



FAMILY DAY CARE AUSTRALIA
ANNUAL REPORT
2023–2024



CONTENT OVERVIEW

1.0 Executive Reports

- 1.1 Chief Executive Officer Report
- 1.2 Board Chair Report
- 1.3 Director's Report

2.0 Vision, Mission, Values

3.0 2022-2025 Strategic Snapshot

4.0 Represent

- 4.1 Advocacy
- 4.2 Research

5.0 Support

- 5.1 FDCA 2025 National Conference
- 5.2 Harmful Sexualised Behaviour Resource
- 5.3 FDCA Learning Hub
- 5.4 Member Engagement Program
- 5.5 Contractor Model Guidance
- 5.6 EFT Gap Fee Payment Transition Support Project

6.0 Promote

- 6.1 National Recruitment Program
- 6.2 2023 Excellence in Family Day Care Awards
- 6.3 Family Day Care National Advertising Campaign
- 6.4 2024 National Family Day Care Week
- 6.5 Family Day Care Locator
- 6.6 FDCA Website
- 6.7 Market My Business Hub
- 6.8 Member Communications and Marketing Support

7.0 Organisation

- 7.1 Organisational Capacity and Agility
- 7.2 Insurance Services
- 7.3 FDCA National Police Checks
- 7.4 Information Technology

8.0 Financial Reports

1.0

EXECUTIVE REPORTS

1.1 CHIEF EXECUTIVE OFFICER REPORT



The 2023-24 financial year saw the Early Childhood Education and Care (ECEC) sector remain at the forefront of public and political discourse. Fuelled by the 'child care crisis', and more specifically, the variable but significant challenges of nationally accessible and affordable ECEC, governments are increasingly seeking innovative solutions and under leveraged capacity in its quest towards universal access to ECEC in Australia. Amidst these discussions, Family Day Care Australia (FDCA) has been an active and effective advocate in positioning family day care as a critical component of the solution, and in turn, the shifting lens on the capabilities of our sector is slowly but surely translating to action to grow and support our sector.

Throughout 2023-24 FDCA was a strong voice of our membership to government through formal and informal representations across all Governments and the myriad of public enquiries and consultations including the Australian Competition and Consumer Commission's Childcare Inquiry submission; the 2024-2025 Pre-Budget Submission; appearing as a witness at the Public Hearing of the Productivity Commission; Jobs and Skills Australia Capacity Study submission; and, submitting in response to the Productivity Commission's

Inquiry into Early Childhood Education and Care "A path to universal early childhood education and care: Draft report".

During the period FDCA also engaged extensively with the Federal 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), state and territory Regulatory Authorities, a variety of sector stakeholders and a number stakeholders from other sectors such as the Department of Defence and the Regional Australia Institute. FDCA also continued our work with BHP in the establishment of an innovative project to build family day care capacity for its workforce and the communities within which it works across central Queensland. Of notable significance during the period was FDCA's successful tender for the contact of the Commonwealth Government's \$2 million Family Day Care Capability Trial (the Trial). The Trial is the realisation of many of FDCA's long-held advocacy positions around government investment into sector growth initiatives and is a significant win for our sector as one of the most important Australian Government programs in recent years designed specifically to support family day care. In particular, the Trial is recognition of family day care's unique strengths in supporting the early education and care needs of children and families in areas of limited supply across regional, rural and remote Australia.

The Trial has four primary streams of activity including recruitment and educator start up supports, exploration of innovative models of family day care, a review of subsidy administration, compliance and business practice, and a trial of a digital attendance verification technology.

As what will likely be the most significant driver of ECEC reform across the next 5-10 years, the Productivity Commission Inquiry is immensely significant for our sector. FDCA has been buoyed by the comprehensive and in-depth engagement we have been afforded by the Commission through the period of the Inquiry, and the findings in the Commission's Final Report (albeit beyond the close of the 23-24 reporting year) not only reflect many of FDCA's long-held advocacy positions, but also ensures that family

day care will be central in policy and program design going forward – a fantastic result for our sector and our members!

A key aspect of FDCA's work is the support provided to members through our advice hotlines, resource development, and our professional learning, networking and engagement opportunities. Among the resources produced in 2023-24 were the Safeguarding Children resource, and, in recognition of the vital role of the family day care coordinator in supporting educators and promoting quality, was the popular 'Role of the Coordinator: Leading Quality' resource.

This online learning module, added to the rich variety of over 45 professional learning courses available via the FDCA Learning Hub, and facilitated critical reflection while sharing real life examples of good practice in leading quality and driving continuous improvement in family day care.

FDCA also continued to engage with and connect our members via our Member Engagement Program (MEP). The online arm of the MEP saw six panel discussions hosted and streamed live that have an average reach of close to 3,000. Members were able to access the panel discussions at any time via their FDCA Member Zone. The face-to-face component of the MEP saw FDCA representatives engaging in regular face-to-face service visits and a networking event hosted for services in Victoria and provided a wonderful opportunity to hear from members at a grassroots level in different areas of the country.

We were also excited to announce that our FDCA 2025 National Conference would be held in Melbourne and to announce the first of our keynote speakers - I encourage you all to join us for what will be a highlight on the family day care calendar in 2025!

A vital pillar of our work is in showcasing and promoting the unique strengths and benefits that make family day care the *natural choice* for many Australia families and as a career of choice for so many early learning professionals. As a cornerstone of this work, the Excellence in Family Day Care Awards remain central to our public relations strategy. The 2023 edition of the Awards generated over 5,000 nominations and more than 70 positive media stories reaching an audience in excess of one million.

National Family Day Care Week continues to deliver strong public awareness for our sector, as does FDCA's digital advertising campaign. During the 2023-24 period, the campaign helped to drive over 21,730 care enquiries to FDCA member via the Family Day Care Locator and over 81,000 page views to the FDCA careers hub.

