



# **ANNUAL REPORT**

## **2024-25**









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## **CORPORATIONS ACT 2001 – SECT 300B**

Annual directors’ report--companies limited by guarantee

- (1) The directors’ report for a financial year for a company limited by guarantee must:
  - (a) contain a description of the short and long term objectives of the entity reported on; and
  - (b) set out the entity’s strategy for achieving those objectives; and
  - (c) state the entity’s principal activities during the year; and
  - (d) state how those activities assisted in achieving the entity’s objectives; and
  - (e) state how the entity measures its performance, including any key performance indicators used by the entity.
- (2) The entity reported on is:
  - (a) the company (if consolidated financial statements are not required); or
  - (b) the consolidated entity (if consolidated financial statements are required).
- (3) The directors’ report for a financial year for a company limited by guarantee must also include details of:
  - (a) the name of each person who has been a director of the company at any time during or since the end of the year and the period for which the person was a director; and
  - (b) each director’s qualifications, experience and special responsibilities; and
  - (c) the number of meetings of the board of directors held during the year and each director’s attendance at those meetings; and
  - (d) for each class of membership in the company--the amount which a member of that class is liable to contribute if the company is wound up; and
  - (e) the total amount that members of the company are liable to contribute if the company is wound up.

# Executive Summary

## State of the Queensland OSHC Sector



**833**

services



**134,400**

children



**13.4**

average weekly hours

**161**

children per service  
(on average)

**1 in 4**

Queensland Primary school  
age children attending OSHC

### WORKFORCE

**6,475**

educators



**210**

First Nations Workers

**24**

Median Age of Workforce

### OVERALL QUALITY RATINGS



■ Meeting  
■ Exceeding  
■ Working towards

**80.6%** of OSHC services are rated  
Meeting NQS

**4.7%** of OSHC services are rated  
Exceeding the NQS

**14.6%** of OSHC services are rated  
Working Towards the NQS

Data sources:

<https://www.education.gov.au/early-childhood/resources/june-quarter-2025-data-tables>

<https://www.acecqa.gov.au/resources/snapshot-and-reports/nqf-snapshots>

<https://www.acara.edu.au/reporting/national-report-on-schooling-in-australia/student-numbers>

<https://www.education.gov.au/early-childhood/about/data-and-reports/national-workforce-census>

# About QCAN

## Organisation background

QCAN was formally incorporated on the 13th November, 1986. In 2019, QCAN transitioned to a company limited by guarantee. This transition enabled the organisation to strengthen governance requirements necessary to carry out its not-for-profit activities more broadly throughout Australia.

QCAN maintains a long history of support and advocacy for the OSHC sector and will continue this important as our core business on behalf of our members.

## Strategic Plan

QCAN's current strategic plan has 4 pillars. These are detailed in the table below. The pillars are a useful reference point against which the organisation's achievements and success are measured as detailed in the 2020 review of activity.

## QCAN vision

- **Excellence in School Age Care for Queensland**
- **QCAN core business**
  - \* Promoting connectedness and professionalism within the School Age Care sector through membership
  - \* Being a visible voice for the sector
  - \* Securing resources to help the sector
- **QCAN strategic directions**
  - \* Providing sector leadership
  - \* Building the capacity of the School Age Care sector through quality support, training, advice and resources
  - \* Promoting (advancing) and advocating for the School Age care sector

### Key Result Area 1: Governance and Financial Stability/Sustainability

Overall objective: To ensure that QCAN operates in accordance with best practice governance and a financially sound manner which supports organisational effectiveness and performance

### Key Result Area 2: Leadership, Stakeholder Relationships and Research

Overall objective: To be a visible leader in the School Age Care sector.

### Key Result Area 3: Organisational Effectiveness and Efficiency

Overall objective: To have a motivated, committed, professional and co-operative team

### Key Result Area 4: Memberships, Products and Services

Overall objective: To maintain high levels of membership through the provision of quality products and services

# Board of Directors

## Governance

Currently the board is comprised of six Directors, who are eligible to hold office for a term of three (3) years, but shall be eligible for reappointment or re-election for (1) further term of three (3) years in accordance with the Constitution.

