



ANNUAL
REPORT
- 2015 -

LEADING
NOT
following



CONTENTS

1. **Big Fat Smile**
2. **Chairman & MD/CEO's Report**
3. **Governance & Leadership**
4. **Highlights 2015**
5. **Dollars & Cents**
6. **Leaders in Quality**
7. **International Influence**
8. **Community Engagement**
9. **Our People**
10. **Leaders in Learning**
11. **Leaders in Fun**
12. **Creative Leaders**
13. **Independent Family Survey**
14. **Centres**
15. **Partners**

IS IT CREATIVITY? IS IT COURAGE?
IS IT UNRELENTING OPTIMISM?
IS IT NEW THINKING BASED ON
GROUND-BREAKING RESEARCH?
OR IS IT GREAT PEOPLE DOING
GREAT THINGS EVERYDAY?

What makes a
LEADER?

AT BIG FAT SMILE WE THINK
IT'S A BIT OF ALL THESE THINGS.
WE'VE BEEN RECOGNISED FOR OUR
SERVICE QUALITY, OUR PRACTICES
AND OUR INTERNATIONAL PROGRAM.
WE PUSH OURSELVES TO MAKE
EARLY LEARNING IN AUSTRALIA
BEST PRACTICE FOR THE WORLD.

Big Fat Smile®

BIG FAT SMILE EXISTS FOR CHILDREN and FAMILIES.

OUR VISION is bold and aspirational. It's what we seek for the world. OUR VALUES express our deep conviction about the things that matter. OUR BELIEFS make clear who we are and how we see ourselves. OUR PURPOSE is explicit. We are here to lead, influence and deliver. OUR STRATEGIC GOALS give focus at the highest level about how we will achieve our Purpose.

In combination, these elements comprise our Strategic Framework, expressed simply below:

VISION	What we seek for the world.	A BRAVER, BRIGHTER, MORE CREATIVE WORLD.		
VALUES	The things for which we stand.	Imagination. Courage. Integrity. Respect.		
BELIEFS	What we think about ourselves.	We are creative. We are fun. We are diverse. We are leaders. We are learners.		
PURPOSE	What we do, for whom & why.	To be Australia's best-run & most respected provider of programs & services to support the well-being of kids, families & the community.		
STRATEGIC GOALS	(2013-16) How we achieve our Purpose.	1. Strengthen Our Business	2. Invest in Our People	3. Enrich Our Communities

Our annual plans flows from this Framework, copies of which are available on request via info@bigfatasmile.com.au.

Established for social purpose in 1981, Big Fat Smile is the region's largest provider of services for children and families.

The Company plays an important part in the lives of thousands of children and families through a network of 27 Community Preschools, 15 Fun Clubs and a portfolio of community and inclusion programs across Australia.

Big Fat Smile's work is crucial in shaping life trajectories for children, social outcomes for families, and economic prosperity for communities and the nation.



Big Fat Smile's Vision is for a braver, brighter, more creative world. It's our reason for being.

The Company engages highly qualified, passionate educators so that every child has the best start to life and learning.

Quality is central to everything the Company does, with 100% of centres assessed in 2014 and 2015 achieving the coveted 'exceeding' rating under the demanding National Quality Standard.

The Company maintains value-adding creative, educational, international and community partnerships, and an extensive research program to inform professional practice and the development of learning programs. Across the network of centres new technologies like Kinderloop ensure that parents, carers and family members can connect and participate in each child's learning.

For employees, the Company delivers sector-leading benefits, flexible work options, career paths and a rich program of professional development including international exchange opportunities.

Local educators are supported by Reggio-inspired artists, musicians, environmentalists and adventurers to extend and enhance every child's learning experience.

For families, the Company delivers world-class early education and care, and we advocate for children and families in need.

We also offer the little extras, like meals in long day care, nappies, sunscreen, breakfast and afternoon tea in fun clubs, cool studio programs in art and music, and much more.

BIG FAT SMILE IS THE PLACE WHERE PEOPLE WANT TO WORK, AND IT'S WHERE THOUSANDS OF CHILDREN LEARN AND GROW EVERY DAY.

IT'S A MAGICAL PLACE.

CHAIRMAN & MD/CEO'S REPORT

2015 was an important year in which Big Fat Smile consolidated its national quality leadership in the early education and school age care markets. For the second consecutive year, Big Fat Smile achieved a 100% success rate in the independently conducted quality assessments.

All assessed centres were rated as 'exceeding' the National Quality Standard. The Board and executive team are very pleased with the outcome, which is more than three times that of the 28% national average for centres. The ratings offer strong evidence that the Company's long-term Quality Strategy is delivering important and measurable results for children and families.

The operating result for 2015 was a healthy \$510k surplus. The net asset position improved, cashflow remained healthy and 89% of families expressed satisfaction with Company services. The Employee Engagement Index of 85% contributed strongly to business performance, family satisfaction and our sector leading staff retention rate of 88% (ten-year average of 90%).

Big Fat Smile opened a state-of-the-art early childhood centre in October at Manooka Valley and successfully completed the first full year of operation at Castle Hill Community Preschool. Wollondilly Mobile Preschool operations were reorganised mid-year to facilitate enrolments at both Wilton and a new site in Oran Park Town.

Building on the corporate branding successes of recent years, the company launched a new brand for the school age market in 2015. Replacing skoolzout, Fun Club gained positive early support from kids, families and staff. Fun Club enrolments increased steadily throughout the year, attesting to the 'on-brand' creative programming of local teams.

Disappointingly, we learned of the withdrawal of Australian Government funding for the Company's community programs in the 2518 and 2502 areas. MPs Sharon Bird and Ryan Park advocated for funding to be restored and this was achieved. The advocacy of the MPs and the community is appreciated and ensures that we continue to make an important difference for children and families in these communities.

Big Fat Smile hosted visitors from Beijing and Yangzhou during the year, extending ties established in 2014. In Beijing, Big Fat Smile initiated a special four-day

residential program for 75 special educators in November. Delivered in partnership with the University of Wollongong and the China Association for Persons with Psychiatric Disability and their Relatives, the program offered participants detailed instruction on leading visual systems and strategies to support children with Autism.

We attended Bravissimo in October, the annual celebration of employee service and achievement. Long-serving and high-achieving employees were acknowledged in the presence of their peers and the Company leadership. These employees are a credit to the company, contributing directly to the deep community trust in the Big Fat Smile brand, its programs and its people.

We also thanked long-serving non-executive directors Glenda Pearce and Jenny Dixon for their energy, commitment and long service to the Board – Glenda for 15 years and Jenny for 11 years (10 years as Board Chair). Both have been central in shaping the Company's success.

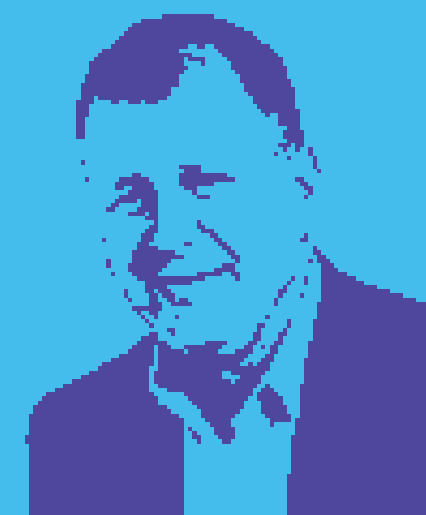
The Board conducted a strategic planning day in the first half of the year, following lead-in sessions with the executive group. The 2016 edition of the plan maintains the key themes of quality and incremental growth, with a major new focus on technology, both for improved early learning outcomes and business performance.

WE ARE INCREDIBLY PROUD OF THE COMPANY'S ACHIEVEMENTS AND MARKET LEADERSHIP AGAIN IN 2015.

This success flows directly from the commitment and hard work of teams across the Company, and we thank every employee for their part in this success.

The Best
LEADERSHIP
STARTS WITH THOUGHT

Bill Feld
Bill Feld
MD/CEO



David Campbell
David Campbell
Chairman



GOVERNANCE & LEADERSHIP

An elected Board of Directors governs Big Fat Smile. It sets strategic direction for the Company, ensures an effective framework for the management of risk, and oversees executive and business performance.

Long-serving directors Jenny Dixon and Glenda Pearce stepped down at the Annual General Meeting as part of the scheduled Board renewal process. Helen Mitrofanis also stepped down to meet other professional commitments. Ken Whitton, Tony Deliseo and Chris Stolk were appointed to the Board in 2015.

After the Annual General Meeting, David Campbell was elected as Board Chair, Chair of the Remuneration Committee and Chair of the Governance & Nominations Committee. Louise Meyrick was elected as Deputy Board Chair and Chair of the Audit, Risk & Compliance Committee.

Early in the year, Jacinta Wallace (Office of the CEO) was appointed as Executive Officer to the Board and Louise

Leaver (General Counsel and General Manager, Policy & Programs) was appointed as Company Secretary. The Board acknowledged with thanks the prior service of Liz Depers in both roles.

During the year, the Board finalised new charters for committees dealing with: Audit, Risk & Compliance; Remuneration; and Governance & Nominations. The Board also revised the Strategic Plan, including a technology strategy to facilitate improved child learning outcomes and business performance.

