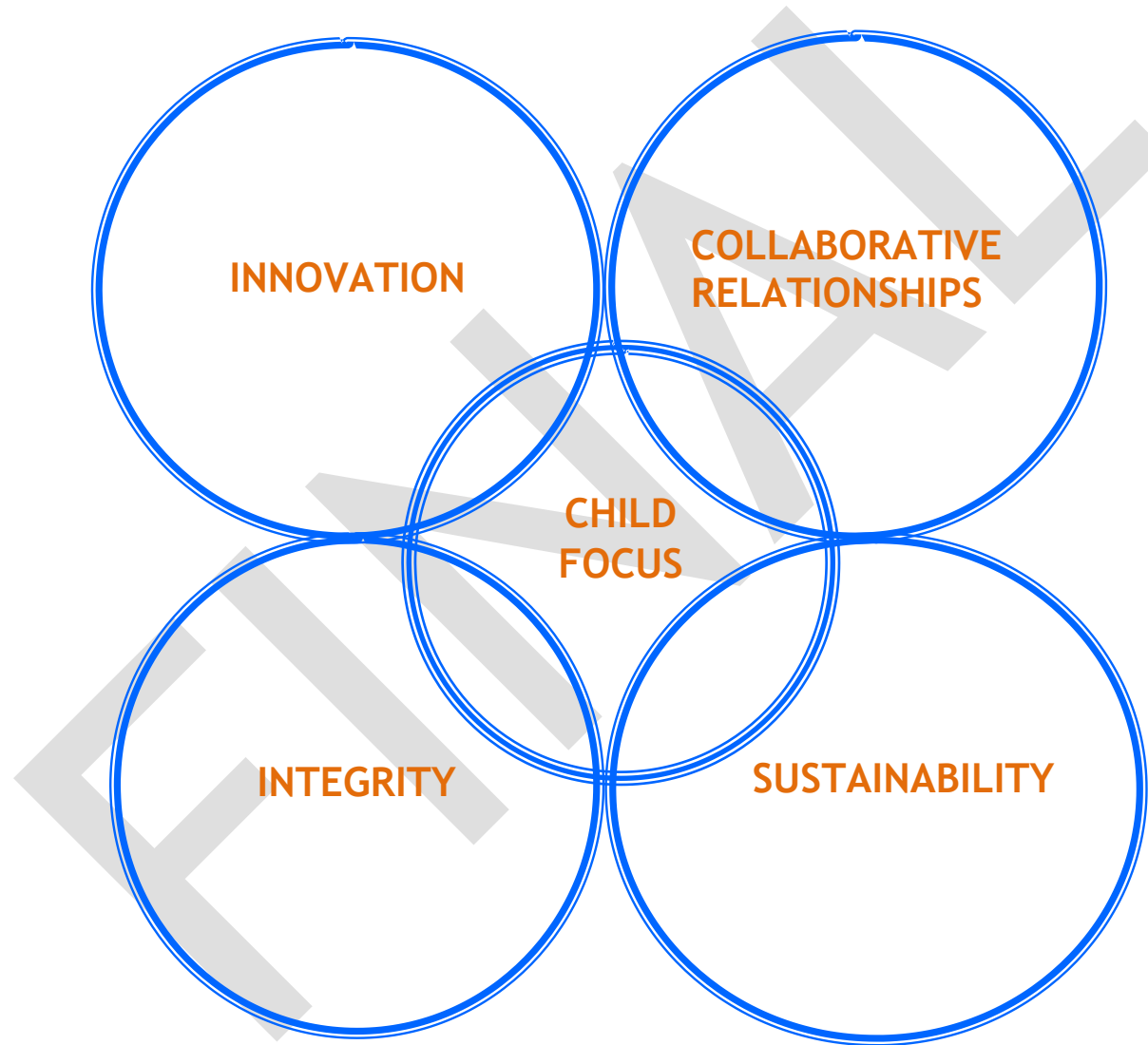




2018 Annual Plan



Abbreviations

Abbreviation	Detail	Additional information
ACS Board	ACS Board of Management	Responsible for the management of ACS, made-up of parent representatives from each ACS service and two Alpine Shire Council representatives
AVCC	Alpine View Children's Centre	Located in Bright, offering kindergarten & long day care services
BM	Business Manager	Jeanette McLaren
BOSHC	Bright Outside School Hours Care	Located in Bright, offering after school care and holiday care, Lead Educator = Carolyn Ryan
EL	Educational Leader	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	LVCC & AVCC have a 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 = Debbie Dyball / LVCC = TBC / MVCC = Melissa Brown
GM	General Manager	Jenny Griffiths
KT	Kindergarten Teachers	AVCC = Marlene Steiner, LVCC = Eloise Fountain & TK = Jane Barter
LVCC	Lake View Children's Centre	Located in Mount Beauty, offering kindergarten & long day care services
MOSHC	Myrtleford Outside School Hours Care	Located in Myrtleford, offering after school care and holiday care, Lead Educator = Arlene Zozula
MVCC	Mountain View Children's Centre	Located in Myrtleford, offering long day care services
SWO	Staff Wellbeing & Contact Officer	AVCC = Leah Williams / LVCC = TBC / MVCC = Julie Newlands
TK	Tawonga Kindergarten	Located in Tawonga offering 3YO and 4YO kindergarten
CC	Centre Coordinator	AVCC = Helen Crutchett / LVCC = Isabelle Raw / MVCC = Nicole Buckland
SC	Service Coordinator	FDC = Kate Kovesy

1. Collaborative Relationships - CHILD focus

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

Initiative	Actions / Considerations	Target Date	Who	Success Measure
