved an effective balance between significant investment in the membership and reinvestment in the organisation, ensuring a strong and stable financial foundation for the future.

Our Chief Executive Officer, Andrew Paterson and his team have carried out their roles in supporting and representing members in an exemplary manner and I know all members will join with me in commending them for a job well done!

I would also like to thank my fellow Directors for their commitment and contribution to FDCA and for the unique and individual investment of time and talent that each Director volunteers to our membership.

Finally, on behalf of the Board and staff of FDCA, I would like to thank the membership for its engagement, insights, and support throughout 2022-23; we look forward to representing, supporting and promoting you throughout the year ahead.

Phil Naylor
Director and Board Chair
Family Day Care Australia

1.3 DIRECTOR'S REPORT

DIRECTORS - AS AT 30 JUNE 2023

MEETINGS OF DIRECTORS



Number of face-to-face meetings held during financial year – 3

- 28 September 2022
- 19 November 2022
- 29 April 2023



Number of teleconferences/videoconferences held during financial year – 3

- 28 July 2022
- 16 February 2023
- 22 March 2023

CURRENT DIRECTORS



PHILLIP GORDON NAYLOR

Director and Chair (appointed to position of Chair in 2022)

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

Special Responsibilities: Director & Board Chair

Board Meetings: Possible: 6 Attendances: 6

Appointed: 3 May 2016



TAMZIN LEE

Director and Deputy Chair (appointed Deputy Chair in 2022)

Qualifications: Bachelor of Laws, Bachelor of International Business

Special Responsibilities: Director & Deputy Board Chair

Board Meetings: Possible: 6 Attendances: 5

Appointed: 25 November 2016



SARAH MARY FOWLER

Director and Chair (Chair tenure expired 2022)

Qualifications: Graduate of Australian Institute of Company Directors, Bachelor of Business, Diploma of Business (Governance) Diploma of Children's Services, Diploma of Management

Special Responsibilities: Director

Board Meetings: Possible: 6 Attendances: 6

Appointed: 28 October 2017



GEORGINA ZADELJ

Director

Qualifications: Graduate of Australian Institute of Company Directors, Advanced Diploma in Children's Services, Certificate IV in Teacher Aide Studies, Certificate IV in Workplace Training & Assessment, Certificate III in Forest School Programme Leadership

Special Responsibilities: Director

Board Meetings: Possible: 6 Attendances: 6

Appointed: 14 June 2019



EDWARD SAMUEL TIMOTHY BURRELL

Director and Deputy Chair (Deputy Chair tenure expired 2022)

Qualifications: Bachelor of Laws, Bachelor of Physical Education

Special Responsibilities: Director

Board Meetings: Possible: 6 Attendances: 6

Appointed: 30 August 2019



ROSIE PUPO

Director

Qualifications: Certificate IV in New Small Business, High Performance Leadership Coach, Certificate IV In Training And Assessment, Associate Diploma of Social Science

Special Responsibilities: Director

Board Meetings: Possible: 6 Attendances: 5

Appointed: 16 April 2021



CATHY BAVAGE

Director

Qualifications: Advanced Diploma Children's Services, Diploma Child Care and Education, Diploma of Business, Certificate IV Training and Assessment

Special Responsibilities: Director

Board Meetings: Possible: 6 Attendances: 5

Appointed: 3 November 2021



CINDY FRASER

Director

Qualifications: Diploma of Teaching Early Childhood

Special Responsibilities: Director

Board Meetings: Possible: 5 Attendances: 4

Appointed: 20 September 2022

FORMER DIRECTORS



PHILLIPA THERESE HARGRAVE

Director

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

Board Meetings: Possible: 1 Attendances: 1

Appointed: 28 October 2017

Resigned: 22 August 2022

2.0 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



3.0 2022-2023 STRATEGIC SNAPSHOT

PRIORITY	GOALS	KPI MEASURE
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 an agile, viable, accessible and growing sector 	<p>Achieve 50% positive 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 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 % of services 'meeting' or 'exceeding' the NQS from 57% to 66%</p> <p>Maintain Net Promoter Score:</p> <ul style="list-style-type: none"> Educators between 40-50 Services between 50-60
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 for educators and service providers, and support services in the recruitment of professional early childhood educators in areas of need and opportunity 	<p>Increase FDCA website annual monthly average 'unique visitors' by 5% to 16,900 per month</p> <p>Increase FDCA locator annual monthly average leads by 15% to 1,015 per month</p> <p>Establish new baseline measure of awareness and perception of users and non-users of family day care and increase by 5%</p>
ORGANISATION	<ul style="list-style-type: none"> Ensure sustainable, ongoing and valued services to members through technology, innovation, diversification, organisational capacity, operational efficiency, good governance and strong financial management 	<p>Maintain % of operating services as members at 90%+</p> <p>Maintain % of 'satisfied/very satisfied' members:</p> <ul style="list-style-type: none"> Educators 65%+ Services 65%+ <p>Maintain break-even bottom-line position (reviewed annually)</p> <p>Maintain expenses/reserves ratio 10 months</p> <p>Maintain a staff engagement score of 4+</p>

4.0 REPRESENT

FDCA has an unwavering commitment to representing the family day care sector through consultative, evidence-based advocacy on key policy issues affecting our members.