In November, the Board noted the 10 years of service completed by MD/CEO Bill Feld and acknowledged his strong executive leadership of the Company over that time.

Consistent with best governance practice, the Board commenced a process of evaluation in December.

The Executive Leadership Team



Bill Feld
MBA, GAICD
Chief Executive Officer
Chair, Executive Leadership Team



Kath Coroneos
B Comm, M Comm
General Manager, People & Operations
Member, Executive Leadership Team



Cinzia Immuni
B Comm, M App.Sc (Psych of Coaching), Cert IV Training & Assessment
General Manager, Strategy & Development
Member, Executive Leadership Team



Louise Leaver
LLB. (Hons), B.Sc (Psysc), Grad Dip (Legal Practice), Grad Dip (Applied Corp. Gov.)
General Manager, Policy & Programs and General Counsel
Member, Executive Leadership Team



Ken Whitton
MBA, Grad Dip (Fin Plan), B Commerce
Non Executive Director of Big Fat Smile Group Ltd. since 2015
Member, Governance & Nominations Committee
General Manager, Industry Superannuation Fund



Tony Deliseo
B.Sc (Physics), Cert IV TAE
Non Executive Director of Big Fat Smile Group Ltd. since 2015
Member, Audit, Risk & Compliance Committee
Asia Pacific CEO, Software Group



Chris Stolk
MBA, GAICD
BCom CPA GAICD
Non Executive Director of Big Fat Smile Group Ltd. since 2015
Member, Audit, Risk & Compliance Committee
Chief Financial Officer, Health Insurance Industry

*Non Executive Directors
Sophie Ray and Vanessa Bourne
joined the Board early in 2016.*

The Board



David Campbell
M Mgt, FAICD
Board Chair
Non Executive Director of Big Fat Smile Group Ltd. since 2014
Chair, Remuneration Committee
Chair, Governance & Nominations Committee
Retired Member of Parliament



Louise Meyrick
M Comm, M. Dispute Resol, BA, Dip Ed
Board Deputy Chair
Non Executive Director of Big Fat Smile Group Ltd. since 2014
Chair, Audit, Risk & Compliance Committee
Member, Remuneration Committee
Senior Consultant, Policy & Planning Specialist



Bill Feld
MBA, GAICD
Managing Director
Executive Director of Big Fat Smile Group Ltd. since 2011
Member, Governance & Nominations Committee
CEO, Big Fat Smile Group Ltd.



Harold Cosier
Dip Teach
Non Executive Director of Big Fat Smile Group Ltd. since 2005
Member, Audit, Risk & Compliance Committee
NSW Public School Principal

JANUARY

Fairy Meadow Fun Club achieves 'exceeding' rating under the National Quality Standard.

FEBRUARY

Robertson and Wollongong City Community Preschools achieve 'exceeding' ratings under the National Quality Standard.

**MARCH**

Wollongong East and Austinmer Fun Clubs achieve 'exceeding' ratings under the National Quality Standard.



'The Preschool Chef' book released.
Minister Scott Morrison visits Bingara Gorge Community Preschool.
The Gallery @ Big Fat Smile Exhibition '3 Adrift' opens.

APRIL

New Mobile Community Preschool service opens at Oran Park.



Wollongong City and Bulli Fun Clubs achieve 'exceeding' ratings under the National Quality Standard.
Corrimal and Bellambi Point Community Preschools achieve 'exceeding' ratings under the National Quality Standard.
The Gallery @ Big Fat Smile Exhibition 'The Falling Garden' opens.

MAY

Little Village and Woronora Heights Community Preschools achieve 'exceeding' ratings under the National Quality Standard.
Senior Chinese health and disability officials hosted by Big Fat Smile for Australian visit.
The Gallery @ Big Fat Smile Exhibition 'Birds, Noah and Ping Pong Dandies' opens.

JUNE

Picton Community Preschool achieves 'exceeding' rating under the National Quality Standard.



Regional launch of the new 'Fun Club' brand.
Flinders Fun Club achieves 'exceeding' rating under the National Quality Standard.
85% result achieved in Employee Engagement Survey.
The Gallery @ Big Fat Smile Exhibition 'Shadowland' opens.

Highlights 2015

**JULY**

Yangzhou Ladder Education Group teachers hosted by Big Fat Smile for



Australian visit.

Bellambi Point and Albion Park Fun Clubs achieve 'exceeding' ratings under the National Quality Standard.

Big Fat Smile supports International Reggio Emilia Conference in Melbourne.

**AUGUST**

Balarang Fun Club achieves 'exceeding' rating under the National Quality Standard.



The Gallery @ Big Fat Smile Exhibition 'Under the Lace Arches' opens.

SEPTEMBER

Second annual Fun Club Olympix conducted.

Bingara Gorge Community Preschool achieves 'exceeding' rating under the National Quality Standard.

Bingara Gorge Fun Club achieves 'exceeding' rating under the National Quality Standard.

Big Fat Smile HQ supports Spring into Corrimal festival.

Big Fat Smile as foundation partner co-hosts inaugural Early Start Conference at the University of Wollongong.

The Gallery @ Big Fat Smile Exhibition 'Spring Downtown' opens.



Barrack Heights Community Preschool achieves 'exceeding' rating under the National Quality Standard.

OCTOBER

Record turn-out at Lord Mayor's Picnic in the Park for 2016 School Starters, coordinated by Big Fat Smile.

The Gallery @ Big Fat Smile Exhibition '10 Steps Too Far' opens.

**NOVEMBER**

New Big Fat Smile Community Preschool opens at Manooka Valley



89% result achieved in 2015 Big Fat Smile Customer Satisfaction Survey.
Artspace Show 2015 opens.

Big Fat Smile co-ordinated training conducted in Beijing for 75 special educators and officials.

Kenny Street Community Preschool awarded first 'Little Scientist House' accreditation in Australia.

DECEMBER

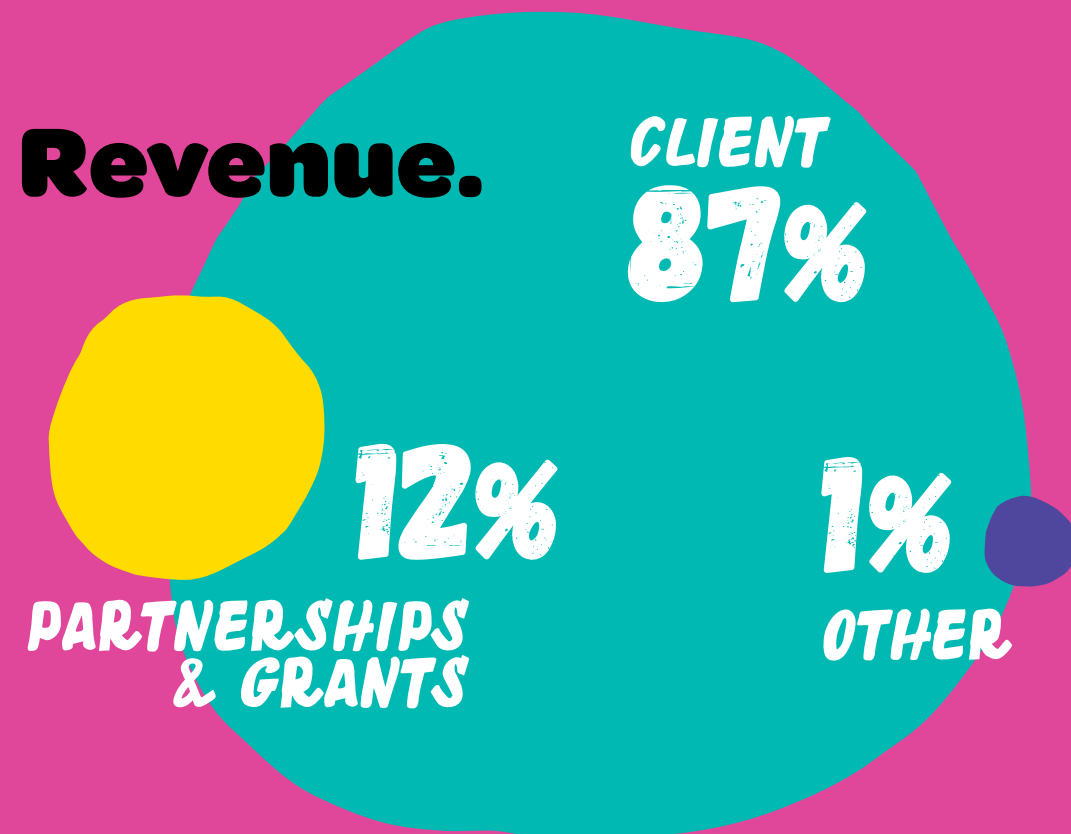
Partnership with the Illawarra Academy of Sport begins.

Partnership with the German-Australian Chamber of Commerce begins.

