



**Big Fat
Smile**



A woman with brown hair in a ponytail, wearing a blue polo shirt with a 'Big Fat Smile' logo, is smiling and looking at a young girl. The girl is wearing a yellow t-shirt and is laughing while using a green rolling pin to flatten a piece of clay on a wooden table. There are other pieces of clay and pottery tools on the table. The background is a wall with several 'WANTED' posters and a colorful abstract painting.

**2019 ANNUAL
REPORT**



**We're not-for-profit
community-owned.**

About Big Fat Smile

Big Fat Smile is a not-for-profit, community-owned organisation that plays an important part in the lives of thousands of children and families.

Big Fat Smile is one of the most respected and reputable providers of quality education, care, recreation, community and inclusion services in Australia.

Where did it start?

Illawarra Children's Services Action Group was established in 1981 with a view to bring positive, lasting change to the region through active campaigning for the rights of families to affordable care. Today Big Fat Smile consists of a network of Community Preschools, Fun Clubs and a portfolio of community and inclusion programs across Australia, but still with a firm, solid foundation in the Illawarra.

Our Work



Preschools and Long Day Care

- 26 Community Preschools for 0 – 5 year-olds, made up of:
 - Term only
 - Long day care



Fun Club Out of School Hours

- 16 Fun Clubs for 5 – 12 year-olds
- Before school, after school and school holiday programs



Include Me

- Funding and inclusion support
- Delivers supported playgroups
- Parenting workshops
- Transition to school support
- Capacity building sessions



Green Bean Play Café

- Green Bean Play Café offers safe indoor play for young children
- Ceased Trading June 30, 2020

Big Fat Smile Group Ltd.

ACN: 002 796 232

ABN: 82 002 796 232

Chairman's Report

David Campbell



Throughout 2019, the Strategic Plan continued to guide the focus of Big Fat Smile with many milestones achieved this year across all 6 Pillars.

Our strong focus has been on organisational sustainability and achieving long term

viability for Big Fat Smile. From July 2019 Green Bean Play Café business was taken over by an independent operator who specialised in café operations. To maintain our long term sustainability, after the end of the year, the Big Fat Smile Board entered a merger agreement with Goodstart Early Learning, a kindred not-for-profit provider.

We proudly grew our out of school hours care services with the opening of 3 new Fun Clubs – Fun Club @ Illawarra Christian School and two Goulburn-based services – Fun Club @ Goulburn West and Fun Club @ Wollondilly. These two Goulburn services demonstrate our commitment to the Goulburn region.

We continued in the delivery of our strategic goals, in particular the implementation of technology, customer experience systems and processes to improve our servicing and operational efficiencies.

The Board recognises the exceptional work of our staff which, coupled with Big Fat Smile's industry-leading programs in 2019, has resulted in all 21 of our Services which underwent the National Quality Standards Assessment and

Rating achieving an 'Exceeding' or 'Meeting' rating outcome. This achievement continues to demonstrate our business strength as a leader in quality, care and early education.

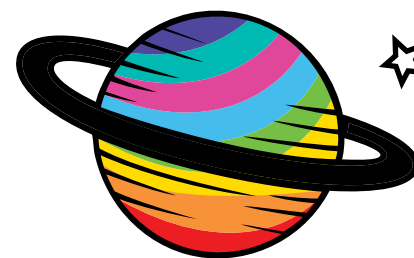
One of my personal highlights of 2019, as always, was visiting our centres and seeing the incredible work of our educators first hand. In particular I enjoyed hearing about their passion for the sector and their unwavering dedication to the children in their care during the Launch into Learning Campaign, which was key in advocating for government support for the sector both this year's State and Federal elections.

I would like to formally thank the Board of Directors for their efforts and contributions to the sustainability of the organisation this year. The success of the organisation flows from the hard work and commitment of the Board Members, Executive Leadership Team and of course our near 700 staff. Sincere recognition and thanks must go to our CEO Jenni Hutchins for her continued vision, passion, leadership and dedication this year. Big Fat Smile continues to prosper under Jenni's vision and leadership.

I also thank all our families who have utilised Big Fat Smile services again this year. Thank you for the trust you place in Big Fat Smile.

I look to the year ahead with enthusiasm for a fruitful and productive year for Big Fat Smile as we continue to live our vision of enriching the lives and minds of our children and families in their communities.

The Hon. David Campbell
Chairman, Big Fat Smile



CEO Report

Jenni Hutchins



Big Fat Smile is a values-led organisation. 2019 saw the roll out of our new Vision and Values across the organisation which held us in good stead for a year that began with floods and ended in a blaze of bushfires.

