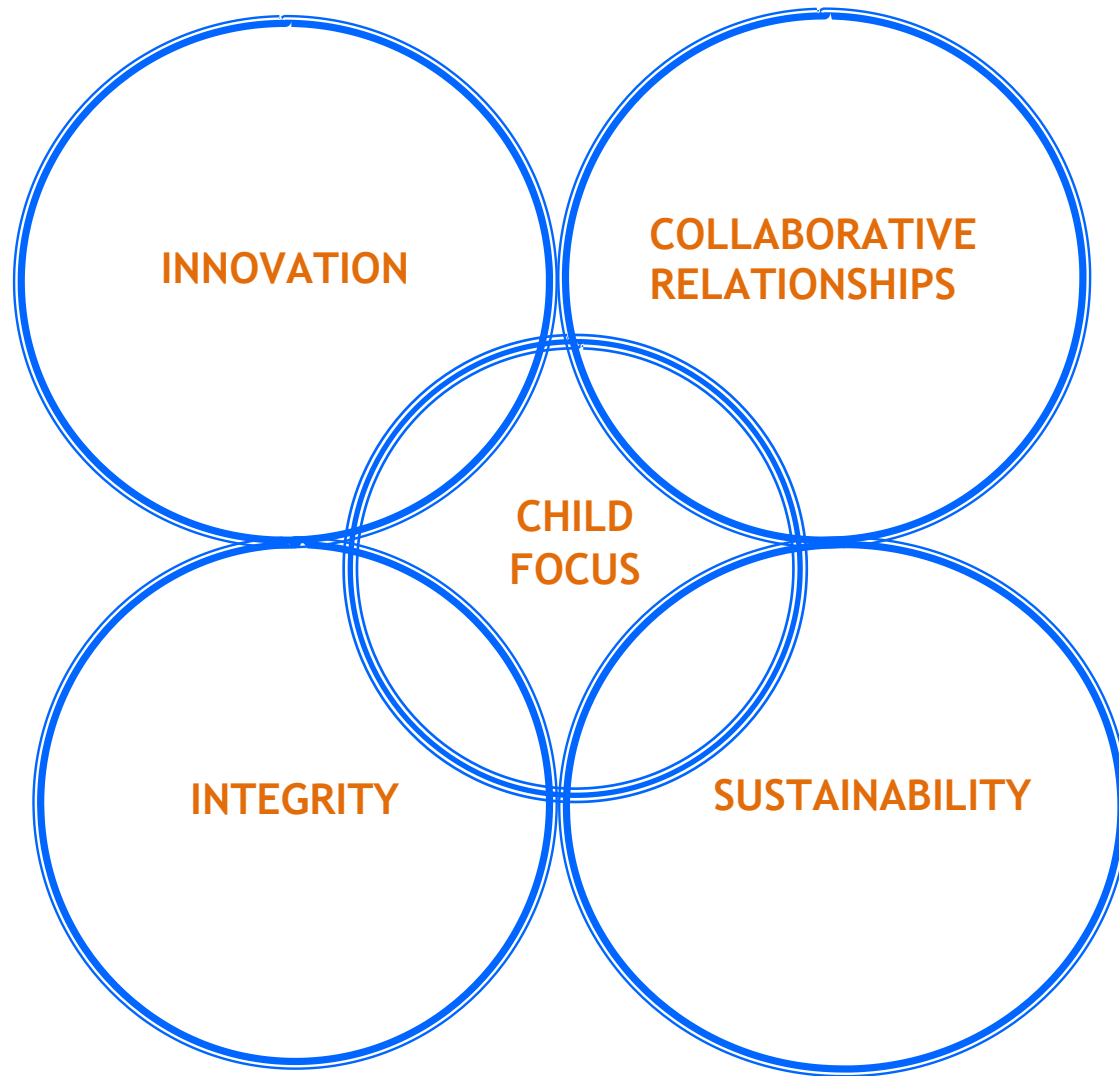




Strategic Plan 2015-2017



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 located in Bright, Mount Beauty and Myrtleford. Services include the provision of long day care, childcare, family day care and pre-school / kindergarten programs. Our 2015-2017 Strategic Plan has been developed based on feedback received from:

- Children attending our centres via floor book activities & sessions with children;
- Parents & families attending our services via annual ACS Parent Surveys;
- ACS Staff via annual ACS Staff Surveys;
- ACS Committee of Management & Leadership team via strategic planning sessions & discussions; and
- Alpine Shire Council Municipal Early Years Plan 2012 - 2016.

