

Big Fat  
Smile

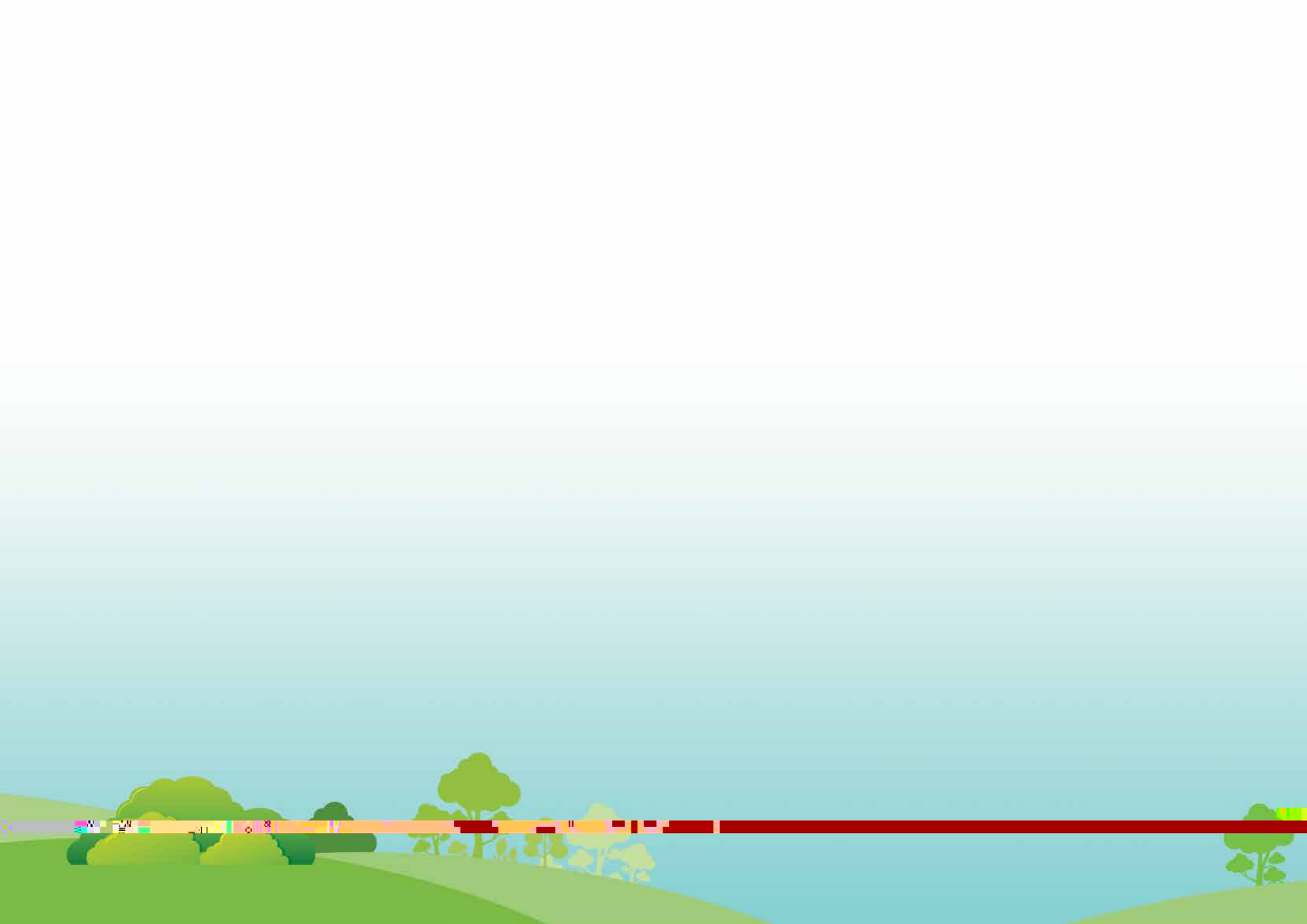
annual  
report 2017



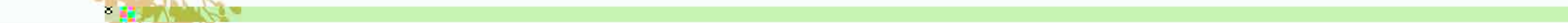
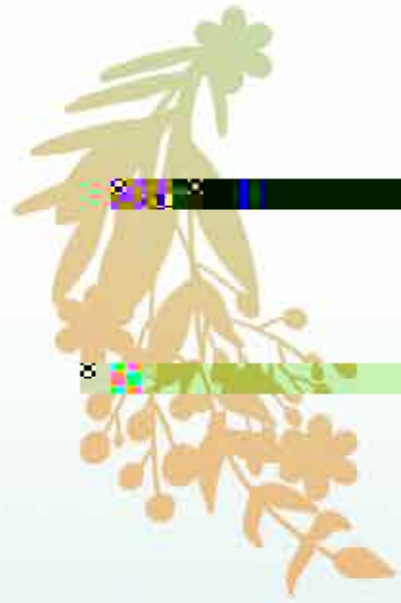
Compare this to our industry counterparts in New South Wales (74.48%) and Australia (69.56%) and you can see why we lead the sector in quality.

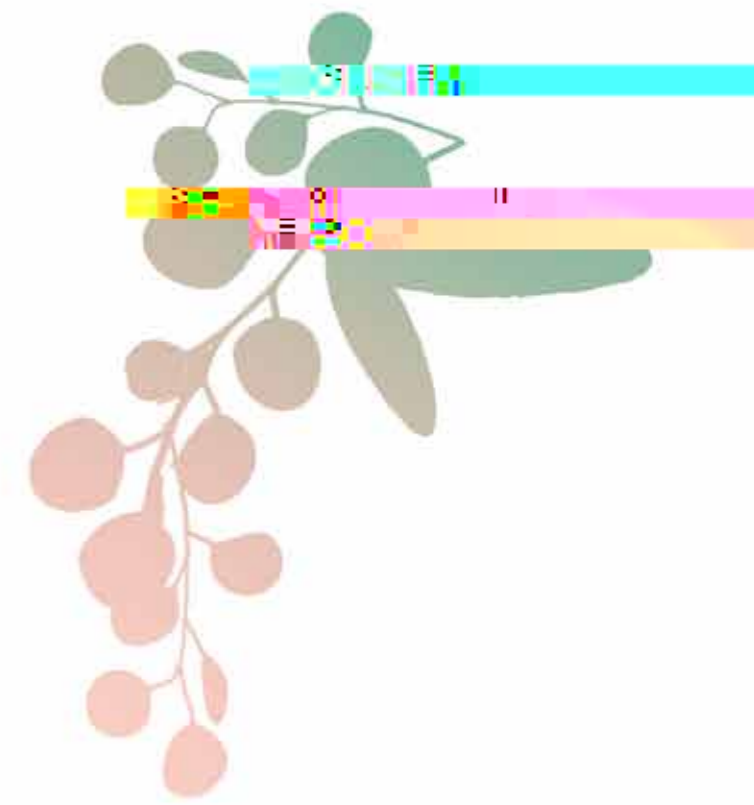