FDCA is well-equipped and uniquely positioned to develop and deliver broadly representative policy positions and to provide detailed analysis and support to our membership.

STRATEGIC GOALS:

- 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 an agile, viable, accessible and growing sector.

4.1 ADVOCACY

Throughout the 2022-23 financial year, FDCA has pursued an agile and multidimensional advocacy strategy focused on supporting FDCA members to achieve the best possible learning and developmental outcomes for the more than 80,000 children receiving education and care in the family day care sector.

Across the year, FDCA has engaged and consulted with the FDCA membership on all major policy and program issues primarily through online surveys, supplemented by targeted consultation with key stakeholders through FDCA's Advisory Committees. Additionally, in order to promote the interests of the family day care sector and ensure that our key positions are heard by policy decision makers at all levels of government, FDCA has continued to regularly engage directly with the Federal Minister for Education, the Minister for Early Childhood Education, the Shadow Minister for Early Childhood Education, the Executive levels of the Australian Government Department of Education, ACECQA and state and territory Regulatory Authorities. This stream of work is complemented by our capacity as a representative on all major national ECEC stakeholder reference groups, including the Australian Government Department of Education Early Childhood Education and Care Reference

Group (ECECRG), the National Children's Education and Care Workforce Strategy Stakeholder Reference Group and the Australian Education Research Organisation (AERO) ECEC Advisory Committee.

KEY OUTCOMES:

- Pre-Budget Submission to Treasury in which a strong case was presented for raising the Child Care Subsidy (CCS) cap rate for family day care to be on par with that of the centre-based care sector and applying an additional loading of 20% to the recalculated CCS fee cap for non-standard hours care.
- The Submission to the Productivity Commission on the Inquiry into Early Childhood Education and Care, which will make recommendations that will support affordable, accessible, equitable and high-quality ECEC that reduces barriers to workforce participation and supports children's learning and development.

In order to meet the above objectives, FDCA implored the Inquiry to make recommendations that support growth in the family day care sector through new targeted funding support mechanisms to incentivise entry into the sector, alongside amending existing funding streams (including CCS hourly rate cap) to ensure the key levers that support service and educator growth and viability are functioning appropriately.

- Submission to the Royal Commission into Early Childhood Education and Care which essentially focused on promoting similar growth measures outlined above, contextualised to South Australia and the scope of the Royal Commission.
- Consultation with the Department of Education on the drafting of the Family Assistance Legislation (Cheaper Child Care) Bill 2022 ("the Bill") throughout the previous quarter and submission to the Senate Education and Employment Legislation Committee Inquiry into Family Assistance Legislation (Cheaper Child Care) Bill 2022, which provided feedback on matters relating to Schedules 2 and 4 of the Bill.

FDCA expressed support for the overarching objectives of the Bill, those being to implement a range of measures to increase the level of Child Care Subsidy (CCS) for families, improve child care provider transparency and accountability, improve data and

analytics capability, and strengthen payment integrity. However, FDCA also expressed the position that the Bill does not address several key issues affecting viability and affordability for the family day care sector.

- Submission to the federal Department of Education's Hourly CCS Rate Cap consultation in October 2022, which outlined the evidence for the inequity in the fee cap for family day care and made the case for parity.
- FDCA provided a response to the Early Years Strategy Discussion Paper. The Strategy seeks to create an enduring vision for Australia's children and their families with a view to establish a clear, inter-sector framework for action and reform, tempered by a rationale of establishing an integrated approach to the early years. FDCA, in this response, sought to ensure that the important role of family day care is heard and ultimately clearly recognised within the Strategy.
- FDCA has been assisting the ACCC in the conduct of the Childcare Inquiry 2023 through the provision of data relating to the location of FDCA educator members (deidentified) and targeted promotion of engagement in the Inquiry to FDCA members. FDCA also participated in multiple consultations with the ACCC to provide detailed information specific to the family day care sector.

4.2 RESEARCH

FDCA leads, supports and acts as an Industry Partner on a number of significant research projects involving some of Australia's leading universities and top ECEC academics. It is important that the family day care perspective is included in all major ECEC projects as they have the capacity to influence policy decisions and practice, and the unique nature of family day care must be appropriately recognised and better understood.

KEY OUTCOMES:

- The Australian Research Council (ARC) approved next phase of the "Observe, Reflect, Improve: a tool to enrich Children's Learning" (ORICL) Linkage Project, in which FDCA is an industry partner. ORICL is a new tool co-developed with professionals, policy makers and providers, and was trialled between 2017-2019 in long day care and family day care services to support infant-toddler educators to "Observe, Reflect on

Improve the quality of individual Children's Learning experiences". As an Industry Partner, FDCA has had long-term involvement in the ORICL project and collaborated, along with other key organisations from the ECEC sector, on the co-design of the ORICL tool and facilitated participation of family day care educators in pilot study testing of the tool.

