



FAMILY DAY CARE AUSTRALIA
ANNUAL REPORT
2019-2020



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1.0 EXECUTIVE REPORTS

1.1 CHIEF EXECUTIVE OFFICER REPORT



Throughout 2019-2020, and the second year of our current strategic plan, Family Day Care Australia (FDCA) built on the platform laid throughout the previous year; leveraging a comprehensive evidence base and extensive member engagement to develop and deliver a suite of member initiatives to represent, support and promote a strong and viable future for family day care.

The transition from a period of sustained and significant challenge, change and reform for the sector continued throughout 2019-2020. In support of this transition a key strategic priority has seen strong 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 going forward.

The launch of the Sector Viability Strategy has sharpened our focus on the most pressing and prevalent barriers to the growth and evolution of the sector. Throughout mid 2019-2020, this heavily researched strategy paper

served as the platform for the most comprehensive national stakeholder engagement road-show in FDCA's recent history. Through direct, constructive and informed engagement with the Federal Minister for Education, the Opposition, the Executive levels of the Australian Government Department of Education, Skills and Employment, the Australian Children's Education and Care Quality Authority, and state and territory Regulatory Authorities across the country, FDCA has delivered a clear and consistent national blueprint for a viable family day care sector into the future

In addition, throughout 2019-2020 FDCA has remained highly engaged in all key sector stakeholder forums and consultations, providing broadly representative, consultative and evidence based advocacy on behalf of our members.

Delivering consistently high quality outcomes for children is central to achieving our Vision and as such, supporting the sector in pedagogical and operational practice remains an important strategic priority.

Throughout 2019-2020, while circumstances permitted, we continued to deliver the National Engagement Program; delivering engagement, consultation and professional learning opportunities for members. Similarly, planning for the 2021 FDCA National Conference commenced and a Project Advisory Committee was established.

We continued our work with ARTD consultants to finalise the Independent Review of the Family Day Care Assessment and Ratings Process report and subsequently, developed a resource to support services in the ratings and assessment process.

Technology remains central to our strategy in supporting our members and in 2019-2020 we completed a comprehensive IT system development project that delivered a raft of online enhancements for members. The Member Portal provides a central hub for online functions including member transactions, communications, resources, the Professional Learning Portal, member locator listing and enquiries management, and for services, the innovative and highly functional Compliance Dashboard.

Promoting and managing the image and profile of family day care is the third of FDCA's strategic priorities and throughout 2019-2020 we have maintained strong and strategic media relationships to provide balanced reporting on key sector issues as a respected key opinion leader in the early childhood education and care (ECEC) space.

In 2019-2020 the Excellence in Family Day Care Awards remained central to our public relations strategy and saw a record number of nominations across all award categories with over 5,000 nominations; an increase of 58% on the previous record of 3,210 in 2017. Additionally the introduction of the new Coordinator of the Year Award has been extremely well received by the sector with high levels of engagement and over 500 nominations.

Positioning family day care as a career of choice, and supporting educator recruitment is a significant objective of FDCA's promotional strategy. In 2019-2020 FDCA presented the Next Generation of Family Day Care Educators research project findings to both the Early Childhood Australia (ECA) national conference and the Commonwealth Early Childhood Education and Care Reference Group. The research forms the evidence base for ongoing work in supporting and enabling sector recruitment into the future.

Additionally, IT system development has seen the launch of FDCA's new educator locator. With dramatically enhanced functionality, and when coupled with FDCA's investment in targeted marketing, the locator provides a significant step forward in connecting supply and demand in family day care.

Operationally, throughout 2019-2020, we remained firmly focussed on 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.

Early in the 2019-2020 financial year, FDCA was recognised for the development of our National Police

Checks system as a national finalist in the Associations Forum's 'Achievement of the Year' awards. We were also extremely proud to have seen FDCA Board Chair Phil Naylor inducted into the Association Forum's Hall of Fame in recognition of his achievements in the Association sector over the last 30 years.

Despite all of the enthusiasm, efforts and achievements throughout 2019-2020, the back end of the financial year was dominated by one thing ... COVID-19.

Clearly, the impacts of the global pandemic have been immense and far reaching, and the childcare sector in Australia has not been without its own unique set of impacts. For much of the family day care sector, COVID-19 has created significant disruption and distress that has been felt socially, emotionally and of course, financially.

As the pandemic evolved, so too did a rolling series of operational and viability challenges for the sector. Initially, uncertainty and concern for educator and service viability in the face of declining enrolments, attendance and absences dominated sector sentiment, and thereby, our advocacy efforts early on.

Ironically, by virtue of the unique, small group, home learning environment and the sector's capacity to support essential workers through non-standard hours care, family day care was perfectly positioned to support children, families and the workforce in the face of an unprecedented global pandemic.

Unfortunately, it was these very strengths, and specific nuances of the family day care model that saw the sector incur a disproportionately significant financial impact under the Federal Government's Early Childhood Education and Care Relief Package (relief package).