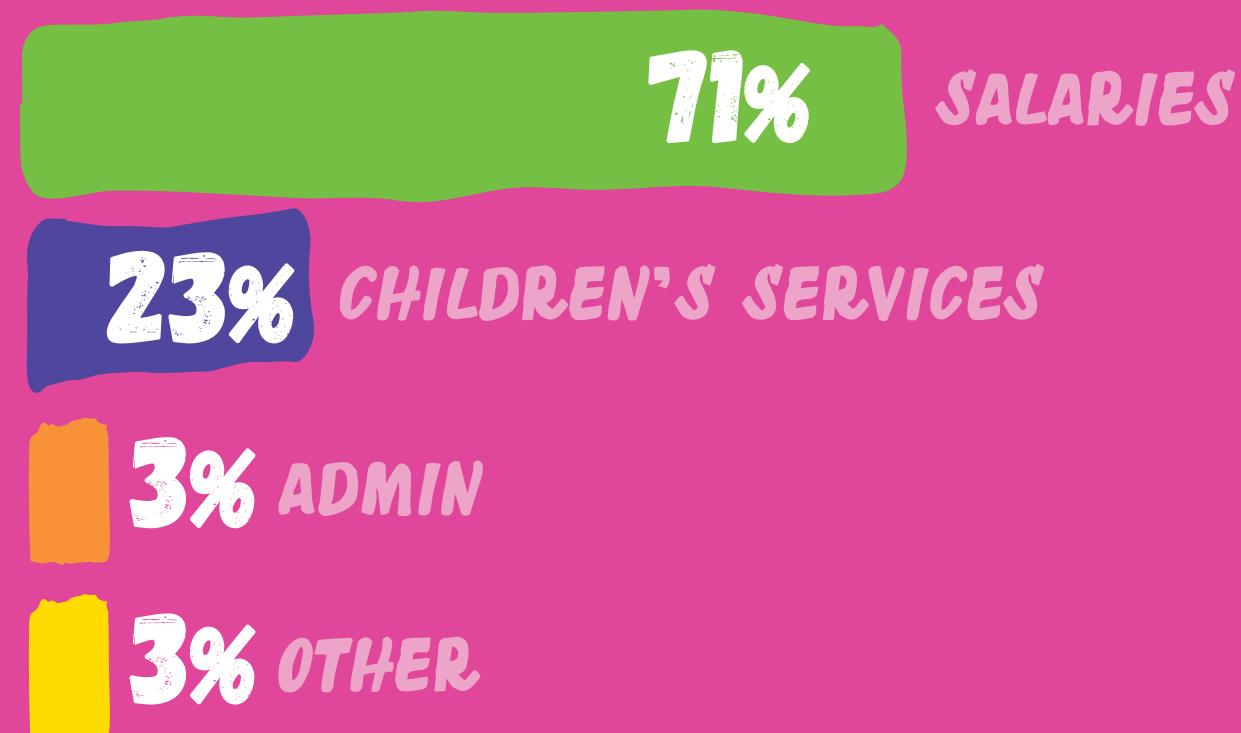
The Gallery @ Big Fat Smile Exhibition 'Big Fat Smile Artist's Show' opens.



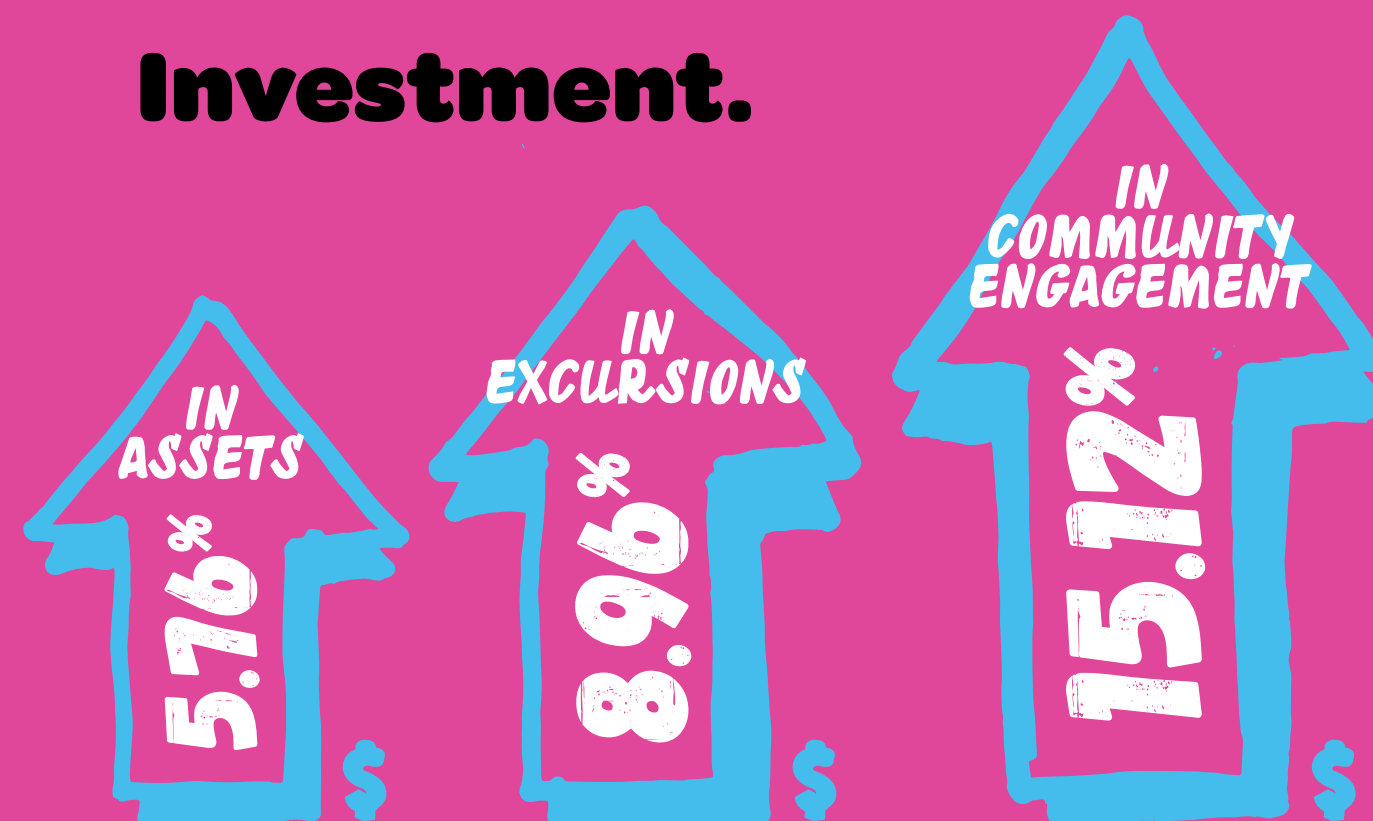
Revenue.



Expenses.



Investment.





LEADERS IN QUALITY

For the second consecutive year, Big Fat Smile is Australia’s top quality performer in early education and school age care.

Investment in quality is important to us, ensuring the best possible staffing ratios, teacher qualifications, play environments, learning programs and creative extension for children. It’s reflected in our performance and ranking in the national market.

Table: COMPARISON OF CUMULATIVE EXCEEDING RATINGS FOR AUSTRALIA, NSW AND BIG FAT SMILE

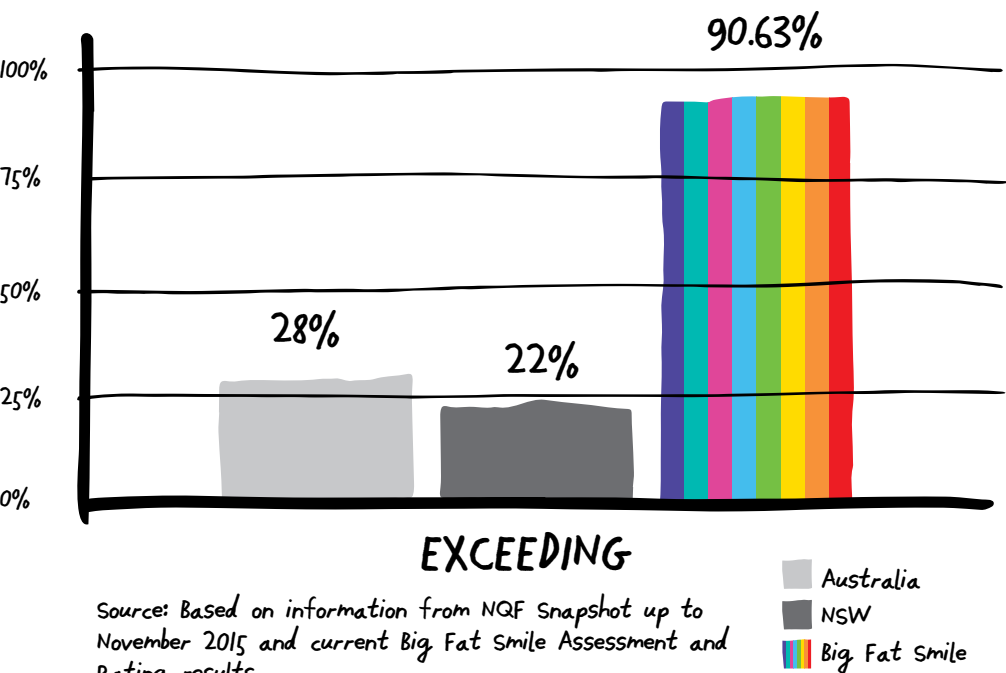


Table: THE CENTRES THAT WERE INDEPENDENTLY ASSESSED IN 2015 AGAINST THE NATIONAL QUALITY STANDARD

Early Childhood Centres (Ages up to 5 years)	Fun Clubs Before School, After School and School Holiday (Ages 5-12 Years)
Barrack Heights	Albion Park
Bellambi Point	Austinmer
Bingara Gorge	Bellambi Point
Corrimal	Balarang
Little Village at Miller	Bulli
Picton	Fairy Meadow
Robertson	Flinders
Wollongong City	Wollongong City
Woronora Heights	Wollongong East

Honour Roll: EXCEEDING ON ALL 58 ELEMENTS

Introduced as law in 2012, the 58-element National Quality Standard is used to rate the 15,000 early learning, school age and family day care centres across the country.