- Across 2022-23, FDCA was invited to partner with the Australian Educational Research Organisation (AERO) to provide expert advice and input from a family day care perspective on various initiatives being conducted as part of their Continuity of Learning and Development – Science of Learning and Development priority research area.
- As an Industry Partner, FDCA continues to support the "Engaging Families in Early Education" project. Funded by an Australian Research Council grant, the three year "Engaging Families in Early Education" project, being led by the UNSW Social Policy Research Centre, aims to learn from families what makes it easier to send their children to early education and to learn from services and educators what practices and systems encourage a wide range of families to participate, in particular those from a low income or disadvantaged background.
- FDCA represented the interests of the family day care sector at meetings of the stakeholder advisory board for the ACT Government commissioned research into early childhood education pay and conditions.

4.0 REPRESENT (CONT.)

4.3 SECTOR VIABILITY STRATEGY

FDCA's Sector Viability Strategy seeks to use a range of strategies to improve viability for both approved services and educator members and temper the effects of the ongoing imposition of market restrictions that continue to be imposed on the sector.

There are a number of complex and interwoven factors that must be considered as part of the Strategy. These include, but are not limited to, continuing to push for an equitable CCS fee cap; actively promoting targeted sector investment measures at both an educator and approved service level as defined in FDCA's Election Commitment Requests and Pre-Budget Submission; working with the Department of Education to adjust the CCS approvals process to allow more prospective approved providers into the sector; working with the Department of Education to improve payment integrity without allowing for regulatory overreach or excessive administrative burden; and ensuring the family day care sector is well represented in specific attraction and retention initiatives detailed in the National ECEC Workforce Strategy.

A key element of the Strategy is to increase awareness of the specific issues and challenges facing the sector and shift the lens to understand the strengths, opportunities and unique capacity of family day care to respond to the diverse needs of children and families, reframing policy makers' perceptions of the sector and shifting solely focussing on compliance-oriented approaches. Overall, there are clear indications that the policy cycle is shifting to a more favourable political and regulatory environment for the family day care sector and that a "re-valuing" of the potential opportunities the sector presents to children, families and communities is occurring.

KEY OUTCOMES:

- FDCA was successful in having the National Regulations amended relating to coordinator to educator ratios. This came as a result of FDCA's sustained advocacy through the Sector Viability Strategy to amend the regulation, a position which was first defined in our first submission to the 2019 NQF Review. In line with FDCA's position, while services operating for more than 12 months a minimum of 1 full time equivalent coordinator is still required for a maximum of 25 FDC educators, a pro-rata allowance for second and subsequent

coordinators has been introduced allowing that when a service engages more than 25 educators, the number of full-time equivalent coordinators that must be engaged for every 5 educators is the same as 0.2 FTE. This considerably reduces the potential for unnecessarily overinflated staffing costs and aligns the regulations with the original intent.

- In May 2023 applications opened for a new round of grant opportunities for the Community Child Care Fund (CCCCF) with a special focus on "Establishing Child Care in Limited Supply Areas" (Grant Opportunity ID: GO6229). Following analysis of the application criteria, which essentially excluded existing family day care services from applying, FDCA developed a submission outlining the key issues which led to direct consultation with the Department of Education to advocate for amendments that would allow existing established services that have proven capacity for operating in areas of need could also apply.

As a result of this interaction, the Department made an addendum to the guidance so that an existing family day care approved service could then apply for CCCC funding under this grant opportunity to support the establishment of new family day care educators in the identified priority areas, subject to meeting other eligibility criteria.

- In September 2022 the Australian Government introduced the Family Assistance Legislation (Cheaper Child Care) Bill 2022 (the Bill) in the House of Representatives. The Bill sought to implement a range of measures, including increase the level of CCS for families, improve ECEC provider transparency and accountability, improve data and analytics capability, and strengthen payment integrity.

Throughout August and September 2022, FDCA engaged heavily with the Department in relation to the draft content of the Bill, in particular a number of measures relating to payment integrity. Through sustained and strong advocacy efforts, FDCA was able to have a number of the proposed amendments removed from the final version of the legislation that went before Parliament. This represented a significant advocacy win for FDCA and as such, the sector more broadly.

4.4 EDUCATOR DEMOGRAPHICS RESEARCH

In December 2022, FDCA was contracted by the Department of Education to undertake research conducting analysis on the demographics of family day care educators. The research aims to identify specific information on educators to gain a comprehensive understanding of their demographics, especially people from culturally and linguistically diverse (CALD) backgrounds, age and education, to ensure learning materials are suitable and inclusive.

