

**Big Fat
Smile**

**annual
report 2017**



**flourish and
THRIVE**

Introduction

*Big Fat Smile exists to create
a **braver, brighter & more creative** world.
That's our vision and guiding light.*

Our little people are our heart-song. We love seeing them flourish and thrive under Big Fat Smile's education and care across our 27 Community Preschools, 14 Fun Clubs and a suite of creative and inclusive platforms and programs.

The families and communities of our children are also important to us. As an organisation, we place strong emphasis on supporting, advocating and leading early childhood education and care in the communities that our services occupy.

Our employees are an equal priority. They are the hard-working, integral cogs and wheels that enable us to deliver industry-leading early childhood education and care. Their dedication and commitment to our little people, our organisation and our communities make Big Fat Smile what it is today!

But where did it all start?

Established in 1981 as the Illawarra Children's Services Action Group, our not-for-profit, community-owned company sought to bring positive, lasting change to the region through active campaigning for the rights of families to affordable care.

Move forward 35-years to 2017, and Big Fat Smile has evolved into one of the largest, most respected and reputable providers of education, care, recreation, cultural and

inclusion services in Australia. Our values of imagination, courage, integrity and respect, and our beliefs, including creativity, fun, diversity, leadership and learning, are a reflection of our organisation's culture.

Through our suite of offerings, we play an integral role in the lives of thousands of children and families, equipping them now and shaping their futures to be big, bold and bright. Our work positively contributes to the economic prosperity and social strength of our country and the communities that we call home.

Big Fat Smile is one of the top 10 employers in the Illawarra with over 650 staff across 44 New South Wales locations, providing a service to over 8,000 children a week.

2017 saw a significant shift in our organisation as we reoriented ourselves and focused on the future. The outcome: our 2018-2020 Strategic Plan. Planted in the mantra 'Flourish and Thrive', we will strive to see our children, employees and the organisation reach its full potential and have a lasting, positive impact on the world in which we live.

Quality remains at the heart of everything we do, with 100% of centres assessed in 2014, 2015, 2016 and 2017 achieving 'meeting' or the coveted 'exceeding' rating under the National Quality Standard.

Compare this to our industry counterparts in New South Wales (74.48%) and Australia (69.56%) and you can see why we lead the sector in quality.

Our teams are a key contributor to this achievement. We have a strong, talented and engaged workforce. They are our hands and feet, and their unwavering commitment sees our children flourish and thrive through our education and care ethos.

We have an organisational framework for innovation and development and our research activities inform practice. Our imaginative collaborations include the Artspace art school, Artist-in-Residence and Musician-in-Residence Programs. The Gallery @ Big Fat Smile and the Green Bean Play Café foster creativity and fun in our community preschools, fun clubs and wider communities.

At Big Fat Smile we love to identify, develop and nurture strategic and mutually beneficial partnerships. We value all of our partners and work together to achieve mutually positive outcomes. Our partnership network spans government, industry and community-based organisations, delivering socially inclusive programs, and opening the door to accessible childcare in our communities through the provision of funding to assist and support eligible childcare services.

Big Fat Smile strives to see our children and families that we educate and care for flourish and thrive; to champion the cause of accessible childcare for all; and to create a future that's bigger and brighter than ever before.

"Quality remains at the heart of everything we do, with 100% of centres assessed in 2014, 2015, 2016 and 2017 achieving 'meeting' or the coveted 'exceeding' rating..."



Chairman & CEO report



Chairman's Report - David Campbell

2017 started with the promise of an exciting future, fuelled by the enthusiasm and energy of Big Fat Smile's new CEO Jenni Hutchins.

The Board of Directors boasted volumes of confidence in Jenni, and a desire to see both her and the organisation flourish and thrive.

From the outset of the year, the Board established two fundamental tasks to achieve over the course of the 12-month period:

1. To build and nurture the respect and confidence of our employees; and

2. To establish a forward-focused and transparent strategic plan, developed collaboratively with input from our families, our teams and our Board of Directors.

I am pleased to report that over the course of 2017, these strategic priorities were realised.

Big Fat Smile's 2018-2020 Strategic Plan is firmly established under the banner: 'Flourish and Thrive'. It identifies six strategic pillars for Big Fat Smile:

- 1. Client Experience and Innovation**
- 2. Education Ethos and Practice**
- 3. Staffing Excellence**
- 4. Strategic Partnerships**
- 5. Organisational Sustainability**
- 6. Advocacy and Leadership**

I am extremely confident that the pillars we have established and that are underpinned by our values of imagination, courage, integrity and respect, will provide an optimistic and bright future. Collectively we have laboured to create a Strategic Plan that will challenge the organisation, is realistic and provides a benchmark against which we can measure success and foster a culture of continuous improvement.

I would like to formally acknowledge the gratitude that the Board and I have for the leadership that our CEO demonstrated in pioneering this Strategic Plan, and the

dedicated efforts of our colleagues and teams in building the plan to what it is today.

As we emerge from a season of leadership change, internal review, strategic focus and an ever-changing externally regulatory and policy environment, I would also like to pay tribute to our employees that remained focused on our core business, continuing to provide quality early childhood education and care experiences for our children. Big Fat Smile delivered over 400,000 positive care experiences across our 41 centres in 2017!

The results of our Staff and Parent surveys in 2017 provided a mine of data, demonstrating the high-quality education and care that Big Fat Smile delivers. This process has also identified ideas and areas of focus for continued improvement. The Board and executive team have accounted for these in our Strategic Plan, and I wish to thank those who took the time to contribute to these integral annual surveys.

One of my personal highlights from 2017 was the opening of the new Early Learning and Care service at Stockland Shellharbour. Our teams worked tirelessly to open the new service that saw strong enrolments from day one, which continued to grow throughout the remainder of the year. We look forward to a strong and ongoing strategic partnership with Stockland as a result of this project, the first fruits of which are already being recognised. We were pleased to be selected, via tender, as the preferred operator at a Stockland housing estate in Willowdale.

Big Fat Smile continued its growth trajectory in 2017 with a major building project at our Bundanoon District Community Preschool. We look forward to increasing enrolments and delivering improved early education and care upon completion of the project in 2018.

Our 2017 financial result is strong, however, the Board and management team are conscious of the financial impact of increased competition and greater regulation. Our forward-looking strategy and plans have service quality and financial sustainability at front of mind. I am pleased to report that our auditors have

provided an unmodified audit report.

With a view to secure the future financial sustainability of Big Fat Smile, we conducted a significant internal review of the cultural, arts, international and community support programs that were a part of our service offering. This resulted in the cessation of the cultural and international programs, specifically the China Program. This was a difficult but necessary decision that demonstrated the Board and Executive's commitment to a continuous review process to maintain a confidence that Big Fat Smile can flourish and thrive in the future.

Following on the vein of future sustainability, the organisation undertook a collective effort to better understand the IT requirements and projects required to support the business. This project is underpinned by a strategic and staged approach to integrate new systems and utilising existing software.

In the latter months of 2017, the Board endorsed a proposal from the CEO to review the executive structure to focus on delivery against the Strategic Plan. An exciting addition to the executive team is the role of Pedagogical Thinker in Residence, a dedicated role to highlight the educational function of our business.

In alignment with best governance practice, the Board undertook an internal self-assessment of capability and performance. This process revealed some areas for improvement and encouragement. I wish to formally thank the work and considered input that the Board of Directors brings to Big Fat Smile.

Flourish and thrive. It's the mantra that will guide our future. We want to see our children, staff and the organisation to flourish and thrive. The 2018-2020 Strategic Plan, our budget and our organisational structure is geared towards this goal.

The future is bright.

The Hon. David Campbell
Chairman, Big Fat Smile



CEO Report - Jenni Hutchins

What a year! I entered 2017 with great anticipation and excitement as I commenced in the role of Big Fat Smile CEO.

What a year! I entered 2017 with great anticipation and excitement as I commenced in the role of Big Fat Smile CEO. The opportunity to lead this impressive and well-respected organisation is one I carry with the utmost respect, honour and dedication.

Big Fat Smile's commitment to quality early learning and care, recreation and leisure care, and its support of diversity and innovation through the integration of industry-leading art programs is second to none. Our capacity to provide quality services and our commitment to intentional interactions is outstanding.

Across the early education and care sector, Big Fat Smile boasts an industry-leading retention rate of staff in our centres. This enables us to embed a strong practice framework and level of quality that continues to exceed industry standards.

A priority for me upon my commencement was to visit our centres and speak with our staff. My initial impressions of Big Fat Smile were positive and strong. We have amazing employees that are committed, passionate

and focused on the development and care of our children and families. This is supported by the 2017 results of our Staff Engagement Survey, which highlighted the growing strength in our leadership, with our Centre Directors receiving outstanding results.