Support successful FFGs at each service	<ul style="list-style-type: none"> Continued involvement from CC & EL with each LVCC & AVCC FFG Continue with staff fundraising at MVCC and encourage support /involvement from families 	Ongoing 2018	CC & EL CC & EL	<ul style="list-style-type: none"> CC &/or EL attend each LVCC & AVCC FFG meetings and actively participate in activities MVCC conducts two fundraising ventures
ACS to support each community's access to early childhood education and care	<ul style="list-style-type: none"> Support each community's Birth to Eight Years Old Network Ensure each ACS service continues to meet the needs of each community now & for the future: <ul style="list-style-type: none"> Planning for expected population growth & therefore additional kindergarten / childcare places for the Upper Ovens Valley; and Redevelopment of the Myrtleford & District Children's Centre including additional kindergarten places & co-location of all 0-5YO services (Playgroup & Toy Library). Apply to become an Early Years Manager with the Victorian Department of Education & Training 	2018 2018 Feb 2018	KT & EL GM & Board	<ul style="list-style-type: none"> At least one ACS representative attends each EY Networks (CC, KT &/or EL) ACS has no wait lists at any centres / services ACS receives EYM funding to support the effective management of funded kindergarten programs
Improve connections with local Community groups	Each centre to implement at least two projects with local Community groups such as Landcare, aged care facilities, Men's Shed etc.	Dec 2018	EL	ACS Board advised of these projects as part of Industry & Service Updates
Improve engagement with the Community	ACS to sponsor a Community run event in each of Bright, Mount Beauty & Myrtleford: 1 event per Community per annum (refer Community Event Support program)	Dec 2018	CC	ACS Board advised of these projects as part of Industry & Service Updates

