



FAMILY DAY CARE AUSTRALIA
ANNUAL REPORT
2021-2022

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1.0 EXECUTIVE REPORTS

1.1 CHIEF EXECUTIVE OFFICER REPORT

The 2021-22 financial year saw the early childhood education and care landscape remain incredibly dynamic amidst the ongoing challenges of COVID-19, significant workforce challenges and a federal election; in turn, our work in representing and supporting our members remained high on the agenda for the national peak.

The dramatic re-emergence of COVID-19 in early July 2021 set an uneasy tone for the new financial year. Although the learnings of previous waves of the pandemic smoothed the road somewhat, the funding support mechanisms, mandatory vaccinations and variable and inconsistent isolation rules, demanded significant and ongoing engagement across the sector and with both federal, state and territory governments.

Among Family Day Care Australia's (FDCA) more scheduled objectives for the 2021-22 financial year was our advocacy ahead of the 2022 federal election. Our election strategy sought to engage broader awareness of, and support for, the important role of family day care across important electorates and political portfolios. In support of the strategy FDCA developed a comprehensive election commitments manifesto informed by broadly representative national consultation and an external evidence base in support of several 'key-asks' of government seeking to reinvigorate and better leverage the capabilities of the sector in meeting the early childhood education and care (ECEC) objectives of government.

Among the many significant outcomes of FDCA's pre-election strategy was securing the former Minister for Education and Youth, the Hon Stuart Robert, alongside the former Shadow Minister for Early Childhood Education and Development, the Hon Amanda Rishworth MP, to participate in an online member forum to discuss the election commitment requests and gauge their commitments to the sector throughout the next term of government. The forum was immensely successful with over 2,500 views on Facebook.

Post-election, the Ministerial reshuffle saw Dr Anne Aly appointed to the role of Minister for Early Childhood Education. In June 2022, FDCA met with Minister Aly to outline the key issues, the election commitments from the Australian Labor Party and our vision for better supporting the sector into the future. Although new to the portfolio,

the Minister demonstrated a strong understanding and acknowledgment of the important role of family day care.

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.

Viability pressures remain a focus and, in support of educators particularly, we remained vigilant in our advocacy for equity under the Child Care Subsidy (CCS) fee cap, and for recognition of the additional costs associated with the provision of non-standard hours care. For services, the emerging workforce crisis across the broader early childhood education and care sector has impacted the recruitment of new educators. In support of our advocacy for tailored recruitment incentives for family day care, FDCA worked with Deloitte Australia to develop the *Workforce Output Model*, demonstrating the significant economic return on investment in the family day care sector.

FDCA remains a highly engaged key opinion leader across the broader ECEC sector and is an engaged participant across key stakeholder forums, research projects and consultations. During the period we were the sector's representative on the national Co-design Stakeholder Reference Group (SRG) for the Children's Education and Care National Workforce Strategy, led by the Australian Children's Education and Care Quality Authority (ACECQA). We also sat on the Commonwealth ECEC Reference Group, in addition to several State and Territory sector advisory committees. Additionally, FDCA continues to lead, support, and act as an Industry Partner on a number of significant research projects spanning some of Australia's leading universities and top ECEC academics.

Mindful of the diversity of our membership and of the very important role of family day care in supporting culturally and linguistically diverse (CALD), and migrant communities, during the period FDCA implemented its CALD Member Engagement initiative, which among other outcomes saw the establishment of a dedicated Advisory Committee.

In addition to the many and significant advocacy efforts throughout the period, FDCA remained committed to

supporting the sector in continuous improvement and in the delivery of quality practice.

Informed by opportunities to improve outcomes for the sector under the National Quality Standard, FDCA shone a light on Quality Area 1 (Educational Program and Practice) and set about developing *A Short Guide to Early Childhood Pedagogy* and the accompanying *Companion Resource*, to assist educational leaders, family day care coordinators and educators to promote and support a culture of professional enquiry, challenge the status quo and generate new thinking to support continuous improvement.

In acknowledging the important role of family day care coordinators in supporting quality practice, in 2021, FDCA engaged Early Childhood Australia (ECA) to undertake the development of 'best practice coordinator guide' resource, with the final product being delivered through FDCA's Learning Hub.

The FDCA Learning Hub, a partnership with ECA, was 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 and is designed to 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.

After a 2-year COVID-19 hiatus in 2021-22 the National Engagement Program returned as an important mechanism to connect with, consult and support our members. The professional development focus across the 6 forums included Child Protection and Safe Sleep components and we saw over 300 registrations across the program.

Additionally, significant efforts went into preparations for the rescheduled FDCA Triennial Conference. Despite the COVID-19 postponement, we saw the retention of all keynote speakers, sponsors, and exhibitors, and although we saw a very small initial drop off of delegates, registrations built strongly throughout the back-end of the 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 continue to go from strength to strength.

In 2021, celebrating its 10th year, the Excellence in Family Day Care Awards remain highly effective in both showcasing excellence in the family day care sector, and as a vehicle for strategic media engagement.

The 2021 Excellence in Family Day Care Awards saw almost 5,200 nominations placed across educator, coordinator, and service categories while generating 137 positive stories that reached over 1 million people at a media value in excess of \$200,000.

Similarly, late in the financial year we celebrated the 10th anniversary of National Family Day Care Week with over 180 registered member events across the country including FDCA's own event in Brisbane. Events featured across print and social media and included a TV news story.

Sector marketing throughout the period also included a national digital advertising campaign aimed at increasing the awareness of family day care and driving enquiries to members via the FDCA Family Day Care Locator. In 2021-22 we produced a range of new promotional materials used both in our own digital campaigns but also made available to members via their online 'Market My Business Hub'.