I am so proud to be a part of, and lead Big Fat Smile.

2017 was a year of change for our organisation. We saw the opening of our new Shellharbour Early Learning and Care Centre, and the closure of the International Program, which focused on our work with China. A priority in 2017 was to build a new strategic foundation and framework for our future, reflecting who we are and what we stand for. The end product: the 2018-2020 Strategic Plan, our roadmap for the years ahead.

The new Strategic Plan has been developed on a collaborative basis. We looked to the thoughts and ideas of our employees, analysis of the sectorial and demographic data available, review of the political policy space and the shared views of the direction

we collaboratively wish to steer Big Fat Smile, to aid the Board and Executive in determining our strategic direction. Our 'Flourish and Thrive' plan has been born from this process and established in this mantra. It's a plan that emulates the many important elements of our work and reflects our vision and values.

We have reflected on our values, using them as a moral compass for how we want to engage with our peers, children and stakeholders. Our values – Integrity, Respect, Imagination and Courage – are key signposts for our culture and positive interactions.

The 2018-2020 Strategic Plan contains six pillars:

1. **Client Experience and Innovation**
2. **Educational Ethos and Practice**
3. **Staffing Excellence**
4. **Strategic Partnerships**
5. **Organisational Sustainability**
6. **Advocacy and Leadership.**

Each pillar reflects the critical areas of focus that our staff, families and stakeholders have identified.

The early learning and care and out of school hours care industry is fast-paced and ever-changing. Regular funding and public policy changes across the sector mean that Big Fat Smile must remain agile in order to build the sustainability of the organisation. To ensure we remain ahead of the curve and research, and in a move to embrace best practice, we have recruited a Pedagogical Thinker in Residence to build our educational framework, a role that will commence in March 2018.

By means of an update on our creative programs, our Artspace continues to excel in delivering quality art workshops and term

programs for children. The Gallery @ Big Fat Smile saw record-breaking attendance at professionally hung Artspace exhibitions.

Our suite of services including the Green Bean Play Café and Include Me, continue to excel in meeting government and customer expectations respectively.

This 2017 Annual Report provides a snapshot of the hard work and passion with which our staff go about their daily work, caring for our children and families.

I extend my sincerest thanks to all of Big Fat Smile's employees for their willingness to engage with me, aid in the strengthening of our organisation and focus on building opportunities for the future. Thank you also to our Senior Executive Group who have been pivotal in shaping the direction of Big Fat Smile and finally, but not least, to the Board of Directors who have remained dedicated, committed and passionate about the work and purpose of Big Fat Smile, particularly Chairman David Campbell, for supporting me in my inaugural year at Big Fat Smile. It has been a pleasure to work as part of a team with the Senior Executive Group and the Board to achieve outcomes to enable children and families to flourish and thrive.

Jenni Hutchins
CEO, Big Fat Smile

BIG FAT SMILE BOARD

Overview of Board Role

Big Fat Smile is governed by an elected Board of Directors. Their role and responsibility is to establish the strategic direction of the Company, ensure an effective framework for the management of risk, and oversee executive and business performance.

The Board delegates oversight of operations to its Committees: the Audit, Risk & Compliance Committee and the Governance, Nominations & Remuneration Committee.

Consistent with best governance practice, the Board also conducted a process of evaluation in 2017, resulting in the identification of areas for improvement and encouragement.

Individual profiles of Board Members :



David Campbell

M Mgt, FAICD

Board Chair

Non Executive Director of Big Fat Smile Group Ltd. since 2014 • Chair, Governance, Nominations & Remuneration Committee • Audit, Risk & Compliance Committee Member • Retired Member of Parliament



Louise Meyrick

M Comm, M. Dispute Resol, BA, Dip Ed

Board Deputy Chair & Deputy President

Non Executive Director of Big Fat Smile Group Ltd. since 2014 • Audit, Risk & Compliance Committee Member • Senior Consultant, Policy & Planning Specialist



Ken Whitton

MBA, Grad Dip (Fin Plan), B Commerce

Non Executive Director of Big Fat Smile Group Ltd. since 2015 • Chair, Governance, Nominations & Remuneration Committee • Senior Policy Advisor, Superannuation Peak Body



Tony Deliseo

B. Sc (Physics), Cert IV TAE, GAICD

Non Executive Director of Big Fat Smile Group Ltd. since 2015 • Chair, Audit, Risk & Compliance Committee • Asia Pacific CEO, International Software Group



Chris Stolk

Bcom CPA GAICD

Non Executive Director of Big Fat Smile Group Ltd. since 2015 • Audit, Risk & Compliance Committee Member • Chief Financial Officer, Health Insurance Industry



Sophie Ray

BA (Hons) LLB (Hons) Grad Dip Leg Studs, GAICD

Non Executive Director of Big Fat Smile Group Ltd. since 2016 • Governance, Nominations & Remuneration Committee Member • Director & business owner



Vanessa Bourne

BA LLB EMBA FGIA, MAICD

Non Executive Director of Big Fat Smile Group Ltd. since 2016 • Governance, Nominations & Remuneration Committee Member • Executive Director, Higher Education Sector

SENIOR EXECUTIVE GROUP

Portfolio Overview

Big Fat Smile's organisational structure is comprised of four portfolios:

1. **Operations Portfolio**
2. **Governance and Risk Portfolio**
3. **Chief Financial Officer Portfolio**
4. **People and Culture Portfolio**

Throughout 2017, each portfolio continued to evolve and make adjustments in order to align with the 2018-2020 Strategic Plan. These developments and achievements, as well as the priorities for 2018, are outlined below.

The Operations Portfolio is responsible for the day-to-day functions of Big Fat Smile's programs and services. This encompasses the organisation's 27 early childhood services, (6 traditional preschools, 21 long day care centres) and 14 fun clubs across the Illawarra, Wollondilly and South and North West Sydney Regions.

The Governance and Risk Portfolio is responsible for Big Fat Smile's compliance with corporate law, educational regulation, child protection, workplace health and safety, risk management, internal audit, and policies and procedures. The portfolio also delivers legal services through the General Counsel and governance functions through the Company Secretary.

General Manager reports for these two portfolio's are featured in this section of the Annual Report.

Upon commencement of 2017, the Development and Finance Portfolio was responsible for the finance, marketing and business development functions of Big Fat Smile. Following the departure of its General Manager in 2017, the portfolio has been renamed the Chief Financial Officer Portfolio,

and will be led by the newly appointed Chief Financial Officer, who will commence in February 2018. The portfolio will reside over the finance, facilities and IT functions of the organisation.

The 2018 focus for the Chief Financial Officer Portfolio is on Big Fat Smile's ongoing viability as an organisation; building financial strength; identifying business opportunities and partnerships to pursue; implementing the Information, Communication and Technology Plan; establishing an efficient procurement strategy; and developing a proactive approach to facility maintenance.

When 2017 began, the Corporate Services Portfolio was responsible for Big Fat Smile's human resources and facility management departments. Through the work of this portfolio, the organisation provided opportunities for students and trainees to

engage with its services. In total, Big Fat Smile awarded seven scholarships, supported 41 trainees [25 of which successfully completed their traineeship in 2017] and engaged 24 University of Wollongong professional partners in practice placements.

Following a restructure in 2017, and in a move to garner efficiencies and elevate the importance of human resources and culture, the Corporate Services Portfolio evolved into the People and Culture Portfolio. This reflects the importance of maximising staff potential. In 2018, the Executive Manager of People and Culture will report to the CEO. Priorities for the portfolio include finalising the learning and development framework; developing an approach for succession planning; honing in on a wellbeing and safety of staff; and developing a performance management framework and recruitment and selection framework.





Operations Report

by General Manager
Melissa Woodhouse

2017 was a year of consolidation, collaboration and celebration for the Operations Portfolio, with our key milestones captured below.

Big Fat Smile maintained an overall average utilisation of:

- **After School Care: 96.79%**
- **Before School Care: 95.80%**
- **Vacation Care: 90%**
- **Long Day Care: 94.07%**
- **Term-Only Preschools: 103.86%**

2017 saw Big Fat Smile's operations portfolio expand, with the addition of new services, and upgrades of existing services.

We established and launched a new 90-place Early Learning and Care service at Shellharbour, in collaboration with Stockland. A successful tender saw the establishment of a new Fun Club at St Columbkille's Catholic School in Corrimal, ready to welcome families from Term 1, 2018. The Bundanoon District Community Preschool expanded with a new building, enabling Big Fat Smile to increase daily licensed numbers, opening up the Centre for more children to attend a

quality preschool program before attending school. Successful community grant tenders resulted in upgrades to several yards, including increases in shade and soft fall, and improvements to laundries, kitchens and fencing.