## Meetings of Directors

During the financial year, four meetings of Directors were held. Attendances by each Director were as follows.

Name of Director	Director's Meetings Number eligible to attend	Number attended
Susie Berkhut <i>(Stepped down December 2024)</i>	2	2
Raeleen Wren	4	3
Jo-Anne Reedy	4	3
Maryann Sword	4	3
Susan Chimonides	4	3
Jennifer Cartmel <i>(Appointed January 2025)</i>	2	2
Bev Book <i>(Appointed March 2025)</i>	1	0



## Elected Directors

### **Susie Berkhut**

Susie Berkhut is the Director of Payne Rd OSHC under the management of the Payne Rd SS P&C Association. Susie has been a long-term board member of QCAN providing leadership to fellow Directors over this time. In her role as President, Susie has represented the sector at Ministerial forums as well as working groups. Of particular note was Susie's participation in the transition working party to ensure OSHC was a visible stakeholder supporting the important transition between kindergarten and school.

Susie has been involved with the OSHC sector for over 20 years previously facilitating the Brisbane West member network. Susie holds an Advanced Diploma of Community Sector Management.

### **Raeleen Wren**

Raeleen Wren is the General Manager for Wilston Kids Care, a large OSHC service operated by the Wilston State School P&C Association. Raeleen has over 25 years of experience throughout the ECEC sector and holds a Diploma and Advanced Diploma of Children's Services. Raeleen has extensive experience as an Education Professional with over 25 years' experience in both the Early Education sector and Outside School Hours Care Sector.

Raeleen has worked extensively in these spaces undertaking a multitude of positions ranging from childcare assistant right through to National Executive level. Raeleen has spent the last 11 years in various senior level leadership roles. Whilst working as the General Manager of Wilston Kids Care, Raeleen was also appointed as a Director of the QCAN Board and has held this position for over 2 years. Raeleen has worked in private, publicly listed, and community not-for-profit sectors managing and leading multiple early education services on behalf of private owners, companies, and investors. Raeleen also has extensive experience in providing operational and business consultation to Approved Providers/owners of both established and start up Services.

### **Maryann Sword**

Maryann Sword is a Children's Services Manager for Queensland Lutheran Early Childhood and School-Aged Care Services. Maryann has work within the OSHC sector for 35 years and holds an Advanced Diploma Children's Services.

Maryann has a strong commitment to quality OSHC services and has been a supporter of QCAN's advocacy for 25 years. Maryann loves LEGO, Owls, Music Festivals, and camping because they make the world a better place.

## Invited Directors

### **Susan Chimonides**

Susan joined the QCAN Board in late 2024. Susan has worked in the OSHC sector for the majority of her career, progressing through roles including Educator, Assistant Coordinator, Coordinator, Area Manager, and most recently, Head of Operations at Catholic Early EdCare.

Throughout her career, Susan has been fortunate to witness and contribute to many positive changes within the OSHC sector that support improved outcomes for children. Susan feels privileged to have the opportunity to work with QCAN and to advocate for our sector as we continue to strengthen and enhance the quality of OSHC services.

### **Jennifer Cartmel**

Professor Jennifer Cartmel is a senior lecturer in the School of Human Services and Social Work. She has been involved in a wide range of research projects focussing on children's social and emotional learning and the workforce in children's services including child care settings and human service organisations. Her research interests include the role of critical reflection in the development of professional competencies, the interaction between educators and children in group settings, intergenerational practice and the many facets of outside school hours care services.

Jennifer is a member of the World Education Research Association International Research Network for Extended Education and associate editor for the International Journal of Playwork Practice

### **Bev Book**

Bev's role with PCYC Qld sees her driving the strategic direction of their Outside School Hours Fun services. She provides both strategic and tactical advice to the CEO and Board while brokering new business, implementing market leading practice and maintaining stakeholder relationships.

Previous to this, Bev was the Operations Manager at the Aboriginal and Torres Strait Islander Community Health Service, overseeing all early childhood services including the Child and Family Centre and group of Deadly Kindys.