Abbreviations

Abbreviation	Detail	Additional information
ACS CoM	Alpine Children’s Services Committee of Management	Responsible for the management of ACS, made-up of parent representatives from each ACS service and 2 Alpine Shire Council representatives
AVCC	Alpine View Children’s Centre	Located in Bright, offering kindergarten & long day care services
EL	Educational Leader/s	AVCC = Dianne Berton / LVCC = Helen Zirstein / MVCC = Julie Sinnett / 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 = Kim Lancaster / LVCC = Gaby Thomson / MVCC = Julie Sinnett
GM	General Manager	Jenny Griffiths
LVCC	Lake View Children’s Centre	Located in Mount Beauty, offering kindergarten & long day care services
MMP	Manager, Marketing & Programs	Susan Anehagen
MVCC	Mountain View Children’s Centre	Located in Myrtleford, offering long day care services
RL	Room Leader/s	
SWO	Staff Wellbeing & Contact Officer	AVCC = Kim Lancaster/ LVCC = Gaby Thomson / MVCC = Julie Newlands
TL	Team Leader/s	AVCC = Helen Crutchett / LVCC = Isabelle Raw / MVCC = Jenny Rinaldo / FDC = Kate Kovesy

1. Collaborative Relationships - CHILD focus

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

Initiative	Actions / Considerations	Target Date	Who
Ensure successful FFGs at each service	<ul style="list-style-type: none"> Continued involvement from TL & EL with each LVCC & AVCC FFG Establish MVCC FFG with a terms of reference 	Ongoing Feb 2015	TL & EL TL & EL
Commitment to positive team culture	<ul style="list-style-type: none"> Roll-out Staff Wellbeing & Contact Officer roles at each centre Document & communicate ACS response to each service's annual staff survey results including ACS / staff initiatives to address feedback / areas for improvement Develop a Team Effectiveness Plan (TEP) for each service to address "areas for improvement" based on annual staff survey results Implement TEP at each service including allocating tasks to individual team members 	Feb 2015 Annually in Jan Annually in Jan Annually in Dec	GM / TL/ SWO GM / MMP / TL's GM / TL's TL
Increase support for families with children with additional needs.	<ul style="list-style-type: none"> Roll-out Family Wellbeing Officer roles Investigate all support networks available for families with vulnerable children & how ACS can assist with the creation of a support network for Alpine Shire families 	Feb 2015 Dec 2016	GM /TL / FWO MMP
Improve transition process for children within the service	<ul style="list-style-type: none"> Develop a 'room induction process' similar to our new family orientation process which will include educators welcome, background, tour of room, description of indoor and outdoor play spaces & flow of day 	Mar 2015	TLs & ELs
Improve TL's capacity to lead their team.	<ul style="list-style-type: none"> MVCC Team Leader, MVCC Educational Leader and LVCC Kindergarten Teacher to apply for the Leading People in Early Childhood Settings program with the Bastow Institute Undertake professional development as per the 2015 Training Plan 	April 2015	MVCC TL, MVCC EL, LVCC KT
Develop a Communication Strategy	<ul style="list-style-type: none"> ACS CoM to families & staff Educators to families ACS to families: e-communication including social media, SMS, e-newsletters etc. ACS to community 	July 2015	MMP
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 2015	TLs
Implement ACS Communication Strategy	<ul style="list-style-type: none"> Implement the agreed Communication Strategy 	Sep 2015 - Jun 2017	MMP
Improve connections with local community groups	<ul style="list-style-type: none"> Each centre to implement at least two projects with local community groups such as Landcare, aged care facilities, Men's Shed etc. 	Annually in Dec	TLs