Although well intentioned, the relief package was, by design, a baseline viability model which, given the sustained high levels of attendance and enrolment in family day care throughout COVID-19, meant that in many cases services and educators were dramatically under-remunerated for the care that was provided throughout the period.

1.0 EXECUTIVE REPORTS (CONT.)

The funding design also had a structural bias towards the long day care model which resulted in significant administrative burden for services. Additionally, it became increasingly apparent that a number of key pillars of the framework did not function adequately to be fit for purpose for family day care, namely, gaps in JobKeeper eligibility, and, the Supplementary Payments mechanism to support sustained high levels of enrolment.

In response, FDCA maintained strong engagement with the Federal Education Minister, the Department of Education, Skills and Employment (DESE), state and territory departments, the federal opposition, the Australian Taxation Office (ATO) and the Senate Select Committee on COVID-19, in representing the interests of our members. To guide and support our broader engagement with the sector we established a COVID-19 Response Advisory Committee; I would like to express my sincere thanks to this group for their significant contribution to our work, and to the sector throughout the peak of the COVID-19 crisis.

To assist services in navigating the complexities of this funding framework, and to support equitable approaches in funding distribution, FDCA engaged Deloitte to develop an ECEC Relief Package Guidance Resource and Disbursement Calculator.

Amidst an incredibly challenging political environment there were some wins for the sector including the expansion of the Exceptional Circumstance Supplementary Payment eligibility criteria to account for family day care educators and services that were ineligible for JobKeeper. Similarly, through strategic engagement with the COVID-19 Senate Committee, FDCA was able to draw out information and advocate around key issues including low Supplementary Funding application approval rates which eventually, appeared to give impetus to a degree of movement in the processing and approval of applications

As we approached the end of the ECEC Relief Package period, late in 2019-2020, FDCA consulted broadly on sector sentiment and thereafter, advocated strongly for a return to the Child Care Subsidy System (CCSS) system with the inclusion of some amendments and safety net

provisions. Despite a significant cohort of large centre-based sector stakeholders advocating to retain the ECEC Relief Package, the Minister for Education, the Hon Dan Tehan announced a return to the CCSS in early July.

Despite the impact of COVID-19, I am extremely proud of the all that FDCA has achieved throughout 2019-2020. Our strong reinvestment into the sector has delivered highly tangible outcomes for members while maintaining a sound bottom line position amidst challenging circumstances. We have advocated vigorously throughout the period and have affected positive change for the immediate and longer term outlook for the sector.

I would like to thank FDCA's Board of Directors for their significant contributions throughout 2019-2020; I am extremely privileged to have the support of such a dedicated, talented and collegial group of industry and sector professionals. Similarly, to my team at FDCA; your professionalism, expertise and dedication to the sector are a daily source of support and inspiration.

I am also immensely grateful for the support of our members. Throughout challenging times your passion and commitment to children and families has been unwavering, and your engagement with FDCA, as your national peak body, invaluable.

Andrew Paterson
Chief Executive Officer
Family Day Care Australia



1.0 EXECUTIVE REPORTS (CONT.)

1.2 BOARD CHAIR REPORT



It is my pleasure to present the Board Chair's Report for the 2019–2020 financial year.

Throughout its second year, our Strategic Plan has again served as a powerful and functional roadmap in directing the efforts and resources of Family Day Care Australia (FDCA) in representing, supporting and promoting our members, and towards our Vision for family day care; the natural choice in child care.

Although there remains much to do, I am encouraged by all that has been achieved throughout 2019-2020 and by the progress that has been made towards our strategic goals.

FDCA has cemented its position as a respected key opinion leader in the early childhood education and care sector. As a representative across the sector's key stakeholder forums, FDCA has been a prominent and effective advocate for family day care.

During 2019-2020, our work in representing the sector has been a significant priority.

FDCA's Sector Viability Strategy has been the impetus for a comprehensive, direct national engagement with the Federal Minister for Education, the Opposition,

the Executive levels of the Australian Government Department of Education, Skills and Employment, the Australian Children's Education and Care Quality Authority, and state and territory Regulatory Authorities across the country. Through evidence based advocacy FDCA has presented a clear and consistent national picture, across all stakeholders, of the way forward for family day care.

Additionally, while there have been isolated and/or jurisdictional advocacy efforts throughout 2019-2020, it was COVID-19 that dominated proceedings and absorbed the efforts of FDCA throughout the back-end of the reporting period.

The global pandemic was of course unforeseeable, and its impacts immeasurable. The capabilities, agility, innovation and resilience of individuals, businesses and governments have been challenged in unprecedented fashion, and of course, like so many, this has been a difficult period for our sector.

Despite the many and significant challenges, family day care was, in my opinion, a hero of the pandemic. The unique home learning environment stood in the spotlight as the 'natural choice' to support children, families, communities and the economy in the face of a 'one-in-one-hundred' year crisis.