The scope of the activities included the conduct of an electronic survey of FDCA's 10,000+ educator membership base, which included a direct outbound call/phone interview campaign, to obtain the required demographic profile data elements, engaging a third-party subcontractor to geocode all FDCA educator address data by SA2 against remoteness classification and SEIFA index deciles, and collating and analysing the survey data for a final report for the Department.

KEY OUTCOMES:

- In response to FDCA's electronic survey and extensive direct outbound call/phone interview campaign to educators, FDCA received a total of 2,015 validated responses overall, representing a sample size of 20.9% of total FDCA educator members as at end January 2023. Importantly, the sample closely reflected the national distribution of family day care educators from a geographical perspective.
- Key findings of this project highlighted both a high level of education alongside a high level of culturally and linguistic diversity among the family day care educator workforce. For example, 49.1% of educators were born overseas: the following top five country of birth cohorts represented in the sample are India at 7.7%, Sri Lanka at 3.5%, United Kingdom at 3.2%, Bangladesh at 3.0% and Pakistan at 2.2%. In relation to ECEC qualifications, a majority of educator respondents (54.4%) held a Diploma level qualification or higher, 6.3% had a Bachelor Degree or higher and 42.6% indicated they held a Certificate III/IV.
- Taking into account the findings of the results, FDCA recommended that the Department engage relevant expertise to create a suite of simple and concise

online learning modules aimed at family day care educators that are available in Plain (non-jargonistic) English, Arabic, Hindi, Bengali Sinhala and Punjabi (at a minimum) that decode educators' obligations under FAL and that decode the legal terms used.

4.5 BHP PILOT

Throughout 2022-23, FDCA has been working with BHP to partner on a pilot to establish family day care capacity that utilises BHP company housing and engages employee partners/spouses to provide ECEC services to mining families and children from the surrounding community. FDCA was contracted as project co-ordinator, to facilitate the recruitment, training and onboarding of family day care educators across BHP mine sites in Moranbah, Dysart and Blackwater in North-West Queensland.

The project represents clear evidence for the appetite of industry operating in regional areas to leverage the capacity of family day care to respond in areas of need and the reinforces the case that targeted investment is required to support and incentivise entry into the sector. This program has provided all stakeholders a great opportunity to test and gain insight into the processes and various challenges facing regional recruitment of family day care educators and will pave the way for other projects with BHP and other regional pilots moving forward.

KEY OUTCOMES:

- Group training and assessment of a First Aid course being run in Moranbah, which was opened up to other ECEC professionals in the area.
- Engagement of an approved service already operating in the area to conduct property inspections and risk assessments across Moranbah, Dysart and Blackwater in November 2022.
- Engagement of a preferred registered training organisation with capacity to operate in the remote specified areas with experience in provision of Certificate III training catered specifically for family day care.

5.0 SUPPORT

FDCA is committed to supporting the sector in continuous improvement and in the delivery of quality practice. We do this through the provision of dedicated advice, professional learning and networking opportunities and member resources.

STRATEGIC GOALS:

- Support ongoing improvement in pedagogical and operational practice, and outcomes for children in family day care, through research, resources, professional learning opportunities and networks.
- Support the sector in the effective and efficient management of, and compliance with, the administrative, business and regulatory requirements of family day care.

5.1 FDCA 2022 NATIONAL CONFERENCE

The FDCA 2022 National Conference was held in Hobart from 15-17 September 2022 at the Hotel Grand Chancellor Hobart.

The FDCA National Conference is the marquee event on the family day care calendar and brings together both family day care professionals and experts from the early childhood education and care sector to provide a forum for delegates to connect and discuss all things family day care.

Despite being postponed from 2021 to 2022 due to the COVID-19 pandemic, the FDCA 2022 National Conference was one of FDCA's most successful conferences to date and received overwhelmingly positive feedback from delegates, exhibitors and partners.

KEY OUTCOMES:

- Almost 400 delegates attended the FDCA 2022 National Conference.
- Over 94% of delegates were satisfied with their conference experience, with over 81% being extremely satisfied.

5.2 EFT TRANSITION RESOURCES PROJECT

Following on from extensive discussions with the Commonwealth Department of Education, in early February 2023, and in response to the Department's "Approach to Market", FDCA submitted a proposal that the Department engage and fund FDCA to support

the family day care sector transition to implementing electronic payments in all CCS approved family day care providers, as required by the amendment to section 201B of the A New Tax System (Family Assistance) (Administration) Act 1999 which requires providers to collect gap fees by EFT.

Through this project, FDCA identified specific evidence through targeted consultation with the sector and developed educative and guidance materials, along with a range of targeted tools and resources, coupled with extensive communications and direct support campaigns, for family day care providers, educators and families to assist in ensuring self-audit/self-assess readiness for shifting to utilising EFT and for gap fee payment on or before 1 July 2023.