The year wasn't without challenges for many Australians as we saw bushfires take hold in many communities. Many of our early learning and care and preschool communities were impacted: our Critical Incident Team and centre staff prepared plans to protect and support our children, families and staff and help our communities.

Our strongest commitment continued to be keeping our children and staff safe and supporting communities under challenging conditions. Our vision and values were illuminated in the individual and collective deeds and efforts of our staff. This year was year two of our three year Strategic Plan and provided an opportunity for review and reflection, where we acknowledged successes and saw our Strategic Plan shrink from six pillars to five by the end of 2019. Some of our achievements for 2019 are highlighted below:

Client Experience and Innovation:

The launch of our Family Fun Card, our customer loyalty rewards program was a highlight of 2019. The program saw us join with a range of local partners to provide exciting, family-friendly experiences for our families and staff.

We also commenced our "Day in the Life of..." program where Head Office staff worked in a centre for a day to better understand the important work our frontline staff undertake. The feedback from this was incredibly positive, with a deeper and more collective understanding of how all roles in Big Fat Smile make a daily difference to our clients. Our values were put into action. We strengthened our digital interface for our clients, to make re-enrolment more efficient and improve customer experience. We also rolled out software to simplify occasional/casual care placements for families, creating more efficient processes in busy families' lives.

Educational Ethos:

Twenty one (21) National Quality Standard

PILLAR 2

assessment and ratings were conducted in a very busy 6 month period during the year. This is more than five times the average number of previous years. Our value of collaboration shone through here with the Operations, Compliance, Learning and Development, and Centre Staff teams working together to achieve excellent results. We continue to work with our Educational Leaders to develop our whole of organisation pedagogical framework, which will be finalised in 2020.

Staffing Excellence:

We rolled out our new Vision and Values. Our new statement keenly adopted by our staff across the organisation is: We enrich the lives and minds of our children and families in their communities. Our values: Safety, Leadership, Inclusion, Integrity, Child-centric and Collaboration have been workshopped and embedded across our organisation and are evident every day.

We also celebrated huge milestones in our Service Awards, with two staff members receiving their 30 years of Service Award: Quai Luu and Janine Dunstan.

We implemented new software to assist with offering casual staff shifts which provided many efficiencies for staff and Directors alike.

We also rolled out our new recruitment system to enable a more efficient and streamlined recruitment process.

PILLAR 3

PILLAR 1





Big Fat Smile is a sector-leading organisation in the Early Learning and Care, Out of School Hours Care and Inclusion space. Coupled with this work, our focus on diversity and community support services has been central to the DNA of our organisation.



PILLAR 4

Strategic Partnerships:

Our Strategic Partnerships highlighted opportunities to partner with other organisations to improve outcomes for our children and families. In 2019, Big Fat Smile partnered with Wollongong City Council, Shellharbour City Council, Kiama Municipal Council, Wingecaribee Shire Council, Wollondilly Shire Council, Illawarra Credit Union, Illawarra Hawks, St. George Illawarra Dragons, Early Childhood Education and Care Directorate, State and Federal Government members and ministers as well as the Human Rights Commission. These partnerships benefit our clients both directly or indirectly. We recognised that often this pillar coincided with Client Experience and Innovation as well as Advocacy and Leadership as such, in 2020, Pillar 4 of our Strategic Plan, will blend into Pillars 1 and 6.

PILLAR 5

Organisational Sustainability:

2019 saw a move toward a digital marketing approach, where we were able to execute a more targeted strategy to reach potential customers. This is reflected in our increased utilisation.

We were also successfully awarded by Kiama Municipal Council the tender for the ongoing leasing of our Big Fat Smile Kiama Downs Community Preschool reflecting our commitment to the Kiama community.

We commenced our re-enrolment process earlier in 2019 for our Early Learning and Care Centres, Preschools and Outside School Hours Care Fun Clubs. This helped the organisation prepare for 2020 and started us off with excellent utilisation results in January.

PILLAR 6

Advocacy and Leadership:

In 2019, we saw both State and Federal elections. Through our work with the Early Learning and Care Council of Australia (ELACCA) we passionately advocated for children and families at both these elections.

We had key staff representatives attend and present at industry conferences and have had strong media coverage of our initiatives throughout 2019.

Finally, we had meetings and centre visits from multiple Members of Parliament with whom we formed strong working relationships. Further, being on the State and Federal Advisory Groups enabled Big Fat Smile to continue to advocate for children and families.