Throughout the peaks and troughs of 2019-2020, a strong governance framework and highly effective Board and Executive relationship has remained the foundation for informed, considered and strategic decision making. The Committees of the Board have provided a strong conduit between the Board and management team, and ensured that the fiduciary functions of the Board were well supported by sound oversight, best practice reporting and researched, evidence based briefings. I take this opportunity to sincerely thank all Board and Committee members for their support in these challenging times.

The Board has maintained its program of review and continuous professional development which in 2019-2020 included further governance training programs and a facilitated Board evaluation. During the period we farewelled Sol Ibrahim from the Board following the cessation of his tenure; we are immensely grateful to Sol for the significant contribution he made to FDCA and the sector. Two new Directors joined the Board, NSW Service Manager Fiona Pattinson, and Board Appointed Director,

Senior Legal Counsel at Lendlease, Edward Burrell, both of whom complement the existing skills matrix with unique and invaluable knowledge and experience.

The Advisory Committee framework that was introduced to our constitution has demonstrated its intended agility and functionality in 2019-2020, in particular by way of the COVID-19 Response Advisory Committee; providing efficient and effective engagement in a challenging and fast paced environment.

In May, the Board and Executive team conducted our annual 'Key Initiatives' and budget workshop; now protocol as the means by which we embed the Strategic Plan into the work-plans and resource allocation of the organisation for the year ahead.

2019-2020 has seen FDCA achieve a sound bottom-line position, albeit in the context of significant economic upheaval; maintaining a strong and stable financial foundation and reinforcing the long term viability of the national peak, and ultimately, its continued capacity to support the sector.

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!

The Board of FDCA is acutely cognisant of the inherent inter-connectedness of the national peak and its members and I would like to thank the membership for its engagement and insights throughout 2019-2020. I wish you all the very best for 2020-2021.

Phil Naylor
Director and Chair
Family Day Care Australia

1.0 EXECUTIVE REPORTS (CONT.)

1.3 DIRECTOR'S REPORT

DIRECTORS - AS AT 30 JUNE 2020

MEETINGS OF DIRECTORS



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

- 27 July 2019
- 23 November 2019
- 7 March 2020



Number of teleconferences/videoconferences held during financial year – **3**:

- 20 January 2020
- 8 April 2020
- 30 May 2020

CURRENT DIRECTORS



PHILLIP GORDON NAYLOR

Director and Chair

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

Board Meetings: Possible: 6 Attendances: 6

Appointed: 3 May 2016



SARAH MARY FOWLER

Director and Deputy Chair

Qualifications: Diploma of Business (Governance), Diploma of Children's Services, Diploma of Management

Board Meetings: Possible: 6 Attendances: 6

Appointed: 28 October 2017



PRISCILLA CHRISTINE SCHWANZ

Director

Qualifications: Diploma of Children's Services

Board Meetings: Possible: 6 Attendances: 5

Appointed: 27 November 2011



TAMZIN LEE

Director

Qualifications: Bachelor of Laws, Bachelor of International Business

Board Meetings: Possible: 6 Attendances: 6

Appointed: 25 November 2016



PHILLIPA THERESE HARGRAVE

Director

Qualifications: Diploma of Children's Services, Certificate IV in Leadership and Management
Board Meetings: Possible: 6 Attendances: 6
Appointed: 28 October 2017



GEORGINA ZADELJ

Director

Qualifications: Advanced Diploma in Children's Services, Certificate IV in Teacher Aide Studies, Certificate IV in Workplace Training and Assessment, Certificate III in Forest School Programme Leadership
Board Meetings: Possible: 6 Attendances: 6
Appointed: 14 June 2019



EDWARD SAMUEL TIMOTHY BURRELL

Director

Qualifications: Bachelor of Laws, Bachelor of Physical Education
Board Meetings: Possible: 5 Attendances: 5
Appointed: 30 August 2019



FIONA JANE PATTINSON

Director

Qualifications: Diploma of Children's Services, Certificate IV in Training and Assessment
Board Meetings: Possible: 5 Attendances: 5
Appointed: 23 November 2019

FORMER DIRECTORS



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: 1 Attendances: 1
Appointed: 26 November 2016
Resigned: 23 November 2019

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 2018-2021 STRATEGIC SNAPSHOT

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 and solvency ratio of 10 months</p> <p>Maintain a staff engagement level of more than 4.0.</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.

We do this through:

- Monitoring, analysing and responding to emerging policy issues, trends and data
- Expert knowledge in policy and legislative formulation and review
- Evidence-based submissions to governments and policy decision makers
- Strong government and key stakeholder relationships
- Extensive representation on national industry stakeholder forums
- Comprehensive consultation mechanisms
- Research

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 a strong, viable, accessible and evolving sector

4.1 ADVOCACY

Throughout the 2019-2020 financial year, FDCA has prioritised a number of projects that provide for a strong evidence base to assist in furthering our advocacy strategy and supporting FDCA members to achieve the best possible learning and developmental outcomes for the more than 108,000 children receiving education and care in the family day care sector.