In a roll call of the **‘BEST OF THE BEST’** since the inception of the National Quality Standard, the following centres have all achieved ‘exceeding’ ratings across all quality areas and on every one of the 58 elements:

- Port Kembla Community Preschool
- Bulli Community Preschool
- Stewart St Community Preschool
- Western Suburbs Community Preschool
- Bundanoon District Community Preschool
- Wollongong City Community Preschool
- Robertson Community Preschool
- Corrimal Community Preschool
- Bellambi Point Community Preschool
- Picton Community Preschool
- Barrack Heights Community Preschool
- West Wollongong Fun Club
- Balarang Fun Club

INTERNATIONAL Influence

VISIT TO AUSTRALIA BY YANGZHOU LADDER EDUCATION GROUP



Big Fat Smile hosted five teachers from Yangzhou Ladder Education Group in July/August. Organised as part of the Big Fat Smile Cultural Exchange, the teachers lived and worked locally, gaining first-hand insights into Western teaching methods and programs.

The visitors from Yangzhou were Moon City Kindergarten Director Wang Juan (June), Ming Xing Kindergarten Director Cao Hongyan (Cara), Mei Qi Kindergarten Director Liu Yan (Linda), Mei Qi Kindergarten Teacher Zhang Bingjian (Jine) and Mei Qi Kindergarten Sports Teacher/Martial Artist Yang Shuo (Young).

The teachers spent time at their Bingara Gorge, Woronora Heights and Western Suburbs sister-schools, and at other centres across the Big Fat Smile network. The teachers also participated in local exhibitions, professional symposia, cultural events and celebrations, each facilitating greater understanding of early years education and culture in Australia.

ABC Radio interviewed Director Liu Yan at the beginning of the visit and the Cultural Exchange featured prominently across local media.

Ladder Group Chairman Zhang Zhihong (James) and Ladder Group CEO Li Yi Wen (Helen) also joined the teachers in Australia, meeting with senior staff at Big Fat Smile HQ, the University of Wollongong and TAFE Illawarra Institute.

At the closing event for the teacher exchange, Big Fat Smile MD/CEO Bill Feld said,

"THE TEACHERS ARE OUTSTANDING REPRESENTATIVES, BOTH FOR YANGZHOU CITY AND LADDER EDUCATION GROUP. THEY'VE MADE A LASTING IMPRESSION, CHAIRMAN ZHANG AND CEO LI CAN BE VERY PROUD OF THEIR WONDERFUL AMBASSADORS."



VISIT TO AUSTRALIA BY CHINESE HEALTH AND DISABILITY OFFICIALS

Big Fat Smile hosted four senior health and disability officials from Beijing in May. The visit followed an invitation from Big Fat Smile for the officials to learn more about early intervention practices in Australia for children with Autism.

The visitors were Chairman Wen Hong and Dr Guo Dehua from the China Association for Persons with Psychiatric Disability and their Relatives (CAPPDR), and Drs Li Er Zen and Guan Hongyang from the Capital Institute of Pediatrics (CIP). Both organisations seek to advance the health and welfare of people with Autism and their families in China.

Over the two-week visit, the officials spent time in Big Fat Smile preschools, and in schools and support classes across the region. CIP's Dr Li was interviewed by the WIN News team and featured in local news coverage of the visit.



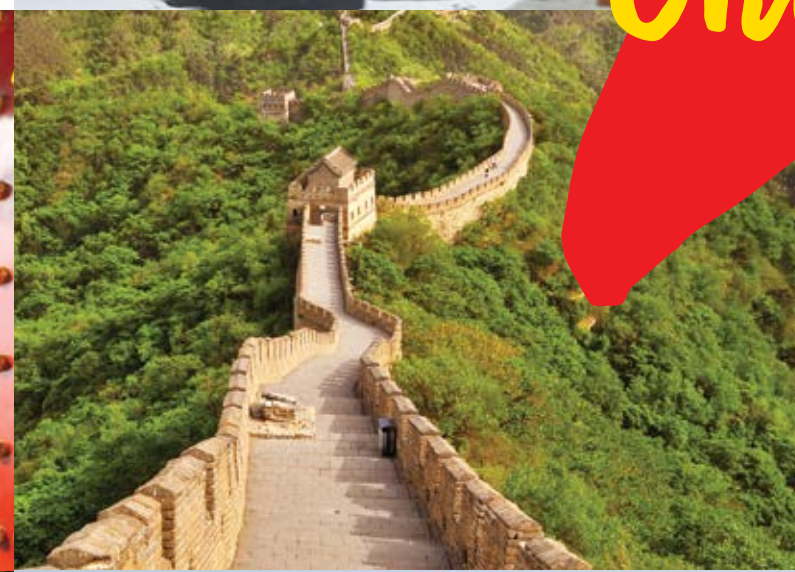
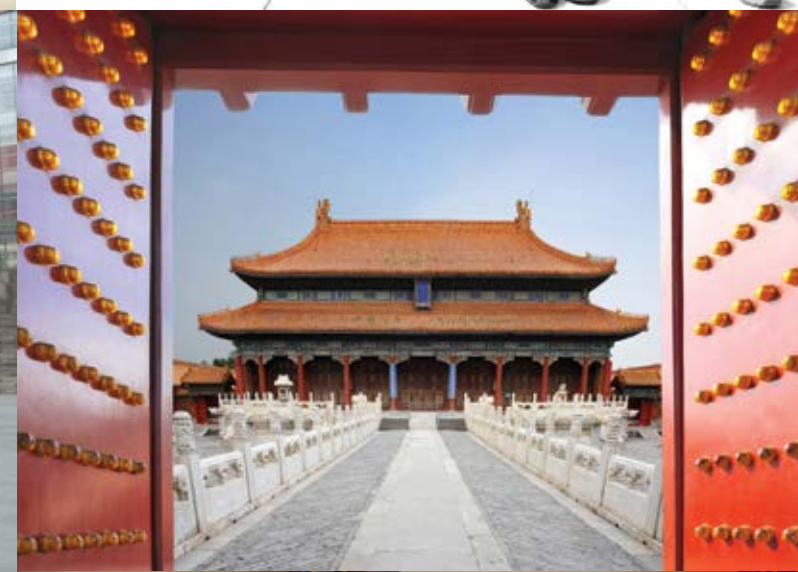
The officials contributed sessions at the University of Wollongong Autism Conference, co-sponsored by Big Fat Smile (organised by Professor Marc de Rosnay and Assoc. Professor Mitch Byrne). The visitors appreciated the opportunity to learn about early intervention theory and practice in Australia, and the opportunity to connect with researchers, practitioners and educational leaders from across Australia.

PROFESSIONAL TRAINING IN BEIJING



Professional training for 75 special education teachers and officials took place in Beijing over four days in late November. Sponsored by the China Association for Persons with Psychiatric Disability and their Relatives (CAPPDR) and coordinated by Big Fat Smile's Director, International, Lan Zhang, the training centred on visual support systems and strategies for children with Autism.

UOW Associate Professors Rose Dixon and Mitch Byrne delivered sessions on visual theory, while Lan Zhang delivered all practical sessions. All sessions were delivered in English and Mandarin, and were evaluated highly by the teachers and officials. The training set the scene for further training and research collaborations between CAPPDR, its member network, Big Fat Smile and the University of Wollongong.



HELLO
China

COMMUNITY ENGAGEMENT

KOONAWARRA CHILDREN TAKE FLIGHT

Koonawarra Community Preschool children made a special visit to the Historical Airport Restoration Society (HARS) site at Albion Park Rail in August. The children enjoyed a unique learning experience and delighted in viewing up-close the huge, 192-tonne QANTAS plane now permanently stationed at the site.



EARLY YEARS STUDENT SCHOLARSHIPS

Big Fat Smile continued its Early Years scholarship program for final year students at the University of Wollongong and TAFE Illawarra Institute. Scholarship winners were Rachel Verdon from TAFE Illawarra Wollongong Campus, Carley Robinson from TAFE Illawarra Shellharbour Campus, and Ashleigh Goodwin and Claire Lane from the University of Wollongong, all of whom received financial assistance in meeting educational expenses.



SPRING INTO CORRIMAL

The Gallery @ Big Fat Smile and Artspace Studio worked with Corrimal Community Preschool in the lead-up to 2015 Spring into Corrimal, an annual creative festival organised by the Corrimal Business Chamber.

This year a special exhibition was held to coincide with the festival day (Sunday 13 September). The 'Spring Down Town' exhibition was curated by Jennine Primmer and developed by Big Fat Smile Artists in Residence; Jill Talbot, Nina Young and Angela Forrest. The preschoolers' works were launched at a special event for families on 10 September 2015.



