



# 2020 ANNUAL REPORT

Successful futures start early



# WHO WE ARE



Family Day Care Association Queensland (FDCAQ) is a not for profit organisation and peak body for family day care in Queensland. Since our first meeting in 1977, we have worked tirelessly to support the quality of family day care services and the education and care of children.



We are also an experienced and trusted provider of early childhood education and care. Under the Enhance brand we have 14 approved services providing family day care and other types of flexible child care across the state.



The In Home Care Support Agency operates in Queensland and Victoria. Our main role is to connect suitable families with service providers (and educators) that meet a family's needs. We also advocate for families, ensuring consistency of program delivery, support in home care educators and promote the program to increase its profile within the community.



# STRATEGIC PLAN

2020 - 2023

## OUR BELIEF

Successful futures start early

## OUR PURPOSE

To lead, promote and grow and promote exceptional home-based education and care.

## STRATEGIC PRIORITIES

### Lead

To lead the sector in innovative, quality and evidence-informed home-based education and care.

### Promote

To promote the benefits of home-based child care for children, families and the broader community.

### Grow

To grow the size and capacity of the home-based education and care sector.

## STRATEGIC ENABLERS

### People

To enable, empower and invest in our people to achieve our goals.

### Governance

To strengthen our viability and capacity by applying diligent and transparent governance and financial management.

### Systems

To adopt agile, sustainable and compliant processes and systems to enable us to deliver our goals.

## CORE VALUES

### Children

We honour children and childhood through emphasising each child's agency, child directed learning, valuing fun, children's wellbeing and promoting the rights of all children.

### Families

We recognise the importance of creating diverse communities that holistically support families from birth throughout life.

### Lifelong learning

We strive to achieve a culture of ongoing learning and development for individuals and teams which strengthens the capacity to support our community.

### Shaping the future

We promote innovation by looking to the future, envisaging change and embracing reflective practice that shapes the way forward.

### Relationships

We promote opportunities to enable safe, reciprocal and meaningful relationships that respect the unique cultures and the value of different points of view.

# A SUMMARY OF 2019/2020

It is no secret that 2019/2020 has been a year of uncertainty, challenge, adaptation, innovation brought about from the onset of the COVID-19 pandemic and related government responses.

To our dedicated members, services, educators and staff, we say thank you. Thank you for your commitment, your passion, your ingenuity and most all, your unwavering loyalty to children, families and the sector. Services and educators are the heart of the family day care sector and as the peak body, FDCAQ could not be prouder of the education and care our sector has delivered over the past 12 months.

The onset of COVID-19 has had a significant impact on the family day care (FDC) and in home care sectors (IHC), however, FDCAQ is pleased to report that our services have never been so well received.

Our sector has needed to adapt to new restrictions and operating environment whilst continuing to meet regulations and maintain quality standards to ensure the safety of children, families and educators remain Family Day Care's top priority. It has been our privilege to work alongside you during this time and witness the strength,

capability and uniqueness of a our sector come to the fore amongst the adversity and challenges experienced.

The onset of the COVID-19 pandemic and the introduction of the Early Childhood Education and Care (ECEC) Relief Package caused significant strain and change to both the family day care and in home care sectors. Our services remained in high demand, as the main childcare services supporting families who require care outside of standard working hours, many of whom are essential workers. Our small group settings foster a reduced risk of transmission, meaning demand for our services remained high, despite the significant drop in attendance in other service types.

The coupling of the JobKeeper program with the ECEC Relief Package was problematic for FDC and IHC and demonstrated a lack of understanding about how our service type operated. Whilst we acknowledge that the policy was designed under incredibly short timeframes and met a large majority of the sectors needs it did not take into account the unique and varied operating models in FDC and IHC. This left many services and educators in a precarious situation.



# A SUMMARY OF 2019/2020

We are appreciative of the engagement with the Department of Education, Skills and Employment and their openness to receive feedback and make adjustments or provide clarification on the package where feasible, including presentations to Minister Tehan.