To achieve this robust evidence base, FDCA consistently engaged and consulted with the FDCA membership; both service and educator members, through a range of means including face-to-face engagement through the National Engagement Program, online surveys and targeted consultation with key stakeholders through FDCA Advisory Committee which are established on an as needs basis.

FDCA regularly liaises directly with the Federal Minister for Education, the Opposition, the Executive levels of the Australian Government Department of Education, Skills and Employment (DESE), the Australian Children's Education and Care Quality Authority (ACECQA) and state and territory Regulatory Authorities, and in our capacity as a representative on all major national early childhood education and care (ECEC) stakeholder reference groups, 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.

KEY OUTCOMES:

- In early December 2019, the Family Assistance Legislation Amendment (Building on the Child Care Package) Bill 2019 was passed in the Senate. The Bill made policy refinements and addresses unintended consequences resulting from the implementation of the Child Care Package on July 1 2018. FDCA was a key stakeholder in the consultation process relating to the Bill with the Department of Education and advocated strongly for a number of the key amendments, including changing the "8 week enrolment cessation rule" to 14 weeks, the rules relating to absences before and after enrolment and the "50% Additional Child Care Subsidy (ACCS) threshold rule", which was noted in the Senate Committee report, with FDCA's submission being specifically referenced in a number of places.

- FDCA supported, as an industry partner, a new research project which is being led by the University of New South Wales (UNSW) and the project was awarded funding in August 2019 through the Australian Research Council. The research project will explore how disadvantaged families access early childhood education which will lead to improvements in how services are delivered. Through 2019-2020, the Australian Government Minister's Rules Working Group met several times to discuss updates to the Minister's and Secretary's Rules. The first tranche of amendments to the Child Care Subsidy Minister's Rules 2017 (Minister's Rules) related to:

- proposed definition of when a child care service 'ceases to operate'; and
- the limited circumstances in which families can receive subsidy for absences at the beginning and end of an enrolment.

However, significantly, follow up consultations indicated that plans to expand section 47 of the Minister's Rules to include great nieces and great nephews in the 50% threshold. FDCA provided a swift and decisive advocacy response which resulted in the Department retracting the planned amendments to section 47.

- On 31 January 2020, FDCA provided a Pre-Budget Submission to Treasury. In the submission, FDCA made a strong case for raising the 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. While the Federal Budget has been deferred until October 2020, FDCA's positions stand and FDCA will continue this area of advocacy into next financial year.
- Across 2019, FDCA participated in the ongoing consultation being conducted by the Australian Institute of Family Studies (AIFS). FDCA highlighted the variability of the experiences of members in administering their services under the Child Care Package, ongoing issues associated with the administration of Child Care Subsidy (CCS) and ACCS, PRODA registration and general increases in administrative burden. FDCA also used the consultation as an avenue to advocate for an increase in the CCS fee cap for family day care.

4.2 SECTOR VIABILITY STRATEGY

In October 2019, FDCA launched the Sector Viability Strategy through the release of the FDCA Sector Viability Brief, which informed meetings with all state and territory Education Ministers, all Regulatory Authorities, the Federal Minister for Education, the Federal Shadow Minister for Early Childhood Education and Development and ACECQA which ran from October 2019 to February 2020. The purpose of the Strategy is to support ongoing, collaborative dialogue with state, territory and Commonwealth Governments around how FDCA, the family day care sector, policy decision makers and regulators can work together to further promote increased quality of family day care service provision, growth in higher quality service provision, and the long term viability of the family day care sector.

Key recommendations included:

- Apply the same formula that is applied to the original long day care fee cap calculation (i.e. applying a 17.5% loading to the mean) and apply an additional loading of 20% for non-standard hours family day care;
- review the current National Quality Framework (NQF) provider and service approval process and CCS provider approvals process for family day care services;
- conduct a review of the implementation of the educator cap condition from the perspective of consistency and with consideration of potential impacts on legitimate business growth;
- amend unreasonably low educator cap benchmarks for newly approved family day care services to allow for a minimum of 30 educators to be registered with the approved service;
- support quality growth through regulatory incentives by allowing a 1:5 educator to child ratio for Diploma qualified educators;
- amend regulation 123A to allow for a "buffer" of 10 additional educators to be registered (for a 1:25 ratio service) and 5 additional educators registered (for a 1:15 ratio service) prior to the requirement to employ an additional FTE coordinator;
- develop guidance relating to regulation 123A that allows for coordinators to take short term leave without the service having to engage another FTE coordinator; and

4.0 REPRESENT (CONT.)

- standardise educator notice periods and sampling methodologies for the assessment and ratings process, allowing family day care services to nominate a shortlist of educators to be assessed based on length (e.g. at least 12 months) of service and ensure that educators chosen to be assessed are notified within the same timeframes as educators of long day care services, that is, at least 4 weeks ahead of the visit.