Initiative	Actions / Considerations	Target Date	Who	Success Measure
<p>Improve communication with staff, families and other stakeholders</p>	<ul style="list-style-type: none"> • Develop a communication strategy (external consultant may be used to provide assistance): <ul style="list-style-type: none"> ○ Define communication issues / concerns & ongoing requirements e.g. ACS website out of date, staff / family communication & interaction ○ Develop a plan to address issues / concerns and requirements e.g. website upgrade and mentoring • Implement Storypark (online platform for the documentation of children’s learning) to strengthen communication with families: <ul style="list-style-type: none"> ○ Extend Storypark across AVCC ○ Implement Storypark within all programs at MVCC ○ Consider Storypark for LVCC, TK and OSHC services for possible 2019/2020 implementation • Improve face to face communication with families at drop off and collection <ul style="list-style-type: none"> ○ Educational Leaders to develop and implement program to improve educator’s communication skills ○ Implement strategy to support educators’ communication with families 	<p>Mar 2018</p> <p>Jan 2018</p> <p>June 2018</p>	<p>GM</p> <p>CC</p> <p>EL</p>	<ul style="list-style-type: none"> • ACS has a communication strategy • Storypark implemented at AVCC & MVCC • 10% increase in families who respond ‘strongly agree’ or ‘agree’ to the question in the Annual Family Survey “Each educator uses effective communication to provide information about my child’s learning and development. Communication with families”
<p>Support the Alpine Shire Council to deliver early years related services</p>	<ul style="list-style-type: none"> • Support the development of the Municipal Early Years Plan (MEYP) • Provide feedback & support in relation to the Alpine Shire Council Maternal & Child Health Service • Assist in the delivery of the supported playgroup program throughout the Alpine Shire 	<p>Apr 2018</p>	<p>GM</p>	<p>Assistance & feedback provided to the Alpine Shire Council as required</p>

2. Innovation - CHILD focus

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

Actions	Actions / Considerations	Target Date	Who	Success Measure
Create inspiring play environments to promote children's learning	<ul style="list-style-type: none"> Continue the development of ACS's revolving library with inspiring publications Renew the closed (internal) FB page (for educators) that encourages educators to share their own learning environments (with links to the Educational Framework). Educators to include images and text from visiting other services. Review the Inspiring Play Space Checklist 	June 2018 Dec 2018 Sep 2018	EL	<ul style="list-style-type: none"> ACS has a list of ACS owned early childhood publications The ACS revolving library of publications is easily accessible by educators Each room / program has made a monthly contribution to the FB page Each room / program has completed the inspiring play space checklist & developed and implemented three action items for the year
Continue with outdoor play space improvement for each ACS Centre	<ul style="list-style-type: none"> AVCC: install cover on outdoor pergola for an outdoor classroom in inclement weather LVCC: install outdoor blinds on covered outdoor play spaces MVCC: install an adventure playground 	Dec 2018	CC	<ul style="list-style-type: none"> AVCC: Outdoor classroom created LVCC: partial installation of outdoor blinds is completed MVCC: Adventure playground completed
ACS to host biannual Conference & Family evening	<ul style="list-style-type: none"> Develop topic & engage high-level presenters on chosen topic Develop conference website and on-line registration Promote conference across Hume region Coordinate conference Present report to the ACS Board 	Feb - March 2018 March - April 2018 May - Sep 2018 Oct 2018 Nov 2018	GM & AVCC AO	<ul style="list-style-type: none"> 20% increase in non-ACS attendees to the conference 10% increase in families attending the family evening 5% increase to overall satisfaction of conference attendees

Actions	Actions / Considerations	Target Date	Who	Success Measure
Consider each child's voice when purchasing equipment and planning activities, incursions & excursions	<ul style="list-style-type: none"> • Educational Leaders to use the 'Guide to Making Decisions' to improve educator's skills in involving children in decision making • Engage children to express their views and implement their suggestions when possible e.g. conversation, observation, floorbooks and group session • Embed this process into 6-monthly activities & share findings with Early Years Networking Groups and ACS Board • Incorporate and action children's feedback in ACS Strategic & Annual plans, Outdoor play space improvement plans & Inspiring play environment plans e.g. through the use of floorbooks and small group sessions. 	Ongoing	ELs & Educators ELs & Educators	<ul style="list-style-type: none"> ○ Service / Centre measured as 'Exceeding' the National Quality Framework in Quality Area One