The 2017 Parent Survey results informed our continuous improvements in menu planning and nutrition, with all Fun Club coordinators and Community Preschool cooks attending ongoing training in order to deliver diverse and healthy meals to our children. Our educators also participated in the Reggio Emilia Australia Information Exchange Conference in July 2017, and the UOW Early Start Conference in September 2017.

As part of our commitment to continuous improvement and collaboration, we conducted an organisation-wide review of our Operations Manual and HR policies, participated in the strategic planning process and commenced cluster meetings on a monthly basis for all centre directors to network and collaborate on operational matters.

A new Fun Club strategy was also developed to direct the overall business strategy for the school age services from 2018 to 2020. Strategies were informed by insights from the parent and staff surveys, along with established business and marketing tools and principles. This plan is aligned to, and was informed by, Big Fat Smile's broader 2018-2020 Strategic Plan.

Lastly, 2017 was a year of celebration across all fronts! We collectively celebrated the 30th birthday of our Helensburgh Community Preschool and the 10th birthday of our Port Kembla Community Preschool; all Big Fat Smile services participated in the National Simultaneous Story Time; and we celebrated National Early Educator Day with cupcakes and recognition for all.

2017 saw Big Fat Smile's operations portfolio expand, with the addition of new services, and upgrades of existing services.

The key portfolio priorities for 2018 include:

Working with Governance and Risk to incorporate the principles of a child safe organisation into our practices and ethos (Pillar 1);

Working with the newly appointed Pedagogical Thinker in Residence on educational ethos, embedding this throughout all preschools, fun clubs and Artspace programs (Pillar 2);

Improving client experience through a review of processes for informing, enrolling and orientating families throughout their entire lifespan with Big Fat Smile (0-12-years-old);

Incorporating the changes to the National Quality Standards across all Big Fat Smile programs (Pillar 1 and 2); and

Continue to develop brand awareness programs and ongoing market analysis to ensure programs are agile and responsive to the ever-changing sector and market influences.



Governance and Risk Report

by General Manager **Angela Taylor**

2017 was a year of change for the portfolio, with a review of the internal audit and risk resourcing and several key vacancies including the General Manager, Governance and Risk and the Manager, Child Protection.

I commenced as General Manager, Governance and Risk in July, and hit the ground running in an environment of significant change. René Perry joined the Organisation as the new Manager, Child Protection in September, and has brought a passion and depth of experience that has quickly earned the respect and gratitude of services. This is of particular importance at a time when the Royal Commission into Institutional Abuse of Children has issued its findings for consideration by Government, giving a heightened focus on the safe education and care of our children.

Our Coordinator of Work Health and Safety (WHS) continued to build on the foundational work of 2016, providing ongoing professional support for the wellbeing and safety of employees. A realignment of areas within Big Fat Smile to the new Strategic Plan towards the end of 2017 saw the Coordinator WHS elevated to Manager and repositioned within the People and Culture portfolio. This recognises the importance of workplace health and safety and its role in supporting safety and wellbeing at a cultural and practical level.

The experienced Quality Assurance team supported several services through assessment and rating, resulting in three centres being assessed in 2017 and 94% of centres assessed since 2014 achieving the coveted 'exceeding' rating against the National Quality Standard.

It was a year of significant regulatory change across the sector, including a prequalification scheme for out of school hours care (later scrapped), a new National Quality Framework, wide-ranging changes to the Education and Care Services National Law and Regulations, and new requirements for responsible persons (including our Board of Directors) to sit examinations at the NSW Department of Education's Early Childhood Education and Care Directorate Head Office in Parramatta. The Manager of Quality Assurance and Manager of Policy and Internal Audit provided ongoing analysis and advice regarding these changes, with supporting information and education provided to services across the organisation.

The Quality Assurance team and the Operations team launched a proactive internal audit and spot check process on Fun Clubs leading up to the vacation care period in anticipation of heightened Department spot checks. This process was a great success, with five Fun Clubs passing Department spot checks during the vacation care period. Similar proactive collaboration with Operations is planned for 2018.

The latter half of 2017 saw Big Fat Smile experience much stricter enforcement by the Department regarding service licence applications and variations, spot checks, serious incidents reporting, investigations and prosecutions. It is anticipated that a stronger focus on enforcement will continue throughout 2018, making our organisation-wide efforts on compliance from both a proactive and reactive perspective of critical importance.

The year saw significant effort in internal audit, with a strong schedule of internal audits delivered by our Manager of Policy and Internal Audit and external audit providers. This process has led to stronger compliance with policies and procedures and the updating of systems to match the organisation's needs.

A review of internal audit resourcing resulted in the area of internal audit being added to a new role - Manager of Risk and Internal Audit - which will contribute additional risk expertise to the organisation. This role will be recruited for in 2018. The existing Manager of Policy and Internal Audit is now the Manager of Policy, enabling the organisation to provide greater focus on, and development of our policy framework.

In the latter part of 2017, the Governance and Risk portfolio launched a feedback initiative whereby parents can provide feedback into a central register, providing an opportunity to engage with and resolve complaints, and properly recognise and reward compliments in a centralised, transparent and consistent manner. This initiative will be further developed in 2018.

The key portfolio priorities for 2018 include:

- **Incorporating the principle of a child safe organisation into our practices and ethos (Pillar 1);**
- **Being proactive in our quality and regulatory environment (Pillar 1);**
- **Being responsive to parent feedback (Pillar 1);**
- **Ensuring our operational frameworks meet best practice (Pillar 2);**
- **Ensuring our governance frameworks reflect our organisational cultures and values (Pillar 3); and**
- **Establishing robust frameworks for Big Fat Smile's activities such as leasing, risk management, policy development.**

A NEW STRATEGIC DIRECTION



Overview of new strategic direction

Under the direction of Big Fat Smile's Board of Directors, and guided by our CEO Jenni Hutchins, 2017 saw the organisation establish a forward-focused and transparent strategic plan, developed collaboratively with input from our families, employees and Board.

Westwood Spice consultants were engaged to lead the development of the 2018-2020 Strategic Plan.

The planning process was structured around collaboration at all levels of the organisation. A team of employees, who were identified as experts in their field, formed a planning group that assessed the external factors influencing the future of the organisation. Other employees, our children and their parents, and the Board also had the opportunity to contribute their thoughts and ideas on the future direction of the organisation.

In addition to internal collaboration, Big Fat Smile commissioned an external review of the organisation to provide a holistic assessment of the organisation and inform the plan's development.

The Senior Executive Group used all information gathered from this consultative process, and the external review, to develop the 2018-2020 Strategic Plan.

The strategy was approved by Big Fat Smile's Board of Directors in October 2017 and communication with the wider organisation and employees in November 2017.





Big Fat Smile Strategy

Big Fat Smile's 2018-2020 Strategic Plan is embedded in the organisation's vision and values, and comprises six strategic pillars of focus.

ASPIRATION

PILLAR 1

Client Experience & Innovation

Big Fat Smile is the number one choice for families for the provision of quality education and care

PILLAR 2

Education Ethos & Practice

Our organisation has a deep foundation and a clear education ethos that is visible in our daily education practices

PILLAR 3

Staffing Excellence

Big Fat Smile is recognised as an Employer of Choice and widely regarded as having high quality staff leading to the delivery of quality education

PILLAR 4

Strategic Partnerships

We value all of our partners and work together to achieve mutually positive outcomes

PILLAR 5

Organisational Sustainability

We achieve long term viability of the organisation

PILLAR 6

Advocacy and Leadership

We are thought leaders, advocates and experts in our field

The language 'Flourish and Thrive' presides over the Strategic Plan's pillars, guiding our focus to ensure we are working to the benefit of our children, employees and the broader organisation. It is our goal to see all of these stakeholder's flourish and thrive under the new strategy.

Within each pillar sits a series of outcomes and strategies that will lead to achievement of the aspirations.