KEY OUTCOMES:

- Improved understanding of the family day care model, its strengths and challenges facing the sector across all key policy decision maker stakeholders nationally
- Consistent and positive engagement precedent set across all jurisdictions and key stakeholders
- Commitment to “marrying up” provider approvals processes under the NQF and Family Assistance Law

4.3 PRESCHOOL AND FAMILY DAY CARE INTERSECTION SCOPING

In November and December 2019, FDCA conducted a survey of service members to obtain a better understanding of how family day care services interact with and/or deliver preschool/kindergarten services and programs in their state or territory.

KEY OUTCOMES:

A scoping paper documenting:

- The key findings of the research and analysis of the national policy context for preschool education
- How preschool programs currently intersect with the family day care sector
- The key considerations regarding delivery of subsidised preschool programs through family day care
- Structural barriers accessing Universal Access Funding for family day care

4.4 COVID-19

Since the commencement of the spread of the COVID-19 pandemic, FDCA has worked tirelessly to support members through consultation, information sharing, guidance and strong targeted and evidence-based advocacy. It has been a challenging and unprecedented time for all, in particular, as a result of the pausing of the Child Care Subsidy System (CCSS), a system that took more than five years to develop and implement.

The temporary ECEC Relief Package was imposed upon the sector with no consultation which resulted in significant challenges for FDCA and the sector more broadly. FDCA has, however, prioritised working with key stakeholders and governments in a coordinated and collaborative way to develop pragmatic solutions to the many and varied challenges whilst also being responsive to the changing needs of the sector, children and families throughout the pandemic. As such, we have regularly engaged with the Federal Education Minister, all state and territory Education Ministers, the DESE, state and territory departments, the Federal Opposition, the ATO, Treasury and the Senate Select Committee on COVID-19 to represent the interests of members and the sector more broadly.

To this end, FDCA also established the FDCA COVID-19 Response Advisory Committee to inform a evidence-based and coherent strategic response and engaged Deloitte to assist in the development of guidance to assist protecting the interests of both educators and services under the new temporary funding model.

The primary challenges were the significant economic impacts of the funding responses, as a result of inadequate consideration of the family day care model. For example:

- The ECEC Relief Package assumed a nationally linear COVID-19 trajectory and, as a ‘blunt instrument’ lacked the agility to respond to the high degree of variability of impact that was experienced in practice
- The ECEC Relief Package was designed as a viability safety net and the supplementary funding mechanism (designed to account for variances in demand) did not adequately support family day care
- A considerable cohort of educators were ineligible for JobKeeper, which was problematic as it was one of the two key pillars of the initial funding response. While FDCA advocated for, and was subsequently

guaranteed, a “JobKeeper equivalent” payment for these educators, it became evident that this program also lacked responsiveness

- The combination of the ‘bluntness’ of the ECEC Relief Package, the inadequacies of supplementary payments, instances of JobKeeper ineligibility and the sustained high levels of attendance in family day care saw many in the sector suffer disproportionately
- The ECEC Relief Package did not account for the crucial function of the family day care service (that is to support and monitor educators) and in turn, did not account for the distinct difference in the variable cost structures of the family day care service when compared with our long day care counterparts
- The Transition Payment Funding arrangements that came into effect in mid-July created conflicting legislation regarding educator eligibility for JobKeeper with an obligation imposed on family day care services in receipt of Transition Payments

KEY OUTCOMES:

- Securing eligibility for educators under the Community Child Care Fund (CCCF) Special Circumstances Grant Opportunity
- Development and distribution of Practice Guidance on the disbursement of funds under the ECEC Relief Package
- Delivery of three formal submissions to the Senate Select Committee on COVID-19 and five formal submissions to the Federal Minister for Education
- Securing expansion of the Exceptional Circumstance Supplementary Payment eligibility criteria for educators and services ineligible for JobKeeper
- Negotiation of a specific concession from the Tax Commissioner for discretion for educators applying for JobKeeper
- Securing funding from the DESE to commission Deloitte Australia to develop the Transition Payment Practice Guidance and the Viability Point Disbursement Guidance Tool
- Advocating for and attaining a prompt return to the CCSS based on the views of the overwhelming majority of members

4.5 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) 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 ECEC stakeholders and notable ECEC academics
- Two reports published in 2018-2019
- Provides FDCA with strong evidence-based data for organisational functions and strategy

5.0 SUPPORT

Family Day Care Australia is committed to supporting the sector in continuous improvement and in the delivery of quality practice.

We do this through the provision of specialist, professional 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 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.

5.1 NATIONAL ENGAGEMENT PROGRAM

Since its inception in 2016, FDCA's National Engagement Program forums have proven to be very popular with members. The program has not only played a vital role as conduit between FDCA and members, but has been an important source of professional development for educators and services, while also providing networking opportunities for members around the country.