It was identified early on that the federal government's understanding of both the childcare sector, particularly FDC and IHC, was limited. It is promising to see a growing awareness of the importance, complexity and variability of our service types, both within government departments and within Parliament. We are seeing promising signs that this is being both acknowledged and responded to at a national level through greater consultation, establishment of advisory groups and resourcing of personnel with a focus on FDC within the Department. We will continue to advocate strongly for greater recognition and engagement for our service types within government.

From early 2020, our team and members, worked extended hours and increased their responsibilities to ensure anxiety levels of Family Day Care educators and families were lessened and continuity of care for children remained at its highest.

In March, we made the decision to transition all office employees to a feasible working from home arrangement.

All employees were relocated to home offices, we upscaled our technology and continued to protect our organisation and stakeholders. During this time of change, the importance of employee mental health has been at the forefront of all decisions made.

We are pleased to report that employees have indicated, throughout anonymous survey responses, their mental health is in a good state thanks to the support offered by FDCAQ, via the range of support measures we introduced including; regular meetings with management, having free access to the Smiling Minds App, online mindfulness sessions, online forums, distribution of mental health resources and professional development workshops.

We are grateful for the flexibility, understanding, knowledge, skills and strength that our employees have shown throughout the pandemic. Although, initially met with mixed emotions, eight months down the track and our teams are working in unison and are as productive as ever, having become comfortable in their new working environments.



# A SUMMARY OF 2019/2020

Further to our organisational development, this year we saw Deb Tuckey join the organisation in the role of Sector Development Manager, following Kym Groth's transition to retirement. Deb comes to us with an illustrious 25 year career, having held various positions across FDC & IHC, including; Service Manager, State Manager and President of NSW Family Day Care Association. Deb's experience also includes working extensively with Boards and training organisations. In this role, Deb has been supporting the FDCAQ future strategic plans to ensure the Queensland FDC sector is well supported and resourced to meet legislative requirements and best practice.

In June, we welcomed another two of our managers to the Senior Leadership Team, Bruce Harvey, Manager of In Home Care Support Agency (Vic & Qld) and Emma Beach, Manager of Communications & Marketing. Following the departure of Paul Sobczak, General Manager, Program & Projects, Bruce and Emma were appointed to the Senior Leadership Team. Together they bring effective communication, management success, vision and agility to the team.

Throughout 2019-2020, particularly given the global challenges presented to us this year, FDCAQ has maintained its committed voice and advocacy for going above and beyond to advocate for the sector and continued our commitment to members through various initiatives which we outline further in the report. Many of our services and planned initiatives were adjusted to be provided online and in virtual modalities and we thank our membership for their responsiveness and uptake to our services.

We are now working in unison on recovery of the sector, ensuring service providers, educators and families continue to receive the best care and support for their children, whilst operating or accessing a safe and hygienic FDC environment. Additionally, we are actively working to ensure all members of our communities are familiar with the service and benefits of the FDC and IHC sector.

We are also thankful for the support and engagement from other peak bodies and authorities including; Family Day Care Australia, Australian Home Child Care Association and Australian Children's Education & Care Quality Authority for their engagement, collaboration and support during this unprecedented time.



# A SUMMARY OF 2019/2020

The level of collaboration reached new heights and we hope to continue our ongoing ties during the recovery and long into the future, further benefitting services, educators and the families and children who access our services.

We would also like to acknowledge the support and responsiveness of the Queensland Regulatory Authority (Queensland Department of Education). At the initial outset of the pandemic, the Queensland Department of Education was quick to engage and seek to understand the impact to the sector and provide vital and up to date information regarding the pandemic which we were invaluable to our members.

Simultaneously, our members were reporting positive interactions with regional offices post the transition to virtual monitoring and compliance activities. The Department also ensured that State Minister for Education, the Hon Grace Grace MP, was regularly briefed regarding the impact of the pandemic and how the related federal support measures were impacting on FDC and IHC.

Throughout the pandemic we were guided and informed by the FDCAQ COVID-19 Advisory Group,

which provided feedback and advice regarding the resources and information we were developing and informing our advocacy to government.

Members gave their time unreservedly, during a time of much pressure and demands for their time in their own services. Thank you on behalf of our membership and all of FDCAQ for your time, expertise, knowledge, wisdom and ideas.