Formally the National Manager for Early Education Services with The Benevolent Society, she managed the early education services as well as the Dept of Education funded Early Years Places across Browns Plains, Acacia Ridge and Beaudesert. During her time at the Benevolent Society, she also worked as the Early Childhood Early Intervention implementation manager in partnership with the NDIS as the Partner in Community. This program still provides early intervention and pathways to support children with developmental delay or disabilities into the appropriate therapy or connection with the National Disability Insurance Scheme.



# Chief Executive Officer's message

As we reflect on the 2024-2025 year, I am immensely proud of the progress the Queensland Children's Activities Network has made in advancing the Outside School Hours Care sector across our state and the nation. This has been a year of transformation, collaboration, and renewed commitment to the educators, services, and communities we support.



## Governance and Leadership

I extend my heartfelt gratitude to our Board for their unwavering governance and commitment throughout this year. Your strategic guidance has been instrumental in positioning QCAN as a leading voice in the sector.

I offer special recognition to our outgoing Chairperson, **Susie Berkhut**, who has been the backbone of this organisation. Susie's visionary leadership, dedication, and unwavering support have enabled the growth and transformational change required to progress QCAN to where we stand today. Her contribution to the sector and to this organisation cannot be overstated, and we are deeply grateful for her service.

I warmly welcome our incoming Chairperson, **Associate Professor Jennifer Cartmel**. Jennifer is a highly regarded sector expert whose knowledge, experience, and passion for quality Outside School Hours Care are well known throughout Australia. Despite her full schedule, Jennifer generously commits her time and expertise to QCAN, and we have been honoured to have her leadership through this next chapter.

## Training and Professional Development

This year has seen remarkable engagement in our training programs, with educators and services across Queensland accessing high-quality professional development opportunities. Our commitment to building workforce capability has resonated strongly with the sector, with increased participation in both face-to-face and online learning opportunities that strengthen practice and support continuous improvement.

### Future Funding and Sustainability

We are actively pursuing funding opportunities that will provide much-needed professional support and training resources for the sector. These initiatives will strengthen our capacity to deliver comprehensive workforce development programs, policy advocacy, and quality improvement support to services across the state. The investment in these opportunities represents a significant step forward in ensuring the sustainability and growth of quality OSHC provision in Queensland.

## **The Uplift Project: Building Communities of Practice**

One of our most significant achievements this year has been the Uplift project, which is enabling communities of practice to strengthen across the state. This initiative is bringing the sector together in unprecedented ways, providing educators and services with the peer support, shared learning, and professional connection they have long needed. The response has been overwhelming, demonstrating the sector's hunger for collaboration and collective professional growth. Through Uplift, we are not only building individual capability but strengthening the entire OSHC ecosystem in Queensland.

## **NOSHA Activities**

Successful negotiations of a funding agreement with the Australian Government has enabled support to be provided to engage the OSHC sector with the Worker Retention Payment (WRP). This involved quickly establishing a solid team to provide expert advisory and support services to apply and comply with the WRP grant conditions.

## **Looking Ahead**

As we move forward, QCAN remains committed to championing quality Outside School Hours Care, supporting workforce development, and advocating for policies that prioritise child outcomes and community benefit. The foundation we have built this year, strengthened by effective governance and sector collaboration, positions us well for continued impact and growth.

Thank you to our Board, our members, our partners, and the dedicated OSHC professionals across Queensland who make this work possible.

## **Kylie Brannelly**

Chief Executive Officer

Queensland Children's Activities Network





# 2024–2025 Principal Activities

## Key Performance Results

### Key Result Area 1: Governance and Financial Stability/Sustainability

Overall objective: To ensure that QCAN operates in accordance with best practice governance and a financially sound manner which supports organisational effectiveness and performance

With the election of new board members, 2025 has provided the opportunity to review some of the governance processes. This has involved updating our 'Reason for Being' which is the key document defining the role of Management and Governance of the organisation.

- The organisation is audited annually to ensure compliance with financial operations.
- An annual budget guides the financial decision making and investments of the organisation.
- The board receive regular financial reports to monitor the organisation's performance and to inform decision making.
- Induction information is available to the board which defines their role, the role of the CEO, decision making, conflict of interest, code of conduct and engagement.