Across the period the digital campaign generated over 77,640 click throughs to the FDCA website, while our Facebook campaign reached over 500,000 people with close to 50,000 Google Search interactions with parents looking for early childhood education and care and 12,000 direct enquiries to members via the FDCA Locator.

In the context of significant broader sector workforce challenges, sector consultation identified new educator recruitment as the primary challenge facing family day care services. While FDCA has previously provided 'passive supports' to members by way of marketing efforts and resources, the decision was made to take a far more pro-active role in this space by way of the addition of an experienced Recruitment Manager, supported by a comprehensive campaign titled 'Your Business, Their Future'. Extensive marketing and a dedicated careers website including a host of tools, created a pipeline of prospective educators who, after an exhaustive

pre-screening, validation and certification process, were presented as 'qualified leads' to family day care services. Despite an incredibly challenging employment environment the campaign saw 290 educators interviewed and 70 referrals to services.

Throughout the middle of the 2021-22 financial year, we commenced a comprehensive review of FDCA's Strategic Plan in order to reaffirm or re-establish our strategic direction for the term ahead.

The strategic planning process was informed by an extensive evidence base that included the commissioning of an externally conducted member survey, and awareness and perception study. Additionally, a comprehensive deep dive into extensive member data was conducted, along with SWOT and environmental analysis.

The scope of the review included the Mission and Vision, strategic priorities and goals, along with Key Performance Indicators, while the process included an Executive Team workshop that further informed the Board and Executive planning workshop in February 2022.

In summary the review found that our Strategic Plan and our associated processes have served us well. The clear linkages from the Vision, through the Mission, to our Priorities, Goals, KPIs and Key Initiatives provides a clear, measurable and executable roadmap that guides the allocation of resources, and ultimately, our day-to-day work.

Operationally, throughout 2021-22, FDCA remained focused on ensuring sustainable, ongoing and valued services to members through technology, innovation, diversification, organisational capacity, operational efficiency, good governance and strong financial management.

We have built our internal capacity across our key business operations, notably, FDCA is now fully independent in meeting its Responsible Manager obligations under the organisation's Australian Financial Services Licence.

During the period we continued our transition to cloud-based infrastructure providing enhanced accessibility, functionality and innovative capacity for staff and members. We also enhanced our data security capabilities implementing a framework aligned with the Australian Cyber Security Centre guidelines.

Despite the challenges and uncertainty of 2021-22, we remain committed to, and confident in the way forward for our sector; I am extremely proud of what has been achieved throughout the period. Unprecedented reinvestment into the sector has delivered valuable member outcomes and this has been achieved while maintaining a sound bottom line position. We continue to advocate vehemently for our sector and have affected positive outcomes amidst a difficult environment.

I am immensely grateful for the support, insights and direction of our Board throughout 2021-22; a uniquely dedicated and talented group of industry and sector professionals. To my team, your professionalism, expertise and dedication forms the foundation of a culture resilience, collaboration and positivity that continues to drive us forward.

Lastly, and most importantly, I am sincerely grateful for the support of our members. Supporting you in your unwavering commitment to children and families is our inspiration, and your engagement with FDCA, as your national peak body, is 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 2021-22 financial year.

After a year of unprecedented turmoil on a global scale, the new financial year was ushered in by a new wave of pandemic inspired uncertainty, which brought with it new challenges for our sector and for Family Day Care Australia (FDCA).

It is increasingly evident that our sector has become particularly adept in navigating uncharted waters, and despite the stress and strain, maintains an unwavering commitment to the children, families and communities we support.

For FDCA, representing and supporting our sector amidst an ever-changing landscape, while remaining equally focussed on our longer-term objectives has required a delicate balancing of resources and priorities, a balance that has been well struck and evident in our representation of the sector and the outcomes delivered to members across the financial year.

The 2022 Federal Election was an important focal point of advocacy for the national peak, and I was particularly impressed by the scope, scale and success of FDCA's efforts in its pre-election work. The engagement of the former Minister and Shadow Minister in our online pre-election member forum was a notable highlight, and FDCA's ongoing engagement with our new Minister shows promise of a more positive political environment into the future.

Sustainability and viability pressures remain primary risks for our sector, and as such, a focus for FDCA. The inequity in the Child Care Subsidy Fee Cap remains a central position across our submissions to government, including our pre-budget submission in January 2022. Similarly, the national peak is acutely aware of the broader workforce challenges and the direct impact on the capacity of services to recruit and retain educators. A key strategic initiative during the period was the engagement of a dedicated internal recruitment resource, to provide hands on support to service in the engagement of new educators.

A key function of the Board lies in the establishment and oversight of strategy, as such, of particular significance to the Board during the period was the review of FDCA's Strategic Plan. While a wholesale reinvention of strategy was not anticipated, nor was it discounted, instead the key focus was to ensure a strong evidence base that would facilitate an informed review of internal and external sentiment, our environment, our SWOT, and ultimately our strategic priorities for the forthcoming term. The quality and scope of the data and insights provided by the Executive Team ensured a level of confidence in decision making to which we, as a Board, have become accustomed.

Although changes in the landscape, emerging issues and the needs of our members have evolved over the past 4 years, at its core, our Strategic plan remains relevant and effective in shaping our priorities, allocating our resources, and guiding the work that we do on behalf of our members.

Following the resolution of our Strategic Plan in February 2022, in May we conducted our annual 'Key Initiatives' and budget workshop. With a renewed focus on a number of key priorities identified throughout the strategic planning process, this workshop provided the intersection between strategy and operations and delivered a suite of inspired and innovative projects for the year ahead.