- **February 2019:** The Hon. Sarah Mitchell, Minister for Early Childhood Education and Mr. Lee Evans, Member for Heathcote visited Helensburgh Community Preschool
- **March 2019:** The Hon. Minister Pru Goward, The Hon. Minister Sarah Mitchell and Ms. Wendy Tuckerman visited Bundanoon District Community Preschool
- **May 2019:** Sharon Bird MP, visited Corrimall Community Preschool
- **August 2019:** Shadow Minister for Early Childhood Education, The Hon. Jodie Harrison visited Bulli Community Preschool
- **September 2019:** Mr Ryan Park, Member for Keira visit Bellambi Point Community Preschool

In the year ahead, we look forward to continuing to strengthen our focus on our Strategic Plan Pillars.

Finally, and most importantly, the strength of an organisation such as Big Fat Smile lies in two areas: the commitment of the Board and the passion and dedication of staff. I am deeply indebted to and appreciative of the Executive Leadership Team and the broader Big Fat Smile staffing family for the daily work they do, often unseen, but which impacts children's lives for years to come. I would also like to thank the Board, particularly Chair, David Campbell, for their wisdom and leadership as we navigate the changing environment of this sector.

Jenni Hutchins
CEO, Big Fat Smile

Strategic Plan Pillars

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:

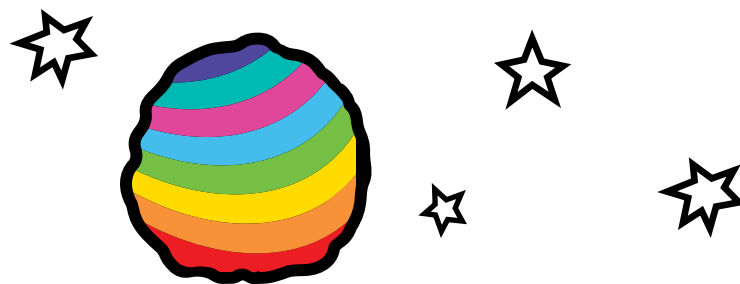
We achieve long term viability of the organisation.

PILLAR 6

Advocacy and Leadership:

We are thought leaders, advocates and experts in our field.

Board and Leadership



Board Directors

David Campbell – Board Chair

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

Sophie Ray – Board Deputy Chair

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

Louise Meyrick

- Non Executive Director of Big Fat Smile Group Ltd. since 2015
- Audit, Risk & Compliance Committee Member
- Senior Consultant, Policy & Planning Specialist

Ken Whitton

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

Jason Malone

- Non Executive Director of Big Fat Smile Group Ltd. since April 2018
- Chair, Audit, Risk & Compliance Committee
- Executive General Manager, Aged Care Sector

Chelsea Hampel

- Non Executive Director of Big Fat Smile Group Ltd. since November 2018
- Audit, Risk & Compliance Committee Member
- Director, Higher Education Sector

Executive Leadership Team

Jenni Hutchins: Chief Executive Officer

B Arts (Welf, Psych), PG Dip (Child & Family, Psych, Intern Psychologist), R. Psych

Jenni has been the Chief Executive Officer of Big Fat Smile since February 2017. Jenni leads the implementation of Big Fat Smile's Strategic Plan with the outcome of enriching the lives and minds of our children and families in their communities.

Aidan Slevin: Chief Financial Officer

BCom UCP, ACMA

Aidan has been the Chief Financial Officer of Big Fat Smile since August 2019. Aidan leads a team in the delivery of the finance, facilities and IT functions of the organisation.

Melissa Woodhouse:

General Manager, Operations

Dip (Children's Services), Grad Dip (Public Sector Management), Cert IV Training and Assessment

Melissa has been the General Manager Operations since December 2017. Melissa leads a team in the operations of Big Fat Smile's portfolio of community preschools, early learning and care, Fun Clubs, school holiday care, Inclusion Agency and community support programs to enhance the education, care and wellbeing of children, families and communities.

Michele Peden: Pedagogical Thinker in Residence

Associate Diploma of Social Science (Child Studies), BEt(EC), Cert IV Workplace Training Category 2, GDipAdultEd, Cert IV Training and Assessment, MEd(EC), PhD

Michele has been Big Fat Smile's Pedagogical Thinker in Residence since February 2018. Michele leads a team in developing an educational framework for children aged birth – 12 years to support Big Fat Smile's services and enhance education and care outcomes.

Nicole Dixon: Executive Manager, People & Culture

B.Bus (Human Resource Management & Industrial Relations)

Nicole has been the Executive Manager People & Culture since May 2018. Nicole leads the People & Culture team who deliver all strategic and operational aspects of Human Resources for Big Fat Smile including workforce planning, talent attraction and retention, industrial and employment relations, performance management and HR systems and process.