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
Create inspiring play environments to promote children's learning	<ul style="list-style-type: none"> Each room leader to use the Rating Observation Scale for Inspiring Environments to assess their current play spaces (both internally and externally) Undertake a gap analysis and develop a plan (for each service) to address the gaps Create a revolving library with inspiring publications Research the establishment of a closed FB page for educators only 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 Implement inspiring play environment plans Display internally and share within ACS 	Feb 2015 Apr 2015 Jun 2015 Sep 2015 Jul 2015 onwards	ELs & RLs ELs & RLs GM & ELs MMP & ELs ELs & RLs
Improve educator's ability to engage with each child	<ul style="list-style-type: none"> Introduction of interruptions logs into each room, programming time and room meetings to record all interruptions over a two-week period to determine where key interruptions take place, for what & by whom 	Jul 2015	TLs
Develop & document an Outdoor play space improvement plan for each ACS Centre	<ul style="list-style-type: none"> Engage children, families & staff Consider the impact of the LVCC redevelopment project Funding opportunities Consider facilities improvement strategy for MVCC (refer below) 	Sep 2015	MMP
Implement each centre's Outdoor play space improvement plan	<ul style="list-style-type: none"> Funding / grant opportunities Coordinate with FFGs, Landcare, Men's Shed & other local community groups 	Oct 2015 - Sep 2017	MMP
Ensure each service meets the needs of the community	<ul style="list-style-type: none"> Consider integrated services at AVCC - is this meeting the needs of the community? ACS will be evaluating the 3-5 preschool program during July/August 2015 via a series of surveys & sharing sessions with families & engagement with children in the program. These results will be communicated to families in September 2015 Consider implementing forest kindergartens (sessions held in the nature on a regular basis) http://en.wikipedia.org/wiki/Forest_kindergarten or similar Increase regular community focussed excursions Facilities improvement strategy for MVCC 	Dec 2015 Dec 2015 Dec 2015 Dec 2016	GM / TL ELs ELs & Educators GM

Actions	Actions / Considerations	Target Date	Who
Ensure each child's voice is considered when purchasing equipment and planning activities, incursions & excursions	<ul style="list-style-type: none"> • Ensure children are engaged to express their views and their suggestions are implemented • Embed this process into 6-monthly activities & share findings with Early Years Networking Groups within the region • Ensure children's feedback is incorporated & actioned in ACS Strategic & Annual plans, Outdoor play space improvement plans & Inspiring play environment plans 	6-monthly 6-monthly Annually / as plans are developed	ELs & Educators ELs & Educators GM
Implement innovative teaching methods	<ul style="list-style-type: none"> • ELs to research & engage all educators in developing & implementing innovative teaching methods • Consideration of an internal ACS "innovation expo" to enable all educators to showcase innovative teaching methods e.g. present to each other on something new, big or small, they have implemented • Present report to the ACS CoM 	Sep 2015 Sep 2015 Dec 2015/6/7	EL GM ELs & GM
ACS to host biannual conference	<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 CoM 	May 2016 6-weeks post conference	MMP MMP & GM

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
Implement the ACS Code of Conduct	<ul style="list-style-type: none"> • Engage local training organisation to deliver training session on the ACS Code of Conduct to all ACS staff and ACS CoM 	Feb 2015	GM
Develop 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 including ACS Code of Conduct training • Consider staff & parent feedback from annual surveys • Contact officer training requirements • OHS training requirements • Attendance biannual ACS Hume Regional Conference • Incorporate ideas from performance appraisals • Present Training plan including full costs to ACS CoM 	Annually in Feb	GM
Establish an overall ACS philosophy	<ul style="list-style-type: none"> • Review all ACS centre philosophies & combined to create an ACS philosophy 	Mar 2015	GM
Apply for 'Excellent' rating for LVCC	<ul style="list-style-type: none"> • Complete the application form for the 'Excellence' rating for Lake View Children's Centre and submit to Australian Children's Education & Care Quality Authority (ACECQA) 	Mar 2015	GM & LVCC TL
Implement ACS training plan	<ul style="list-style-type: none"> • Implement ACS Training Plan 	Annually Mar - Dec	GM
Ensure staff & families understand how to provide feedback & make complaints	<ul style="list-style-type: none"> • Promote new family feedback and complaints process (policy & flowchart document) • Promote new staff feedback and complaints process (policy & flowchart document) 	Mar 2015	GM & MMP
Report on the progress of the Quality Improvement	<ul style="list-style-type: none"> • Develop an appropriate report for the ACS CoM to ensure transparency & completion of the actions within each service's QIP 	April 2015	GM