### Key Result Area 2: Leadership, Stakeholder Relationships and Research

Overall objective: To be a visible leader in the School Age Care sector.

## State Achievements

The QCAN CEO has successfully prepared applications and negotiated four (4) new funded projects with the Queensland Government. These include:

- Ongoing funding for the OSHC Educator Microcredential \$100,000 per annum
- OSHC Uplift Pilot \$200,000 per annum over two years
- Leadership and Management Project
- Positive Behaviour Guidance Coaching Project

In addition, QCAN are involved in a new Queensland Initiative of the Department of Trade, Employment and Training. This initiative is the Industry Skills Solutions (ISS) Early Childhood Education and Care Skills Fund. The implementation plan is a deliverable to each industry skills fund that identifies skills issues and recommended solutions to assist industry to meet current and future skills demand. QCAN will inform training solutions that may be funded under the plan.

In the area of research, QCAN's Learning, Education and Development Manager continued facilitation of Action Research projects which enable the organisation to showcase best, inspiring and evidence based practices.

The CEO, LEAD Manager and LEAD Trainer attended the Global Extended Learning and Youth Development Conference (GELYDA) and presented on QCAN's initiatives.

While our first Reconciliation Action Plan (RAP), which was launched in June 2022 has come to an end, we are now embarking on the second RAP starting with a newly established sub-committee to steer this work. We are grateful for the contributions of our former RAP working group that have helped lead this work. Our RAP Coordinator is leading this work and we are the only dedicated OSHC Peak Body in Australia to have a RAP.

The Chief Executive Officer continues to represent and advocate for the Queensland OSHC sector through involvement in the following Queensland Government initiatives:

- Excellence in Early Childhood Education and Care – Stakeholder Advisory Group
- Regulatory Advisory Committee
- Higher Education and Registered Training Stakeholders Working Group
- Industry Skills Solutions – ECEC Working Group

QCAN further participated in the Statement of Shared Commitment which was launched by Minister Langbroek in March 2025. This statement titled 'Every Interaction Counts' is a joint initiative of the Queensland early childhood sector, including Outside School Hours Care and the Early Childhood Regulatory Authority, representing a unified approach to a child safe culture.

## **National Achievements**

QCAN is the secretariat for the National Outside School Hours Services Alliance (NOSHSA) and the CEO is the NOSHSA Chairperson. In 2025, NOSHSA was successful in obtaining funding to support the Australian OSHC sector to engage with the Worker Retention Payment Grant. A national team has been established to provide application and compliance support until 30 June 2026.

Under the same leadership, NOSHSA has produced two editions per annum of the OSHC dedicated magazine, 'All About OSHC'. Published in December 2025 and June 2025, this magazine promotes professionalism and advancement in the OSHC sector. <https://www.noshsa.org.au/allaboutoshc>

The NOSHSA Chairperson continues to represent and advocate for the OSHC sector through involvement in:

- HumanAbility Children's Education and Care Industry Advisory Group  
- (NOSHSA is a founding member of HumanAbility)
- Australian Government Early Childhood Education and Care Reference Group
- Australian Government Service Delivery Prices Project Sector Reference Group
- ACECQA's National Children's ECEC Workforce Strategy Reference Group
- Global Extending Learning and Youth Development Association

Leadership and Stakeholder Relationships have continued to be critical with significant ongoing advocacy at both the State and National levels. The transition of the Certificate III in Outside School Hours Care to the National Training Package has been a priority in this financial year with HumanAbility leading this work and undertaking a thorough analysis of what is required of this qualification for the future.

The NOSHSA Chairperson is an Industry Advisor on several research projects included Activated OSHC led by the University of South Australia and is an Industry Supervisor on three (3) current PhD projects.



QCAN maintain a dedicated group of motivated, committed, professional and co-operative team members. This has contributed to the success of the organisation throughout 2024/2025.

Rarni Rothwell, QCAN's Learning, Education and Development (LEAD) Manager has continued to develop and deliver high quality training products throughout the year supported by LEAD Trainer, Emily McKenna. The demand for training and professional development has continued with delivered training activities identified Table 1: 2024/2025 Review of activity.