Lara McCabe: Executive Manager, Marketing & Client Experience

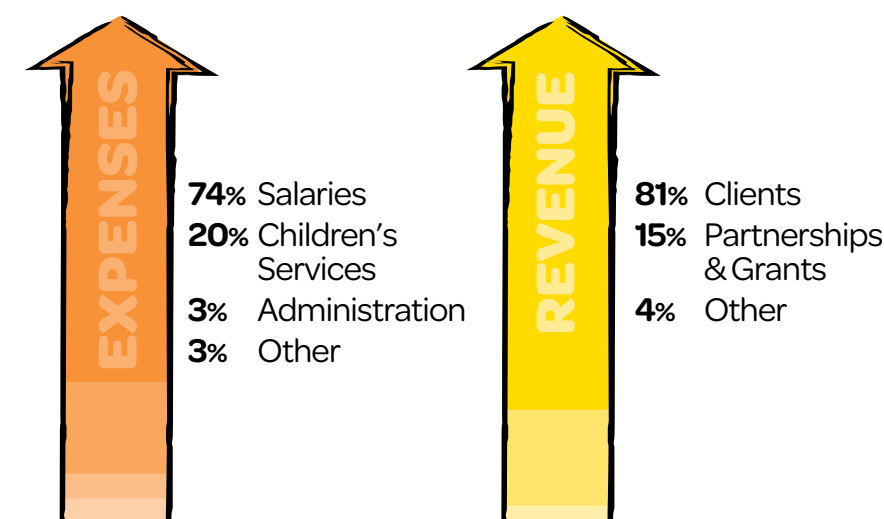
MBus (Mkt), BCom (Mkt)

Lara has been the Executive Manager Marketing & Client Experience since July 2019. Lara leads the Marketing and Client Experience teams, responsible for delivering brand and marketing strategy, customer campaign execution, customer insights and experience, PR and internal communications. In addition to managing the Client Engagement team incorporating the customer call centre and accounts management, in addition to business development and partnerships.

2019 Financials

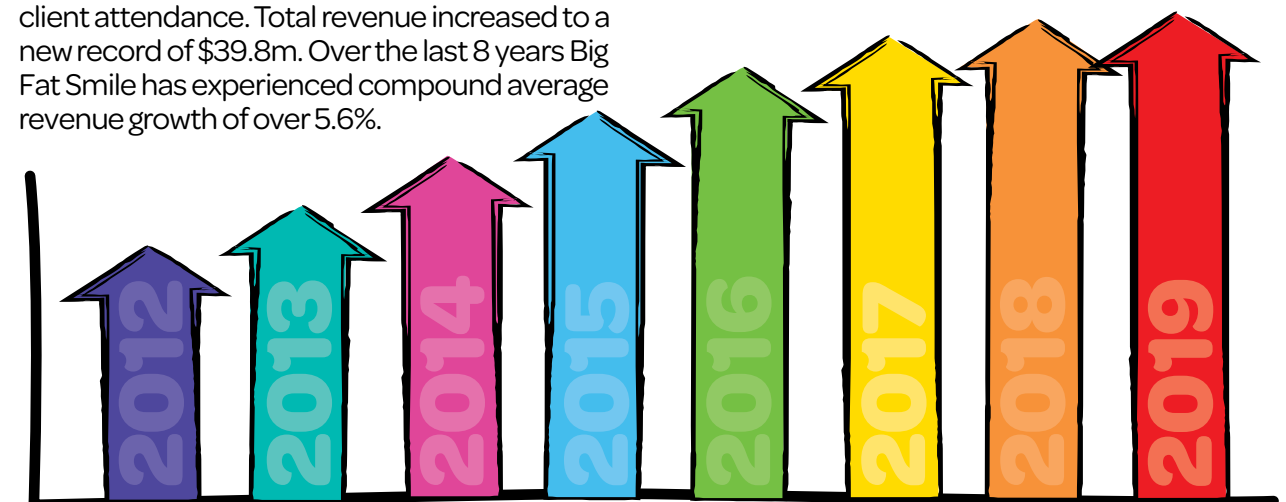
2019 Revenue

At an operating level, Big Fat Smile incurred a loss of \$0.342m (compared to a loss of \$1.132m in 2018), driven by decreased staffing and operating costs, including the closure of under performing services. The reported statutory loss of \$1.185m reflects the introduction, from 1 January 2019, of the new accounting standard for leases. Big Fat Smile continues to be debt free and has net equity of over \$1.9m.



Total Revenue

Big Fat Smile was able to increase its utilisation at its centres during the year. This was within a business environment of continuing increased competition and changes to the flexibility of client attendance. Total revenue increased to a new record of \$39.8m. Over the last 8 years Big Fat Smile has experienced compound average revenue growth of over 5.6%.