Strong and effective governance remains a notable strength of the organisation and underpins the effective functioning of the roles of, and relationship between the Board and staff of FDCA. A formal annual schedule of Board governance training, policy and skills review, compliance assessment, and Committee composition continues to ensure that reflection and ongoing improvement are embedded in the good governance practice of our Board.

2021-22 was another year in which FDCA achieved its budget targets while continuing to make a significant investment back into the sector. Effective and efficient financial management continues to ensure the delivery of our Mission while ensuring that the organisation maintains a strong and stable financial foundation for the future.

I wish to thank our Chief Executive Officer, Andrew Paterson and his talented and committed team who have risen to the challenges and continued to innovate in their roles to ensure a high level of support and representation of our members. The work of FDCA could not be done without the enthusiasm, passion, and diligence of the FDCA team who advocate with determination to make a positive impact.

I am sincerely grateful for the support and contribution of my fellow Directors. Not only are we privileged for the incredible diversity of talent and experience on our Board, but equally for the collaborative, constructive, and forward-thinking culture that we enjoy as Directors on the FDCA Board.

Finally, on behalf of the Board and staff of FDCA, I would like to thank our members for your commitment to children and families, and for your engagement and support 2021-22; we look forward to representing and supporting you throughout the year ahead.



Sarah Fowler
Director and Chair
Family Day Care Australia



1.0 EXECUTIVE REPORTS (CONT.)

1.3 DIRECTOR'S REPORT

DIRECTORS - AS AT 30 JUNE 2022

MEETINGS OF DIRECTORS



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

- 27 November 2021
- 26 February 2022
- 30 April 2022



Number of teleconferences/videoconferences held during financial year – **1**:

- 31 July 2021

CURRENT DIRECTORS



SARAH MARY FOWLER

Director and Chair

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

Special Responsibilities: Director & Board Chair Board

Board Meetings: Possible: 4 Attendances: 4

Appointed: 28 October 2017



EDWARD SAMUEL TIMOTHY BURRELL

Director and Deputy Chair

Qualifications: Bachelor of Laws, Bachelor of Physical Education

Special Responsibilities: Director & Deputy Chair

Board Meetings: Possible: 4 Attendances: 3

Appointed: 30 August 2019



PHILLIP GORDON NAYLOR

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

Special Responsibilities: Director

Board Meetings: Possible: 4 Attendances: 4

Appointed: 3 May 2016



TAMZIN LEE

Director

Qualifications: Bachelor of Laws, Bachelor of International Business

Special Responsibilities: Director

Board Meetings: Possible: 4 Attendances: 3

Appointed: 25 November 2016



PHILLIPA THERESE HARGRAVE

Director

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

Special Responsibilities: Director

Board Meetings: Possible: 4 Attendances: 4

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 and Assessment, Certificate III in Forest School Programme Leadership

Special Responsibilities: Director

Board Meetings: Possible: 4 Attendances: 4

Appointed: 14 June 2019



ROSIE PUPO

Director

Qualifications: Diploma of Children's Services, Certificate IV in Small Business, Certificate IV in Training and Assessment

Special Responsibilities: Director

Board Meetings: Possible: 4 Attendances: 4

Appointed: 15 April 2021



CATHY BAVAGE

Director

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

Special Responsibilities: Director

Board Meetings: Possible: 3 Attendances: 1

Appointed: 3 November 2021

FORMER DIRECTORS



MARINA BUULTJENS

Director

Qualifications: Diploma in Children's Services

Board Meetings: Possible: 1 Attendances: 1

Appointed: 21 November 2020

Resigned: 13 October 2021

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 2022-2025 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

Family Day Care Australia (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 2021-22 financial year, FDCA has pursued a multifaceted advocacy strategy focused on supporting FDCA members to achieve the best possible learning and developmental outcomes for the more than 90,000 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 Advisory Committees, such as our newly established Culturally and Linguistically Diverse (CALD) Member Engagement Advisory Committee.

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, 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.

This year also saw a Federal Election, resulting in a change of Government which presented a number of opportunities for the family day care sector due to shifts in the federal policy landscape.

KEY OUTCOMES:

- On 31 January 2022, FDCA provided a 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.
- Extensive work was undertaken by FDCA from the start of the financial year onwards to develop a reformed Advocacy Campaign Strategy to execute in the lead up to the 2022 federal election and beyond. See section 4.2.
- FDCA developed a *Workforce Output Model* ('the Model') which outlines the return on investment for governments resulting from additional targeted funding programs for family day care through incentivising new educators to enter the sector and providing additional support to services to engage them. The model was subsequently independently validated by Deloitte Australia.
- On 10 March 2022, FDCA made a submission to the NSW Government's Women's Economic Opportunities Review. The submission outlined key funding measures that would not only be pivotal in ensuring the long-term viability of the family day care sector but would also represent an appropriate allocation of funding to facilitate increased women's economic security through incentivising growth in the family day care sector.

4.2 2022 FEDERAL ELECTION

In the lead up to the 2022 federal election, FDCA identified a specific set of advocacy objectives, those being to:

- develop a compelling narrative (key messages and themes);

- align FDCA policy positions with the re-election agenda of the major parties;
- mobilise key government backbenchers and other relevant stakeholders to advocate for FDCA's policy positions;
- identify key leverage points with the Independents and enable them to advocate on FDCA's behalf;
- mobilise the sector to demonstrate and leverage the political capital of family day care; and
- roll out a complementary and strategic communications campaign to extend the political reach and influence of family day care and ultimately demonstrating the connection between FDCA's policy positions and votes.