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	Actions / Considerations	Target Date	Who	Success Measure
Improve ACS governance	<ul style="list-style-type: none"> • Document & implement a Board induction process • Engage Alpine Valleys Community to deliver ACS Board Governance training • Review the current Board / Organisational / Governance structure • Improve ACS Board Induction Manual <ul style="list-style-type: none"> ○ Include feedback from the 2017 Board Health Check ○ Include information from the Institute of Company Director's Governance & Finance Manuals ○ Highlight the legislative responsibilities of being a board member and include the ACS values ○ Consider a Board Code of Conduct • Undertake annual skills survey of Board members to identify gaps, report to the Board and develop a strategy to address gaps • Policy review & development <ul style="list-style-type: none"> ○ Develop a Board Conflict of Interest Policy ○ Review the ACS Delegated Authorities Policy 	Feb 2018 March 2018 April 2018 June 2018 July 2018 Sep 2018	GM & ACS Board	<ul style="list-style-type: none"> • All Board members are formally inducted on joining • ACS Board Governance training • ACS Board / Organisational / Governance structure has been reviewed by the Board and an improvement action plan is developed • ACS Board Induction Manual adopted by the Board • Board skills strategy adopted & implemented by the Board • Board Conflict of Interest Policy implemented & Delegated Authorities Policy reviewed

Actions	Actions / Considerations	Target Date	Who	Success Measure
Implement a Policy Renewal Program	<ul style="list-style-type: none"> • Develop a Policy Register for all policy documents (including the ACS CoC, Board Manual & Philosophy) that includes date of last review, date of Board/GM approval & date of next scheduled review • Implement a Policy Renewal Program (an external consultant maybe engaged to provide assistance with this subject to a business case) to review all policies (incl. ACS CoC, Board Manual & Philosophy) to include: <ul style="list-style-type: none"> ○ Correct referencing of legislation, consistency of layout & terminology, inclusion of hyperlinks between policies, new ACS EA & the revised ECA Code of Ethics; ○ Incorporate acknowledgement of Aboriginal & Torres Strait Islander people into relevant documents; and ○ Consider development of an ACS Board Finance Policy & ACS Asset Management Policy 	<p>Mar 2018</p> <p>Mar - Oct 2018</p>	<p>GM & External Consultant</p>	<ul style="list-style-type: none"> • Policy Register is provided to the ACS Board each Board meeting • All ACS Policies (incl. ACS CoC, Board Manual & Philosophy) are updated to reflect standard layout etc and approved by the GM & ACS Board
Develop ACS 2019-2022 Strategic Plan	<ul style="list-style-type: none"> • Review ACS's vision, purpose and values • Identify the strategic priorities of ACS • Identify ACS's stakeholders and how best to engage them with the plan e.g. use of floorbooks with children, focus groups / online surveys for families, meetings / online surveys for staff • Develop the key goals for ACS in collaboration with the stakeholders 	Sep 2018	<p>GM & ACS Board</p>	ACS 2019-2022 Strategic Plan is developed and communicated to staff, families and the community

Actions	Actions / Considerations	Target Date	Who	Success Measure
Assess the level of satisfaction of ways of working within ACS	<ul style="list-style-type: none"> • Undertake a 6-monthly 'Health Check' review with MVCC • Continue with on-line annual survey for staff for the ACS 'Health Check' • Develop a summary of survey results including achievements and areas for improvements • Provide report to staff and ACS Board of Management 	<p>Aug/Sep 2018</p> <p>Sep/Oct 2018</p>	GM & AVCC AO	<p>Report provided to the ACS Board with the following:</p> <ul style="list-style-type: none"> • AVCC: 5-point increase of NP score • LVCC: maintain NP score • MVCC: 5-point increase at 6-mths and 10-point increase of NP score at 12-mths
Review OHS, CO, SWO & FWO roles	Are these positions meeting the needs of families, staff & ACS?	June 2018	GM	Review undertaken & required changes implemented (updated provided to the ACS Board)
Develop & implement an annual ACS training plan to meet the needs of all staff	<ul style="list-style-type: none"> • Early Childhood Education & Care training requirements • Professional (corporate) & IT training requirements • Consider staff & parent feedback from annual surveys • Contact Officer training requirements • OHS training requirements • Incorporate requirements from each staff member's performance appraisals 	June 2018	GM	Annual training plan in place to support 2019 Budget & planning process
Report on the progress of the Quality Improvement Plan of each service	Present the report to the ACS Board biannually	May & November 2018	GM	Report provided to the ACS Board 6-monthly
Risk monitoring	<ul style="list-style-type: none"> • Provide quarterly reporting of the ACS Risk Register to the ACS Board with monthly reporting by exception • Undertake an annual review and provide a report to the ACS Board 	<p>2018</p> <p>Dec 2018</p>	GM	<ul style="list-style-type: none"> • Quarterly report provided to the ACS Board • Annual review provided as a report to the ACS Board