In its third year, FDCA's National Recruitment Program continued to go from strength to strength. The program saw 129 pre-screened applicants referred to service members, helping to improve recruitment outcomes and reduce the significant duplication of effort for Services across Australia. The initiative has cemented itself as a core offering of the national peak and a highly valued member benefit.

Across 2023-24, FDCA continued driving the development of internal capacity to ensure that the organisation remained efficient, agile and resourced to leverage the emerging opportunities of a positively political and policy landscape, and in turn, to deliver value to the membership into the future. Prudent financial management throughout 2023-24 maintains a strong balance sheet at year's end while having supported significant reinvestment into the sector throughout the year.

I would like to thank FDCA's Board of Directors for their invaluable contributions throughout 2023-24; we are incredibly well supported by this very dedicated, talented and collaborative group of industry and sector professionals. Equally, to my team, your professionalism, expertise and dedication to the sector are an ongoing source of support and inspiration.

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

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 2023-24 financial year.

Among the core functions of a Board, a primary responsibility is to work closely with the Executive Management team in the establishment and oversight of the organisation's strategic direction. At FDCA, our 'Key Initiatives' and budget workshop held annually in April, has been a highly effective mechanism by which we align strategy and operations, and remained so for the reporting period.

It has been increasingly evident throughout 2023-24 that our sector and our organisation are entering a period of heightened strategic opportunity. The shifting lens of government, the work and findings of the many consultations and enquiries of governments, most notably the Productivity Commission, and the acknowledgment of, and investment in several of FDCA's long-held advocacy positions on sector growth, are indicative of a changing landscape for our sector.

As such, in addition to our annual planning process, in 2024 the Board and Executive Management team undertook a comprehensive Strategic Market Review to analyse and assess the diverse set of challenges and opportunities ahead. The findings of this analysis reiterated that the sustained inhibitors of growth and

viability that have challenged our sector are complex, and include regulatory, funding, environmental and structural drivers. Equally, that the required solutions reside across three levels of government and across departments within governments, and that to afford real change, a coordinated strategic reform agenda is required.

It is therefore exciting to have seen evidence of the changing lens and landscape for our sector throughout 2023-24, and to celebrate the early indications of the fruits of years of determined, sometimes dogged, and always strategic advocacy from the FDCA team.

FDCA's successful tender for the contact of the Commonwealth Government's \$2 million Family Day Care Capability Trial (the Trial) was one of several significant achievements of the reporting period. The Trial reflects several of FDCA's long-held advocacy positions to grow the family day care sector, and importantly, is the first financial investment into, and recognition of, the very specific capabilities of our sector, for quite some time. I commend the team at FDCA for the work undertaken in securing this project and look forward to seeing the outcomes over the years ahead.

Likewise, the recognition of the vital role of our sector achieved through the findings and recommendations of the Productivity Commission Inquiry is extremely significant. The 2023-24 reporting period saw FDCA highly engaged throughout the Inquiry process, and FDCA's advocacy positions are reflected throughout the final report, establishing the platform and the evidence base for favourable program and policy reform going forward.

Furthermore, there is growing interest across governments in the capacity of our sector to provide innovative solutions to many of the Early Childhood Education and Care (ECEC) challenges facing families and communities across Australia. During the period, FDCA hosted a forum of jurisdictional representatives, ACECQA, and representatives from across Commonwealth Government Departments to explore a range of innovative models of family day care – these discussions are ongoing. Similarly, our work with BHP in Central Queensland remains of significant interest to governments as an innovative approach to industry and community partnerships in finding new, place-based solutions to unique challenges.

Among the many initiatives of the national peak body, our work through the National Recruitment Program

remains vital in supporting our members in recruiting new educators amidst the ongoing workforce crisis in ECEC. Similarly, the Excellence in Family Day Care Awards continue to showcase our sector as an ECEC option of choice for families, and as a career of choice for prospective educators.

As an organisation and as a Board, our commitment to strong governance is a much-valued underpinning of sustainable long-term success and viability. Our annual program of Board governance training, policy and skills review, and compliance assessment are the underpinnings of this commitment. Additionally, the Committees of the Board remain central to our governance architecture, supporting the important fiduciary functions of the Board. Likewise, the Advisory Committee framework continues to serve as an important consultative mechanism in connecting FDCA with its membership.

The 2023-24 financial year saw sound bottom line result, consistent with our strategic targets and achieved a commendable balance between strong investment in the membership and reinvestment in the organisation, ensuring a strong and stable financial foundation for the future.

I would like to commend Andrew and the team at FDCA for their leadership, drive, innovation and commitment to executing the organisation's Vision and Mission. In particular, I congratulate the team on a year during which the hard work and advocacy of the many years preceding has begun to deliver a return, such that the political and policy environment for positive change for family day care is stronger than at any point in the last decade.

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

Finally, on behalf of the Board and staff of FDCA, I would like to thank our membership for the engagement, insights, and support you have provided the national peak throughout 2023-24; we look forward to representing, supporting and promoting you during what will be an exciting year ahead for our sector.

Phil Naylor
Director and Board Chair
Family Day Care Australia



1.0 EXECUTIVE REPORTS (CONT)

1.3 DIRECTOR'S REPORT

DIRECTORS - AS AT 30 JUNE 2023

MEETINGS OF DIRECTORS



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

- 5 August 2023
- 25 November 2023
- 25 May 2024



Number of teleconferences/ videoconferences held during financial year –

- 15 February 2024

CURRENT DIRECTORS



PHILLIP GORDON NAYLOR

Director and Chair

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

Board Meetings: Possible: 4 Attendance: 4

Appointed: 3 May 2016



TAMZIN LEE

Director and Deputy Chair

Qualifications: Bachelor of Laws, Bachelor of International Business

Board Meetings: Possible: 4 Attendance: 2

Appointed: 25 November 2016



SARAH MARY FOWLER

Director

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

Board Meetings: Possible: 4 Attendance: 4

Appointed: 28 October 2017



EDWARD SAMUEL TIMOTHY BURRELL

Director

Qualifications: Bachelor of Laws, Bachelor of Physical Education

Board Meetings: Possible: 4 Attendance: 3

Appointed: 30 August 2019



ROSIE PUPO

Director

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

Board Meetings: Possible: 4 Attendance: 4

Appointed: 16 April 2021



CINDY FRASER

Director

Qualifications: Diploma of Teaching Early Childhood

Board Meetings: Possible: 4 Attendance: 3

Appointed: 20 September 2022



OLIVIA MOLLER

Director

Qualifications: Diploma Children Services, Business Management (Frontline Management)