Late in 2019, FDCAQ embarked on the development of a new strategic plan that aimed to unify our operations, ensure responsiveness to our members and stakeholders' needs and provide a clear direction for the organisation. Core to the development of the new strategic plan was extensive consultation with our members and stakeholders through a program of consultation meetings, member visits, one-on-one consultations and surveys, facilitated by Dr Edwin Trevor-Roberts. Thank you to everyone who participated and contributed.

Our new strategic plan is based on the belief that *successful futures start early*, recognising the lasting importance of quality early childhood development for every individual to reach their full potential in life.

# A SUMMARY OF 2019/2020

Our new purpose; *to lead, promote and grow exceptional home-based education and care*, connects both our work in FDC and IHC and reflects the strategic priorities of our members and stakeholders.

Throughout the pandemic we have been overwhelmed by the collegiality, collaboration and connectedness of our membership. This has always been a strength for our sector, however, the pandemic brought about an increased engagement and participation between members, both online and through our meetings, and opportunities for services to connect. The outcomes have been evident and we hope to see this reinvigorating connectedness continue as we respond to the ongoing challenges and opportunities ahead. Our soon to be launched online Communities of Practice will provide a great platform to further this engagement and will provide members with a dedicated space to share resources, information and exceptional practice.

Finally, we would like to thank our Board Directors for their contribution of time, expertise and commitment to FDCAQ - Ro Anderson, Rose Kent, Kerry Smith and Musa Sesay. Our Board has been undergoing a program of renewal and development;

reviewing and aligning practices against the Australian Institute for Company Directors Not For Profit Governance Principles. This has led to a review of our constitution and the planned recruitment and appointment of independent Directors, who will bring a wider, yet complementary, skill set and experience to our Board. We take this opportunity to farewell Board Directors, Sara Harrup, Rebecca Treadaway and Mary Wiedman and thank them for their valuable service.

Ultimately, at the heart of sector is our educators, who were immeasurably impacted by the introduction of the ECEC Relief Package. It cannot be understated how profoundly disrupted they were, professionally and personally, some, with considerable financial impact. At a time when it would appear their worth was not valued, their value was clearly evident to all they engaged with and provides an opportunity to demonstrate the true value they have on their children, families and communities which we will continue to promote to their benefit.

As we move into the new year, we look forward to increased engagement with members and stakeholders as we continue to work on our recovery plans and support the sector to flourish in the years ahead.

**ANDY ROLFE**

*FDCAQ Chair*

**JASON DE BAKKER**

*FDCAQ Chief Executive Officer*



NUMBER OF MEMBERS

68

SERVICE VISITS

24

NUMBER OF INDIVIDUALS TRAINED  
ONLINE / FACE TO FACE / SERVICE

497

NUMBER OF MEMBERS MEETINGS

17

Statewide meetings via Zoom

NUMBER OF SUPPORT ENQUIRIES  
VIA PHONE/EMAIL

300+

NUMBER OF RESOURCES SHARED

39

via our website

200+

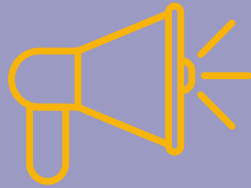
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# OUR ACHIEVEMENTS

NUMBER OF EDUCATIONAL  
LEADER NETWORK MEETINGS

8

# OUR YEAR IN REVIEW



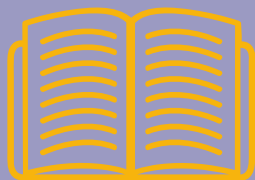
## ADVOCACY WORK

FDCA COVID-19 Response  
ECEC COVID-19 Recovery Group  
Thrive to Five



## ADVISORY GROUPS MEMBERSHIP

QLD Ministers Education Council  
Blue Card Implementation  
ECEC Regulatory Advisory Group  
BeYou Bushfire Response  
Harmony Reference Group



## RESEARCH PARTNERSHIPS

Distributive Leadership Project





## FDCAQ - PEAK / MEMBERSHIP



Over the past 12 months, the Peak has been proactive in providing rapid response and support to services who have been faced with challenges, particularly those impacted by the COVID-19 pandemic.