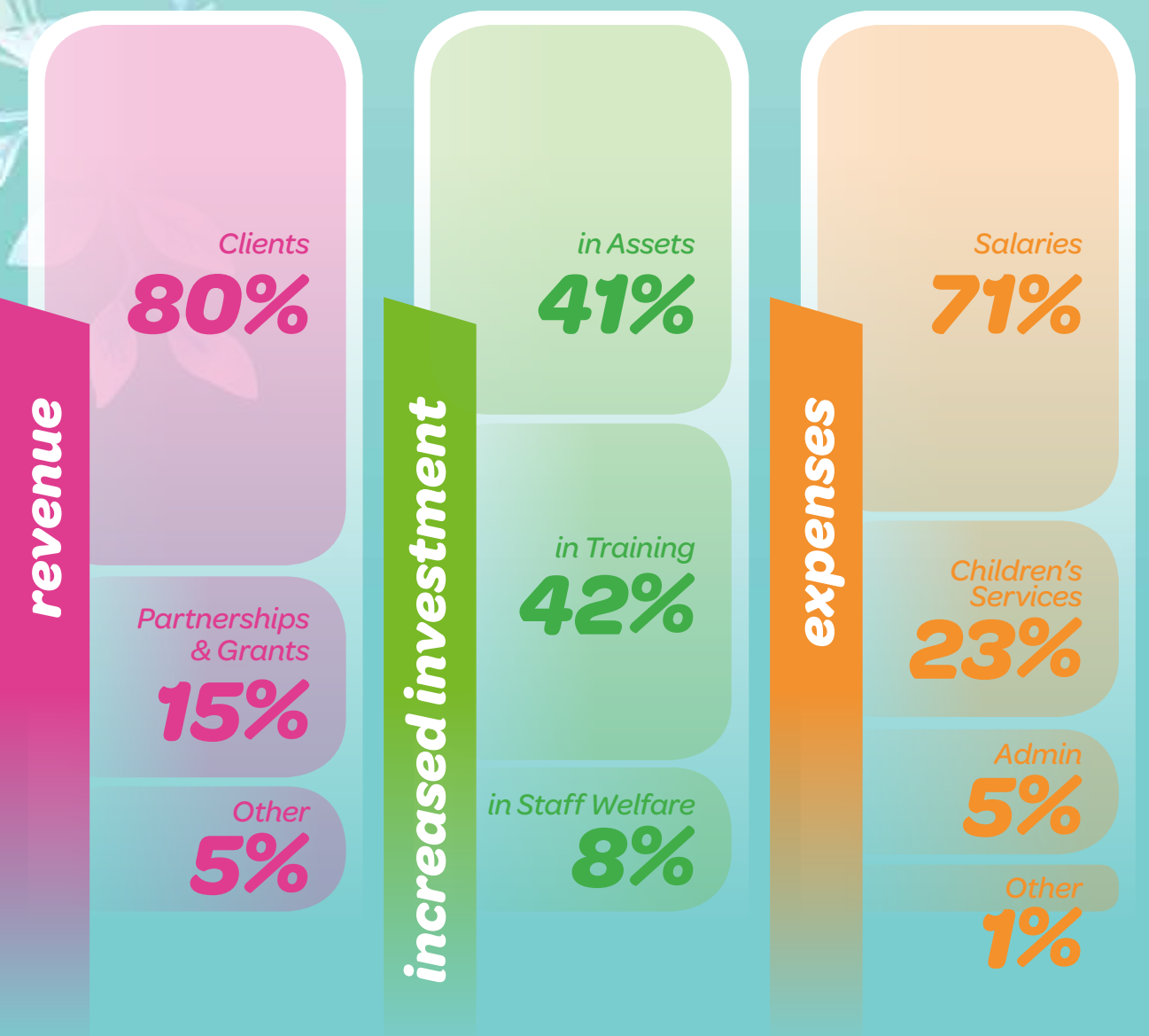
Following the development of the Strategic Plan, Big Fat Smile has developed a Business Plan that establishes the activities that each portfolio needs to achieve in order to deliver the strategic outcomes.

Each year Big Fat Smile will review its achievements against the strategic outcomes and adjust the Business Plan as needed. This will serve to ensure the organisation is consistently on a trajectory to achieve the strategic outcomes and the broader vision to create a braver, brighter and more creative world.

FINANCIALS

Big Fat Smile Group Ltd. has delivered a solid financial result for 2017, despite increased competition and regulation.

Whilst we incurred an operating loss of \$525k, we saw an overall surplus of \$592k after interest and capital grants. A healthy 25% increase to net assets shows stable growth as we move into 2018. Big Fat Smile continues to have the opportunity to reinvest back into the services we deliver and continue to provide high quality early education and care.



PILLAR 1: CLIENT EXPERIENCE & INNOVATION

Quality Achievements

*At Big Fat Smile quality is central
to everything we do.*

Our priority is the delivery of quality care to our children and families, and we use the National Quality Standards (NQS) to measure our performance in this area.

In 2017, three Big Fat Smile centres were assessed under the National Quality Framework. Centres assessed included Castle Hill Community Preschool, Manooka Valley Community Preschool and Rosehill Community Preschool. Two centres achieved the 'meeting' rating and one was awarded the coveted 'exceeding' rating.

These positive results see Big Fat Smile continue to maintain 100% 'meeting' or 'exceeding' quality ratings across all of our centres that have been assessed since 2014 – that's four years running!

The 15 centres below have all received an 'exceeding' rating across all seven quality areas assessed under the NQS:

- 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 • Unanderra Fun Club • Koonawarra Fun Club •

The table below illustrates Big Fat Smile's superior performance in the National Quality Standards (NQS) as compared to a national and state level:

	working towards NQS	meeting NQS	exceeding NQS	meeting & exceeding NQS
National	29.63%	41.16%	28.40%	69.56%
NSW	24.90%	42.44%	32.04%	74.48%
Big Fat Smile	0%	10.53%	89.47%	100%

**Data taken from the The Australian Children's Education and Care Quality Authority (ACECQA) Snapshot November 2017*

Being a child safe organisation

Educational visits from Emergency Services

Throughout 2017 a number of Big Fat Smile's community preschools received visits from local emergency services to educate the children on what to do in the case of emergencies across fire, beach and strangers.

In May, the Rural Fire Brigade taught the children of the Wollongong City Community Preschool about fire safety and how to call 000 for help.

In August, the New South Wales Fire and Rescue team in Goulburn taught the children of the Reynolds Street Community Preschool how to "stop, drop and roll", how fire alarms work, where the water comes from in fire trucks and, of course, how to call 000 in the case of an emergency.

In November, the Illawarra Police and Wollongong City Council Lifeguards visited the Western Suburbs Community Preschool to teach the children about stranger danger and beach safety, respectively. The Castle Hill Community Preschool also received a visit from local police who taught the children about keeping safe. The children thanked the officers with a delicious caramel slice.



Lifeguard visit at Western Suburbs Community Preschool



Artspace joined the Creative Corrimal Festival

Closely partnering with our families through the education and care journey of their children

Celebrating national days with families

In September we recognised the importance of both child protection and early childhood educators with national awareness events including National Child Protection Week and Early Childhood Educators Day.

The Koonawarra Community Preschool invited families of the centre to join the afternoon tea celebration for these national events. The event was an incredible success with over 35 families attending on the day, reinforcing the wonderful connection and meaningful relationships that families have with the centre.



Council includes Koonawarra Community Preschool in park design

Engaging our communities in experiences and activities aligned with our values

Big Fat Smile's Artspace joined the Creative Corrimal Festival for the third-year running

Each year the Corrimal Revitalisation Group – a collaboration between the Neighbourhood Forum, Corrimal Chamber of Commerce and likeminded residents – hosts the Creative Corrimal Festival in the heart of Corrimal. It has become a community event loved by locals and visitors alike.

In 2017, Big Fat Smile continued to show its support of this flourishing community event through Artspace, by providing free art workshops and hosting an exhibition at The Gallery @ Big Fat Smile.

Big Fat Smile is proud to continue to show its support of this growing event, nurturing partnerships that improve outcomes for children, families and communities.

Playground design partnership with Wollongong City Council

In May 2017, Wollongong City Council extended the opportunity to the children of the Koonawarra Community Preschool, to take part in the concept development for the revitalisation of the popular community playground on Lakeside Drive.

The children celebrated their contribution by attending the official opening of the playground with Wollongong City Council Lord Mayor, Councillor Gordon Bradbery OAM, along with children from the Koonawarra Public School.



Celebrating with family at Koonawarra Community Preschool

Green Bean Play Café

Big Fat Smile's Green Bean Play Café is one of few community spaces in the Illawarra region that is truly parent and child friendly.

The café offers the space for children to explore and play freely while parents can watch on from the comfort of their coffee.

The Green Bean Play Café soared in 2017 with a record number of families and children frequenting the space and a healthy increase in turnover. This performance can be attributed to a strong program of 2017 entertainers and child educators including; Soccerman, Yoga Marc, Music with Penny, Art de Dance and Transition to School preparation sessions; as well as the high quality food and coffee offering, weekly specials and more frequent private functions and parties.

Staff and baristas have focused on building meaningful connections with café 'regulars', remembering coffee orders and fostering genuine friendships with those in the community.



