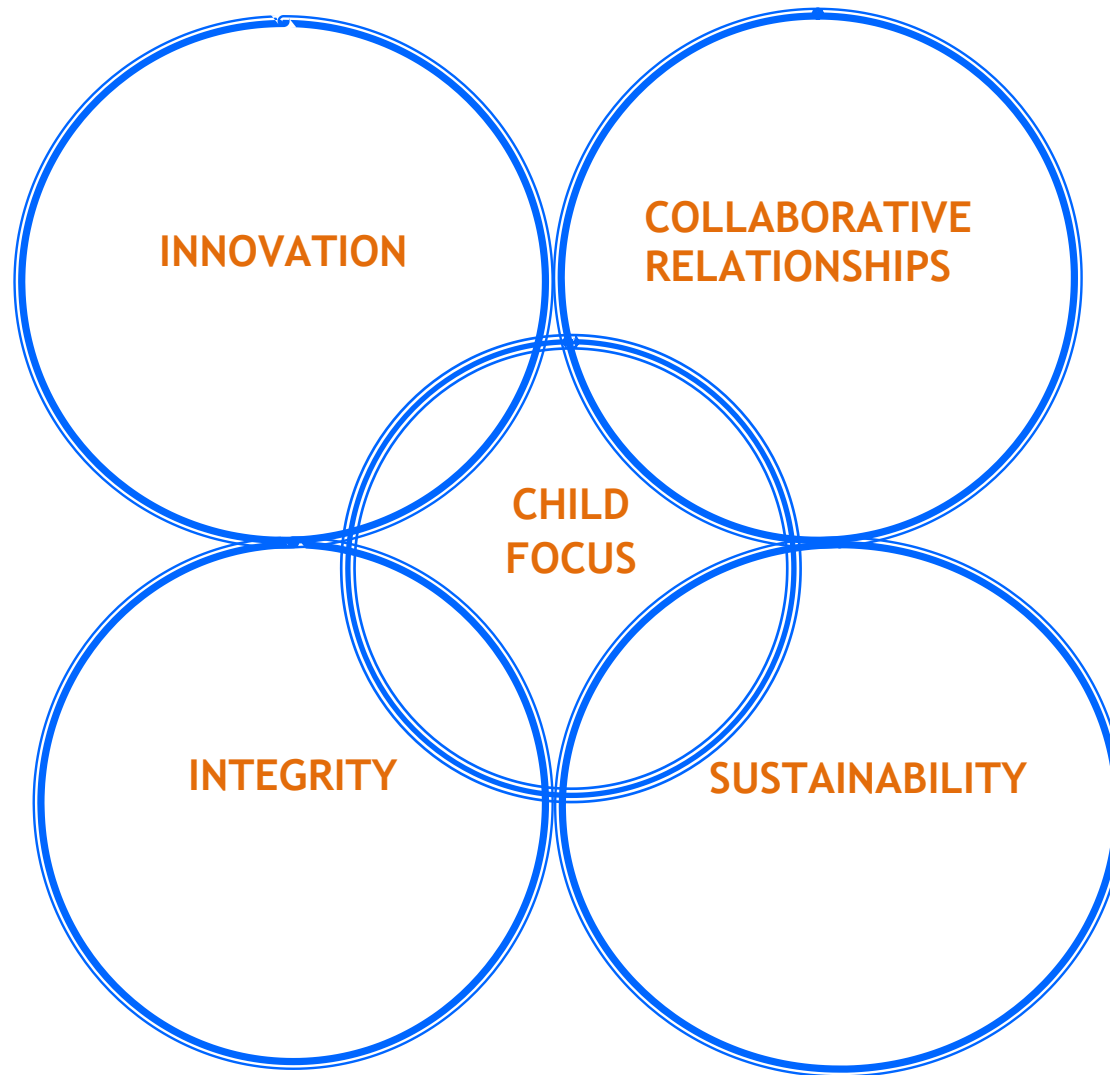




# Annual Plan 2017



## Introduction

Alpine Children's Services (ACS) is a proud not-for-profit organisation that provides quality early childhood services to families throughout the Alpine Shire in North East Victoria. Our main centres are in Bright, Mount Beauty and Myrtleford. Services include the provision of long day care, childcare, family day care and pre-school / kindergarten programs.