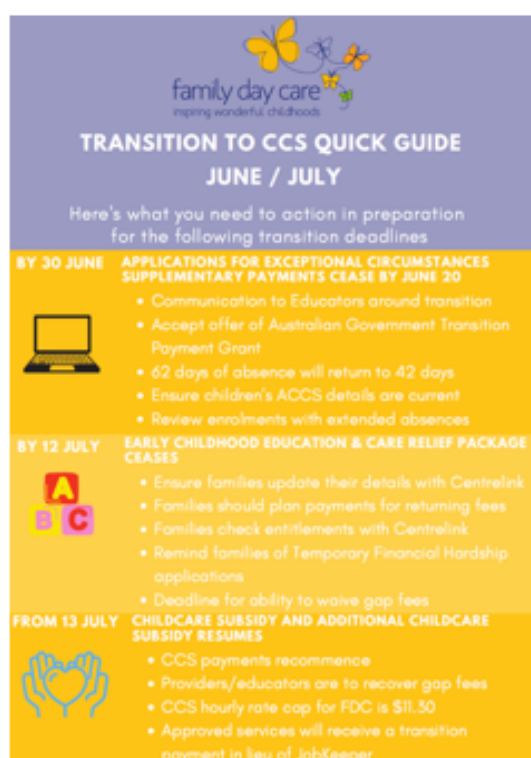
An overview of the Peak's operation and services throughout 2019-2020 can be summarised, as follows:

- Zoom Members' Meetings, since the beginning of the pandemic, held weekly. All FDC service providers were invited to attend these meetings. Throughout the year, the Peak managed:
  - 13 meetings – averaging 70 in attendance
- Advisory Group representing a range of FDC services, both profit and not for profit, metro and regional, large and small services established to provide insight and support the advice to members on the potential business management, health and wellbeing strategies and finances throughout the constant funding changes during the onset of COVID-19.
- Development and distribution of *Quick Guides* to provide fast and accurate advice to services, featuring links to vital information regarding updates and recommendations from DESE.



## FDCAQ - PEAK / MEMBERSHIP

- Collaboration with service providers to establish resources to support developing COVID-19 Safe Plans.
- Wellbeing and Resilience Professional Development sessions for FDC service staff and educators, facilitated by psychologist, Tere Vaka. A total of four 90 minute sessions provided:
  - May Service Session, Wellbeing – 55 attended
  - May Educator Session, Wellbeing – 99 attended
- Distribution of resources and information via our website and social media platforms.



## Resources & supporting material

Providing stakeholders with succinct resources to manage information overload i.e. *Quick Guides*



## CHILDREN SERVICES

Throughout the past 12 months Enhance Family Day Care and Capricornia In Home Care's key activities and achievements have included:

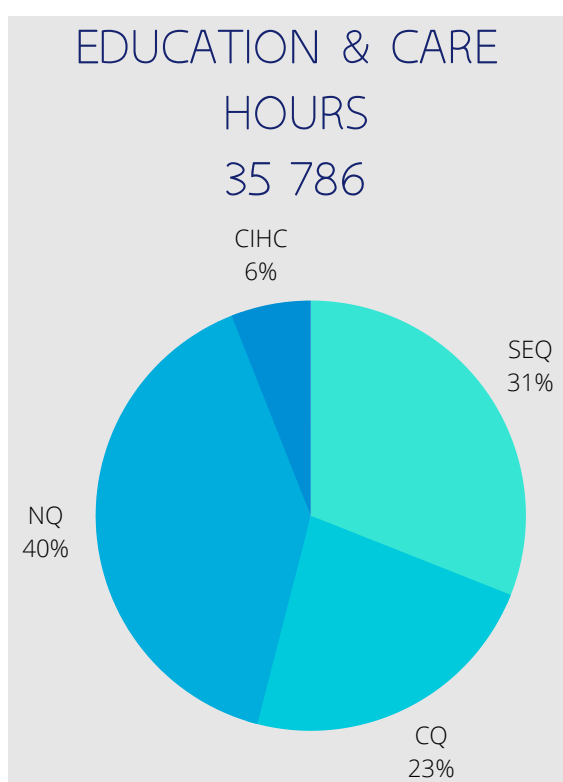
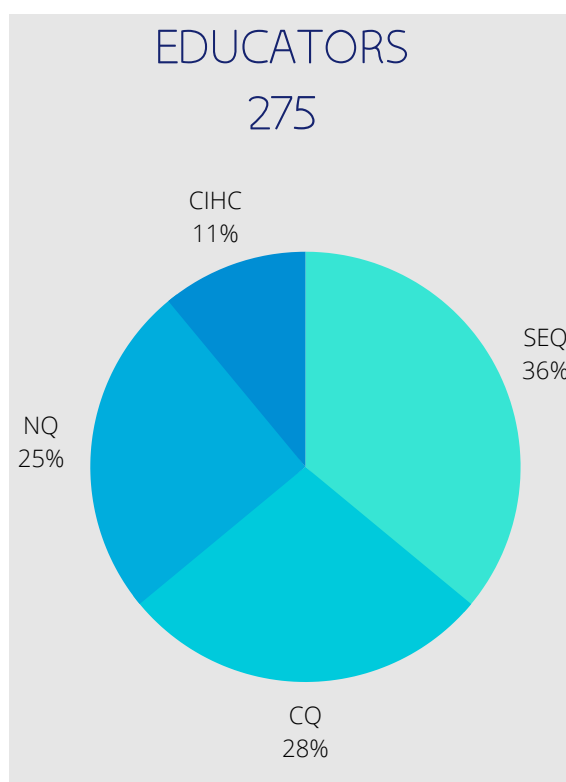
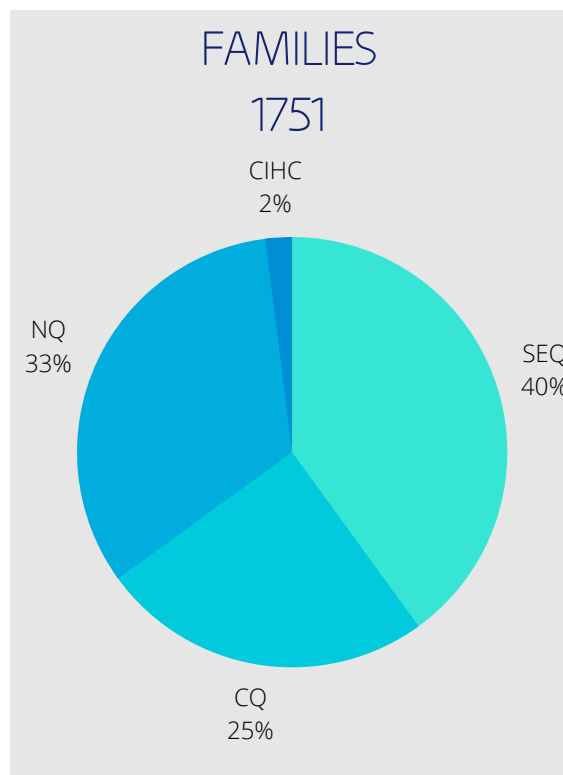
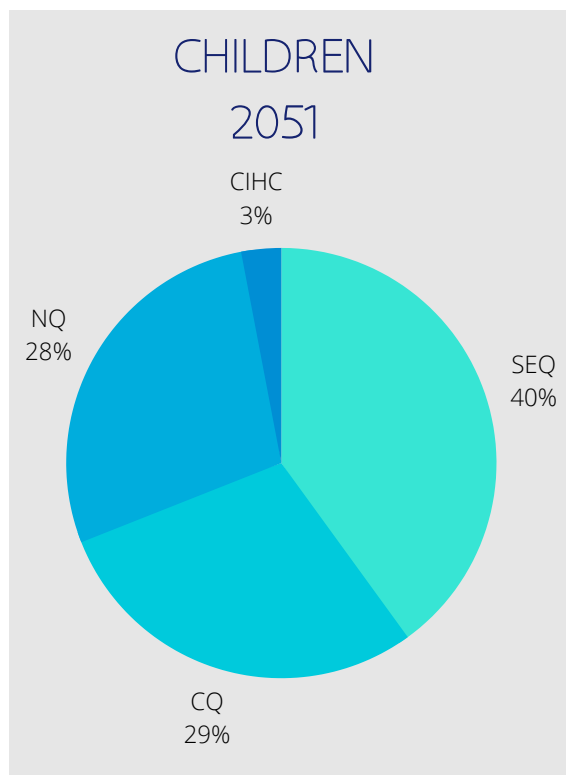