KEY OUTCOMES:

- Specific considerations provided through legal advice FDCA sought were subsequently built into the updated version of FDCA's Educator Agreement Template in order to practically assist approved services in mitigating the fundamental risks presented by the measure.
- FDCA developed and delivered the following resources and tools:
 - A general information sheet for educators, which provided educators with guidance on the required changes to the payment and collection of CCS gap fees via EFT, including their obligations when collecting fees on behalf of services and the importance of accurate recording keeping practices.
 - A Practice Guidance Resource for Approved Services, which drew on the insights and experiences of a variety of family day care services to provide good practice examples and general guidance on preparing for the new requirements and how the associated issues and challenges may be navigated.
 - A "myth busters" factsheet, an exception provisions factsheet, an audit process factsheet and a detailed compliance factsheet for educators.
 - A self-assessment tool for both services and educators, which assisted members to assess their current EFT payment procedures and identify areas for action to ensure compliance with the changes.

5.3 FDCA LEARNING HUB

The FDCA Learning Hub which launched late in the 2021-22 financial year and provides members with over 35 self-paced online learning courses, housed on FDCA's Member Zone.

The Learning Hub was the result of a historic partnership formed with ECA and will assist members to improve both pedagogical and operational practice, critically reflect, facilitate continuous improvement opportunities and ultimately improve learning and development outcomes for children in family day care.

KEY OUTCOMES:

- The 2022-23 Financial Year saw the addition of over 10 new courses onto the Learning Hub, which currently has over 3,600 active users.
- This year saw the development of several family day care specific courses including "The Role of the Coordinator: Leading Quality" course, which was commissioned by FDCA and developed by our colleagues at Early Childhood Australia (ECA), in consultation with family day care services, coordinators and early childhood education and care experts Dr Anne Kennedy and Associate Professor Jane Page OAM. The course explores unique aspects of the role, encourages coordinators to critically reflect on their own practice and provides practical examples of good practice in leading quality and driving continuous improvement in family day care.

5.4 MEMBER ENGAGEMENT PROGRAM

The introduction of FDCA's Member Engagement Program (MEP) in 2022-23 provided FDCA members with the opportunity to engage with ECEC experts and stakeholders through online panels and face-to-face forums.

Replacing the previous National Engagement Program, which was a pure face-to-face program, the MEP saw the launch of the FDCA Online Engagement Series (OES), which streamed 6 live episodes and had an average reach of over 3,200 viewers. Live panel guests included special guests such as Maggie Dent, Sylvia Arotin, representatives from ACECQA, as well as educators, coordinators, educational leaders and service managers from the sector. All OES content was also recorded and made available to FDCA Members 24/7 via the FDCA Member Zone.

The MEP included several face-to-face service visits, along with the introduction of FDCA Connect forums, with small face-to-face networking events held in Canberra and Perth in 2023.

KEY OUTCOMES:

- Six live online OES episodes streamed and housed on the FDCA Member Zone for members.
- Total average reach of over 3,200 per episode.
- FDCA Connect Forums launched in Canberra and Perth.

5.5 MYFDCA APP

In May 2023, the myFDCA App was launched to members, providing convenient access to the existing Member Zone services through an easily accessible app on both the Apple App Store and Google Play Store. The myFDCA app is a free resource for members, designed to enhance engagement levels, as indicated by a recent survey that found members favour app-based programs over web-based programs.

KEY OUTCOMES:

- 1,000 member downloads of the App.
- In built notifications for locator enquiries and important insurance reminders.

5.6 CONTRACTOR MODEL GUIDANCE RESOURCES

The strengthening of the family day care contractor model is paramount in ensuring the sector's ongoing viability. FDCA continues to support members in a best practice approach to the family day care contractor model.

KEY OUTCOMES:

- Counsel Advice on implications of recent High Court Decisions.
- Review of Contractor Model Fact Sheets.
- Consideration of the impacts to transitioning to a Centralised Gap Fee structure.
- Updating of Service/Educator agreement template.

6.0 PROMOTE

A vital focus for FDCA remains raising the profile of family day care nationally, and positioning family day care as the option of choice in early childhood education and care. We assist our members in promoting their family day care businesses and in delivering clear and consistent messages about the many and unique benefits of family day care.

This is done through the provision of a range of communications initiatives and events, strategic media management, marketing, member services and resources.

STRATEGIC GOALS:

- 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, communications and strategic media management.
- Raise awareness and position family day care as a career of choice for educators and service providers, and support services in the recruitment of professional early childhood educators in areas of need and opportunity.

6.1 YOUR BUSINESS, THEIR FUTURE - NATIONAL RECRUITMENT CAMPAIGN

As a result of the work FDCA took on in 2021 to help, and support educator recruitment challenges in the sector, the national educator recruitment program now in its second year produces a regular cadence of educator placements each month through the referral of educators to family day care service members.

Whilst educator recruitment remains a key challenge in the family day care and wider ECEC sector, the FDCA educator recruitment program directly addresses and supports its members in this area.

The educator recruitment program is designed to offer an initial validation and referral process of pre-screen educator applicants to service members, and continues grow and offer sector support and guidance to those applicants who are interested or enquiring into setting up a family day care, this enables FDCA to maintain a national talent pool of passive and active educators who are looking to enter or return to the family day care sector

either now or in the future, and in turn support family day care services who need educators.