During 2019-2020, eleven forums were scheduled across metropolitan and regional locations in Australia, with the format of the program changing in 2020 to bring educators and services together for a combined forum rather than having separate events.

The forums again included sector updates, professional development sessions, networking lunches and were free for FDCA members.

A total of nine National Engagement Program forums were held during 2019-2020, with scheduled forums in Canberra and Perth cancelled due to the COVID-19 pandemic.

KEY OUTCOMES:

- Eleven forums delivered across metropolitan and regional hubs around Australia in 2019-2020
- The inclusion of Be You as presenters for National Engagement Program forums

- Over 1000 total registrations during 2019
- A satisfaction level of more than 93% was registered by forum attendees in 2019

5.2 ASSESSMENT AND RATINGS SUPPORT RESOURCE

FDCA was pleased to announce the release of the *NQS Assessment & Ratings Process: Member Insights* report. The resource is designed to be used alongside the Guide to the NQF and outlines the context for the assessment and ratings process including information about the specific standards that are most challenging for the family day care sector and explores the six steps of assessment and rating process in detail, including feedback from FDCA members who have experienced the process.

The *NQS Assessment & Ratings Process: Member Insights* report was commissioned by FDCA and produced by ARTD Consultants and draws on relevant ACECQA data as well as the results of a survey of FDCA members about their experiences of the assessment and rating process. The report is based on the findings of the Independent Review of the Family Day Care Assessment and Ratings Process.

KEY OUTCOMES:

- Provision of a tailored, evidence-based report to assist family day care services across Australia better understand and navigate the assessment and rating process
- Support services' ongoing continuous improvement process and strategic planning
- Improvement in the proportion of services rated Meeting NQS or above nationally

5.3 PROFESSIONAL LEARNING PORTAL

The FDCA Professional Learning Portal (FDCA PLP) was launched in 2019, which is an interactive online Learning Management System (LMS) housed on FDCA's Member Zone which is available for free to FDCA educator and service members. The FDCA PLP provides access to a number of professional learning resources to assist members improve both pedagogical and operational practice, critically reflect, facilitate continuous improvement opportunities and ultimately improve learning and developmental outcomes for children in family day care.

KEY OUTCOMES:

- Provision of free high quality, evidence-based and tailored professional learning tools developed specifically for both educator and service members, including:
 - The Child Safe, Child Friendly learning course
 - The FDCA Compliance Self-Assessment Tool
 - The Perspectives on Quality in Australian Family Day Care Critical Reflection Resource

5.4 FDCA 2021 NATIONAL CONFERENCE

During the 2019-2020 reporting period a number of important milestones were reached regarding preparations for the FDCA 2021 National Conference. This included the announcement of the location/date for the conference and release of ticket sales, development of payment plan solutions for members, the establishment of a Project Advisory Committee for conference content and securing two keynote speakers.

KEY OUTCOMES:

- Conference location/date released
- Ticket sales opened and payment plans offered
- Project Advisory Committee established
- Dr Helen May and Jay Laga'aia secured as keynote speakers

5.5 EDUCATOR DEVELOPMENT AND COMPLIANCE DASHBOARD

As part of FDCA's insurance and membership management system that was released this financial year, the Compliance Dashboard through FDCA's Member Zone was created. The Compliance Dashboard is an upgrade from FDCA's previous status report system to assist services in maintaining the ongoing regulatory obligations of their educators.

The Compliance Dashboard uses a simple 'stop light' style view, so services can reconcile the status of their educators' insurance, at a glance.

KEY OUTCOMES:

- Easy to use streamlined online tool to assist services in meeting their compliance obligations
- Ability to add additional regulatory obligations like:
 - National Police Checks
 - Working with Children Checks
 - First Aid Training
 - Anaphylaxis Training
 - Emergency Asthma Training
- Educators' evidence of insurance document are easily accessible to services

6.0 PROMOTE

FDCA is committed to raising the profile of family day care nationally, and to 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 services 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 public relations 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, 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.

6.1 2019 EXCELLENCE IN FAMILY DAY CARE AWARDS

During 2019-2020, FDCA's Excellence in Family Day Care Awards continued to play a crucial role in FDCA's public relations strategy. The Excellence in Family Day Care Awards have gone from strength to strength and are responsible for generating large amounts of positive media attention for the family day care sector.






In 2019, a record number of nominations were placed across all award categories with over 5,000 nominations placed, eclipsing the record of 3,210 set in 2017. The awards generated over 110 positive media stories across Australia.

The 2019 Excellence in Family Day Care Awards also saw the introduction of a new major award category with the Coordinator of the Year implemented to recognise the vital role that coordinators play both in family day care services and in supporting educators to provide inclusive and nurturing education and care environments for children.

The annual awards program also continues to highlight the wonderful work done in the sector by family day care educators and services across the entire country.