Our teams are a key contributor to this achievement. We have a strong, talented and engaged workforce. They are our hands and feet, and their unwavering commitment



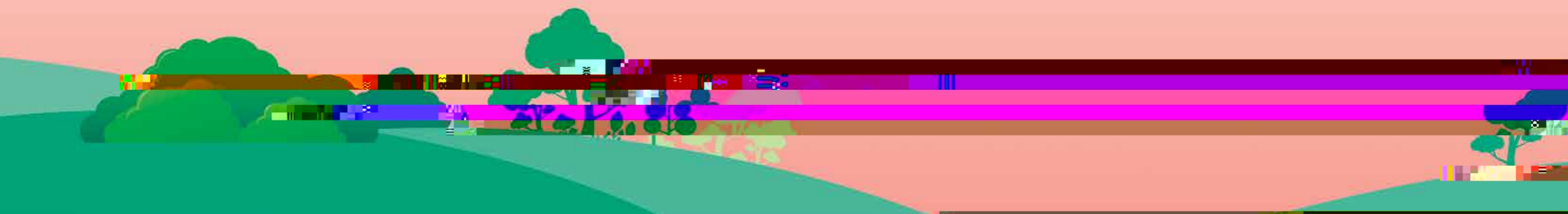








engage with its services. In total, Big Fat Smile awarded seven scholarships, supported 41 trainees [25 of which successfully completed their traineeship in 2017] and engaged