Music with Penny at Green Bean



PILLAR 2: EDUCATION ETHOS AND PRACTICE



Project DARE exhibition



Early Start Conference

Developing partnerships with leading edge research academics

Partnering with innovative research into educating children on dementia

Big Fat Smile's Chief Creative Officer, Jennine Primmer, was an integral part of a research project that seeks to educate children on dementia – Project DARE (Dementia knowledge, Art, Research and Education).

Project DARE has been designed to evaluate the impact of a short education intervention on the conceptual understanding of dementia by primary school aged children from eight to 11-years-old. The initial results from data analysis have been positive, reporting a change in a child's understanding of dementia following their participation in the DARE education convention.

Children visit the Early Start Discovery Space

Big Fat Smile is proud to partner with the University of Wollongong and its Early Start Discovery Space. Early Start exists to help children flourish and realise their full potential. It is a purpose-built, interactive learning space that facilitates play directly alongside state-of-the-art research and teaching facilities.

In May 2017, the children from the Port Kembla Community Preschool enjoyed a two-hour excursion to the Early Start Discovery Centre, where they engaged in exploration, enquiry and play.



Promoting Big Fat Smile as a research partner in the sector

Early Start Conference partnership with the University of Wollongong

Big Fat Smile was proud to partner with the University of Wollongong by supporting the delivery of the bi-annual UOW Early Start Conference in 2017. Big Fat Smile sponsored the 'Powerful and playful literacy learning with digital technologies' workshop, presented by Associate Professor Lisa Kervin.

The 2017 Conference addressed the challenges that exist in policy and practice for children, families and educators, by exploring current approaches to research in the early years and proposing strategies for the future that will both inform and improve work in the field.

A number of Big Fat Smile educators participated in the conference's poster presentation session. This required participants to attend a series of network events prior to the conference, to listen to their peers and provide feedback on presentations. Big Fat Smile educator and Centre Director, Matt Leslie, won the 'Delegates Choice' award for his poster on role models.



1. Early Start Conference

2. Project DARE exhibition

3. Port Kembla Community Preschool visit
Early Start Discovery Space



Artspace

Big Fat Smile's Artspace Studio is a channel of creative expression and community engagement, and as such, makes a significant contribution towards realising our vision of a braver, brighter and more creative world.

In 2017, enrolments across Artspace's preschool and after school programs increased 72.5% (from 2014 to 2017). The school holiday program also saw record income and Artspace developed and presented 62 separate team workshops and 107 holiday sessions for Big Fat Smile educators and student educators from the University of Wollongong.

Artspace has a reputation for quality arts education, with a client base of families that are aligned to Artspace's ethos for young artists. Children looking to apply to the Wollongong High School of the Performing Arts (WHSPA) in visual arts, as well as other visual art-specific high school streams are turning to Artspace as the place to study and prepare for a future in art.

Highlights from 2017 include:

- **Creating innovative and unique integrated programs presented by practicing and degree qualified Artists-in-Residence.**



- **The Reg Mombassa project:** children created works inspired by Reg Mombassa, exhibiting them alongside Reg's work at The Gallery @ Big Fat Smile.

- **The DARE project:** a collaboration between Artspace and the Thirroul Public School, funded by the University of Wollongong. Artists ran 10 sessions over consecutive weeks, culminating in an exhibition at The Gallery @ Big Fat Smile.

- **Grandparent's Day project:** Artspace held 'Bring your Grandparent to Art Class' sessions, that saw children work with their grandparents on pieces inspired from the latter's past.

- **The Crystal Science project:** children across the preschool and after-school-care streams created glowing crystal sculptures and investigated these further through observational drawings and crystal experimentation.

- **Special guest:** Aboriginal artist Sammy Hill joined Artspace for a week in term four, giving children the opportunity to connect with her mix of traditional techniques and popular culture imagery. Sammy's work featured in the NAIDOC Exhibition at The Gallery @ Big Fat Smile.

- **Museum in a Box:** came to Artspace, with children creating impressive observational drawings of its contents including an echidna, upside-down bat and snakes.

- **Teddy Bear Jungle Printing:** pre-schoolers thoroughly enjoyed this session which included printing with real stuffed toys, reading bear stories and an 'in studio' picnic.

- **Monet Lily Pad session:** real ponds were created in the studio, complete with floating flowers and a story about Monet's Garden. The participating children from Cedars Prep School loved it!





The Gallery @ Big Fat Smile

The Gallery @ Big Fat Smile embodies artistic expression, collaboration and inspiration.

In 2017, The Gallery @ Big Fat Smile maintained its strong connection with the community, and forged new creative partnerships through a range of visual arts projects and exhibitions.

The Gallery hosted 12 exhibitions for emerging and mid-career 'grown-up' artists, as well as young artists under the age of 18-years-old. Overall, 50 adults and 332 young artists exhibited at The Gallery @ Big Fat Smile over the year.

Exhibition highlights in 2017 include

December 2016 – January 2017: From The Studio Corner - a selection of works by local artists including, Jill Talbot, Jennifer Jackson, Catherine Moyle, Ben Sewell, Kate Summerville, Amanda Menanteau, Mary Byington, Claudia Jordan, Anita Holloway, Amy Cuneo, Tamara Gulic, Anthony Sawyers, Anna Barker, Angela Forrest, Mignon Steele and Tim Anger.

February – March: Reg Mombassa & The Kids – featured works by 83 children enrolled at the Artspace Studio and the artist Reg Mombassa (collection on loan from Scott Butler).

March: Big Fat Smile Young Artist's Collection Show – featured the work of 68 children aged three to 16-years-old, who took part in Big Fat Smile's Artspace Studio or Outreach programs.

March – April: Aiden Campbell the 10-Year-Old Artist – featured the work of Aiden Campbell, an artist on the autism spectrum who uses his art as a way to communicate.

April – May: The New Millennials – featured the works of five students who graduated in 2016 – Liam Wilson (WHSPA), Harriet Adams and Olivia Pannell (St Mary's), Solomon Karmel –Shann (Canberra Grammar) and Naia Webb (Year 10, Smith's Hill High School).

May – June: Capture – featured the works of Tamara Gulic (Big Fat Smile Artist-in-Residence) and partner, Ekrem Mulayim. An interactive photo media examining ageing, familial ties and sense of place particularly for older immigrants who speak English as their second language.

June – July: Drift – featured the works of three female artists – Angela Forrest (Big Fat Smile Artist-in-Residence), Libby Bloxham and Melanie Duncan.

July – August: NAIDOC Exhibition – featured the works of 19 local Aboriginal artists celebrating Big Fat Smile's commitment to reconciliation and included live music by Kevin Bennett from The Flood.

August – September: DARE To Learn Through Imagination – a collaborative project with the University of Wollongong's School of Medicine and the Thirroul Public School. Featured the works of approximately 130 children, themed around concepts of Dementia displayed with a short film. Funded by UOW Global Challenges.





September – October: UOW Graduate Art Prize Exhibition – a group exhibition by Eloise Cleary, Bradley George, Alison Brown and Yao Wang. Big Fat Smile provided the Graduate Creative Arts prize/scholarship as a way to support young people in our local community who have just graduated with a Bachelor in Visual Arts.

October – November: Deep Water – featured the works of three local female artists, Kyla Stone, Maria Mastroianni and Amy Cuneo. All are specialists in water colour painting.

November – December: The Big Fat Kickflip Skate Deck Artshow – featured the works of 49 children from Big Fat Smile Fun Clubs at Wollongong West, Bulli, Albion Park, Unanderra and Flinders, as well as the Artspace School holiday program. The exhibition included a video screening (excerpt only) of a new Skate film shot locally by Rhys Kelly and live music by local talent Sandon Groves.



Creative Program

Big Fat Smile's Creative Outreach team comprises of musicians Robby Fernandez, Shabnam Hinton and Penny Hartgerink, and visual artists Jill Talbot and Laura Stekovic.

In 2017, this creative collaborative delivered 52 residencies in Big Fat Smile's preschools and 62 visits and residencies to Fun Clubs!

The creative team collaborated on ideas and learning themes with our educators to deliver a suite of successful projects throughout the year including:



Bundanoon District Community Preschool caterpillars: Artist-in-Residence Jill Talbot visited the centre over a five-week period. A brand-new concept was hatched along with some "Very Hungry Caterpillars" as Jill worked alongside children and educators on an inventive and original interpretation of the Eric Carle classic story. The resulting six-metre-long vibrant bunting of fabric 'pages' now hangs in the new preschool building at Bundanoon.

