

October 2008

## **C&K STRATEGIC PLAN 2008-12**

### **PRESIDENT'S FOREWORD**

C&K (Crèche and Kindergarten Association) is Queensland's largest and oldest early childhood education and care organisation. Since its inception in 1907 C&K has remained a not-for-profit association responsive to contemporary family and community needs and true to a fundamental philosophy of always putting the interests of children first. In its 101<sup>st</sup> year and an environment of significant early year's reform at both a state and federal government level the Board of Management considered it appropriate the association review its strategic direction.

Children and childhood are experiencing new and demanding challenges. There is an increasing trend to distance children from the real and natural environment while simultaneously the media encourages them to become active consumers in the commercial world. In a modern society, dominated by economics, children face increased pressures to perform and conform while their parents often struggle to find the time and/or wherewithal to partake in and enjoy their children's lives. This phenomenon often leads to professional educators and carers having to undertake parenting roles in addition to their program requirements. Overlaying these social changes is the immediacy of climate change and the need to adopt environmentally sustainable practices to ensure our children's future.

In developing the new 2008–2012 strategic plan, a significant environmental scanning process was undertaken and many conversations about the future took place. This work assisted C&K in determining which current strategic priorities should be consolidated and what new directions needed to be established. The strategic objectives in this plan identify what C&K seeks to achieve over the next five years.

This new strategic plan will help C&K respond positively to the many future challenges and opportunities that will arise, particularly as the national reform agenda is implemented. We will continue to strengthen existing relationships, seek new partnerships and develop innovative services both in the interests of all children and the wider community early childhood sector.

I encourage you to support C&K's endeavours wherever and whenever possible to make our community a better place for children.

Dr Mary Mahoney AO  
President

## **VISION**

C&K is recognised as the preferred provider of early learning services

## **MISSION**

Working with our communities to enhance the lives of children and families through high quality early childhood services

## **VALUES**

Our commitment to our vision and mission is underpinned by the core values of leadership, innovation, excellence, collaboration and sustainability. These values support and guide our philosophy of being a child and community-focused organisation.

### Leadership

- Our Board, staff and volunteers have the leadership capabilities to make a positive difference to the lives of children.
- We strongly advocate for the rights, interests and wellbeing of young children in influencing early childhood policy and practice

### Innovation

- We constructively challenge ourselves and support creative, responsive, and innovative practices
- We support a flexible and family-friendly environment for staff so our collective efforts are sustainable

### Excellence

- We deliver the highest quality early learning experiences for children in their formative years - we emphasise play-based learning outcomes
- We maintain highly qualified staff and children's best interests are paramount in all of our decisions

### Connection

- We develop authentic and effective relationships with our children and their parents/carers, communities, stakeholders and partners.
- We promote a strong sense of community and respect the diversity of families

### Sustainability

- We work to reduce our ecological footprint and assist our children to do the same.
- We commit to developing better understandings about environmental sustainability

## **STRATEGIC INTENT**

C&K has determined six key strategic objectives for 2008-12. These provide us with our overall direction and purpose; they underpin what we do and guide our day-to-day work.

Our strategic objectives are to:

- optimise access to our early learning services
- strengthen our influence and leadership role in early childhood
- deliver quality services that meet the early childhood education and care needs of families and communities
- increase our participation in Aboriginal and Torres Strait communities and related early childhood and care services
- promote environmental sustainability in children's learning experiences and in our staff work practices
- engage the best people, systems and resources to support our early learning services

*Where children come first*

<p><b>Strategic Objective:</b></p> <p><b>Optimise access to our early learning services</b></p>
<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>▪ create significantly more kindergarten/pre-prep places and expanding early childhood education and care services</li> <li>▪ continue to partner with all levels of government to strengthen C&amp;K's position as leader in providing early childhood education and care services</li> <li>▪ promote the C&amp;K brand to the wider community</li> <li>▪ advocate at all levels of government for necessary resources and increased participation in decision making</li> <li>▪ use the C&amp;K brand to influence partners to establish infrastructure to expand services</li> </ul>
<p><b>Key performance indicators:</b></p> <ul style="list-style-type: none"> <li>▪ significantly increased number of C&amp;K ECEC services</li> <li>▪ significantly increased number of children influenced by C&amp;K activities</li> </ul>