# 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.*

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## *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.*





*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*

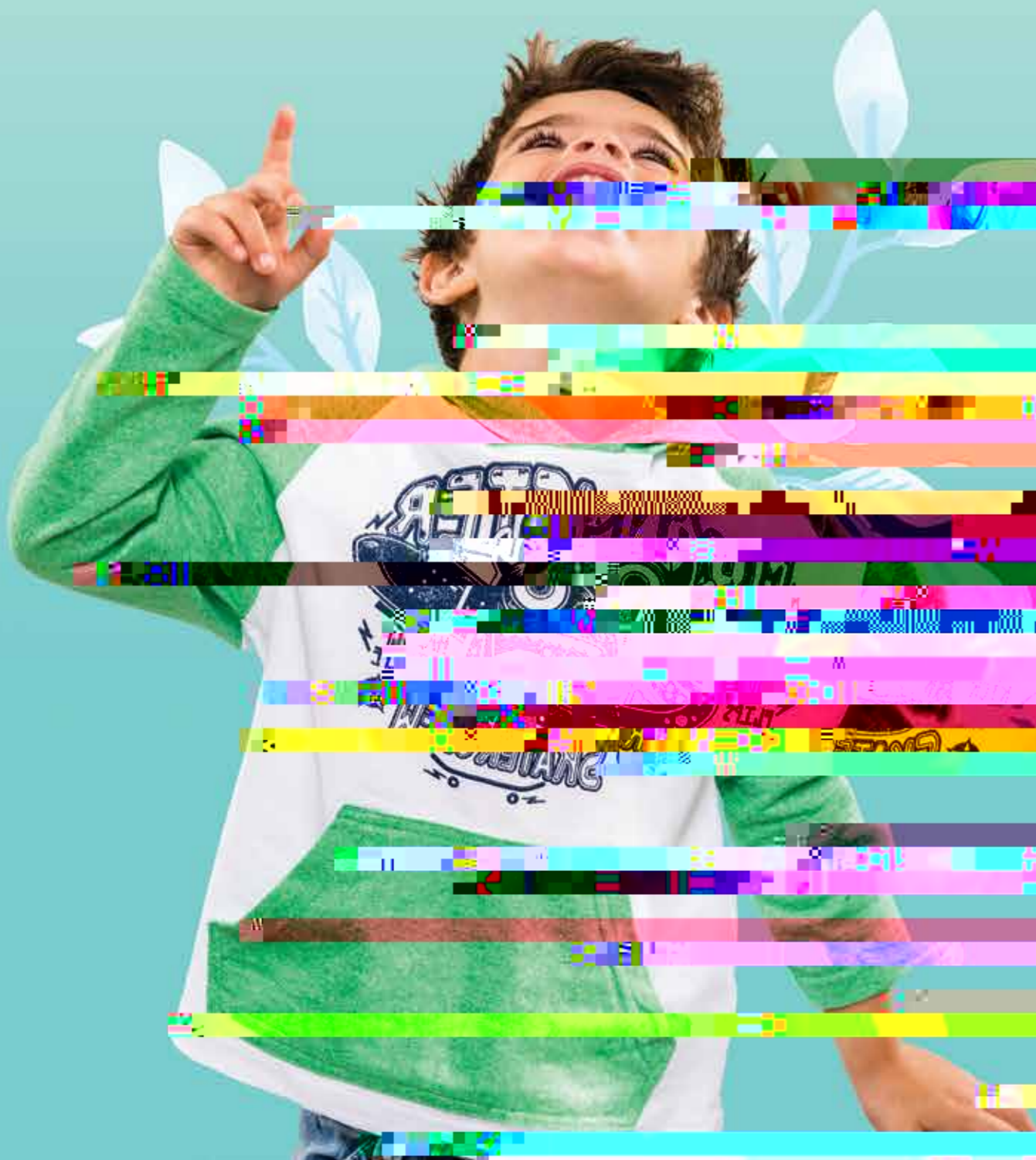
A review of internal audit resourcing resulted in the area of internal audit being added to a new role - Manager of Risk and Internal Audit - which will contribute additional risk expertise to the organisation. This role will be recruited for in 2018. The existing Manager of Policy and Internal Audit 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.*
- 