A campaign workplan then translated the overarching aims and specific objectives of the advocacy campaign into four distinct streams of work which included the establishment of key messages and policy positions, "return-on-investment workforce output modelling", electoral mapping, a political targets matrix, sector consultation and the development of our pre-election submission to the major parties.

FDCA's unwavering and evidence-based position remains that through a number of simple and cost-effective targeted initiatives, in line with existing workforce and funding programs, governments at both a Commonwealth and state and territory level have the opportunity to increase the capacity of the family day care sector to assist in fulfilling a wide range of government objectives, including:

- increasing economic security for women;
- enhancing women's workforce participation through opportunities for women to enter the sector as a family day care educator, which in turn supports more mothers to enter the workforce as a result of increased ECEC places locally;
- increasing flexibility in and accessibility to early childhood education and care nationally; and
- supporting female entrepreneurs to start and run their own micro-business.

KEY OUTCOMES:

- Following nation-wide consultation with our members in October 2021, FDCA finalised our *Request for*

Election Policy Commitments for the Family Day Care Sector, ahead of the 2022 federal election. FDCA then informed members of the policy commitments that the major parties were willing, or unwilling, to commit to, which assisted in informing members' decision at the federal election.

- FDCA contacted a total of 70 MPs, Ministers and Senators that were considered of most strategic value as part of the FDCA's Election Campaign, many of whom sought direct engagement with FDCA to better understand the issues and opportunities for family day care in their jurisdictions and portfolios.
- FDCA secured the former Minister for Education and Youth, the Hon Stuart Robert MP, alongside the former Shadow Minister for Early Childhood Education and Development, the Hon Amanda Rishworth MP, to participate in an online forum to discuss the election commitment requests and what their government would do for family day care. The forum was a huge success with over 2,500 views on Facebook.
- Following the outcome of the Federal Election, the Hon Amanda Rishworth MP was promoted to the Cabinet Ministry under the Social Services portfolio, and Dr Anne Aly was appointed to the role of Minister for Early Childhood Education. In June 2022, FDCA met with Minister Aly to outline the key issues, election commitments from the Australian Labor Party and our vision for better supporting the sector into the future.

4.3 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:

- FDCA committed to acting as an Industry Partner in a project titled "Harnessing the health communication power of the early childhood sector" being led by Macquarie University which seeks to capitalise on learning derived from the experience of the early childhood education sector during the COVID-19

4.0 REPRESENT (CONT.)

crisis, to develop a Best Practice Model of health communication to be used whenever population-level health information needs to be communicated rapidly, accurately and effectively to families of young children and their educators.

- As a steering committee member, FDCA has continued to support the Distributive Leadership Project, led by the Queensland University of Technology (QUT), which has been investigating effective leadership in family day care. This year saw the final stages of the project which involved:
 - the distribution of the sector-wide survey through FDCA's communications channels, which resulted in a robust sample size for analysis
 - completion of the third phase of the key research methodologies, being the interactive policy and practice workshop. The objective of the workshop was to share initial findings from the study and obtain feedback, and to collectively consider the implications of these findings for effective leadership approaches and practices within individual family day care services
 - the development suite of modules for an online professional learning course focusing on Distributed Leadership in family day care.
- 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.
- Developed by national mental health institute Everymind, with extensive support from FDCA, 2022 saw the launch of a new online professional development program for family day care workers: Supporting the mental health of children. This first-of-its-kind program aims to help build the confidence and capacity of educators, managers and coordinators to promote positive mental health and wellbeing in children offering research-driven tools and techniques that have been specifically tailored for family day care. The program also aims to encourage educators, managers and coordinators to reflect on and look after their own mental health and wellbeing. There are six

self-paced modules exploring various early childhood education practice areas available free of charge through the FDCA website.

4.4 COVID-19

The first half of the financial year saw another challenging period for the family day care sector, as a result of the COVID-19 pandemic. From July 2021 onwards, FDCA consulted extensively with those members in affected areas, and participated in weekly meetings with the Australian Government, the NSW Department of Education and subsequently the Victorian Department of Education and Training, and other jurisdictions on a needs basis. Matters addressed included the effects of the COVID-19 restrictions and issues arising, how the sector was responding to the needs of children and families, Government funding support, COVID-related impacts on attendance and enrolments, and what a return to "COVID-normal" life would mean for the ECEC sector.

The key impacts on both family day care educators and approved services, as with other ECEC service types, were drops in attendances and new enrolments for 2022, alongside widespread temporary closures across jurisdictions due to exposure to and/or contraction of COVID-19.

KEY OUTCOMES:

- In July 2021, FDCA made a submission to then Minister for Education and Youth, the Hon Alan Tudge MP, proposing a funding support model that would more appropriately respond to the variable needs of services, educators and families through a gap fee coverage mechanism rather than a blanket payment system. However, the Business Continuity Payment (BCP) system was initiated, alongside gap fee waivers and additional absences, which (due to the obligation previously advocated for and won by FDCA to pass on 80% of BCP payments to educators under the previous Victorian Recovery Package) largely provided for the needs of both services and educators due to high ongoing attendance rates and a suite of general business support payments provided by state and Commonwealth Governments.
- On 4 August, FDCA CEO Andrew Paterson met with then Minister for Education and Youth, the Hon Alan Tudge MP, and reiterated the unique structure of family day care and associated key issues, which

required well-considered and tailored solutions in government policy responses, with particular regard to:

- highly variable attendance levels across a family day care service that, when aggregated, were in many instances unlikely to reach the 50% non-attendance threshold
- funding would not flow directly to educators in need. Moreover, business support funding from states and territories was highly variable, difficult to navigate and the threshold for decline in revenue was very high
- the package imposed a condition that gap fees had to be waived for all non-attending children, however, in many instances this was unsuitable in a family day care context.