<p><b>Strategic Objective:</b></p> <p><b>Strengthen our influence and leadership role in early childhood</b></p>
<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>▪ continue to build upon the quality of the curriculum and teaching in all early childhood settings</li> <li>▪ increase the number of branch services to strengthen C&amp;K's sector influence</li> <li>▪ build and expand networks with business and government</li> <li>▪ expand conference and workshop programs interstate</li> <li>▪ lead the development of a new National association of early childhood education and care providers</li> <li>▪ explore and capture opportunities to provide services and support both nationally and internationally</li> </ul>
<p><b>Key performance indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Increased number of branch services</li> <li>▪ Demonstrated expansion in other jurisdictions</li> </ul>

**Strategic Objective:**

**Deliver quality services that meet the early childhood education and care needs of families and communities**

**Strategies:**

- advocate for maximum government funding and support for all C&K early childhood services
- continue to develop innovative, flexible and responsive service types that engage families and promote their well-being
- influence change in early childhood education and care policy at both state and federal levels
- maximise opportunities for partnerships with local stakeholders
- enhance data collection and analysis methods through use of survey focus groups and external expertise
- advocate for 4 year university trained early childhood teachers
- advocate for quality education programs for early childhood professionals

**Key performance indicators:**

- Implementation of processes to collect and analyse data
- Establishment of innovative and integrated new service types

**Strategic Objective:**

**Increase our participation in Aboriginal and Torres Strait communities and related early childhood and care services**

**Strategies:**

- identify and build capacity for early childhood education and care within Aboriginal and Torres Strait Islander communities
- achieve representation on key decision making bodies linked to Aboriginal and Torres Strait Islander communities
- develop stronger relationships and partnerships with other agencies to effect positive outcomes for children
- seek additional resources to expand the capability of C&K to service Aboriginal and Torres Strait Islander communities

**Key performance indicators:**

- Significantly increased number of Aboriginal and Torres Strait Islander children and families regularly accessing C&K services
- Demonstrated increase in influence at stakeholder and Government levels
- Increased percentage of Aboriginal and Torres Strait Islander employees

**Strategic Objective:**

**Promote environmental sustainability in children's learning experiences and in our staff work practices**

**Strategies:**

- increase C&K's knowledge and understanding of environmental sustainability
- enhance curriculum and learning experiences in relation to environmental sustainability
- develop policies and guidelines on environmental sustainability for staff including efficient usage of energy and resources
- implementing a culture of environmental awareness, responsibility and action
- engage media to promote initiatives being implemented by C&K in relation to environmental sustainability
- developing partnerships with community and other organisations to assist C&K in promoting environmental sustainability

**Key performance indicators:**

- Children and families are involved in environmental sustainability experiences
- Development and implementation of a measurable environmental sustainability plan for C&K workplaces

**Strategic Objective:**

**Engage the best people, systems and resources to support our early learning services**

**Strategies:**

- continue to recruit and develop the best qualified staff
- identify and respond to learning and development needs of staff
- enhance staff attraction and retention strategies and be recognised as an employer of choice
- promote and develop strong and effective leadership throughout the organisation
- expand recruitment horizons nationally and internationally
- strengthen and enhance corporate governance practices
- improve quality and speed of communications
- establish succession planning processes throughout the association
- review of composition, purpose and operating procedures of the Board and associated committees
- develop a rolling 5 year financial plan

**Key performance indicators:**

- Low turnover – high satisfaction of staff
- Board review completed and corporate governance practices enhanced
- Maintain financial viability