As of December 2019:

469 permanent, fixed term and casual staff

26.1% of our workforce is part time

93.4% identify as female **6.5%** identify as male

78.7% employee retention rate





Community Preschools and Early Learning and Care

Our Community Preschools offer a combination of long day care, term only preschool and mobile preschool services for children aged from birth to five-years-old across NSW. We focus on delivering best practice staffing ratios, highly qualified teachers and centre staff, play environments that nurture children and facilitate their creative expression and high quality early education and care.

2019 saw a significant increase in new parent tours of centres which had a flow on effect of new enrolments thereby increasing utilisation in our services.

278,121

care experiences across
our 26 Community
Preschools in 2019.

2019 Highlights

In 2019 we were successful in securing the following grants to assist with improvements to our Community Preschools.

Community Building Partnership Programs, NSW Government Grant:

- **Bellambi:** Outdoor Blinds (to be completed in 2020)
- **Barrack Heights:** New cabinetry (to be completed in 2020)

Quality Learning Environments Program, NSW Department of Education:

- **Bellambi:** Synthetic Turf Area 3
- **Helensburgh:** Beaver lodge Adventure
- **Shellharbour:** Dry Creek Bed with Walking Bridge
- **Bundanoon:** Inclusive Sandpit
- **Port Kembla:** Outdoor Area
- **Rosehill:** Sensory Garden
- **Picton:** Gathering Circle
- **Bingara Gorge:** Timber Fort (in progress)

Term Only Pre Schools

HIGHLIGHT: Picton Community Preschool wins local business award!

The hardworking team at our Picton Community Preschool were recognised for their tireless efforts and unwavering commitment to the early education and care of our children.

The award was accepted by former Centre Director, Lyn Schroder, who retired in 2019 after 40 years at the centre, and the newly appointed Centre Director, Jamie Moon.

"We are just so grateful to have been part of the Big Fat Smile family. Your team has given all my children the BEST start to their learning journey... and much more! Words could not justify the gratitude we have towards all the teachers, their love and care – each and every one has touched our lives in a positive way. We will never forget the memories."

Parent, Castle Hill
Community Preschool

National Quality Standards: National vs NSW vs Big Fat Smile

- 14 centres rated 'exceeding' at December 2019.
- In 2019, the following services were assessed by the Australian Children's Education and Care Quality Authority (ACECQA): Bulli Community Preschool, Cobblers Hill Community Preschool, Stewart Street Community Preschool, Western Suburbs Community Preschool, Helensburgh Community Preschool, Bundanoon District Community Preschool, Robertson Community Preschool, Wollongong City Community, Preschool Corrimal Community Preschool, Woronora Heights Community Preschool, Picton Community Preschool, Bingara Gorge Community Preschool, Barrack Heights Community Preschool.

	Exceeding	Meeting & Exceeding	Meeting	Working towards
Big Fat Smile Group Ltd ELC	56%	100%	44%	0%
NSW Average	30%	78%	48%	22%
National Average	36%	83%	47%	16%





Fun Clubs provide high quality Out of School Hours Care for children aged 5 – 12 years.

Our Fun Clubs offer before school, after school and school holiday care. At the end of 2019, Big Fat Smile operated 16 Fun Clubs across the Illawarra, Wollondilly and Goulburn regions.

The Compliance and Operations teams worked collaboratively to focus on high quality service provision, ensuring adherence to the National Quality Framework and supporting educators in best practice recommendations.

Our Fun Club programs include:

- Safe, nurturing recreational environments in which school age children can make choices about their leisure time and develop their sense of belonging

- A larger variety of sport, fun and creative activities to suit children’s different interests that are planned in accordance with the National Framework for Outside School Hours Care, My Time Our Place.
- Healthy food menus that embrace the National Dietary Guidelines and promote lifelong nutritional choices.

Big Fat Smile Fun Clubs continued to grow in 2019, with the opening mid-year of 3 new Fun Club’s in Illawarra Christian School, Goulburn West Public School and Wollondilly Public School.

In 2020, we plan to continue to deliver innovative programs, offer competitive prices and deliver high quality services to our families, children and school communities at all of our Fun Club sites.

2019 Highlights

St George Illawarra Dragons Clinic

The St George Illawarra Dragons visited our Fairy Meadow Fun Club and ran a Rugby League clinic.

Opening of our three new Fun Clubs

Opening of our three new Fun Clubs – Goulburn West and Wollondilly Public Schools in Goulburn and Illawarra Christian School.

“Thank you again for the lovely centre and support you have provided to my child and the children at Unanderra Fun Club.

I have been most impressed this year and wanted to say a big thank you.”

Parent, Fun Club
@ Unanderra Parent,

130,635 care experiences across our 16 Fun Clubs in 2019.