### Abbreviations

Abbreviation	Detail	Additional information
ACS Board	Alpine Children's Services Board of Management	Responsible for the management of ACS, made-up of parent representatives from each ACS service, up to 3 community representatives and 2 Alpine Shire Council representatives
AVCC	Alpine View Children's Centre	Located in Bright, offering kindergarten & long day care services
BM	Business Manager	Vacant
EL	Educational Leader/s	AVCC = Dianne Berton / LVCC = Helen Zirnstein / MVCC = Shaneen Mills / FDC = Kate Kovesy
FDC	Alpine Family Day Care	Family day care located within the Alpine Shire
FFG	Family & Friends Group	Each ACS centre has an FFG. The FFG is made-up of parent & staff representatives from the centre. Each FFG is focused on supporting families, children & staff via fundraising activities, working bees, social events & providing parents with a voice
FWO	Family Wellbeing Officer	AVCC = Debi Dyball / LVCC = Gaby Thomson / MVCC = Julie Sinnett
GM	General Manager	Jenny Griffiths
KT	Kindergarten Teacher	AVCC = Marlene Steiner / LVCC = Eloise Fountain
LVCC	Lake View Children's Centre	Located in Mount Beauty, offering kindergarten & long day care services
MVCC	Mountain View Children's Centre	Located in Myrtleford, offering long day care services
Sub	ACS Board Sub Committee	Established as per the <i>ACS Governance &amp; Delegated Authorities Policy</i>
SWO	Staff Wellbeing & Contact Officer	AVCC = Leah Williams / LVCC = Gaby Thomson / MVCC = Julie Newlands
TL	Team Leader/s	AVCC = Helen Crutchett / LVCC = Isabelle Raw / MVCC = Jenny Rinaldo / FDC = Kate Kovesy
Green		Fully completed on time OR on track to be completed on time
Amber		Partially completed but not on track to be completed on time
Red		Not yet started or partially completed but will not be completed on time
White		Not yet due and not yet started

# 1. Collaborative Relationships - CHILD focus

*Uniting with others to ensure the delivery of quality early childhood care and education*

Initiative	Actions / Considerations	Date	Who	Result	Explanation
1.1 Ensure successful FFGs at each service	<ul style="list-style-type: none"> <li>Continued involvement from TL &amp; EL with each LVCC &amp; AVCC FFG.</li> </ul>	Dec	TL & EL		
	<ul style="list-style-type: none"> <li>Focus on establishing MVCC FFG - TL and staff reps to attend meetings.</li> </ul>	June	TL & Staff Reps		
1.2 Commitment to positive team culture	<ul style="list-style-type: none"> <li>Review and update the MVCC Improvement Plan with the new MVCC TL.</li> </ul>	Feb	TL, EL & GM		
	<ul style="list-style-type: none"> <li>Implement Improvement Plans (based on feedback from 2016 staff surveys).</li> </ul>	Feb	TL & EL		
1.3 Continue to improve TL's capacity to lead their team.	<ul style="list-style-type: none"> <li>Deliver internal training to ACS Leadership Team on effective written communication.</li> </ul>	Feb	MVCC AO		
	<ul style="list-style-type: none"> <li>MVCC Team Leader and MVCC Educational Leader to apply for the Leading People &amp; Leading Learning in Early Childhood Settings programs with the Bastow Institute.</li> </ul>	April	MVCC TL & EL		
	<ul style="list-style-type: none"> <li>GM to continue with 'How am I doing?' monthly meetings to drive TL's capacity.</li> </ul>	Dec	GM & TLs		
	<ul style="list-style-type: none"> <li>Provide further time management training for the ACS Leadership Team</li> </ul>	June	TLs, Els and KTs		
	<ul style="list-style-type: none"> <li>Consider training by Meerkin &amp; Apel</li> </ul>	Dec	TLs, Els and KTs		
1.4 Improve engagement and connections with the community	<ul style="list-style-type: none"> <li>ACS to support a community run event with children's activity tents.</li> </ul>	Dec	TLs		
	<ul style="list-style-type: none"> <li>Each centre to implement at least two projects with local community groups such as Landcare, aged care facilities, Men's Shed etc.</li> </ul>	Dec	GM		