Board Meetings: Possible: 3 Attendance: 3

Appointed: 25 November 2023



STEPHANIE JANE HOY

Director

Qualifications: Diploma Early Childhood Education and Care

Board Meetings: Possible: 1 Attendance: 1

Appointed: 23 April 2024

FORMER DIRECTORS



GEORGINA ZADELJ

Director

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

Board Meetings: Possible: 3 Attendance: 2

Appointed: 14 June 2019

Resigned: 16 February 2024



CATHERINE ELIZABETH BAVAGE

Director

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

Board Meetings: Possible: 1 Attendance: 1

Appointed: 3 November 2021

Resigned: 25 November 2023

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

2023-2024 STRATEGIC SNAPSHOT

PRIORITY	GOALS	KPI MEASURE
REPRESENT	<ul style="list-style-type: none"> Provide strong leadership, a united national voice and future directions for family day care through effective, broadly representative, consultative and evidence-based advocacy on key policy issues Champion a political, policy and regulatory environment that embraces the uniqueness, importance and capabilities of family day care and enables an agile, viable, accessible and growing sector 	<p>Achieve 50% positive advocacy outcomes for family day care</p> <p>Representation on all key stakeholder reference groups</p>
SUPPORT	<ul style="list-style-type: none"> Support ongoing improvement in pedagogical and operational practice, and outcomes for children in family day care, through research, resources, professional learning opportunities and networks Support the sector in the effective and efficient management of, and compliance with, the administrative, business and regulatory requirements of family day care 	<p>Increase % of services 'meeting' or 'exceeding' the NQS from 57% to 66%</p> <p>Maintain Net Promoter Score:</p> <ul style="list-style-type: none"> Educators between 40-50 Services between 50-60
PROMOTE	<ul style="list-style-type: none"> Raise awareness and position family day care on its unique strengths in delivering high quality early childhood education and care to support long term sector viability and growth through marketing, public relations and strategic media management Raise awareness and position family day care as a career of choice for educators and service providers, and support services in the recruitment of professional early childhood educators in areas of need and opportunity 	<p>Increase FDCA website annual monthly average 'unique visitors' by 5% to 16,900 per month</p> <p>Increase FDCA locator annual monthly average leads by 15% to 1,015 per month</p> <p>Establish new baseline measure of awareness and perception of users and non-users of family day care and increase by 5%</p>
ORGANISATION	<ul style="list-style-type: none"> Ensure sustainable, ongoing and valued services to members through technology, innovation, diversification, organisational capacity, operational efficiency, good governance and strong financial management 	<p>Maintain % of operating services as members at 90%+</p> <p>Maintain % of 'satisfied/very satisfied' members:</p> <ul style="list-style-type: none"> Educators 65%+ Services 65%+ <p>Maintain break-even bottom-line position (reviewed annually)</p> <p>Maintain expenses/reserves ratio 10 months</p> <p>Maintain a staff engagement score of 4+</p>

4.0 REPRESENT

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

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

STRATEGIC GOALS:

- Provide strong leadership, a united national voice and future directions for family day care through effective, broadly representative, consultative and evidence-based advocacy on key policy issues.
- Champion a political, policy and regulatory environment that embraces the uniqueness, importance and capabilities of family day care and enables an agile, viable, accessible and growing sector.

4.1 ADVOCACY

Throughout the 2023-24 financial year, FDCA has continued to pursue a multi-pronged advocacy strategy focused on supporting FDCA members to achieve the best possible learning and developmental outcomes for the more than 74,000 children receiving education and care in the family day care sector and drive a national agenda for a strong, viable and sustainable family day care sector into the future.

Throughout 2023-24, FDCA's efforts have continued to be informed by our Sector Viability Strategy. Viability pressures have remained a key 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, as well as targeted initiatives to support services and educators alike.

In addition to restating our key advocacy asks in a formal 2024-25 Pre-budget Submission to the Federal Government, we have successfully leveraged the opportunities presented by the multiple significant national reviews and inquiries into ECEC over the past year through formal submissions and participation in related face to face stakeholder consultations undertaken by the Productivity Commission (PC), the Australian Competition and Consumer Commission (ACCC), and Jobs and Skills Australia (JSA).

In addition to making these formal submissions, we have continued to ensure that our key advocacy positions are heard by policy decision makers at all levels of government through regularly engaging directly with the Federal Minister for 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. Additionally, FDCA represents the sector on all major national ECEC reference and/or stakeholder groups, including the Australian Government Department of Education Early Childhood Education and Care Reference Group (ECECRG), the National Education and Care Workforce Strategy Reference Group and various Australian Education Research Organisation (AERO) ECEC Advisory Committees.

The results of FDCA's advocacy efforts in 2023-24 have been significant, leading to improved recognition and understanding of the family day care model, its strengths and challenges facing the sector across all key policy decision maker stakeholders nationally, in particular the Australian Government

KEY OUTCOMES:

- **The Family Day Care Capability Trial:** In June 2024, the Australian Government officially appointed FDCA as the successful tenderer of a 2-year sector capacity building project called the Family Day Care Capability Trial, with the project commencing on 6 June 2024 and running until mid-2026. Being awarded this significant project is clear recognition of the important role of family day care in the Australian ECEC landscape and is a clear and important indication of a commitment by the Australian Government to strengthen and support the sector and establish the foundation for future investment. The key elements of the project also reflect several of FDCA's longstanding advocacy positions around supporting sector growth through dedicated sector-specific financial investment. This represents a significant advocacy win for FDCA as the project itself was the culmination of more than 18 months of sustained advocacy efforts, including Pre-Budget Submission recommendations, Workforce Output Modelling with Deloitte and specific proposals put forward to the Department relating to the nature and potential scope of a trial of this nature. However, it also represents a significant strategic win for the sector more broadly as this project is potentially one of the

most important Australian Government programs developed to support family day care specifically in recent years.