Rarni and Emily have reviewed and improved QCAN's premier training products in 2024/2025 which includes the:

- Professional Development and Training Package Subscription (created in 2022)
- OSHC Educator Micro-credential

Lainey Walker has continued as our Reconciliation Action Plan (RAP) Coordinator and is currently working towards our next RAP at the Innovate level. In addition, Lainey has taken a lead role in a new QCAN project that is funded by the Queensland Government. The OSHC Uplift pilot is a statewide program designed to support small Approved Providers and their educators to deliver high-quality OSHC services. Delivered over two years, the initiative will target smaller Approved Providers with a focus on those rated Meeting or Exceeding the National Quality Standard (NQS) or Working Towards services referred by ACECQA under the Targeting Quality Program

The Uplift project has created additional casual employment opportunities at QCAN and we have welcomed the following Uplift Advisors to our team:

- Alana Porsbro and Tamyn Draper (Cairns)
- Emma Woods (Townsville)
- Tom Rose (Ipswich/Logan/Gold Coast)
- Deanne Wrigley (Toowoomba)
- Alana Porsbro (Wide Bay)

Our Administration Support Officer, Vanessa Van Der Meer has been with the organisation since September 2011. Vanessa has made significant contributions to QCAN over this time and has frequently had to adapt skills to design and deliver new projects. Vanessa's organisation skills along with her creative ability are an asset to the organisation. While Vanessa may be known to many of our members as the friendly voice at the end of the phone, Vanessa also organises QCAN activities such as member meetings and online training. Vanessa puts together our monthly newsletter, Intouch sourcing recipe and activity ideas each month. QCAN are fortunate to have Vanessa's creative and media design skills evident in the QCAN website and other publications.

In January, Melissa Brown joined the team providing administration support to the NOSHSA WRP project. Melissa will provide future support to the new LAMP project.

## Key Result Area 4: Memberships, Products and Services

Overall objective: To maintain high levels of membership through the provision of quality products and services

QCAN have retained 95% of members in 2024/2025. Membership continues to grow as new services establish in Queensland. (Outsourcing of services in Queensland is the major cause of membership loss as the majority of larger corporate providers do not engage with State Peak Bodies as members, despite the benefits they attract from the services provided by and activities of QCAN.)

Activity	Number of Activities	Participating Services	Participating Educators
Member meetings	6	94	148
Uplift CoPs	9	39	74
Combined MM and Uplift CoP	8	75	166
Micro-credential	55	63 (Approved Providers)	638
Webinar Wednesday	35	283	338 1511 recordings accessed
Online workshops	21	66	121 255 recordings accessed
Group Provider workshops (In person)	2	16	23
Conference	1	75	128
Inservice Training (In person)	55	88	836
Inservice Training (Online)	11	66	188
Professional Development and Training Package subscriptions (Qld only)	82	230	5538
OSHC Educator Day Trivia Night	1	11 groups	77



# Future directions

## Workforce development

Workforce development is an ongoing priority for QCAN evident in our successful applications to deliver professional development and support initiatives across the Queensland OSHC sector. These initiatives include:

- Leadership and Management Project (LAMP)
- Positive Behaviour Coaching Support Program (PCBSP)

The Certificate III in Outside School Hours Care is an important qualification vital to achieving the Focus Area 5, Action 1 in the Australian Children's Education and Care Quality Authority (ACECQA) National Workforce Strategy, Shaping Our Future. This ten-year strategy is a plan to ensure a sustainable, high-quality children's education and care workforce 2022-2031. The relevant action includes a review of the educator qualifications requirements for OSHC. This review will be in a stronger position to promote and advance change with access to the Certificate III in Outside School Hours Care. In 2024, QCAN's CEO approached Human Ability to transition this qualification into the National Training Package.

## Innovate RAP

In January 2025, the Board established a dedicated sub-committee to drive QCAN's next Reconciliation Action Plan forward. Building on the foundation laid by the previous working group, this committee will shape and guide our evolving reconciliation journey. With Terms of Reference now in place, we've engaged passionate members to join this transformative work through expressions of interest.



The Queensland Children's Activities Network acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country throughout Australia, and recognise their continuing connection to culture, land, waterways and communities. We pay our respects to Elders past and present.

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