KEY OUTCOMES:

- Over 5,000 nominations placed across all categories
- A record number of submissions placed by educators with 794 submissions entered
- Over 110 positive media stories published across Australia
- Media generated reached over 545,000 people

	MEDIUM	VOLUME	AUDIENCE	ASR
	TV	2	7,000	\$6,406
	PRINT	39	501,757	\$31,214
	ONLINE NEWS	32	1,685	\$29,095
	RADIO	8	N/A	\$4,804
	SOCIAL NETWORKS	33	34,740	N/A
	TOTAL	114	545,182	\$71,519

6.2 FAMILY DAY CARE AUSTRALIA NATIONAL ADVERTISING CAMPAIGN

FDCA was proud to continue its promotion of the sector in 2019-2020 through the implementation of an integrated advertising campaign.

FDCA once again invested in a national regional television campaign during the October to January period and supported this activity with an awareness campaign that saw family day care promotional material included in 'New Mother' Bounty Bags across Australia during this period.

Supplemental campaigns also ran throughout 2019-2020 on Facebook and also on Google Search that were designed to both increase awareness of family day care as an option of choice for ECEC for families and early childhood professionals, while also generating leads for members via the FDCA Family Day Care Locator.

KEY OUTCOMES:

- Over 2,441 television commercial spots shown nationally promoting family day care
- Achieved a reach of over 470,000 through Facebook promotions
- Generated over 32,590 interactions through Google Search promoting family day care
- Locator searches
- Created more than 9,000 leads for FDCA members via FDCA's Family Day Care Locator during 2019-2020

6.3 2020 NATIONAL FAMILY DAY CARE WEEK

National Family Day Care Week provides an opportunity for the family day care sector to unite and celebrate the amazing work done in the community by family day care educators and services across Australia.

The week provides a platform for FDCA to showcase family day care by generating media coverage of National Family Day Care Week celebrations held by educators and services Australia-wide and assists FDCA in raising the image and profile of the sector and positioning family day care as the natural choice in child care.

In 2019-2020 National Family Day Care Week was scheduled to take place from 4 to 10 May 2020, however due to the COVID-19 pandemic celebrations had to be cancelled.

Before the cancellation of the event, 189 National Family Day Care Week celebrations had already been registered.

KEY OUTCOMES:

- Implementation of free National Family Day Care Week Picnic Packs for the first 300 members to register events
- Over 180 events registered by members in the first two weeks of registrations opening

6.4 FAMILY DAY CARE LOCATOR

FDCA's Family Day Care Locator assists members to reach parents directly and promote their family day care business. A Family Day Care Locator listing is included with FDCA membership.

In 2019-2020 FDCA made a number of upgrades to the Family Day Care Locator to assist members grow and promote their businesses. These upgrades saw the implementation of improved mapping technology to make it easier for families to search, while also protecting member privacy.

Additional upgrades allowed members to provide more information about their family day care business such as vacancy details, customise their business name and also upload a cover photo for their listing.

KEY OUTCOMES:

- Launch of an upgraded Family Day Care Locator
- Implementation of a number of improvements to the locator to assist members grow and promote their business

6.0 PROMOTE (CONT.)

6.5 PREGNANCY, BABIES AND CHILDREN'S EXPO ROAD SHOW

During 2019-2020, FDCA continued to highlight the benefits of family day care in front of new and expectant parents by exhibiting at the Pregnancy, Babies and Children's Expos. FDCA attended expos in Perth and Melbourne during 2019, with future expos cancelled due to the COVID-19 pandemic.

KEY OUTCOMES:

- Target audience reach of over 28,000 in Perth and Melbourne
- Continued increase of awareness across the target market
- Opportunities provided for local services to engage with perspective families

6.6 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 magazine published during 2019-2020
- Communications to members via our weekly e-newsletter Family Day Care Matters (FDCM) with an average open rate of 42.5%
- Regular e-bulletins sent to members regarding relevant and important sector issues

7.0 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 GOAL:

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

7.1 ORGANISATIONAL CAPACITY AND AGILITY

During 2019-2020, FDCA undertook a number of strategic changes to ensure that organisational capacity and agility remained at an optimal level.

KEY OUTCOMES:

- Reviewed and implemented an internal Compliance Management Framework System
- Augmentation of in-house insurance broking and management capability
- Successful transition to remote working arrangements throughout COVID-19 pandemic lockdown

7.2 INSURANCE SERVICES

Throughout 2019-2020 FDCA continued to deliver its market leading and best practice insurance program to educators and services. FDCA as the national peak body has a unique and comprehensive understanding of risks in a family day care setting and as such provides superior and targeted cover across our offerings. Key Outcomes:

- Maintained market leading cover on public liability policies with no increase in premium
- Remained trusted insurer of choice for family day care educators and services

7.3 MEMBERSHIP AND INSURANCE MANAGEMENT SYSTEM

As part of FDCA's continual review of enhancing technology capabilities, release of the insurance and membership management system took place during the reporting period. The system improved efficiencies for the processing of insurance policies and membership as well as offering a host of new member benefits.