Eco sculpture outdoor days: Artists in Residence, Tamara Gulic, Angela Forrest and Gaillyn Cooper hosted outdoor days at both Corrimal Park and Shellharbour's Killalea State Park creating eco sculptures from found natural vegetation and clay inspired by the artist Andy Goldsworthy.



Big Fat Smile stand at Reggio Emilia Conference

Reggio Emilia Australia Conference – July 2017: provided an exciting and valuable opportunity to showcase exactly what has been achieved through the Big Fat Smile Creative Outreach Project to a broad industry audience. Through sales of the Program's publication 'Joy & Mess – A Handbook for Educators', the Artist-in-Residence program content was on display for hundreds to examine. Over 60 copies were sold in one hour, signed by author Jill Talbot.

Western Suburbs Community Preschool's city of clay: Inspired by the extraordinary Austrian architect and artist Hundertwasser, the children of Western Suburbs Community Preschool worked alongside Artist-in-Residence Jill Talbot in December, to develop, design and construct a miniature city out of clay. Learning about geometry they rolled, squashed, shaped and painted a magical metropolis which filled their front foyer window beautifully.



Western Suburbs Community Preschool's magical metropolis

World Environment Day at Corrimal Community Preschool: Artist Tamara Gulic, created a very messy mud painting workshop for world environment day using mud and clay mixed with spices including turmeric and paprika to create brilliant earth toned paintings on wood.



Corrimal Community Preschool mud painting workshop

PILLAR 3: STAFFING EXCELLENCE

Fostering a life-long learning culture

The launch of Network Evenings: an internal networking initiative

Big Fat Smile launched a series of network evenings in 2017, designed to facilitate information sharing, development and engagement amongst employees across the organisation.

- The first networking evening was facilitated by Big Fat Smile employees that attended the Reggio Emilia Conference in July. Kate, Elizabeth, Robby, Krisha and Tamara collectively presented their experience and shared their knowledge gained from this key industry conference.

- Amy Fasan facilitated the second networking evening, commenting that the staff engagement was incredibly strong and she was inspired by their passion.

- The next networking session for 2017 followed the University of Wollongong's Early Start Conference, featuring presentations by some of the Big Fat Smile employees that attended and participated in the Poster Presentation session.

- The final networking session saw Fun Club educators Mel and Bex deliver innovative ways to connect with families, and Adam shared his 'Camping for Connections' experience in America.



Trainee of the Year Mia Hickman, Mark Ashby



Staff members of Koonawarra CPS - Service Excellence Award, Tracey Annan

Retaining and acquiring high quality/top performing staff

Cupcakes galore for our Early Educators

In September 2017, Big Fat Smile celebrated Educators Week by recognising and honouring our amazing Early Educators for their contribution to the wellbeing and healthy development of our young people. They continue to provide the highest quality early education and care, and positive interactions with the thousands of children they collectively care for and educate across our services.

We extended our thanks with a hand-delivered surprise to all of our centre educators. Casey Kemp, Big Fat Smile's Inclusion Professional, and skilled cake-maker, baked over 500 Big Fat Smile cupcakes to gift to our educators.

We have a strong, talented and engaged workforce

Celebration of staffing quality and excellence

Big Fat Smile's employees were all smiles as we recognised their excellent work and long service at the inaugural 2017 Big Fat Smile Stellar Awards night, held at the Sage Hotel in Wollongong in August.

With over 300 Big Fat Smile employees in attendance, the Stellar Awards celebrated important elements of our values and ethos in caring for children, with a focus on recognising both excellence in staff achievement and long service.

Eight employees were the recipients of awards from the new excellence award categories which recognise exceptional performance in the areas of professionalism, creativity and sustainability, innovation, diversity, work health and safety and service excellence.



Service Award recipients, Category Award winners, Jenni Hutchins and David Campbell



Jenni Hutchins, Prof Marc de Rosnay, Anne Taylor, David Campbell

The Awards night saw the Koonawarra Community Preschool take the cake for Service Excellence. For the first time in Big Fat Smile's award history, parents from across the organisation's centres were invited to nominate their centre for the award. Over 150 families took part in recognising the excellence they saw in their services.

An additional 25 Big Fat Smile employees were also recognised for ten or more years of service to the organisation.

The Big Fat Smile 2017 Stellar Award winners were:

- Employee of the Year
- **Anne Taylor**
- Work Health and Safety Excellence Award
- **Phil Anderson**
- Trainee of the Year Award
- **Mia Hickman**
- Creativity and Sustainability Award
- **Rachel Taylor**
- Diversity Award
- **Shabnam Hinton**
- Professionalism Award
- **Lucy Ladic**
- Innovation Award
- **Tamara Gulic**
- Service Excellence Award
- **Koonawarra Community Preschool**

Employees nominated fellow colleagues for the top honour. Winners in each category were selected by a General Manager-led panel with award submissions assessed against the awards criteria.

The Big Fat Smile 2017 Stellar Awards were made possible by the generosity and support of key award category sponsors including: Early Start UOW, Hesta and UOW College. Awards for each sponsored category were presented by representatives from the sponsoring organisations.

Long Service:

At Big Fat Smile's inaugural Stellar Awards Dinner, we recognised, honoured and celebrated over 25 long-serving employees for their commitment and dedication to the organisation and its children and families.

Those recognised for long service milestones include:

10-years of service:

- Cristina Yuste-Wishart
- Holly Teiken
- Kelly Duah
- Brenda Harper
- Vasa Saraovski
- Nicholas Van Loon
- Renea Jones
- Manori Indraratna
- Belinda McGranahan
- Kerry Lynch

- Anne Storm
- Danielle May
- Ann Wright
- Paula Lacatena
- Brooke Grono

15-years of service:

- Melanie Rollings
- Kim Dabros
- Tracey Earl
- Eileen Jabs
- Melanie Rigby
- Victoria West
- Mary Diamond

20-years of service:

- Sharon MacDonald
- Nichole Tuckerman

25-years of service:

- Karen Binstadt

Key Staff Movements

In 2017, we saw some exciting staff movements including the appointment of Angela Taylor to General Manager of Governance and Risk, and Melissa Woodhouse to General Manager of Operations.

In 2018, Big Fat Smile looks forward to welcoming two new senior roles to our organisation's Senior Executive Group, including Pedagogical Thinker in Residence Michele Peden (commencing 26 February 2018) and Chief Financial Officer Ben Marsh (commencing 19 March 2018).

Scholarships

Big Fat Smile welcomed six scholarship students in 2017 studying the Bachelor of Education: the Early Years. They are:

- Brooke Cuttill
- Kristy Harney
- Leah Reid
- Rachel Taylor
- Renae Staffiero
- Taren Parth

Fast Facts

- **93% of Big Fat Smile employees identify as female and 7% identify as male**
- **The average employee age is 35-years-old**
- **The average employee tenure is 2.6 years**
- **14% of employees have been with Big Fat Smile for more than 5-years**
- **8% of employees have been with Big Fat Smile for more than 10-years**
- **In December, the organisation had 618 employees including permanent, fixed term and casual**
- **33% of Big Fat Smile's workforce is part-time**
- **The employee turnover rate was 16.77% as of December 2017**

PILLAR 4: STRATEGIC PARTNERSHIPS

Partnering with values-aligned and complementary organisations

Awarding scholarships in partnership with the University of Wollongong and TAFE NSW

Each year Big Fat Smile partners with the University of Wollongong and TAFE NSW to award scholarships to recent graduates of early-learning degrees and certificates.

In 2017, two University of Wollongong graduates, and two TAFE NSW graduates were awarded scholarships, visiting Big Fat Smile's headquarters in Corrimal to meet with our CEO and Board.

2017 scholarship recipients are:

- **Natalie Siriteerajads**
(University of Wollongong)
- **Dakota Walsh**
(University of Wollongong)
- **Lana Carbone**
(TAFE NSW)
- **Kelsey Sullivan**
(TAFE NSW)

Congratulations to these recipients for their hard work and study efforts in early education and care!



Scholarship recipients with Jenni Hutchins, Louise Meyrick and Tony Deliseo

Reynolds Street Community Preschool wins at the Goulburn Show

In March 2017, the Reynolds Street Community Preschool participated in the largest Goulburn community event – the Goulburn Show.

The centre entered the Junior Category, winning first prize in the Decorated Easter Egg and Collage/Drawing categories; and first and second prize in the Decorated Pumpkin. The centre also received a ribbon in recognition of being the Most Successful Exhibitor.

What a fantastic day being involved in the Goulburn community!



Engaging in active, meaningful partnerships

Launching a Professional Development Series Workshop

In June 2017, Big Fat Smile artists Jennine Primmer and Tamara Gulic hosted the organisation's first Professional Development Series Workshop for students in the final stage of the TAFE NSW Diploma and their teachers.