Actions	Actions / Considerations	Target Date	Who	Success Measure
All payroll functions are accurately, efficiently & effectively maintained & recorded	<ul style="list-style-type: none"> • Implement minor improvements noted by Crowe Horwath from payroll audit • Undertake an audit of the payroll system once the new EA has been approved by FWA. 	January 2018 April 2018	BM	<ul style="list-style-type: none"> • Report provided to the ACS Board detailing the implementation of minor improvements • Report provided to the ACS Board detailing the audit of the payroll system
Implement rostering & timesheet system	<ul style="list-style-type: none"> • Determine new system & provide business case to the ACS Board • Implement new system (as determined by business case) • Undertake post-implementation audit / review 	May 2018 July 2018 August 2018	BM	<ul style="list-style-type: none"> • Business case approved by ACS Board • System implemented with no errors

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	Actions / Considerations	Target Date	Who	Success Measure
Successfully negotiate & implement ACS EA 2018	<ul style="list-style-type: none"> • ACS EA 2018 approved • Submit EA to FWA • Implement EA terms and conditions • Report to the Board on implementation 	Mar 2018	GM & ACS Board	Fair Work Commission approves the ACS EA 2018 (expected to take 4-months)
Undertake a review of the ACS administration & finance functions	<ul style="list-style-type: none"> • Determine if any functions can be outsourced • Consider external consultant to undertake a review of process and controls i.e. internal audit of specific functions 	June 2018	BM	Report on the review provided to the ACS Board
Support families & children access to nutrition, healthy eating and oral health education.	<ul style="list-style-type: none"> • Dental nurses to visit all ACS centres & services to educate children on oral health • Implement an oral health education campaign directed at parents • Catering officers to network with other Early Childhood Services in our region for new ideas and ways of providing healthy and delicious food 	Dec 2018	CC Catering Officers	<ul style="list-style-type: none"> • Information on healthy eating and oral health are provided to families on a quarterly basis • Catering Officers have introduced new healthy meals in the menu (4-weeks menu presented to ACS Board)
Undertake a review of the fee structure across ACS	<ul style="list-style-type: none"> • Equity, affordability and ACS sustainability • Consider the new Child Care Fund (new program of child care subsidies to be introduced in July 2018 by the Federal Department of Education & Training) • Comparison to other local providers • Consider the following: different sessions offered by ACS, kinder session fees and staff discounts 	April 2018	GM & External Consultant	A report on the fee review provided to the ACS Board

Actions	Actions / Considerations	Target Date	Who	Success Measure
Undertake a review of all ACS procedures and controls e.g. Finance & administration, HR / IR, Education & Care and OHS	<ul style="list-style-type: none"> • Identify what is already documented and what is outstanding • Develop plan for documenting key processes e.g. process for family invoicing and the effective management of debts • Determine a plan for implementation including timeline 	June 2018	BM	<ul style="list-style-type: none"> • Report provided to the ACS Board • Implementation Plan in place for ACS procedures & controls to be developed / re-developed
Undertake a review of expenses to determine ways to reduce costs	<ul style="list-style-type: none"> • Review of service operations, staffing model & organisational structure • Review of current procurement arrangements 	June 2018	ACS Board, GM & External Consultant Admin	A report on the review & proposed changes is provided to the ACS Board