The scope of work required in the Trial project effectively couples FDCA's sector growth proposals with the Department's integrity objectives, with the core elements of the Request for Tender echoing various proposals put forward by FDCA to the Department of Education on multiple occasions during 2023. The broad project streams are defined below and will be executed concurrently:

- Stream 1 – Improving family day care CCS payment integrity and Family Assistance Law (FAL) compliance through good practice business and systems analysis, the development of resources and support structures and exploration of potential Child Care Subsidy System and/or compliance administration system changes.
 - Stream 2 – Exploring and trialling specific digital solutions to close CCS compliance loopholes (including but not limited to a digital attendance verification tool).
 - Stream 3 – Trialling recruitment and educator start up support structures.
 - Stream 4 – Exploring innovative and/or alternative models of family day care in areas of need and test approaches that inform potential systemic changes to support such models.
- FDCA engaged consistently with the **Productivity Commission's Early Childhood Education and Care Inquiry**, commissioned by the Australian Government in 2023, making a formal submission on 14 February 2024 to the Inquiry's Draft Report, appearing at the Commission's Public Hearing on 14 February and engaging directly with the Hon Dr Anne Aly, Minister for Early Childhood Education, and the Department of Education on issues specifically related to the Inquiry, its draft findings and recommendations.

FDCA's submission to the Productivity Commission reiterated several long-held advocacy positions and also outlined a broad strategic vision to better leverage the capabilities of family day care through innovation, as well as program, regulatory and funding reform, ultimately better supporting children and families across Australia as well as contributing towards the Government's policy goals.

The Final Report by the Productivity Commission ("*A path to universal early childhood education and care: Final report*") was provided to Government in June 2024 and publicly released on 18 September. Significantly, the Commission recognised and responded to FDCA's longstanding advocacy position around the inequitable CCS hourly fee cap for family day care and the need for a non-standard hours loading, alongside a number of other key positions.

Of the 56 recommendations made by the Commission, 5 relate specifically to family day care reflecting distinct positions put forward by FDCA in our submissions, looking to our sector's strengths, and the possibilities for better, more targeted support structures to promote our sector's viability and growth into the future. All recommendations have the potential to impact positively on the sector, depending on how the Government responds.

- On 26 October 2023, FDCA made a formal submission to **Australian Competition and Consumer Commission (ACCC) Childcare Inquiry** following the release of the Inquiry's Interim Report. In FDCA's submission, we restated our core advocacy recommendations regarding sector growth and viability and urged the Commission to undertake a closer examination of the issues affecting viability and affordability in the family day care sector, for example the inadequacy of the current inequitable CCS rate that applies to family day care compared to that applying to centre based care.

Furthermore, FDCA also highlighted the unique role played by the family day care sector in providing families choice and flexibility in quality early childhood education and care across metro, regional, rural and remote Australia, including providing access to non-standard hours ECEC, and catering for specific cohorts of children such as those from culturally and linguistically diverse backgrounds, for those with additional needs and those living in less advantaged areas.

On 29 January 2024, the ACCC released its final report for the Inquiry, which in addition to giving family day care a very strong hearing, affirmed FDCA's long-held position that the CCS fee cap for family day care was inadequate. The report explicitly acknowledged the importance of family day care to many households and included specific analysis and findings about the sector throughout. It highlighted that there has been a

4.0 REPRESENT (CONT.)

decline in availability of family day care services, which has reduced flexibility and options in the market, particularly impacting households that are culturally and linguistically diverse, in remote areas, in areas of disadvantage, or that work non-standard hours.

- On 25 January 2024, FDCA submitted our **Pre-Budget Submission 2024-2025** for consideration by the Australian Treasury. The submission recommended four key investment measures to support the continued viability of a sector that is highly valued for its flexible, responsive and affordable ECEC:
 - raise the hourly CCS cap rate for family day care to be on par with that of the centre-based care sector;
 - apply an additional loading of 20% to the recalculated CCS fee cap for non-standard hours care;
 - initiate a direct funding support program (an "Approved Service Engagement Payment") for family day care approved services to assist in the recruitment, induction and training of new family day care educators; and
 - initiate a direct funding support program (an "Educator Start-up Grant") for new family day care educators to assist in overcoming some of the financial barriers to entry into the sector in establishing their micro-business.
- On 30 January 2024, FDCA placed a submission in response to the November 2023 consultation paper for the **Early Childhood Education and Care (ECEC) Capacity Study**, being undertaken by Jobs and Skills Australia (JSA) in partnership with HumanAbility. In this submission, FDCA highlighted the importance of family day care in the Australian ECEC landscape, the critical challenges facing the sector and threatening its viability (to arrest the decline in numbers of family day care educators and services and support continued growth of the sector; and strengthen the financial viability of providing family day care to families through higher CCS hourly rates and targeted supply-side initiatives), calling for innovative thinking to address these challenges.
- On 15 November 2023, FDCA made a submission to the **NSW Independent Pricing and Regulatory Tribunal's (IPART) Early Childhood Education and Care Review**. This review, although state-based, was

important in that its findings were to contribute to the overarching ACCC's Inquiry. Once again FDCA restated the key challenges facing the family day care sector and reiterated our key advocacy positions to address these challenges resulting in continued growth and viability of the sector.