## *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.*

*We achieve long term viability of the organisation*

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.

# 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:



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



*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**



# PILLAR 2: EDUCATION ETHOS AND PRACTICE

*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

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# 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.

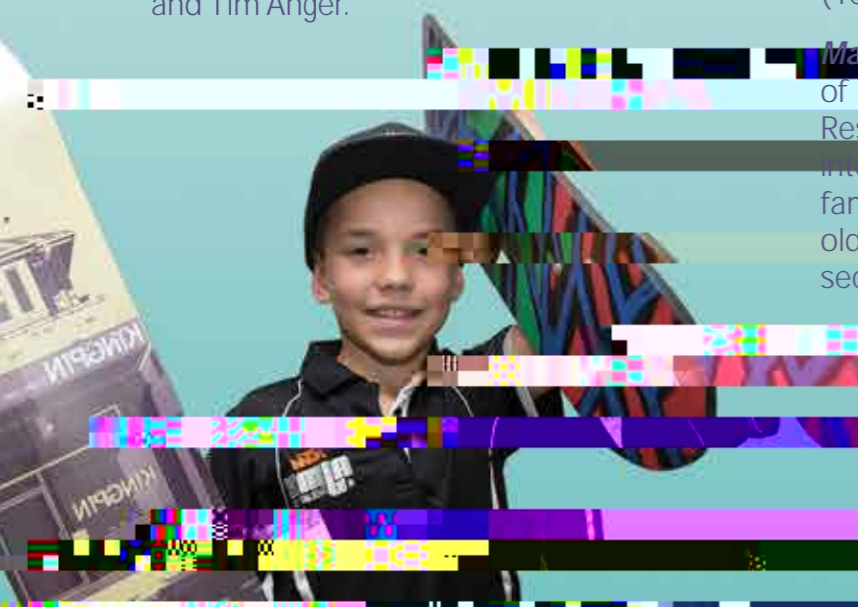
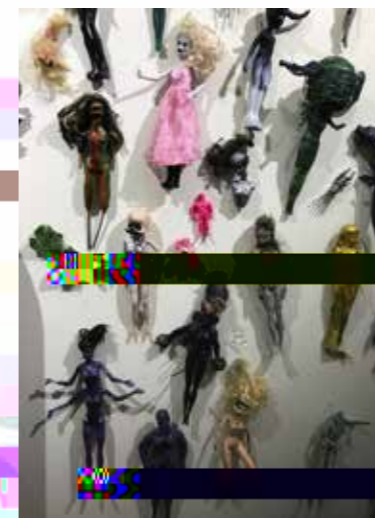
**April – May: The New Millennials** – featured the works of five students who graduated in 2016 – Liam Wilson (WHSPA), Harriet Adams and Olivia Pannell (St Mary's), Solomon Karmel –Shann (Canberra Grammar) and Naia Webb (Year 10, Smith's Hill High School).