WALK AND TALK AT CASTLE HILL

'Walk and Talk at Castle Hill' is a weekly initiative at Castle Hill Community Preschool that facilitates easy communication with families and builds a sense of community. Family and friends met weekly on the walk to discuss topical issues and catch up with friends. The weekly 'Walk and Talk' builds relationships and has gained great support from families.



INCLUDE ME

Include Me is the equity arm of Big Fat Smile, delivering programs that embed inclusive and socially just practices. The programs are designed and delivered within a socially responsible framework to meet the needs and aspirations of local communities.

Include Me removes barriers for children who have additional needs by providing targeted inclusion support to early childhood and care services.

Include Me delivers early intervention programs to families and educators to ensure children have the best possible start to life. Key initiatives delivered in partnership with the Australian Government, NSW Government and Community Organisations are funded staffing support, supported playgroups, parenting workshops, transition to school events and capacity building sessions.



COMMUNITY ENGAGEMENT

NATURE QUEST AT BUNDANOO

Children have a profound respect and love for the natural environment at Bundanoon District Community Preschool. This began when the children were introduced to the Nature Quest Program. Preschool Director Deni developed the program after being trained in the Forest School concept in Leicestershire UK, and later in Auckland NZ.

Run on a site adjoining the preschool, the natural environment is used to teach in a holistic manner. Delivered with a sense of fun, it assists in teaching children mathematical and scientific concepts, building language and literacy, and promoting high-order thinking. Families participate actively in campfire sessions, tree climbing, games, exploring, risk-taking and nature investigation.



URBAN REVIVAL AT BINGARA GORGE

Iconic contemporary artists like Banksy are bringing graffiti, or aerosol art, into the mainstream. Street art has been incorporated into many Fun Club programs over the last 18 months, beginning at Bingara Gorge.

One of the four elements of ‘hip hop’, Graffiti is a way for children to connect with the community and make sense of the world around them. Year Five student Leila, when asked why she enjoys graffiti as opposed to traditional art forms said, “I can express myself more, everything is bigger and brighter and faster.”

The children’s graffiti-inspired works are showcased proudly at Bingara Gorge Fun Club. Other Fun Clubs are also embracing urban street culture, with the addition of hip hop dance classes in their holiday programs.



WONDERWALLS PROJECT

The ‘Wonderwall’ street art festival showcased the finer qualities of graffiti as an art form. It promoted to children the idea that they are not limited to expression or connection through pencils, brushes and paper alone. These ideas of being, belonging and becoming are central to the National Early Years and My Time, Our Place Frameworks.

This year, Big Fat Smile worked with Simon Grant to secure the east exterior wall of Wollongong City Community Preschool for a large-scale mural artwork. The preschool was matched to local artist Bafcat. The street art mural was created over two days during the Festival and Bafcat described his artwork as “my weird animal mural” for Big Fat Smile.



PAINT THE GONG READ

Big Fat Smile participated in the Paint the Gong REaD community event. The event encourages the whole community to read, talk, sing and rhyme with children from birth. This year’s Annual Reading Day took place on 20 August at Warrawong Plaza, with the theme ‘Books light up our world’. Big Fat Smile led creative activities for children alongside the four pop-up reading tents at the shopping centre.



NAIDOC WEEK CONNECTION AT BUNDANOO

This year Bundanoon District Community Preschool celebrated NAIDOC week with a visit from Aboriginal Elder Aunty Wendy Lotter. Aunty Wendy joined the children at Nature Quest and talked to them about bush tucker and natural medicine. The children learnt how to use ochre paints and charcoal for drawings and how to create shelter from sticks and bark.



WORONORA HEIGHTS SUTHERLAND FUN RUN

On 19 July Woronora Heights Community Preschool staff and families came together for the annual “Sutherland to Surf Fun Run” from Sutherland to Wanda. Woronora Heights took the opportunity to support preschooler Cleo, who has Cystic Fibrosis. Educators Nat, Ange and Cassie, along with parents Adam and Gwen, braved the 11km course. The group raised over \$5000 for Cystic Fibrosis research. The experience formed bonds with families in a fun way outside of the preschool, while also raising awareness and funds for Cystic Fibrosis.



THE LORD MAYOR’S PICNIC IN THE PARK FOR 2016 SCHOOL STARTERS

The Illawarra Transition to School Program engages prior-to-school services, primary schools and early intervention agencies so that young children can experience a positive transition into kindergarten.

The annual ‘Transition to School Picnic’ is a major event in the program calendar, this year enjoyed by 138 school starters and their families in McCabe Park, Wollongong on 25 October. Organised by Big Fat Smile with Wollongong City Council, the children enjoyed circus workshops, junior football and Artspace sessions with textured materials. The giveaways included Billy Backpack erasers, stickers, pencils and fridge magnets. Parents had the opportunity to chat with educators about school starter issues and practical transition strategies.



OUR PEOPLE

CORRIMAL COMMUNITY PRESCHOOL SOCCER PROGRAM

Luke Melkerts’ love of soccer inspired him to start a preschool soccer program suitable for children of all ages. Luke worked with small groups to develop fundamental movement skills on and off the soccer field. Parents and children took part and each session was infused with genuine fun and enthusiasm. Resources were donated by Corrimal Community Preschool’s P&F Group and all children received a certificate marking completion of the program and highlighting their strengths.

REGGIO EMILIA CONFERENCE

The importance of allowing children to explore, learn and grow on their own was at the forefront of this year’s Reggio Emilia Conference, held at the Melbourne Convention Centre in July. Representatives from Corrimal, Kenny Street and Dapto Community Preschools joined educators from across Australia to learn more about the Reggio Emilia approach. Expressed simply, the Reggio approach highlights the importance of children exploring and playing without interruption to see where their experiences take them. The conference affirmed that many Big Fat Smile centres are already implementing many elements of the Reggio approach. Participants shared their learning and reflections at a professional peer forum at Big Fat Smile HQ on their return.

QUAI’S RETIREMENT, BULLI COMMUNITY PRESCHOOL

Big Fat Smile employee Quai Luu retired in September after 25 years of service at Bulli Community Preschool. Born in Vietnam, fluent in Vietnamese and Chinese, and a popular member of staff, Quai was an institution at the preschool for thousands of families. After moving to Australia in 1985, Quai began work as an educator at Bulli Children’s Centre in 1989 and stayed on as a valued team member for 25 years. When acknowledged for her 20 years of service a few years back, Quai said, “I will always enjoy working with children and they will always be a part of my life”. Five years on and Quai reaffirmed her intention for a continuing connection with the children at Bulli. MD/CEO Bill Feld spoke at the retirement event, acknowledging Quai’s long service, dedication and popularity with the children and families.

CASTLE HILL COMMUNITY PRESCHOOL SUPPORTS BIDWILL KIDS CLUB

Every Wednesday up to 60 children attend the Bidwill Kids Club where they engage with volunteers and participate in games, art and crafts. Castle Hill Director Leah Rudman often volunteers at Bidwill Kids Club and this year she thought that the families at Castle Hill might wish to support local children with Christmas gifts. Leah approached Castle Hill Community Preschool families and invited them to donate a toy that would be given to the children who attend the Bidwill Kids Club. Overall, Castle Hill Community Preschool families donated more than 100 toys and the children were thrilled with their Christmas gifts.

OUR STAFF PURSUE EDUCATION EXCELLENCE

In 2015, 74 employees were enrolled in further education across our Community Preschools and Fun Clubs. Employees are enrolled in the Master of Education, Bachelor of Teaching (Early Childhood), Bachelor of Education (Early Childhood), Cert 111 in Children’s Services, Diploma in Children’s Service and more. Congratulations to the 23 Big Fat Smile employees who completed these studies in 2015.

BRAVISSIMO A CELEBRATION OF OUR STAFF

Celebrating staff achievement is a must. Each year Bravissimo celebrates the long service of staff and honours excellence in service to our communities.