- FDCA was invited to represent the family day care sector at the **ACECQA hosted first Biennial National Workforce Forum** on 28 and 29 November 2023. The forum was an important component of Shaping Our Future, the National Children's Education and Care Workforce Strategy (2022-2031). The forum focussed on 11 of the 21 actions of the Strategy and had high level representatives from all governments, including the Productivity Commission Commissioners undertaking the Inquiry into Early Childhood Education, Jobs and Skills Australia and the HumanAbility Jobs and Skills Council.
- **Innovative Models and Pathways in Family Day Care:** In July 2023 FDCA developed a Discussion Brief to engage key stakeholders in exploring the merits of an innovative, tailored and funded family day care educator traineeship program that would assist in increasing ECEC supply and contribute towards a number of priorities of the National ECEC Workforce Strategy, specifically FA2: Attraction and Retention, and FA4: Wellbeing. The Discussion Brief outlined a potential innovation in family day care program design that presents opportunities to simultaneously address the increasing challenges of new educator recruitment in the context of a workforce crisis and the compounding effects of limited ECEC supply, particularly in "thin markets" or "child care deserts". More specifically, the paper proposed exploration of an innovative paid "traineeship" program which pairs a trainee "working towards Certificate III" educator with an existing qualified educator. This would increase ECEC supply, incentivise entry into the family day care sector, create a pipeline of paid, experienced and ultimately qualified new educators.

Following on from a meeting with the ACECQA CEO, FDCA engaged with the Queensland, New South Wales and South Australian Departments, the Australian Government Department of Education (including the Workforce Branch) to further test the proposed model and the appetite for supporting work in this area. FDCA then subsequently refined the proposal in September 2023 and arranged a meeting at the ACECQA office

with all key stakeholders to leverage the momentum that had been built across a number of key stakeholders and to refine the proposed models towards the establishment of a funded, innovative pathways pilot program for family day care. The meeting featured robust and positive discussions with all stakeholders and resulted in an overall commitment to continue to support FDCA's proposal.

4.2 RESEARCH

FDCA leads, supports and acts as an Industry Partner on a number of significant research projects spanning 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:

- **Understanding Educators' Exiting Family Day Care:** In the last quarter of 2023, FDCA commissioned an independent research firm (Survey Matters) to undertake research to explore the socio-demographic profiles of educators that have exited the sector over the past 3 years, investigate contributing factors to the decision to leave the sector (including identifying any specific trigger points), and identify the primary and secondary rationales for educators exiting the sector.

While the reasons cited by educators for leaving the sector were often interrelated, the time-intensive impact of regulatory compliance requirements and associated onerous administrative burden, in combination with financial viability pressures, emerged as significant factors contributing to educators' decision to leave, with the primary factors driving educators to exit being a combination of "occupational burden" factors and considerations around inadequate remuneration. This intersection of these factors resulted in a "tipping point", whereby once both factors reach a certain threshold (i.e. occupational burden has increased and remuneration decreased), educators are exiting family day care.

The report's findings underscore the urgent need for systemic changes to address the issues faced by family day care educators and the need for recognition of the unique challenges of family day care, both of which

are critical steps towards retaining educators in this vital sector.

- Almost three in four former educators (73%) cited the impact of regulatory and administration burden as demanding, with 42% citing these requirements were extremely demanding.
- In addition, 44% of former educators said that National Quality Framework (NQF) paperwork requirements was the key contributing factor to their decision to leave family day care.
- Half (50%) of respondents reported that the income they earned did not accurately reflect the responsibilities they held and the work they did.
- **Observing, Reflecting and Improving Children's Learning (ORICL) Study:** As an Industry Partner, FDCA has continued to provide in-kind support to the Observing, Reflecting and Improving Children's Learning (ORICL) Study being conducted by renowned researchers from Macquarie University, QUT, Charles Sturt University, UNSW and McMaster University Canada. The ORICL tool is an evidence-based online tool designed by experts and trialed in the field, that aims to enhance educators' observations of infants and toddlers aged birth to 2 years. The tool provides a series of prompts across six domains to assist educators to notice, record and interpret the day-to-day relationships, interactions and learning experiences of very young children, thus offering opportunities to enhance educators' confidence and capabilities in making observations and judgements about the learning, development and wellbeing of infants and toddlers as well as a chance to strengthen educators' critical reflections and planning capabilities.
- **Australian Education Research Organisation (AERO):** FDCA has continued to engage with AERO on two specific advisory committees to provide expert advice and input from a family day care perspective:
 - Early Childhood Science of Learning and Development
 - Early Childhood Data Project Advisory Group

Additionally, we have promoted AERO research and ECEC resources as well as facilitated involvement of family day care services and educators in various practice-focused initiatives.

5.0 SUPPORT

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

STRATEGIC GOALS:

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

5.1 FDCA 2025 NATIONAL CONFERENCE

The FDCA 2025 National Conference will take place from 23-25 October 2025 at the Pullman Melbourne Albert Park Hotel.

The conference was launched to members in November of 2023, with a number of key milestones reached during the 2023-24 period as preparations for the conference continued. This included the establishment of payment plans for members, signing three keynote speakers (Nathan Wallis, Dr Jana Pittman and Anne Hollonds) and securing a small number of exhibitors and sponsors.

KEY OUTCOMES:

- Conference location and date released.
- Ticket sales opened and payment plans offered for members.
- Three keynote speakers signed.
- Initial exhibitors and sponsors secured.

5.2 HARMFUL SEXUALISED BEHAVIOUR RESOURCE

In conjunction with Dellamarta Consulting, FDCA developed the Safeguarding Children: Harmful Sexual Behaviour to assist members in understanding what sexual behaviours are developmentally appropriate in children and what behaviours are considered harmful

in the family day care context and how to identify and respond to such behaviours.

KEY OUTCOMES:

- Mailed hard copy of resource to all service members.
- Educator guidance delivered to all members.
- Accompanying online module developed and housed in FDCA Learning Hub.

5.3 FDCA LEARNING HUB

The FDCA Learning Hub, now in its third financial year, provides members with over 40 self-paced learning modules all online and readily accessible through FDCA's member Zone.