**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.

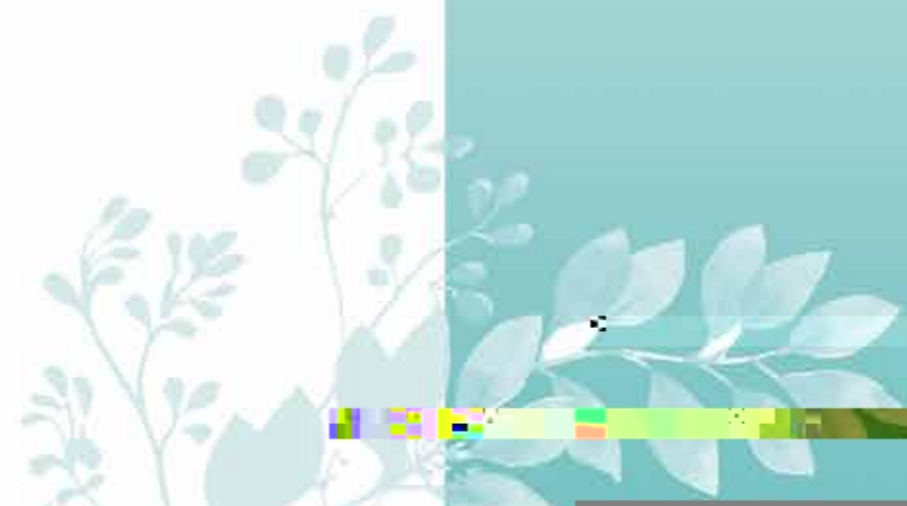
**July – August: NAIDOC Exhibition** – featured the works of 19 local Aboriginal artists celebrating Big Fat Smile's commitment to reconciliation and included live music by Kevin Bennett from The Flood.

**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 peop9 (z)32.9oulcio2.4 r21.1 (d8 (p)4.2 (m)4.2 (m)l)5.7ng 9 (p a)i .238 Tw 18-1.167 Td[(W)34.8 n al iy 5.7 ((e A)-1.1 ja)227 (a)4.2 (h)3.9 (i(r)164 (a)1.4 (d)4.7 (u)2.7 (a)19.7 (t)15.9 (e)]TJOd t)7.4 (wl)5.3p aie.9 Beo





# 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



# PILLAR 3: STAFFING EXCELLENCE



## *Fostering a life-long learning culture*

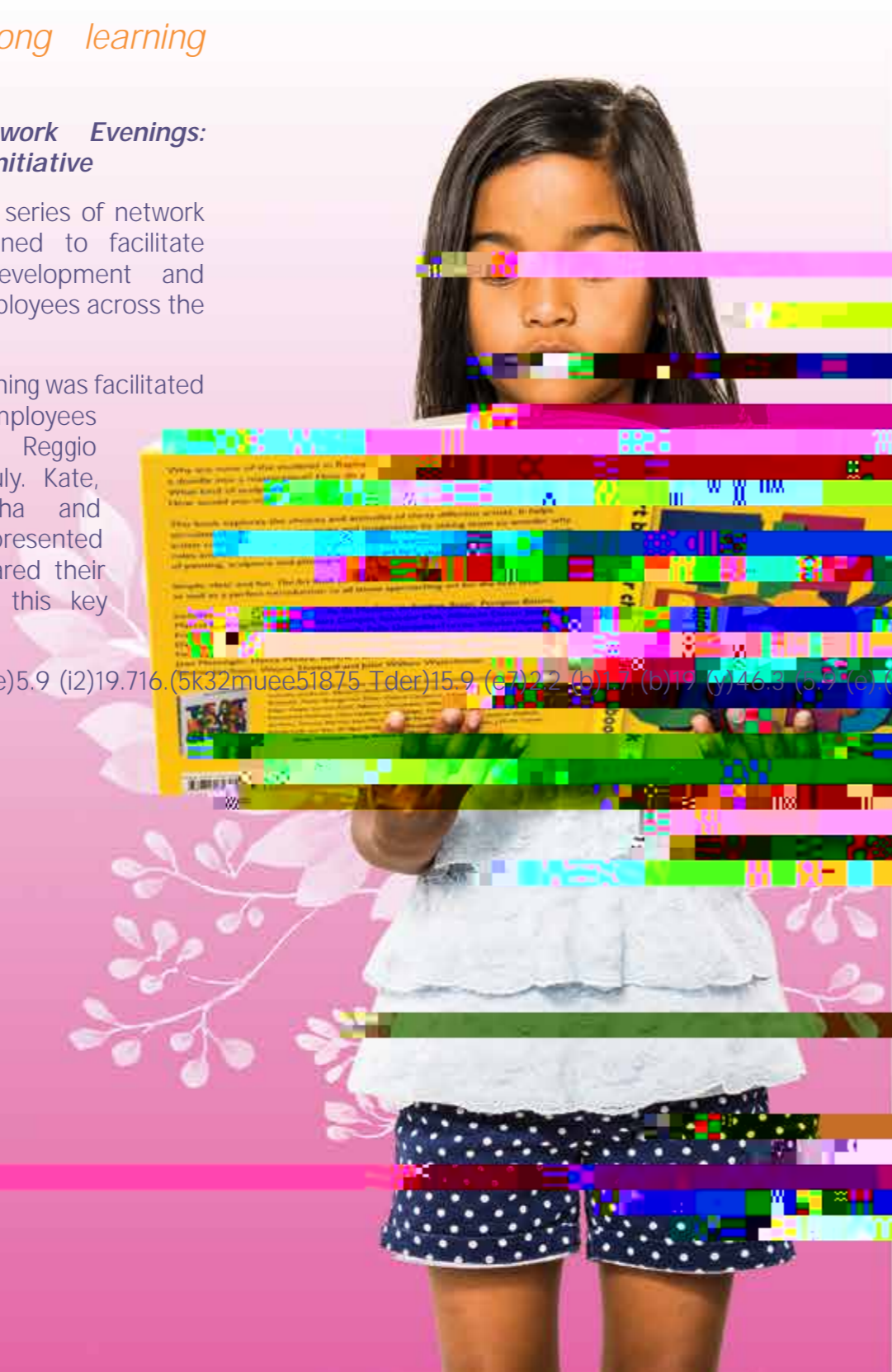
### ***The launch of Network Evenings: an internal networking initiative***