CONGRATULATIONS TO... SERVICE COMMITMENT AWARD

- Awarded to Communities for Children Team (including Paula Hill, Karen Edwards, Sharyn Palmer and Dani Liddell)

SERVICE EXCELLENCE AWARDS

- Lesley Karberg - Fun Club @ Albion Park
- Svet Petkovski - Corrimal HQ
- The Gallery Team (including Jennine Primmer, Ian Hibble, Tamara Gulic, Nina Young)
- Corrimal Community Preschool 0-5 (including Mine Tekkol, Cleo Oliviera, Kristy Harney, Luke Melkerts, Shrijana Khanal, Lucy Power, Gabrielle Ross, Karen Elphick, Vittoria Filino, Sharon MacDonald, Narelle Tugrul, Jess Martins, Kim Bannermann, Laura Russell, Calissa Franco, Beatrix Berey, Leah Reid)
- Fun Club @ Bingara Gorge (including Matt Leslie, Kalina Craig and Marie Savanah)
- Matt Hawkins - Fun Club @ Unanderra
- Sheree Quinn - Green Bean Play Café

- Bingara Gorge Community Preschool 0-5 (including Jade Organ, Paige Kelly, Kimmy Louise, Stephanie Haywood, Rachel Fitton, Jess Hofman, Courtney Rich, Sandra Timpano, Blair Dickson, Charnee McKay, Jessica Malady-Hall, Chantal Baltissen, Jamie Moon, Sinead Fitzpatrick, Andrew Clifford, Catherine Vormister, Patrice Fowler, Georgia Kouros)

20 YEARS OF SERVICE

- Rebecca Curry
- Nicola Hannan
- Karen Gottaas



15 YEARS OF SERVICE

- Carolyn Vaughan
- Caroline Morrow
- Jenny O’Connor
- Rachael Cromie
- Philip Anderson
- Kristi Barrett
- Bernadette Erkin
- Rachael Parkes
- Lesley Karberg
- Judith Craig
- Lynn Best
- Marti Lancaster
- Dani Liddell
- Melisa McKenny
- Christine Walsh
- Joanne Wheeler
- Christine Freebody
- Kobie Connor
- Helen Bunker

10 YEARS OF SERVICE

- Graham Fletcher
- Helen Whalan
- Jade Organ
- Michelle Andrade
- Anne Taylor
- Rebecca Scott
- Bill Feld



STAFF SUPPORT SHELLHARBOUR FESTIVAL DRAGON BOAT EVENT

This year, Big Fat Smile employees came together to form three teams in the Shellharbour Festival Dragon Boat event. Training regimes incorporated strength, timing, fitness, team building and a good dose of laughter. Illawarra Dragon Boat group provided experts who taught our teams the finer details of dragon boating, and many hours were put in by all.

The teams were selected on strength, agility, dedication, commitment... (actually whomever wanted to be part of the event got a seat!) Race Day saw a record number of teams entered in the festival. Big Fat Smile entered the corporate team division and was well represented by our stylishly dressed teams and courageous battlers.



LEADERS IN LEARNING

LITTLE SCIENTISTS

Big Fat Smile's Kenny Street Community Preschool is Australia's first accredited Little Scientists House.

Originating in Germany, the Little Scientists Program fosters children's curiosity for science, maths and technology through hands-on training for educators and practical experiments. The program is firmly established in Europe but is new to Australia.

Accreditation followed intensive staff workshops focusing on the elements of water and air, and a three-part application process.



Accreditation means that the preschool is now recognised nationally for its expertise in bringing early Science, Mathematics and Technology experiences to children aged up to five years.

Big Fat Smile is proud to have been Froebel's first network training partner in Australia and now to have its first locally accredited Little Scientists House.

Little Scientists representatives, Sibylle Seidler and Heike Schneider visited Kenny Street Community Preschool in December to present staff with the 'Little Scientist House' plaque.

VISIT AT BINGARA GORGE

by Minister
Scott Morrison

Social Services Minister Scott Morrison and Federal Member for Hume Angus Taylor visited Bingara Gorge Community Preschool in March. The Minister sought to hear views on childcare affordability, issues with fee relief and details on local enrolment preferences and patterns. The visit included a tour of the centre and marked the centre's first birthday with children, families and staff.



THE PRESCHOOL CHEF

Cheryl Bird has been cooking with creativity and fun at Kiama Downs Community Preschool for 15 years. Cheryl's connection with the families and children is legendary and the team's holistic approach to education is innovative and heartfelt. Cheryl has perfected many child-friendly, nutritious and creative recipes, and it was about time we recognised her contribution.

The book 'The Preschool Chef' is a creative collaboration between the preschool and the kids, showcasing the Top 12 of Cheryl's 'tried and tested' dishes. Visual artist Jill Talbot worked alongside the children to produce the beautiful 'food themed' artworks, which became illustrations for the book. All families at Kiama Downs received a copy. The book was launched with a special dedication to Cheryl at the preschool in March. Cheryl's proud family and friends were present, along with representatives from Big Fat Smile HQ and the preschool.



SUPERVISION INTERVENTION/ TRAINING

This year all centres participated in a mandatory company-wide program aimed to improve child supervision standards. The Learning & Development and Operations teams collaborated to develop a package on key standards, expectations and procedures, as well as a video resource. The training initiative was an outstanding success with child supervision practices greatly improved and the company-wide KPI for child supervision standards achieved.

POSITIVITY@WORK

Big Fat Smile continues to lead in staff engagement and professional development. This year, the Learning & Development team hosted the Positivity@Work workshop – a first for the sector. Delivered by Dr Suzy Green, centre directors were introduced to Positive Psychology, defined as the science of well-being. The workshop had a strong experiential focus with the flow-on benefits explained for the social, emotional and academic outcomes of children.

ORAN PARK TOWN DOORS OPEN

Wollondilly Mobile Preschool opened its doors at a second location on 23 April. The service now operates every Thursday at Oran Park Town with individual programs for children aged two to five years. The new location was added to offer a quality local program of early learning to match the primary school terms. Enrolment is also available three days per week at Wilton.





LEADERS

IN LEARNING



KIDS TOGETHER PROGRAM

Cobblers Hill, Barrack Heights, Bundanoon District, Koonawarra, Dapto, Helensburgh and Warrawong Community Preschools participated in the ‘Kids Together Program’, a program that provides families with specialist support for children with additional needs. Professionals from a range of disciplines work with local staff, educating and supporting them on best practice support.

Involved since it began in February 2014, the team at Cobblers Hill describes the program as an important resource for the preschool, and a great foundation for shared learning between educators and specialists.

EMPLOYEE ENGAGEMENT SURVEY

Big Fat Smile conducted the annual Employee Engagement Survey in June. A total of 413 employees completed the survey, giving feedback on company strengths and insights into areas for improvement. The result was an Employee Engagement Index of 85.16%, which greatly exceeds the international average and reflects positively on the engagement initiatives in place.

INVESTING IN TRAINEES

Big Fat Smile this year supported and mentored 37 trainees in work based Certificate III and Diploma traineeships for early education and school age care. Of these, 28 will gain the Certificate qualification and nine will be awarded Diplomas.

The trainees enrolled through TAFE NSW Illawarra (Wollongong and Goulburn), TAFE NSW Western Sydney Institute, UOW College, Macquarie Employment Training and Wave Learning. The trainees ranged in age from 18 to 37 years of age and 80% are already working as qualified educators at Big Fat Smile centres.

EARLY START CONFERENCE

Big Fat Smile is a foundation partner in the University of Wollongong Early Start initiative. It recognises the importance of early experiences in shaping life trajectories and the benefits of a multi-disciplinary approach to improving children’s lives.

Early Start hosted the inaugural Early Start Conference in September, which was a major ‘early years’ event on the international professional

development calendar. Big Fat Smile sent 80 educators to the conference in recognition of its importance in informing good policy and practice.

Among its many themes, the conference explored: professional development; curriculum development; family engagement; children’s digital literacy; early intervention in socially disadvantaged communities; and the role of physical development and nutrition on cognitive development. Big Fat Smile centre directors and staff are already applying what they have learned.

NETWORK EVENING WITH RHONDA LIVINGSTONE

The Big Fat Smile Learning & Development team hosted a network evening with Rhonda Livingstone on 20 May this year. As National Educational Leader with the regulator ACECQA, Rhonda was invited to speak on the requirements for effective educational leadership under the National Quality Framework. Rhonda spoke specifically about how educational leaders can inspire, motivate and deliver quality programs, and the importance of strong leadership.



RESEARCH in action

Big Fat Smile is proud to continue its partnership with the higher education and research sector and particularly its close ties with the University of Wollongong and the Early Start Research Institute. Big Fat Smile is a key industry research contributor for the early years and cites the following research collaborations for 2015.

Transforming Literacy Outcomes	Dr Pauline Jones, Prof Beverly Derewianka, Prof Lisa Kervin, Assoc Prof Honglin Chen, Dr Jessica Mantei, Dr Barbra McKenzie and Ms Erika Matruglio	UOW Faculty of Social Sciences, School of Education
Well-Being and Academic Aspirations in Australian Youth	Dr Marianna Szabo and Ms Kristy McKenzie	UTS Faculty of Science, School of Psychology
Integrating physical activities in learning geography in preschool children	Prof Tony Okely, Prof Fred Paas, Prof Paul Chandler and Ms Myrto Mavildi	UOW Early Start Research Institute
Investigating the effects of physical activity and screen-based entertainment on emotional, social and cognitive development and vascular health in preschool children	Dr Dylan Cliff, Dr Steven Howard, Dr Stewart Vella, Prof Tony Okely, Ms Tamara Raso, Ms Melinda Smith	UOW Early Start Research Institute, Faculty of Social Sciences (PATH-ABC study funded by the Australian Research Council)
Starting Strong: Making children resilient in early childhood	Dr Amy Conley Wright, Prof Iram Siraj, Prof Lesley Cooper and Ms Toni Latham	UOW Early Start Research Institute
Early Start Baseline Project	Prof Tony Okely, Prof Ted Melhuish, Prof Iram Siraj, Prof Paul Chandler, Prof Ian Wright, Dr Steven Howard, Dr Jessica Mantei, Dr Amy Conley Wright, Assoc Prof Valerie Harwood, Assoc Prof Stuart Johnstone, Dr Dylan Cliff, Dr Eva Craig and Mrs Penny Cross	UOW Early Start Research Institute
The relationship between educator engagement and interaction and children’s physical activity in Early Childhood education and care services	Prof Tony Okely, Dr Rachel Jones and Ms Karen Tonge	UOW Early Start Research Institute
Jump Start Project	Prof Tony Okely, Dr Rebecca Stanley, Prof Paul Chandler, Prof Ngiare Brown, Dr Dylan Cliff and Dr Rachel Jones	UOW Early Start Research Institute



LEADERS IN FUN

2015 MARKED THE START OF A NEW CHAPTER. WE FAREWELLED THE SKOOLZOUT BRAND AND INTRODUCED THE NEW FUN CLUB BRAND. FAMILIES TOOK TO THE CHANGE POSITIVELY WITH A 15% INCREASE IN ENROLMENTS THIS YEAR.