The new FDCA Member Zone was developed in conjunction with the system which allows educator and service members' easy access to a number of member resources, insurance information, locator enquiries, FDCM and online versions of JiGSAW.

KEY OUTCOMES:

- Upgraded family day care locator
- Professional Learning Portal accessible through the Member Zone
- Compliance Dashboard for services
- Seamless online new policy and renew policy purchasing

7.4 INFORMATION TECHNOLOGY

FDCA continues to review and enhance its technology capabilities with the ongoing review of current systems in place to ensure they are adequately and efficiently supporting FDCA to deliver its member services. FDCA currently uses a number of leading edge technology services including its cloud based call centre software and newly developed insurance and membership management system.

KEY OUTCOMES:

- All operating systems moved to the cloud or with the view to move to the cloud in the near future
- Development of the insurance and membership management system and FDCA Member Zone
- Ongoing review of future technology capabilities and resourcing

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.

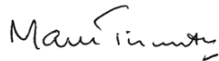
FAMILY DAY CARE AUSTRALIA LIMITED

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 2020 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, 20 October 2020

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 2020, 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 2020 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.

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Liability limited by a scheme approved under Professional Standards Legislation

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 20th day of October 2020

TINWORTH & Co
CHARTERED ACCOUNTANTS and BUSINESS ADVISORS

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 8 to 29 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 2020 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 Naylor, Board Chair:

Dated this *19th* day of *October* 2020

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
Revenue – services & other revenue	2	4,085,573	4,495,071
Other income	2	152,270	45,142
Auditors, legal and other expenses	3	(12,128)	(9,500)
Depreciation and amortisation expenses	3	(171,938)	(121,866)
Employee benefits expenses		(2,133,036)	(2,039,827)
Occupancy expenses		(49,611)	(68,887)
Other expenses		(1,640,823)	(2,020,716)
Surplus/ (Deficit) before income tax		<u>230,307</u>	<u>279,417</u>
Income tax expenses		-	-
Current year surplus/(deficit)		<u>230,307</u>	<u>279,417</u>
Other comprehensive income		-	-
Total comprehensive income/(loss) for the year		<u><u>230,307</u></u>	<u><u>279,417</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020

	Retained Profits	Total
Balance 1 July 2018	3,618,852	3,618,852
Surplus attributable to members of the company	<u>279,417</u>	<u>279,417</u>
Balance 30 June 2019	3,898,269	3,898,269
Surplus attributable to members of the company	<u>230,307</u>	<u>230,307</u>
Balance 30 June 2020	<u><u>4,128,576</u></u>	<u><u>4,128,576</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2020

	Note	2020 \$	2019 \$
Assets			
Current assets			
Cash & cash equivalents	4	2,512,832	2,678,794
Other financial assets	5	2,400	2,400
Other current assets	6	244,421	211,056
Total current assets		<u>2,759,653</u>	<u>2,892,250</u>
Non-current assets			
Property, plant and equipment	7	2,908,067	2,848,809
Total non-current assets		<u>2,908,067</u>	<u>2,848,809</u>
Total assets		<u>5,667,720</u>	<u>5,741,059</u>
Liabilities			
Current liabilities			
Trade and other payables	8	886,632	1,249,921
Employee entitlements	9	306,454	272,814
Total current liabilities		<u>1,193,086</u>	<u>1,522,736</u>
Non-current liabilities			
Employee entitlements	9	115,934	92,410
Borrowings	10	230,124	227,645
Total non-current liabilities		<u>346,058</u>	<u>320,055</u>
Total liabilities		<u>1,539,144</u>	<u>1,842,790</u>
Net assets		<u>4,128,576</u>	<u>3,898,269</u>
Equity			
Retained surplus	11	4,128,576	3,898,269
Total equity		<u>4,128,576</u>	<u>3,898,269</u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2020

	Note	2020 \$	2019 \$
Cash flow from operating activities			
Receipts from customers and other revenue		4,416,054	4,494,949
Interest received		37,348	25,189
Payments to suppliers and employees		(4,379,623)	(4,250,560)
Interest paid		(11,024)	(11,895)
Net cash generated from operating activities	12	<u>62,755</u>	<u>257,683</u>
Cash flow from investing activities			
Proceeds from sale of assets		-	-
Payments for property, plant & equipment		(231,196)	(1,053,442)
Net cash used in investing activities		<u>(231,196)</u>	<u>(1,053,442)</u>
Cash flow from financing activities			
(Repayment) / Proceeds from borrowings		2,479	-
		<u>2,479</u>	<u>-</u>
Net increase/(decrease) in cash held		(165,962)	(795,759)
Cash at beginning of financial year		2,678,794	3,474,553
Cash at the end of the financial year	5	<u>2,512,832</u>	<u>2,678,794</u>

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