KEY OUTCOMES:

- Addition of six new courses during 2023-24..
- Addition of FDCA's own Harmful Sexualised Behaviour online modules.

5.4 MEMBER ENGAGEMENT PROGRAM

Introduced in 2022, the FDCA Member Engagement Program (the MEP) has established itself as a popular source of education and engagement for FDCA members. In its second year, the program continued to achieve the goals of providing both online and face-to-face engagement opportunities for members.

Throughout 2023-24, the MEP's online component, the FDCA Online Engagement Series (OES) provided six live episodes that averaged more than 3,250 views per episode. Episode guests included a cross-section of family day care educators, service staff and external subject experts, with a wide range of topics covered to ensure relevance for all FDCA members.

Following the live streams, all OES content continues to be available to FDCA Members via their FDCA Member Zone.

The second component of the MEP saw FDCA engagement with a number of family day care services via face-to-face service visits and networking events. These visits allow FDCA to further understand the issues facing services both on a micro and macro level.

KEY OUTCOMES:

- Six live online OES episodes streamed and housed on the FDCA Member Zone for members.
- Over 3,250 average views per episode.
- Ongoing face-to-face engagement with members via service visits and networking.

5.5 CONTRACTOR MODEL GUIDANCE

The strengthening of the family day care contractor model is paramount in ensuring the sector's ongoing viability. FDCA undertook a review of the Contractor Model resources provided to members in the context of any legislative, case law and environmental changes.

KEY OUTCOMES:

- All contractor model fact sheets updated.
- Service Educator Agreement updated.

5.6 EFT GAP FEE PAYMENT TRANSITION SUPPORT PROJECT

As a result of amendments to Section 201B (1) of the *A New Tax System (Family Assistance) (Administration) Act 1999*, from 1 July 2023 the Act required that families using child care pay their CCS gap fee using Electronic Funds Transfer (EFT).

On 20 February 2023 the Department of Education contracted FDCA to undertake a sector-led capacity building project (ESE23/288) that aimed to support the family day care sector to transition to EFT payment of CCS gap fees.

The project aimed to investigate options for the implementation of EFT in all CCS approved family day care providers, taking into account the views of family day care providers, services, educators and families, to develop a suite of practical, tailored resources and tools to assist providers, educators and families to transition. The project involved consultation, research, development and implementation of resources to support the sector, and an evaluation piece.

In summary, the scope of the project included the following:

- Providing assistance for the family day care sector with practical support to implement by 1 July 2023 EFT in all CCS approved providers.
- Contacting all FDC providers (both FDCA members and non-members) to increase their understanding of the legislative changes made to gap fee collection obligations to be in place by 1 July 2023.
- Engaging with family day care providers, their registered educators and families by providing them with the tools and resources to facilitate EFT.
- Conducting engagement and communication activities with the target audience, to ensure EFT is in place by 1 July 2023.
- Delivering best practice guidance and materials to support family day care providers, educators and families to make CCS gap fee payments electronically.
- Delivering a final evaluation report that provides information on the impact of the activities and resources.

KEY OUTCOMES:

- The project was successful in terms of its engagement with the target audiences, as evidenced by the high level of open rates across the communications campaign and the web traffic on the FDCA EFT Transition Resource Suite page, the sentiment of members in terms of usefulness of the resources developed and disseminated and a shift in levels of awareness of the EFT measure and overall confidence levels in transitioning.
- Overall, the open rates for bulletins were very high in comparison with industry benchmarks based on the findings from the Campaign Monitor Benchmark Report (FDCA's electronic communications campaign software) which indicates that the industry standard for non-profits in 2022 was an average open rate of 26.6% and a "click to open" rate of 10.2%. Overall, the communications campaign showed a total average open rate of 70.6% and a "click to open" rate of 40.2%.

6.0 PROMOTE

A vital focus for FDCA remains raising the profile of family day care nationally, and positioning family day care as the option of choice in early childhood education and care. FDCA assists 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 NATIONAL RECRUITMENT CAMPAIGN

In 2021 FDCA launched the National Educator Recruitment Program (the program) as a direct result of membership feedback. It aims to support educator recruitment challenges in the sector, and support and promote the role of becoming a family day care educator.

Now in its third year of operation FDCA is pleased to see the program not only continue to grow and produce consistent results, but also being utilised to support other key initiatives related to workforce challenges.

The program is designed to offer an initial validation and referral process of pre-screened educator applicants to service members, and continues to grow and offer sector support and guidance to those applicants who are interested or enquiring into setting up a family day care. This enables FDCA to maintain a national talent pool of passive and active educators who are looking to enter or return to the family day care sector either now or in the future, and in turn support family day care services who need educators.

With the recent change in regulations for approval around qualification status for ECEC needing to be completed, and not working towards, further emphasises the opportunity to build an effective mid to long term national pipeline of applicants.

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

This year has seen between 80-90% of applicants apply directly to the FDCA website careers section.

KEY OUTCOMES:

- 81,333 page views to the careers section.
- 1,064 applicants to the program.
- 532 applicants interviewed for family day care educator positions.
- 129 educators referred to family day care service providers nationally.
- 62 educators placed through the program.

6.2 2023 EXCELLENCE IN FAMILY DAY CARE AWARDS

In 2023-24 the Excellence in Family Day Care Awards continued its key role in showcasing excellence in the family day care sector and demonstrated its ability to be used to engage with media strategically to drive positive media coverage for family day care.




In 2023 the Awards amassed over 5,000 nominations, demonstrating the enormous impact that family care educators, coordinators, services and their staff have on families across Australia.

From these nominations the following Awards were distributed in 2023:

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

The Awards concluded with the National Award Winners being announced at the Awards Gala Dinner in Adelaide before an audience of more than 120 attendees, including Blair Boyer MP, South Australian Minister for Education, Training and Skills.

The media campaign that accompanied the Awards program results in over 73 positive stories, that reached over 1 million people and had a media value of more than \$140,000.