Initiative	Actions / Considerations	Date	Who	Result	Explanation
	<ul style="list-style-type: none"> <li>GM to strengthen connections with each local primary school through regular meetings with principals: <ul style="list-style-type: none"> <li>Twice per year if children transitioning to the school</li> <li>Once per year if no children transitioning e.g. Harrierville</li> </ul> </li> </ul>	Dec	GM		
1.5 Ensure families understand how they can participate in their service	<ul style="list-style-type: none"> <li>Distribute flyer that includes all the ways a family can participate to all existing families on an annual basis.</li> </ul>	Mar			
1.6 Support Alpine Shire Council with the development of the new Municipal Early Years Plan (MEYP)	<ul style="list-style-type: none"> <li>Participate in the biannual review of the 2012 - 2017 MEYP.</li> </ul>	June Dec	GM		
	<ul style="list-style-type: none"> <li>Assist in the development of the 2018 - TBC MEYP.</li> </ul>	TBC	GM		
1.7 Support positive transition to schools	<ul style="list-style-type: none"> <li>Lead each Birth to Eight Clusters in regards to supporting positive transitions to school</li> </ul>	Term	GM, KTs & ELs		
	<ul style="list-style-type: none"> <li>Develop a charter and program of events for Upper Ovens Network and Myrtleford &amp; District Clusters.</li> </ul>	April	GM, KTs & ELs		
1.8 Develop and implement a simple Communication Strategy	<ul style="list-style-type: none"> <li>Develop a simple strategy for improving ACS's communication by implementing four key communication strategies: <ul style="list-style-type: none"> <li>Use Vision6 for all family e-communication</li> <li>Consideration of proposal to have all services establish a closed FB page with regular posts</li> <li>Establish a consistent method of staff communication (e.g. all TL to provide a weekly FYI)</li> <li>Continue strong relationship with local newspaper and communicate articles to families (using Vision6), staff and ACS Board (through service updates)</li> </ul> </li> </ul>	Mar	GM & BM		

Initiative	Actions / Considerations	Date	Who	Result	Explanation
	<ul style="list-style-type: none"> <li>Present strategy to the ACS Board.</li> </ul>	Mar	GM & BM		
	<ul style="list-style-type: none"> <li>Implement approved strategy.</li> </ul>	April	GM & BM		
1.9 Trial use of cloud based platform for document of children's learning to improve accessibility for families to access information about their child's learning and save educator's time documenting children's learning	<ul style="list-style-type: none"> <li>0-2YO Room at AVCC to implement trial.</li> </ul>	Feb	18mo to 3yo Ed		
	<ul style="list-style-type: none"> <li>Report to the ACS Board including consideration of implementation across ACS.</li> </ul>	June	GM		

## 2. Innovation - CHILD focus

*To become an organisation that fosters both fundamental and incremental changes resulting in improved and service offerings & organisational processes.*

Actions	Considerations	Date	Who	Result	Explanation
2.1 Improve outcomes for children who have experienced trauma with a focus on families involved with Child Protection - particularly at MVCC	<ul style="list-style-type: none"> <li>• Create a working party with M&amp;CH, Gateway Community Health, MVCC TL &amp; EL and any other relevant community groups. Group to develop and implement 2-3 recommendations.</li> </ul>	July	GM to oversee		
2.2 Continue to implement outdoor play space improvement plans at each centre	<ul style="list-style-type: none"> <li>• LVCC, MVCC &amp; AVCC:               <ul style="list-style-type: none"> <li>○ Develop working party who will oversee the 2017 phase of the plan</li> <li>○ Investigate funding / grant opportunities</li> <li>○ Consider collaboration with FFGs, Landcare, Men's Shed &amp; other local community groups</li> </ul> </li> </ul>	Feb	TLs		
2.3 Ensure each service meets the needs of the community	<ul style="list-style-type: none"> <li>• Implement action plan from feedback from 2016 family surveys.</li> </ul>	July	TL & ELs		
	<ul style="list-style-type: none"> <li>• LVCC and Myrtleford OSHC to consider implementation of regular nature programs.</li> </ul>	Mar	ELs		
	<ul style="list-style-type: none"> <li>• AVCC to continue to implement regular nature programs and connection with Hawthorn Village</li> </ul>	Ongoing	3-5YO Ed		
	<ul style="list-style-type: none"> <li>• AVCC to continue connection with Hawthorn Village Aged Care Unit</li> </ul>	Ongoing	4-5YO Ed		

### 3. Integrity - CHILD Focus

*Basing actions on a consistent framework of principles that reflect ACS core values*

- *Offering a professional service based on quality programs & sound financial management*
- *Demonstrating commitment and sincerity to the provision of excellent services for children & their families*
- *Being fair and respectful to ourselves & others*
- *Being open, honest, accountable, responsive and consistent in all our actions - doing what we say we will do*

Actions	Considerations	Date	Who	Result	Explanation
3.1 Ensure all payroll functions are accurately, efficiently & effectively maintained & recorded	• Implement the ACS Finance & Administration Restructure.	Jan	GM		
	• Undertake an audit of the payroll system once the new EA has been approved by FWA.	April	BM		
	• Implement new payroll system that incorporates staff rostering.	Sep	BM		
	• Undertake an audit of the new payroll system.	June	BM		
3.2 ACS to host day of PD	• Develop topic with group of educators.	Feb	MVCC AO		
	• Engage high-level presenter on chosen topic.	April	MVCC AO		
	• Present report to the ACS Board.	Nov	GM		
3.3 Annual Staff & Family Survey	• Use the on-line survey for staff to guide improvements for each service and for ACS.	Aug	GM, TLs & ELs		
	• Develop a summary of survey results including achievements and areas for improvements.	Nov	GM, TLs & ELs		
	• Provide report to ACS Board.	Nov	GM & MCP		
3.4 Undertake review of Child Safe Standards	• GM to coordinate comprehensive review of Child Safe Standards to ensure compliance and provide a report to the ACS Board.	Mar	GM		
3.5 Ensure ACS complies with OHS legislative requirements	• Undertake review of OHS system and consider OHS Online Compliance System.	June	GM & BM		