An increase in direct applications to FDCA through the career's pages over traditional job boards indicates the program is working and helping services connect with pre-screened, quality, educator referrals.

This year has seen over 70% of applicants apply directly to the FDCA Careers page.

KEY OUTCOMES:

- Over 64,370 Careers page views.
- Over 991 applicants to the program.
- Over 508 applicants interviewed for family day care educator positions.
- Over 157 educators referred to family day care service providers nationally.
- Over 50 educators placed through the program.

6.2 2022 EXCELLENCE IN FAMILY DAY CARE AWARDS

In 2022, the Excellence in Family Day Care Awards highlighted the key role it plays not only in acknowledging excellence in the family day care sector, but also in the program's capacity to be used as a tool for strategic media engagement in leveraging positive publicity for the sector.

The 2022 Excellence in Family Day Care Awards resulted in over 3,400 nominations being placed for coordinators, educators and services combined.

These nominations resulted in the presentation of:

- 69 x Regional Educator Awards.
- 6 x Star Awards (educators, coordinators and services).
- 12 x National Finalist Awards (educators, coordinators and services).
- 3 x National Winner Awards (educator, coordinator and service).

The targeted media releases associated with these awards helped to generate more than 45 positive stories that reached over 219,000 people.

KEY OUTCOMES:

- Over 3,400 nominations placed.
- Positive media reaching an audience of more than 200,000 people.
- First National Awards Presentation held in a gala dinner format since 2019.

6.3 FAMILY DAY CARE NATIONAL ADVERTISING CAMPAIGN

The 2022-23 period saw FDCA continue to support members and the wider family day care sector with a national digital advertising campaign.

The digital campaign saw FDCA invest in advertising across Google Ads and Facebook throughout the entirety of 2022-23, and was designed to both increase the awareness of family day care and drive care enquiries to members via the FDCA Family Day Care Locator, as well as promote family day care as a career of choice in ECEC.

Airing from July 2022 – June 2023 FDCA's national digital advertising campaign resulted in over 94,640 clicks to the FDCA website. FDCA's Facebook campaigns resulted in reaching of over 770,000 people and created over 62,500 interactions through Google Search.

These digital advertising campaigns assisted in generating over 20,000 education and care enquiries via the FDCA Family Day Care Locator for FDCA members at an average of 1,668 enquiries per month.

KEY OUTCOMES:

- Over 94,640 clicks driven to the FDCA website.
- More than 62,500 ad-driven interactions via Google Search.
- A Facebook reach of over 770,000.
- More than 20,000 Family Day Care Locator leads delivered for members.

6.4 2023 NATIONAL FAMILY DAY CARE WEEK

The eleventh edition of National Family Day Care Week took place from 1-7 May 2023, with FDCA members encouraged to celebrate the week by registering their

own National Family Day Care Week picnics.

During the 2023 edition of National Family Day Care Week over 215 members registered their own National Family Day Care Week picnics and were supplied with free picnic packs from FDCA.

FDCA held its annual Family Day Care Week Picnic in the Park with the event taking place in Western Australia at Stirling Civic Gardens. The event was attended by The Hon Dr Anne Aly MP, Federal Minister for Early Childhood Education along with more than 70 family day care stakeholders, including educators, service staff and families.

KEY OUTCOMES:

- 215 National Family Day Care Week picnics registered by FDCA members.
- Successful Picnic in the Park event held in Western Australia.
- Picnic in the Park event attended by The Hon Dr Anne Aly MP, Federal Minister for Early Childhood Education.

6.5 AWARENESS AND PERCEPTION BENCHMARKS

In 2022-23 FDCA established a new baseline measure of awareness and perception of family day care amongst users of family day care and those in the general child care market.

This work will support FDCA in developing tailored and targeted messaging as we look to promote the sector and improve the image and profile of family day care.

This project has provided a benchmark by which to assess changes in awareness and perception at the end of the current FDCA Strategic plan, by examining both the general child care market (sourced via Care for Kids) and current family day care users' (sourced through FDCA member educators) awareness and perception towards family day care.

KEY OUTCOMES:

- Awareness and perception study completed to establish new benchmarks.
- Unpromoted awareness of the general market was 70% for family day care (85% for long day care).

6.0 PROMOTE (CONT.)

- Positive perception of the general market was 66% for family day care (88% for those in the general market that had used family day care).
- Current family day care users' positive perception +92 (Net Promoter Score).

6.6 FAMILY DAY CARE LOCATOR

FDCA's Family Day Care Locator (the Locator) is a key marketing and promotional tool that can be used by members to generate leads for their family day care businesses.

In the 2022-23 period, substantial enhancements were made to the Locator to both improve the experience for public users of the Locator and increase FDCA members' ability to promote their business to families seeking early childhood education and care. This included an overhaul of the search function and the introduction of marketing packages that allowed FDCA members to increase their footprint on the Locator and communicate additional information to families.