MD/CEO Bill Feld launched the new Fun Club brand on 9 June in Wollongong.

All Fun Club Directors and key HQ representatives attended to hear first-hand the brand genesis and to celebrate the new beginning.



FUN CLUB IS SIMPLY THAT: A SAFE AND FUN PLACE FOR CHILDREN TO LAUGH AND PLAY. WITH 14 FUN CLUB LOCATIONS, AND ACTION-PACKED SCHOOL HOLIDAY PROGRAMS, FAMILIES HAVE REAL CHOICE FOR THEIR CHILDREN'S RECREATION AND CARE.



FUN CLUB OLYMPIX

Back by popular demand, the Fun Club Olympix brought together all Fun Clubs in the September school holidays for a day of sport and game challenges. Children were encouraged to dress up in their club colours and participate in all events on the day.

Fun Club Olympix was held at Beaton Park, Wollongong and even the rain couldn't dampen the excitement, nor did it deter Lord Mayor Councillor Gordon Bradbury OAM from attending. He was a great sport and more than willing to let the children 'dunk' him with water.

After all of the challenges, Fun Club West Wollongong prevailed as the 'ultimate Fun Club Olympix winner'. The cup is now proudly displayed at Fun Club West Wollongong for all to see.





Creative LEADERS

ARTSPACE STUDIO FOR KIDS

Artspace Studio for Kids business grew a massive 50% in 2015. The team delivered 20 separate nine-week programs across four terms - that's 180 individual workshops based on the work of modern and contemporary artists!

Term Program Highlights:

- Skate Deck Design
- Growing Sculptures
- Weather Globes
- Stormy Painting

Over 100 school holiday workshops were also conducted during the year, with budding artists exploring techniques such as drawing, painting, sculpting, 3D printing and filmmaking.

School Holiday Highlights:

- Large Paint Splatter Tent
- Paint Pendulum Plus
- Tinker World
- Charlie and The Chocolate Factory and Edible Art
- Vivid 'Light-up' Sculptures
- Teddy Bear Printing
- Horror Movie Making

Special guest artists included:

Marcello Baez, Ian Hibble, Beth Crawford, Tegan Georgette, Josh from Urban Art, Zach Bennett Brook and Nic Johnson.



ARTISTS-IN-RESIDENCE PROGRAM

Our creative agenda enables professional artists to work alongside local educators. The artists visit local preschools and fun clubs over six-week periods to guide and inform the local creative program.

The roving creatives inspire the very best creative practice in educators and children. It sets the team at Big Fat Smile apart, as we instruct, motivate and collaborate with all of our centres to inspire creativity.

Professional Acknowledgement

After being a finalist in the prestigious Portia Geach Prize for portraiture in 2014, visual artist, Jill Talbot was this year a finalist (top 60 of 600 professional applicants) for the richest portraiture prize in Australia – The Doug Moran Prize.

Visual Artist, Angela Forrest launched two successful solo shows (one at The Gallery @ Big Fat Smile) and exhibited in a group show at Parliament House in August.

Musician, Robby Fernandez landed the lead role of Che Guevara at Roo Theatre's Evita and also signed on to a permanent drumming gig with the hugely popular group, The Villains.

Musician, Penny Hartgerink took time off to have a baby and also managed to headline at the Shoalhaven Winter Wine Festival in June.



Artspace Studio Scholarships

Big Fat Smile offered one scholarship per term to Big Fat Smile educators to attend a six-week adult course in creative practice. The scholarship was created for those educators wishing to take their practice and technical skills to the next level. This year Mel Rollings (Fun Club @ West Wollongong), Snez Ivanoska (Kenny StreetCommunity Preschool), Sarah Tirschett (Dapto Community Preschool) and Beckie Morris (Wollongong Community Preschool) were awarded Artspace scholarships.

A Celebration of Works

The Big Fat Artspace Show was held in November and showcased the work of students throughout the year. The show was held at The Gallery @ Big Fat Smile and drew the attention of future artists, parents and grandparents.

Channel U for you

Launched mid-year, Channel U is the new, fully-automated employee self-service portal. It's where employees gain access to personal information, manage their timesheets, apply for leave and review their balances.

With fast access from multiple devices and platforms (yes, smart phones as well), early feedback on Channel U has been very positive.



GET THE LATEST SCOOP

Sharing good news is our thing. This year, social media channels took on a new role with the new 'Smile Scoop' concept introduced to bring fun, creative and positive stories to the world.

With hundreds of likes from our followers, Smile Scoops have become a favoured tool for sharing stories.



Introducing THE GALLERY @ BIG FAT SMILE

Highlights of the Children's Exhibitions



THE FALLING GARDEN

A collaborative installation work based on the contemporary works of artists Steiner and Lenzinger; created by fifteen 6-14 year olds using a mix of paint, sculpture, and artificial and living plant life.



CHINA INSPIRE

An exhibition created by children aged 2-5 years inspired by Chinese arts and culture. This exhibition was a part of Big Fat Smile's cultural exchange including children's works from Western Suburbs, Woronora Heights and Bingara Gorge Community Preschools.

Big Fat Smile resident artists, Jill Talbot and Laura Stekovic, and educator Svet Petkovski, spent time with the children developing several creative projects.

The exhibition showcased the outcomes of the children's investigations. Each project began with a core idea, influenced by Chinese art. The artists and the children were inspired by this highly complex and creative culture.

Everyone put their own quirky and uniquely Australian spin on things. The Chinese Zodiac became a 'zodiac' of Australian animals, the shadow puppets morphed into shadow photography, the blue and white porcelain now references the Australian Bower Bird, and the Penjing gardens somehow grew people, fences and swimming pools!

Jennine Primmer, Chief Creative Officer said, "We enjoyed the creative process immensely, the playfulness and humour that is uniquely Australian, buoyed by our research and learnings about this ancient and beautiful culture".

APR



JUL & AUG



The Gallery @ Big Fat Smile delivered 15 individual exhibitions in its first full year of professional exhibiting. The focus of The Gallery @ Big Fat Smile is to promote creativity, engage with the community and raise children's voices by promoting children as 'fine artists'.

The schedule for 2015 included an eclectic mix of artworks created by children as young as two years, along with up-and-coming and established adult artists.



SPRING DOWN TOWN

Corralim Community Preschool educators, Big Fat Smile resident artists and 105 children between the ages of 2 and 5 years embarked on a number of visual arts projects, themed around 'community', 'changing seasons' and 'my home'. The exhibition was launched in conjunction with the Spring into Corralim festival.



THE 2015 BIG FAT ARTSPACE SHOW

The show was a celebration of the work completed in the Artspace Studio in 2015.



SEPT



NOV & DEC



THE GALLERY @ BIG FAT SMILE

Highlights of the Adult Exhibitions



3 ADRIFT

Lilybeth Mayhew, Kate Summerville and Lisa Martin; a celebration of three women returning to their arts practice after illness, career or migration.



BIRDS, NOAH AND PING PONG DANDIES

Works by Paul Ryan; a highly respected artist who is also an 11-time Archibald Prize finalist. Paul's exhibition coincided with his show at the Sydney Opera House with cult musician Bill Callahan.



SHADOWLAND

Angela Forrest, Big Fat Smile 'artist in residence'; solo show.

MAR & APR



MAY & JUN



JUN & JUL



UNDER THE LACE ARCHES

Lily Cummins and Jess Armstrong; two young artists graduating from the National Art School, Sydney.

10 STEPS TOO FAR

Tegan Georgette; a young artist and illustrator.



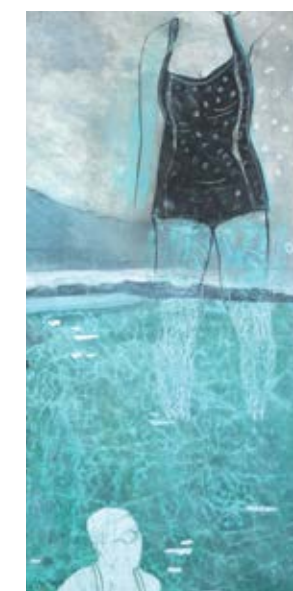
SMITH'S HILL ARTY FUNDRAISER EXHIBITION.