The latter issue was subsequently resolved as a result of FDCA's advocacy, and fortunately the parts of the sector in Commonwealth declared hotspot areas largely continued to operate close to pre-lockdown capacity despite the funding system's unsuitability in some instances.

- FDCA successfully lobbied for the Victorian "isolation rule" to be amended. Prior to this, the Victorian ECEC COVID Safe Settings Guide determined that contacts with positive cases of COVID-19 in family day care residences should be treated as "household contact or house-like contacts" rather than "education contacts" as with other centre-based ECEC services. The rule was amended in late February 2022 to allow family day care educators to be treated as "education contacts" in reasonable circumstances.

4.5 CALD MEMBER ENGAGEMENT INITIATIVE

As FDCA's membership includes a significant proportion of educators and service personnel who come from a CALD background, this year FDCA commenced a new CALD Member Engagement initiative. This initiative sought to improve our internal understanding of key issues facing CALD members and assist us to develop strategies to enhance CALD member engagement and support.

KEY OUTCOMES:

- Development of a Project Advisory Committee (PAC), consisting of a diverse range of CALD approved service and educator representatives across multiple jurisdictions.

- 3 PAC meetings held in 2022.
- The development of an internal briefing paper for the FDCA Executive and Board based on the insights, learnings and recommendations from the PAC.

4.6 CHILDREN'S EDUCATION AND CARE NATIONAL WORKFORCE STRATEGY

Across the year, FDCA participated as a member of the national Co-design Stakeholder Reference Group for the Children's Education and Care National Workforce Strategy led by ACECQA. The ultimate aim of this important work was to develop a new national strategy to support the recruitment, retention, sustainability and quality of the children's education and care workforce.

KEY OUTCOMES:

- Publication of the National Children's Education and Care Workforce Strategy, within which the family day care sector is appropriately referenced and represented against key actions relevant to the sector.

4.7 SECTOR PROFILE REPORT

The six-monthly 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 2021-22.
- Provides FDCA with strong evidence-based data for organisational functions, advocacy initiatives and strategy.

5.0 SUPPORT

Family Day Care Australia (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 EARLY CHILDHOOD PEDAGOGICAL THEORY GUIDE

Quality Area 1 (Educational Program and Practice) remains one of the Quality Areas under the National Quality Standard (NQS) in which family day care performs least well. This year FDCA developed two new resources to continue to support improved practice in this area: *A Short Guide to Early Childhood Pedagogy* and an accompanying *Companion Resource*. These resources complement our existing resources focusing on critical reflection and will assist educational leaders, family day care coordinators and educators to promote and support a culture of professional enquiry, challenge the status quo and generate new thinking to support continuous improvement in pedagogical practice.

A Short Guide to Early Childhood Pedagogy looks at:

- What pedagogy is, why it's important and the various influences on it.
- Why it's necessary for educators to examine and draw on a range of theoretical perspectives as part of critically reflecting on their pedagogical approach.
- The five broad theoretical perspectives that inform early childhood education in Australia (through the EYLF).
- Prominent theorists in each theoretical category.

The accompanying *Companion Resource* provides more detailed information on the theoretical perspectives and prominent theorists featured in the Short Guide.

KEY OUTCOMES:

- The release of two high quality, practical resources that are designed specifically to improve practice in NQS Quality Area 1.
- Contribution to the fulfilment of FDCA's Strategic Goal to produce practical resources for our members that assist in strengthening pedagogical practice and performance.

5.2 THE ROLE OF THE COORDINATOR: LEADING QUALITY RESOURCE

Research shows the role of the coordinator is a complex one that is an extremely important in the family day care model, being central to high quality outcomes. Furthermore, the role is defined only to a very limited extent under the National Law and the National Regulations and there is a gap in available professional learning resources providing good practice examples and strategies. For these reasons, in 2021, FDCA engaged Early Childhood Australia (ECA) to undertake the development of a resource to explore the role of the coordinator as:

FDCA worked with ECA across the year to develop the online course content, which was informed by input from subject matter experts Dr Anne Kennedy and Associate Professor Jane Page. While COVID-19 presented some challenges and delays in the resource's development due to travel restrictions, the resource content was internally finalised in June 2022 and will be launched online in the 2022-23 financial year.

KEY OUTCOMES:

- The development of a dedicated resource for coordinators, which recognises and promotes the importance of the role in delivering high quality family day care.

5.3 2022 NATIONAL ENGAGEMENT PROGRAM

Since 2016 the National Engagement Program has become a vital conduit between FDCA and our members, allowing us to connect, consult and support the family day care sector.

In 2022 the National Engagement Program made a return after being placed on hiatus in 2020 and 2021 due to the COVID-19 pandemic. Taking place in a National Conference year, the 2022 National Engagement Program consisted of six face-to-face forums that were held across the country between February and June 2022.

The focus of the forums in 2022 was the delivery of professional development for members in the areas of Child Protection and Safe Sleeping. To facilitate these sessions FDCA engaged external experts in the form of Australian Child Care Career Options (ACCCO) and Red Nose Australia.

Alongside the professional development sessions, the forums included updates from FDCA and a networking lunch for delegates.

KEY OUTCOMES:

- 6 dedicated forums delivered across Australia during February - June 2022.
- The inclusion of ACCCO and Red Nose Australia as workshop facilitators for National Engagement Program forums.
- Over 310 registrations during the program.
- A satisfaction level of more than 92% was registered by forum attendees, along with a Net Promoter Score of +58.

5.4 FDCA 2022 NATIONAL CONFERENCE

The FDCA National Conference was scheduled to take place from 28-30 October 2021, however, due to the COVID-19 pandemic, a decision was made to postpone the conference until 15-17 September 2022.