FDCA also introduced Locator marketing packages that allowed members to access their own Google Ads campaign, directly attached to their Locator listing.

2022-23, was a record period for the Locator, with over 20,000 enquires made. This equated to an average of over 1,660 leads generate for FDCA members each month.

KEY OUTCOMES:

- Over 20,000 leads generated for FDCA members.
- Substantial enhancements made to the Locator, leading to an improved experience for public users and more options for members to promote their family day care businesses.

6.7 FDCA WEBSITE

The FDCA website is a key source of information about family day care, whether it be information about the education and care of children, for details about becoming a family day care educator or member-specific information.

During 2022-23 the FDCA website saw very high traffic

levels with over 17,730 unique visitors coming to the site each month.

KEY OUTCOMES:

- Over 17,730 unique visitors per month.

6.8 MARKET MY BUSINESS HUB

FDCA's Market My Business Hub is member benefit that allows FDCA's members with access to customisable marketing collateral at no additional cost beyond their FDCA membership.

In 2022-23, 360 pieces of marketing collateral were supplied to FDCA members via the Hub.

KEY OUTCOMES:

- 360 pieces of marketing collateral were supplied to FDCA members.

6.9 MEMBER COMMUNICATIONS AND MARKETING SUPPORT

FDCA's communications plan and strategy is constantly evolving, with new mediums regularly being implemented to improve FDCA's ability to connect with members. An example of this 2022-23 can be seen via the new Online Engagement Series.

Along with our weekly editions of Family Day Care Matters and triannual editions of JiGSAW magazine, regular direct member email bulletins were the main channel used for communication by FDCA, with a number of prominent Member Initiatives and Advocacy efforts featured. These included the 2022 Awards season, the new Online Engagement Series, FDCA's EFT Transition communications, 2023 National Family Day Care Week and ongoing FDCA Learning Hub updates, to name a few.

KEY OUTCOMES:

- 41,851 Facebook followers.
- 120 Facebook posts.
- 2,862 Instagram followers.
- Over 145 direct bulletins sent to members.

7.0 ORGANISATION

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

STRATEGIC GOAL:

- Ensure sustainable, ongoing and valued services to members through technology, innovation, diversification, organisational capacity, operational efficiency, good governance and strong financial management.

7.1 ORGANISATIONAL CAPACITY AND AGILITY

During 2022-23, FDCA undertook a number of strategic changes to ensure that organisational capacity and agility remained at an optimal level.

KEY OUTCOMES:

- Scoping of alternative risk transfer models for FDCA's insurance program.
- Transition to new corporate partners on the legal services and insurance programs.

7.2 INSURANCE SERVICES

In 2022-23, FDCA remained at the forefront of the family day care insurance market, offering leading insurance packages to both educators and service members. FDCA launched a service insurance initiative which offered a personalised program to service members to assist them in navigating their potential exposures and where insurance could assist in these areas.

KEY OUTCOMES:

- Service public liability insurance uptake from 47% to 60%.
- Market leading coverage in the early childhood sector.
- No increases in premiums across the FDC packages.

7.3 FDCA NATIONAL POLICE CHECKS

The FDCA National Police Checks Service launched in 2018 to provide a police check service to the FDC sector. Members enjoy a discounted rate and a streamlined

online service tailored specifically for educators, their family members and service staff.

KEY OUTCOMES:

- 2,748 completed National Police Checks over the 2022-23 period.
- 1,564 member discounts applied, totalling close to \$12,000 savings to members.

7.4 INFORMATION TECHNOLOGY

FDCA has continued its efforts to enhance Information Technology and Communication (IT&C) systems throughout the year. Notably, FDCA have made investments in cloud-based infrastructure to enhance accessibility and control. The recent emphasis within FDCA's IT&C strategy has been on cyber security, recognising the ever-evolving nature of this domain. FDCA will continue to prioritise in this area and will introduce advanced processes to maintain data compliance and security.

KEY OUTCOMES:

- FDCA aligned with maturity level one of Australian Cyber Security Centre's Essential Eight Maturity Model.

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.

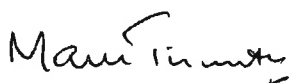
FAMILY DAY CARE AUSTRALIA LIMITED

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 2023 there has been:

- (i) no contraventions of auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.



MARK TINWORTH
CHARTERED ACCOUNTANT

North Sydney, 4th October 2023

TINWORTH & Co

CHARTERED ACCOUNTANTS and BUSINESS ADVISORS

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF FAMILY DAY CARE AUSTRALIA LIMITED

Opinion

We have audited the attached financial report of Family Day Care Australia Limited ("the company") which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, statement of recognised income and expenditure, cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the Directors' Report.

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

1. giving a true and fair view of the company's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
2. complying with Australian Accounting Standards, and the Corporations Regulations 2001.

Basis for 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 Directors in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standard 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis of our opinion.