A collaboration of works by parents, teachers and students from Smith's Hill High School



BIG FAT SMILE ARTISTS' SHOW 'CONVERGENCE'

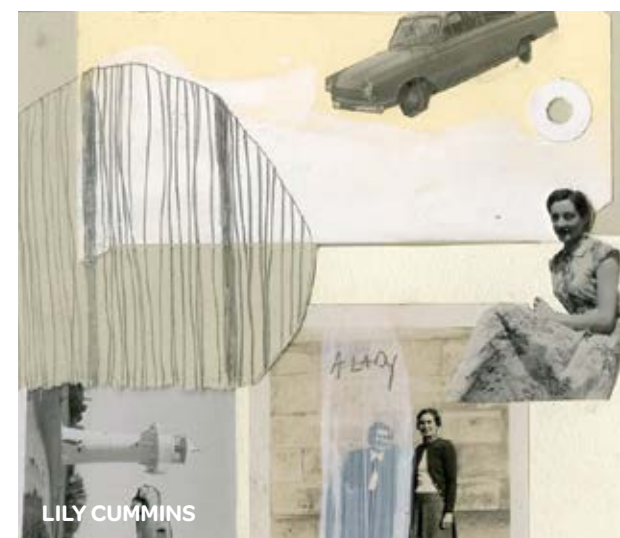
A celebratory show displaying the talents of: Big Fat Smile 'Artists in Residence' Jennine Primmer, Tamara Gulic, Laura Stekovic, Nina Young, Jill Talbot, Angela Forrest, Nicola Howard, Marcelo Baez; Artspace gallery assistants Kaela Weine, Indiana Forrest and Naia Webb; and CEO Bill Feld.



AUG & SEPT

OCT & NOV

DEC





GREEN BEAN Café

Green Bean Play Café continued to grow as a popular meeting place for parents and as a safe play space for children 0-5 years. With a diverse activity schedule each month, parents and children visited the café in record numbers.



INDEPENDENT FAMILY Survey

In November this year, our independent survey partners asked families to tell us how satisfied they are with Big Fat Smile. A record number of 1,155 families completed the 2015 Satisfaction Survey and we are pleased to share our positive results.

92%

OF FAMILIES ARE
SATISFIED WITH THE
STAFF

88%

OF FAMILIES ARE
SATISFIED WITH THE
MANAGEMENT OF
THEIR CENTRE

82%

OF FAMILIES ARE
SATISFIED WITH
THE EDUCATIONAL
PROGRAMS AT THEIR
CENTRE

77%

OF FAMILIES ARE
SATISFIED WITH THE
VALUE FOR MONEY

83%

OF FAMILIES ARE
SATISFIED WITH THE
INDOOR ENVIRONMENT
AT THEIR CENTRE

85%

OF FAMILIES ARE
SATISFIED WITH
THE OUTDOOR
ENVIRONMENT AT
THEIR CENTRE

We value the feedback that families provided and it's already guiding improvements.

27

Community PRESCHOOLS

BARRACK HEIGHTS • BELLAMBI POINT • BINGARA GORGE
 BULLI • BUNDANOON DISTRICT • CASTLE HILL
 COBBLERS HILL • CORRIMAL • DAPTO • HELENSBURGH
 KENNY STREET • KIAMA DOWNS • KOONAWARRA
 LITTLE VILLAGE • NARELLAN • MANOOKA VALLEY
 PICTON • PORT KEMBLA • REYNOLDS STREET
 ROBERTSON • ROSEHILL • STEWART STREET
 WARRAWONG • WESTERN SUBURBS
 • WOLLONDILLY MOBILE
 (WILTON & ORAN PARK TOWN)
 • WOLLONGONG CITY
 • WORONORA HEIGHTS



BIG FAT SMILE CENTRES

FUN Clubs

15

ALBION PARK • AUSTINMER • BALARANG
 BINGARA GORGE • BULLI • BELLAMBI POINT
 FAIRY MEADOW • FLINDERS
 KOONAWARRA • THIRLMERE
 THIRROUL • UNANDERRA
 • WOLLONGONG CITY
 • WOLLONGONG EAST
 • WEST WOLLONGONG



HOWDY Partners

Education Partners

- Little Scientists
- TAFE Illawarra Institute
- TAFE Higher Education
- University of Wollongong – Faculty of Social Sciences
- University of Wollongong – Early Start
- UOW Enterprises – UOW College

Funding Partners

- Department of Education & Training
- Department of Social Services
- Families NSW
- NSW Department of Family & Community Services
- NSW Department of Education

Service Delivery and Community Partners

- Caresouth
- Communities for Children Shellharbour
- Gowrie NSW
- Grand Pacific Health
- Interchange Illawarra
- KU Children's Services
- Illawarra Academy of Sport
- Noah's Ark of Shoalhaven

- Playgroups NSW
- Strategic Community Assistance for Refugee Families (SCARF)
- TAFE Illawarra Institute
- University of Wollongong Early Start

Creative Partners

- Bundanon Trust
- Conservatorium of Music Wollongong
- Merrigong Theatre Company @ IPAC

Facilities Partners

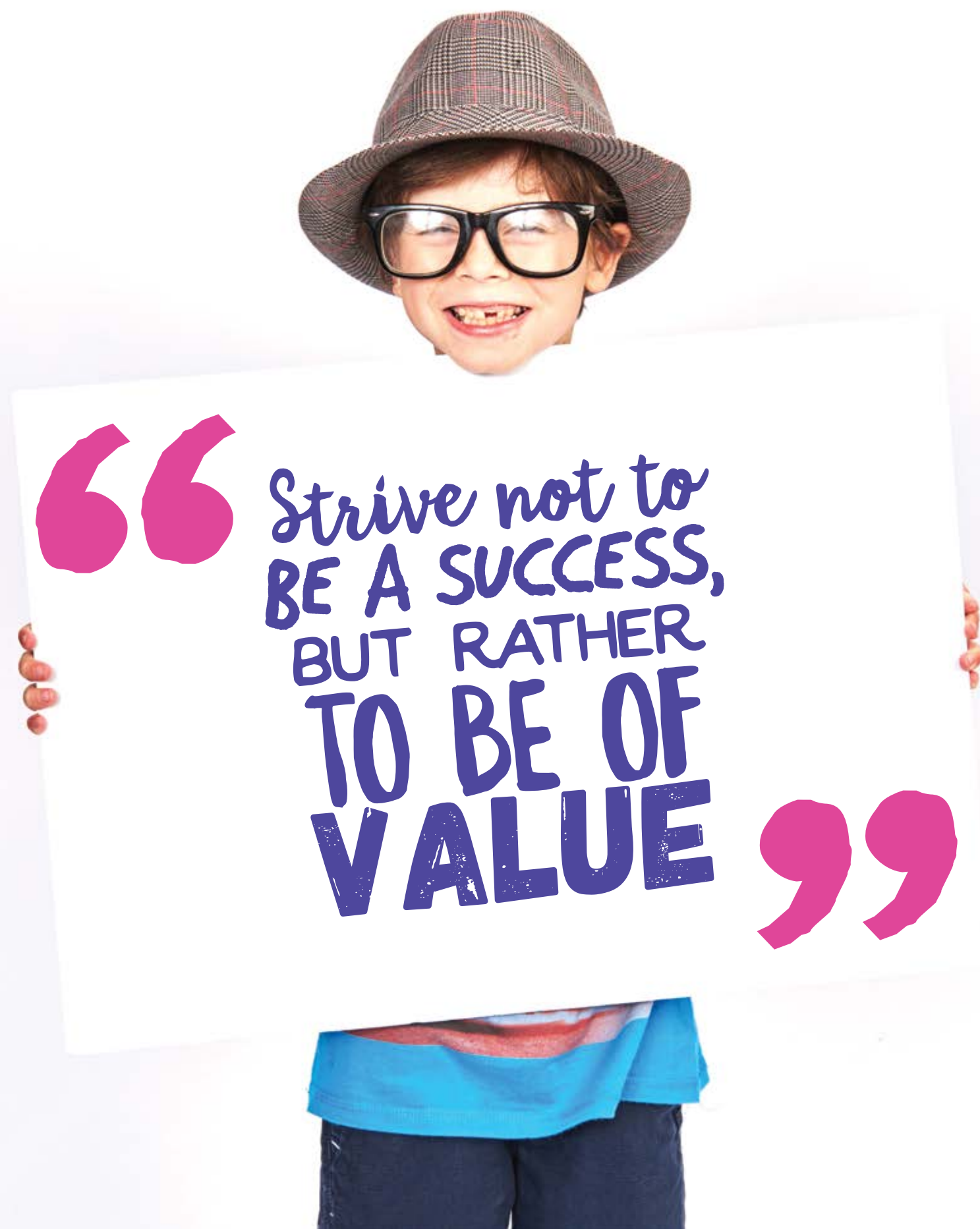
- Camden Council
- Department of Education and Communities
- Jalenco Homes
- Kiama Municipal Council
- Mintus
- [Re]velop
- Shellharbour City Council
- WEA Illawarra
- Wingecarribee Shire Council
- Wollondilly Shire Council
- Wollongong City Council

Development Partners

- Mintus
- [Re]velop
- Jalenco Homes

International Partners

- Capital Institute of Pediatrics, Beijing
- China Association for Persons with Psychiatric Disability & their Relatives
- Li Qiao Children's Hospital in Beijing
- Peking People's Association for Friendship with Foreign Countries
- Peking University Health and Science Department – Beiyi Kindergarten
- Toyko City University
- Yangzhou Education Group – Moon City, Mei Qi & Ming Xing Kindergartens



bigfatasmile.com.au

Big Fat Smile®

Not-for-profit. Community owned.