- The Development and implementation of four Narragunnawali Reconciliation Action Plans (RAPs).
- COVID-19 Response - development and implementation of comprehensive Educator Support Visit Plans.
- COVID-19 Response - development and implementation of COVID-19 Health and Hygiene Commitment Plans for Enhance FDC and Capricornia IHC.
- Development of the COVID-19 Support and Wellbeing Initiatives by the Educator Representative Group, focusing on supporting Educators' mental health and wellbeing throughout the pandemic.
- Inclusion Support Funding - providing professional development in the areas of NQS Quality Area 1 - Program and Practice.
- Development of Enhance FDC and Capricornia IHC Educational Leader Network monthly meetings.
- Continued focus on mentoring, encouragement and connection of our Educators across communities and regions.
- Continued alignment of the operational systems and processes within each Enhance service, throughout all three regions (South East Queensland, Central Queensland and North Queensland).
- Ratings and assessment - Enhance FDC Warwick & Districts and Enhance FDC Ipswich.
- The launch of the new, innovative Enhance FDC website for families and Educators.





# CHILDREN SERVICES





# IHC SUPPORT AGENCY



Throughout the past 12 months of the In Home Care Program, our key activities have included:

*In Home Care*  
SUPPORT AGENCY

- Team re-organisation; management restructure and centralisation during September 2019.
- 2020 Training Program, established to increase FLO skills and understanding of IHC eligibility criteria, including several discussion sessions with the Department of Education Skills and Employment (DESE)
- IHC Support Agency CRM/database enhancements completed
- Family Management Plan (FMP) workflow rebuilt to accommodate new version of FMP released by DESE (January 2020).
- Supported IHC families through the COVID-19 lockdown crisis in Queensland and Victoria from March 2020.
- Standard Operating Procedures have been rewritten and will align with a new initiative by the National Network of Support Agencies, to standardise IHC processes across all jurisdictions.
- The IHCSA Facebook page has been reactivated, featuring new and engaging posts every week.



# FINANCIAL STATEMENTS

**For the year ended 30 June 2020**

The Financial Statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*. The Directors have determined that the company is not a reporting entity.

The Financial Statements have been prepared on an accruals basis and are based on historic costs and do not take into account changing money values or, except when stated specifically, current valuations of non-current assets.

**Download the full Financial Statements below:**





# OUR TEAM

## OUR BOARD

Andy Rolfe (Board Chair)

Director, Kids at Home Family Day Care and Director/Owner, FDSee

Ro Anderson

Manager, Wesley Mission Family Day Care and In Home Child Care

Rose Kent

Formerly State Manager, Australian Health Practitioner Regulation Agency, Queensland

Kerry Smith

Owner, We Belong Family Day Care

Musa Sesay

Liberty Family Day Care

## OUR STAFF

Cathryn Ackroyd

Kasey Bassett

Emma Beach

Yvette Bellwood

Robert Blin

Sarah Bobart

Cathy Cahill

Robyn Carlos

Marlies Coleman

Sharyn Condon

Jason de Bakker

Claire Dennis

Birgitt Dixon

Kelly Downes

Melissa Evans

Suzana Fense

Helen Gersbach

Janene Gibson

Karen Gill

Joana Gomes

Sean Harper

Brad Harris

Bruce Harvey

Mira Henen

Brenda Horan

Shanna Hughes

Melissa Irving

Alicea Jeynes

Debbie Joyce

Claire Kennedy

Martina Lindner

Shirley Mak

Denise Marshall

Kate Martineau

Carmen McShane

Louisa Moloney

Nicole O'Connor

Barbra O'Neill

Donna O'Shea

Kelly Parker

Christie Perrin

Nicole Powell

Rebecca Stanley

Catherine Tann

Rayleen Tramacchi

Deb Tuckey

Eleni Villani

Veronica Willis

Louise Zacharia



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