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.

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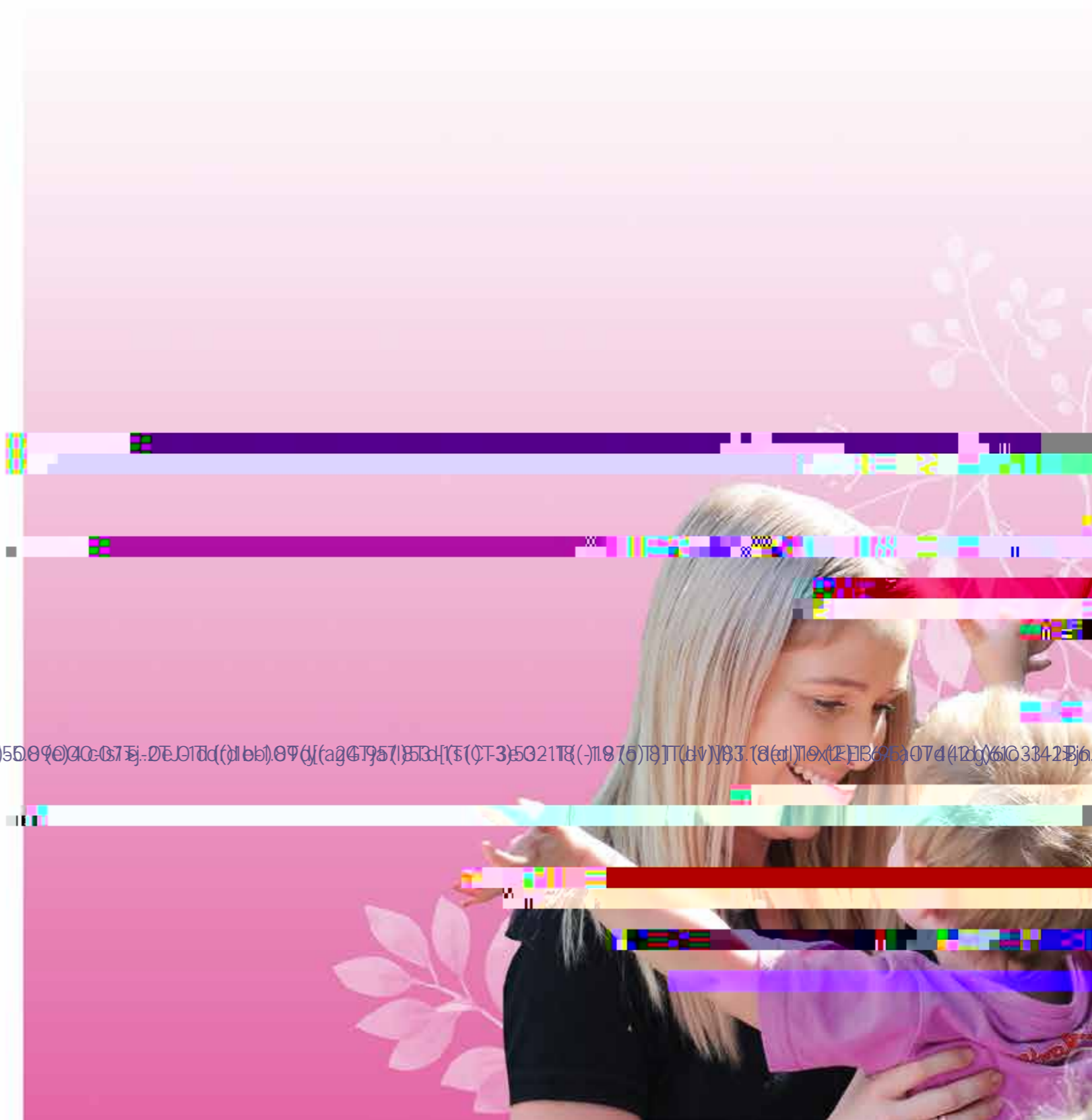