31,025 Before School Care

85,207 After School Care

14,403 Holiday Care

National Quality Standards: National vs Big Fat Smile

In 2019, the following services were assessed by the Australian Children’s Education and Care Quality Authority (ACECQA): Fun Club @ St Columbkille’s, Fun Club @ West Wollongong, Fun Club @ Fairy Meadow, Fun Club @ Wollongong East, Fun Club @ Austinmer, Fun Club @ Bulli, Fun Club @ Balarang, Fun Club @ Bingara Gorge.

	Exceeding	Meeting & Exceeding	Meeting	Working towards
Big Fat Smile Group Ltd ELC	42%	100%	58%	0%
NSW Average	17%	66%	51%	34%
National Average	15%	74%	59%	27%

Excludes services not yet rated: Fun Club @ Wollondilly, Fun Club @ Goulburn West, Fun Club @ Illawarra Christian School, Fun Club @ Koonawarra





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

Big Fat Smile is passionate about inclusion. 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 and 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

Our **consortium partnership** with KU Children's Services and Gowrie NSW continues to go from strength to strength. After nearly four years of working together, we are proud of how well the three organisations manage to meet contract outcomes and together continue to offer a wide range of inclusion activities to over **5,103 services across NSW and the ACT**. Our shared vision supports our collaboration, which assists in showing a deep sense of respect and admiration for each other.

Our team of 25, operate from our Corrimal Head Office, ACT as well as Goulburn and Bateman's Bay from which two staff work from their homes. Staff dedicate time and energy to support over **923 services with their inclusion journey**. The Inclusion Agency support services in addressing practices, so that together we can ensure that the **participation of all children** and not just those with additional needs are included in services.

Our team is committed to supporting educators identify any barriers to inclusion and assist them **to find solutions and strategies to address the barriers**. Also, located at Corrimal Head Office, there is a dedicated 1800 phone line response team that answers all calls and emails from across NSW and the ACT. In 2019, we received **827 enquiries**.

Staff facilitated **Yarnin for Inclusion** sessions with educators across different locations to build stronger connections and involvement for services with the local Aboriginal communities.

Inclusion Development Fund Manager (IDFM)

The Inclusion Development Fund exists to provide funding assistance to eligible childcare services for the purpose of addressing and removing barriers to inclusion, for children with additional needs.

In 2019, Include Me continued to partner with KU Children's Services to serve the IDFM contracted by the Australian Government and the Department of Education and Training to provide nationally consistent and equitable management of the Inclusion Development Fund.

Grand Pacific Health Partnership

In 2019, Big Fat Smile partnered with Grand Pacific Health to provide support sessions for local mothers experiencing postnatal depression and anxiety. The Perinatal Mental Health Professionals delivered an eight week program consisting of weekly two hour sessions in a family friendly environment. Big Fat Smile educators provided child minding for those attending, enabling the therapists to explore their values of connection, hope and compassion with the mothers in a safe and secure setting.

Children and Parenting Support (CAPS)

Our Children and Parenting Support Program is funded by the Australian Government under the Families and Children Program. Children and Parenting Support (CAPS) is part of Big Fat Smile's Include Me Program, designed to support families with young children aged from Birth – 12 years, living in the 2518 and 2502 postcode areas.

2019 Children and Parenting Support Highlights

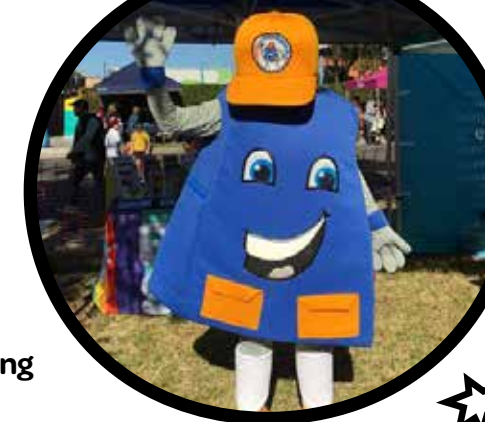
- Playgroups operated during school terms across Primbee, Corrimal East, Bellambi and Warrawong, supporting a total of 2,023 unique clients across 404 sessions, with a total of 10,848 client attendances.
- A partnership with Sing and Grow provided one of the playgroups with weekly music sessions for a term
- Free school holiday programs for Birth – 12 year olds were held in parks in Primbee and Corrimal for families to attend together
- A drop-in program was offered in the Bellambi area for local primary aged children on Thursdays and in partnership with Healthy Cities Illawarra on Tuesdays, a healthy active program for tweens.
- The two programs supported 126 children across 72 sessions. During the school holidays the children participated in local bike rides.
- Parenting Course – The Circle of Security Parenting Program, an eight week course, is designed to help parents and carers build supportive and secure relationships with their children. The Program ran 3 times in 2019, with 54 parents and children attending over the course of the 23 sessions, with free childminding provided by Big Fat Smile.
- Swimming Program – CAPS provided free swimming lessons in partnership with Northern Stars Swim School at Bellambi. A total of 110 children and parents attended the 36 sessions.
- A special swim to survive skills day was provided at Bellambi Rock Pool where children were taught some basic rescue skills and CPR and Rip identification.
- Two four day Learn to Surf programs were also provided for year six children living in Bellambi, 20 children were supported through this initiative.