Participants enjoyed an interactive professional development workshop, inspired by the work of Todd Barricklow. Activities included printing and clay drawing, with a focus on educating participants on the outcomes achieved through a quality visual arts program.



Include Me

Include Me is the equity arm of Big Fat Smile. It is the part of our organisation through which we proactively work and strive to make quality child care and family support accessible to all children and families in our communities.

Include Me consists of a suite of programs that are delivered within a socially responsible framework, in order to meet the needs and aspirations of local communities. Some of these programs focus on the removal of barriers for children who have additional needs by providing targeted inclusion support to early childhood and care services; and the delivery of early intervention programs to families and educators to ensure children have the best possible start to life.

Include Me also sees Big Fat Smile partner with the Australian Government, NSW Government and community organisations to deliver the following key initiatives:

Inclusion Agency

The New South Wales and Australian Capital Territory Inclusion Agency is a collective of partners including Big Fat Smile [through the work of Include Me], KU Children's Services and Gowrie NSW. The Inclusion Agency received funding under a three-year Australian Government Grant Program in 2016.

2017 was a productive, ground-breaking and rewarding year for the Inclusion Agency as we collectively focused on strengthening relationships with early childhood and child care services within our four Inclusion Hubs

including Eastern New South Wales, the Australian Capital Territory, the Illawarra and Sydney South.

Inclusion Agency employees supported countless educators in over 1,200 services through the provision of practical inclusion examples and advice. They assisted educators in reflecting on their programs and practices in order to facilitate healthy change, reducing barriers that prevent the inclusion of all children from participating meaningfully in a service.

Inclusion Agency Professionals also work alongside services to facilitate the development of its Strategic Inclusion Plan, identifying strategies for change and growth. When a service undertakes this reflection process, they are acknowledged with our Service Values Inclusion sticker that can be displayed prominently to families, the community and visitors to the service.

In 2017, the Inclusion Agency worked with ACECQA to identify ways for authorised officers to recognise services that are proactively engaged in inclusion. The afore mentioned stickers have proven to support and assist in this identification process.

A major project in 2017 included the creation and distribution of the Inclusion Calendar. Employees hand delivered the Inclusion



Calendar to all 1,265 services across our four Inclusion Hubs. The calendar has been designed to support educators in exploring ideas and the concepts of inclusion.

The Inclusion Agency 1800 call team, also launched in 2017 is based in Big Fat Smile's Corrimall Headquarters. The team exists to answer all enquiries from stakeholders across New South Wales and the Australian Capital Territory, that come through the 1800 phone line and support contact email. In 2017, the team responded to 1,388 enquiries!

Inclusion Development Fund Manager (IDFM)

Big Fat Smile's Inclusion Development Fund Manager (IDFM) exists to provide funding assistance to eligible childcare services for the purposes of addressing and removing barriers to inclusion, specifically those barriers that cannot be addressed by the support of an Inclusion Agency.

Include Me continues to partner with KU Children's Services to serve as the IDFM and are contracted by the Australian Government and the Department of Education and Training to provide nationally consistent and equitable management of the Inclusion Development Fund.

There are four streams of IDF funding:

- **Subsidy for an additional educator**
- **Immediate/time limited support**
- **Family day care top up**
- **Innovative solutions**

In 2017, the IDFM assessed applications across all four IDF streams from services across Australia, within the timeframes required. The team provided responsive communication to services, families and Inclusion Professionals through the dedicated 1800 call centre and other contact channels including email and website enquiries.

Lastly, the IDFM conducted a series of workshops, designed for Inclusion Professionals throughout Australia, to assist in supporting services to plan for inclusion and access to the IDF.





Children and Parenting Support (CAPS)

Children and Parenting Support (CAPS) is an initiative that Include Me delivers on behalf of the Australian Government, based out of Big Fat Smile's Corrimal headquarters. The program has been designed to support families with young children aged zero to 12 years-old, living in the 2518 and 2502 postcode areas covering Corrimal, Bellambi, Warrawong and Primbee.

Through this initiative, Include Me delivers a range of programs and activities designed to support the capacity of those in parenting roles with the development and wellbeing of the children in their care. These programs and activities include parenting workshops, playgroups and joint programs in partnership with other community support services.

In 2017, CAPS delivered the following programs and initiatives:

- **Weekly playgroups were held at all six locations across the targeted suburbs throughout the year**
- **Weekly drop-in after school sessions for children in Bellambi**
- **Holiday Programs for children aged 0 to 12-years-old**



- **Holiday activities for children in Bellambi**
- **Swimming lessons for children and Indigenous peoples living in the Bellambi Department of Housing area**
- **28 community information sessions for families held at Warrawong Plaza**
- **Circle of Security Parenting workshops, delivered in partnership with Illawarra Shoalhaven Local Health District who managed bookings and provided childcare**
- **Delivered NAIDOC events designed to support local Indigenous activities**
- **Extended support to Bellambi School through an extension to their Transition to School program**
- **Supported the Healthy Cities 5x5 walking group**
- **Attended local parenting inter agency meetings**
- **Supported Transition to School activities.**

Overall, CAPS supported 2,200 children and adults across 375 sessions throughout 2017.

Transition to School

Big Fat Smile, through the work of Include Me, also delivers the Illawarra Transition to School Project, covering the Wollongong, Shellharbour and Kiama local government areas. This project is funded by Families NSW and is a NSW Government early intervention strategy that supports parents in giving their children the best possible start to life, through information sharing and community events.

At its core, the project supports children starting school to make a smooth transition through connecting parents, schools and services and offering practical support. The project also has a strong emphasis on supporting Aboriginal children in their transition to school.

Throughout 2017, the Transition to School Program attended 58 service visits between Helensburgh and Gerringong, to a variety of local early childhood services, supported playgroups, parenting support groups, school orientation programs, local library story times, shopping centres, community events and family information evenings. Billy Backpack, the Transition to School mascot, attended the majority of these visits, in order to assist children in celebrating this significant milestone.

A massive 1,500 information packs were distributed across the Illawarra, to families with children transitioning to school. The information packs contained valuable resources for families to use with their child in the year before 'Big School'. The packs also

held informative collateral on healthy eating, immunisation and vaccinations, dental health advice, early intervention options and support, parent helplines, community event details and road safety information.

The team attended five parent interagency meetings, five Families NSW meetings, 11 external professional development sessions and 21 networking meetings across the Illawarra including Paint Shellharbour REaD meetings, Paint the Gong REaD meetings, and one-on-one meetings with program coordinators from organisations such as Mission Australia, Communities for Children, Sing and Grow and Barnardos.



Partners

Big Fat Smile has always placed value and emphasis on partnering with like-minded organisations that share our values.

Our partnerships exist to strengthen the delivery of childcare services and make positive contributions to our communities and the industry.

We would like to recognise and thank all of our education, funding, research, service delivery, community, creative and facility/centre partners. Your support and collaboration enable Big Fat Smile to continue to work towards the realisation of our vision and mission.

Together we're making a braver, brighter and more creative world.

Below is a list of Big Fat Smile's partners for 2017:

Education Partners

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

Funding Partners

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

Research Partners

- IRIS Research Group

Service Delivery and Community Partners

- Care South
- Communities for Children – Shellharbour
- Gowrie NSW
- Grand Pacific Health
- Interchange Illawarra
- KU Children's Services
- Illawarra Academy of Sport
- Noah's Ark – Shoalhaven
- Playgroups NSW
- Strategic Community Assistance for Refugee Families (SCARF)
- Mission Australia

Creative Partners

- Bundanoon Trust

Facilities/Centre Development Partners

- Camden Council
- Department of Education and Communities
- Kiama Municipal Council
- Shellharbour City Council
- WEA Illawarra
- Wingerarribee Shire council
- Wollondilly Shire Council
- Wollongong City Council
- Stockland
- Lend Lease

Research Partnerships

Big Fat Smile has always sought to nurture strong partnerships with higher education and research sectors. Under our new 2018-2020 Strategic Plan, an organisational priority within pillar two, is to ensure that our research activities inform practice.

We will achieve this strategic outcome by understanding and identifying our research focus areas, continuing to develop partnerships with leading academics and institutions, and by positioning Big Fat Smile as a leading research partner in the sector.

Big Fat Smile has held research collaborations and partnerships with the University of Wollongong, the University of Wollongong Early Start Institute, the University of Sydney, the Murdoch Institute and the Positivity Institute.

The organisation takes a proactive approach to research, ensuring research activities are aligned to strategic priorities as well as our vision and values. Our Research Advisory Committee reviews, assesses and makes formal recommendations on all incoming research proposals, and the organisation continues to provide substantial financial grants to fund important research projects for the sector.