The Awards night saw the Koonawarra Community Preschool take the cake for Service Excellence. For the first time in Big Fat Smile's award history, parents from across the organisation's centres were invited to nominate their centre for the award. Over 150 families took part in recognising the excellence 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  
- **A**
- Work Health and Safety Excellence Award  
- **A**
- Trainee of the Year Award  
-
- Creativity and Sustainability Award  
-
- Diversity Award



# 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:*

• (University of Wollongong)

• (University of Wollongong)

• (TAFE NSW)

• (TAFE NSW)

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

*Reynolds Street Community Preschool wins at the Goulburn Show*



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

## *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:*

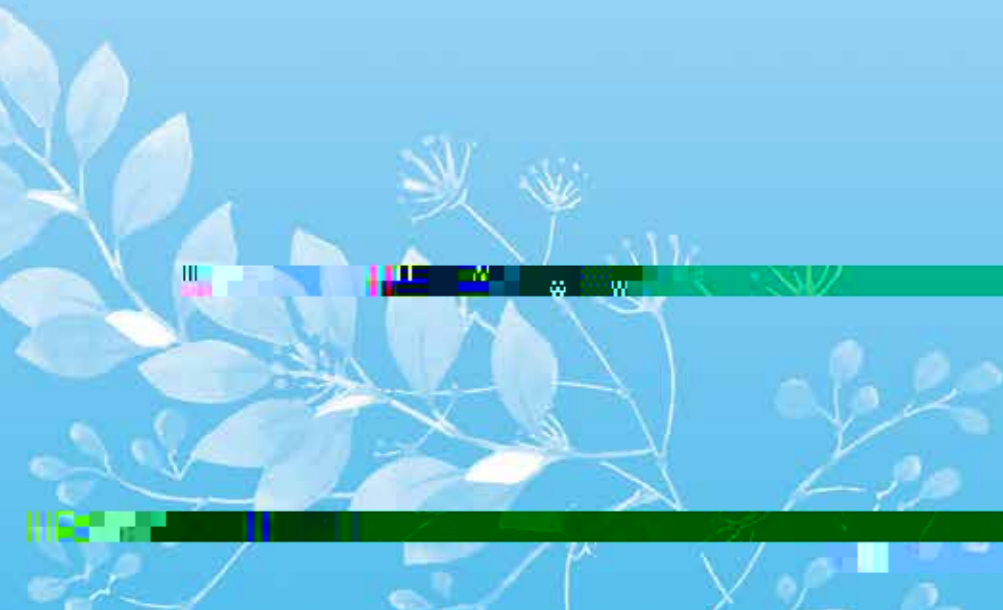
- *Weekly playgroups were held at all six locations across the targeted suburbs throughout the year*
- *Weekly drop-in after school sessions for children in Bellambi*
- *Holiday Programs for children aged 0 to 12-years-old*
- *Holiday activities for children in Bellambi*
- *Swimming lessons for children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