Despite the postponement, conference preparations continued in 2021-22 to deliver the National Conference in September 2022.

The postponement of the conference resulted in a small percentage of members cancelling their conference tickets and having refunds provided, however, once border restrictions and lockdowns receded many of these members re-purchased tickets. This was greatly assisted by a COVID-19 refund guarantee for members that would see refunds provided at any time before the conference if delegates were unable to attend due to COVID-19.

After the postponement of the conference in 2021, FDCA was able to retain all keynote speakers, workshop presenters and exhibitors.

With the high-quality line up of keynote speakers and workshop presenters secured, FDCA was able to allocate resources towards securing additional sponsorship and exhibitors for the conference.

At the end of the 2021-22 reporting period, all indications showed that conference delegate and exhibitor numbers would surpass the organisation's expectations.

KEY OUTCOMES:

- Postponement of conference to September 2022.
- All keynote speakers, workshop presenters and exhibitor retained following postponement.
- Final conference program released.
- COVID-19 refund guarantee put in place for members.

5.5 FDCA LEARNING HUB

The FDCA Learning Hub which launched late in the 2021-22 financial year, 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:

- Easy accessibility for members with single sign on from FDCA's Member Zone to the Learning Hub.
- Development of family day care specific courses which will be housed in the Learning Hub in the 2022-23 financial year.

6.0 PROMOTE

A vital focus for Family Day Care Australia (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

Through consultation with members, FDCA identified in 2021 that one of the key challenges facing approved services was the recruitment of new educators. Given that an approved service's financial viability is intrinsically linked with the number of educators registered with an approved service, this presented an immense challenge that required direct intervention, rather than simply passive promotional activities.

As such, in June 2021 FDCA recruited a National Recruitment Manager as a dedicated expert to confront this challenge, and in October 2021 FDCA launched the national recruitment campaign called "Your Business, Their Future" to tackle the national skills shortage in family day care and better fulfill our Mission and strategic objectives related to sector growth.

This program has been designed to promote family day care as a career opportunity of choice and offer an initial validation and referral process to service provider members to increase educator numbers.

The phases of the campaign this year have included:





- The successful design and delivery of a national application process for potential educators to learn about and apply to become a family day care educator.
- Launching a national recruitment marketing campaign through job boards, industry publications, and advocacy channels.
- The development of a dedicated careers page which includes educator testimonial videos (developed specifically for the campaign), an "earning potential calculator" and an online booking system for prospective educators.
- Provision of quality referrals which include pre-screening validation, certification checks, and evidence of suitability to approved services.
- The launch of a national expression of interest process to approved services to establish an assessment of need to better target recruitment advertising budget allocations.
- The provision of consistent and ongoing dedicated recruitment support resources.

KEY OUTCOMES:

- 8,600 careers page views.
- 800 applicants to the program.
- 290 applicants interviewed for family day care educator positions.
- 70 educators referred to approved service providers nationally.
- 10 educators placed through the program.

The campaign represents identification of members' core viability challenges, investment in dedicated resources, innovative campaign marketing approaches, the development of dedicated online technological support structures and has delivered tangible outcomes that are increasing the viability of the sector as a whole at a national level.

2021 EXCELLENCE IN FAMILY DAY CARE AWARDS MEDIA COVERAGE

	MEDIUM	VOLUME	AUDIENCE	ASR
	TV	14	N/A	N/A
	PRINT	80	1,000,000+	\$200,181
	ONLINE NEWS	21	N/A	\$4,200
	SOCIAL NETWORKS	22	N/A	N/A
	TOTAL	137	1,000,000+	\$204,381

6.2 2021 EXCELLENCE IN FAMILY DAY CARE AWARDS

In 2021, celebrating its 10th year, the Excellence in Family Day Care Awards continued to demonstrate its importance in not only acknowledging excellence in the family day care sector, but also in its ability to be used as a tool for strategic media engagement in leveraging positive publicity for the sector.

The 2021 Excellence in Family Day Care Awards saw almost 5,200 nominations placed (5,196) 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)

Due to several pandemic-related restrictions that were in place in 2021, the Excellence in Family Day Care Awards were once again (as per 2020) celebrated with a small awards ceremony held in Canberra.

The targeted media releases associated with these awards helped to generate 137 positive stories that reached over 1 million people valued at over \$200,000.

KEY OUTCOMES:

- 5,196 nominations placed.
- 137 positive media stories published.
- Positive media stories reached over 1 million people and was valued at over \$200,000.

6.3 2022 NATIONAL FAMILY DAY CARE WEEK

In 2022, National Family Day Care Week also celebrated its 10th anniversary and continued in its role to unite and celebrate the amazing work done in the community by family day care educators and services across Australia.

During the 2021-22 period, National Family Day Care Week took place from 2-8 May 2022, with FDCA members encouraged to celebrate the week by registering their own National Family Day Care Week picnics.

During the 2022 edition of National Family Day Care Week over 180 members registered their own National Family Day Care Week picnics and were supplied with free picnic packs from FDCA.

FDCA's own annual National Family Day Care Week Picnic in the Park was scheduled to take place at Calamvale District Park in Southern Brisbane, Qld, however due to inclement weather the event was moved to a local indoor play centre where FDCA hosted over 50 guests for the celebration.

The week also generated several positive media stories across both traditional media and social media,

6.0 PROMOTE (CONT.)

the highlight was a TV piece featured on Prime News Tamworth featuring Tamworth Family Day Care.

KEY OUTCOMES:

- 180 National Family Day Care Week picnics registered.
- Positive media coverage across traditional and social media.