Responsibilities of the Directors for the financial report

The directors are responsible for the preparation and fair presentation of the financial report that gives a true and fair view and have determined the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Corporations Act 2001 and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a 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 relating to going concern and using the going concern basis of accounting unless the members either intend to cease operations, or have no realistic alternative but to do so.

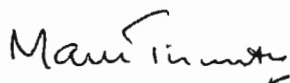
Auditor's responsibility

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 misstatements 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 of 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 board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by members.
- Conclude on the appropriateness of the company's use of 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 achieved fair representation.

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



MARK TINWORTH
CHARTERED ACCOUNTANT

Dated this on 4th October 2023

FAMILY DAY CARE AUSTRALIA LIMITED

ABN 93 094 436 021

DIRECTORS' DECLARATION

The directors of the company declare that:

1. The financial statements and notes, as set out on pages 9 to 28 are in accordance with the Corporations Act 2001:
 - (a) comply with Accounting Standards and;
 - (b) give a true and fair view of the company's financial position as at 30 June 2023 and of its performance for the year ended on that of the entity.
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



Phillip Gordon Naylor, Board Chair:

Dated this on 4th October 2023

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$	2022 \$
Revenue – services & other revenue	2	3,597,458	3,352,502
Other income	2	5,211	644
Auditors, legal and other expenses	3	(12,107)	(12,150)
Depreciation and amortisation expenses	3	(147,396)	(173,571)
Employee benefits expenses		(1,389,845)	(1,559,652)
Occupancy expenses		(43,896)	(21,013)
Other expenses		(1,854,188)	(1,377,890)
Surplus/ (Deficit) before income tax		<u>155,237</u>	<u>208,870</u>
Income tax expenses		-	-
Current year surplus/(deficit)		<u>155,237</u>	<u>208,870</u>
Other comprehensive income		-	-
Total comprehensive income/(loss) for the year		<u><u>155,237</u></u>	<u><u>208,870</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2023

	Retained Profits	Total
Balance 1 July 2020	4,128,576	4,128,576
Surplus attributable to members of the company	<u>202,719</u>	<u>202,719</u>
Balance 30 June 2021	4,331,295	4,331,295
Surplus attributable to members of the company	<u>208,870</u>	<u>208,870</u>
Balance 30 June 2022	4,540,165	4,540,165
Surplus attributable to members of the company	<u>155,237</u>	<u>155,237</u>
Balance 30 June 2023	<u><u>4,695,402</u></u>	<u><u>4,695,402</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	Note	2023 \$	2022 \$
Assets			
Current assets			
Cash & cash equivalents	4	2,905,337	3,076,373
Other financial assets	5	2,400	2,400
Other current assets	6	352,761	345,020
Total current assets		<u>3,260,498</u>	<u>3,423,793</u>
Non-current assets			
Property, plant and equipment	7	2,515,272	2,591,392
Total non-current assets		<u>2,515,272</u>	<u>2,591,392</u>
Total assets		<u>5,775,770</u>	<u>6,015,185</u>
Liabilities			
Current liabilities			
Trade and other payables	8	636,043	1,061,577
Employee entitlements	9	388,121	355,507
Total current liabilities		<u>1,024,164</u>	<u>1,417,084</u>
Non-current liabilities			
Employee entitlements	9	48,820	50,552
Borrowings	10	7,384	7,384
Total non-current liabilities		<u>56,204</u>	<u>57,936</u>
Total liabilities		<u>1,080,368</u>	<u>1,475,020</u>
Net assets		<u>4,695,402</u>	<u>4,540,165</u>
Equity			
Retained surplus	11	4,695,402	4,540,165
Total equity		<u>4,695,402</u>	<u>4,540,165</u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	Note	2023 \$	2022 \$
Cash flow from operating activities			
Receipts from customers and other revenue		3,562,191	3,564,465
Interest received		4,019	190
Payments to suppliers and employees		(3,665,264)	(3,437,884)
Interest paid		(706)	(621)
Net cash generated from operating activities	12	<u>(99,760)</u>	<u>126,150</u>
Cash flow from investing activities			
Payments for property, plant & equipment		<u>(71,276)</u>	<u>(39,787)</u>
Net cash used in investing activities		<u>(71,276)</u>	<u>(39,787)</u>
Cash flow from financing activities			
(Repayment) / Proceeds from borrowings		-	<u>(25,000)</u>
		-	<u>(25,000)</u>
Net increase/(decrease) in cash held		(171,036)	61,363
Cash at beginning of financial year		3,076,373	3,015,010
Cash at the end of the financial year	4	<u>2,905,337</u>	<u>3,076,373</u>

ACKNOWLEDGMENT OF COUNTRY

We at Family Day Care Australia acknowledge the Traditional Custodians of the land on which we live and work, the Darkinjung People, and pay our respects to their Elders past and present. We honour Aboriginal and Torres Strait Islander peoples' continuous connection to Country, and celebrate their traditions and living cultures.

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