Actions	Considerations	Date	Who	Result	Explanation
3.6 Report on the progress of the Quality Improvement Plan of each service	<ul style="list-style-type: none"> <li>Present the report to the ACS Board biannually.</li> </ul>	June Nov	GM		
3.7 Board health check	<ul style="list-style-type: none"> <li>Develop a checklist a Board health check - refer to Our Community &amp; the Australian Institute of Company Directors</li> </ul>	April	GM & Sub		
	<ul style="list-style-type: none"> <li>Conduct a Board health check, including: <ul style="list-style-type: none"> <li>Check on progress against ACS mission and values</li> <li>Highlight achievements</li> <li>Identify areas for Board improvement</li> <li>Set a lead for ACS in performance evaluation and continuous improvement</li> <li>Provide benchmark for future reviews</li> </ul> </li> </ul>	June	GM & Sub		
	<ul style="list-style-type: none"> <li>Develop a report of the review, present at AGM and publish on ACS website and promote to ACS stakeholders.</li> </ul>	Nov	Sub		
3.8 Improve ACS's risk management	<ul style="list-style-type: none"> <li>Form an ACS Board sub-committee to identify three key risks for ACS.</li> </ul>	Feb	GM & Sub		
	<ul style="list-style-type: none"> <li>Develop and implement strategies to address the risks.</li> </ul>	Oct	GM & Sub		

## 4. Sustainability - CHILD focus

To create a sustainable organisation through the adoption of practices that demonstrates a commitment to innovative practices in **environmental protection, social responsibility and economic progress.**

Actions	Considerations	Date	Who	Result	Explanation
4.1 Service offering expansion	<ul style="list-style-type: none"> <li>Myrtleford Preschool.</li> </ul>	June	GM & ACS Board		
	<ul style="list-style-type: none"> <li>OSHC - undertake due diligence investigations into taking over the management of Porepunkah and Bright P-12 College services.</li> </ul>	June	GM		
	<ul style="list-style-type: none"> <li>Review all Early Childhood services within the Alpine Shire Council including the two mountain resorts (Mount Hotham and Falls Creek).</li> </ul>	Sep	GM & BM		
4.2 Increase & integrate sustainable practices at each centre	<ul style="list-style-type: none"> <li>Each centre to introduce or embed 1 new sustainable practice.</li> </ul>	Sep	ELs		
	<ul style="list-style-type: none"> <li>Review current sustainable practices &amp; teachings e.g. composting at each centre.</li> </ul>	Sep	ELs		
4.3 Ensure families & children have access to nutrition, healthy eating and oral health education	<ul style="list-style-type: none"> <li>Dental nurses to visit all centres to educate children on oral health.</li> </ul>	Dec	ELs		
	<ul style="list-style-type: none"> <li>Implement an oral health education campaign directed at parents.</li> </ul>	Dec	TLs		
	<ul style="list-style-type: none"> <li>Catering officers to visit with other Early Childhood Services in our region for new ideas and ways of providing healthy and delicious food.</li> </ul>	June	Catering Officers		
	<ul style="list-style-type: none"> <li>Catering Officers to consider ways of reducing food costs such as bulk buying and other catering suppliers</li> </ul>	April	Catering Officers & BM		
4.4 Manage ACS finances in accordance with a neutral budget	<ul style="list-style-type: none"> <li>Minimise fee increases for families.</li> </ul>	Oct	GM & BM		
	<ul style="list-style-type: none"> <li>Improve each TL's accountability for their budget.</li> </ul>	April	BM & TLs		
	<ul style="list-style-type: none"> <li>Source additional funds through grants, community partnerships and fundraising.</li> </ul>	Dec	BM		

Actions	Considerations	Date	Who	Result	Explanation
4.5 Work with the ASC to ensure each building utilised by ACS is maintained to a high standard	<ul style="list-style-type: none"> <li>GM to meet biannually and as needed with relevant person at ASC to ensure ongoing building improvement of all facilities with primary focus on MVCC.</li> </ul>	June Dec			