6.4 FAMILY DAY CARE NATIONAL ADVERTISING CAMPAIGN

During 2021-22 FDCA continued to support members and the wider family day care sector with a national digital advertising campaign.

The year-round digital campaign saw FDCA invest in advertising across Google Ads and Facebook designed to increase the awareness of family day care and drive care enquiries to members via the FDCA Family Day Care Locator.

In 2021-22 a new promotional video targeting families looking for education and care was used for the Facebook component of the campaign.

Taking place from July 2021 – June 2022 FDCA's national digital advertising campaign resulted in over 77,640 clicks to the FDCA website. FDCA's Facebook campaign resulted in reaching of over 538,250 people and created over 48,160 interactions through Google Search with people looking for early childhood education and care for their children.

These digital advertising campaigns assisted in generating close to 12,000 education and care enquiries via the FDCA Family Day Care Locator for FDCA members.

KEY OUTCOMES:

- Campaign drive over 77,640 clicks to the FDCA website during 2021-22.
- Over 48,160 Google search interactions initiated.
- Facebook reach of more than 538,250.
- Contributed to the almost 12,000 leads created for FDCA members via the FDCA Family Day Care Locator.
- Brand new promotional video developed and used for Facebook campaigns.

6.5 FDCA WEBSITE

For many looking for information about family day care, whether it be to find out information about the education and care of children or for details about becoming a family day care educator, the FDCA website is a critical source of information.

In 2021-22 the FDCA website was updated to include a new, dedicated family day care careers section. This new section of the site provides a wealth of information for those looking at a career in family day care and provides a direct channel for potential educators to contact FDCA and its service members.

During 2021-22 the FDCA website saw strong traffic levels with over 16,290 unique visitors coming to the site each month.

KEY OUTCOMES:

- Over 16,290 unique visitors per month.
- New family day care careers sections created to highlight family day care as a career choice.

6.6 FAMILY DAY CARE PHOTO LIBRARY

During the 2021-22 period, FDCA undertook a series of photoshoots at family day care environments to build a family day care stock photo library. This photo library would not only provide FDCA with a wide range of images to use when promoting the family day care sector, it would also be made available to members to provide them with the opportunity to use these images in their own promotional initiatives.

The library was made live and available to members in June 2022 with all images available via the FDCA Member Zone.

KEY OUTCOMES:

- 145 high resolution images made available for members to download and use.

6.7 MARKET MY BUSINESS HUB

FDCA's Market My Business Hub is another member benefit that provides FDCA's members with access to customisable marketing collateral at no additional cost.

In 2021-22 updated collateral was added to the Hub which included newly designed printable material and a suite of videos that can be used to promote family day care to families and potential educators.

During the reporting period over 340 pieces of marketing collateral were supplied to FDCA members via the Hub.

KEY OUTCOMES:

- New printable and video collateral added for members.
- Over 340 pieces of collateral provided for members.

6.8 FDCA FAMILY DAY CARE LOCATOR

The FDCA Family Day Care Locator continues to be an important marketing and promotional tool for FDCA members and as such the Locator is continually being enhanced to ensure its role in supporting the growth of members' businesses is maximised.

In 2021-22 a key enhancement was made regarding the notification functionality of the Locator, with educators provided with all enquiry details. In the past the contact details of enquirers sat only with services; however, this change would enable educators to follow-up enquiries instantly without the need to contact their service.

During 2021-22, 11,958 education and care enquires were placed through the Locator, which equals almost 1,000 leads to FDCA members per month.

KEY OUTCOMES:

- 11,958 locator leads generated for FDCA members during 2021-22.
- Key enhancements made to make it easier for educators to respond to leads quickly.

6.9 MEMBER COMMUNICATIONS SUPPORT

This year saw FDCA implement a renewed Communications Strategy and Direction, with our social media platforms continuing to show steady signs of growth.

Along with our weekly editions of Family Day Care Matters and triannual editions of JIGSAW magazine, this period has also shown an increase in direct member bulletins, with a number of prominent Key Initiatives and Advocacy efforts featured: our 2021 Awards season and the launch of our 2022 Awards; our 2022 National Engagement Program; 2022 National Family Day Care Week; the FDCA Learning Hub launch and ongoing promotional series; the FDCA Pre-Election Forum, to name a few.

KEY OUTCOMES:

- 40,510 Facebook followers.
- 2,602 Instagram followers.
- 901,407 people reached on Facebook (over 2022).
- Over 170 direct email bulletins delivered to members.
- Over 200 Facebook posts.

6.10 "MY FAMILY" DAY CARE STORYBOOK

Inspired by our members and their families, FDCA developed the "'My Family" Day Care' storybook narrating a child's first day of family day care.

The E-Book supports the transition of children into care and showcases the natural approach to play and discovery that family day care nurtures.

Members are able to customise the names of the E-Book's main characters, including the main child, the parent, the educator and the name of the family day care.

KEY OUTCOMES:

- Over 70 hard copy storybooks delivered to members.
- Over 80 electronic storybooks customised and downloaded by members.

7.0 ORGANISATION

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

STRATEGIC GOALS:

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

7.1 2022-2025 STRATEGIC PLAN

During the period FDCA committed to a comprehensive review of its Strategic Plan in order to reaffirm or re-establish its strategic direction for the term ahead.

The strategic planning process was informed by an extensive evidence base that included the engagement of an externally conducted member survey, and awareness and perception study. Additionally, a comprehensive deep dive into extensive member data was conducted, along with SWOT and environmental analysis.

The scope of the review included the Mission and Vision, strategic priorities and goals, along with Key Performance Indicators and the process included an Executive Team workshop that further informed the Board and Executive planning workshop in February 2022.