# 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



# 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.





## 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.



### **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!

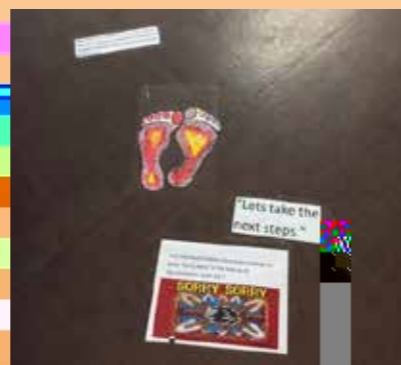
# PILLAR 6: ADVOCACY AND LEADERSHIP

*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."

"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.



# ACNC

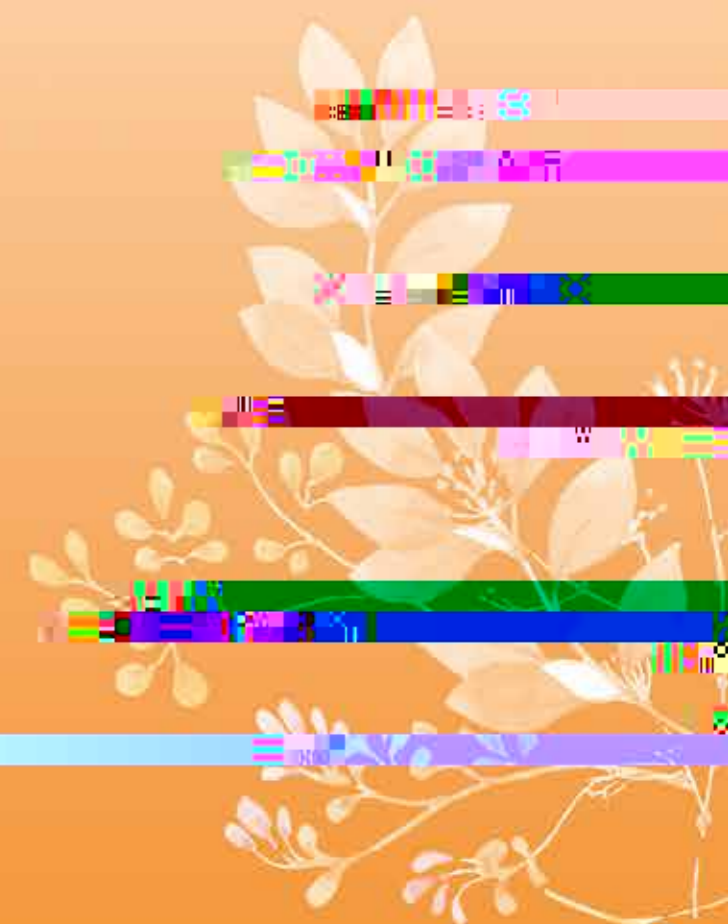
*Big Fat Smile is a registered charity with the Australian Charities and Not-for-Profits Commission (ACNC), the independent national regulator of charities.*

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





## 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

## Head Office

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## Inclusion Agency Sydney South Office

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[bigfatsmile.com.au](http://bigfatsmile.com.au)