Actions	Actions / Considerations	Target Date	Who
Plan of each service	<ul style="list-style-type: none"> • Present the report to the ACS CoM biannually 	June & Nov	GM
Review SWO & FWO roles	<ul style="list-style-type: none"> • Are these positions meeting the needs of family and staff? • Do they need to be expanded? 	Dec 2015	GM
Host ACS Parent Evening	<ul style="list-style-type: none"> • Engage high-level presenters based on conference theme • Develop promotional material • Promote parenting evening across Alpine region • Coordinate parenting evening • Present report to the ACS CoM 	Annually in May & in line with ACS Conference	MMP
Assess the level of satisfaction of ways of working within ACS	<ul style="list-style-type: none"> • Use the on-line 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 CoM of Management 	Annually in Aug & responses in Dec	GM & MMP

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
Build a reserve fund to ensure long-term financial sustainability	<ul style="list-style-type: none"> Determine an appropriate reserve fund for the organisation Develop a plan to maintain the target reserve amount 	April 2015	ACS CoM
Service offering expansion	<ul style="list-style-type: none"> Advertise FDC throughout the Alpine Shire Council Myrtleford Preschool OSHC Cluster Manager: undertake due diligence investigations into OSHC services and develop a plan to take-on the following: <ol style="list-style-type: none"> Bright P-12 & Porepunkah Upper Kiewa Valley Cluster Myrtleford (new) 	Dec 2015 Ongoing Jun 2015 Jan 2016 Jan 2017 Oct 2017	FDC TL & MMP GM & ACS CoM GM & FDC TL
Plan for the introduction of the 2016 3-5YO ratios	<ul style="list-style-type: none"> Needs of each service e.g. number of available staff, size of rooms Cost analysis 	May 2015	GM
Improve governance of ACS	<ul style="list-style-type: none"> Update the ACS Statement of Purpose & Rules to be in line with Consumer Affairs' template Constitution document Create & implement delegated authorities between ACS CoM & the GM Implement a stronger induction, training & succession program for ACS CoM members including ACS CoM code of conduct, roles & responsibilities & confidentiality requirements Organisational Chart needs to include ACS CoM & FFG Implement updated position descriptions across ACS Develop performance appraisals to align with the updated position descriptions Finalise GM performance appraisal process Implement updated ACS Family & Staff Policies and Procedures 	July 2015	ACS CoM
Reduce energy consumption	<ul style="list-style-type: none"> Involve the Alpine Shire Council in an energy reduction plan that identifies and implements methods to reduce energy consumption. 	Dec 2015	Green Team

Actions	Actions / Considerations	Target Date	Who
Increase & integrate sustainable practices at each centre	<ul style="list-style-type: none"> • Continued involvement with the Seedlings Program (if the program continues) or if program ceases, investigate other programs to meet the need for Education in Sustainability within each service? • Each centre to introduce 1 new sustainable practice e.g. kitchen garden • Review current sustainable practices & teachings e.g. composting at each centre 	Sep 2015	Green Team & relevant staff depending on initiatives
Successfully negotiate ACS EA 2017-2019	<ul style="list-style-type: none"> • Start early in 2016 and consider engaging external mediator if necessary • Establish working party • Submit EA to FWA 	Mar 2016 Oct 2016	GM & ACS CoM
Undertake a review of the fee structure across ACS	<ul style="list-style-type: none"> • Equity and affordability • Spread of kindergarten per capita funding at Alpine View. Is this equitable? • Comparison to other local providers 	April 2016	GM
Ensure families & children have access to nutrition, healthy eating and oral health education.	<ul style="list-style-type: none"> • Dental nurses to visit all centres 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 	Annually	TLs Catering Officers