	MEDIUM	VOLUME	AUDIENCE	ASR
	Radio	6	N/A	N/A
	Online News	46	N/A	\$124,197.95
	Print News	21	1,096,802	\$16,398.05
		73	1,096,802+	\$140,596.00

KEY OUTCOMES:

- Over 5,000 nominations placed.
- 71 positive media stories published.
- Media campaign reached an audience of more than 200,000 people, valued at over \$140,000.



Pictured above, left to right: 2024 Educator of the Year, Stephanie Hoy, Coordinator of the Year, Chamalee Prathiraja and Service of the Year, Nature Alliance (Beryl Mort and Sue Robertson).

6.0 PROMOTE (CONT.)

6.3 FAMILY DAY CARE NATIONAL ADVERTISING CAMPAIGN

During 2023-24 FDCA promoted family day care and FDCA members via a national digital advertising campaign.

This campaign utilised Google Ads, Facebook and Instagram as the primary channels to promote family day care to families as an option of choice in ECEC and as a career option for potential family day care educators.

Live from July 2023 through to June 2024, the campaign produced over 86,585 clicks to the FDCA website.

The campaign assisted to generating 21,370 enquiries through the FDCA Family Day Care Locator and contributed to an increase in visits to the careers section of the FDCA website by 26%.

KEY OUTCOMES:

- Over 86,585 clicks driven to the FDCA website.
- 21,370 Family Day Care Locator enquiries delivered for members.
- Assisted in increasing web traffic by 26% for the careers section of the FDCA website.

6.4 2024 NATIONAL FAMILY DAY CARE WEEK

The week of 6-12 May 2024 saw National Family Day Care Week (FDC Week) take place for the twelfth time.

FDCA's FDC Week member campaign saw 138 FDC Week picnics registered by members, with all members who registered provided with their own FDC Week picnic pack to assist with celebrations.

In 2024 FDCA changed its annual celebration of the week from a "Picnic in the Park" to the "FDC Week Adventure at the Zoo" which was scheduled to take place at Sydney Zoo. Over 100 attendees were registered to attend with members able to take advantage of significantly subsidised ticket prices, however the inclement weather that was experienced by Sydney saw the event cancelled, with all ticket purchases refunded.

KEY OUTCOMES:

- 138 FDC Week picnics registered by FDCA members.

- Over 100 attendees registered for the FDC Week Adventure at the Zoo.

6.5 FAMILY DAY CARE LOCATOR

In 2023-24 the FDCA Family Day Care Locator (the Locator) continued to drive care enquiries for FDCA members. The Locator is an important free tool for FDCA members to help them maximise their promotional footprint in their local area.

During 2023-24 the Locator generated 21,370 care enquiries for members, an average of more than 1,780 enquiries per month.

FDCA will continue to implement improvements where possible to ensure members receive the maximum benefit from the Locator.

KEY OUTCOMES:

- 21,370 locator leads generated for FDCA members during 2023-24.

6.6 FDCA WEBSITE

FDCA's website is a vital asset for the provision of information about family day care. This may be information for FDCA members regarding important legislative or regulatory updates, information for families looking for child care or for potential educators who are interested in a career in child care.

In 2023-24 web traffic remained strong and on target with goals outlined in FDCA's Strategic Plan, with 17,278 unique visitors accessing the site each month on average.

KEY OUTCOMES:

- 17,278 unique visitors per month on average.

6.7 FDCA MARKET MY BUSINESS HUB

The FDCA Market My Business Hub (the Hub) is an exclusive member benefit that provides FDCA members with access to customisable digital marketing collateral at no additional cost beyond their FDCA membership.

In 2023-24, 208 pieces of marketing collateral were supplied to FDCA members via the Hub.

KEY OUTCOMES:

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

6.8 MEMBER COMMUNICATIONS AND MARKETING SUPPORT

FDCA's communications plan and strategy strives to engage members with a variety of different and appropriate channels to ensure that members can access timely and relevant information as easily as possible.

During 2023-24 FDCA used various communication channels such as regular email bulletins, a weekly email newsletter (Family Day Care Matters), social media, JiGSAW magazine, online webinars and face-to-face engagement.

Email remained the most efficient form of member communication with 80 email bulletins and 50 editions of Family Day Care Matters distributed, combining for an average open rate of 60%.

KEY OUTCOMES:

- 43,091 Facebook followers.
- 186 Facebook posts.
- 3,053 Instagram followers.
- 80 email bulletins and 50 e-newsletters sent to members.

7.0 ORGANISATION

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

STRATEGIC GOAL:

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

7.1 ORGANISATIONAL CAPACITY AND AGILITY

During 2023-24, FDCA undertook several strategic improvements to ensure that organisational capacity and agility remained at an optimal level.

KEY OUTCOMES:

- Australian Financial Services Licence (AFSL) variation to allow for an alternate risk vehicle for FDCA's insurance program.
- Appointment of an additional responsible manager onto FDCA's AFSL.

7.2 INSURANCE SERVICES

In 2023-24, FDCA maintained its position as a leader in the family day care insurance market, offering comprehensive and competitive insurance packages tailored to meet the unique needs of both educators and service members. Our public liability policy for educators and services continues to be best practice, reinforcing our reputation as a trusted risk management partner in the sector.

KEY OUTCOMES:

- Maintained market leading coverage in the early childhood sector.
- New claims partner to assist in the triage of claims and ongoing management.

7.3 FDCA NATIONAL POLICE CHECKS

The FDCA National Police Checks Service continued to support members over 2023-24 in providing a streamlined online service tailored specifically to educators, their family members and service staff.

KEY OUTCOMES:

- 2,518 completed National Police Checks over the 2023-24 period.
- 1,489 member discounts applied, totalling over \$11,000 savings to members.

7.4 INFORMATION TECHNOLOGY

FDCA has consistently worked to improve its Information Technology and Communication (IT&C) systems throughout the year. FDCA's focus has been on investing in cloud-based infrastructure to improve accessibility and control. Recently, FDCA's IT&C strategy has emphasised cybersecurity, acknowledging the constantly evolving nature of this field.