Transition to School (TTS)

Big Fat Smile, through the work of Include Me, also delivers the Illawarra Transition to School Project, covering the Wollongong and Shellharbour Local Government Areas. This project is currently funded by Families NSW until July 2020. Moving forward, the project will be funded under the Targeted Early Intervention (TEI) Program, a NSW Government early intervention strategy that supports children, young people, families and communities experiencing or at risk of vulnerability. The program is committed to assisting parents in giving their children the best possible start to school, through information sharing and community events. The project has a strong emphasis on supporting Aboriginal children and families in their transition to school. TTS is also committed to engaging families and children from emerging communities in their school readiness and home learning support.

2019 Transition to School Highlights

- 118 local community events and sessions attended by the TTS program, including library story times, parent presentations, playgroup sessions, orientations and NAIDOC activities.
- 58 meetings with local community organisations and family support agencies.
- 700+ children and families attended our annual Lord Mayor's Picnic in the Park.
- 3,000+ families engaged with the program and received information and resources to support their child and family in their school readiness journey.



The Day Care Project facilitates access to early childhood services for children with a developmental delay and ongoing high support needs.

1,976 supported hours in 2019
13 attendees

Pedagogy and Learning

Learning occurs throughout all stages of our lives, but the early years of a child's life is critical in laying the foundations for a lifetime of learning. Research suggests that attending quality education and care services can improve a range of developmental and learning outcomes for children. The term 'pedagogy' or 'pedagogical practices' is an encompassing and complex term. Put simply, Pedagogy covers educators professional practices and expertise that involve interactions and nurturing relationships, reflective practice, curriculum decision making, and the art of teaching and learning.

In 2019, Big Fat Smile continued to strengthen their commitment towards building a strong educational ethos, by providing early education to children in safe, nurturing and inclusive learning environments. Highlighting child-centric values that underpin our educational ethos and learning culture is important in advocating for positive learning outcomes for children. Given children have a natural curiosity; our play-based pedagogy encourages children to be dynamic in their inquiries into their own learning drawing upon their identity of home and family, and their perceptions of the world. Our ethos encourages children to engage their language, social, emotional, cognitive and physical domains through a hands on approach, emphasising the importance of "learning is doing." Our educational programs support children learning within a collaborative and social context, where children are encouraged to be actively involved in constructing their understanding around various concepts with the use of questioning, hypothesizing, analysis and lateral thinking.

Educational Framework

In 2019, the development of the Educational Framework aimed to set out clear priorities to guide best practice in our early education and care services. Furthermore, the Educational Framework aimed to increase the visibility of our organisation's deep commitment to a clear education ethos for our families and the wider community, with continued changes in our pedagogical practices. The Educational Framework consists of eight sections, each informed by evidence-based research on pedagogical practices pertaining to the education and care of children Birth-12 years and their families. The Educational Framework aligns with play-based learning theories and compliments the National Quality Standards and National Learning Frameworks, being the Early Years Learning Framework (Birth-5 years) and My Time Our Place (5-12 years).

Throughout 2019, the development of an organisational framework has further increased the focus of translating research into practice. Building strong theoretical foundations around pedagogical practices that examine how children learn has been a strong focus. Our educators continued to use reflective practice to understand why, what and how they observe, plan, implement, analyse and document children's learning as part of our attention to high quality education and care practices.

Professional Learning for our staff

Research highlights that educators participating in effective, ongoing professional learning, will increase positive development and learning outcomes for children. This growing evidence base attests to educators increasing their deep understanding of new pedagogical practices and knowledge around a child's learning and development. Furthermore, it enables educators to

refine their professional effectiveness by conceptualising new ways to meet the individual learning and cultural needs of children and their families. Throughout 2019, a continued focus on providing contextualised professional learning to our educators enabled them to participate in a range of bespoke opportunities that were based on their professional learning needs and interests. In 2019, the development of Communities of Practice (CoP) was a priority in progressing further professional learning. A Community of Practice enables our educators to interact, discuss and build professional relationships around a collective or common goal. Examples of this includes a pedagogical champion focus group and an educational leader's forum. This enabled our educators to create new ideas and skills, and reflect on current practices to positively impact the learning and development outcomes for children in our services.