Research projects pursued by Big Fat Smile span early childhood and school-aged services that will benefit the sector. This positions Big Fat Smile in good stead to realise our strategic priority of being recognised as genuine and authentic advocates and leaders in and for our industry.



PILLAR 5: ORGANISATIONAL SUSTAINABILITY



Identifying existing and potential product and geographic areas for growth

Grand Opening of new Big Fat Smile State-of-the-art Early Learning and Care Centre in Shellharbour

October 2017 marked the grand opening of Big Fat Smile's state-of-the-art Early Learning and Care Centre in the heart of Shellharbour.

The design of the new centre calls upon Big Fat Smile's decades of experience in developing early education centres with learning environments that assist children to achieve their full potential during their early years.

Incorporating three distinct learning environments - a nursery room (0-2 years), early learning room (2-3 years), and a preschool room (3-5 years) - each environment has its own indoor room and an indoor/outdoor area. There's also a large outdoor space for children of all ages to enjoy together. Regardless of the weather, children will always have access to a space that facilitates the development of gross motor skills.

The centre launched with 104 children enrolled, 227 places filled throughout the first week. Since then, the centre has gone from strength to strength with an occupancy of over 80% as of December 2017.



Strategically analysing scale and scope opportunities

Building expansion at Bundanoon District Community Preschool

In 2014, Big Fat Smile’s Bundanoon District Community Preschool was the recipient of a Department of Education grant to construct an extension to the existing centre. In 2017, with the support of the Wingecarribee Shire Council, the project was delivered and is scheduled to open in February 2018.

The new building was constructed by Kela Building Group and will provide an additional 40 places at the centre. The space will allow four and five-year-old children to participate in a comprehensive transition to school program, with the younger children (2.5-3 years) experiencing a focused educational program in their current building.

The new, improved centre calls upon Big Fat Smile’s decades of experience in developing early education centres with learning environments that assist children to achieve their full potential during their early years.



Establishing a full understanding of our brand positioning

Helensburgh Community Preschool celebrates 40-years

In November, families and staff from the Helensburgh community gathered to celebrate 40-years of service for Big Fat Smile’s Helensburgh Community Preschool. The 40-year milestone was celebrated with a morning tea at the centre, featuring a jumping castle and face painting for the children.

The centre has become a valuable part of the Helensburgh community, through its delivery of high quality family-centred early childhood care over the last four decades.

This is an outstanding achievement for the staff and local community, with some families in the Helensburgh community seeing two to three generations attending the preschool over the last four decades.

A big congratulations to Centre Director Jane and her team for their incredible work in this service and community.



Images 1-4. Helensburgh Community Preschool celebrates 40-years
Images 5-8. Port Kembla Community Preschool celebrates 10-years



Port Kembla Community Preschool celebrates 10-years

In March Big Fat Smile’s Port Kembla Community Preschool celebrated 10-years of service in the community. The Centre celebrated the milestone with an afternoon tea featuring a small ceremony, birthday cake and a performance by Drum Beats.

The centre has operated in the Port Kembla community for over 30-years, but was first added to Big Fat Smile’s portfolio in March 2007.

Congratulations to Centre Director Vesna and her team for their commitment and dedication to the children, families and community of the centre. We would also like to recognise Vesna, and educator Kelly, who have been at the centre for the last 10-years!

PILLAR 6: ADVOCACY AND LEADERSHIP

Being responsive to issues that align with our vision and values

National Reconciliation Week at Reynolds Street Community Preschool

The children from the Reynolds Street Community Preschool took part in National Reconciliation Week in May.

Centre educators focused the children's engagement around Australia's indigenous history and the importance of reconciliation. In response to the children's strong interest in inclusion, centre staff have explored and embedded this principle into the service's program.



"We got their animals back for them." Asha

"We are having a party altogether now." Elvy

Big Fat Smile sponsors the Touched by Olivia Foundation Butterfly Ball

The Touched by Olivia Foundation works with local councils, communities and organisations to build and upgrade inclusive play spaces that enable children, regardless of their ability, to play side-by-side across our communities.

The Butterfly Ball, in May, was a celebration of 10-years for the Foundation. Big Fat Smile was a bronze sponsor for this event which raised funds for the creation of inclusive play spaces in local communities. Big Fat Smile sponsored and attended the event as a show of the organisation's strong support for this foundation, its work and the inclusive society that it strives for.

The work of the foundation is closely aligned to Big Fat Smile's values and commitment to quality and inclusive outcomes for families.

Big Fat Smile attended the 2017 Early Childhood Australia Reconciliation Symposium

In May, Big Fat Smile staff attended Early Childhood Australia's Reconciliation Symposium. The symposium gave insight to early childhood educators on a culture dating back more than 40,000 years, facilitating table discussions that lead to an atmosphere of dialogue, understanding and engagement between indigenous and non-indigenous participants.

The symposium brought the matter of reconciliation in early childhood into the spotlight and works towards a better future for all Australians.

Big Fat Smile attendees left the symposium with a renewed passion and dedication to continue to work towards reconciliation in Australia, gaining insight into the wealth of resources and tools available to educators, equipping them to introduce this important discussion into an early childhood care context.



Artspace connects grandparents and grandchildren on National Grandparents Day

In October 2017, Artspace celebrated Grandparents Day by creating a unique opportunity for grandparents in the community to connect with their grandchildren over art.

Artspace hosted free art sessions where grandparents brought an object from their childhood to discuss and guide the creation of the artwork.

These workshops recognised the important role grandparents play in the lives of their grandchildren, and in our community.



Big Fat Smile's 26 Community Preschools participate in National Simultaneous Storytime

In May, more than 800 children across all (then) 26 Big Fat Smile Community Preschools participated in National Simultaneous Storytime.

Recognising the importance of early literacy in the development of children aged zero to five years-old, we threw our support behind the national event, designed to promote early literacy learning.

National Simultaneous Storytime is an initiative of the Australian Library and Information Association. This annual campaign is designed to encourage more young Australians to read and enjoy books.

Each of Big Fat Smile's 26 Community Preschools participated in National Simultaneous Storytime. The 2017 book – 'The Cow Tripped Over the Moon,' written by Tony Wilson and illustrated by Laura Wood – was read by Big Fat Smile educators and representatives, parents and community members at 11am on 24 May 2017.



ACNC

Big Fat Smile is a registered charity with the Australian Charities and Not-for-Profits Commission (ACNC), the independent national regulator of charities.

As a not-for-profit public company limited by guarantee, Big Fat Smile is required, under law, to comply with the ACNC's Governance Standards in place of particular sections of the Corporations Act 2001 (Cth).

The organisation complies with these standards through our robust governance frameworks that reflect the ACNC's Governance Standards. These frameworks include important elements such as being accountable to members, complying with Australian laws, ensuring our responsible persons are suitable, and taking steps to ensure our responsible persons understand and carry out their duties under the ACNC's Governance Standards.

As part of our continued advocacy and leadership in governance in the sector, Big Fat Smile hosted the Acting Commissioner of the ACNC – David Locke – in October. On his visit, the Commissioner spent time with our Board of Directors, and presented the Charities Tick to Chairman, David Campbell. The Charities Tick enables Big Fat Smile to position and promote the organisation as a registered charity that is compliant with ACNC requirements.

In 2017, Big Fat Smile hosted a seminar for non-government organisations, which was attended by senior executives from a range of Illawarra organisations. David Locke was the keynote speaker, providing expert insight into charities, the role of the regulator and how the ACNC endeavours to work with charities for the betterment of society.

In 2018, Big Fat Smile will continue to forge strong connections with the ACNC, working together to ensure transparency and governance for charities.

LOCATIONS

27 Community Preschools

- Barrack Heights
- Bellambi Point
- Bingara Gorge
- Bulli
- Bundanoon
- Castle Hill
- Cobblers Hill
- Corrimal
- Dapto
- Helensburgh
- Kenny Street
- Kiama Downs
- Koonawarra
- Little Village
- Manooka Valley
- Picton
- Port Kembla
- Reynolds Street
- Robertson
- Rosehill
- Shellharbour
- Stewart Street
- Warrawong
- Western Suburbs
- Wollondilly/Oran Park Mobile
- Wollongong City
- Woronora Heights

14 Fun Clubs

- Albion Park
- Austinmer
- Balarang
- Bingara Gorge
- Bulli
- Bellambi Point
- Fairy Meadow
- Flinders
- Koonawarra
- St Columbkille's
- Thirroul
- Unanderra
- Wollongong East
- West Wollongong

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