KEY OUTCOMES:

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

8.0 FINANCIAL REPORTS

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

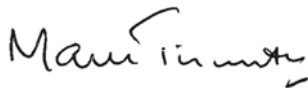
FAMILY DAY CARE AUSTRALIA LIMITED

ABN 93 094 436 021

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

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2024 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, 21 October 2024

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 2024, 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 2024 and of its financial performance for the year then ended; and
2. complying with Australian Accounting Standards, and the Corporations Regulations 2001.

Basis for Opinion

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

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

Responsibilities of the Directors for the financial report

The directors are responsible for the preparation and fair presentation of the financial report that gives a true and fair view and have determined the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Corporations Act 2001 and is appropriate to meet the needs of the members. The directors’ responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

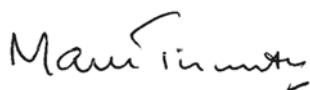
Auditor’s responsibility

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

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

- Identify and assess the risks of material misstatements of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis of our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by members.
- Conclude on the appropriateness of the company's use of going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieved fair representation.

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



MARK TINWORTH
CHARTERED ACCOUNTANT

FAMILY DAY CARE AUSTRALIA LIMITED

ABN 93 094 436 021

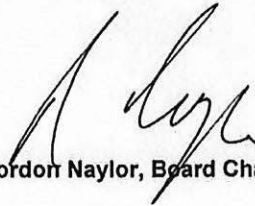
DIRECTORS' DECLARATION

The directors of the company declare that:

1. The financial statements and notes, as set out on pages 9 to 27 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 2024 and of its performance for the year ended on that of the entity.
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

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

On behalf of the Directors



Phillip Gordon Naylor, Board Chair:

Dated this on 21 October 2024

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024 \$	2023 \$
Revenue – services & other revenue	2	3,191,046	3,597,458
Other income	2	152,614	5,211
Auditors and accounting expenses	3	(14,690)	(12,107)
Depreciation and amortisation expenses	3	(115,786)	(147,396)
Employee benefits expenses		(1,915,904)	(1,698,157)
Occupancy expenses		(52,185)	(43,896)
Other expenses		(1,027,241)	(1,545,876)
Surplus/ (Deficit) before income tax		<u>217,854</u>	<u>155,237</u>
Income tax expenses		-	-
Current year surplus/(deficit)		<u>217,854</u>	<u>155,237</u>
Other comprehensive income		-	-
Total comprehensive income/(loss) for the year		<u><u>217,854</u></u>	<u><u>155,237</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2024

	Retained Profits	Total
Balance 1 July 2021	4,331,295	4,331,295
Surplus attributable to members of the company	208,870	208,870
Balance 30 June 2022	<u>4,540,165</u>	<u>4,540,165</u>
Surplus attributable to members of the company	155,237	155,237
Balance 30 June 2023	<u>4,695,402</u>	<u>4,695,402</u>
Surplus attributable to members of the company	217,854	217,854
Balance 30 June 2024	<u><u>4,913,256</u></u>	<u><u>4,913,256</u></u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2024

	Note	2024 \$	2023 \$
Assets			
Current assets			
Cash & cash equivalents	4	3,339,578	2,905,337
Other financial assets	5	15,697	2,400
Other current assets	6	567,894	352,761
Total current assets		<u>3,923,169</u>	<u>3,260,498</u>
Non-current assets			
Property, plant and equipment	7	2,509,610	2,515,272
Total non-current assets		<u>2,509,610</u>	<u>2,515,272</u>
Total assets		<u>6,432,779</u>	<u>5,775,770</u>
Liabilities			
Current liabilities			
Trade and other payables	8	997,728	636,043
Employee entitlements	9	455,169	388,121
Total current liabilities		<u>1,452,897</u>	<u>1,024,164</u>
Non-current liabilities			
Employee entitlements	9	59,242	48,820
Borrowings	10	7,384	7,384
Total non-current liabilities		<u>66,626</u>	<u>56,204</u>
Total liabilities		<u>1,519,523</u>	<u>1,080,368</u>
Net assets		<u>4,913,256</u>	<u>4,695,402</u>
Equity			
Retained surplus	11	4,913,256	4,695,402
Total equity		<u>4,913,256</u>	<u>4,695,402</u>

FAMILY DAY CARE AUSTRALIA LIMITED
ABN 93 094 436 021

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024 \$	2023 \$
Cash flow from operating activities			
Receipts from customers and other revenue		3,718,531	3,562,191
Interest received		66,692	4,019
Payments to suppliers and employees		(3,238,242)	(3,665,264)
Interest paid		(972)	(706)
Net cash generated from operating activities	12	<u>546,009</u>	<u>(99,760)</u>
Cash flow from investing activities			
Proceeds on sale of plant & equipment		300	-
Payments for property, plant & equipment		(112,068)	(71,276)
Net cash used in investing activities		<u>(111,768)</u>	<u>(71,276)</u>
Cash flow from financing activities			
(Repayment) / Proceeds from borrowings		-	-
		-	-
Net increase/(decrease) in cash held		434,241	(171,036)
Cash at beginning of financial year		<u>2,905,337</u>	<u>3,076,373</u>
Cash at the end of the financial year	4	<u><u>3,339,578</u></u>	<u><u>2,905,337</u></u>



ACKNOWLEDGMENT OF COUNTRY

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

© Family Day Care Australia Limited 2024

This document has been published by Family Day Care Australia. Apart from any use permitted under the Copyright Act 1968, no part of this document may be reproduced without written permission from Family Day Care Australia.

Published by Family Day Care Australia Limited
ABN 93 094 436 021

FAMILY DAY CARE AUSTRALIA LIMITED

PO Box 571 Gosford NSW 2250

Telephone: 1800 658 699

Website: www.fdca.com.au