Research

Research informed practices provides a vital framework for reflection around our pedagogical practices, and the goal of providing quality education and care services. In 2019, we remained committed to the University of Wollongong (UOW) Early Start Engagement Centre Network. Educators in our engagement services continued to work alongside researchers and academics to help children and families flourish in their development, learning and wellbeing to maintain quality practices. Many of our services continued to support new research initiatives by participating in a range of research projects pertaining to physical activity, emotional development- (self-regulation and co-regulation of behaviours), attachment behaviours and wellbeing.





Child Protection

Big Fat Smile continues to evolve as a child safe organisation through our commitment to a child safe culture reflected in our vision and values and through the embedding of the National Principles of Child Safe Organisations into our organisational governance, policies, procedures and practices.

Highlights included:

- Implementation of the Big Fat Smile Safeguarding Children Policy, Procedure and Toolkit across services, portfolios and programs.
- Partnership with Family Referral Service to provide an outreach worker as part of a pilot program to assist families at Bellambi Point Community Preschool and Barrack Heights Community Preschool to access support based on identified needs including housing, health and parenting.
- Targeted trauma aware training through partnership with Barnardos South Coast for 10 early learning and care and out of school hours services.
- Continuation of Child Safety and Wellbeing Practice group to provide peer learning and supervision, review of research and current practice in child wellbeing and protection. Specialist guests included Community Partners including Mackillop Family Services, Family Services Australia and Mission Australia Domestic Violence Program.

2019 Highlights

Service Awards

30 YEARS

Quai Luu
Janine Dunstan

25 YEARS

Sineva Hill
Maria Villella
Sharon Collier

20 YEARS

Fiona Beaumont
Vesna Neloska
Wendy Clarke
Hang Nguyen
Rhonda Eyb

15 YEARS

Jacinda Harris
Denise Vasquez
Sharon Van Seumeren
Narelle Tugrul
Kirsten Nicholls

Erin Hives

Tammy Cooper

Jenna Mercer

Leanne Mackison

Ngarie Mcgrath

Sharyn Palmer

Jane Warren

10 YEARS

Carolyn Mehan
Fiona Heatherington
Maria Oliveira
Nara Charlton
Kim Raffler
Patricia Pickering
Kylie-Ann Grootemaat
Natalie Kotevska
Hayley Potter
Tracy Eren
Kate Chudleigh
Vanessa Smith

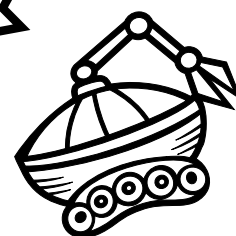
5 YEARS

Angela Cram
Mary Hassan
Saranya Chintapatla
Bronwen Thomas
Patrice Lay
Jessica Gann
Kate Lynch
Shrijana Khanal
Caitlin Ahearn
Charise Orvad
Katie Szentmartoni
Amanda Faria
Caroline Panozzo
Ashley Galiatsatos
Natasja Stul
Nicole Mcintosh
Jennifer Hall
Sawda Begum
Elyse Arama
Courtney Rich
Jamie Flack

Elizabeth Parker
Jamie-Lee Athanassopoulos
Melanie Hill
Anita Nepia
Estelle Laubscher
Sarah Lucy Klohn
Alyce Stride
Hayley Parrish
Vesna Novak
Kaitlyn Kentwell
Catherine Mccoy
Christopher Mcdonald
Kelly Wilson
Mila Joshi
Jacinta Wallace
Anna Morrissey
Nandaja Trivedi
Mia Boncompagni
Shayne Bradford
Julie Cartier

National Simultaneous Storytime

National Simultaneous Storytime In May, more than 1,000 children across our 26 community preschools participated in National Simultaneous Storytime. Recognising the importance of early literacy in the development of children aged birth – 5 years old, we joined in on the national event aimed at encouraging young Australians to read and enjoy books. It was great to have Big Fat Smile educators, Board members, parents and community members read the story "Alpacas with Maracas" at our preschools.



Big Fat Smile Head Office

P: (02) 4283 9900

F: (02) 4283 9901

E: feedback@bigfatsmile.com.au

Level 1, 98 Railway Street
Corrimal, NSW 2518

PO Box 475
Corrimal, NSW 2518

Inclusion Agency

Australian Capital Territory Office

P: 1800 703 382

E: inclusionagency@includeme.com.au

Suite 2, Level 5
490 Northbourne Avenue
Dickson, ACT 2606

bigfatsmile.com.au