In summary the review found that our Strategic Plan and our associated processes have served us well. The clear linkages from the Vision, through the Mission, to our Priorities, Goals, KPIs and Key Initiatives provides a clear, measurable and executable roadmap that guides the allocation of resources, and ultimately, our day-to-day work.

KEY OUTCOMES:

- A 100-page Member Survey Report providing significant insights for planning.
- Affirmation that the Mission, Vision and strategic priorities remain relevant.
- Sustained high member satisfaction and net promoter scores with a notable increase in net promoter scores among service members and effective representation.

- Administrative burden remains a key challenge as does being 'undervalued' by governments.
- Inequitable/inadequate funding frameworks remain a challenge.
- For services, the overwhelming challenge was consistently skills shortages and the increasing challenge of recruiting new educators.
- A desire for awareness and promotion, strong advocacy, opportunities for professional learning, development and networks, and for support with operational management and professional practice.

7.2 ORGANISATIONAL CAPACITY AND AGILITY

During 2021-22, FDCA undertook a number of strategic changes to ensure that organisational capacity and agility remained at an optimal level.

KEY OUTCOMES:

- Responsible Managers on FDCA's Australian Financial Service License are now all FDCA employees.
- Successful transition to hybrid working arrangements.

7.3 INSURANCE SERVICES

FDCA continued to provide market-leading liability insurance packages to educator and service members in 2021-22.

Amongst a challenging environment with weather catastrophes and some insurers' changing risk appetites, FDCA continued to deliver tailored insurance options to members.

KEY OUTCOMES:

- No increase in premium for FDCA's Public Liability Package.
- FDCA joined the largest Australasian network of brokers, becoming a Steadfast Broker.

7.4 INFORMATION TECHNOLOGY

FDCA continued to make ongoing improvements to its Information Technology and Communication (IT&C) systems this year, specifically investing in cloud-based infrastructure for improved accessibility and control. FDCA's recent focus regarding its IT&C is on Cyber security and the constantly changing environment that encompasses this. Throughout this financial year and ongoing, FDCA will continue to focus on this area and implement advanced processes to ensure ongoing compliance and security of its data.

KEY OUTCOMES:

- Framework put in place as per the Australian Cyber Security Centre guidelines.
- All FDCA systems transitioned to cloud-based with no physical hardware relied on in day-to-day operations.

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.

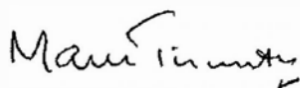
FAMILY DAY CARE AUSTRALIA LIMITED

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 2022 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, 5th September 2022

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 2022, 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 2022 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 for 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 5th day of September 2022

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 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 2022 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



Sarah Mary Fowler, Board Chair:

Dated this 1st day of September 2022

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
Revenue – services & other revenue	2	3,352,502	3,646,878
Other income	2	644	292,401
Auditors, legal and other expenses	3	(12,150)	(13,050)
Depreciation and amortisation expenses	3	(173,571)	(197,607)
Employee benefits expenses		(1,559,652)	(1,917,096)
Occupancy expenses		(21,013)	(36,464)
Other expenses		(1,377,890)	(1,572,343)
Surplus/ (Deficit) before income tax		<u>208,870</u>	<u>202,719</u>
Income tax expenses		-	-
Current year surplus/(deficit)		<u>208,870</u>	<u>202,719</u>
Other comprehensive income		-	-
Total comprehensive income/(loss) for the year		<u><u>208,870</u></u>	<u><u>202,719</u></u>

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2022

	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	<u><u>4,540,165</u></u>	<u><u>4,540,165</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2022

	Note	2022 \$	2021 \$
Assets			
Current assets			
Cash & cash equivalents	4	3,076,373	3,015,010
Other financial assets	5	2,400	2,400
Other current assets	6	345,020	318,592
Total current assets		<u>3,423,793</u>	<u>3,336,002</u>
Non-current assets			
Property, plant and equipment	7	2,591,392	2,725,176
Total non-current assets		<u>2,591,392</u>	<u>2,725,176</u>
Total assets		<u>6,015,185</u>	<u>6,061,178</u>
Liabilities			
Current liabilities			
Trade and other payables	8	1,061,577	1,344,096
Employee entitlements	9	355,507	276,179
Total current liabilities		<u>1,417,084</u>	<u>1,620,275</u>
Non-current liabilities			
Employee entitlements	9	50,552	77,224
Borrowings	10	7,384	32,384
Total non-current liabilities		<u>57,936</u>	<u>109,608</u>
Total liabilities		<u>1,475,020</u>	<u>1,729,883</u>
Net assets		<u>4,540,165</u>	<u>4,331,295</u>
Equity			
Retained surplus	11	4,540,165	4,331,295
Total equity		<u>4,540,165</u>	<u>4,331,295</u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
Cash flow from operating activities			
Receipts from customers and other revenue		3,564,465	4,461,842
Interest received		190	1,228
Payments to suppliers and employees		(3,437,884)	(3,741,642)
Interest paid		(621)	(6,794)
Net cash generated from operating activities	12	<u>126,150</u>	<u>714,634</u>
Cash flow from investing activities			
Payments for property, plant & equipment		(39,787)	(14,716)
Net cash used in investing activities		<u>(39,787)</u>	<u>(14,716)</u>
Cash flow from financing activities			
(Repayment) / Proceeds from borrowings		(25,000)	(197,740)
		<u>(25,000)</u>	<u>(197,740)</u>
Net increase/(decrease) in cash held		61,363	502,178
Cash at beginning of financial year		3,015,010	2,512,832
Cash at the end of the financial year	4	<u>3,076,373</u>	<u>3,015,010</u>

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